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# **FIRO-B<sup>®</sup>** **Interpretive Report for Organizations**

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Report prepared for

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## INTRODUCTION

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 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.

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

### INCLUSION [I]

The need for Inclusion relates to forming new relationships and associating with others; it determines the extent of contact and prominence that a person seeks. Descriptors include:

- 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. Descriptors include:

- 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. Descriptors include:

- 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.

### WANTED [w]

The extent to which you want or will accept that behavior from others.

## YOUR FIRO-B® RESULTS

	INCLUSION	CONTROL	AFFECTION	
<b>EXPRESSED</b>	Expressed Inclusion [eI]	Expressed Control [eC]	Expressed Affection [eA]	<b>TOTAL EXPRESSED BEHAVIOR</b>
	<b>7</b>	<b>4</b>	<b>2</b>	<b>13</b>
<b>WANTED</b>	Wanted Inclusion [wI]	Wanted Control [wC]	Wanted Affection [wA]	<b>TOTAL WANTED BEHAVIOR</b>
	<b>3</b>	<b>8</b>	<b>6</b>	<b>17</b>
	<b>TOTAL NEED FOR INCLUSION</b>	<b>TOTAL NEED FOR CONTROL</b>	<b>TOTAL NEED FOR AFFECTION</b>	<b>OVERALL INTERPERSONAL NEEDS</b>
	<b>10</b>	<b>12</b>	<b>8</b>	<b>30</b>

### 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

## INTERPRETATION OF YOUR FIRO-B® RESULTS

7	4	2	
3	8	6	

### 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
<p><b>Expressed Inclusion [eI]</b> 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>	<p>LOW MID HIGH</p>	<p>Your result of 7 suggests that you will usually agree with these statements and probably enjoy having a steady amount of interpersonal contact at work.</p>
<p><b>Wanted Inclusion [wI]</b> I want other people to include me in their activities and to invite me to belong. I enjoy it when others notice me.</p>	<p>LOW MID HIGH</p>	<p>Your result of 3 suggests that you will sometimes agree with these statements but you keep your visibility and involvement appropriate to the situation at hand.</p>
<p><b>Expressed Control [eC]</b> I try to exert control and influence over things. I enjoy organizing things and directing others.</p>	<p>LOW MID HIGH</p>	<p>Your result of 4 suggests that you will sometimes agree with these statements; you are comfortable providing structure and direction in those situations where it is sensible and expected.</p>
<p><b>Wanted Control [wC]</b> I feel most comfortable working in well-defined situations. I try to get clear expectations and instructions.</p>	<p>LOW MID HIGH</p>	<p>Your result of 8 suggests that you will usually agree with these statements and are most comfortable respecting others' authority and maintaining the structure provided to you.</p>
<p><b>Expressed Affection [eA]</b> I make an effort to get close to people. I am comfortable expressing personal feelings and I try to be supportive of others.</p>	<p>LOW MID HIGH</p>	<p>Your result of 2 suggests that you will usually disagree with these statements and are cautious about how much support and closeness you show others.</p>
<p><b>Wanted Affection [wA]</b> 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>	<p>LOW MID HIGH</p>	<p>Your result of 6 suggests that you will sometimes agree with these statements and have a chosen set of circumstances in which you are comfortable letting others get close to and support you.</p>



## 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 30, which falls in the medium-high range. This suggests that:**

- Your involvement with others is usually a source of satisfaction, but relationships may become frustrating and interfere with your job
- When interacting with others, you work best with small groups and with regular contacts
- You probably enjoy work that involves opportunities to gather input from others but you do not rely on them for decision making or implementation
- You prefer to work with others but occasionally need time alone to think and reflect
- You probably consider yourself more extroverted than introverted



## 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.

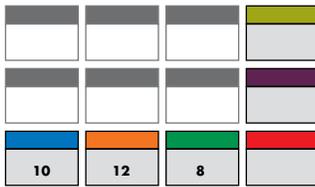
Your result of 13 on Total Expressed is in the mid range, which suggests that you vary in the extent to which you initiate action or work proactively with others; it seems to depend on exactly who it is and the context in which you work.

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 17 on Total Wanted is in the mid range, which suggests that you vary in the extent to which you are comfortable being reactive to and reliant on others; it seems to depend on exactly who it is and the context in which you work.

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

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 need with the lowest score is the one you are most willing to give up; over time, you may eventually drift away from situations that provide opportunities for you to fulfill this need. Because Affection is your lowest priority, you may be willing to give up a chance to get close to others if in doing so you have the opportunity to satisfy your needs for Inclusion and Control.

