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

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

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Report prepared for  
**JANE SAMPLE**  
June 3, 2013

Interpreted by  
**Joe Trainer**  
**XYZ Ltd.**



CPP, Inc. | 800-624-1765 | [www.cpp.com](http://www.cpp.com)

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# FIRO-B<sup>®</sup> Profile

Prepared for **JANE SAMPLE**

June 3, 2013

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.



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## 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 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
|--|---|---------------------|-----------|-----------------|------|--|--|-------------|--|---|-------------------|--|-----------|--------|--|--|-------------|--|---|---------------------|--|-----------|------|--|--|-------------|--|--|--------------|--------|--|-------------|--|--|-------------|--|
| <b>EXPRESSED</b>   | <table border="1"> <tr><th colspan="2">Expressed Inclusion</th></tr> <tr><td style="background-color: #D3D3D3;"><b>7</b></td><td>High</td></tr> <tr><td colspan="2">You typically include others in your activities, join and belong to groups, and interact with people most of the time.</td></tr> <tr><td colspan="2" style="text-align: center;">Range: 0-9</td></tr> </table>                | Expressed Inclusion |           | <b>7</b>        | High | You typically include others in your activities, join and belong to groups, and interact with people most of the time. |  | Range: 0-9  |  | <table border="1"> <tr><th colspan="2">Expressed Control</th></tr> <tr><td style="background-color: #D3D3D3;"><b>1</b></td><td>Low</td></tr> <tr><td colspan="2">You typically avoid controlling and influencing others and situations, organizing and directing others, and assuming responsibility.</td></tr> <tr><td colspan="2" style="text-align: center;">Range: 0-9</td></tr> </table>             | Expressed Control |  | <b>1</b>  | Low    | You typically avoid controlling and influencing others and situations, organizing and directing others, and assuming responsibility. |  | Range: 0-9  |  | <table border="1"> <tr><th colspan="2">Expressed Affection</th></tr> <tr><td style="background-color: #D3D3D3;"><b>7</b></td><td>High</td></tr> <tr><td colspan="2">You typically get close to people and are comfortable expressing feelings and supporting others.</td></tr> <tr><td colspan="2" style="text-align: center;">Range: 0-9</td></tr> </table>                                  | Expressed Affection |  | <b>7</b>  | High | You typically get close to people and are comfortable expressing feelings and supporting others. |  | Range: 0-9  |  | <table border="1"> <tr><td style="background-color: #D3D3D3;"><b>15</b></td><td>Medium</td></tr> <tr><td colspan="2">You initiate activities with others, but it clearly depends on the people and the situation.</td></tr> <tr><td colspan="2" style="text-align: center;">Range: 0-27</td></tr> </table>   | <b>15</b>    | Medium | You initiate activities with others, but it clearly depends on the people and the situation. |             | Range: 0-27  |  |             |  |
|  | Expressed Inclusion   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
|  | <b>7</b>  | 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  |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| <b>1</b>   | Low   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| You typically avoid controlling and influencing others and situations, organizing and directing others, and assuming responsibility.   |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| Range: 0-9   |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| Expressed Affection  |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| <b>7</b>   | High  |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| You typically get close to people and are comfortable expressing feelings and supporting others.   |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| Range: 0-9   |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| <b>15</b>  | Medium  |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| You initiate activities with others, but it clearly depends on the people and the situation.   |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| Range: 0-27  |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| <b>WANTED</b>  | <table border="1"> <tr><th colspan="2">Wanted Inclusion</th></tr> <tr><td style="background-color: #D3D3D3;"><b>7</b></td><td>High</td></tr> <tr><td colspan="2">Most often you want others to include you in their activities and groups, and you like being noticed.</td></tr> <tr><td colspan="2" style="text-align: center;">Range: 0-9</td></tr> </table>                                    | Wanted Inclusion    |           | <b>7</b>        | High | Most often you want others to include you in their activities and groups, and you like being noticed.                  |  | Range: 0-9  |  | <table border="1"> <tr><th colspan="2">Wanted Control</th></tr> <tr><td style="background-color: #D3D3D3;"><b>9</b></td><td>High</td></tr> <tr><td colspan="2">You are most comfortable in well-defined situations and try to get clear expectations and instructions.</td></tr> <tr><td colspan="2" style="text-align: center;">Range: 0-9</td></tr> </table>  | Wanted Control    |  | <b>9</b>  | High   | You are most comfortable in well-defined situations and try to get clear expectations and instructions.                              |  | Range: 0-9  |  | <table border="1"> <tr><th colspan="2">Wanted Affection</th></tr> <tr><td style="background-color: #D3D3D3;"><b>7</b></td><td>High</td></tr> <tr><td colspan="2">Most of the time you want others to act warmly, share their feelings, and encourage you.</td></tr> <tr><td colspan="2" style="text-align: center;">Range: 0-9</td></tr> </table>   | Wanted Affection    |  | <b>7</b>  | High | Most of the time you want others to act warmly, share their feelings, and encourage you.         |  | Range: 0-9  |  | <table border="1"> <tr><th colspan="2">TOTAL WANTED</th></tr> <tr><td style="background-color: #D3D3D3;"><b>23</b></td><td>High</td></tr> <tr><td colspan="2">You are comfortable with others initiating activities.</td></tr> <tr><td colspan="2" style="text-align: center;">Range: 0-27</td></tr> </table>  | TOTAL WANTED |        | <b>23</b>  | High        | You are comfortable with others initiating activities.   |  | Range: 0-27 |  |
