



Self-Awareness & Understanding EI

Module One

A Promoting Excellence
Online Course

This is part of a series of online courses
available from Promoting Excellence
Leadership Consultants.



Promoting
Excellence

Module 1: Johari Window

(created by Joseph Luft and Harry Ingham in 1955.)

All 4 elements will depend on the size of the open window – how open with others, how blind to self-knowledge, how much about self is hidden, how much potential?

OPEN: Elements of our self that are openly known and talked about and which may be seen as strengths or weaknesses. This is the self we will share with others – depending on:

- how much we feel comfortable sharing
- with whom we want to share
- how new we are to a team or workplace.
- how much other people share or are trusted

Here leaders can play their part to ensure there is a strong 'team spirit' where openness, trust and collaboration will encourage the sharing of strengths and weaknesses. Effective teams will help each other to develop how open they can be by making colleagues feel comfortable and respected when sharing. **Reflect: How open are you...how large is your window?**

HIDDEN: The size of this window will depend upon the amount of things that we know about ourselves and want to keep hidden from others. These may be feelings or facts, incidents that have happened etc. Information hidden will depend on a number of factors:

- what it is
- how secure/happy the person feels sharing personal details in the workplace
- whether the information will affect the person, their work, or their position at work
- trust in colleagues, if there is a judgemental approach in the workplace, or fear of admitting and speaking truthfully.

We will all want to keep some things private, yet the more trust there is within a team this will influence sharing. Organisational culture will also contribute to determining how colleagues manage their hidden areas. **Reflect: If you are a manager how would you ensure that the climate in your area helps staff feel safe and able to share chosen issues?**

BLIND Elements of our self that others observe, and we don't know about. Self-awareness is crucial here if as leaders we are to be wholly effective. We may have strengths or weaknesses and they will affect the way others respond to us.

- Having a critical friend who is willing to give sensitive feedback will develop self-awareness and understanding and help to chip away at the blind window. Clearly the aim here is to increase in self-knowledge, and this can only benefit leadership and teamwork.
- There will always be those who have an inflated opinion of themselves or who suffer from an 'imposter syndrome'. Coaching conversations can help here. **Reflect: Do you have a critical friend who will give honest feedback?**

POTENTIAL: Elements of our self that no-one yet knows about yet - including ourselves These may include feelings, abilities, knowledge, repressed attitudes and potential in any sense. How individuals react to a discovery will depend on the nature of what was unknown.

Sensitivity will be needed in some cases and praise in others! Again the role of leaders and managers is important to ensure a positive, open climate that will allow talent to emerge and discoveries about self to be dealt with or shared more easily where appropriate. **Reflect: How are you at talent management? Do you support and encourage development opportunities? Do you ask for and take up development opportunities?**