

disclosure: saying how you feel - also a key aspect of assertiveness. It could also be more healthy for you internally to reveal your feelings rather than bottle them up behind the facade. The “Be Strong” personality driver is a barrier to self-disclosure. Reducing your façade may take some courage!

Reducing your facade will increase the size of the **Arena** - the working area of your relationships. The bigger the arena, the better the communication and the greater capacity for teamwork, trust, understanding, caring etc.. The size of the arena is perhaps the best measure of the depth of a friendship.

The arena can also be increased by reducing the size of your **Blindspot**. The Blindspot is the area known to others but not to you. To reduce your blindspot you need to be a good listener, and to request feedback from others. Many people dread what is in here, to the point where their performance is adversely affected by their incorrect beliefs about how others see them. How do you think other people see you? Finding out what’s in your blindspot could take some courage...

You may suspect that your blindspot contains mostly bad news. This is probably not the case, and when the blindspot is reduced by requesting and receiving feedback you may get unexpected good news. If there is good news in the blindspot, you need to know about it in order to use it, to perform better. If there is bad news, you need to know in order to fix it. Self-development will require knowledge of what is in your blindspot.

In a sense, the blindspot is the real you, since how other people perceive you is the only important factor in your performance when interacting with others. Belbin’s research has shown that successful performance is linked to self-knowledge; if there is a gap, and you have problems of which you are unaware, you will seek situations that are unsuitable for you. Conversely, if you have strengths of which you are unaware you will avoid situations that are opportunities to do well.

A big façade is likely to lead to a bigger blindspot, as people will sense your façade and won’t open up to you as much. So there is a link between the sizes of the blindspot and façade.

Reducing your blindspot and your facade will increase your arena; it will also increase your **Unknown**, which represents your unexplored potential for creativity and personal growth. By obtaining feedback and becoming more expressive you will perform better now (in your arena) and develop in the future (the unknown).