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|  | <b>7</b>  | High                |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| Most often you want others to include you in their activities and groups, and you like being noticed.  |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| Range: 0-9   |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| Wanted Control   |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| <b>9</b>   | High  |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| You are most comfortable in well-defined situations and try to get clear expectations and instructions.  |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| Range: 0-9   |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| Wanted Affection   |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| <b>7</b>   | High  |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| Most of the time you want others to act warmly, share their feelings, and encourage you.   |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
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| TOTAL WANTED   |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| <b>23</b>  | High  |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
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| Range: 0-27  |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
|  | <table border="1"> <tr><th colspan="2" style="background-color: #0070C0; color: white;">TOTAL INCLUSION</th></tr> <tr><td style="background-color: #D3D3D3;"><b>14</b></td><td>High</td></tr> <tr><td colspan="2">You have a strong preference for being involved in social situations most of the time.</td></tr> <tr><td colspan="2" style="text-align: center;">Range: 0-18</td></tr> </table> | TOTAL INCLUSION     |           | <b>14</b>       | High | You have a strong preference for being involved in social situations most of the time.                                 |  | Range: 0-18 |  | <table border="1"> <tr><th colspan="2" style="background-color: #E67E22; color: white;">TOTAL CONTROL</th></tr> <tr><td style="background-color: #D3D3D3;"><b>10</b></td><td>Medium</td></tr> <tr><td colspan="2">You prefer a moderate amount of structure and clarity concerning authority and responsibility.</td></tr> <tr><td colspan="2" style="text-align: center;">Range: 0-18</td></tr> </table> | TOTAL CONTROL     |  | <b>10</b> | Medium | You prefer a moderate amount of structure and clarity concerning authority and responsibility.                                       |  | Range: 0-18 |  | <table border="1"> <tr><th colspan="2" style="background-color: #27AE60; color: white;">TOTAL AFFECTION</th></tr> <tr><td style="background-color: #D3D3D3;"><b>14</b></td><td>High</td></tr> <tr><td colspan="2">Typically you like a lot of warmth and closeness in your one-to-one relationships.</td></tr> <tr><td colspan="2" style="text-align: center;">Range: 0-18</td></tr> </table> | TOTAL AFFECTION     |  | <b>14</b> | High | Typically you like a lot of warmth and closeness in your one-to-one relationships.               |  | Range: 0-18 |  | <table border="1"> <tr><th colspan="2" style="background-color: #E74C3C; color: white;">OVERALL</th></tr> <tr><td style="background-color: #D3D3D3;"><b>38</b></td><td>Medium-High</td></tr> <tr><td colspan="2">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.</td></tr> <tr><td colspan="2" style="text-align: center;">Range: 0-54</td></tr> </table> | OVERALL      |        | <b>38</b>  | 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 |  |
| TOTAL INCLUSION  |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| <b>14</b>  | High  |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| You have a strong preference for being involved in social situations most of the time.   |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| Range: 0-18  |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| TOTAL CONTROL  |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| <b>10</b>  | Medium  |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| You prefer a moderate amount of structure and clarity concerning authority and responsibility.   |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| Range: 0-18  |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| TOTAL AFFECTION  |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| <b>14</b>  | High  |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| Typically you like a lot of warmth and closeness in your one-to-one relationships.   |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| Range: 0-18  |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| OVERALL  |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |
| <b>38</b>  | 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  |   |                     |           |                 |      |  |  |             |  |   |                   |  |           |        |  |  |             |  |   |                     |  |           |      |  |  |             |  |  |              |        |  |             |  |  |             |  |

