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PART 1

INTRODUCTION

WHAT IS THE FIRO-B® INSTRUMENT?

The FIRO-B® (*Fundamental Interpersonal Relations Orientation–Behavior™*) instrument is a powerful personality assessment that measures how you typically behave with other people and how you expect them to act toward you. Its interpretation can dramatically increase your understanding of behavior in areas such as:

- How you come across to others—and why this may not be the way you see yourself
- How and why conflict develops between well-meaning people
- How to understand your own needs as you interact with others
- How to manage your own needs in most interpersonal interactions

The FIRO-B instrument, first developed in the late 1950s, is now one of the most widely used tools for helping people better understand themselves and how they can work more effectively with others. With a wealth of continuing research to validate its results, the value of the FIRO-B instrument is increasingly acknowledged by professionals and clients alike in areas such as these:

- Personal development seminars
- Communication workshops
- Individual and couple counseling
- Management development
- Career development
- Team building and development

AIMS OF THE FIRO-B® INSTRUMENT

Will Schutz, Ph.D., developed the FIRO-B instrument on the theory that beyond our survival needs—food, shelter, and warmth—we each have unique interpersonal needs that strongly motivate us. These needs relate to areas he called *Inclusion*, *Control*, and *Affection*, which will be defined in the next section. Just as with our biological needs, we become uncomfortable and anxious if our own unique “set point,” or set of psychic needs, is not being met.

The FIRO-B instrument offers you a way of identifying the set of interpersonal needs that is most comfortable for you. Since each person’s set point is unique, there are no right or wrong answers to the questions asked.

According to present psychological theory, your current circumstances, repeated experiences, and responses to both encourage or reinforce the way you behave. The FIRO-B instrument expands on this theory by maintaining that you are not necessarily bound by your typical behaviors. Being aware of your natural tendencies allows you to choose whether a particular behavior is (or isn’t) appropriate at a specific time. Therefore, FIRO-B results may change when you form new behavior habits or in response to what is currently happening in your life.

The FIRO-B results can be used to do the following:

- Show current patterns of interpersonal behavior and expectations
- Raise questions about how satisfied or dissatisfied you are with these patterns
- Suggest alternative ways of behaving to increase your effectiveness if you are not satisfied with your current patterns

WHAT THE FIRO-B® INSTRUMENT MEASURES

The FIRO-B instrument identifies three areas of interpersonal need.

INCLUSION

This need indicates how much you generally include other people in your life and how much attention, contact, and recognition you want from others. Inclusion is about you in relation to groups—small or large. These are the kinds of questions it raises: Do you like to include others in what you do, or do you prefer to leave people to their own devices? Do you give people a lot of attention by asking them to take part in your activities? Do you want to belong? How much do you want to be “in” or “out”? Do you prefer togetherness or solitude? Do you like for people to pay attention to you, or do you prefer to remain more detached? Do you need a little or a lot of recognition? The area of Inclusion is different from emotional closeness or dominance.

Words associated with Inclusion: participation, joining, inviting, interaction, association, extraversion, introversion, membership, togetherness, identity, individuality, popularity, meeting people, involving others, belonging, being accepted, being rejected, status, prestige, fame, prominence, acknowledgment, significance, insignificance, exclusion, loneliness, isolation, outsider, privacy, detachment

CONTROL

This need indicates how much influence and responsibility you want and how much you want others to lead and influence you. Control is about both your one-to-one relationships and your behavior as part of a group. These are the kinds of questions it raises: How much do you want to have authority or power, to be in charge, or to take the lead? How much responsibility do you tend to take? How much influence do you want to have over others, and how much do you want them to influence you? Do you prefer being a follower or being a leader, or do you prefer a combination of both roles? How do you react to being given orders? How much structure do you like in situations? The area of Control is different from how much participation, prominence, or emotional closeness you want.

Words associated with Control: Dominance, influence, persuasion, coercion, leadership, making decisions, taking charge, power, authority, winner, ruler, competence, achievement, independence, rebellion, follower, submission, line of command, anarchy, superiority, bully, demanding, dependency, taking directions

AFFECTION

This need indicates how close and warm you are with others and how close and warm you want others to be with

you. Affection is about the need to establish comfortable one-to-one relationships (whereas Inclusion measures your needs for interacting with groups). These are the kinds of questions it raises: Do you behave in ways that show your closeness to others, or do you keep your distance? Do you want people to show you warmth, or do you prefer more impersonal relationships? Do you disclose your feelings to other people? Do you like others to disclose their feelings to you? Are you comfortable in both roles? The area of Affection does not relate to how much prominence, participation, or dominance you prefer.

