



The people development people.

Introduction to the FIRO[®] Assessments

Improve the performance of people, teams, and leaders through insight into interpersonal needs and behavior.



Topics Covered

- FIRO® Assessment Overview
- Key Applications and Scenarios
- Customer Successes
- Getting Started
- Popular Products
- Support Resources



FIRO[®] Assessment Overview



FIRO® Assessment Overview

FIRO-B®: Fundamental Interpersonal Relations Orientation–Behavior™

Original purposes of Schutz's FIRO-B assessment:

- To construct a measure of how an individual behaves in interpersonal situations
- To construct a measure that will lead to a prediction of interaction between people





FIRO® Assessment Overview

Over the years, practitioners have expanded these original purposes of the assessment to include

- Establishing the individual's level of satisfaction from interpersonal dynamics
- Predicting who will work well together
- Identifying possible areas of incompatibility between people
- Appreciating and capitalizing on personal strengths and style, as well as the differing strengths and style of others
- Learning how to monitor and vary interaction style with others





FIRO[®] Assessment Overview

The FIRO assessment is based on social need theory:

- All living things seek **equilibrium** between their basic needs and getting those needs met
- If needs get met at the desired level, **equilibrium** exists
- If needs are not met, discomfort/anxiety rises
- In FIRO terms, the three basic needs are for
 - Inclusion/Involvement
 - Control/Influence
 - Affection/Connection
- The three needs are assessed in two dimensions:
 - Expressed needs: How much we prefer to initiate the behavior **toward others**
 - Wanted needs: How much we prefer others to initiate the behavior toward us





FIRO[®] Assessment Overview

FIRO-B[®] Profile

JANE SAMPLE

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
EXPRESSED	Expressed Inclusion 7 High You typically include others in your activities, join and belong to groups, and interact with people most of the time. Range: 0-9	Expressed Control 1 Low You typically avoid controlling and influencing others and situations, organizing and directing others, and assuming responsibility. Range: 0-9	Expressed Affection 7 High You typically get close to people and are comfortable expressing feelings and supporting others. Range: 0-9	TOTAL EXPRESSED 15 Medium You initiate activities with others, but it clearly depends on the people and the situation. Range: 0-27
	Wanted Inclusion 7 High Most often you want others to include you in their activities and groups, and you like being noticed. Range: 0-9	Wanted Control 9 High You are most comfortable in well-defined situations and try to get clear expectations and instructions. Range: 0-9	Wanted Affection 7 High Most of the time you want others to act warmly, share their feelings, and encourage you. Range: 0-9	TOTAL WANTED 23 High You are comfortable with others initiating activities. Range: 0-27
	TOTAL INCLUSION 14 High You have a strong preference for being involved in social situations most of the time. Range: 0-18	TOTAL CONTROL 10 Medium You prefer a moderate amount of structure and clarity concerning authority and responsibility. Range: 0-18	TOTAL AFFECTION 14 High Typically you like a lot of warmth and closeness in your one-to-one relationships. Range: 0-18	OVERALL 38 Medium-High Involvement with others is often satisfying for you. You probably prefer to work with small groups and regular contacts and tend to have a larger group of friends and associates. Range: 0-54

- FIRO-B results at a glance
- Six FIRO-B scales, six FIRO-B totals
- Each score and total—considered individually and in comparison—has interpretive meaning

Source: FIRO-B[®] Profile, (Mountain View, CA: CPP, Inc., 2003).





FIRO[®] Assessment Overview




Development of the FIRO Assessment

- 1952 Initial work conducted for Naval Research Labs
- 1978 FIRO-B assessment first published by CPP, Inc.
- 1994 *Introduction to the FIRO-B[®] Instrument* and *Introduction to the FIRO-B[®] Instrument in Organizations* client booklets published
- 1998 Leadership Report Using the FIRO-B[®] and MBTI[®] Instruments published
- 2000 *Participating in Teams* client booklet and *FIRO-B[®] Technical Guide* published
- 2009-10 FIRO Business[®] assessment, reports, and client and practitioner booklets published





FIRO Business[®]—An Evolution

- Shorter instrument: 54 items reduced to 30
- **Fewer** repetitive items: Guttman scoring method replaced with Likert-type scales
- Introduces a business voice:
 - Inclusion  Involvement
 - Control  Influence
 - Affection  Connection
- Scoring sample normed in 10 languages
- Raw scores now reported as percentiles



Key Applications and Scenarios



Key Applications and Scenarios

- Team Building
- Leadership and Executive Development
- Conflict Management
- Individual Development
- Applied Emotional Intelligence (EQ)