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 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 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>7</b>                        | <b>1</b>                      | <b>7</b>                        | <b>15</b>                          |
| <b>WANTED</b>    | Wanted Inclusion [wI]           | Wanted Control [wC]           | Wanted Affection [wA]           | <b>TOTAL WANTED BEHAVIOR</b>       |
|                  | <b>7</b>                        | <b>9</b>                      | <b>7</b>                        | <b>23</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>14</b>                       | <b>10</b>                     | <b>14</b>                       | <b>38</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 medium range)
- Pressure from your environment to express certain behaviors

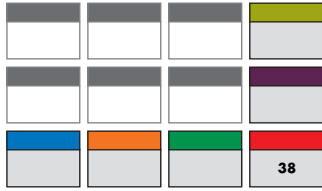
# INTERPRETATION OF YOUR FIRO-B® RESULTS

|   |   |   |  |
|---|---|---|--|
| 7 | 1 | 7 |  |
| 7 | 9 | 7 |  |
|   |   |   |  |

## 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   |
|--|---|--|
| <b>Expressed Inclusion [eI]</b><br>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. | <br>LOW      MED      HIGH   | 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.                          |
| <b>Wanted Inclusion [wI]</b><br>I want other people to include me in their activities and to invite me to belong. I enjoy it when others notice me.                        | <br>LOW      MED      HIGH | 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.             |
| <b>Expressed Control [eC]</b><br>I try to exert control and influence over things. I enjoy organizing things and directing others.   | <br>LOW      MED      HIGH | Your result of 1 suggests that you will usually disagree with these statements and avoid providing too much structure and direction for others.                                  |
| <b>Wanted Control [wC]</b><br>I feel most comfortable working in well-defined situations. I try to get clear expectations and instructions.                                | <br>LOW      MED      HIGH | Your result of 9 suggests that you will usually agree with these statements and are most comfortable respecting others' authority and maintaining the structure provided to you. |
| <b>Expressed Affection [eA]</b><br>I make an effort to get close to people. I am comfortable expressing personal feelings, and I try to be supportive of others.           | <br>LOW      MED      HIGH | 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.                 |
| <b>Wanted Affection [wA]</b><br>I want others to act warmly toward me. I enjoy it when people share their feelings with me and when they encourage my efforts.             | <br>LOW      MED      HIGH | Your result of 7 suggests that you will usually agree with these statements and will be happiest when others around you are warm, supportive, and openly encouraging.            |

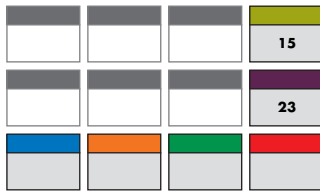


## Your Overall Interpersonal Needs

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 38, which falls in the medium-high range. This suggests that:**

- Your involvement with others is usually a source of satisfaction, but relationships may become frustrating and interfere with your job
- When interacting with others, you work best with small groups and with regular contacts
- You probably enjoy work that involves opportunities to gather input from others but you do not rely on them for decision making or implementation
- You prefer to work with others but occasionally need time alone to think and reflect
- You probably consider yourself more extroverted than introverted



## 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 15 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.

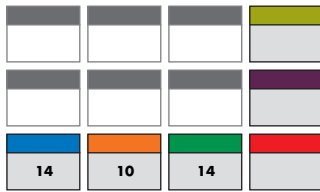
Your result for Total Wanted Behavior (wI + wC + wA) indicates how much you rely on others to get what you need. In general, it shows how comfortable you are being reactive or responsive.

