

# JOHARI WINDOW FOR COACHING MANAGERS

## SELF-AWARENESS WINDOW FOR \_\_\_\_\_



*Adapted from the Johari Window (Joseph Luft and Harrington Ingham, 1955)*

# UNDERSTANDING YOUR CLIENT'S MANAGEMENT STYLE

As you ask yourself and your client these questions, use this tool to take notes. Record any discoveries you make that will help you nurture your client using this information in a meaningful way.

## OPEN AREA

Access for growth and development: Help the manager find creative alternatives for using his or her talents.

**Coaching Considerations**

- What is this manager's personal "brand"?
- What does this person believe are his or her greatest talents and strengths?
- For what strengths and weaknesses is he or she known?

**Coaching Questions**

- ✓ What has been your greatest success as a manager? How did your talents and strengths contribute to this success?
- ✓ What words would others (followers, peers, and your leader) use to describe your strengths? How would they describe your weaknesses?
- ✓ What are some strategies you could put in place to allow you to capitalize more on your strengths in relation to your role?

## BLIND SPOTS

Access for growth and development: Help the manager be open and honest about feedback.

**Coaching Considerations**

- What do you think others might need to know about this manager to better understand him or her?
- How could this person be more transparent about his or her values, motivations, and intentions?
- What potential blind spots or glare factors should this manager consider?

**Coaching Questions**

- ✓ If I asked your team members to describe your strengths (without you present), what would they say?
- ✓ How would they describe your weaknesses?
- ✓ What constructive criticism do you receive consistently as a manager?
- ✓ What actions have you taken to integrate that feedback into your management style?

## HIDDEN AREA

Access for growth and development: Help the manager find more ways to appreciate, value, and express his or her talents.

**Coaching Considerations**

- Are there talents that this manager does not claim?
- How can this person create an environment where he or she feels more comfortable expressing his or her talents?

**Coaching Questions**

- ✓ Sometimes a person's greatest talents get in the way. Do any of your Signature Themes sometimes adversely affect the work you do or the relationships you need to develop?
- ✓ Are there any of your top themes that you deny or do not claim? Why?
- ✓ Which theme or themes do you tend to suppress? Why?
- ✓ What stops you from expressing yourself in this area?

## UNKNOWN AREA

Access for growth and development: Help the manager unearth capacities for management that he or she was previously unaware of.

**Coaching Considerations**

- What qualities might this person have that could be harnessed and applied to his or her role as a manager?
- How can this person make the most of his or her natural talents and potential?

**Coaching Questions**

- ✓ Tell me about a recent success. What do you think contributed to that success?
- ✓ What are some strategies you could implement to allow you to capitalize more on your strengths in relation to your role?