

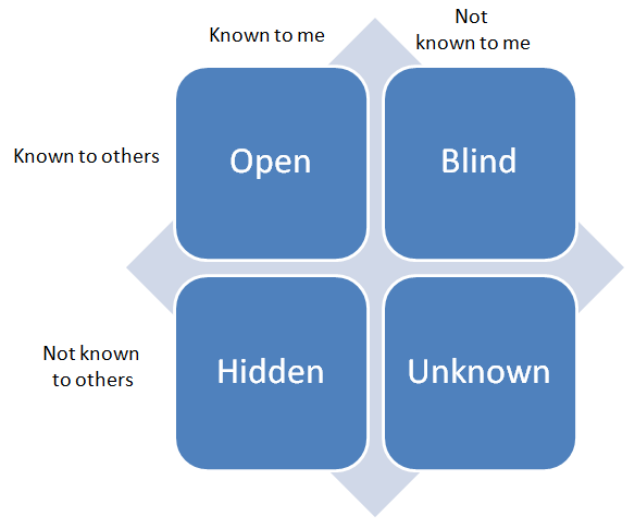
Cloaking

The purpose of cloaking is to help people explore their blind spots. The presenter presents an issue or an aspect about their business or themselves. From “behind the cloak”, they hear the Forum discuss their impressions of the issue. Based on the Johari Window, cloaking enables a person to learn things that others know but they don’t know, i.e. their blind spot.

This process should be used by experienced Forums only. Input should be shared from a position of caring and support, not judgment or criticism.

Snapshot Guidelines

- 1) **Preparation (10 to 20 minutes)**
 - a) The Coach briefly introduces the situation.
 - b) The Presenter discusses the situation or issue where they want input.
 - c) The Forum asks clarifying questions.
- 2) **The Process “Behind the Cloak” (10 to 20 minutes)**
 - a) The Presenter moves away from the Forum, facing away. This enables them to listen while the Forum talks about the issue. The Presenter is in earshot and can hear the discussion but they can’t respond in any way.
 - b) The Forum discusses the situation as if the Presenter were not in the room. What are their concerns, characteristics, pros, cons, possible actions, etc.?
 - c) The conversation is random, but each person in the Forum should provide input, even if it is simply a positive affirmation. See a collection of possible Statement Starters below.
- 3) **Conclusion**
 - a) The Presenter states their take-away value.
 - b) The Forum briefly discusses the process and take-away value.



Moderator/Facilitator Role

- Caution: This exercise is for experienced, healthy Forums only!
- This exercise is usually uncomfortable for people the first time they go “behind the cloak”. Generally, after one or two experiences with the concept, people enjoy it and look forward to it.
- Consider the room setup carefully for cloaking. Ideally, the person “behind the cloak” is not visible to the Forum. They could be in an adjacent room with the door open, or in another part of the room facing away. If pressed for space, the person can physically pick up their chair and turn it around backwards so that they are seated facing away from the Forum.
- Once the person is “behind the cloak”, they cannot make comments or ask questions. They can take notes.

Cloaking, continued

Variation - Group Process

The entire group can engage in a Cloaking exercise where every member of the Forum receives feedback. For example, assume that we are all interested in exploring our values. Each person can share what they believe their core values to be, then go “behind the cloak” while the Forum discusses what they believe this person’s core values to be. Repeat for each person in the Forum.

Statement Starters

Something I can relate to is...

Something I think I heard is...

Something I learned about you is...

Something I hope for you is...

Something I’m curious about is...

Something that concerns me is...

Something I don’t understand is...



Examples

- What could I do to improve my company? Where is my company most at risk?
- What are my values, strengths and weaknesses?
- What do you think of my new business idea? What risks am I not seeing?
- How are my leadership skills?