

# Relevance of Johari Window in Enhancing Emotional Intelligence

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**Abstract:** Emotional Intelligence (EI) gained popularity as a behavioural model when Daniel Goleman published a book titled “Emotional Intelligence: Why It Can Matter More Than IQ” in 1995. According to him, 80% of the success of any individual can be attributed to his/her Emotional Quotient. Goleman said that there are 5 dimensions of EQs: 1) Knowing your emotions, 2) Managing your emotions, 3) Motivating yourself, 4) Recognizing and understanding other people's emotions, 5) Managing relationships, i.e., managing the emotions of others. Another simple behavioural model that deals with “knowing your own self” was developed by Harry Ingram and Joseph Luft in the 1950's which is popularly known as “Johari Window”. This research paper aims to find out if the knowledge

**Index Terms-** Johari Window, Emotional Intelligence.

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## **Introduction:**

### **1. Johari Window**

Joseph Luft and Harry Ingram who were researching human personality at the University of California, shaped a psychological tool called Johari Window in 1955. This is a simple and useful tool that helps individuals to understand themselves as well as people around them. It is quite useful for people to understand their intra-personal relationship as well as inter-personal relationships.

Johari Window aims to address four questions mentioned below:

- i. What are the aspects of you that you know about yourself as well as others know about you?
- ii. What are aspects of you that you know about yourself, but are not disclosed to others?
- iii. What are aspects of you that others know about, but you are unaware of?
- iv. What are aspects of you that are not known to you as well as others?

The diagrammatic representation of these four questions that form integral part of Johari Window looks like:

<b>Open Self</b> <b>(Known to you as well as others)</b>	<b>Blind Self</b> <b>(Known to others, but not to you)</b>
<b>Hidden Self</b> <b>(Known to you, but not disclosed to others)</b>	<b>Unknown Self</b> <b>(Not known to you as well as others)</b>

- i. **Open Self:** Open Self consists of the aspects of ourselves that are known to us as well as others. This is our public personality that we choose to share with other people. When we meet someone for the first time, the size of this window is relatively small. It gradually increases with the continuation of interactions.
- ii. **Hidden Self:** This part of Johari Window is also known as “Façade”. It consists of those aspects of ourselves which are known to us, however not known to others. This may happen because we choose to keep few aspects of our personality hidden from others. It may be something that we consider to be very private to us.
- iii. **Blind Self:** It consists of those aspects of our personality that can be observed or seen by others, but we are unaware of these aspects of our own selves. It may also consist those aspects of ourselves which believe we possess, however, other people can’t see or observe those in us.
- iv. **Unknown Self:** It consists of those aspects of our personality that neither we nor others are aware about.

Johari Window is also known as the Disclosure/Feedback Model of Self-awareness. Ingram and Luft observed that the boundaries of these windows are not fixed, but are flexible and that there are two processes that can either expand or reduce the panes of these windows. These two processes are Self-disclosure and Feedback.

- i. **Self-disclosure:** It refers to the degree to which an individual is willing to share information regarding himself/herself with other people. It does not involve just the factual information that we can give others, but also includes those aspects of our personality that others would not generally know, unless we disclose

them to people. This process usually leads to strengthened inter-personal relations.

- ii. **Feedback:** It refers to the degree to which other people are willing to share how they perceive us. It also includes the degree to which we are receptive to the feelings/perceptions of others about us.

Depending on the level of self-disclosure and feedback we are willing get into, we can be placed in one of the four types mentioned below:

- i. **Open-receptive Person:** This person willingly shares information about himself/herself with others and at the same time, is also receptive to how others perceive him/her. People who are good at inter-personal relations, generally belong to this category.

Open Self	Blind Self
Hidden Self	Unknown Self

- ii. **The Interviewer:** This person generally has a big hidden area, thus making him/her someone who likes to keep things secret or private. People around such person, feel defensive and resentful. This is not a good window to operate from, if you want to maintain healthy inter-personal relations with others.

Open Self	Blind Self
Hidden Self	Unknown Self

- iii. **The Blabbermouth:** Such people have a large blind area which means that there are many things about them that they are not aware of. They tend to be preoccupied with themselves and many time are found to be insensitive to others with respect to their own behaviour. Such a person would not be able to maintain healthy inter-personal relations.

Open Self	Blind Self
Hidden Self	Unknown Self

- iv. **The Hermit:** Such an individual occupies a large unknown area which shows lack of self-knowledge as well as understanding. The behaviour of such an individual tends to be unpredictable, making people around them apprehensive and insecure. Reducing the size of this window is possible by engaging more into the processes of self-disclosure and feedback.

