



# JOHARI WINDOW

## *APPLICATION TO NEEDS ASSESSMENT PLANNING*

### **PURPOSE**

When used for needs assessment planning, the purpose of the Johari Window is to examine multiple perspectives of planning issues (for instance, data collection techniques, priority tasks, potential data sources); exploring the boundaries of both your perspective and the perspectives of others.

### **NEEDS ASSESSMENT APPLICATIONS**

Successful needs assessment rely on multiple perspectives in order to ensure that the process is accurately capturing both what results must be accomplished and the status of current achievements. While Johari Window was originally conceived as a self-help tool developed by psychologist<sup>1</sup>, modified applications of this tool can also help us view our needs assessments from multiple perspectives. Within a needs assessment Johari Window offers you a tool for identifying the boundaries of data, information, and/or knowledge from differing perspectives in order to ensure that the needs assessment is attaining findings that represent systemic perspectives. Use Johari Window to (a) plan for a successful needs assessment, (b) verify the boundaries of the data you have collected, or (c) communicate with others about what information is necessary in order to ensure valid decisions can be made based on the needs assessment findings.

### **ADVANTAGES AND DISADVANTAGES**

#### *ADVANTAGES*

- The Johari Window technique ensures that multiple perspectives are considered within the context of the needs assessment.
- Through a Johari Window exercise, you can expand discussions of what information should be collected during your needs assessment, the processes used in your assessment, and/or the available resources for collecting information necessary to make decisions.

#### *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. Identify a list of data and information that are required to complete the needs assessment. For instance, unit performance data, individual performance data, survey results, focus group perspectives on performance expectations, training evaluations for the last year, long-term strategic objectives, 360 degree feedback data from managers, or other data that will be required to make appropriate decisions during the causal analysis and recommendations stages of the needs assessment.
2. Approach members from groups that may have differing perspective and provide them information on the general goals and context of the needs assessment. These groups could represent the perspectives of managers, individuals in a country office or sector, or others outside of the World Bank. Ask members of each group to provide you with their perspectives on what information is required to complete a comprehensive needs assessment.
3. Create a list of the required data and information elements from both your perspective and the perspectives of others. This should be a comprehensive list of all the different types and sources of data and information that may provide useful guidance to the needs assessment and the later decisions associated with the needs assessment findings.
4. Select five to ten of the elements that are of the highest priority for you in completing the needs assessment. 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. Go back to those who provided you with an initial list of the data and information that they perceived as critical to the needs assessment and ask them select five to ten that they would rank as the highest priority for the needs assessment. They should select from the complete list of potential data elements, including your list, their list, and the lists provided by others with different perspectives.
6. With priority list from each group (including your own), place the highest priority data elements into the Johari Window matrix (see Figure One). The groups (individually and/or collectively) who provided alternative perspectives will represent the perspectives of "Others" within the Johari Window exercise; while your (or your team's) perspective is also captured by your prioritization. For example, priority items that are on your list, but not of the list from the other group, go in quadrant C. Likewise, priority items that are on the list of others but not on your list go in quadrant B, and so forth.
7. As you complete each quadrant of the Johari Window matrix analyze the information to determine what additional steps should be taken during the needs assessment to ensure that you have sufficient information for making decisions (see an example in Figure 2).
8. 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

	Priority to You	Not a Priority to You
Priority to Others in the Organization	A	B
Not Priority to Others in the Organization	C	D

Figure 2: Johari Window Example

	Priority to You	Not a Priority to You
Priority to Others in the Organization	<ul style="list-style-type: none"> <li>• Results from a focus group with employees</li> <li>• Unit performance data</li> <li>• Performance objectives of WBI program</li> </ul>	<ul style="list-style-type: none"> <li>• Information that wasn't shared in a focus group due to "office politics"</li> <li>• Individual performance evaluations within units</li> </ul>
Not a Priority to Others in the Organization	<ul style="list-style-type: none"> <li>• Information from employee surveys</li> <li>• Data regarding performance that was collected during the needs assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Data from country offices that was not collected during the needs assessment due to time limitations</li> <li>• Long-term objectives of regional ministry offices</li> </ul>

## **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**

Beach E.K. (1982) Johari window as a framework for needs assessment. *Journal of Continuing Education in Nursing*. 13(1), 28-32.

---

<sup>1</sup> See [http://en.wikipedia.org/wiki/Johari\\_window](http://en.wikipedia.org/wiki/Johari_window)