Key Applications and Scenarios: Team Building

ACTIVITY 1 My Preferences About Working in Teams				
OVERALL NEED SCORE				
0	15	27	38	54
VERIFIED SCORE				
0	15	27	38	54

RESERVED (0 - 15)	CAUTIOUS (16 - 27)
<input type="radio"/> I participate in teams but avoid them when I can. <input type="radio"/> When working in a team, I prefer to take up individual assignments. <input type="radio"/> I prefer shorter meetings and sometimes find myself drained after meetings. <input type="radio"/> I think it would be good to reduce the number of teams at work. <input type="radio"/> In team meetings, I am not likely to speak much or for very long. <input type="radio"/> I am more likely to seek someone out individually to work on issues. <input type="radio"/> I tend to meet a day with lots of team contact with some resistance. <input type="radio"/> Teams are not intrinsically rewarding for me, and I need to see some type of direct benefit or external reward.	<input type="radio"/> Teams are sometimes (but not generally) better than working alone. <input type="radio"/> I am likely to ask many questions before agreeing to work in a team. <input type="radio"/> At times I feel like the "Reserved" description, but it all depends on the team. <input type="radio"/> If the proper rewards and payoffs are present, I am likely to be a good team player; if not, I may hold back. <input type="radio"/> When working in a team, I promote a balance of individual and subteam assignments. <input type="radio"/> I limit my comments to topics that relate directly to me. <input type="radio"/> After a week of many meetings, I am likely to feel exhausted, but I rebound once I have had time alone. <input type="radio"/> When I can, I try to sidestep team situations.
<i>You may want to limit the number of teams you belong to and seek out teams that are smaller in size, that meet less frequently, and that take up tasks that can be easily divided.</i>	<i>You may want to avoid jobs or supervisors with many "required" situations that do not allow you to limit your involvement with teams.</i>
CENTRAL (28 - 38)	ACTIVE (39 - 54)
<input type="radio"/> I am generally favorable toward teams. <input type="radio"/> I would not want to be constantly working in a team, but I have no opposition to the idea of a team. <input type="radio"/> I find at times that I am involved with too many teams and have little time to take care of parts of my job. <input type="radio"/> I am likely to consider lots of issues to determine how I will participate as a team member. <input type="radio"/> At times I feel like the "Active" description, but it depends on the team and on how much team contact I have had recently. <input type="radio"/> I consider many factors in how I participate, such as my role, the skills and behaviors of others on the team, and how to best use the time available. <input type="radio"/> I prefer working in subgroups of a team and may resist regular meetings of the whole group.	<input type="radio"/> I am generally very positive about teams. <input type="radio"/> I am easily energized by teams, and some of my best work happens in team settings. <input type="radio"/> I know my involvement can make a difference. <input type="radio"/> I find teams intrinsically rewarding. <input type="radio"/> I am often at the center of discussions to promote more teamwork to solve problems. <input type="radio"/> I enjoy the give and take of teams and have high expectations for what others should contribute to a team. <input type="radio"/> I readily spend extra time with the team when needed and usually feel comfortable with team time that extends beyond the workplace. <input type="radio"/> I generally do not worry about who will be on a team. <input type="radio"/> I may feel some sadness when a team's life ends.
<i>You could gain favor through your effectiveness in team settings that require careful judgment and sensitive interpersonal politics.</i>	<i>You may want to consider how your enjoyment of teams may be taking over the priorities in your job and find ways to pull back a bit.</i>

- Workshop activity from *Participating in Teams* (Schnell, 2000)
- FIRO-B verification exercise
- This exercise also translates the FIRO-B Overall Need score to comfort with teams
- Exercise tables provide full range of meaning for Overall Need score

Source: Eugene R. Schnell, *Participating in Teams*, (Mountain View, CA: CPP, Inc., 2000).





FIRO[®] Assessment Overview

FIRO-B[®] Profile

JANE SAMPLE

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- Six FIRO-B scales, six FIRO-B totals
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Key Applications and Scenarios: Team Building

