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

### 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.

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Expression</th>
<th>Expression Range</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclusion</td>
<td>Expressed Inclusion</td>
<td>7</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>Wanted Inclusion</td>
<td>7</td>
<td>High</td>
</tr>
<tr>
<td>Control</td>
<td>Expressed Control</td>
<td>1</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>Wanted Control</td>
<td>9</td>
<td>High</td>
</tr>
<tr>
<td>Affection</td>
<td>Expressed Affection</td>
<td>7</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>Wanted Affection</td>
<td>7</td>
<td>High</td>
</tr>
<tr>
<td>Total</td>
<td>Total Inclusion</td>
<td>14</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>Total Control</td>
<td>10</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Total Affection</td>
<td>14</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>Overall</td>
<td>38</td>
<td>Medium-High</td>
</tr>
</tbody>
</table>

## Development of the FIRO Assessment

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1952</td>
<td>Initial work conducted for Naval Research Labs</td>
</tr>
<tr>
<td>1978</td>
<td>FIRO-B assessment first published by CPP, Inc.</td>
</tr>
<tr>
<td>1994</td>
<td><em>Introduction to the FIRO-B® Instrument</em> and <em>Introduction to the FIRO-B® Instrument in Organizations</em> client booklets published</td>
</tr>
<tr>
<td>1998</td>
<td>Leadership Report Using the FIRO-B® and MBTI® Instruments published</td>
</tr>
<tr>
<td>2000</td>
<td><em>Participating in Teams</em> client booklet and <em>FIRO-B® Technical Guide</em> published</td>
</tr>
<tr>
<td>2009-10</td>
<td>FIRO Business® assessment, reports, and client and practitioner booklets published</td>
</tr>
</tbody>
</table>
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

- 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

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#### Activity 1: My Preferences About Working in Teams

<table>
<thead>
<tr>
<th>Overall Need Score</th>
<th>Reserved (0-15)</th>
<th>Cautious (16-27)</th>
<th>Central (28-38)</th>
<th>Active (39-54)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>I participate in teams but avoid them when I can.</td>
<td>Teams are sometimes (but not generally) better than working alone.</td>
<td>I am generally favorable toward teams.</td>
<td>I am generally very positive about teams.</td>
</tr>
<tr>
<td>15</td>
<td>When working in a team, I prefer to take up individual assignments.</td>
<td>I am likely to ask many questions before agreeing to work in a team.</td>
<td>I would not want to be constantly working in a team, but I have no opposition to the idea of a team.</td>
<td>I am easily energized by teams, and some of my best work happens in team settings.</td>
</tr>
<tr>
<td>27</td>
<td>I prefer shorter meetings and sometimes find myself drained after meetings.</td>
<td>At times I feel like the “Reserved” description, but it all depends on the team.</td>
<td>I find that at times I am involved with too many teams and have little time to take care of parts of my job.</td>
<td>I know my involvement can make a difference.</td>
</tr>
<tr>
<td>36</td>
<td>I think it would be good to reduce the number of teams at work.</td>
<td>If the proper rewards and payoffs are present, I am likely to be a good team player; if not, I may hold back.</td>
<td>I am likely to consider lots of issues to determine how I will participate as a team member.</td>
<td>I find teams intrinsically rewarding.</td>
</tr>
<tr>
<td>54</td>
<td>In team meetings, I am not likely to speak much or for very long.</td>
<td>When working in a team, I promote a balance of individual and subteam assignments.</td>
<td>At times I feel like the “Central” description, but it depends on the team and on how much team contact I have had recently.</td>
<td>I am often at the center of discussions to promote more teamwork to solve problems.</td>
</tr>
<tr>
<td></td>
<td>I am more likely to seek someone out individually to work on issues.</td>
<td>I limit my comments to topics that relate directly to me.</td>
<td>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.</td>
<td>I enjoy the give and take of teams and have high expectations for what others should contribute to a team.</td>
</tr>
<tr>
<td></td>
<td>I tend to meet a day with lots of team contact with some resistance.</td>
<td>After a week of many meetings, I am likely to feel exhausted, but I rebound once I have had time alone.</td>
<td>I prefer working in subgroups of a team and may resist regular meetings of the whole group.</td>
<td>I readily spend extra time with the team when needed and usually feel comfortable with team time that extends beyond the workplace.</td>
</tr>
<tr>
<td></td>
<td>Teams are not intrinsically rewarding for me, and I need to see some type of direct benefit or external reward.</td>
<td>When I can, I try to sidestep team situations.</td>
<td>You could gain favor through your effectiveness in team settings that require careful judgment and sensitive interpersonal politics.</td>
<td>I generally do not worry about who will be on a team.</td>
</tr>
</tbody>
</table>

