



Isle of Man International Section

19th October, 2009



Understanding and Applying Relationship Tendencies

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Why bother with behavioural stuff?

γνώθι σεαυτόν / *gnothi seauton*

or

know thyself

Socrates (c470-399BC) or Portal of Temple of Apollo, Delphi

O wad some Power the giftie gie us

To see oursels as ithers see us!

It wad frae monie a blunder free us

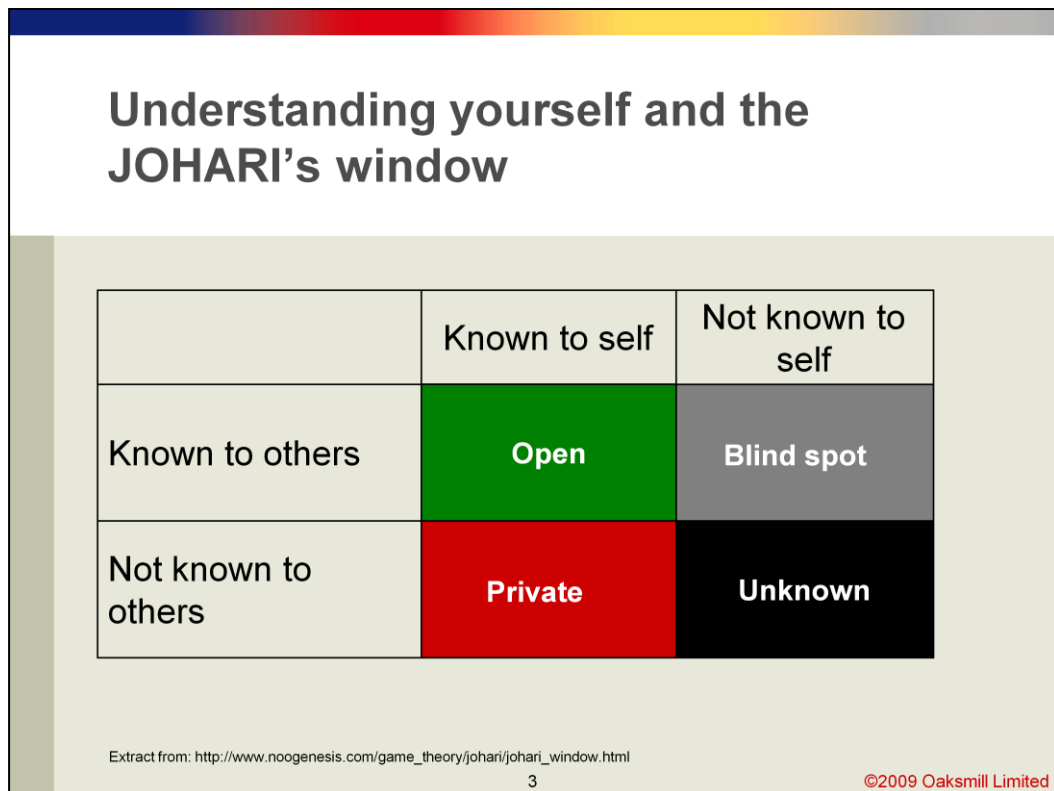
or

O would some Power the gift to give us

To see ourselves as others see us!

It would from many a blunder free us

Robert Burns (1759–1796)



The Johari Window, named after the first names of its inventors, **Joseph Luft** and **Harry Ingham**, is one of the most useful models describing the process of human interaction. A four paned "window," as illustrated above, divides personal awareness into four different types.

In this model, each person is represented by their own windows:

1. The "open" quadrant represents things that both I know about myself, and that you know about me. For example, I know my name, and so do you.
2. The "blind" quadrant represents things that you know about me, but that I am unaware of. So, for example, we could be eating at a restaurant, and I may have unknowingly gotten some food on my face.
3. The "hidden" quadrant represents things that I know about myself, that you do not know. So for example, I have not told you, what one of my favourite ice cream flavours is.
4. The "unknown" quadrant represents things that neither I know about myself, nor you know about me. For example, I may disclose a dream that I had, and as we both attempt to understand its significance, a new awareness may emerge, known to neither of us before the conversation took place.

