

## Using A Johari Window To Help Assess Behaviours / Performance

### An Assessme Whitepaper

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We know that 360° feedback can be a highly effective method for raising awareness about leadership skills and behaviour. To some people, receiving their outcomes as scores or graphs can be quite intimidating and even confusing.

We have all met people who have brilliant people skills but find interpreting numbers a complete fog. We know of one specialist senior manager who employs an accountant every year to help prepare their departmental budgets; also someone who years ago failed the numeracy test for a shelf stacker at a supermarket chain but has since run a couple of successful businesses and whose English is so good they are often employed as a proof reader.

We can use a Johari\* window to make them aware, in a simple visual and verbal way, how other people see them; a Johari window is therefore an excellent tool for improving self-awareness especially for those that are often blinded by numbers.

### **How Does the Johari Window Work in Assessme's Framework assessment tool?**

We do not use it in the classic mode developed by Left & Ingham\* but use the concept to display an element of the results of the assessment.

The Johari window has four zones

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

Open – This is what the individual knows about themselves and is seen by their assessors

Blind – What their assessors have identified, but the assessee is unaware that they are doing

Hidden – How the individual thinks they are behaving but the assessors cannot see

Unknown – Behaviours that the assessee is not exhibiting, is unaware of and therefore the assessors have not recognized.

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Firstly we assign a type of behaviour to each performance criteria / behaviour being assessed.

The words used as behaviour descriptors may vary with who and what is being assessed but the following list of behaviour types is taken from a working example:

<i>Accountable</i>	<i>Astute</i>	<i>Clear</i>	<i>Decisive</i>
<i>Delivers</i>	<i>Drive</i>	<i>Impact</i>	<i>Influence</i>
<i>Innovative</i>	<i>Self-Awareness</i>	<i>Recognise</i>	<i>Trust</i>

Here are some examples of Performance Criteria and their associated behavioural trait.

*NB. These traits may vary between different organisations.*

<b>Performance criteria</b>	<b>Behaviour</b>
Strives to meet the needs of customers	Deliver
Secures team commitment to deliver against targets	Deliver
Builds a network of beneficial internal and external contacts	Impact
Proactively communicates with team	Drive

Sample Johari Window:

	Known To Self	Not Known To Self
Known to Others	Accountable Astute Clear Decisive Delivers	Influence Impact
Not Known to Others	Drive	Innovative Recognise Trust Self-Awareness

Here we have someone who gets on with the job but may not be able to think outside the box (no sign of being innovative) and may not be keen on seeking

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advice or opinion from others (Recognise and Trust are also hidden); they also think they are driven but others cannot see that in them.

Another feature of the Johari Window is that the size of the boxes changes with the number of items within the box / column / row. This can give a quick visual indicator to the type of person they are. The example below shows someone who is more open with their colleagues / customers / clients and probably highly trusted.

	Known To Self	Not Known To Self
Known to Others	Accountable Astute Clear Decisive Delivers Drive Innovative Self-Awareness	Influence Impact Trust
Not Known to Others		Recognise

I hope this quick overview has been useful and given you some idea of how Johari windows can be used as part of your assessment "toolbox". If you would like more information or a demonstration or wish to share your own experiences with using Johari windows please feel free to contact me.

Thank you for your time.

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\* The Johari Window model was created by Joseph Left and Harrington Ingham in 1955

([http://en.wikipedia.org/wiki/Johari\\_window](http://en.wikipedia.org/wiki/Johari_window))

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