

Johari window and language communication management essay

[Business](#), [Management](#)



Thesis statement: In enterprise managing business, the manager's ultimate goal is to achieve highly effective management, which definitely depends on the realization of effective language communication. This essay tries to tell the use of Johari Window and the requirements of language communicative competence in the managers.

1. Introduction

2. Johari Window and language communication

2. 1. Language and language communication
2. 1. 1. The mastery of language
2. 1. 2. The language communicative object
2. 1. 3. The purpose of language communication
2. 2. Johari Window
2. 2. 1. Origin of Johari Window
2. 2. 2. Explanation of Johari Window
2. 3. Language communication based on Johari Window
2. 3. 1. The enlargement of the Arena in Johari Window
2. 3. 2. The elimination of the barriers

3. Requirements of language communicative competence based on Johari Window in enterprise managing

3. 1. Principles of language communication for managers based on Johari Window
3. 2. Strategies of language communication for managers based on Johari Window
3. 3. The application of language communication for managers based on Johari Window

4. Conclusion

A Study on Johari Window and Manger's Language Communicative Competence in Enterprise Managing

Yang Kun
School of Foreign Languages, CWNNU, China, 637000
Abstract: In modern society, people can not survive without using language. However,

language is like a sword with two edges. On one hand, it is of good advantages; on the other hand, it may cause conflicts and may cause people fail to achieve effective communications. Especially in the enterprise managing business, good managers often have to use good communicative skills and principles to make good management push their companies to develop successfully. As for the realization of the good management, it closely depends on the managers' language communicative competence. This essay examines the relationship between management and effective communication, and tries to draw a conclusion of the use of language communicative competence based on Johari Window in enterprise managing. Keywords: language, language communicative competence, effective communication, Johari Window, management.

1. Introduction

Language is the way for human communication, and reflects the high level of modern human civilization. (Fairclough, N. 1989) Besides, language communication refers to the process which people use the language to express the meaningful information among others. In daily life, people can not survive without any connection of the others, and the communication must be efficient and meaningful so that the good communicative skills are badly required. (□□□, 2007) Unfortunately, this is not so easy at all for most of the people in modern society due to the highly connected relationships with others. The way for people to convey efficient communication is kind of research which involves plenty of language communicative knowledge including communicative principles, strategies, etc. As for this, some

scholars have done so many researches on the people's language communicative competence in all kinds of areas. Take the Johari Window as an example, Joseph Luft and Harry Ingham, (1955) the famous scholars, had done the study of language communication, they proposed a window concept model focusing on how to achieve effective communication and this model is known as Johari Window later. It is also should be known that, in the modern business management, the excellent managers convey good human relations through the use of appropriate language communicative strategies and the principles with their subordinates, coworkers, partners , etc, and this have so much to do with the communicative model: Johari Window model. (Lynn Little, 2005)Therefore, if we take the language communication, Johari Window model and enterprise managing altogether into consideration; or briefly, we can put the language communication in use in enterprise managing and thus making the managers' language communicative competence become the key point of the their managing efficiency, it will be a new research of the linguistics as well as a new study of the enterprise managing. Based on the Johari Window model and language communicative knowledge, this paper focuses on the above aspects, and shows the use of language communicative competence under the Johari Window to achieve effective language communication and finally achieve the good management in enterprise managing business.

2. Johari Window and language communication

2. 1. Language and language communication

2. 1. 1. The mastery of language

Firstly, when we talk about language communication, the top priority is the mastery of language, for language mastery serves as the essential powerful means of interacting with one another. (Person, J. 1983) People who want to achieve effective communication must acquire the language first and so it is with the managers in all the enterprises. No matter how powerful the managers are, they can not avoid communicating with their employers and business partners by using language. Thus he or she must be a good language learner as well as a good language speaker. The mastery of language requires people have the basic knowledge of the language they use, which means they have to know the rules of how to use language correctly. As for managers, they must be capable of speaking their official language. Suppose the managers are in China at present, so the mastery of standard Chinese Mandarin or "Putonghua" is a must for those managers who want to use their language competence to win their subordinates' trust and support.

2. 1. 2. The language communicative object

Absolutely, the mastery of language is just the basic element and the first step in the language communication (Karimnia, A. & Izadparast, M. 2007).

When communicating with others, we also have to take "Who are we taking with?" into consideration, which is the reason why the "language communicative object" should be the key factor. So in enterprise managing

businesses, managers should pay due attention to their communicative objects: their supervisors, their colleagues, their subordinates, and of course their partners, etc. What managers should be mindful is that addressing wisely when greeting or starting conversations with others. In the first place, managers would better to address others according to their positions and identities. Addresses like " Master Li", " Sir or Madam", " Miss", " Lao Zhang" are used when managers communicate with their supervisors, their colleagues, their subordinates, and of course their partners, etc. Secondly, managers also should notice whether the language communicative objects are educated or not when they are communicating. As for the educated people, paying enough attention to the dictions is considered to be wise, and managers may gain their reputation by speaking politely. (Fromkin, Victoria. 1983). However, if the managers have noticed that the people who they are going to talk with are not educated, the best option for managers to gain others' good first impression on themselves is to use plain words.