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<i>You may want to limit the number of teams you belong to and seek out teams that are smaller in size, that meet less frequently, and that take up tasks that can be easily divided.</i>		<i>You may want to avoid jobs or supervisors with many "required" situations that do not allow you to limit your involvement with teams.</i>		
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<input type="radio"/> I am generally favorable toward teams.		<input type="radio"/> I am generally very positive about teams.		
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<input type="radio"/> I find at times that I am involved with too many teams and have little time to take care of parts of my job.		<input type="radio"/> I know my involvement can make a difference.		
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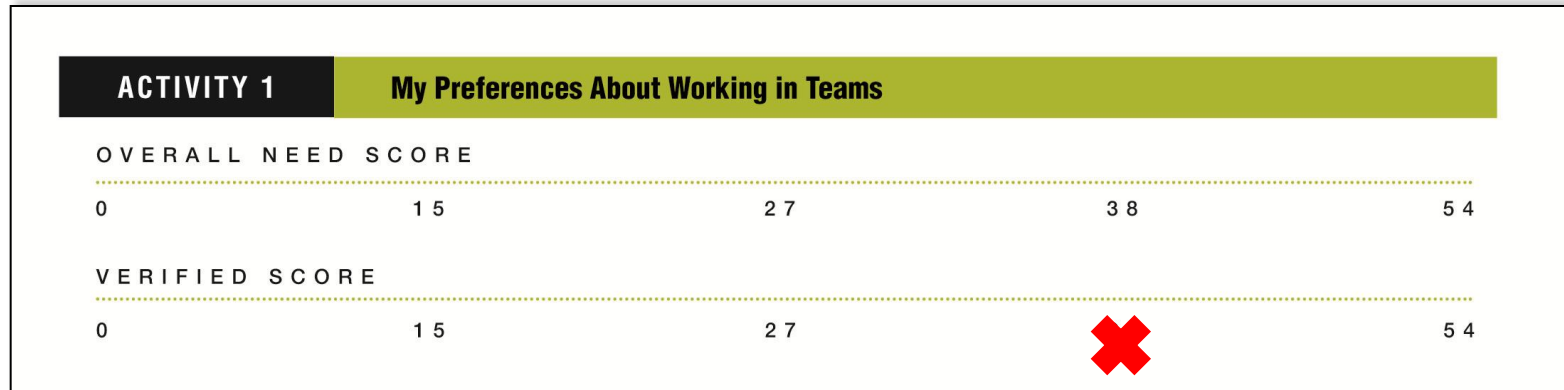
- Workshop activity from *Participating in Teams* (Schnell, 2000)
- FIRO-B verification exercise
- Applies FIRO-B Overall Need score to comfort with teams
- Provides full range of meaning for Overall Need score

Source: Eugene R. Schnell, *Participating in Teams*, (Mountain View, CA: CPP, Inc., 2000).





Key Applications and Scenarios: Team Building



In this exercise, workshop participants

- Mark their Overall Need score on the number line
- Confirm the corresponding proposals about their level of comfort working with teams





Key Applications and Scenarios: Team Building

<p style="text-align: center;">RESERVED (0-15)</p> <ul style="list-style-type: none"> <input type="radio"/> I participate in teams but avoid them when I can. <input type="radio"/> When working in a team, I prefer to take up individual assignments. <input type="radio"/> I prefer shorter meetings and sometimes find myself drained after meetings. <input type="radio"/> I think it would be good to reduce the number of teams at work. <input type="radio"/> In team meetings, I am not likely to speak much or for very long. <input type="radio"/> I am more likely to seek someone out individually to work on issues. <input type="radio"/> I tend to meet a day with lots of team contact with some resistance. <input type="radio"/> Teams are not intrinsically rewarding for me, and I need to see some type of direct benefit or external reward. 	<p style="text-align: center;">CAUTIOUS (16-27)</p> <ul style="list-style-type: none"> <input type="radio"/> Teams are sometimes (but not generally) better than working alone. <input type="radio"/> I am likely to ask many questions before agreeing to work in a team. <input type="radio"/> At times I feel like the "Reserved" description, but it all depends on the team. <input type="radio"/> If the proper rewards and payoffs are present, I am likely to be a good team player; if not, I may hold back. <input type="radio"/> When working in a team, I promote a balance of individual and subteam assignments. <input type="radio"/> I limit my comments to topics that relate directly to me. <input type="radio"/> After a week of many meetings, I am likely to feel exhausted, but I rebound once I have had time alone. <input type="radio"/> When I can, I try to sidestep team situations.
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- FIRO-B verification exercise
- Applies FIRO-B Overall Need score to comfort with teams
- Provides full range of meaning for Overall Need score



Source: Eugene R. Schnell, *Participating in Teams*, (Mountain View, CA: CPP, Inc., 2000).



Key Applications and Scenarios: Leadership

FIRO-B® Interpretive Report for Organizations

JANE SAMPLE | Page 14

LEADERSHIP

7	1	7	
7	9	7	

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 will likely favor 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
- 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 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 followers may also want more visible action from you.

