



firob[®]

Fundamental Interpersonal Relations Orientation – Behavior™ Instrument

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Center for
Creative
Leadership

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Fundamental Interpersonal Relations Orientation- Behavior™ Instrument

A self-analysis,
self-report
assessment of
interpersonal
behavior in groups.



Developed by:

William C. Schutz Ph.D.

In 1952, as the head of the Team Performance Section of the Navy Research Laboratory in Washington, D.C., Schutz sought to improve the performance of the shipboard Combat Information Center (CIC)

The resulting research from the above assignment and a research contract at Tufts and Harvard University resulted in “FIRO-B[®] Instrument: A Three-dimensional Theory of Interpersonal Behavior” (1958)

1. I try to be with people. ① ② ③ ④ ⑤	30. I try to influence strongly other people's actions. ① ② ③ ④ ⑤
2. I let other people decide what to do. ① ② ③ ④ ⑤	31. I like people to invite me to join in their activities. ① ② ③ ④ ⑤
3. I join social groups. ① ② ③ ④ ⑤	
4. I try to have close relationships with people. ① ② ③ ④ ⑤	
5. I tend to join social organizations when I have an opportunity. ① ② ③ ④ ⑤	
6. I let other people strongly influence my actions. ① ② ③ ④ ⑤	34. I like people to include me in their activities. ① ② ③ ④ ⑤
7. I try to be included in informal social activities. ① ② ③ ④ ⑤	35. I like people to act cool and distant toward me. ① ② ③ ④ ⑤
8. I try to have close, personal relationships with people. ① ② ③ ④ ⑤	36. I try to have other people do things the way I want them done. ① ② ③ ④ ⑤
9. I try to include other people in my plans. ① ② ③ ④ ⑤	
10. I let other people control me. ① ② ③ ④ ⑤	
11. I try to have people around me. ① ② ③ ④ ⑤	39. I like people to invite me to participate in their activities. ① ② ③ ④ ⑤
12. I try to get close and personal with people. ① ② ③ ④ ⑤	40. I like people to act distant toward me. ① ② ③ ④ ⑤
13. When people are doing things together, I tend to join them. ① ② ③ ④ ⑤	
14. I am easily led by people. ① ② ③ ④ ⑤	
15. I try to avoid being alone. ① ② ③ ④ ⑤	
16. I try to participate in group activities. ① ② ③ ④ ⑤	41. I try to be the dominant person when I'm with people. ① ② ③ ④ ⑤
	42. I like people to act close toward me. ① ② ③ ④ ⑤
	43. I like people to act distant toward me. ① ② ③ ④ ⑤
	44. I try to have other people do things I want done. ① ② ③ ④ ⑤
17. I try to be friendly to people. ① ② ③ ④ ⑤	45. I like people to invite me to join their activities. ① ② ③ ④ ⑤
18. I let other people decide what to do. ① ② ③ ④ ⑤	46. I like people to act cool and distant toward me. ① ② ③ ④ ⑤
19. My personal relations with people are cool and distant. ① ② ③ ④ ⑤	
20. I let other people take charge of things when I'm with people. ① ② ③ ④ ⑤	
21. I try to have close relationships with people. ① ② ③ ④ ⑤	48. I like people to include me in their activities. ① ② ③ ④ ⑤
22. I let other people strongly influence my actions. ① ② ③ ④ ⑤	49. I like people to act close and personal with people. ① ② ③ ④ ⑤
23. I try to get close and personal with people. ① ② ③ ④ ⑤	50. I try to take charge of things when I'm with people. ① ② ③ ④ ⑤
24. I let other people control my actions. ① ② ③ ④ ⑤	51. I like people to invite me to participate in their activities. ① ② ③ ④ ⑤
25. I act cool and distant with people. ① ② ③ ④ ⑤	52. I like people to act distant toward me. ① ② ③ ④ ⑤
26. I am easily led by people. ① ② ③ ④ ⑤	

12. I try to get close and personal with people.

19. My personal relations with people are cool and distant.

35. I like people to act cool and distant toward me.

44. I try to have other people do things I want done.

50. I try to take charge of things when I'm with people.



FIRO-B[®] Instrument Goals:

1. Understand the meaning of your scores and their implications to you in your work setting.
2. Gain a general understanding of FIRO-B[®] Instrument scores so you can add this knowledge to your ability to think strategically about the people in your work setting.

