FIRO-B®
Interpretive Report for Organisations

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European Edition

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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 behaviour and the behaviour of others in your organisation. Information from the FIRO-B tool can help you maximise 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 behaviour 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 amount of contact and prominence that a person seeks. Descriptors include:

- belonging
- recognition
- involvement
- distinction
- participation

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
- responsibility
- authority
- consistency
- influence

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
- support
- consensus
- openness
- sensitivity

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 behaviour.

WANTED [w]

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

YOUR FIRO-B® RESULTS

	INCLUSION	CONTROL	AFFECTION	
EXPRESSED	Expressed Inclusion [eI] **5**	Expressed Control [eC] **5**	Expressed Affection [eA] **3**	TOTAL EXPRESSED BEHAVIOUR **13**
WANTED	Wanted Inclusion [wI] **1**	Wanted Control [wC] **7**	Wanted Affection [wA] **3**	TOTAL WANTED BEHAVIOUR **11**
	TOTAL NEED FOR INCLUSION **6**	TOTAL NEED FOR CONTROL **12**	TOTAL NEED FOR AFFECTION **6**	OVERALL INTERPERSONAL NEEDS **24**

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 behaviour in an organisation. 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 behaviours

INTERPRETATION OF YOUR FIRO-B® RESULTS

5	5	3	
1	7	3	

Your individual needs

Each of the six individual needs can be defined by statements about characteristic behaviours, 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 behaviour	Your results	What your results indicate
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.	LOW **MID** HIGH	Your result of 5 suggests that you will sometimes agree with these statements, but may prefer to determine when and with whom you'll be having a lot of contact at work.
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.	**LOW** MID HIGH	Your result of 1 suggests that you will usually disagree with these statements and prefer to keep a low profile.
Expressed Control [eC] I try to exert control and influence over things. I enjoy organising things and directing others.	LOW **MID** HIGH	Your result of 5 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.
Wanted Control [wC] I feel most comfortable working in well-defined situations. I try to get a clear idea of expectations and need clear instructions.	LOW MID **HIGH**	Your result of 7 suggests that you will usually agree with these statements, and are most comfortable respecting the authority of others and maintaining the structure provided to you.
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.	LOW **MID** HIGH	Your result of 3 suggests that you will sometimes agree with these statements, but only show your warm and supportive side to particular people and when the circumstances are appropriate.
Wanted Affection [wA] I want others to act warmly towards me. I enjoy it when people share their feelings with me and when they encourage my efforts.	LOW **MID** HIGH	Your result of 3 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.

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 24, which falls in the medium-low range.
This suggests that:**

• Your involvement with others is sometimes a source of satisfaction, but it depends on the people and the
  context

• You work most effectively alone, or with others when the objectives are focused

• You probably enjoy work that involves concentration on data or ideas and occasional discussions with or
  presentations to others

• You probably consider yourself more introverted than extroverted
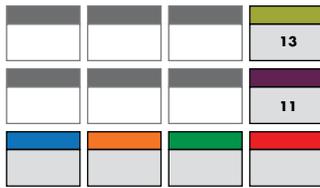
Your Total Expressed and Total Wanted Behaviours

Your result for Total Expressed Behaviour (eI + eC + eA) indicates how often you take the initiative in approaching others to fulfil 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 Behaviour (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 11 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 Behaviours are best interpreted in relation to each other, since they explain the general pattern of how you go about satisfying interpersonal needs.

Your Total Expressed needs are greater than your Total Wanted needs. Your Expressed behaviours may create the impression that you want more from others than you do; you may be more selective than you appear to be. You may find yourself wondering why others are expressing more Inclusion, Control, or Affection towards you than you would like.

6	12	6	

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 organisation 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 fulfil these needs. Because Affection and Inclusion are your lowest priorities, you won't be very concerned about establishing close relationships with others or getting many people involved in a project until your needs for Control are satisfied.
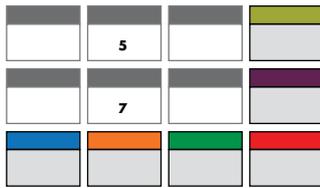
PATTERNS

Your patterns of need-fulfilment for Inclusion

Your results on Expressed Inclusion (5) and Wanted Inclusion (1) suggest that the following pattern of behaviours may describe you.

However, because your result on Expressed Inclusion was in the mid range, your behaviour 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-fulfilment for Control

Your results on Expressed Control (5) and Wanted Control (7) suggest the following pattern of behaviours.

However, because your result on Expressed Control was in the mid range, your behaviour 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 like to provide structure for others

- You work hard and then relax and let others run the show

- You get on well with authorities in the organisation

- You tolerate control from others, as long as you have your own responsibilities

- You enjoy making decisions and following orders

- You search for broad organisational issues or problems where you can take charge and fulfil mandates

- You respect consistency and enforce standards
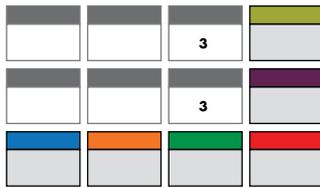
Your patterns of need-fulfilment for Affection

Your results on Expressed Affection (3) and Wanted Affection (3) suggest that you may characteristically display the following pattern of behaviours.

However, because your results on both were in the mid range, your behaviour 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 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 neither seek reassurance from others nor provide it

• You prefer observing to participating

• You see a high degree of detachment as appropriate professional behaviour

• You maintain a comfortable distance from others

• You keep personal conversations and chitchat to a minimum

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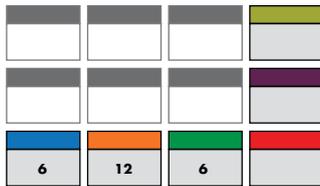
Knowing your interpersonal needs can help you evaluate career opportunities, whether you are considering a new career or are seeking to improve your satisfaction with your current position. You can evaluate any opportunity by considering how well it matches your interpersonal needs.

Your Total Need for Inclusion (6) 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 organisation are acknowledged

• You are not routinely required to become involved with decisions or issues that do not directly impact on 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 (6) falls in the mid range; this suggests that you will be more satisfied with jobs in which:

• Employees recognise when they need to be businesslike and when they can just 'let their hair down'

• 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

5	5	3	
1	7	3	

How effective you are as a member of a team or an organisation is partly a function of how flexible you are. Your interpersonal needs may lead you to certain patterns of behaviour 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 (5) falls in the mid range. Ask yourself:

• Am I too cautious about recognising others and drawing them in?

• Do I wait too long to see how others will behave before showing an interest in their contributions?

• Are there ways to allow others a chance to provide input or to offer them some updated information to encourage their cooperation and involvement?

Your need for Wanted Inclusion (1) is low. Ask yourself:

• Are there ways that I could enlarge my network?

• Do I meet with my team frequently enough to satisfy 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 (5) 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 (7) 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 (3) falls in the mid range. Ask yourself:

- Am I overly cautious about offering support and encouragement to others?

- Would it be helpful if a broader group of people at work had a better sense of me as a person and the challenges I am facing?

- Do others need more consistent appreciation and acknowledgment from me that their work is valued and important?

Your need for Wanted Affection (3) 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

5	5	3	
1	7	3	

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 results show that your highest Expressed needs are for both Inclusion and Control. Although this indicates that you attempt to strike a balance between two different 'faces' as a leader, you probably have a slight preference for one of them. Experience with others who have taken the FIRO-B assessment suggests that you are likely to favour Expressed 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 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.