- Report page from FIRO-B® Interpretive Report for Organizations
- Applies FIRO-B highest and lowest Expressed Need score to illustrate leadership style
- One of three distinct leadership styles proposed

Source: Allen L. Hammer and Eugene R. Schnell, *FIRO-B® Interpretive Report for Organizations*, (Mountain View, CA: CPP, Inc., 2007).





Key Applications and Scenarios: Conflict Management

ACTIVITY 7 **My Best Match**

PART A: EXPRESSED NEEDS

My FIRO-B® Scores

Inclusion	Control	Affection
Low Med High	Low Med High	Low Med High

My "Best" Match

Inclusion	Control	Affection
Low Med High	Low Med High	Low Med High

PART B: WANTED NEEDS

My FIRO-B® Scores

Inclusion	Control	Affection
Low Med High	Low Med High	Low Med High

My "Best" Match

Inclusion	Control	Affection
Low Med High	Low Med High	Low Med High

- Workshop activity 7 from *Participating in Teams* (Schnell, 2000)
- Based on W. Schutz's compatibility theory
- Source of many workshop "aha!" moments





Key Applications and Scenarios: Conflict Management

ACTIVITY 7 **My Best Match**

PART A: EXPRESSED NEEDS

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PART B: WANTED NEEDS

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Inclusion	Control	Affection
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Key Applications and Scenarios: Conflict Management

ACTIVITY 7 My Best Match

PART A: EXPRESSED NEEDS

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Inclusion	Control	Affection
7	1	7
Low Med High	Low Med High	Low Med High

My "Best" Match

Inclusion	Control	Affection
Low Med High	Low Med High	Low Med High

PART B: WANTED NEEDS

My FIRO-B® Scores

Inclusion	Control	Affection
7	9	7
Low Med High	Low Med High	Low Med High

My "Best" Match

Inclusion	Control	Affection
Low Med High	Low Med High	Low Med High

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Key Applications and Scenarios: Conflict Management

ACTIVITY 7 My Best Match

PART A: EXPRESSED NEEDS

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My "Best" Match

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7	9	7
Low Med High	Low Med High	Low Med High

PART B: WANTED NEEDS

My FIRO-B® Scores

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My "Best" Match

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Key Applications and Scenarios: Individual Development

According to Schutz and FIRO theory, is there an ideal way to be?

- Yes! Be honest with self/others about who you are and the frequency and intensity of what you need in order to thrive
- Be mindful and considerate of others: ask what they need, and flex to deliver
- Have enough interaction to avoid isolation, but not too much, so as to avoid entanglement
- Have enough influence to determine your own future, but know when to lean on others and let them teach you/lead the way
- Have enough closeness without getting smothered, but not so little that relationships become impersonal and distant





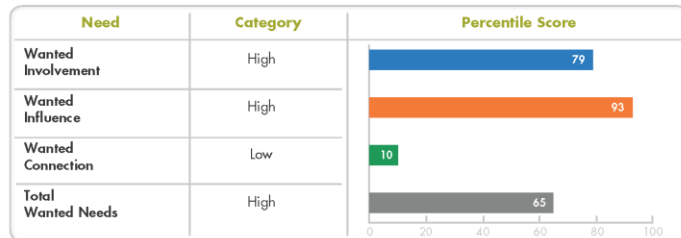
Key Applications and Scenarios: Applied EQ

FIRO Business™ Profile

JOHN SAMPLE | Page 4

YOUR WANTED NEEDS

The chart below shows your interpretive categories and percentile scores for Wanted Involvement, Wanted Influence, Wanted Connection, and Total Wanted Needs. Remember, “wanted” refers to behaviors you want others to initiate.



Wanted Involvement—High

Your Wanted Involvement score is in the high range, indicating that you probably:

- Want to be included in meetings, work activities, and after-work events
- Enjoy receiving recognition
- Want to be kept in the loop

Wanted Influence—High

Your Wanted Influence score is in the high range, indicating that you likely:

- Enjoy working in well-defined situations
- Prefer clear expectations and instructions
- Are willing to be persuaded as to the best course of action

Wanted Connection—Low

Your Wanted Connection score is in the low range, indicating that you tend to:

- Be uncomfortable when colleagues share too much personal information
- Be self-motivated, needing little encouragement from others
- Appear to others to be private and difficult to get to know

Total Wanted Needs—High

Your Total Wanted Needs score is in the high range. This indicates that you generally like others to initiate interpersonal activities and are comfortable relying on others.

