

How a Better Understanding of Communication and Behavior Styles Increases Trust, Influence and Engagement

Presenter



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- Leads The Myers-Briggs Company research worldwide
- Extensive background in developing assessments and surveys for use in both organizational information gathering and predictive research
- Master's and PhD degrees, both in psychology, from Texas Tech University



Objectives

- Highlight how the FIRO® assessment can add value to your use of MBTI® assessment
- Show how both frameworks can work together to add value in leadership coaching
- Show how the FIRO® assessment adds value in teams compared with the MBTI® assessment and where you might use both/either
- Look at how both frameworks complement each other and where the differences are
- Refer to FIRO® and MBTI® resources and training and combined resources

Why should we care about creating powerful people?





Why do people operate below capability?

Lack of awareness. People can't know what they do not know.

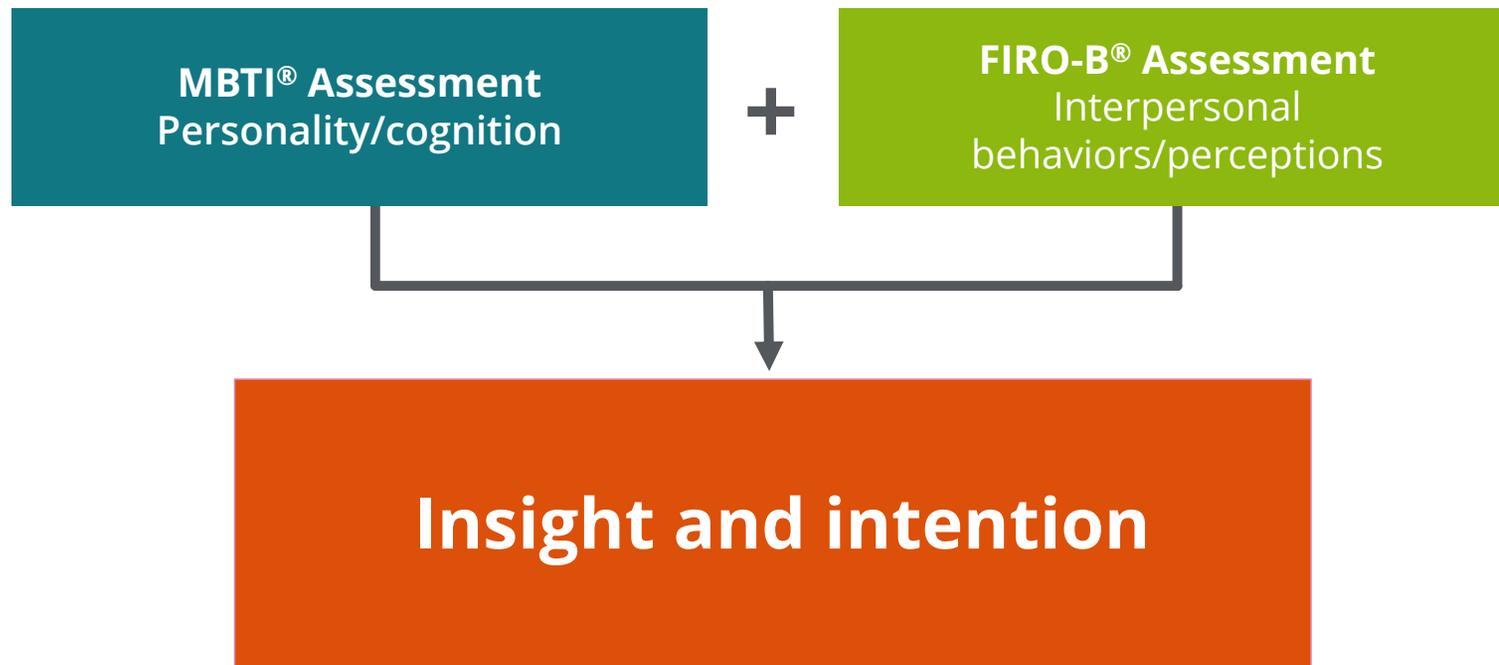
Lack of understanding. How behaviors may impact others and how personality, values, and experiences/situations can drive these behaviors.

Lack of skills. What behaviors and training to they need?

Lack of Support. What support is available to them through their boss, their team, their coach?

The MBTI® and FIRO-B® assessments

Why use assessments to build potential and performance?





