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

**Eugene R. Schnell and Allen L. Hammer**

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Report prepared for

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April 9, 2009

Interpreted by

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**FROGent**

**FROG Enterprises, Corp**



The FIRO-B<sup>®</sup> instrument identifies how you tend to behave toward others and how you want them to behave toward you. Your FIRO-B results can help you increase your self-understanding in a number of important areas, including how you handle interpersonal relationships and your own social needs, how others perceive you, and how you see them.

The FIRO-B tool provides information about three fundamental dimensions of interpersonal needs:

### INCLUSION

is about recognition, belonging, participation, contact with others, and how you relate to groups

### CONTROL

concerns influence, leadership, responsibility, and decision making

### AFFECTION

is about closeness, warmth, sensitivity, openness, and how you relate to others

The FIRO-B assessment also indicates your preferences in regard to two distinct aspects of each of these needs areas:

### EXPRESSED BEHAVIOR

- How much do you prefer to initiate the behavior?
- How do you actually behave with respect to the three fundamental interpersonal needs?
- What is your comfort level engaging in the behaviors associated with the three needs?

### WANTED BEHAVIOR

- How much do you prefer others to take the initiative?
- How much do you want to be on the receiving end of those behaviors?
- What is your comfort level when others direct their behaviors associated with the three needs to you?

This profile reports your results on the expressed and wanted aspects of the three interpersonal needs explored by the FIRO-B tool and includes basic interpretive information for each. As you read through this profile, please consider how the results compare with your own sense of how you interact with others. Results should not be used to make a judgment about whether any behavior or any person is good or bad. You should avoid making major decisions based on the results of only one assessment.

## Your FIRO-B® Results

Below are your scores for both expressed and wanted aspects of Inclusion, Control, and Affection, along with total scores for each dimension.

	INCLUSION	CONTROL	AFFECTION	TOTAL EXPRESSED																																
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For further information on the FIRO-B instrument and reports, refer to *Introduction to the FIRO-B® Instrument in Organizations* by Eugene Schnell and Allen Hammer, *Introduction to the FIRO-B® Instrument* by Judith Waterman and Jenny Rogers, and *Participating in Teams* by Eugene Schnell, all available from CPP, Inc.



## 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>2</b>	<b>2</b>	<b>3</b>	<b>7</b>
<b>WANTED</b>	Wanted Inclusion [wI]	Wanted Control [wC]	Wanted Affection [wA]	<b>TOTAL WANTED BEHAVIOR</b>
	<b>0</b>	<b>2</b>	<b>5</b>	<b>7</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>2</b>	<b>4</b>	<b>8</b>	<b>14</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

2	2	3	
0	2	5	

### 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 2 suggests that you will usually disagree with these statements and may not be comfortable with large amounts 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 0 suggests that you will usually disagree with these statements and prefer to keep a low profile.</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 2 suggests that you will usually disagree with these statements and avoid providing too much structure and direction for others.</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 2 suggests that you will usually disagree with these statements and usually seek out wide degrees of autonomy to do your work.</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 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.</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 5 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 14, which falls in the low range. This suggests that:**

- Your involvement with others is not a reliable source of need satisfaction; other intrapsychic needs, such as intellectual stimulation, or solitary pursuits, tend to predominate
- You tend to need privacy to do your best work
- You probably enjoy work that involves intense concentration on data or ideas
- You prefer to keep to yourself or be with a small circle of friends
- You probably consider yourself an introvert

			7
			7

## 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.

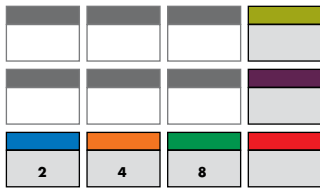
Your result of 7 on Total Expressed is in the low range, which suggests that you generally are not comfortable initiating social behavior. You usually wait before speaking or acting and try to assess whether your contribution is necessary.

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 7 on Total Wanted is in the low range, which suggests that you are not comfortable relying on others for what you need. You value your independence and do not expect much from others.

