

FIRO-B®



INTERPRETIVE REPORT for ORGANIZATIONS

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Report prepared for

STEVE TREACY

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The purpose of this report is to show how your results from the FIRO-B® assessment can help you understand your behavior and the behavior of others in your organization. Information from the FIRO-B tool can help you to maximize the impact of your actions, identify options for increasing your job satisfaction and productivity, and explore alternative ways to achieve your goals. This report provides an explanation of your results and then considers how your results can help you

- plan your career development.
- increase your job satisfaction.
- improve your effectiveness on teams.
- identify the strengths and weaknesses of your leadership style.

As you read through this report, keep in mind that all instruments have limitations. The FIRO-B instrument is not a comprehensive personality test; it focuses on how you are oriented to interpersonal relations. Results should not be used to make a judgment about whether any behavior or any person is good or bad. The FIRO-B assessment is a measure of interpersonal needs, not a test of abilities, career interests, or success. Finally, you should avoid making a major decision based on the results of only one instrument.



DEFINITIONS

The FIRO-B tool measures your interpersonal needs in three areas.

Inclusion (I)

The need for Inclusion relates to forming new relations and associating with others; it determines the extent of contact and prominence that a person seeks. Some descriptors associated with Inclusion are

- belonging
- involvement
- participation
- recognition
- distinction

Control (C)

The need for Control relates to decision making, influence, and persuasion between people; it determines the extent of power or dominance that a person seeks. Some descriptors associated with Control are

- power
- authority
- influence
- responsibility
- consistency

Affection (A)

The need for Affection relates to emotional ties and warm connections between people; it determines the extent of closeness that a person seeks. Some descriptors associated with Affection are

- personal ties
- consensus
- sensitivity
- support
- openness

For each of the three interpersonal needs—Inclusion, Control, and Affection—the FIRO-B instrument also provides a measure of how much each need is Expressed or Wanted by you.

Expressed (E)

The extent to which you will initiate the behavior is called the Expressed dimension of that need.

Wanted (W)

The extent to which you want or will accept that behavior from others is called the Wanted dimension of the need.

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Your FIRO-B® Results

	Inclusion	Control	Affection	
Expressed	el 0	eC 2	eA 0	TOTAL EXPRESSED BEHAVIOR 2
	wI 0	wC 3	wA 0	TOTAL WANTED BEHAVIOR 3
	TOTAL NEED FOR INCLUSION 0	TOTAL NEED FOR CONTROL 5	TOTAL NEED FOR AFFECTION 0	OVERALL INTERPERSONAL NEEDS 5

Factors That Can Influence Results

The following sections provide an interpretation of your FIRO-B results and show how they can be applied to help you understand your behavior in an organization. However, as you think about the meaning of your results, keep in mind that a number of extraneous factors may have affected how you responded to the FIRO-B items. Try to determine whether any of these may have influenced your results:

- Life events that lead to intense self-reflection or withdrawal from others (this will alter all of your results, but especially your need for Wanted Inclusion)
- Cultural differences affecting the expression of needs
- Misunderstanding the terms
- Consciously trying to avoid extreme responses (which usually results in a majority of results in the mid range)
- Pressure from your environment to express certain behaviors

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INTERPRETATION OF YOUR FIRO-B® RESULTS

0	2	0	
0	3	0	

Your Individual Needs

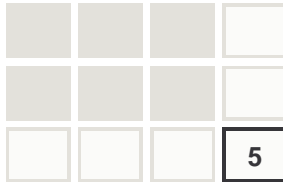
Each of the six individual needs can be defined by statements about characteristic behaviors, as shown in the table below. Your results for the six individual needs are estimates of how much each of the interpersonal dimensions is characteristic of you.

