



# FIRO-B<sup>®</sup> Profile

Prepared for **JANE SAMPLE**

May 25, 2010

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: #D9D9D9;"><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: right;">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: #D9D9D9;"><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: right;">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: #D9D9D9;"><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: right;">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: #D9D9D9;"><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: right;">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: #D9D9D9;"><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: right;">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: #D9D9D9;"><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: right;">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: #D9D9D9;"><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: right;">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: #D9D9D9;"><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: right;">Range: 0–27</td></tr> </table>  | TOTAL WANTED |        | <b>23</b>  | High        | You are comfortable with others initiating activities.   |  | Range: 0–27 |  |
|  | 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   |  |                     |           |                 |      |  |  |             |  |  |                   |  |           |        |  |  |             |  |  |                     |  |           |      |  |  |             |  |   |              |        |  |             |  |  |             |  |
| Wanted Control   |  |                     |           |                 |      |  |  |             |  |  |                   |  |           |        |  |  |             |  |  |                     |  |           |      |  |  |             |  |   |              |        |  |             |  |  |             |  |
| <b>9</b>   | High   |                     |           |                 |      |  |  |             |  |  |                   |  |           |        |  |  |             |  |  |                     |  |           |      |  |  |             |  |   |              |        |  |             |  |  |             |  |
| You are most comfortable in well-defined situations and try to get clear expectations and instructions.  |  |                     |           |                 |      |  |  |             |  |  |                   |  |           |        |  |  |             |  |  |                     |  |           |      |  |  |             |  |   |              |        |  |             |  |  |             |  |
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| 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   |                     |           |                 |      |  |  |             |  |  |                   |  |           |        |  |  |             |  |  |                     |  |           |      |  |  |             |  |   |              |        |  |             |  |  |             |  |
| You are comfortable with others initiating activities.   |  |                     |           |                 |      |  |  |             |  |  |                   |  |           |        |  |  |             |  |  |                     |  |           |      |  |  |             |  |   |              |        |  |             |  |  |             |  |
| 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: #D9D9D9;"><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: right;">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: #D9D9D9;"><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: right;">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: #D9D9D9;"><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: right;">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: #D9D9D9;"><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: right;">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.

