

The FIRO-B® 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.



Leadership Report



Using the FIRO-B® and MBTI® Instruments

Eugene R. Schnell

Report prepared for

JOHN DOW

April 9, 2009

This report is intended to help you explore and expand your understanding of the leadership style you use in your organization and how others might perceive and react to it. The information in this report is based on your responses to two instruments: the FIRO-B® (*Fundamental Interpersonal Relations Orientation-Behavior™*) and the MBTI® (*Myers-Briggs Type Indicator®*) assessments.

Both instruments tap into key aspects of personality and behavior in areas such as communication, problem solving, decision making, and interpersonal relations. The instruments are also distinct, each providing a view of your leadership personality through a different window. Together, they complement each other and provide rich information of use in your personal, ongoing leadership development program.

The report is written assuming that you understand your results on both instruments and a trained professional has interpreted your results on the FIRO-B and MBTI tools. This Leadership Report begins with a snapshot of your leadership style. The Overall Leadership Orientation section highlights how you lead. Next, the report offers a brief interpretive overview of your results on the FIRO-B and the MBTI instruments. The report then describes your leadership style in various contexts: in interpersonal relationships, in teams, and at the level of organizational culture. Next, it identifies some strengths you may have and possible challenges you might face in dealing with change and stress. Near the end of your report is an Action Plan that details several points you may want to include in your personal development agenda. The Resources that conclude the report include publications that will help you better understand your results on the FIRO-B and MBTI assessments.



The comments and interpretations in your report are intended to help you become a more adaptable leader; they are neither an evaluation of your leadership abilities nor a test of your “CEO potential.” Also, please keep in mind that the suggestions and interpretations are presented as hypotheses or proposals about your leadership style, not statements of fact or the final verdict on the success of your leadership attempts. It is up to you to verify the statements and decide how well they describe you.

The FIRO-B and the MBTI tools examine your leadership style from different perspectives, thus once in a while what your results on one inventory say about you can seem to contradict your results on the other inventory. Upon close examination, however, seemingly inconsistent statements may nonetheless offer valid insights, with the instruments together offering a view of the finer contours of your personality.

In addition to supplying you with information about your own leadership style, this report can help you, as a leader

- recognize that each person has both strengths and possible blind spots;
- allow for wide divergence in people's views, attitudes, values, and behaviors;
- see different operating styles as an opportunity to bring diverse talents and strengths together in an organization; and
- use leadership approaches that match the situation and people's differing needs, in spite of your own needs and preferences.

OVERALL LEADERSHIP ORIENTATION

The following snapshot combines your MBTI and FIRO-B results. Reviewing this section may help you recognize the most fundamental aspects of your leadership orientation—the preferences and needs that shape how you lead.

Facets of Your Leadership Style

Your MBTI type preferences, INFP, provide a wide angle lens through which to view your leadership style.

- You lead by offering ideas about what needs doing.
- You contribute by offering thoughts, ideas, and insights about people; by providing a sense of norms and human principles; and by being compassionate and committed.
- In a leadership role, you value vision, harmony, autonomy, cooperation, personal growth, potential, possibilities, theories and concepts, adaptability, and creativity.
- You make decisions by considering the human aspects of problems and your affiliation with others.
- You project a style that is facilitative, virtuous, empathetic, personal, observant, caring, calm, persistent, inspired, value driven, appreciative, and curious.
- You enjoy communicating in creative ways and doing work that allows for others to grow and become self-aware.

Your Leadership Approach

Your relatively strong need for Affection, as measured by the FIRO-B assessment, colors in a particular way the image of your leadership personality formed by the MBTI lens. With the FIRO-B “filter” applied to the MBTI lens, the following overall picture of your leadership approach emerges:

- You place high value on personally affirming others and praising their contributions.
- You seek to minimize conflict by listening carefully and intently.
- You promote a personal commitment to collective goals and faithfulness to individual potential.
- You set a personal example for loyalty to principles and values.
- When forced to choose, you will focus on gaining people's loyalty and direct, honest communication rather than on making lots of connections, achieving prominence, or figuring out the larger hierarchy and decision-making process.
- In the short run, your goal is to show caring for and encouragement of others.
- In the long run, your goal is to develop a close-knit work unit that works together to make changes in congruence with high standards and ideals.