Reminder of the MBTI® framework



The Four MBTI® Preference Pairs

Extraversion  or  Introversion

Opposite ways to direct and receive energy

Sensing  or  iNtuition

Opposite ways to take in information

Thinking  or  Feeling

Opposite ways to decide and come to conclusions

Judging  or  Perceiving

Opposite ways to approach the outside world

Myers-Briggs® Type Table



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MBTI[®] is useful for

- Understanding the ways in which you **take in information, decide and approach life**
- Appreciating differences in others' approaches more effective cooperation
- Applying at the level of the individual in coaching, team for development and organization for understanding the culture





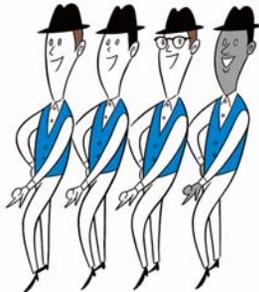
Introducing the FIRO[®] framework



Three need areas

Inclusion

The need to belong



Control

The need for influence



Affection

The need for intimacy



Also known as:
Involvement
Influence
Connection

Expressed and Wanted behaviors

EXPRESSED

These are behaviors you initiate towards others



WANTED

These are the behaviors you use to receive from others



FIRO-B[®] scoring matrix



FIRO[®] scores

9 8 7	High scores
6 5 4 3	Medium scores
2 1 0	Low scores

Scores show:

- how often the behavior is shown – **frequency**
- how many people it is shown to – **selectivity**

FIRO[®] profiles – easy and strained relationships

Pair A: Complementary relationships

John

	Inclusion	Control	Affection
Expressed	H	H	H
Wanted	L	L	H

Jasper

	Inclusion	Control	Affection
Expressed	L	L	H
Wanted	H	H	H

FIRO[®] profiles – easy and strained relationships

Pair B: Strained relationships

Barney

	Inclusion	Control	Affection
Expressed	L	H	L
Wanted	H	L	L

Mitchell

	Inclusion	Control	Affection
Expressed	L	H	H
Wanted	H	L	H

FIRO[®] is useful for

- Understanding your interpersonal needs in three fundamental areas
- Appreciating differences in others' interpersonal needs for more effective co-operation
- Applies at the level of the individual in coaching, team for development and organization for understanding the culture



Relationship between MBTI[®] and FIRO[®]

FIRO Assessment Myers-Briggs Type Indicator	eI	wI	eC	wC	eA	wA
Extraversion-Introversion	-0.41**	-0.38**	-0.13**	0.07**	-0.36**	-0.27**
Sensing-Intuition	0.12**	0.19**	0.18**	0.02	0.10**	0.03
Thinking-Feeling	0.10**	0.10**	-0.24**	0.18**	0.25**	0.23**
Judging-Perceiving	0.02	0.07**	0.00	-0.02	0.00	0.00

Correlation of overall Score and E-I was -0.50, $p < 0.001$

Correlations between the FIRO-B and MBTI Step I instruments

FIRO-B European Data Supplement Table 2.5



Points of similarity between the MBTI[®] and FIRO-B[®] tools

- Overall score on FIRO-B correlates with Extraversion
- Extraversion is linked with:
 - Inclusion: Expressed and Wanted
 - Affection: Expressed and Wanted
- Thinking is linked with:
 - Control: Expressed
- Feeling is linked with:
 - Affection: Expressed and Wanted Affection
- Sensing–Intuition and Judging–Perceiving
 - don't have clear FIRO links (including: Judging does not correlate with Control!)

The Four MBTI® Preference Pairs

Opposite ways to direct and receive energy	
Extraversion (E)	Introversion (I)
Opposite ways to take in information	
Sensing (S)	Intuition (N)
Opposite ways to decide and come to conclusions	
Thinking (T)	Feeling (F)
Opposite ways to approach the outside world	
Judging (J)	Perceiving (P)



Combinations of orientation of energy and judgment

IT Reserved, analytical and objective	IF Reserved, reflective and sympathetic
EF Sociable, friendly, and sympathetic	ET Active, energetic, and objective

MBTI® and FIRO® profiles – contrasts

Meredith **ENFP**

	Inclusion	Control	Affection
Expressed	6	9	7
Wanted	7	3	7

Sandra **ESFJ**

	Inclusion	Control	Affection
Expressed	6	5	3
Wanted	6	6	4

Alison **INTJ**

	Inclusion	Control	Affection
Expressed	3	7	3
Wanted	3	3	5

Sara **ISTJ**

	Inclusion	Control	Affection
Expressed	5	3	5
Wanted	5	4	5



Control

High Expressed

Low Expressed

Low Wanted

High Wanted

Control

High Expressed

Likes to **influence**
Stands out, likes to **be noticed**
Thrives on **leadership**
Competes and increases territory
Takes on **responsibility**