Purpose of FIRO-B[®] Instrument



To explore your impact as a leader on effective group functioning within your team.

More specifically it:

- Allows the individual team member to examine the relationship between individual behaviors and group compatibility.
- Allows you to explore how groups develop and what behaviors enhance effective group functioning.
- Looks at how team members can use their insights about their relationships to create more effective relations with external forces.

All interpersonal situations are made up of behavior along these 3 dimensions:



INCLUSION: degree to which a person associates with others (moving toward or moving away)

.....

CONTROL: degree to which a person assumes responsibility, makes decisions, or attempts to dominate others

.....

AFFECTION: degree to which a person becomes intensely/closely involved with others (intimacy in a non-physical, non-sexual sense); open, sharing, trusting, self-disclosing behavior with others; closeness

The 3 Interpersonal Dimensions



Inclusion: Social Interaction

Expressed: Do I “move toward” others socially?

Wanted: Do I want others to “move toward” me socially?

Control: Decision Making and the Need to be in Control

Expressed: Do I like being the person in control when people are making decisions?

Wanted: Do I want others to be in control when people are making decisions?

Affection: Openness and Emotional Closeness

Expressed: Do I initiate openness and closeness with others?

Wanted: Do I want others to be open and close to me?



Behavior along the 3 dimensions has 2 components

E = Expressed

What you do with regard to others; usually observable behavior

W = Wanted

What you expect others to do in relation to you; usually not directly observable by others



***Expressed* and *Wanted* aspects
of behavior are independent of
one another but their interaction
has profound impact on
interpersonal and group relations.**



FIRO-B[®] Instrument Scoring

0 - 2 = I do this or respond this way occasionally and selectively.

3 - 6 = I am flexible in this behavior but can use the entire range, depending upon the situation.

7 - 9 = I do this or respond this way very frequently and with almost everyone.

Structure of FIRO-B[®] Instrument



Inclusion

Control

Affection

**Expressed
toward
Others**

eI

I join other people
and I include others.
(0 to 9)

eC

I take charge and I
influence people.
(0 to 9)

eA

I get close and
personal with
people.
(0 to 9)

**Wanted
from
Others**

wI

I want other people
to include me.
(0 to 9)

wC

I want others to
control me or give
me directions.
(0 to 9)

wA

I want people to get
close and personal
with me.
(0 to 9)



Inclusion: “In or Out”

As a concept in *Interpersonal Relations*, it refers to:

- association between and among people
- the desire to be given attention
- to interact, to belong

(Degree to which a person associates with others -- moving toward or moving away)

First Interpersonal Need Inclusion



- Forming new relations, associating with people
- Extent of contact and prominence a person seeks



INCLUSION

Expressed: To what extent do I include other people in my activities (e.g., meetings, discussions) and get them to include me in theirs?

Wanted: How much do I want others to include me in their activities and invite me to participate?

	0	1	2	3	4	5	6	7	8	9
Expressed:	Quiet Difficult to know Very reserved					Outgoing Engaging Connected				
Wanted:	Private Little concern for popularity					Need for acceptance Hate to be left out				



Typical Behavior for:

el		

HIGH

- Initiates contact
- Shows interest in others
- Likes to socialize
- Group-oriented
- Communicative
- Outgoing

LOW

- Appears reserved
- Seems restrained
- Fact-oriented
- Doesn't like to chit-chat



Typical Behavior for:

wl		

HIGH

- Fears being ignored or left out
- Likes to be included
- Is easily slighted
- Wants attention
- Concern for recognition
- Desires status

LOW

- Seems self-sufficient
- Appears self-reliant
- Likes to be alone
- Doesn't care to socialize

Behaviors Associated With **INCLUSION**



Behaviors Indicating Expressed Inclusion (eI)

- Talking and joking with others
- Taking a personal interest in others
- Involving others in projects and meetings
- Recognizing the accomplishments of others
- Incorporating everyone's ideas and suggestions
- Offering helpful information or "tips" to new colleagues

Behaviors Indicating Wanted Inclusion (wI)