BASIC INTERPRETATION OF YOUR FIRO-B® RESULTS

The FIRO-B instrument measures the extent to which people attempt to satisfy three basic social needs: *Inclusion* (participation, recognition, belonging), *Control* (power, authority, influence), and *Affection* (openness, warmth, closeness). The FIRO-B tool reports on how much one initiates behavior in these three areas (*Expressed Behavior*) and how much one would like others to initiate that behavior toward them (*Wanted Behavior*). Your results and some interpretive remarks are shown below.

	Inclusion	Control	Affection	
Expressed	eI 2	eC 2	eA 3	TOTAL EXPRESSED BEHAVIOR 7
Wanted	wI 0	wC 2	wA 5	TOTAL WANTED BEHAVIOR 7
	TOTAL NEED FOR INCLUSION 2	TOTAL NEED FOR CONTROL 4	TOTAL NEED FOR AFFECTION 8	OVERALL INTERPERSONAL NEEDS 14

Level of Overall Interpersonal Needs: Low

Strongest Interpersonal Need: Affection

Relationship Between Behaviors: Wanted and Expressed are equal

Your Overall Interpersonal Needs score (14) falls in the low range. This result suggests that your involvement with others is not a reliable source of need satisfaction; instead, your needs are probably best satisfied through intellectual stimulation or solitary pursuits. You need privacy to do your best work and likely enjoy work that involves intense concentration on data or ideas. You likely consider yourself an introvert.

Your Total Expressed Behavior and Total Wanted Behavior scores are both in the low range (7 and 7, respectively). These results suggest that you are not generally comfortable initiating social behavior, nor do you rely greatly on others to get what you need. You usually wait before speaking and acting and likely value your independence. The fact that your Expressed and Wanted Behavior scores are equal suggests that you are selective and cautious about expressing a behavior before you are sure how others will respond.

Your Total Need scores for Inclusion, Control, and Affection (2, 4, and 8, respectively) reflect the overall strength of each need. Affection is the need you are most comfortable pursuing and the need you are least likely to give up. It is therefore likely that you will focus on establishing trust relationships, exchanging personal reactions and opinions, getting close to people, and building loyalty.

Inclusion is the need satisfaction area you are drawn to least, the need that you would be most willing to sacrifice. You are probably less interested in fitting in, making new connections, becoming known, and getting involved with many people on a project than you are in satisfying your needs for Affection and Control.

Your Patterns of Need Fulfillment

Your six individual needs scores indicate the extent to which expressed and wanted Inclusion, Control, and Affection are characteristic of you.

eI 2	eC 2	eA 3	

Your expressed-need results (as indicated by the boxes) suggest that you will

likely express

sometimes express

likely not express

likely express

sometimes express

likely not express

likely express

sometimes express

likely not express

- your **Inclusion** needs by
- talking and joking with others
 - taking a personal interest in others
 - involving others in projects and meetings
 - recognizing the accomplishments of others

- your **Control** needs by
- assuming positions of authority
 - advancing your ideas within the group
 - taking a competitive stance and making winning a priority
 - managing conversations

- your **Affection** needs by
- supporting colleagues verbally and physically
 - giving gifts to show appreciation
 - exhibiting concern about the personal lives of others
 - being trustworthy and loyal

wI 0	wC 2	wA 5	

And your wanted-need results (as indicated by the boxes) suggest that you will

likely get

sometimes get

likely not get

likely let

sometimes let

likely not let

likely get

sometimes get

likely not get

- your **Inclusion** needs met by
- frequenting heavily trafficked areas (e.g., the water cooler)
 - wearing distinctive clothing
 - seeking recognition or responsibility
 - going along with the majority opinion

- others have **Control** by
- asking for help on the job
 - involving others in decision making
 - deferring to the wishes, needs, and requests of others
 - asking for permission and circulating progress details

- your **Affection** needs met by
- being flexible and accommodating
 - listening carefully to others
 - displaying an open body posture
 - sharing feelings of anxiety, sadness, or loneliness

Roles You Take on in an Organization

Leaders play many different types of roles in a group. The roles you play depend on your interpersonal needs and the needs of subordinates, colleagues, and the particular members of a team.

