



EPICENTRAL

A Newsletter from Epicenter Development Group highlighting ideas that improve organizations

Welcome to Epicenter Development Group's newsletter, EPICentral. The purpose of this newsletter is to highlight fundamental ideas that have helped organizations develop and maintain great manufacturing and service operations. We hope that you find our EPICentral newsletter helpful, and we would welcome your comments on its content.

The Johari Window - Peeking Behind the Drapes

This month's newsletter article considers the **Johari Window**. The Johari Window is a game that was created by Joseph Luft and Harry Ingham in the 1950s. The original purpose of the game was to help people better understand their mental "unstability" through a series of self and peer assessments. Today, the Johari Window game and concepts are used to help people become more effective within their careers through improved self-understanding and awareness.

The Process:

Although there have been different methods for completing this exercise, the original and, perhaps, easiest method is as follows:

1. People are first provided with a list of 56 different adjectives and asked to select those five or six which they feel closely match their own personality (see below for list):

able, accepting, adaptable, bold, brave, calm, caring, cheerful, clever, complex, confident, dependable, dignified, energetic, extroverted, friendly, giving, happy, helpful, idealistic, independent, ingenious, intelligent, introverted, kind, knowledgeable, logical, loving, mature, modest, nervous, observant, organized, patient, powerful, proud, quiet, reflective, relaxed, religious, responsive, searching, self-assertive, self-conscious, sensible, sentimental, shy, silly, smart, spontaneous, sympathetic, tense, trustworthy, warm, wise, witty.

2. The person's peers are then given the same adjectives and asked to pick five or six which they feel most closely describe each subject.
3. The results of the selections are mapped on to the Johari Window grid as follows:
 1. **Open** - Adjectives that were selected by both the subject and their peers is listed in the "Open" quadrant of the grid.

2. **Blind Spot** - Adjectives that were selected by the peers but not the subject are listed in the "Blind Spot" quadrant of the grid.
3. **Hidden** - Adjectives that were selected by the subject but not the peers are listed in the "Hidden" quadrant of the grid.
4. **Unknown** - Adjectives that were not listed by either the subject or the peers are listed in the "Unknown" quadrant of the grid.

	Known to Self	Not Known to Self
Known to Others	Open	Blind Spot
Not Known to Others	Hidden	Unknown

Critiquing the Results:

The results of this exercise can be used in a number of ways, but some things to consider are as follows:

- **Open** - The amount of adjectives in the "Open" quadrant is a reflection of how well your understanding of how you present yourself is aligned with how people perceive you. If a strong mutual understanding is important for effective team and work relationships, then you would do well to encourage growth in this area.
- **Blind Spot** - Everyone has blind spots. This exercise can help people to better understand how they actually present themselves to others in the workplace. They may be surprised, for example, that some people consider them to be shy or nervous when they feel confident and outgoing. A better understanding of how people perceive you can be very helpful when considering possible areas for professional improvement in communication, leadership and team-based skills.
- **Hidden** - Hidden adjectives reflect how much you disclose to others in your relationship. Essentially people with a lot of adjectives in this quadrant are hiding their true selves from others. It is up to each person to determine how much to disclose and to consider how withholding can affect their ability to work with others in the workplace. Also consider that most people can sense when someone is hiding something, and this can lead to distrust and conflict.
- **Unknown** - This final quadrant is for all of the unused adjectives because they are either not relevant in the workplace or there is a collective ignorance of these traits. If you see adjectives in this quadrant that you aspire to (like I want to be seen as more dependable) then this can become a list of areas to focus on for improvement.

Considerations:

- This tool and model can be used in a wide variety of settings (individuals, groups, teams,

personal, professional, family) and modified for many purposes. The main point is to consider that all people have these four "quadrants" and that a better understanding of oneself and others is a main basis for improvement.

- Epicenter encourages its clients and business partners to develop their own standard "toolbox" of tools that they can effectively use to plan, design and improve their operations.
- The Internet has a wealth of information around Johari Windows and even some online tools for assessment.
- If you would like more information on the Johari Window or would like to give us feedback on this article, please contact us at 216-702-0952 or sales@epicentergroup.com

Next Steps

If you would like more information on this topic or other similar types of tools, please contact Bill Proctor with your request at wproctor@epicentergroup.com or 216-702-0952. You can also find previous issues of EPICentral at [Newsletters](#).

Mr. Proctor also speaks on a variety of problem-solving and system design topics that can help companies significantly increase the success and profitability of their businesses. If you are interested in having Bill speak at one of your upcoming meetings/events or would like more information on any of the speaking topics, please visit [Speaker Services](#) or you can email sales@epicentergroup.com.

Epicenter Development Group is a unique consulting firm that seamlessly integrates the disciplines of Systems Engineering and Organizational Analysis & Development to create practical design solutions to your toughest challenges. It is on the cutting edge of problem-solving solutions and the creator of a unique process called GreenRoom Engineering. This process adds greater value and cost savings for clients as compared to traditional engineering methods.

William Proctor, Epicenter's founder and president, has provided services around the country to more than 100 companies consisting of a variety of organizations; and Epicenter continues to grow as a resource for firms of all sizes.

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