



FIRO-B®
Interpretive Report for Organisations
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European Edition

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 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 relations 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 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]	Expressed Control [eC]	Expressed Affection [eA]	TOTAL EXPRESSED BEHAVIOUR
	7	4	7	18
WANTED	Wanted Inclusion [wI]	Wanted Control [wC]	Wanted Affection [wA]	TOTAL WANTED BEHAVIOUR
	7	9	6	22
	TOTAL NEED FOR INCLUSION	TOTAL NEED FOR CONTROL	TOTAL NEED FOR AFFECTION	OVERALL INTERPERSONAL NEEDS
	14	13	13	40

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 medium range)
- Pressure from your environment to express certain behaviours

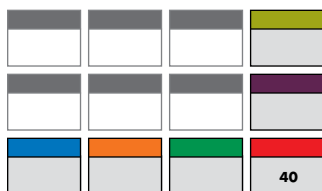
INTERPRETATION OF YOUR FIRO-B® RESULTS

7	4	7	
7	9	6	

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
<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>	<p>LOW MED 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>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>	<p>LOW MED HIGH</p>	<p>Your result of 7 suggests that you will usually agree with these statements, and enjoy having others seek out your input and offer you a chance for a higher profile.</p>
<p>Expressed Control [eC] I try to exert control and influence over things. I enjoy organising things and directing others.</p>	<p>LOW MED 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>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.</p>	<p>LOW MED HIGH</p>	<p>Your result of 9 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.</p>
<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>	<p>LOW MED HIGH</p>	<p>Your result of 7 suggests that you will usually agree with these statements, and that you provide a lot of warmth, encouragement, and support for others at work.</p>
<p>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.</p>	<p>LOW MED 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 40, which falls in the high range. This suggests that:

- Your involvement with others is enjoyable and satisfying
- You work best in a group, interacting with others
- You like to work in teams and to solve problems through discussion
- You prefer to be with others and have plenty of social interaction
- You probably consider yourself an extrovert



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.

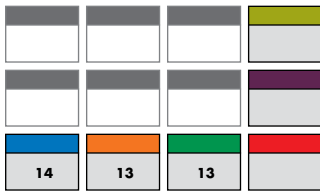
Your result of 18 on Total Expressed is in the medium range, which suggests that you vary in the extent to which you initiate action or work proactively with others; it seems to depend on exactly who the other person or persons are and the context in which you work.

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 22 on Total Wanted is in the high range, which suggests that you rely quite a bit on others and feel comfortable about accepting behaviours from others.

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 Wanted Behaviour score is greater than your Total Expressed Behaviour score. 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 towards you. Others may be surprised to know how much you welcome their behaviours. Your Expressed behaviours may not provide much of a clue about what you want from others.



Your Total Needs

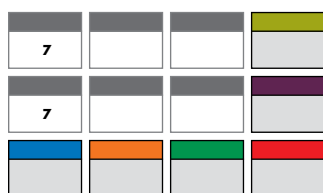
Your Total Need results reflect the overall strength of each need, or how much you seek to satisfy each of these needs in interpersonal situations.

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 Inclusion.

This suggests that in a new situation you are likely to focus on fitting in, making new connections, becoming known, and getting involved. Once you are comfortable with how you fit in, you may then concentrate on satisfying or expressing your needs for Control and Affection.

The needs with the lowest scores are the ones you are most willing to give up; over time, you may drift away from situations that provide opportunities for you to fulfil these needs. Because Affection and Control are your lowest priorities, you won't be very concerned about establishing close relationships with others or searching for order and structure until your needs for Inclusion are satisfied.