- Frequenting heavily trafficked areas
(e.g., the water cooler)
- Wearing distinctive clothing
- Decorating the workplace with personal keepsakes
- Seeking recognition or responsibility
- Getting involved in high-profile projects and activities
- Going along with the majority opinion



Control: “Top or Bottom”

Refers to the relationships of power, influence, and authority between people. Behavior at this stage includes:

- competition for leadership
- methods for decision making
- distribution of power

(Degree to which a person assumes responsibility, makes decisions, or attempts to dominate others)

Second Interpersonal Need Control



- Decision making, influence, and persuasion between people
- Extent of power or dominance a person seeks

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CONTROL

Expressed: How much control and influence do I exert over things? To what extent do I take charge and tell others what to do?

Wanted: How much control and influence do I want others to have over me? How comfortable am I with others telling me what to do?

0 1 2 3 4 5 6 7 8 9

Expressed:

Flexible
Easygoing
Little interest in power

Exacting
Intense
Dominant

Wanted:

Independent
Prefers autonomy
Rebellious

Dependent
Compliant
Uncomfortable making decisions



Typical Behavior for:

	eC	

HIGH

- Likes to direct people
- Makes decisions readily
- Organizes self and others
- Seems confident
- Wants challenges

LOW

- Not power-oriented
- Non-directive
- Prefers not to supervise others
- Wants others to make their own decisions

Typical Behavior for:

	wC	

HIGH

- Wants direction or guidance
- Concerned about rules
- Supports others
- Cooperative
- Methodical and orderly
- Wants structure

LOW

- Appears independent
- Works with, not for others
- Follows through on decisions
- Rejects structure

Behaviors Associated With CONTROL



Behaviors Indicating Expressed Control (eC)

- Assuming positions of authority
- Advancing an idea within the group
- Taking a competitive stance and making winning a priority
- Managing the conversation
- Influencing others' opinions
- Establishing structured tasks, procedures, policies

Behaviors Indicating Wanted Control (wC)

- Asking for help on the job
- Involving others in decision making
- Requesting precise instructions and clarification
- Deferring to the wishes, needs, and requests of others
- Asking for permission and circulating progress for others to consider



Affection: “Open or Closed”

Refers to the degree to which I am willing to be open to another **team** member. This openness varies across time, individuals, and within relationships.

(Degree to which a person becomes intensely/closely involved with others; open, sharing, trusting, has self-disclosing behavior with others.)

Third Interpersonal Need

Affection



- Emotional ties and warm connections between people
- Extent of closeness a person seeks





AFFECTION

Expressed: To what extent do I act open, trusting, and caring toward others?

Wanted: How much do I want others to act open, trusting, and caring toward me?

	0	1	2	3	4	5	6	7	8	9
Expressed:	Businesslike Rational Aloof					Warm Caring Reassuring				
Wanted:	Distant Cautious Closed					Approachable Considerate Sensitive				

Typical Behavior for:

		eA

HIGH

- Open and trusting
- Warm and friendly
- Expresses feelings
- Gives acknowledgment
- Shows support
- Shows encouragement

• LOW

- Appears unfeeling
- Seems calm and aloof
- Appears objective and formal
- Appears unemotional

Typical Behavior for:

		WA

HIGH

- Wants to be liked
- Wants others' trust
- Concern for approval
- Responds well to praise
- Easily hurt
- Takes criticism hard

LOW

- Appears guarded
- Not easy to know
- Can be direct and blunt
- Seems invulnerable
- Appears cool and rational

Behaviors Associated With **AFFECTION**



Behaviors Indicating Expressed Affection (eA)

- Reassuring and supporting colleagues, both verbally and physically
- Giving gifts to show appreciation
- Exhibiting concern about the personal lives of others
- Being trustworthy and loyal
- Sharing personal opinions or private feelings about issues
- Coaching and developing others

Behaviors Indicating Wanted Affection (wA)

- Being flexible and accommodating
- Listening carefully to others
- Displaying an open body posture
- Sharing feelings of anxiety, sadness, loneliness
- Trying to please others
- Giving others more than they want or need

Scores

0-2 Low

3-6 Medium

7-9 High

Inclusion

Control

Affection

Expressed

Low: Hesitant to initiate in unfamiliar social situations
Medium: Comfortable in most social situations
High: Outgoing and enjoys social situations

