“The "Inside-Out" approach to personal and interpersonal effectiveness means to start first with self; even more fundamentally, to start with the most inside part of self / with your paradigms, your character, and your motives. The inside-out approach says that private victories precede public victories, that making and keeping promises to ourselves precedes making and keeping promises to others. It says it is futile to put personality ahead of character, to try to improve relationships with others before improving ourselves.”

- Stephen Covey

This reading material was originally collated and developed for the Municipal Corporation of Greater Mumbai Dispensary doctors as supplementary reading material after one day training on Personal Effectiveness. It could be used elsewhere for the same purpose.

The content is as follows:

• Self Awareness for Personal Effectiveness;
• Non Violent Communication; and,
• Being

This material would be of help to readers to understand the content and use it in their own lives to be personally effective.
PERSONAL EFFECTIVENESS
(JOHARI WINDOW)

THE DIMENSIONS OF PERSONAL EFFECTIVENESS

An important element for personal effectiveness is self-awareness. Self-awareness is how well one understands oneself. Increased awareness of “self” will result in understanding your strengths and competencies, your weaknesses and faults. However, just by understanding your “self” you do not immediately become effective. You have to make use of this understanding.

You should change your behaviour in such a way as to have a positive effect on people you interact with. Only by doing these can you become effective.

A simple and popular model used to describe self-awareness is the “Johari Window of Opportunity” (Figure I). According to this model, there are two dimensions for understanding “the self”— those aspects of a person’s behaviour that are known or unknown to oneself and those aspects of behaviour that are known or unknown to others (those with whom one interacts). A combination of these two dimensions gives four areas about “the self”, as shown below:

**Figure I: Johari Window of Opportunity**

```
<table>
<thead>
<tr>
<th>Known by Others</th>
<th>Known by Self</th>
<th>Unknown by Self</th>
<th>Unknown by Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPEN AREA</td>
<td></td>
<td>BLIND SPOT</td>
<td>FAÇADE</td>
</tr>
</tbody>
</table>
```

“A”: The upper left-hand square is the arena or the public “self” — that part of one’s behaviour known both to oneself and to others with whom one interacts. It is an area characterized by a free and open exchange of information between oneself and others. Arena increases when the blind, closed and dark areas decrease.

“B”: The blind area represents those aspects of one’s behaviour and style that others know but that we do not know or realize. We may not be aware of certain of our mannerisms, but others perceive them as funny, annoying, or pleasing. For example, someone might be surprised to hear that their method of asking questions annoys others because it is interpreted as cross examination rather than curiosity or a request for information.

“C”: The closed or concealed area (façade in the fig) represents things that we know about ourselves, but do not reveal to others. Things in this area are secret. For example, staff may be annoyed if their supervisor does not ask them to sit down during a meeting, but they will remain standing without letting the supervisor know that they are annoyed. The supervisor may think that the staff do not mind standing and accepts their behaviour as part of their official relationship. Most people have many such feelings in their closed areas that they are unwilling to reveal to the persons concerned.

“D”: The fourth area is the dark area, aspects of ourselves unknown to us and to others. The dark area cannot be consciously controlled or changed.
INCREASING PERSONAL EFFECTIVENESS

Following on the model describing the dimensions of personal effectiveness, it is obvious that a large arena (A) indicates greater and more open exchange of information between individuals and others around them — this in turn contributes to increased personal effectiveness.

Increasing the arena can be done in two ways:
Decreasing the closed area (C)
Decreasing the blind area (B)

We can increase the arena in two ways — first, by reducing the closed area by allowing others to know more about ourselves, being more open in sharing our views, feelings, reactions etc. by self-disclosure, or second, by reducing the blind area, by encouraging and receiving feedback from others.

Although increasing the arena by self-disclosure and use of feedback would be desirable, and would contribute to personal effectiveness, it may not be enough. A person with a large arena may still not be very effective. There is a third dimension — perceptiveness, which also needs to be considered.

Let us now examine how to address these three dimensions.

Self-disclosure

Self-disclosure or openness is sharing one’s ideas, feelings, experience, impressions, perceptions and other relevant personal information. Self-disclosure is directly linked to the areas known as arena and closed. Self-disclosure is sometimes misunderstood as revealing everything about oneself with everyone. Openness can be characterized as effective, if what is being made known is relevant and appropriate. Inappropriate sharing does not contribute to effective openness.

Examples of appropriate disclosure are:
• Telling your superiors that you are worried and concerned about your inability to motivate your staff

An example of inappropriate disclosure is:
• Speaking about one’s marital problems at work is not considered appropriate

Some people think that by being open or direct they are being effective. In fact they may only be expressing their feelings with little regard to the effect that it may have on another person. For example, supervisors who express their anger to the staff, without considering the staff’s ability to cope with it, will not be effective. The supervisors would be better advised to listen to the staff and share their concerns in a manner that will help them to use the information conveyed usefully.

Effective disclosure would be to:
• Offer your opinions, ideas and feelings about issues related to work instead of keeping these to yourself
• Share appropriate personal information within your team

Self-disclosure or openness leads to mutual trust and sharing and thus, enhances personal effectiveness.
Use of Feedback

Feedback is a reaction or response that we receive from others regarding our attitudes, behaviour and performance. Feedback is also a reaction or response that we give to others regarding their attitudes, behaviour and performance. The use or lack of feedback determines the size of our blind area. By being open to receiving feedback, we could reduce our blind area, thus opening up our arena.