2. 1. 3. The purpose of language communication

Generally speaking, the purpose of language communication is to send your message to the receivers effectively. (Fromkin, 1998) Communication links people who believe in a common cause, together with a view to strengthen relationships. From some certain angle, we can see that there are communication goals, an intangible chain for management, in the enterprise management. In enterprise managing, managers are urged to achieve effective communication with their subordinates, coworkers, business partners, etc, and the final goal is to accomplish the management progress

successfully. Giving orders or assignments, maintaining good relationships with colleagues as well as subordinates, enhancing the bond of team spirits, improving the working efficiency are all considered to be the basic purposes, and the final purpose is the realization of good management. (□□□, 2008).

2. 2. Johari Window

As a matter of fact, in enterprise managing business, it is not easy at all to achieve effective language communications between managers and their subordinates, coworkers, business partners, etc. All these have to rely on the effective communicative theory: the Johari Window Model. (Lynn Little, 2005)

2. 2. 1. Origin of Johari Window

The Johari Window is a creative model of language communication and interaction. It comes from the first names of Joseph Luft and Harry Ingham(1955) who created it. Usually, many people get along well working with others, without thinking about " which foot to put forward". While, when there are obstacles, when the usual methods do not work, and when we want to achieve effective language communications, there is no other optional choice for us to make but to examine our own behaviors in relation to others. The top issue among all other things is that it is too hard to find ways of dealing with such matters, particularly for people who have no background knowledge about what they are dealing with. Fortunately, the Johari Window model offers a frame for people to conduct effective language communications.

2. 2. 2. Explanation of Johari Window

The Johari Window model employs a chart with regions that illustrates four levels of informational exchange between individuals. It is simple to visualize the four regions which represent the Johari Window Model. The underlying concept of the Johari Window is that the open area, or two-way communication enhances interpersonal effectiveness. And when information is mutually held and freely exchanged, organizational productivity will increase. And the four regions are described as follows. Figure 1: The Johari Window Model (Joseph Luft & Harry Ingham, 1955). The Region I : The Arena. This region represents information that is known by oneself and known by others or we can say the information is mutually held and exchanged without any obstacles. The Arena is the most productive area in which people can operate within an organization. The larger this region is, the more effective, productive, and mutually beneficial interpersonal relationships can become. The managers who care about team work productivity and efficiency will take steps to enlarge this region to the fullest extent. The Region II : The Blindspot. This region of the chart represents information that is known by others rather than oneself. Blind spot occurs when we fail to pay close attention, or are purposely kept out of the information resource loop. Whatever the cause is, our blind spot area can prevent us from taking needed actions timely or from understanding the purposes of others. Our informational blind spot can reduce our effectiveness at work, even delay or ruin our career progress. Managers or leaders should be mindful of information dissemination among everyone in the work place, recognizing that those people who are out of the information resource loop can not be

maximally efficient or productive. The Region III: The Façade. This region represents information that is known by oneself but not known by others. This information that could be useful to others in the organization but we may purposely withhold it sometimes, either because we wish to wield power over others by carving out an advantage for ourselves, because we fear that others might use the information to increase their advantages or to increase our disadvantages, or because we simply misperceive the importance to the team of our sharing information with others. Managers must be mindful of hoarded or unshared information in the enterprise organizations. Maximizing organizational progress requires free flow of information among all the players in the same group, for example, the enterprises. The Region IV: The Unknown. This region represents information that is not known by oneself and others. This represents the collective "Blindspot" for everyone in the organization. Potentially useful information that is not known by anyone in the organization is the stuff of which unpredicted breakthroughs could be made if some certain key information were known and acted upon. If the manager wants to keep the enterprise successful and moving ahead of the other competitors, the competition of new information and knowledge by all individuals within the organization and dissemination of that information and knowledge should be transferred into the first region – the Arena. In total, open communication is the key to effective leadership and good management. (□□, 2003) In terms of the Johari Window Model presented here, this means the managers have to enlarge the Arena to the fullest extent, simultaneously closing down the other three regions of the Johari Window which are less productive.

2. 3. Language communication based on Johari Window

Having discussed the operational mechanism about the Johari Window, managers also have to pay much attention the cultivation of language communicative competence if they want a successful management. But how do the Johari Window model and language communicative competence act upon each other? Strictly speaking, there are two main steps for managers to use their language communicative competence based on Johari Window to achieve successful enterprise managing.