Three important roles that individuals can play in a group setting are described below on the left. These roles correspond to the needs for Inclusion, Control, and Affection. The checks in the boxes on the right correspond to your expressed need scores and indicate how likely you are to assume each role.

BASIC GROUP ROLES	HOW OFTEN YOU MAY PLAY THE ROLE		
	Frequently	Occasionally	Infrequently
Clarifier Presents issues or solutions for clarification, summarizes discussion, introduces new members to the team, keeps team members up-to-date, and provides the group with facts and data.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Director Pushes for action and decision making; has lots to say and wants to say it in meetings; may be overly optimistic about what can be accomplished by the group.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Encourager Builds up the egos and status of others; remains friendly, responsive, warm, and diplomatic; may also sacrifice the truth to maintain good relationships.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

These orientations suggest that overall you play the role of Once-in-a-while Encourager. You do not consistently initiate activity in a team setting and often do not assume a prominent role. However, you may occasionally take on the Encourager role in a particular group or at a particular meeting.

In addition, your relatively low score for wanted Inclusion suggests that you may take on the role of Individualist. As an Individualist, you are not an active team player and see most meetings as unnecessary and distracting.

BASIC INTERPRETATION OF YOUR MBTI® RESULTS

The MBTI instrument describes four personality dimensions, and each dimension is made up of a pair of opposite preferences. All eight preferences are valuable, and everyone uses each of them at least some of the time. However, each individual tends to prefer one preference of each pair and generally uses it more than its opposite.

Your MBTI preferences are INFP. Each of these preferences is described by a boxed statement in the chart below.

WAYS OF GAINING ENERGY

EXTRAVERSION

E You focus on your outside world and get energy through interacting with people and doing things.

INTROVERSION

I You focus on your inner world and get energy through reflecting on information, ideas, and concepts.

WAYS OF TAKING IN INFORMATION

SENSING

S You notice and trust facts, details, and present realities.

INTUITION

N You attend to and trust interrelationships, theories, and future possibilities.

WAYS OF MAKING DECISIONS

THINKING

T You make decisions using logical, objective analysis.

FEELING

F You make decisions to create harmony by applying person-centered values.

WAYS OF LIVING IN THE WORLD

JUDGING

J You prefer to be organized and orderly and to make decisions quickly.

PERCEIVING

P You prefer to be flexible and adaptable and to keep your options open.

Below are a dozen adjectives that describe INFPs in general. Because there are individual differences within each type, not every adjective may apply to you.

Adaptable
Committed
Compassionate
Creative

Curious
Deep
Devoted
Empathetic

Gentle
Loyal
Reticent
Virtuous

Effects of Your Preferences in Work Settings

INTROVERSION (I)

- Like quiet for concentration
- Tend to enjoy working on one project for a long time without interruptions
- Are interested in the facts and ideas behind your work
- Like to think a lot before you act, sometimes without acting
- When concentrating on a task, find phone calls intrusive
- Develop ideas by reflection
- Like working alone

INTUITION (N)

- Like solving new, complex problems
- Enjoy learning a new skill more than using it
- May follow your inspirations, good or bad
- May make errors of fact
- Like to do things with an innovative bent
- Like to present an overview of your work first
- Prefer change, sometimes radical, to continuation of what is
- Usually proceed in bursts of energy

FEELING (F)

- Use values to reach conclusions
- Work best in harmony with others
- Enjoy pleasing people, even in unimportant things
- Let decisions be influenced by your own and others' likes and dislikes
- Are sympathetic and dislike, even avoid, telling people unpleasant things
- Look at the underlying values in the situation
- Feel rewarded when people's needs are met

PERCEIVING (P)

- Enjoy flexibility in your work
- Like to leave things open for last-minute changes
- May postpone unpleasant tasks
- May be curious and welcome new views on a thing, situation, or person
- Postpone decisions while searching for options
- Adapt well to changing situations and feel restricted without change
- Use lists to remind yourself of all the things you have to do someday

The Role You Take on in an Organization

Each of the sixteen MBTI types has a unique leadership role. Your leadership role based on your MBTI type, INFP, is described below. As you read the description, remember that everyone has the potential to play more than one kind of leadership-related role in a group. Your own leadership role may combine elements of your FIRO-B-based role or roles (as described on page 7 of this report) plus elements of your MBTI-based role.