Likes a **structured setting**
Wants to be **clear about rules, policies, objectives**
Provides others with **structure** and direction
Respectful of **authority**
Hierarchical leader

Low Expressed

Live and let live approach
Does not want to manage others, values own **independence**
High ownership for their **own area**
May seem low key, but likely to **push back** if others try to control them

Wants to be given **direction**
Asks for **clarification**
Wants **clear expectations**
Invests **responsibility** in the system
Loyal and **dependable supporter**

Low Wanted

High Wanted

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Individual stories

Peter **ENTP** (reported and best fit ENTP)

“People often ask me whether I have an F preference and I have wondered about this myself”

“Taking FIRO helped me to make sense of this. I am actually pretty analytical in my decision-making approach and definitely “step out” to decide. My high affection scores on FIRO mean I come across as warm and interested in connecting with others”.



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Individual stories

Beth **ENFP** (reported and best fit ENFP)

“Sometimes I come across as pretty task focused to others”

“This makes sense to me, as my high expressed control means I am comfortable taking charge and moving things along. Even though I have an F preference, my affection scores are low to medium. I tend to keep my own counsel. I am known for keeping confidences.”



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Application of MBTI[®] and FIRO[®] in coaching





Using the MBTI[®] assessment in coaching

Understanding self

- Raise awareness of strengths of own type
- Recognize when preferences are out of balance and the impact of this
- Integrate type dynamics and development into coaching conversations

Understanding others

- Explore attitudes to differences
- Enhance communication
- Enable effective working relationships

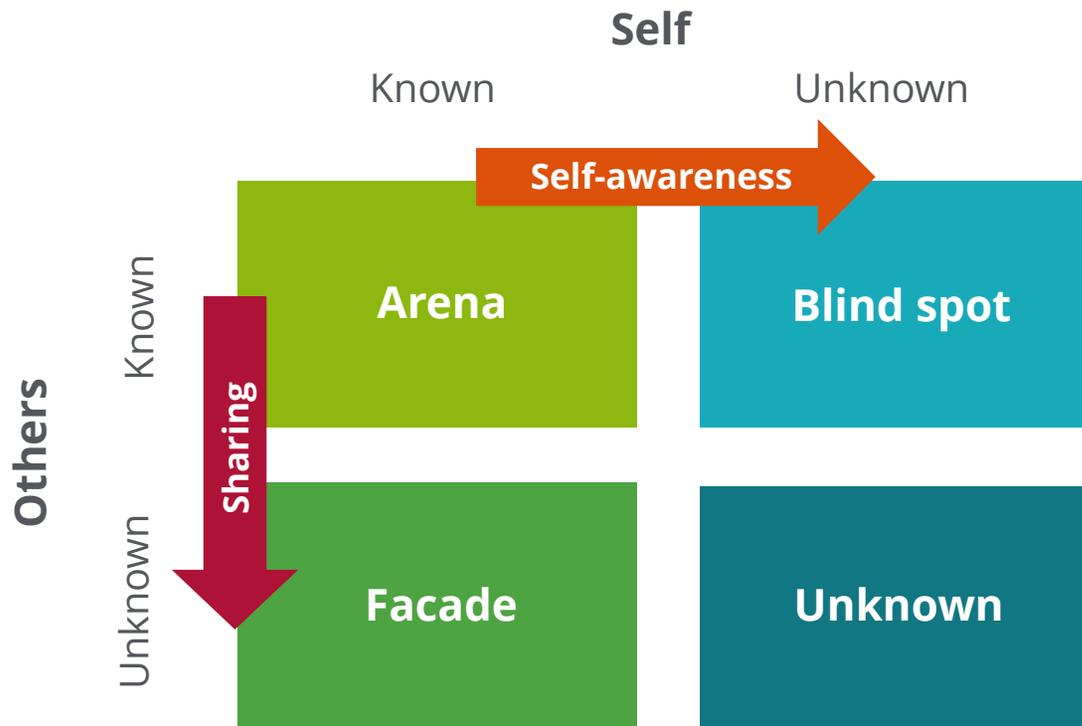


Using the FIRO-B[®] assessment in coaching

Helps explain how interpersonal needs drive behavior and can impact relationships.

- Reveal individual needs and behavioral tendencies
- Allow for the “flexing” of one’s leadership style to increase trust and influence.
- Increase self-awareness and uncover the impact leaders have on others.
- Allow leaders to unlock greater performance in themselves, their people and organization.