FIRO® Assessment Overview

- 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

### 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
- **Expressed Inclusion**: High
  - You typically include others in your activities, join and belong to groups, and interact with people most of the time.
  - Range: 0–9

- **Wanted Inclusion**: High
  - Most often you want others to include you in their activities and groups, and you like being noticed.
  - Range: 0–9

#### CONTROL
- **Expressed Control**: Low
  - You typically avoid controlling and influencing others and situations, organizing and directing others, and assuming responsibility.
  - Range: 0–9

- **Wanted Control**: High
  - You are most comfortable in well-defined situations and try to get clear expectations and instructions.
  - Range: 0–9

#### AFFECTION
- **Expressed Affection**: High
  - You typically get close to people and are comfortable expressing feelings and supporting others.
  - Range: 0–9

- **Wanted Affection**: High
  - Most of the time you want others to act warmly, share their feelings, and encourage you.
  - Range: 0–9

#### TOTAL INCLUSION
- High
  - You have a strong preference for being involved in social situations most of the time.
  - Range: 0–18

#### TOTAL CONTROL
- Medium
  - You prefer a moderate amount of structure and clarity concerning authority and responsibility.
  - Range: 0–18

#### TOTAL AFFECTION
- High
  - Typically you like a lot of warmth and closeness in your one-to-one relationships.
  - Range: 0–18

#### OVERALL
- 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

Key Applications and Scenarios: Team Building

- 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

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

**Reserved (0–15)**
- I participate in teams but avoid them when I can.
- When working in a team, I prefer to take up individual assignments.
- I prefer shorter meetings and sometimes find myself drained after meetings.
- I think it would be good to reduce the number of teams at work.
- In team meetings, I am not likely to speak much or for very long.
- I am more likely to seek someone out individually to work on issues.
- I tend to meet a day with lots of team contact with some resistance.
- Teams are not intrinsically rewarding for me, and I need to see some type of direct benefit or external reward.

**Cautious (16–27)**
- Teams are sometimes (but not generally) better than working alone.
- I am likely to ask many questions before agreeing to work in a team.
- At times I feel like the “Reserved” description, but it all depends on the team.
- If the proper rewards and payoffs are present, I am likely to be a good team player; if not, I may hold back.
- When working in a team, I promote a balance of individual and subteam assignments.
- I limit my comments to topics that relate directly to me.
- After a week of many meetings, I am likely to feel exhausted, but I rebound once I have had time alone.
- When I can, I try to sidestep team situations.

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.

**Central (28–38)**
- I am generally favorable toward teams.
- I would not want to be constantly working in a team, but I have no opposition to the idea of a team.
- I find at times that I am involved with too many teams and have little time to take care of parts of my job.
- I am likely to consider lots of issues to determine how I will participate as a team member.
- At times I feel like the “Active” description, but it depends on the team and on how much team contact I have had recently.
- 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.
- I prefer working in subgroups of a team and may resist regular meetings of the whole group.

You could gain favor through your effectiveness in team settings that require careful judgment and sensitive interpersonal politics.

**Active (39–54)**
- I am generally very positive about teams.
- I am easily energized by teams, and some of my best work happens in team settings.
- I know my involvement can make a difference.
- I find teams intrinsically rewarding.
- I am often at the center of discussions to promote more teamwork to solve problems.
- I enjoy the give and take of teams and have high expectations for what others should contribute to a team.
- I readily spend extra time with the team when needed and usually feel comfortable with team time that extends beyond the workplace.
- I generally do not worry about who will be on a team.
- I may feel some sadness when a team’s life ends.

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.