Characteristic Behavior	Your Results			What Your Results Indicate
	low range	mid range	high range	
<p>Expressed Inclusion (ei) I make an effort to include others in my activities. I try to belong, to join social groups, and to be with others as much as possible.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Your result of 0 suggests that you will usually disagree with these statements and may not be comfortable with large amounts of interpersonal contact at work.
<p>Wanted Inclusion (wi) I want other people to include me in their activities and to invite me to belong. I enjoy it when others notice me.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Your result of 0 suggests that you will usually disagree with these statements and prefer to keep a low profile.
<p>Expressed Control (eC) I try to exert control and influence over things. I enjoy organizing things and directing others.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Your result of 2 suggests that you will usually disagree with these statements and avoid providing too much structure and direction for others.
<p>Wanted Control (wC) I feel most comfortable working in well-defined situations. I try to get clear expectations and instructions.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Your result of 3 suggests that you will sometimes agree with these statements, but you tolerate influence from others in selected situations.
<p>Expressed Affection (eA) I make an effort to get close to people. I am comfortable expressing personal feelings and I try to be supportive of others.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Your result of 0 suggests that you will usually disagree with these statements and are cautious about how much support and closeness you show others.
<p>Wanted Affection (wA) I want others to act warmly toward me. I enjoy it when people share their feelings with me and when they encourage my efforts.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Your result of 0 suggests that you will usually disagree with these statements and may keep a distance from situations where people want to be close and supportive.

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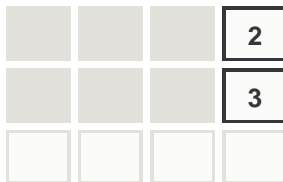


Your Overall Interpersonal Needs

The indicator of your Overall Interpersonal Needs is the total of all six individual needs ($eI + wI + eC + wC + eA + wA$). This result represents the overall strength of your interpersonal needs; it shows how much you believe that other people and human interaction can help you attain your goals and achieve personal satisfaction.

Your indicator of Overall Interpersonal Needs is 5, which falls in the low range. This suggests that:

- Your involvement with others is not a reliable source of need satisfaction; other intrapsychic needs, such as intellectual stimulation, or solitary pursuits, tend to predominate.
- You tend to need privacy to do your best work
- You probably enjoy work that involves intense concentration on data or ideas.
- You prefer to keep to yourself or be with a small circle of friends.
- You probably consider yourself an introvert.



Your Total Expressed and Total Wanted Behaviors

Your result for Total Expressed Behavior ($eI + eC + eA$) indicates how often you take the initiative in approaching others to fulfill the three basic interpersonal needs. In general, it shows how comfortable you are being proactive.

Your result of 2 on Total Expressed is in the low range, which suggests that you generally are not comfortable initiating social behavior. You usually wait before speaking or acting, and try to assess whether your contribution is necessary.

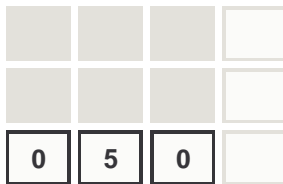
Your result for Total Wanted Behavior ($wI + wC + wA$) indicates how much you rely on others to get what you need. In general, it shows how comfortable you are being reactive or responsive.

Your result of 3 on Total Wanted is in the low range, which suggests that you are not comfortable relying on others for what you need. You value your independence and do not expect much from others.

Your results for Total Expressed and Total Wanted Behaviors are best interpreted in relation to one another, since they explain the general pattern of how you go about satisfying interpersonal needs.

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Your Total Wanted needs are greater than your Total Expressed needs. This suggests that you prefer to wait and see what others will do before taking action. In some situations you may feel inhibited from doing or expressing what you want. You value reliability in others because it helps you predict how they will behave and therefore how you should act. You may often find yourself wondering why others are not expressing more inclusion, control, or affection toward you. Others may be surprised to know how much you welcome their behaviors. Your Expressed behaviors may not provide much of a clue about what you want from others.



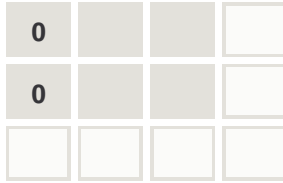
Your Total Needs

Your Total Need results reflect the overall strength of each need, or how much you seek to satisfy each of these needs in interpersonal situations.