Low: Resists making decisions for others
Medium: Usually doesn't mind making decisions for self and others
High: Often pushes to make decisions for self and others

Low: Very hesitant to show openness and/or warmth
Medium: Sometimes enjoys showing openness and warmth
High: Almost always displays openness and warmth

Wanted

Low: Hesitant to respond easily to an approach in a social situation
Medium: Usually comfortable with being approached in a social situation
High: Really enjoys being approached in a social situation

Low: Resists and/or resents others deciding things for them
Medium: Mixed feelings about people trying to influence their decisions
High: Prefers others making decisions which influence them

Low: Typically avoids others being open and warm with them
Medium: Some mixed feelings about people being open and warm with them
High: Almost always wants others to show openness and warmth

Inclusion: What is my orientation concerning social interaction?

Control: What is my orientation concerning decision making and the need to be in control?

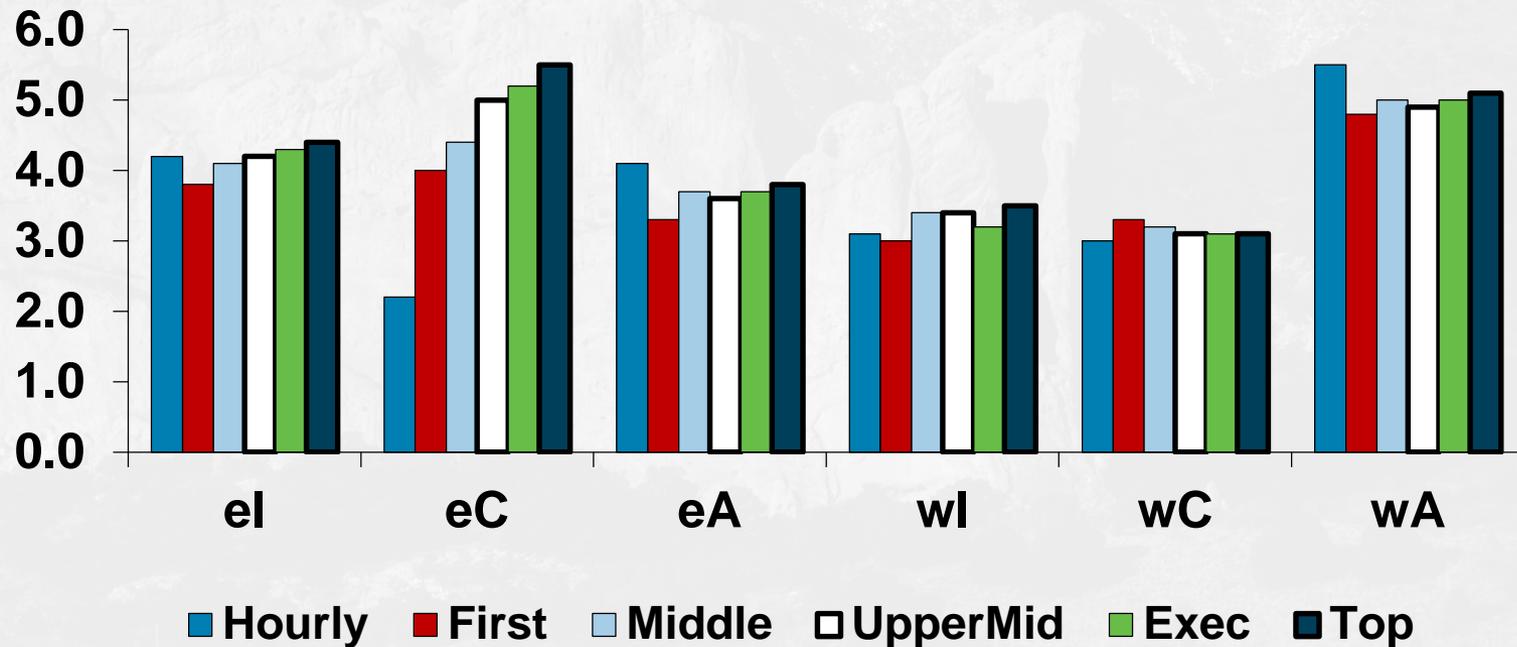
Affection: What is my orientation concerning openness with others—emotional and/or relational intimacy?