Open Self	Blind Self
Hidden Self	Unknown Self

## 2. Emotional Intelligence

Studies on “Social Intelligence” undertaken by Howard Gardner (1983) led to the first construct from which emotional intelligence gained popularity. Mayer & Salovey (1990) first defined EQ (Emotional Intelligence) as “knowing and handling one’s own and other’s emotions”. They went on modifying this definition as “a type of social intelligence which

involves the ability to monitor ones' own and others' emotions, to discriminate among them, and to use the information to guide one's thinking and actions" (1993). According to them, making use of the feedback while interacting with others, self-awareness and self-regulation, are the fundamental abilities that an emotionally intelligent individual possesses.

The term was popularized by Daniel Goleman when he published a book titled "Emotional Intelligence: Why It Can Matter More Than IQ" in 1995. According to him, 80% of the success of any individual can be attributed to his/her Emotional Quotient. Goleman said that there are 5 dimensions of EQs: 1) Knowing your emotions, 2) Managing your emotions, 3) Motivating yourself, 4) Recognizing and understanding other people's emotions, 5) Managing relationships, i.e., managing the emotions of others.

In an effort to create an integrated EQ framework, Daniel Goleman (1998) created an emotional intelligence model, known as Emotional Intelligence Competency Framework" which groups the competencies essential for EI in five specific groups:

- i. **Self-awareness:** denotes being aware of one's own emotions, assessing oneself accurately and being confident about oneself;
- ii. **Self-regulation:** denote the control one can exercise over oneself, being trustworthy, conscientious, adaptable and innovative;
- iii. **Motivation:** denotes the drive for achievement, being committed, ability to take initiative and being optimist;
- iv. **Empathy:** denotes understanding other people, developing them, being service oriented, able to leverage diversity, and being politically aware;
- v. **Social-skills:** denotes inter-personal skills including communication skills, conflict management skills, leadership skills, being a change catalyst, teambuilding skills and ability to influence others.

### **Relevance of Johari Window in Developing Emotional Intelligence:**

In order to demonstrate the relevance of Johari Window in developing one's emotional intelligence, we will discuss each specific group of competency suggested by Daniel Goleman (1998) and how different "Selves" explained by Harry Ingram and Joseph Luft (1955) in Johari Window are found to be helpful in developing such competencies which finally results in enhanced Emotional Intelligence:

- i. **Self-awareness:** Open Self facilitates the process of being aware of one's own emotions, assessing oneself accurately and being confident about oneself. One needs to understand that minimizing the size of Blind Self and Unknown Self is

required to achieve this competency. Hidden Self can also do harm to your self-awareness, as others do not get an opportunity to see those aspects of your behaviour and hence, cannot give you feedback with respect to such aspects of your behaviour. Self-disclosure and feedback play an important role in making an individual self-aware.

- ii. **Self-regulation:** The control one can exercise over oneself, being trustworthy, conscientious, adaptable and innovative, would be possible only if one has a large Open Self and smallest Unknown Self. Also important in this process, is realizing the intricacies of Blind Self and Hidden Self. Until one minimizes the Hidden Self, winning trust of people around oneself becomes difficult. In order to be adaptable and innovative, it is absolutely essential to ascertain, if how perceives oneself, is in alignment with how others perceive the person and also to find out what are the views of others around such person about himself/herself. Minimizing Blind Self plays a crucial role here.
- iii. **Motivation:** Only an individual who knows himself/herself well, implicating that he/she has the large Open Self, small blind self and a very small Unknown Self, is aware of what he/she wants to achieve. Knowing exactly what such an individual wants helps him/her being committed, and has motivation to take initiative. Such a person is generally optimistic as he/she sets realistic expectations from him/her, being aware of one's strengths and weaknesses and also being aware of how others perceive him/her.
- iv. **Empathy:** Possessing large Open Self, minimizing one's Hidden and Blind Self as well as reducing the Unknown Self are vital in understanding other people, developing them, being service oriented, being able to leverage diversity, and being politically aware. One can empathize with others only if one is aware of one's own emotions, feelings, views, etc. and also about the emotions, feelings, views of others. How people perceive you and how much do they trust you play a major role in allowing you to develop them and also to leverage diversity. Being politically aware is possible only if you know yourself well and at the same time know what people think of you and surroundings.
- v. **Social-skills:** Mastering inter-personal skills including communication skills, conflict management skills, leadership skills, being a change catalyst, teambuilding skills and ability to influence others, is possible only to those who are self-confident, are trustworthy, know how to conduct themselves in social settings and also know

“how one should not behave in social context”. Processes of self-disclosure and feedback both play an important role here. Unless one is ready to share information about oneself with others and is also receptive to the feedback given by others, one cannot be adept at social skills.

### **Conclusion:**

Understanding and application of Johari Window surely compliments and enhances Emotional Intelligence which includes knowing and managing one’s own emotions as well understanding and managing the emotions of others. An individual who understands the four types of “Selves” discussed by Ingram and Luft (1955) and knows how to utilize the processes of self-disclosure and feedback effectively, will surely be able to know and manage his/her own emotions while understanding and managing the behaviour of others. This would result in enhanced emotional intelligence of such individual.

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