Receiving feedback:

Receiving feedback is an important part of increasing personal effectiveness. Accepting feedback helps us to know how we are affecting others. Receiving feedback is a skill—remember to:

- Listen carefully to the person offering feedback
- Don’t be defensive
- Get the most out of the feedback by asking for clarification, examples and suggestions. For example, “Can you describe what I do or say that makes me seem secretive?”
- Recognize valid points even if you don’t agree with the other person’s interpretations. For example, you may agree that you are late with handing in reports, but you may not agree that you are irresponsible.
- Take time to think about what you have heard and what you can do about it.

Giving feedback:

Depending on how feedback is given, it can have productive or destructive results. Negative feedback creates hostility and tension, as it may be seen as an attack or threat to the person. Offering feedback to people about their behaviour should always be done in a way that shows it is being given to improve a situation and work out differences so that they can increase their personal effectiveness.

By giving effective feedback to others, we can reduce their blind areas, thus opening up their arenas.

Motivational feedback looks at the positive strengths of a person, what is being done well, and why. Developmental feedback considers those things that could be improved and suggests or asks how to do so.

Feedback, whether received or given, must always be useful for it to motivate people to improve their personal effectiveness.
Perceptiveness

Perceptiveness is being sensitive to and insightful about other people. It is the ability to pick up verbal and non-verbal cues from others. This characteristic should be combined with openness and using feedback usefully to increase personal effectiveness. Some people are naturally perceptive. One could improve one’s own perceptiveness by:

• Checking with others about their reactions to what has been said
• Working on one’s listening skills
• Being aware of language, tones, gestures and facial expressions
• Realizing and taking into consideration that people have personal issues they cannot always leave outside the office

When you are perceptive of the moods, feelings and attitudes of other people and show it, they feel understood. This makes them trust and respect you. They will then be willing to receive any feedback that you give them in a positive way.

*Perceptive behaviour leads to being more aware and considerate of others.*
Expression of needs and feelings - Non violent communication

Conflict Zone

FEELINGS
inform us about our needs

NEEDS
Common Ground

Judgement
Strategy
Opinion
Evaluation
Blame

Also... When the needs (not the strategies or stories) of people are deeply understood, new strategies almost always appear.

In times when new strategies don’t appear, parties are much more inclined to choicefully have certain needs seen and NOT MET. In short, the process brings out the compassion in us resulting in more harmony.

What Does That Mean?

For one thing...

Needs are universal to all of us. In fact, everything we do, we do to fulfill our needs.... everything. From scratching our heads... to eating meals to getting married to hitting someone. We have this in common with every other human being on the earth.

In NVC, the reason that needs are so important is that as long as we choose to think about needs (and NOT focus our attention on our positions or opinions or blame or other judgments) we have common ground.

When we think this way, we can continue to have a dialogue with ANY other human being, regardless of
The problems all of us face fall in one of three areas: direct control (problems involving our own behavior); indirect control (problems involving other people's behavior); or no control (problems we can do nothing about, such as our past, or situational realities). A proactive approach is the first step to the solution of all three kinds of problems within our present Circle of Influence. Proactive people work on the things they can do something about. The nature of their energy is positive, enlarging, and magnifying, causing their Circle of Influence to increase.

One way to notice where our energy and focus is located is to distinguish between the have's and the be's. The Circle of Concern is filled with the have's:

- 'I'll be happy when I have my house paid off,'
- 'If only I had a more patient spouse...'
- 'If only I had better employees/co-workers...'
- 'If only I had a boss who wasn't so demanding...'

The Circle of Influence is filled with the be's:

- 'I can be more patient...'
- 'I can be a better employee...'
- 'I can be more wise...'

As we look at those things within our Circle of Concern, it becomes apparent that there are some
It's a character focus. Any time we think the problem is 'out there,' that thought is the problem. We empower what's out there to control us. The change paradigm is 'outside-in'—what's out there has to change before we can change.

The proactive approach is to change from the inside-out; to be different, and by being different to effect positive change in what's out there— I can be more resourceful, I can be more diligent, I can be a better listener, I can be a better leader.

There are things (like the weather) that our Circle of Influence will never include. But as proactive people, we can create and carry our own physical or social weather with us. We can try to accept those things that at the present we can't control, while we focus our efforts on the things that we can. Test the principle of pro-activity for 30 days. Try it and see what happens. For 30 days, work only in your Circle of Influence. Make small commitments and keep them. Be a light, not a judge. Be a model, not a critic. Be part of the solution, not part of the problem.

Lose enthusiasm

I have no time or staff...
There is no money to...
Nothing ever changes...
S/he makes me angry
Others are always better than I am
I'm not paid to do that...
I can't... If only... I wish

Give hope

I will look at priorities...
I will research alternatives
I will do it differently
I choose how I respond to...
I will acquire the skills I need
I don't only work for a salary...
I choose... I prefer...
Influential Potential –
What You Can and Can’t Control

CAN’T CONTROL

People served
Others attitudes
Budget
Staffing
Facility

CAN CONTROL

Your interactions with others
Your schedule
How you serve the population
Your attitude
Your expertise