

## ACTIVITY: BUILDING DEEPER RELATIONSHIPS WITH THE JOHARI WINDOW

As people join to build collective leadership for community change, they need to develop deeper relationships to support working together in new ways. It’s easy to get to a polite level and stay at that level without having the more challenging conversations that need to take place to build stronger relationships. The Center for Ethical Leadership introduced the Johari Window to KLCC II as a tool to foster these conversations and ultimately create stronger relationships.

### OVERVIEW

This activity is a tool to help group members better understand and trust one another. It’s grounded in the notion that learning how people with different world views can work together requires sharing the ways of interacting that are most effective for each person.

### OBJECTIVES

- To understand the role of sharing information and receiving feedback in building deeper relationships
- To learn how to build trust intentionally into relationships and the work environment

### TIME REQUIRED

25–30 minutes

### SUPPLIES

You’ll need one copy of **Handout 5C** for every participant.

WHAT	TIME	HOW	MATERIALS
<b>Step 1: Setting the context</b>	5 min	Tell the group, “As we come together to build collective leadership and effect community change, we need to continue to deepen our relationships with one another and discover new ways to work together. It’s easy to get to a comfortable point in a relationship with someone and stay there. Today, we’re going to go deeper.”	
<b>Step 2: Understanding the Johari Window</b>	10 min	Pass out <b>Handout 5C</b> to your group. Use the notes from the <b>Johari Window Overview</b> to give participants a general understanding of the window and how you will use it to deepen trust. Ask participants to list characteristics about themselves that fall in each of the window’s four panes. Ask volunteers to share some of the personal characteristics they listed.	<b>Handout 5C</b>
<b>Step 3: Sharing personal reflections</b>	10 min	Begin this deeper reflection with a personal experience. Share with your group a story of a time you disclosed something about yourself and how that made you feel. Then share a story about a time you gave feedback to someone else who had just disclosed something hidden. Use the second set of questions on the <b>Johari Window Overview</b> handout to guide your group through the deeper reflection.	
<b>Step 4: Wrapping it up</b>	5 min	Ask for any final questions. Then ask participants to share ways they might use what they learned from this exercise (or the Johari Window itself) in their lives.	

## JOHARI WINDOW OVERVIEW

*The Johari Window, named for its inventors, Joseph Luft and Harry Ingham, is one of the most useful models for describing the creation of trust in human interaction.*

A four-paned “window” divides personal awareness into four types: open, hidden, blind and unknown. The lines dividing these four panes are like window shades – they can move as an interaction progresses. We build trust by opening our personal shades to others so that we become an open window.

(Adapted from *Of Human Interaction*, by Joseph Luft. Mayfield Publishing Company, 1969.)

### First Set of Questions

- 1. Open.** Things we know about ourselves and others know about us. What are some things that would be in this window (e.g., how tall we are, hairstyle, whether or not we wear glasses)?
- 2. Hidden.** Things we know about ourselves and others don’t know. What are some examples here (e.g., belief in religion, political leanings, fears, dreams)? When we open this window to share something about ourselves, we invite others in. Disclosure builds trust.
- 3. Blind.** Things we don’t know about ourselves but others do. What are some examples (e.g., at a light level, you have spinach in your teeth; at a deeper level, you talk too much at meetings, or you have a real gift for making people feel comfortable)?