Expressed: What do I offer you in terms of Inclusion, Control, and Affection?

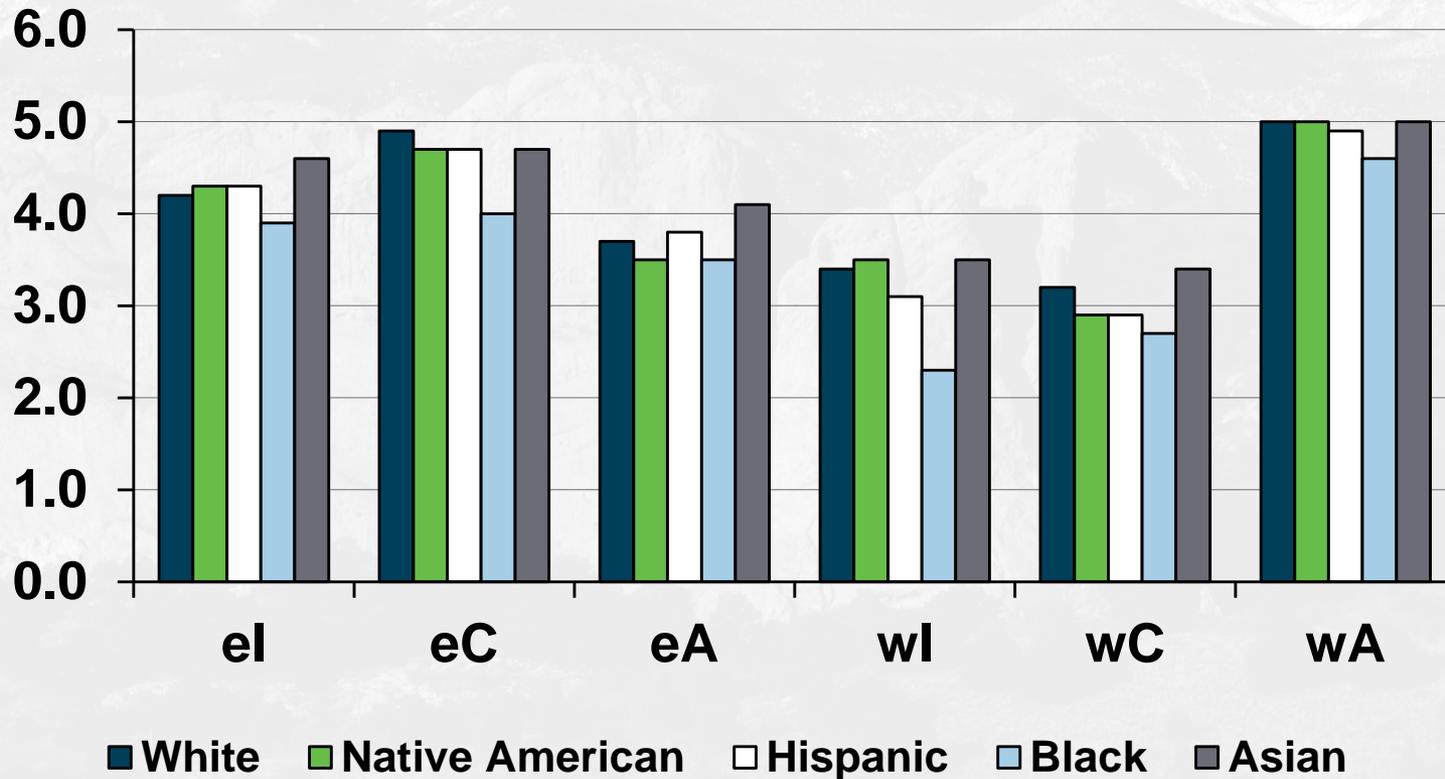
Wanted: What do I want you to offer me in terms of Inclusion, Control, and Affection?