The need with the highest score is the one you feel most comfortable pursuing. You will probably return again and again to situations that offer opportunities for you to satisfy this need. This need is also the one you are least willing to sacrifice. Your results show that your greatest Total Need is for Control. This suggests that in a new situation you are likely to focus on understanding the order and structure of the organization or of the situation. You will want to know who is in charge, how decisions are made, rules and policies, and the priorities of the various tasks. Once you are comfortable in the Control area, you may then concentrate on satisfying or expressing your needs for Inclusion and Affection.

The needs with the lowest scores are the ones you are *most* willing to give up; over time, you may eventually drift away from situations that provide opportunities for you to fulfill these needs. Because Affection and Inclusion are your lowest priorities, you won't be much concerned about establishing close relationships with others or getting many people involved in a project until your needs for Control are satisfied.

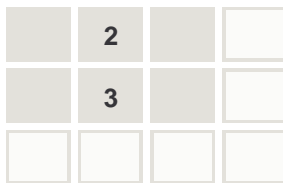
PATTERNS



Your Patterns of Need Fulfillment for Inclusion

Your results on Expressed Inclusion (0) and Wanted Inclusion (0) suggest that the following pattern of behaviors may describe you.

- You prefer working with a small group of people.
- You avoid forming too many friendships at work.
- You discourage invitations to company social events.
- You avoid being the focus of attention in meetings.
- You find recognition less important than accomplishment of the task.
- You need time alone to do your best work.



Your Patterns of Need Fulfillment for Control

Your results on Expressed Control (2) and Wanted Control (3) suggest the following pattern of behaviors.

However, because your result on Wanted Control was in the mid range, your behavior will probably depend on the particular people or the situation; you may want to review the statements below and think about specific situations in which they are most accurate.

- You would prefer not to make important decisions.
- You don't want to be closely supervised.
- You may be stubborn and rebellious if you feel that others are trying to control you.
- You think of yourself as self-sufficient.
- You may be hesitant to ask for help or acknowledge difficulties.
- You want to move at your own speed.
- You prefer to work on projects that are not politicized.

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		0	
		0	

Your Patterns of Need Fulfillment for Affection

Your results on Expressed Affection (0) and Wanted Affection (0) suggest that you may characteristically display the following pattern of behaviors.

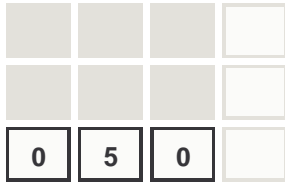
- You tend to be task-oriented and businesslike.
- You may feel uncomfortable with expressiveness or displays of affection at work.
- You enjoy your privacy.
- You probably do not seek reassurance from others nor provide it.
- You prefer observing to participating.
- You see a high degree of detachment as appropriate professional behavior.
- You maintain a comfortable distance from others.
- You keep personal conversations and “chit-chat” to a minimum.

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YOUR CAREER DEVELOPMENT



Knowing your interpersonal needs can help you evaluate career opportunities, whether you are considering a new career or are seeking to improve your satisfaction with your current position. You can evaluate any opportunity by considering how well it matches your interpersonal needs.

Your Total Need for Inclusion (0) falls in the low range; this suggests that you will be more satisfied with jobs in which

- you have the opportunity to work alone and focus on one important project.
- getting the job done is more important than prestige and status.
- requests that you participate in group decision-making processes are kept to a minimum.
- the organization rewards individual effort.

Your Total Need for Control (5) falls in the low range; this suggests that you will be more satisfied with jobs in which

- you have plenty of autonomy and flexibility.
- rules and procedures are flexible and accommodating to special situations.
- there is little pressure to make quick decisions or to show immediate improvements.
- jumping in and trying your best on a task is more important than spending time setting goals, deadlines, or standards.