Johari Window

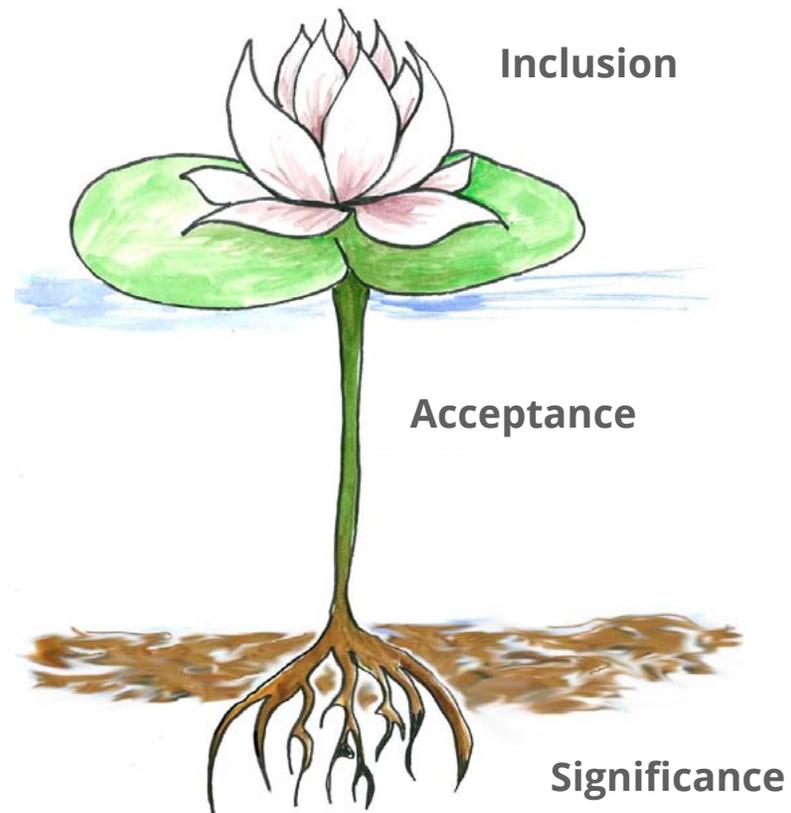




Key premise of using FIRO-B® assessment in coaching

- No FIRO profile is “good” or “bad” – flexibility is the key
- Lack of flexibility indicates energy may be locked up in self-protection
- Gaining insight into your own interpersonal needs and drivers increases choice and flexibility of behavior
- Understanding of the different needs of others increases effectiveness in working together

Inclusion



Leadership Report: Using the FIRO-B® and MBTI® Instruments

- Uses MBTI verified type with FIRO-B results
- Gives insights on your leadership style based on your profiles on each instrument
- Gives information on your Leadership approach based on both instruments, including what you show and expect, how you impact the culture and your basis for power





MBTI Type/FIRO-B and leadership coaching

- Look at pattern of Control scores: HH, LL, HL, LH; link Inclusion and Affection
- Using type dynamics: extraverted MBTI process is what others are likely to see in you as a leader in terms of your cognitive style
- Your highest Expressed FIRO-B score is what others are likely to see in your interpersonal behavior
- Look at leadership roles and MBTI lenses, eg functional pairs: ST, SF, NT, NF
- Start with the MBTI tool and “qualify”/customise with the FIRO-B instrument

Coaching example

	Inclusion	Control	Affection
Expressed	6	8	2
Wanted	3	2	6

Rob **ESTP**

- Rob, an engineer, was receiving coaching. He was team leader of a technical design team and successful in his role. As he came from a technical stream, the purpose of the coaching was for people with a technical background to receive some coaching relating to their leadership style.
- FIRO and MBTI feedback add insights into working style and both instruments added to Rob's understanding and action plan



Application of MBTI[®] and FIRO[®] in teams



MBTI® and teams - themes

- Useful in Analysis, Design and Delivery stages of team event
- Applications are many and include:
 - problem solving
 - communication
 - conflict
 - and many more

Team Blind Spots: ESTJ	Suggested Remedies
May make snap decisions and move to action too quickly and then have to redo work later	Make sure the team has spent time discussing all the facts, possibilities, and implications of its decision
May quash new ideas, rejecting them as impractical before giving them a chance	Identify inconsistencies or flaws that need to be dealt with to make the new idea work; imagine a best-case scenario
May fail to recognize trends or see the big picture	Ask what would happen if current behavior could be extrapolated 1, 3, or 5 years into the future
May not see the big picture because the team is too focused on short-term results	Ask how the team goals fit into the goals of the other teams, the larger organization, or the community
The team may steamroll over any and all obstacles	Determine whether the obstacle is a sign of failure to consider something important; try to influence others rather than overwhelming them with power
The team may not celebrate successes	Schedule time to celebrate team successes, even small ones