Words associated with Affection: emotional warmth, personal closeness, rapport, fondness, love, depth, likeability, friendship, confidante, intimacy, personal interest, encouragement, support, openness, confiding, sharing feelings, care, concern, consideration, reassurance, dislike, emotional distance, coolness, hostility, rejection, being impersonal

The FIRO-B instrument measures two dimensions for each need.

EXPRESSED

This dimension indicates how much you prefer to initiate the behavior. It is about what you actually do and may be easily observed by others.

- *Expressed Inclusion:* How often do you act in ways that encourage your participation in situations?
- *Expressed Control:* How often do you act in ways that help you direct or influence situations?
- *Expressed Affection:* How often do you act in ways that encourage warmth and closeness in relationships?

WANTED

This dimension indicates how much you prefer others to initiate the behavior toward you. It is about what you really want from others—whether or not you show it openly.

- *Wanted Inclusion:* How much do you want to be part of others' activities?
- *Wanted Control:* How much leadership and influence do you want others to assume?
- *Wanted Affection:* How much warmth and closeness do you want from others?

The numerous resulting combinations of Expressed Inclusion, Wanted Inclusion, Expressed Control, Wanted Control, Expressed Affection, and Wanted Affection scores contribute to the richness of the FIRO-B instrument's insights.

PART 2

INTERPRETING THE SCORES ON YOUR FIRO-B® MATRIX

To make interpretation of your FIRO-B results easier, this booklet offers interpretations in which scores have been divided into the categories of low, medium, and high. No value judgments are implied by any of these labels.

THE TOTAL NEED SCORE

The Total Need score simply summarizes how strong your need is for general interpersonal contact and interaction.

The scoring range is 0–54. Table 1 can help you interpret this score in more detail.

TABLE 1: INTERPRETING YOUR TOTAL NEED SCORE

A TOTAL NEED SCORE OF	IS REGARDED AS	AND MAY MEAN THAT
0–15	Low	Interaction with others in all areas of Inclusion, Control, and Affection is not likely to be a strongly felt need. You may prefer to concentrate on more impersonal and objective concerns than on relationships with people. Your personal style may be rather cool, and you may have a strong preference for your own company, for making decisions independently, and for being close to only a few people you have known for a long time.
16–26	Medium–Low	Interaction with others in all areas of Inclusion, Control, and Affection may appeal to you on a selective basis. You are likely to be choosy about how, when, and where you associate with others—and to be cautious about how you use or share authority. Some close relationships are probably important to you, but there are likely to be times when you prefer to concentrate on the more impersonal demands of the task instead of the more personal ones.
27–38	Medium–High	You generally find that interacting with other people in all areas of Inclusion, Control, and Affection is a source of satisfaction and that your interpersonal relationships help you attain the goals you want to reach. You may consult others without actually handing over authority to them. You are likely to enjoy a fair amount of teamwork and to value forming warm one-to-one relationships. You probably find that people's company becomes overwhelming occasionally and that you then need to get away for some time alone.
39–54	High	You probably enjoy engaging frequently with others in all areas of Inclusion, Control, and Affection. You are very likely to actively seek out, work on, and enjoy your interpersonal relationships. You tend to value very warm and friendly one-to-one relationships. You may prefer to share decision making and generally like involving others in what you do. Being without other people's company may make you feel uncomfortable.



TOTAL EXPRESSED AND TOTAL WANTED SCORES

Your Total Expressed score shows how much you usually like to initiate action in relating to others, while your Total Wanted score shows how much you prefer that others take the initiative. Comparing your Total Expressed score to

your Total Wanted score can show how you generally satisfy your interpersonal needs—the blend you prefer in taking initiative or having others do so. The scoring range is 0–27. See Tables 2 and 3 to help you interpret these scores.