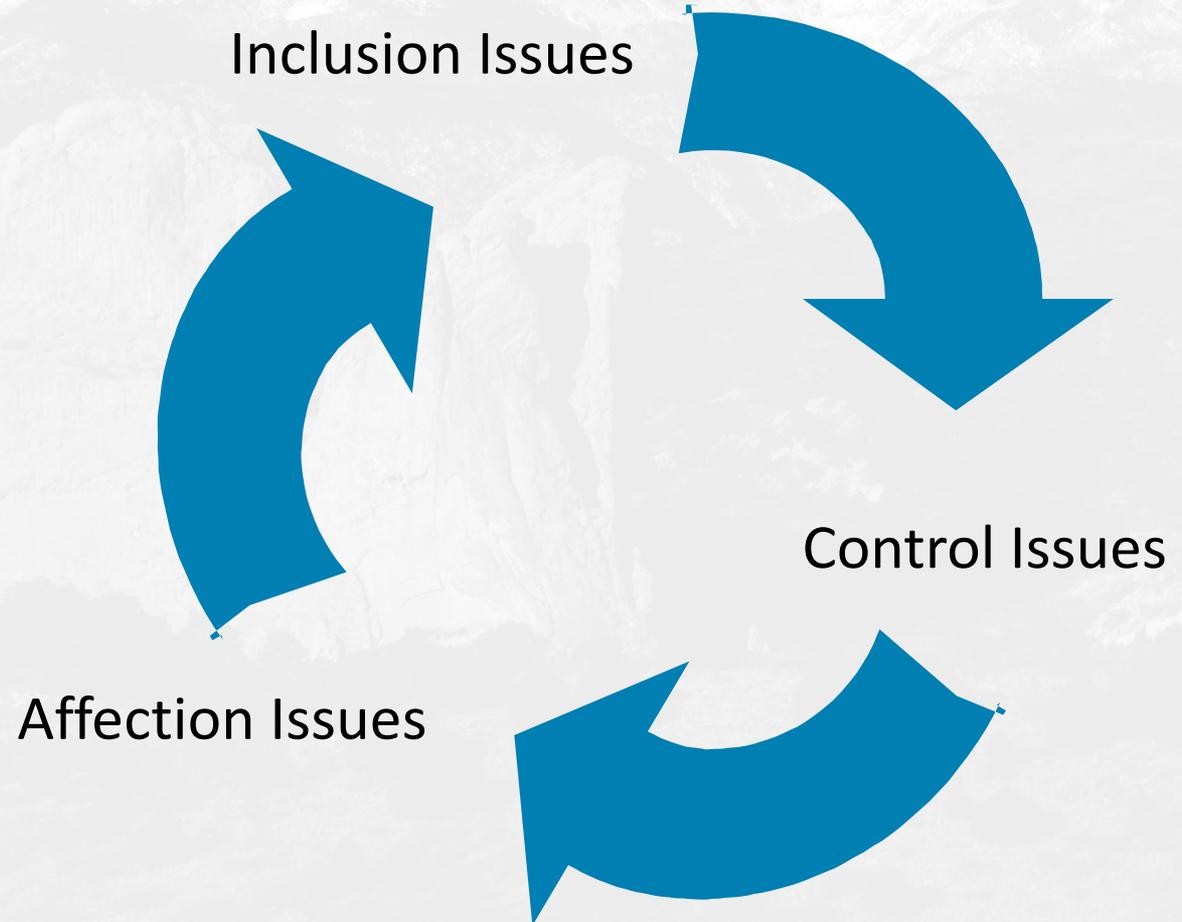
FIRO-B[®] Instrument Norms by Organizational Level