Your Total Need for Affection (0) falls in the low range; this suggests that you will be more satisfied with jobs in which

- the organizational climate is professional and businesslike.
- critiques and healthy debate are welcomed as a means to improve effectiveness.
- personal privacy is respected; the workplace is not a “home away from home.”

IMPROVING YOUR TEAM EFFECTIVENESS

0	2	0	
0	3	0	

How effective you are as a member of a team or an organization is partly a function of how flexible you are. Your interpersonal needs may lead you to certain patterns of behavior that are currently limiting your potential effectiveness.

Although it is necessary to find ways to express your needs, you may be able to increase your effectiveness if you do not engage in those patterns exclusively. The questions below may help you to become more flexible.

Team Effectiveness and Inclusion

Your need for Expressed Inclusion (0) is low. Ask yourself:

- Do I give everyone the opportunity to participate?
- Has everyone had a chance to provide input on this decision?
- Can I more clearly indicate my interest in and recognition of my colleagues' ideas and activities?

Your need for Wanted Inclusion (0) is low. Ask yourself:

- Are there ways that I could enlarge my network?
- Do I meet with my team frequently enough to meet their needs?
- Are there ways that I could let others know that I welcome their input?

Team Effectiveness and Control

Your need for Expressed Control (2) is low. Ask yourself:

- Am I avoiding the risk of taking on this new task just because I am not familiar with it?
- Can I increase the reliability and consistency of my work?
- Can I structure activities so that team members can set priorities?

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Your need for Wanted Control (3) falls in the mid range. Ask yourself:

- Am I too inflexible and intolerant of ambiguity?
- Do I need permission or do I already have all the authority I need to proceed?
- Should I lessen my reliance on others?

Team Effectiveness and Affection

Your need for Expressed Affection (0) is low. Ask yourself:

- Can I support and encourage my colleagues more?
- Have I shown appreciation for those who have helped me?
- Can I provide clearer feedback to my colleagues?

Your need for Wanted Affection (0) is low. Ask yourself:

- Do I allow others to establish a personal relationship with me?
- Does my emotional distance prevent me from being seen as supportive?
- Can I encourage others to share their ideas and reactions?

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LEADERSHIP

0	2	0	
0	3	0	

Because your highest Expressed need represents the social arena where you feel more comfortable taking action, this result predicts which “face” you show first to a group. This need will also probably shape the foundation of your leadership style.

Your highest Expressed need is for Control. This suggests that you will strive to be a leader who

- focuses on the task to be accomplished.
- meets deadlines.
- provides structure.
- gives instructions.
- handles emergencies.
- sticks firmly to final decisions.
- gives direction.
- develops challenging goals.
- gains legitimacy through task skill and proficiency.
- enjoys being seen as the person in charge.
- is effective in getting your way.

Your lowest Expressed need is the area where you feel least comfortable taking action. Therefore, you are not as likely to use the leadership style associated with this need; when you do, you are not likely to make a good impression on subordinates. Your results show that the lowest Expressed needs for you are both Affection and Inclusion. However, experience with others who have taken the FIRO-B assessment suggests that you will be *least* likely to create the impression associated with Inclusion. Therefore, you may get complaints about not treating everyone fairly and not giving everyone equal opportunity for input into decisions. Some of your followers may not feel a part of the team.

RESOURCES

If you would like more information about the FIRO-B tool and the meaning of your results, consult the following resources from CPP, Inc.

Musselwhite, E. (1982, 2003). *Understanding your FIRO-B® results*. Mountain View, CA: CPP, Inc.

Schnell, E. R. (2000). *Participating in teams: Using your FIRO-B® results to improve interpersonal effectiveness*. Mountain View, CA: CPP, Inc.

Schnell, E. R., & Hammer, A. (1993, 2003). *Introduction to the FIRO-B® instrument in organizations*. Mountain View, CA: CPP, Inc.

Waterman, J. A., & Rogers, J. (1996, 2003). *Introduction to the FIRO-B® instrument*. Mountain View, CA: CPP, Inc.