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 equal to your Total Expressed needs. This suggests that you try to keep social behaviors in balance. You express behaviors only when you are fairly sure how others will respond. You probably take pride in the fact that you can respond flexibly across very different types of social situations. You are confident that if you want something from others you will be able to get it.



## 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 Affection. In a new situation you are likely to focus on finding people you can trust and establishing relationships with them, exchanging genuine reactions and opinions with others, establishing a meaningful role for yourself in the organization, and building loyalty. Once you have met some of your needs for Affection, you may then concentrate on satisfying or expressing your needs for Inclusion and Control.

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 Inclusion is your lowest priority, you will not be as concerned with fitting in or being involved with many people as you are with meeting your needs for Control and Affection.

## PATTERNS



### Your Patterns of Need Fulfillment for Inclusion

**Your results on Expressed Inclusion (2) and Wanted Inclusion (0) suggest that the following pattern of behaviors may describe you.**

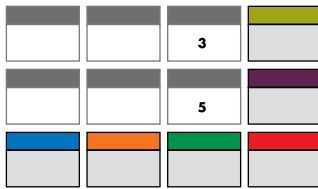
- You prefer working with a small group of people
- You avoid forming too many friendships at work
- You discourage invitations to company social events
- You avoid being the focus of attention in meetings
- You find recognition less important than accomplishment of the task
- You need time alone to do your best work

	2		
	2		

### Your Patterns of Need Fulfillment for Control

Your results on Expressed Control (2) and Wanted Control (2) suggest the following pattern of behaviors.

- You would prefer not to make important decisions
- You don't want to be closely supervised
- You may be stubborn and rebellious if you feel that others are trying to control you
- You think of yourself as self-sufficient
- You may be hesitant to ask for help or acknowledge difficulties
- You want to move at your own speed
- You prefer to work on projects that are not politicized



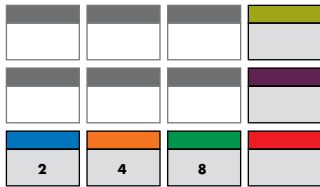
### Your Patterns of Need Fulfillment for Affection

**Your results on Expressed Affection (3) and Wanted Affection (5) suggest that you may characteristically display the following pattern of behaviors.**

However, because your results on both were 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 (2) falls in the low range; this suggests that you will be more satisfied with jobs in which:**

- You have the opportunity to work alone and focus on one important project
- Getting the job done is more important than prestige and status
- Requests that you participate in group decision-making processes are kept to a minimum
- The organization rewards individual effort

**Your Total Need for Control (4) falls in the low range; this suggests that you will be more satisfied with jobs in which:**

- You have plenty of autonomy and flexibility
- Rules and procedures are flexible and accommodating to special situations
- There is little pressure to make quick decisions or to show immediate improvements
- Jumping in and trying your best on a task is more important than spending time setting goals, deadlines, or standards

**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

2	2	3	
0	2	5	

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 (2) is low. Ask yourself:**

- Do I give everyone the opportunity to participate?
- Has everyone had a chance to provide input on this decision?
- Can I more clearly indicate my interest in and recognition of my colleagues' ideas and activities?

**Your need for Wanted Inclusion (0) 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 (2) is low. Ask yourself:**

- Am I avoiding the risk of taking on this new task just because I am not familiar with it?
- Can I increase the reliability and consistency of my work?
- Can I structure activities so that team members can set priorities?

**Your need for Wanted Control (2) is low. Ask yourself:**

- Have I involved those whose expertise is necessary to make this project succeed?
- Am I showing resistance as a way to express my need for independence, or because there are real problems that haven't been solved yet?
- Have I clarified all the instructions that I need to help me complete this task?

## 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 (5) 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

2	2	3	
0	2	5	

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 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
- Minimizes 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
- Reverses 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 not likely to make a good impression on subordinates. Your results show that your lowest Expressed needs are for both Control and Inclusion. However, experience with others who have taken the FIRO-B assessment suggests that you will be least likely to create the impression associated with Inclusion. Therefore, you may get complaints about not treating everyone fairly and not giving everyone equal opportunity for input into decisions. Some of your followers may not feel a part of the team.