FIRO-B[®] Instrument Norms by Ethnic Group



Theory Group Development



Theory **Group Development**

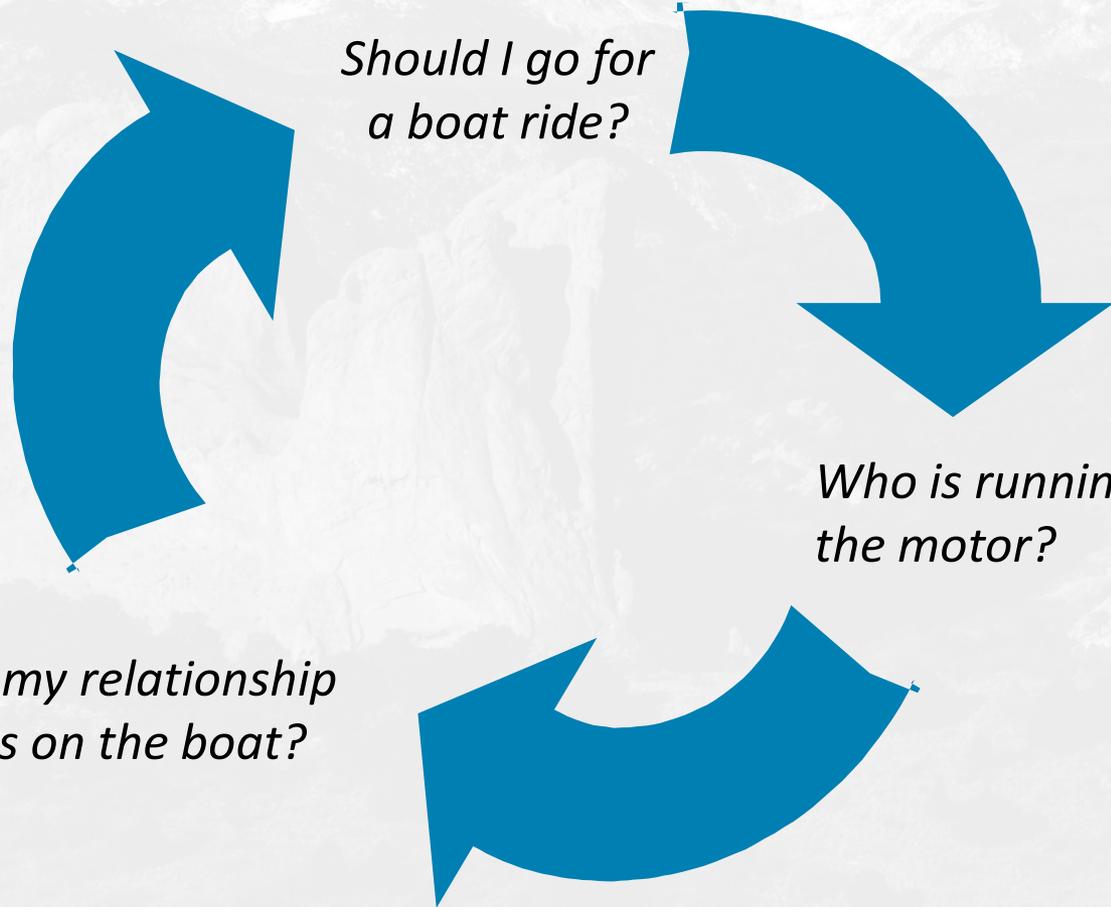


Self-Awareness

*Should I go for
a boat ride?*

*Who is running
the motor?*

*What is my relationship
to others on the boat?*



Group Atmosphere Description



High Inclusion:

- Members communicate often
- Members meet and interact with one another
- Members rely on interaction to solve problems



Group Atmosphere Description



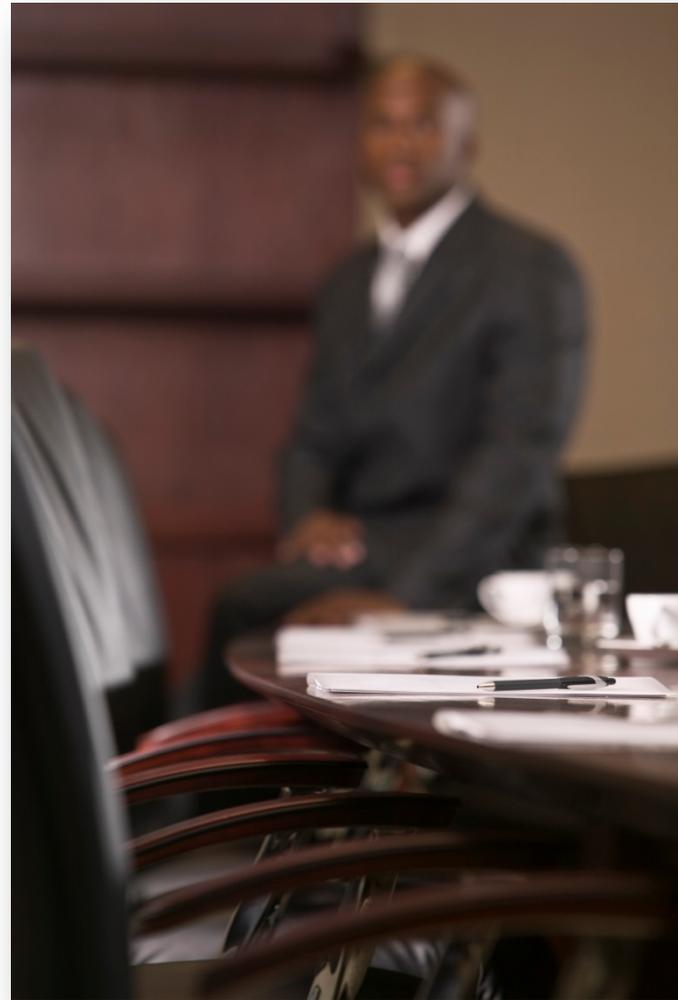
Low Inclusion:

- Group seldom meets
- Members seldom communicate
- Members seldom see each other
- Members rely on themselves to solve problems

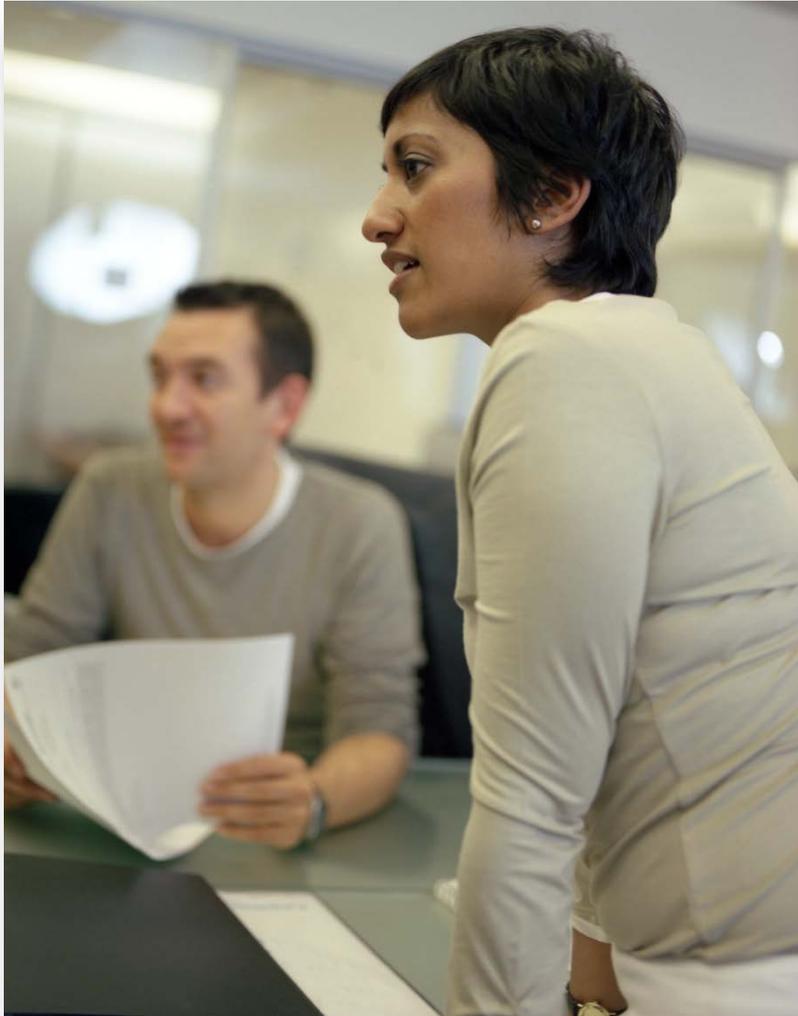
Group Atmosphere Description

High Control:

- Group adheres to a strict hierarchy
- Clear lines of authority
- Definite rules for giving and taking orders
- Plans typically are made far ahead of time
- The person with the most power resolves conflict



Group Atmosphere Description



Low Control:

- Flat hierarchy
- All members have equal decision-making power
- Power shifts between members as necessary
- Members resolve conflict by mutual negotiation

Group Atmosphere Description



High Affection:

- Members are candid about their feelings
- Members consider others' feelings when resolving differences

Group Atmosphere Description



Low Affection:

- Personality issues and personal relations on or off the job are discouraged
- Members are businesslike or impersonal