Your result of 23 on Total Wanted is in the high range, which suggests that you rely quite a bit on others and feel comfortable about accepting behaviors 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 Behavior score is higher than your Total Expressed Behavior 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 toward you. Others may be surprised to know how much you welcome their behaviors. Your Expressed behaviors may not provide much of a clue about what you want from others.





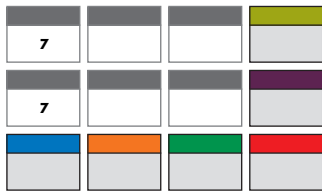
## Your Total Needs

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.

Those needs with the highest scores are the ones you feel most comfortable pursuing. You will probably return again and again to situations that offer opportunities for you to satisfy these needs, which are also the ones you are least willing to sacrifice. Your two greatest Total Needs are for Inclusion and Affection. This suggests that in a new situation you are likely to focus on fitting in, getting involved, finding people you can trust and establishing relationships with them, and establishing a meaningful role for yourself in the organization.

The need with the lowest score is the one you are most willing to give up; over time, you may drift away from situations that provide opportunities for you to fulfill this need. Because Control is your lowest priority, you won't be much concerned about order and structure until your needs for Inclusion and Affection are satisfied.

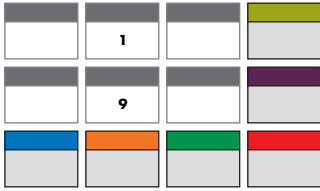
## PATTERNS



### Your Patterns of Need Fulfillment for Inclusion

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

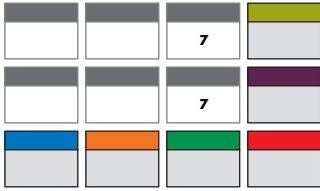
- You include others and like to be included.
- You enjoy the opportunity to provide input.
- You don't like to get cut off from information and updates.
- You seek recognition and endorsement from colleagues and superiors.
- You do not make much distinction between work and social gatherings.
- You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



### Your Patterns of Need Fulfillment for Control

Your results on Expressed Control (1) and Wanted Control (9) suggest the following pattern of behaviors.

- 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 organization.
- 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.

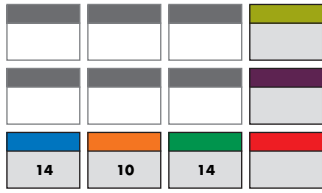


### Your Patterns of Need Fulfillment for Affection

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

- 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.

## 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 organization tries to involve its employees in decision making
- The organization rewards teamwork

**Your Total Need for Control (10) falls in the medium range; this suggests that you will be more satisfied with jobs in which:**

- New challenges and opportunities are provided with equal amounts of support and self-direction
- Your job responsibilities include some tasks that are all yours and others that are shared with colleagues
- Decisions are not final and there is room for changing course or making new agreements
- There are general guidelines for performance, but flexibility to deal with exceptions

**Your Total Need for Affection (14) falls in the high range; this suggests that you will be more satisfied with jobs in which:**

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

# IMPROVING YOUR TEAM EFFECTIVENESS

|   |   |   |  |
|---|---|---|--|
| 7 | 1 | 7 |  |
| 7 | 9 | 7 |  |
|   |   |   |  |

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 (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 recognize 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 (1) 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 (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 (7) is high. Ask yourself:**

- How can I learn to reassure myself rather than relying on others for support?
- Do I expect a personal relationship with my subordinates?
- Am I too dependent on feedback about my work?

## 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.

