



Feedback Workbook

Name:

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About this workbook



This workbook is designed to help you reflect and record your journey of discovery into FIRO's accessible and universally applicable framework.

FIRO's simple structure reveals how individuals can shape and adapt their individual behaviours, influence others effectively and build trust among colleagues. FIRO's aim is to help individuals to understand the underlying drivers behind their interactions with others.

In this book, you will see reference to FIRO and FIRO-B. This is because there are two products in the FIRO family – FIRO-B and FIRO Business – and this book focuses on FIRO-B. When we use FIRO in the text, it's because we are referring to FIRO generally.

"For many – perhaps most – people, the primary source of joy is other people



Will C. Schutz

Joy: Expanding Human Awareness (1968)

firo™ feedback process

Contracting

Purpose | Boundaries | Confidentiality

Introducing

FIRO | Background | Scoring | Interpersonal needs

Discovering

Expressed and Wanted | Three need areas | Total needs



Self development

Teams Leadership
Work style Career

Organisational culture

Contracting



Completing the FIRO questionnaire is always voluntary.

During the feedback it is fine to talk only about the things you feel comfortable sharing.

Everything you discuss in your FIRO feedback is confidential.

It's up to you whether you share your FIRO profile with others, although sharing your insights and interpersonal needs can be beneficial in building understanding.

FIRO profiles can vary greatly among people and there is no ideal profile – just different people with different needs.

Purpose

The FIRO instrument can help you to raise your self-awareness by discovering more about your interpersonal needs.

It adds a new, complementary perspective to your experience of relationships with others.

FIRO insights can be applied to any situation where you interact with others.

Here are some examples of areas in which the FIRO instrument can help:

- Improving relationships
- Working more effectively with others
- Developing your leadership style
- Understanding sources of conflict between people
- Managing your career
- Understanding the behaviour of others
- Identifying key aspects of job satisfaction for you
- Analysing how you fit with organisational culture



What would you like to get out of your FIRO exploration? Are there any areas in which your interpersonal relationships can be improved?



What would be your ideal outcome?

"People need people
Will Schutz's 3 year-old daughter



Introducing

FIRO-B stands for:

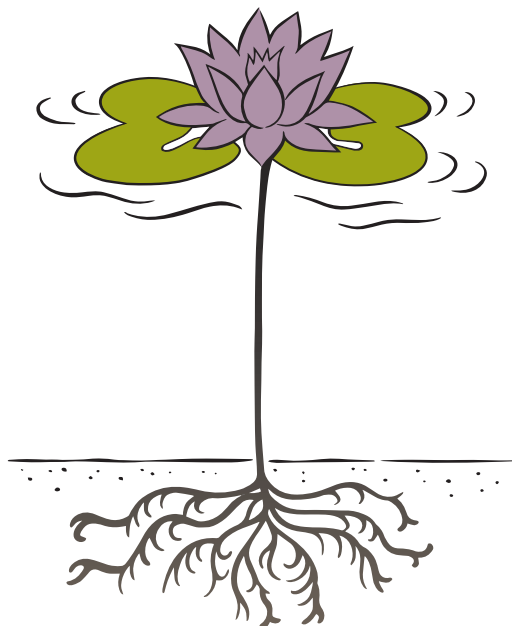
Fundamental

Interpersonal

Relations

Orientation

Behaviour



The FIRO-B framework looks at interpersonal needs as basic as food, water and shelter.

An analogy of a water lily can be used to understand the FIRO theory better.

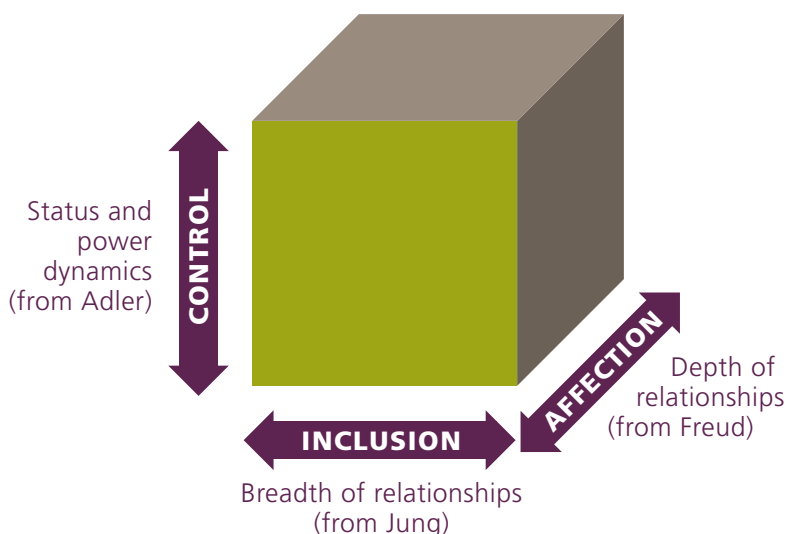
The roots of the water lily represent your self-concept. The stem represents your feelings. The flower represents the visible behaviours that result from these deeper aspects of your personality.