FIRO[®] and teams - themes

Inclusion/Involvement

Belonging

Involvement in meetings

Visibility

Recognition/attention

Control/Influence

Structure/Flexibility

Authority

Roles and responsibilities

Shared/individual decision making

Affection/Connection

Support

Openness

Vulnerability

Trust



Team development



Interpersonal needs

Inclusion

Control

Affection



FIRO-B[®] and/or MBTI[®] with teams

- The instruments are **complementary** and both have something different to say.
- Try **'layering' feedback** from one instrument onto the other – so client can integrate the information and insights from both.
- For some people the **real insight** will come from MBTI and for others from FIRO.
- Usually use of the instruments in **separate sessions** to allow concepts to be internalized. Can compress with smaller and/or mature/experienced groups for an immersion experience.



FIRO-B[®] and/or MBTI[®] with teams

- It is powerful to use both when you have **enough time and sessions** with a group or individual
- If you only have time to use one, consider whether the **presenting issues** relate more to the MBTI or the FIRO framework.
- In general, the MBTI tool is the more **accessible** instrument for a group or individual – FIRO can feel more **challenging** in content.
- The FIRO assessment would be great to introduce to a group who are know the MBTI assessment and want to **tackle other areas** such as interpersonal needs drivers.



How are MBTI[®] and FIRO[®] similar and where do they differ?





Similarities between the MBTI[®] and FIRO-B[®] tools

- Both are based on **theory**
- Both are used for **raising awareness** of psychological processes
- Both help to increase understanding of **differences between self and others**
- Insights are supported through a **two-way feedback process**
- Both allow individuals to develop and **flex** their behavior
- Both have **deeper roots** (type dynamics, underlying self concept)



Differences between the MBTI[®] and FIRO-B[®] tools

MBTI

Works with differences in **cognition** (gathering info/making decisions)

Measures **preferences** (which may be expressed in behavior)

Assumes **type** comes from a natural disposition

Underlying type does not change, (although **lifelong development** takes place)

Individual choice of **best-fit type**, with results giving an indication

FIRO

Works with differences in **interpersonal needs** (Inclusion/Control/Affection)

Measures **behavior** (but behavior has deeper roots)

Assumes interpersonal needs are established in **early life**

Change in profile can occur if the individual **chooses to change** (although in-depth work is needed to achieve this)

Scores are held up as a **challenge** to self-awareness



Whether you are working with individuals, teams or cultures, you can use FIRO[®] to empower individuals!

- Increase understanding both of **cognitive style** and **interpersonal needs**
- Help leaders to be self aware, poised and **intentional** in their behavior
- Through understanding self and others, they can work with **congruence and respect**
- Gaining greater impact through effective:
 - **Involvement**
 - **Influence**
 - **Connection**
- In their work and workplaces!



FIRO[®] certification and resources



Limited time offers*

Get FIRO Certified

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Promo code: **FIROWEBINAR**

***Valid through Nov. 25, 2019**

FIRO Certified

FIRO® Workshop Kit and Feedback Cards Bundle



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FIRO[®] Certification Program

What will you learn?

- How to administer the FIRO-B[®] and FIRO Business[®] assessments.
- How to use the FIRO assessments as catalysts for positive behavioral change and to unlock potential in workplace interactions.
- The skills to highlight strengths and blind spots in an individual's approach to relationships and leading others.
- Knowledge to guide people and organizations to greater self-understanding and self-awareness, resulting in improved one-on-one and team relationships and more effective leadership.

www.themyersbriggs.com/FIROCertification

UPCOMING PROGRAMS

December 4-5, 2019
Sunnyvale, California

April 2-3, 2020
Arlington, Virginia

Promo code: **FIROWEBINAR**



FIRO® Workshop Kit and Feedback Cards Bundle

This money-saving bundle is available now through Nov. 25, 2019 and includes:

- ***Making Teams Work Powered by the FIRO® Assessment*** — A ready-to-deliver workshop that introduces teams to FIRO concepts and guides participants through an understanding of their FIRO results.
- ***FIRO® Feedback Cards*** — Helps guide exploration of the FIRO framework in a way that makes it easy for practitioners and personally relevant for learners.



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What are your questions?



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