Your preferences suggest that you may be most comfortable in the role of *Advocator**. In this role, you are value driven and democratic. You promote participation and commitment to key ideals and common objectives.

* This work role and fifteen other work roles based on MBTI® type are described in Olaf Isachsen and Linda V. Berens, *Working Together: A Personality-Centered Approach to Management*, 3rd ed. (San Juan Capistrano, CA: Institute for Management Development, 1995), 92-107.

JOHN DOW
INFP

eI 2	eC 2	eA 3	
2	4	8	

INTERPERSONAL RELATIONS

The world of leaders is inherently social. For some, social interaction is exhilarating and energizing. For others, it can become draining and distracting or require balancing time spent with people with some time spent alone.

How Interaction Affects Your Leadership

Both the FIRO-B and MBTI show that you have a preference for the inner world of thoughts and ideas. As a leader, you may find interpersonal demands to be draining. You may search for ways to have others “working in the field” while you are back at the office behind a closed door. You may look for ways to protect your privacy and to find time to concentrate on your work. You are not drawn to work in teams or to develop extensive collaboration. The possibility of rejection by others probably doesn't concern you much.

You lead through the force of your ideas and would rather communicate in writing than in person. For example, you might send an email to the person in the office next to yours because it is less disruptive and helps you avoid “getting caught” in conversation. Likewise, you are more comfortable sending out documents for written critique than talking them over in a meeting. Because you keep to yourself, you may be a bit mysterious to others and find that others are keenly observant of the statements and actions you do choose to show publicly. You may rely on a small group of select colleagues to carry out some of your communication and interaction.

What You Show First in a Leadership Role

Leaders spend a fair amount of time in new situations and are routinely required to build relations with new people. The kind of person you will appear to be in such situations—your first face—is related to both your strongest expressed need (as measured by the FIRO-B tool) and the dynamics of your MBTI type.

As an INFP, you orient your preference for Intuition toward the outside world. And your FIRO-B results indicate that you most readily express Affection. Together, these results suggest that in new situations you are likely to show first your concern for others. After spending time trying to understand individual strengths and weaknesses, you work toward helping people find the best match for their talents and desired future growth.

WORKING WITH GROUPS AND OTHER LEADERS

The social world of leaders is dynamic. Sometimes leadership is about making opportunities to approach others and engage them. At other times, leadership involves being the recipient of the behavior and actions that others direct toward us.

How You Work in a Team

Your FIRO-B scores can shed some light on how you are likely to respond to the opportunities and pressures of working in a team.

el 2			
wI 0			

Your expressed and wanted needs for Inclusion suggest that you enjoy teams in which

- there are many opportunities (but no pressure from others) to
 - there are many opportunities to
 - there is no pressure to**
 - there are many opportunities for others (but no pressure on you directly) to
- state an opinion and join in the discussion
 - share information and take an interest in the activities of others
 - maintain a high profile on the team
 - acknowledge the unique strengths of individuals on the team
 - recognize people's contributions and accomplishments
 - produce highly visible results

	eC 2		
	wC 2		

Your expressed and wanted needs for Control suggest that you enjoy teams in which

- there are many opportunities (but no pressure from others) to
 - there are many opportunities to
 - there is no pressure to**
 - there are many opportunities for others (but no pressure on you directly) to
- create structured roles and rules
 - clearly define the goals and activities of the team
 - take action and show progress immediately
 - establish formal agendas
 - make final decisions rather than advise or recommend
 - assign specific areas of accountability
 - directly influence others

		eA 3	
		wA 5	

Your expressed and wanted needs for Affection suggest that you enjoy teams in which

- there are many opportunities (but no pressure from others) to
 - there are many opportunities to
 - there is no pressure to
 - there are many opportunities for others (but no pressure on you directly) to**
- develop a team consensus
 - encourage and support individual efforts
 - offer personal guidance
 - build rapport with team members early on
 - give individual reactions and opinions
 - work intensely for many hours at a time
 - have frequent contact with other team members
 - develop interdependencies for information collecting and action

JOHN DOW
INFP

What You Expect from Other Leaders

wI 0	wC 2	wA 5	

As a leader, it is important to be conscious of how you function as the follower of another leader and how you act toward leaders at all levels who seek to influence you. What you expect from these other leaders greatly affects your interaction with them.

