# Johari Window Quadrants

*Leaders can help by creating an environment that encourages self-discovery and promotes the processes of self discovery, constructive observation and feedback among team members. It is a widely accepted fact that the majority of people in any organization are at any time working well within their potential. Creating a culture, climate, and expectation for self-discovery helps people to fulfill more of their potential and thereby achieve more and contribute more to organizational performance.*

## Johari Quadrant 1 – Arena

The aim in any group should always be to develop the 'open area' for every person, because when people work in this area with others they are at their most effective and productive, and the group is at its most productive too. The open free area, or 'the arena,' can be seen as the space where good communication and cooperation occur, free from distractions, mistrust, confusion, conflict and misunderstanding.

## Johari Quadrant 2 – Blind Spot

By seeking or soliciting feedback from others, the aim should be to reduce this area and thereby to increase the open area – to increase self-awareness. This blind area is not an effective or productive space for individuals or groups. This blind area could also be referred to as issues in which one is deluded. A blind area could also include issues that others are deliberately withholding from a person. People who are 'thick-skinned' tend to have large blind areas.

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## Johari Quadrant 3 – Reveal

This hidden or avoided self represents information, feelings, etc., anything that a person knows about him/her self, but which is not revealed or is kept hidden from others. The hidden area could also include sensitivities, fears, hidden agendas, manipulative intentions, secrets – anything that a person knows but does not reveal, for whatever reason. It's natural for very personal and private information and feelings to remain hidden. However, a lot of hidden information is not very personal: it is work- or performance-related, and so is better positioned in the open area. When we reduce the hidden area, and increase the open area, it enables better understanding, cooperation, trust, team-working effectiveness and productivity. Reducing hidden areas also reduces the potential for confusion, misunderstanding, poor communication, etc., which all distract from and undermine team effectiveness.

## Johari Quadrant 4 – Explore

This quadrant contains information, feelings, latent abilities, aptitudes, and experiences unknown to all. They take a variety of forms: they can be feelings, behaviors, attitudes, capabilities, and aptitudes, which can be quite close to the surface. They can be positive and useful, or they can be deeper aspects of a person's personality, influencing his/her behavior to various degrees. Uncovering 'hidden talents' – that is, unknown aptitudes and skills, is another aspect of developing the unknown area.

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