TABLE 2: INTERPRETING YOUR TOTAL EXPRESSED AND TOTAL WANTED SCORES

SCORES OF	ARE REGARDED AS	AND MAY MEAN THAT
0–7	Low	For Expressed: You usually do not initiate activities with others. For Wanted: You usually do not want others to initiate activities.
8–19	Medium	For Expressed: Sometimes you initiate activities with others; sometimes you don't. For Wanted: Sometimes you want others to initiate activities with you; sometimes you don't.
20–27	High	For Expressed: You usually initiate activities with others. For Wanted: You usually like for others to initiate activities with you.

TABLE 3: COMPARING YOUR TOTAL EXPRESSED AND TOTAL WANTED SCORES

TOTAL EXPRESSED AND TOTAL WANTED SCORES IN THE FOLLOWING RELATIONSHIP	MAY MEAN THAT
When your Total Expressed score is higher than your Total Wanted score	You probably like taking the initiative more than having others do so.
When your Total Wanted score is higher than your Total Expressed score	You probably prefer that others take the initiative more than doing so yourself.
When your Total Expressed score and your Total Wanted score are equal	You probably prefer to take the initiative part of the time, but at other times you prefer that someone else does so. You may also adopt a wait-and-see attitude toward others; e.g., What do they want? What seems appropriate at the time? What do you feel like doing at the moment?



SUM SCORES FOR INCLUSION, CONTROL, AND AFFECTION

The Sum scores show the relative strength of your needs in the areas of Inclusion, Control, and Affection. The scoring range is 0–18. Table 4 can help you interpret these scores.

It is usually meaningful to look at which of the three areas has the highest Sum score. That area may be the

most important interpersonal need for you, therefore predominating your behavior and having the greatest impact in your relationships. Similarly, the area that has the lowest score may be either the one you try to avoid or the one that reflects situations from which you try to escape.

TABLE 4: INTERPRETING YOUR SUM SCORE

SCORES OF	ARE CONSIDERED	AND MAY MEAN THAT
0–5	Low—and can be important because you may tend to avoid this area	<p>For Inclusion: You generally have a low preference for being with others, no matter who initiates it.</p> <p>For Control: You usually prefer less-structured situations and have a laid-back attitude toward authority, generally preferring not to give or receive orders.</p> <p>For Affection: You generally like to keep things impersonal and prefer more formal and businesslike relationships.</p>
6–12	Medium—and can be moderately or sporadically important to you; or more important concerning some people and less important concerning others	<p>For Inclusion: You usually prefer a balance between time alone and time with others, no matter who initiates it.</p> <p>For Control: You generally like a moderate amount of structure and clarity around authority in order to accomplish tasks.</p> <p>For Affection: You usually prefer a realistic amount of warmth and closeness in one-to-one relationships, no matter who initiates it.</p>
13–18	High—and can be important to you because this area tends to be a priority for you	<p>For Inclusion: You usually have a high preference for being involved in social situations, no matter who initiates it.</p> <p>For Control: You generally prefer a structured situation where there are clear lines of authority and responsibility in order to get things done.</p> <p>For Affection: You generally like a lot of warmth and closeness in your one-to-one relationships.</p>



THE SIX BASIC SCORES

The three interpersonal needs (Inclusion, Control, and Affection) combine with the two dimensions (Expressed and Wanted) to form the six-cell model shown in Table 5.

The scoring is 0–9 for each of the six basic scores. Table 6 illustrates the groupings of the scores into *low*, *medium*, and *high* and outlines their fundamental differences.

Examining each score separately gives you important information about yourself. Notice what each one indi-

cates. Then look for your highest and lowest scores in these six boxes. These scores probably represent your most compelling interpersonal needs.

The way the scores combine also yields meaningful insights into your personality. This aspect of the score interpretations is reflected in Part 3 of this guide, which gives brief descriptions for combinations of Expressed and Wanted scores.

TABLE 5: THE SIX-CELL MODEL

		NEEDS		
		Inclusion Being part of a group, recognition	Control Influencing the situation, leading, responsibility	Affection Being close with individuals, rapport
BEHAVIORS	Expressed What you tend to do; how much you initiate this behavior with others; observable action	eI This is your Expressed Inclusion score	eC This is your Expressed Control score	eA This is your Expressed Affection score
	Wanted How much you tend to want others to initiate this behavior with you; how much you prefer to be the recipient	wI This is your Wanted Inclusion score	wC This is your Wanted Control score	wA This is your Wanted Affection score