2. 3. 1. The enlargement of the Arena in Johari Window

Language communication plays a vital role in enterprise managing, and managers try to use their language communicative competence to achieve effective communication, so it is with the Arena in Johari Window model where mutual understandings are achieved. Successful managers in enterprises always try hard to convey effective language communications so as to hold the team members in the enterprises together. Besides, highly effective communication is a powerful factor in determining a manager's good management. One way to achieve this is to develop the "Developer style", and get mutual information shared. In the open area for both sides or in the Arena, managers can not be more efficient in communicating and managing only when they have the fullest extent of the Arena.

2. 3. 2. The elimination of the barriers

When managers communicate with their coworkers, subordinates and business partners, etc, managers may be confronted with many barriers . Language communication can be considered successful only when managers

have overcome all these barriers . According to the Johari Window model, the efficient way for managers to achieve highly effective language communication should be the enlargement of the Arena. As for this, managers also have to figure out ways to shrink the barriers—the three regions in Johari Window: the Blindspot, the Façade, and the Unknown. As for the shrinking of the barriers, it takes two important steps. On one hand, managers have to expose what they have already known to their subordinates, coworkers, business partners, etc. This is so called self-exposure which means managers give their information to others purposely and this information can not be gained from any other ways. (Terry R. Armslrong, 2006)In this way, the Arena of the managers is enlarged, at the same time the listeners are being encouraged to know more information. On the other hand, managers have to get feedback from their subordinates, coworkers, business partners, etc. (Terry R. Armslrong, 2006) The aim of getting feed back is to form self awareness which shows the connection with others. By doing this, managers can form a better understanding of themselves and also they can know more about what their subordinates or co-workers need.

3. Requirements of language communicative competence based on Johari Window in enterprise managing

From the above explanation, mangers need to combine the Johari Window model with language communication to form their language communicative competence. As for this competence, it consists of three parts: principles, strategies and the application of the language communicative competence. (Yule, G. 1996)

3. 1. Principles of language communication for managers based on Johari Window

According to Johari Window, language communication is dispensable for manager in daily enterprise managing activities. A successful and effective communication requires managers not only to know what they are going to say, but also requires managers know how to say their words in an appropriate way. (□□, 2003) Managers who want to convey a successful and efficient communication have to start their communications with their subordinates, coworkers and business partners according to certain language communicative principles. Leech□1983□, a scholar, raised the politeness principle to explain why people sometimes should talk indirectly and to show their real purposes. In enterprise managing business, it is of great importance for the managers to use politeness principle to achieve effective communication. The politeness principle raised by Leech□1983□is generally considered to be made up of six maxims: tact maxim, generosity maxim, approbation maxim, modesty maxim, agreement maxim, sympathy maxim. As for the tact maxim, it means that speakers have to reduce causing loss for others. For example, A, manager, wants to borrow the car from B, the subordinate. A can communicate like this, " I have a meeting with my friend and I may need your car, so I want to borrow your car for a moment, may I?" Second, as for the generosity maxim, it means that speakers have to reduce gaining many profits from others. For example, manager A goes to coworker B's office, and wants to take the files he forgot taking 10 minutes ago. A says, " Excuse me; I was here to take the USB driver and some files. I am so sorry that I forgot the file with me. Could I get

them back?" As for the approbation maxim, it means that the speakers would better to increase more chances to praise others. In daily communication, everyone wants to be praised by others. So it is a good way to gain other's trust by using appropriate compliments. For instance, manager A is noticing B, one of his subordinates, typing very quickly with his article. And the conversation goes like this, " A nice piece of writing on the test paper. Keep up the good work." As for the modesty maxim, it requires speakers to increase the self-disparaging. For example, manager A has a good handicraft and the subordinate B is also good at handicraft. The subordinate B has finished his writing report and hand it to the manager A. A says, " I think the report is quite good from your beautiful handwriting, and how I wish to have such beautiful handwriting." As for the agreement maxim, it requires speakers enlarge the agreements with others. For example, manager A has a discussion with some of his partners over next season's proposal. The experienced manager A draws a conclusion of the agreements and put those disagreements behind for further discussion. As for the sympathy maxim, it means to reduce the repugnance of others. All in total, Leech's (1983) politeness principle ties the two communicating parties together politely, and its core is to minimize the expression of the impolite benefits. In enterprise managing, managers can be popular among their subordinates, coworkers, or partners, etc, by using politeness principle felicitously. The reality principle is also a psychoanalytic concept, and originally it is proposed by Sigmund Freud (1990). It urges people to defer their gratification when necessary owing to the obstacles of reality. According to this, the reality principle is governed by the ego that controls

the instant gratification mentality. [Freud, S. 1990] When speakers start their communications with others, they have to be mature and realistic enough to avoid instant gratification in favor of the long term satisfaction. In enterprise management, managers who have a good use of the reality principle can foresee the development of the enterprise prospect and certainly will be good communicators as well as successful managers.