Your expectations for other leaders are related to a certain aspect of your MBTI type and your strongest wanted need.

You have preferences for Intuition and Feeling, and your strongest wanted need is for Affection. This combination of results suggests that you want other leaders, above all, to be charismatic and inspiring and to use their personal charisma to promote harmony and develop human potential. In addition, you may want other leaders to

- take interpersonal conflicts seriously and stay on a personal level with you;
- recognize the importance of feedback and respect honest communication.

When interacting with a leader in the area in which you work, it is important for you to know that this leader will invest in people—in their ideas and professional development. The feedback and encouragement you receive from a leader may be more important than getting direction or being involved with decisions.

It is also helpful to be aware of the type of leader you least like working with. In general, this type of leader is one whose highest expressed need is in the same area as your lowest wanted need.

Since your lowest wanted need is for Inclusion, you are likely to have the least appreciation for a leader who is actively interested in gaining your input and participation on a regular basis. This type of leader is also interested in highly visible projects and enjoys providing you with plenty of public recognition.

JOHN DOW
INFP

eI 2	eC 2	eA 3	
2	4	8	

POWER AND ORGANIZATIONAL CULTURE

The interpersonal and group dynamics of leadership discussed on the previous pages take place in the even broader context of the “culture” and social structure of the organization. Leaders are engaged in this level at all times, influencing it and being influenced by it.

Your Bases of Power and Influence

Anyone who assumes a leadership role must develop some kind of power through which he or she attains influence over others. Some leaders develop *socialized power*: attaining influence in order to help others and have an impact. Other leaders rely on *formal power*: exercising power to achieve a personal goal of being influential and then using influence to succeed in fulfilling important objectives. A third type of leader uses *affiliative power*: becoming influential by nurturing and supporting people so that personal and organizational values are fulfilled. Which of these three kinds of power you are most likely to develop over the long term is directly related to your area of greatest interpersonal need.

Because your strongest interpersonal need is for Affection, the influence that you will try to create as a leader is likely to be based on affiliative power.

Affiliative power is the tendency to value and desire power for the purposes of being liked and warmly regarded and nurturing, supporting, and reassuring others, even at the expense of one's personal needs. Your interest in affiliative power is likely to lead you to develop strong personal loyalties, networks, and commitments. You will seek to expand your base of influence by adhering to important personal and organizational values and by showing how you have served others.

Your Influence on Organizational Culture

The base of power you build in an organization is related to the type of organizational culture you will strive to create. Organizationwide culture is a complex phenomenon, but your leadership is likely to have a strong influence on the culture among the staff and within the units that you directly oversee. As is the case for your bases of organizational power, the kind of culture you are likely to strive for is directly related to your area of greatest interpersonal need.

Because your strongest need is for Affection, you are likely to work to establish an organizational culture characterized by

- a high level of optimism
- a warm and family-like atmosphere
- a high level of feedback and candor
- widespread giving of encouragement and support

And because your least important need is for Inclusion, you are comfortable letting certain Inclusion-related aspects of organizational culture develop without your guidance, creating the possibility that you will receive occasional complaints about

- barriers to the inner circle
- isolation and fragmentation of subgroups
- limited acknowledgment and recognition
- limited consideration of others' ideas and opinions

Your MBTI type can provide additional insights into how you influence organizational culture. You are likely to use the power and influence you have as a leader to create a work environment that is congruent with your preference for either Intuition or Sensing and your preference for either Thinking or Feeling.