## PATTERNS

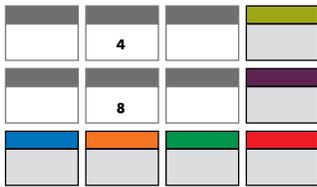
7			
3			

### Your Patterns of Need Fulfillment for Inclusion

**Your results on Expressed Inclusion (7) and Wanted Inclusion (3) suggest that the following pattern of behaviors may describe you.**

However, because your result on Wanted Inclusion 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 get many invitations to attend meetings or discussions but often turn them down or don't show up
- You pick and choose which company social events to attend
- You have a select group of people that you enjoy working with
- You are not bothered by rejection
- You are exhausted by constant meetings
- You believe it is important to maintain limited connections and networks

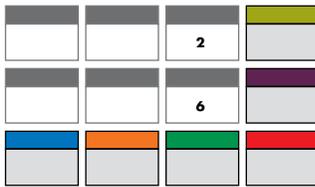


### Your Patterns of Need Fulfillment for Control

**Your results on Expressed Control (4) and Wanted Control (8) suggest the following pattern of behaviors.**

However, because your result on Expressed 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 may accept direction from those in authority
- You may not be interested in gaining influence
- You are a loyal and cooperative member of the organization
- You like to perform your work according to standard operating procedures
- You may be frustrated by inconsistencies
- You may feel the need to check your decisions with others
- You may prefer extensive orientation and training when placed in a new job



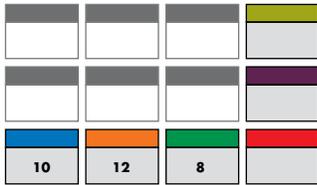
### Your Patterns of Need Fulfillment for Affection

**Your results on Expressed Affection (2) and Wanted Affection (6) suggest that you may characteristically display the following pattern of behaviors.**

However, because your result on Wanted Affection 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 may believe that too much self-disclosure on the job is unprofessional
- You may know more about colleagues than they know about you
- You may have difficulty saying no to requests to take on more work
- You may avoid conflict yourself but be willing to help others resolve theirs
- You may attempt to gain closeness with others by managing undesirable projects

## 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 (10) falls in the mid range; this suggests that you will be more satisfied with jobs in which:**

- You have a regular team or people to work with, and contact with others is easy to regulate
- Recognition and status are afforded on a limited basis; only the best work and outstanding contributions to the organization are acknowledged
- You are not routinely required to become involved with decisions or issues that do not directly impact your work

**Your Total Need for Control (12) falls in the mid range; this suggests that you will be more satisfied with jobs in which:**

- New challenges and opportunities are provided with equal amounts of support and self-direction
- Your job responsibilities include some tasks that are all yours and others that are shared with colleagues
- Decisions are not final and there is room for changing course or making new agreements
- There are general guidelines for performance, but flexibility to deal with exceptions

**Your Total Need for Affection (8) falls in the mid range; this suggests that you will be more satisfied with jobs in which:**

- Employees recognize when they need to be businesslike and when they can just “let loose”
- There is tolerance for personal problems, but people usually leave such issues at home
- Daily work problems are usually kept to yourself, but everyone comes together when faced with a big challenge
- Constructive criticism is preferred over conflict and debate

## IMPROVING YOUR TEAM EFFECTIVENESS

7	4	2	
3	8	6	

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 become more flexible.

### Team Effectiveness and Inclusion

**Your need for Expressed Inclusion (7) is high. Ask yourself:**

- Do I give others a chance to contribute at a level they are comfortable with, or do I pressure them for contributions?
- Do I really need more input from others, or do I know enough to proceed?
- Should I recognize my shy colleague’s achievements privately rather than publicly?

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

- Have I given mixed signals about my interest in this project because of my concern over the other people who might become involved?
- Are others misinterpreting my selectivity about involvement as disinterested or undermining behavior?
- Should I stick with some projects or groups a little longer before backing out or moving to the fringes?

## Team Effectiveness and Control

**Your need for Expressed Control (4) falls in the mid range. Ask yourself:**

- Am I waiting too long to provide goals and focus, even though it could help a project or a team?
- Are others expecting me to offer a more regular and constant stream of direction or decision making because of my role or expertise?
- Would it be easier for others if I offered to take control of tasks that are closely related and complementary to my current responsibilities?

**Your need for Wanted Control (8) is high. Ask yourself:**

- Can I learn to be more flexible and tolerant of ambiguity?
- Do I need permission or do I already have all the authority I need to proceed?
- Can I lessen my reliance on others?

## Team Effectiveness and Affection

**Your need for Expressed Affection (2) 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 (6) falls in the mid range. Ask yourself:**

- Have I given mixed signals to others about my need for their encouragement and support?
- Would I be better off allowing others to share more of their personal concerns and issues with me?
- How can I assure others that I am open to their ideas and reactions?

## LEADERSHIP

7	4	2	
3	8	6	

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 Inclusion. This suggests that you will strive to be a leader who:**

- Focuses on fairness and involving your employees
- Integrates divergent interests
- Shares decisions
- Defers to group judgment
- Uses democratic decision-making processes
- Is able to build a sense of ownership
- Gains legitimacy through endorsement and consent
- Enjoys serving and benefiting the common welfare
- Wants to have a noticeable impact, to leave your mark
- Likes to be viewed as a popular leader
- Is gratified by public recognition

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 less likely to make a good impression on subordinates. Your lowest Expressed need is for Affection. This suggests that you may be challenged by subordinates for being aloof, for not showing appreciation, or for allowing too much conflict in the group.