Extract from:

http://www.noogenesis.com/game_theory/johari/johari_window.html

Operating a submarine safely



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Mid 50s, US Navy about to introduce nuclear subs, ...

Commissioned Will Schutz, a psychologist to ...

Inclusion: is about recognition, belonging, participation, contact with others, and how you relate to *groups*



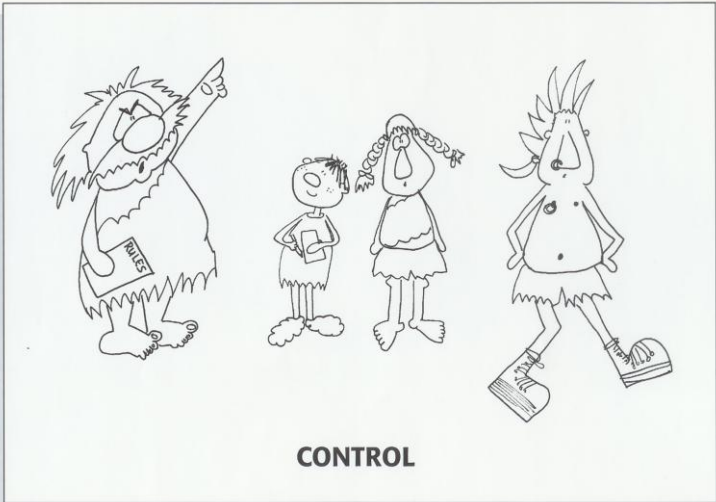
FIRO-B®: courtesy – OPP Limited

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Note: although usually displayed as first of three characteristics, Inclusion is the least important of the three in dictating one's behaviour

Control: concerns influence, leadership, responsibility, and decision making



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Note: although usually displayed as the second characteristic. Control is the second most important in dictating one's behaviour

Affection: is about closeness, warmth, sensitivity, openness, and how you relate to *others*



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Note: although usually displayed as the third characteristic, Affection is the most important of the three in dictating one's behaviour.

Expressed and Wanted Behaviour

- How much do you prefer to initiate the behaviour?
- How do you actually behave with respect to the 3 fundamental interpersonal needs?
- What is your comfort level engaging in the behaviours associated with the three needs?

EXPRESSED

- How much do you prefer others to take the initiative?
- How much do you want to be on the receiving end of the 3 behaviours?
- What is your comfort level when others direct their behaviours associated with the 3 needs to you?

WANTED

FIRO-B measures ...

... how a person typically behaves towards others and how that person would like others to behave towards him or her.

	Inclusion	Control	Affection
Expressed	I make an effort to include others in my activities. I try to belong, to join social groups – to be with people as much as possible.	I try to exert control and influence over things. I enjoy organising things and directing others.	I make an effort to get close to people. I am comfortable expressing personal feelings and I try to be supportive of others.
Wanted	I want other people to invite me to belong. I enjoy it when others notice me.	I feel most comfortable working in well-defined situations. I try to get clear expectations and instructions.	I want others to act warmly towards me. I enjoy it when people share their feelings with me and when they encourage my efforts.

FIRO-B®: courtesy – OPP Limited

Exercise: Self-assess your FIRO-B

	Inclusion	Control	Affection
Expressed			
Wanted			

Health Warning: This self-assessment is for illustration only.
For a proper assessment, contact <http://www.opp.co.uk/>

Who are you?

	Inclusion	Control	Affection
Expressed	H	H	H
Wanted	H	H	H

People
Gather

Dependent
Independent
Conflict

Optimist

Note: This self-assessment is for illustration only.
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People Gatherer: Not only outgoing but also compulsively driven towards people. High need to belong and to be centre of attention. If physically isolated – eg on business trip to strange city/country, will either strike up conversation with strangers or make long phone calls to family, friends or colleagues.