The focus in working with the FIRO instrument is on surface behaviours that can be seen and which sit above the deeper interpersonal needs.



The FIRO framework was designed by Will Schutz.

He conducted a literature search and studied aspects of respected psychological theories:



He also conducted his own research in the US Navy into what makes teams effective. He identified three areas of need: **Inclusion**, **Control** and **Affection**.

Scoring

Your FIRO-B scores range from 0 to 9 according to your interpersonal needs in the three areas of **Inclusion**, **Control** and **Affection**.

LOW	MEDIUM	HIGH
0–2	3–6	7–9

High scores (7–9)

HIGH FREQUENCY		LOW SELECTIVITY
You need this often		You prefer this from everyone

Like many musicians playing many notes, people with high FIRO-B scores have their many interpersonal needs met by a wide range of people.

Low scores (0–2)

LOW FREQUENCY		HIGH SELECTIVITY
You need this infrequently		You prefer this from few people

Like one musician playing only one note, people with low FIRO-B scores have their few interpersonal needs met by a few select people.

Medium scores (3–6)

These need probing as there are different possible meanings for medium scores and behaviour can vary according to the situation. It could be that you seek medium frequency and medium selectivity or:

LOW FREQUENCY

You don't need this often



LOW SELECTIVITY

You prefer this from everyone

Like many musicians playing only one note each, you might have few interpersonal needs but prefer to have them met by a wide range of people.

HIGH FREQUENCY

You need this often



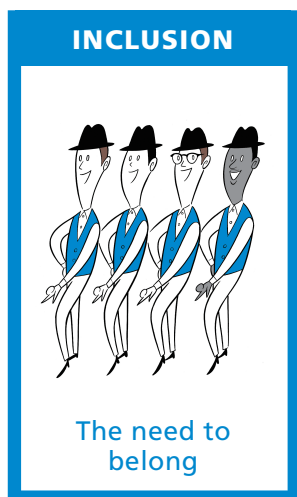
HIGH SELECTIVITY

You prefer this from few people

Like a single musician playing many notes, you might have a few select people you rely on frequently to meet your needs.

Discovering

The three need areas:



Expressed and Wanted:

EXPRESSED

These are behaviours you initiate towards others in the need areas

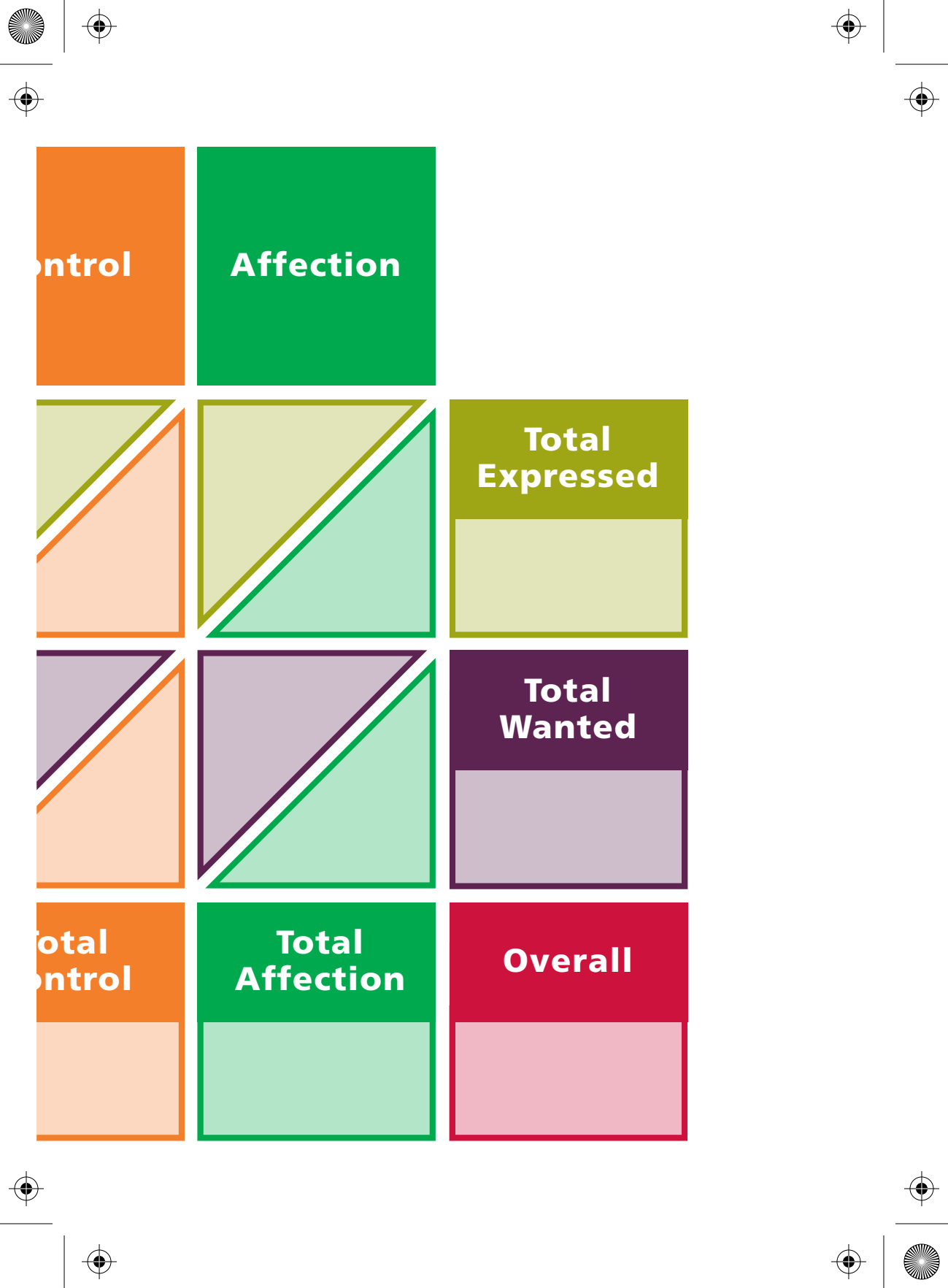


WANTED

These are the behaviours you show in relation to what you wish to receive from others

FIRO-B matrix





Inclusion

EXPRESSED INCLUSION

The extent to which I make efforts to include and involve others in my activities



HIGH

LOW



WANTED INCLUSION

The extent to which I want others to include me in their activities



HIGH

LOW





How do my Inclusion scores impact on me, my relationships and the purpose I identified earlier?



What do I notice about the difference between my Expressed and Wanted Inclusion scores?

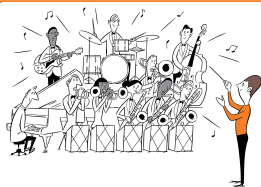


What actions do I wish to take from what I've learnt about Inclusion?

Control

EXPRESSED CONTROL

The extent to which I make efforts to control and influence others



HIGH

LOW



WANTED CONTROL

The extent to which I want to be in an environment that provides me with structure and clarity



HIGH

LOW





How do my Control scores impact on me, my relationships and the purpose I identified earlier?



What do I notice about the difference between my Expressed and Wanted Control scores?



What actions do I wish to take from what I've learnt about Control?

Affection

EXPRESSED AFFECTION

The extent to which I make efforts to be warm and friendly to others



HIGH

LOW



WANTED AFFECTION

The extent to which I want others to be warm and friendly to me



HIGH

LOW





How do my Affection scores impact on me, my relationships and the purpose I identified earlier?



What do I notice about the difference between my Expressed and Wanted Affection scores?



What actions do I wish to take from what I've learnt about Affection?

Total Expressed v Total Wanted

TOTAL EXPRESSED



TOTAL WANTED



Is there a difference between my total Expressed and total Wanted scores?

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What impact does this have on me?

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What impact does this have on others?

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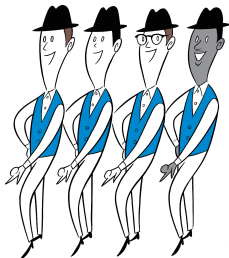
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Core driver



This is the largest combined **Expressed** and **Wanted** need area score.

INCLUSION



The need to belong

CONTROL



The need for influence

AFFECTION



The need for intimacy



Which of the three need areas is most important to me?

.....

.....



What will I try to do differently in the future?

.....

.....



How does this need area affect the way I work in my role?

.....

.....

Total overall need



Is my total overall need score high, medium or low, and how does that impact on me and my situation?



When is it important for me to flex my style when others have much lower or higher total overall need scores?
How can I do this?

What have I learnt?



What have been the big surprises or the most interesting aspects of this feedback?

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What would I like more time to reflect on?

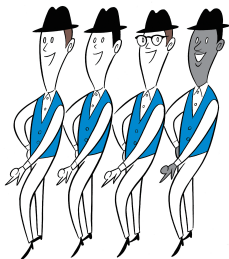
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INCLUSION



The need to
belong

CONTROL



The need for
influence

AFFECTION



The need for
intimacy

Applying



How do my FIRO scores impact on the purpose I identified at the start of this process?



What have I learnt about my interpersonal needs and behaviours?



What actions do I wish to take from what I've learnt about myself from the FIRO framework?