- FIRO Business® Profile Report, p. 4
- Shows percentile scores
- Presents interpretive proposal of scores

Source: *FIRO Business® Profile*, (Mountain View, CA: CPP, Inc., 2009).



Customer Successes



Customer Successes

“Our patients depend on us for high-quality, compassionate care. To accomplish this, we must develop strong leaders. The FIRO instrument supports our efforts.”

—Joan Evans, *Director of Organizational Development, Moses Cone Health System*

“CPP assessments [including the FIRO-B assessment] will continue to help us find new ways to overcome bureaucratic hurdles and get people to think and work in ways that improve the ability of the Air Force to defend our country.”

—Blaise J. Durante, *U.S. Air Force Deputy Assistant Secretary for Acquisition Integration*



Getting Started



Getting Started

CPP offers fast, easy, convenient assessment administration, scoring, and reporting through

- SkillsOne.com, our secure and efficient Web-based delivery platform
- Paper-and-pencil version of the FIRO-B assessment

The screenshot shows the SkillsOne website interface. At the top left is the SkillsOne logo with the tagline 'CPP's online assessment system'. To the right is a 'Contact Us' box with customer service details. Below the logo is a navigation menu with links: Welcome, My Account, Generate Reports, Purchase Reports, and Client Management. A search bar and a 'Login' button are on the right. A central banner titled 'Personalize your site' encourages users to create a unique assessment destination for their clients by adding their logo and contact information. A 'View the demo' button is provided. Below the banner are five tabs: Personalize your site, Track client progress, Generate reports easily, Manage your inventory, and Secure your data. The footer section is titled 'Access CPP's gold-standard assessments here through SkillsOne®' and lists four assessments: Myers-Briggs Type Indicator (MBTI) assessment, Strong Interest Inventory (strong) assessment, FIRO Business™ assessment, and FIRO-B® assessment. A '97% Customer Satisfaction' badge is also present. On the right side of the page, there are sections for 'How To Use SkillsOne', 'What's New', 'View Sample Reports', and 'Get Certified'.





Getting Started

You can become eligible to purchase and use the FIRO-B and FIRO Business assessments through

- Completion of the FIRO[®] Certification Program
 - Available exclusively through CPP as an on-site program
- Completion of the MBTI[®] Certification Program
 - If you are certified on the Myers-Briggs[®] assessment, you are also eligible to purchase and use FIRO assessments and reports
 - Available through CPP, American Management Association (AMA), and Center for Applications of Psychological Type (CAPT)
- Education
 - If you have a master's degree or higher in psychology, counseling, organizational development, or a related field, you are considered educationally eligible for both assessments



Popular Products and Support Resources



Popular Products for the FIRO-B® Instrument

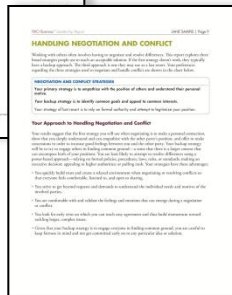
- **FIRO-B® Profile** (#220160)
- **FIRO-B® Interpretive Report for Organizations** (#210255)
- **Leadership Report Using the FIRO-B® and MBTI® Instruments** (#210256)
- **Coach's Guide to the Leadership Report Using the FIRO-B® and MBTI® Instruments** (#2621)
- **Introduction to the FIRO-B® Instrument** (#2209)
- **Introduction to the FIRO-B® Instrument in Organizations** (#2219)
- **Participating in Teams** (#2220)
- **FIRO-B® Technical Guide** (#2225)
- **FIRO-B® and FIRO Business® Feedback Sessions DVD** (#2270-DVD)





Popular Products for the FIRO Business® Instrument

- **FIRO Business® Profile** (#220170)
- **FIRO Business® Leadership Report** (#2501606)
- **FIRO Business® Leadership Report User's Guide** (#2503)
- **Introduction to the FIRO Business® Instrument** (#2504)
- **FIRO Business® Technical Guide** (#2502)
- **FIRO-B® and FIRO Business® Feedback Sessions DVD** (#2270-DVD)





Support Resources

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- Case Studies
 - “UCSF: Advancing Leadership Skills to Build a Safer Health System”
 - “Air Force: Air Force Acquisition Uses Three Key CPP Assessments to Build Organization-Wide Leadership Ability”
- White Papers
 - “Using FIRO Business® in Key Business Applications with the MBTI® Tool”
- Webinars on Demand
 - “Be Better at Creating Powerful People: Building Trust and Creating Influence Through Behavioral-Based Coaching”
 - “Be Better at Putting It into Action: Promoting a Balanced Organizational Culture”
 - “FIRO Business® Suite of Products”

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