JOHARI WINDOW

APPLICATION TO NEEDS ASSESSMENT FINDINGS

PURPOSE
In the context of needs assessment findings, the purpose of the Johari Window is to examine multiple perspectives on the findings of your assessment, exploring the boundaries between both your perspective and the perspectives of others.

NEEDS ASSESSMENT APPLICATIONS
Needs (i.e., gaps between current and desired results) are viewed from many perspectives within any organization and this can make the findings of an assessment challenging to prioritize. For example, when gaps between current and desired results are identified the prioritization given to those discrepancies will routinely vary between those individuals directly associated with the performance and those that are dependent on the results for their work within the organization. You can, however, use the Johari Window exercise to assist you in identifying the priorities of others within the organization as well as communicating your priorities. While Johari Window was originally conceived as a self-help tool developed by psychologist1, by identifying the priorities of different stakeholders within the organization you can then have open discussions about the strengths and weaknesses of competing perspectives when making the difficult decisions about which needs will receive priority and what steps will be taken in order to improve performance.

ADVANTAGES AND DISADVANTAGES

ADVANTAGES
• The Johari Window exercise can ensure that multiple perspectives are considered when prioritizing the findings of your needs assessment.
• The results of a Johari Window exercise can help you communicate with others when prioritizing needs and identifying appropriate interventions.
• You can use the Johari Window exercise to expand on the finding of the needs assessment to also include information on what preferences differing groups may have on what should be done in response to identified needs.

WBI EVALUATION GROUP (2007)
DISADVANTAGES

- The Johari Window technique can be more limited than other tools or techniques (e.g., SWOT or brainstorming) for generating ideas about what to do next.
- The Johari Window exercise requires that all stakeholders value the perspectives and potential differences between groups within the organization.

GENERAL PROCEDURES

1. Create a list of either the needs (i.e., gaps in results) that were identified in the needs assessment, or a list of the potential performance interventions that you are considering as recommendations based on the needs identified during the assessment. It is best not to mix the two, needs and interventions, therefore if you want to gain perspectives on both the prioritization of the needs and the prioritization of potential interventions you should conduct two separate Johari Window exercises.
2. Identify representatives from other groups representing the perspectives within the program, project, or organization (e.g., managers, individuals in a country office, or others outside of the World Bank).
3. Provide the representatives with the list of identified needs (or potential performance interventions) and ask them to prioritize them based on their perspective.
4. Prioritize the same list of identified needs (or potential performance interventions) from your perspective as well. If you are working with a team on the needs assessment then this can be done as a team through a variety of group decision making techniques (e.g., nominal group or straw polls).
5. With priority list from each group, place the highest priority data elements into the Johari Window matrix. You can include your priorities in comparison to the priorities of another group (see Figure One). Or you can compare the priorities from differing groups, leaving out your perspective (see Figure Two).
6. Review the complete Johari Window matrix, along with recommendations of how to expand the needs assessment to address gaps between what is known and unknown from each perspective, with your needs assessment partners. Based on the findings and discussions, plan your needs assessment data collection and analysis processes.
Figure 1: Needs Assessment application of Johari Window (for comparison with your perspective)

<table>
<thead>
<tr>
<th>Priorities from the Managers’ Perspectives</th>
<th>Not Priorities from Your Perspective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priorities from Your Perspective</td>
<td>A</td>
</tr>
<tr>
<td>Not Priorities from the Managers’ Perspectives</td>
<td>C</td>
</tr>
</tbody>
</table>

Figure 2: Needs Assessment application of Johari Window (for between group comparison)

<table>
<thead>
<tr>
<th>Priority to Staff</th>
<th>Not a Priority to Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority to Managers</td>
<td>A</td>
</tr>
<tr>
<td>Not a Priority to Managers</td>
<td>C</td>
</tr>
</tbody>
</table>
Figure 3: Johari Window Example (with between group comparison of needs)

<table>
<thead>
<tr>
<th>Priority to Staff</th>
<th>Not a Priority to Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority to Managers</td>
<td>• Unit performance on annual reviews.</td>
</tr>
</tbody>
</table>
| Not a Priority to Managers | • Low motivation of new staff members  
                               • Little performance feedback from managers | • Number of days required for new staff to reach adequate performance |

Figure 4: Johari Window Example (with between group comparison of performance interventions)

<table>
<thead>
<tr>
<th>Priority to Staff</th>
<th>Not a Priority to Staff</th>
</tr>
</thead>
</table>
| Priority to Managers | • Performance specific training  
                        • Re-designed new employee orientation | • New hiring standards  
                        • Renewed emphasis on standardized interviewing procedures |
| Not a Priority to Managers | • Improved mentoring program  
                              • Quarterly performance feedback system | • Motivational workshops |
**TIPS FOR SUCCESS**

- Before getting started, discuss with participants the specific goals you are hoping to accomplish through the Johari Window exercise.
- Work with group members to include factors in all four quadrants of the matrix. Leaving quadrants of the matrix empty will limit your ability to make quality decisions.

**REFERENCES AND RESOURCES**


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