Because you have preferences for Intuition and Feeling, you are likely to be most comfortable in a work environment in which

- you can focus on the human aspects of the organization's goals
- there is a commitment to having a meaningful purpose in the community
- organizational values are coherent and in line with a stimulating vision
- there is easy access to resources and developmental opportunities
- everyone is expected to be considerate, empathetic, and supportive

DEALING WITH CHANGE AND STRESS

Organizational change can be stressful for all involved. Successful navigation of change may depend on the leadership you show, as either the initiator of the change or as someone who helps guide others through the change period.

Your MBTI type and FIRO-B scores suggest that you have certain strengths and resources at your disposal for demonstrating leadership during times of change. At the same time, each of these strengths has its potential downside. If pushed too far, a strength can lose its effectiveness and open up an area of challenge to you.

STRENGTHS AND RESOURCES	POTENTIAL RELATED CHALLENGES
<ul style="list-style-type: none">You can easily envision new possibilities.	<ul style="list-style-type: none">You may lose sight of present needs.
<ul style="list-style-type: none">You are willing to attend to people's personal needs and show support and encouragement.	<ul style="list-style-type: none">You may become discouraged and overwhelmed by the disruption that change brings into people's lives.
<ul style="list-style-type: none">You take reasonable steps to participate, and you make steady progress and balance certainty and uncertainty in outcomes.	<ul style="list-style-type: none">If your role becomes more central, your pace may be too slow for others; if your role becomes less central, your pace may be too quick for others.
<ul style="list-style-type: none">You show loyalty and trust, avoid unproductive conflict, and are willing to work with each person's emotions during the change.	<ul style="list-style-type: none">You may feel betrayed as the new realities brought on by the change begin to settle in, and you may not do the political maneuvering necessary to influence outcomes.
<ul style="list-style-type: none">You respond to personal appeals from above, and you are willing to accept some less-desirable tasks in the interests of being a good "citizen" during the change.	<ul style="list-style-type: none">You may feel like you aren't getting enough support and encouragement during the change.
<ul style="list-style-type: none">You are able to remain detached from the change and to concentrate on immediate concerns.	<ul style="list-style-type: none">You may not be well enough informed about the objectives of the change, and you may not recognize how interdependencies with others will be affected by the change.
<ul style="list-style-type: none">You are flexible and tolerant and able to show empathy toward others; you can anticipate people problems because of your sensitivity.	<ul style="list-style-type: none">You may be unwilling to make tough decisions; it may be hard for you to withstand criticism; you may feel overly responsible for making everything come out okay.

ACTION PLAN

The preceding pages have painted a portrait of how your needs and preferences tend to orient your leadership behaviors in your organization, how you relate to and are perceived by others, how you use power to influence organizational culture, and how you deal with change and stress. Considering these insights, how do you become a more effective leader?

Experience suggests that you will be most effective as a leader if you remain true to your INFP nature and continue to constructively satisfy your various interpersonal needs. However, your preferred modes of leading will not always match the follower styles and interpersonal needs of everyone you lead. Therefore, developing your effectiveness as a leader depends to a great extent on increasing your leadership flexibility, expanding your repertoire of leadership behaviors.

Some suggestions for engaging in this developmental process are presented below. Are they appropriate to you or your situation at work? Pick a few to work into your personal action plan.

- Monitor your Inclusion behavior to see if you give everyone an adequate chance to participate and be recognized. Depending on the needs of those with whom you work, you may wish to recognize people's ideas and achievements more overtly.
- Your independent nature and need for privacy may be misconstrued by others as indifference, moodiness, or even conceit. You may wish to consider how much your exclusion of others is based on a strategy of rejecting them before they reject you.
- Reflect on the ways you initiate closer relations with co-workers. In some situations you may seem open and supportive, but in other situations you may seem cool and distant. Your ease of turning on and turning off your affection may lead others to see you as moody and perhaps insincere when you are trying to be helpful.
- It may be unclear to others that you rely on them to be open and supportive. At times you may seem receptive to others' encouragement but at other times not. This may make it difficult for you to receive the support you need when times are challenging and frustrating.
- Your INFP preferences suggest that you are open-minded, idealistic, insightful, and flexible and want to work on things that are worthwhile. Others, however, may perceive you as a perfectionist, someone who delays action for reflection and tries to please too many people at the same time. You may wish to work on ways to say "no" and to focus on developing and implementing action plans.

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