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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**

Key Applications and Scenarios: Leadership

- 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

### Key Applications and Scenarios: Conflict Management

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

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#### Activity 7: My Best Match

**Part A: Expressed Needs**

<table>
<thead>
<tr>
<th>My FIRO-B® Scores</th>
<th>My &quot;Best&quot; Match</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclusion</td>
<td>Inclusion</td>
</tr>
<tr>
<td>Control</td>
<td>Control</td>
</tr>
<tr>
<td>Affection</td>
<td>Affection</td>
</tr>
<tr>
<td>Low Med High</td>
<td>Low Med High</td>
</tr>
<tr>
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<td>Low Med High</td>
</tr>
<tr>
<td>Low Med High</td>
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</tbody>
</table>

**Part B: Wanted Needs**

<table>
<thead>
<tr>
<th>My FIRO-B® Scores</th>
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Key Applications and Scenarios: Conflict Management

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#### Activity 7: My Best Match

<table>
<thead>
<tr>
<th>Part A: Expressed Needs</th>
<th>My FIRO-B® Scores</th>
<th>My “Best” Match</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclusion</td>
<td>7</td>
<td>Inclusion</td>
</tr>
<tr>
<td>Control</td>
<td>1</td>
<td>Control</td>
</tr>
<tr>
<td>Affection</td>
<td>7</td>
<td>Affection</td>
</tr>
<tr>
<td>Low</td>
<td>Med</td>
<td>Low</td>
</tr>
<tr>
<td>Med</td>
<td>High</td>
<td>Med</td>
</tr>
<tr>
<td>High</td>
<td>Low Med</td>
<td>High</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Part B: Wanted Needs</th>
<th>My FIRO-B® Scores</th>
<th>My “Best” Match</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclusion</td>
<td>7</td>
<td>Inclusion</td>
</tr>
<tr>
<td>Control</td>
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<td>Control</td>
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</tr>
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<td>Low</td>
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#### Activity 7: My Best Match

**PART A: EXPRESSED NEEDS**

<table>
<thead>
<tr>
<th>My FIRO-B Scores</th>
<th>My “Best” Match</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclusion</td>
<td>Inclusion</td>
</tr>
<tr>
<td>Control</td>
<td>Control</td>
</tr>
<tr>
<td>Affection</td>
<td>Affection</td>
</tr>
</tbody>
</table>

- **My FIRO-B Scores**:
  - Inclusion: 7
  - Control: 1
  - Affection: 7

- **My “Best” Match**:
  - Inclusion: 7
  - Control: 9
  - Affection: 7

- **Levels**: Low, Med, High

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#### PART B: WANTED NEEDS

<table>
<thead>
<tr>
<th>My FIRO-B Scores</th>
<th>My “Best” Match</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclusion</td>
<td>Inclusion</td>
</tr>
<tr>
<td>Control</td>
<td>Control</td>
</tr>
<tr>
<td>Affection</td>
<td>Affection</td>
</tr>
</tbody>
</table>

- **My FIRO-B Scores**:
  - Inclusion: 7
  - Control: 9
  - Affection: 7

- **My “Best” Match**:
  - Inclusion: 7
  - Control: 1
  - Affection: 7

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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 Report, p. 4
- Shows percentile scores
- Presents interpretive proposal of scores

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**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.

<table>
<thead>
<tr>
<th>Need</th>
<th>Category</th>
<th>Percentile Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wanted Involvement</td>
<td>High</td>
<td>79</td>
</tr>
<tr>
<td>Wanted Influence</td>
<td>High</td>
<td>93</td>
</tr>
<tr>
<td>Wanted Connection</td>
<td>Low</td>
<td>10</td>
</tr>
<tr>
<td>Total Wanted Needs</td>
<td>High</td>
<td></td>
</tr>
</tbody>
</table>

**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.

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
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)
- **Introduction to the FIRO Business® Instrument** (#2504)
- **FIRO Business® Technical Guide** (#2502)
- **FIRO-B® and FIRO Business® Feedback Sessions DVD** (#2270-DVD)
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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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Or contact CPP Customer Service for personal guidance. Our people look forward to providing you with the expertise and support you need to be better and succeed.

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