3. 2. Strategies of language communication for managers based on Johari Window

According to Johari Window, in language communication, speakers certainly have to overcome the barriers: Façade, Blindspot, and Unknown. Managers also have to apply some pragmatic strategies in communicating. Based on Johari Window and the language communication causes among people, specific language communicative strategies are required: the avoidance strategy, the cooperative strategy, the delaying strategy as well as the compensatory strategy. (Richards, Jack C. & Schmidt Richard, eds. 2009) The avoidance strategy is also called the topic shifting strategy which means that speakers can avoid taking the topic they do not want to mention; instead they bring about another new topic and continue their communication. In enterprise managing, it is a good way for managers to shift topics to the ones they want to talk about. For example, subordinate A wants to have a talk with his manager B on the issue of raising his salary. But the manager B does not want to talk about it and he figure out ways to change this topic to another one. The cooperative strategy means the strategy of an autonomous group of person who voluntarily cooperate for their mutual, social, economic, and cultural benefit. In enterprise management, managers are supposed to

get their subordinates altogether and start his communications with them in a cooperative way. For example, manager A plans to carry out the "Performance related pay", in order to cheer all the subordinates. He conveys his communication like this, " My fellow colleagues, in order to mostly benefit every one in our company. Our company decides to adopt the ' performance related pay', and I'd like to hear the views from all of you. Let's figure out the best option altogether." When managers are communicating like this, his subordinates will feel they are respected and may ask less for their own benefits, and the managers may enhance their leaderships at the same time. The delaying strategy refers to the strategic delays by using the mouth filling words and repeating when managers talk with others. In the discourse conversion, sometimes the communications may have to be cut owing to the lacking of communication backgrounds or excuses. In order to avoid the failing of the communications, speakers can use some mouth filling words to make up for this gap. For example, words like " Well", " You know", " To be honest" are quite acceptable. Sill, we can make up our conversations by repeating. When the speakers are not truly understand about what others' purposes, they can say, " Sorry, I can not follow you, would you like to repeat it?" Briefly, the delaying strategy can buy some time for the managers to express their ideas, and managers usually use strategic delays in management communications to avoid embarrassments. The compensatory strategy refers to the strategy that speakers use to make communications move on by compensating for the difficulties they meet in communicating. Successful managers who are confronted with communicating obstacles, they prefer to compensate the conversations to make their purposes easily

understood by their subordinates. For example, when they have some proposals published in a meeting, the first thing for them to do is to draw the listeners' full attention rather than get to the main course directly. By telling a story or sharing some news which is closely related to their coworkers, it reduces the chance of distraction factors at a meeting: playing with mobile phones, chatting with others, turning a blind eye to the business, etc.

3. 3. The application of language communicative competence

In enterprise managing, managers should notice three aspects: the accuracy of language using, the emotion controlling and timing if they want to enlarge the Arena and to convey effective language communication. (□□□, □□□.

2003)The accuracy of using language for managers has much to do with the communication results. Managers want to know achieve this have to focus on the following aspects. Firstly, making language vivid, imagery and moving so that managers can express their thoughts clearly, accurately, and persuasively. Besides, managers have to make their words clear to be understood and pay attention to their dictions when using rhetorical devices.

Last but not least, the use of formal language is better than the use of rare dictions. In the enterprises, the emotion of the subordinates, coworkers, and business partners, etc, is crucial to effective communications.(□□□, 2008)

Good managers always have to have a sensitive feeling of others' emotion and make sure it is active. In that way, the information can be expressed to each other successfully and the efficiency of the team is greatly improved.

When communicating with others, managers also should take the time into consideration since it takes time to filter the information for their use. Owing

to the limited time, managers may ignore the some key information.

Therefore, effective communications should be closely connected with the timing. As for the managers, they can arrange specific communicating time during working or make a schedule for the communications with others off duty time. Whenever it is, the time should be suitable for the two parties, the managers and their subordinates, coworkers, business partners, etc.

4. Conclusion

Language is the media for people to exchange information. (Crystal, David. 1971) Certainly, the research on how to use language to transfer information and communicate with others is an important issue. In enterprise managing business, managers convey the effective language communications with their subordinates, coworkers, business partners, etc, in order to push the enterprises to develop rapidly. Therefore, managers' language communicative competence has become the significant weights on the managements so that managers must take effective language communications seriously if they want to be successful leaders. This paper is a new trial research of language, for it is a combination Johari Window, language communication and management. To be more specific, it defines the Johari Window and effective managements, and also tells the requirements of language communicative competence in the managers. Hopefully, this paper may bring some new thoughts on managers' language communication in enterprise managing, and further more to enlarge the study of language communication.