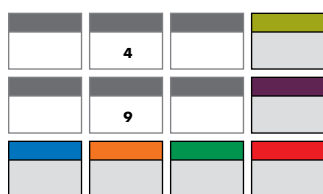
PATTERNS



Your patterns of need-fulfilment for Inclusion

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

- You include others and like to be included
- You enjoy the opportunity to provide input
- You don't like to get cut off from information and updates
- You seek recognition and endorsement from colleagues and superiors
- You do not make much distinction between work and social gatherings
- You organise social activities with your business associates
- You withdraw first if you sense a possibility of being rejected by others

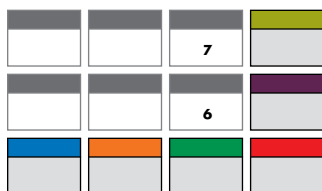


Your patterns of need-fulfilment for Control

Your results on Expressed Control (4) and Wanted Control (9) suggest the following pattern of behaviours.

- 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 organisation
- 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

However, because your result on Expressed Control was in the medium range, your behaviour will probably depend on the particular people or the situation. You may want to review the statements above and think about specific situations in which they are most accurate.



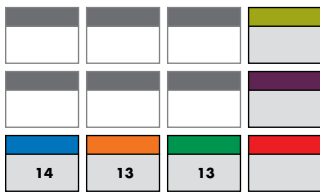
Your patterns of need-fulfilment for Affection

Your results on Expressed Affection (7) and Wanted Affection (6) suggest that you may characteristically display the following pattern of behaviours.

- You are friendly, open and optimistic
- You value trustworthiness
- You may have difficulty turning others away or controlling interruptions at work
- You prefer to motivate others by praise and support, and are best motivated in the same way
- You may enjoy resolving conflicts and negotiating
- You may feel sad when group projects involving regular contact with colleagues end

However, because your result on Wanted Affection was in the medium range, your behaviour will probably depend on the particular people or the situation. You may want to review the statements above and think about specific situations in which they are most accurate.

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 (14) falls in the high range; this suggests that you will be more satisfied with jobs in which:

- You have a lot of opportunity to interact with others
- There are multiple pathways for achieving recognition and status
- The organisation tries to involve its employees in decision-making
- The organisation rewards teamwork

Your Total Need for Control (13) falls in the high range; this suggests that you will be more satisfied with jobs in which:

- There is clear ownership of tasks and processes
- Advancement is based on skill and competency
- The goals and strategies of the work unit are clearly defined
- Meeting standards and maintaining consistency are rewarded

Your Total Need for Affection (13) falls in the high range; this suggests that you will be more satisfied with jobs in which:

- The organisational climate is characterised by warmth and personal interest in employees
- Encouragement and cooperation are welcomed by and freely exchanged between employees
- The organisation tries to make the workplace a home away from home
- The organisation attempts to be flexible and to support the personal lives of the employees

IMPROVING YOUR TEAM EFFECTIVENESS

7	4	7	
7	9	6	

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 (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 recognise my shy colleague’s achievements privately rather than publicly?

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

- Am I frequently expecting others to seek my input?
- Are there ways I can more directly show others that I want to be included in a project?
- Can I allow others to get as much attention as I enjoy getting?

Team effectiveness and Control

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

- Am I waiting too long to provide goals and focus, even though doing so 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 (9) 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 (7) is high. Ask yourself:

- Can I intrude less on others?
- Would my colleagues prefer to know less about my personal concerns?
- Do I defer to others at the price of expressing my own opinion?

Your need for Wanted Affection (6) falls in the medium 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	7	
7	9	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 results show that your highest Expressed needs are for both Inclusion and Affection. 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 Affection. This suggests that you will strive to be a leader who:

- Focuses on developing human resources
- Strives to increase and maintain employee satisfaction
- Encourages and supports others
- Minimises conflict
- Gains legitimacy through personal commitment and loyalty
- Enjoys being liked and warmly regarded by followers
- Wants to serve and nurture
- Reassures and makes others comfortable
- Invites feedback
- Reveres honest communication

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 Control. You may, therefore, get complaints about lacking direction and not being firm. Your direct reports may also want more visible action from you.

