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# INTRODUCTION TO THE FIRO-B® INSTRUMENT

The FIRO-B® instrument is a powerful psychological instrument developed to explain how personal needs affect various interpersonal relationships. Your FIRO-B results can provide you with an expanded understanding of your behavior and the behavior of others. This information can help you maximize the impact of your actions, recognize options for increasing job satisfaction and productivity, and explore alternate ways to achieve your goals.

This guide was created specifically to help you understand more fully your FIRO-B results, thereby enabling you to

- Manage your behavior and its results, both in leadership and support positions

- Recognize the sources of, and possible solutions to, stagnation and conflict, both on the job and personally

- Understand and acknowledge the unique contributions of all members of your organizational team

- Increase productivity through awareness of these interpersonal dynamics of the workplace

- Respond to the needs and styles of others

These personal and interpersonal dynamics influence behavior in all organizations. For example, have you ever wondered

- Why some co-workers prefer to keep to themselves, even though the group is very effective and works together as a team?

- Why some colleagues have very different impressions of your actions than the impressions you had intended to convey?

- Why co-workers find working closely with others rewarding, while you find teams and committees frustrating?

- Why you often assume the same roles in groups— for instance, the leader or the teammate who challenges group thinking?

- Why some people turn every project into a competition or a race to gain recognition?

Reading this guide should provide you with insights into these common organizational situations, and many others.

## Primary Patterns

The interplay between how each need is expressed and how each need is wanted results in a pattern of need fulfillment that characterizes your interpersonal behavior. The extent to which your scores are either high or low represents how clearly you tend to use the same pattern to fulfill each need across different social situations. These patterns may become so familiar that you may feel it is essential to behave this way. Individuals with scores in the medium range are much more selective and deliberate in how they vary their patterns across different situations.

While all the behaviors listed in Table 5 may be characteristic of you from time to time, your scores will indicate how much you tend to rely on each pattern. If your scores match the box directly—for example, high eI (7–9) with low wI (0–2), high eC (7–9) with high wC (7–9)—the behaviors listed represent your actions in most situations. If your scores fall within the medium range (3–6), your use of the behaviors is probably more flexible and depends on the particular people or the situation.

**TABLE 5: PATTERNS OF NEED FULFILLMENT—INCLUSION**

| | High Expressed Inclusion (eI) | Low Expressed Inclusion (eI) |
|---|---|---|
| **High Wanted Inclusion (wI)** | I include others and like to be included.<br>I enjoy the opportunity to provide input.<br>I don't like to get cut off from information and updates.<br>I seek recognition and endorsement from colleagues and superiors.<br>I don't make much distinction between work or social gatherings.<br>I like to organize social activities with my business associates.<br>I may act first to avoid rejection by others. | I form relationships based on common interests and skills.<br>I'd rather "play it safe" than let others know I want to be included.<br>I wait for others to invite me to join them.<br>I sometimes feel inhibited in social settings.<br>I may overdramatize to gain attention.<br>I sometimes fear rejection or the loss of relationships.<br>I want others to acknowledge my efforts. |
| **Low Wanted Inclusion (wI)** | I get many invitations but I often turn them down or don't show up.<br>I pick and choose which company social events to attend.<br>I have a select group of people that I enjoy working with.<br>I am not bothered by rejection.<br>I am exhausted by constant meetings.<br>I believe it is important to maintain limited "connections" and networks. | I prefer working with a small group of people.<br>I avoid forming too many friendships at work.<br>I may discourage invitations to company social events.<br>I avoid being the focus of attention in meetings.<br>I find recognition less important than accomplishment of the task.<br>I need time alone to do my best work. |