Dependent-Independent Conflict: 2% of Western population, but >50% of Chinese or Indian (or other Asian) population. Natural part of hierarchical culture.

Optimist: Not only initiate warm, close or intimate relationships but also quite comfortable when others initiate this behaviour. Somewhat indiscriminate in sharing with his/her network.

From: Clinical Interpretation of the FIRO-B Instrument: Leo R Ryan – CPP Inc. Available through OPP Limited, UK

Who are you?

	Inclusion	Control	Affection
Expressed	L	L	L
Wanted	L	L	L

Loner Rebel Pessimist

Note: This self-assessment is for illustration only.
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Loner: most comfortable when they can distance themselves, or be very selective with whom they associate.

Rebel: Not only avoid decisions but also most comfortable when not controlled by others. Could be a good leader but will only move at own pace.

Pessimist: Very cautious about becoming emotionally involved. Close relations will be few and far between. If and when they share, it will be at superficial level.

From: Clinical Interpretation of the FIRO-B Instrument: Leo R Ryan – CPP Inc. Available through OPP Limited, UK

Who are you?

	Inclusion	Control	Affection
Expressed	H	H	L
Wanted	L	L	H

'Illusive Pimpernel' Mission Impossible Cautious Lover

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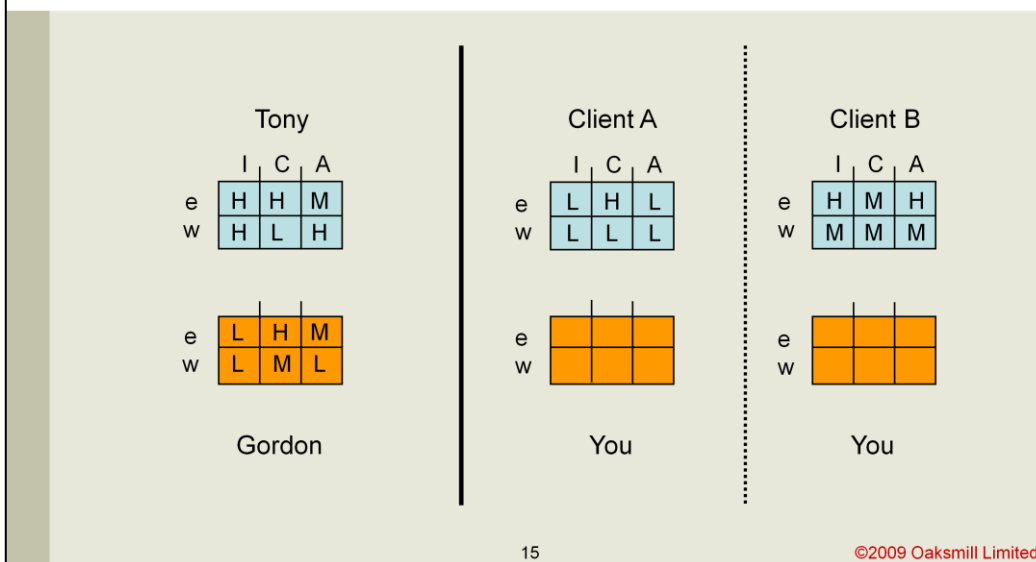
Exclusive Club: Regardless of Expressed Inclusion, a Low Wanted Inclusion means seeks exclusive network.

Mission Impossible: Keen to make decision and assume responsibilities, even where most others avoid. Low Wanted Control means they don't want to be told.

Cautious Lover: They don't share a lot with too many others BUT they want a lot of others to share with them! It's a case of "you show me first, then I'll show you mine".

From: Clinical Interpretation of the FIRO-B Instrument: Leo R Ryan – CPP Inc. Available through OPP Limited, UK

Pair-wise relationships: examples



- Client A: not very communicative, and wants to control the agenda
- You, highly inclusive, moderate in control and affection = probably will manage well; as long as you don't push Client A
- Client B: wants to share with lots and wants to be very open with lots, moderate in control
- You; don't share a lot with only a few people – could be a problem generally, but more so when faced with Client B



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