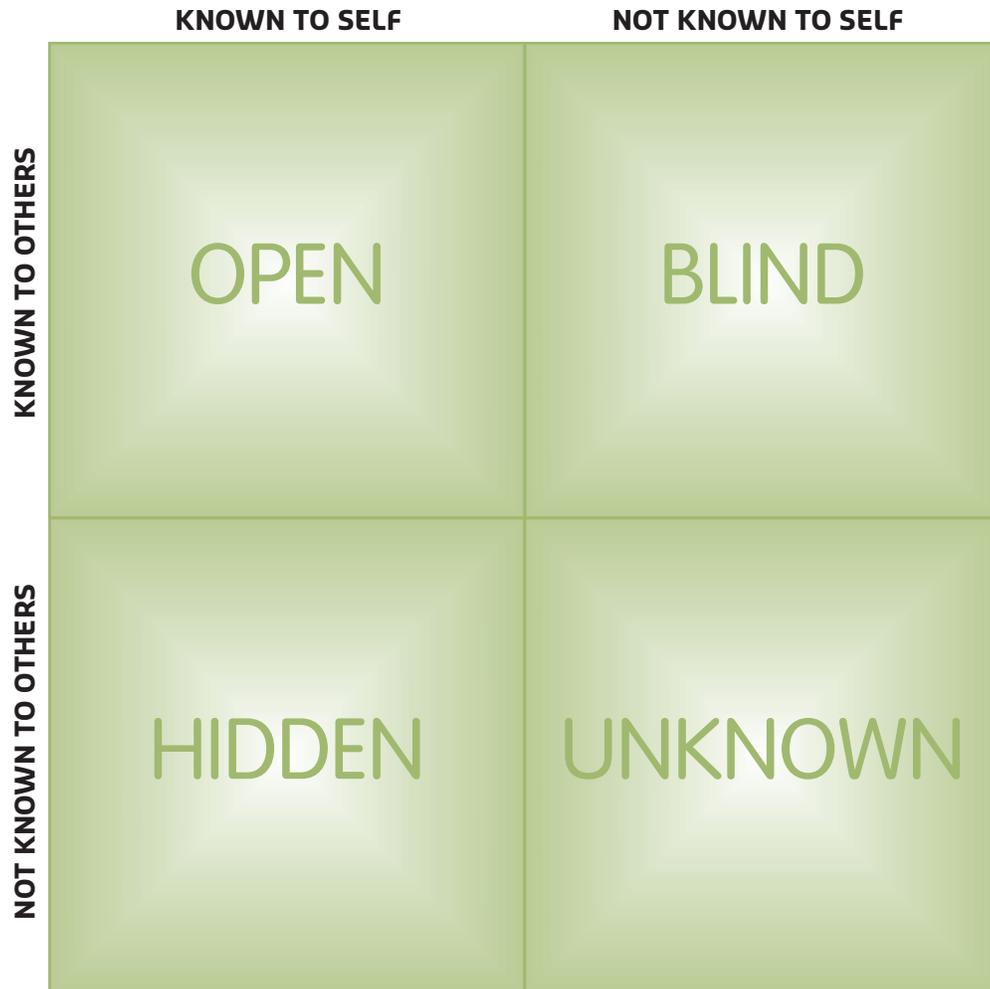
When you LET someone open this window on you, you will create trust between yourself and that person. You decide when, where, how, and how often you want to receive this FEEDBACK. When you want to open this window on someone else and give Feedback, ask permission first – don’t just pounce; that destroys trust. Opening this window requires compassion and kindness.

- 4. Unknown.** Things we don’t know and you don’t know either. This is the area of mutual discovery, collaboration, and surprise – “fortuitous collisions.” The future is in this window. This is what we will discover in one another and ourselves by interacting and building relationships.

### Second Set of Questions

- 1.** Think of someone in our group that you don’t know well or with whom you’d like to build a deeper and stronger relationship. What is something in your “hidden” window that you’re willing to share to build trust with that person? Or to help members of your group work better together, what are some things you might disclose to them? Make a commitment to yourself to have this meeting in the next week.
- 2.** What feedback would you like to give, if this person were open to it? How will you phrase your request to give feedback? How will you have the person’s best self in mind so that you don’t damage your relationship? Examples of how to open the conversation are: “I notice in meetings that you... I approach discussions in a different way... I wonder how we can find a way to be on the same page.” Make a commitment to invite this person to meet with you in the next week.
- 3.** What is some feedback about yourself that you’d like to have? From whom do you want it? Make a commitment to have this conversation.

## HANDOUT 5C: THE JOHARI WINDOW



Handout 5C