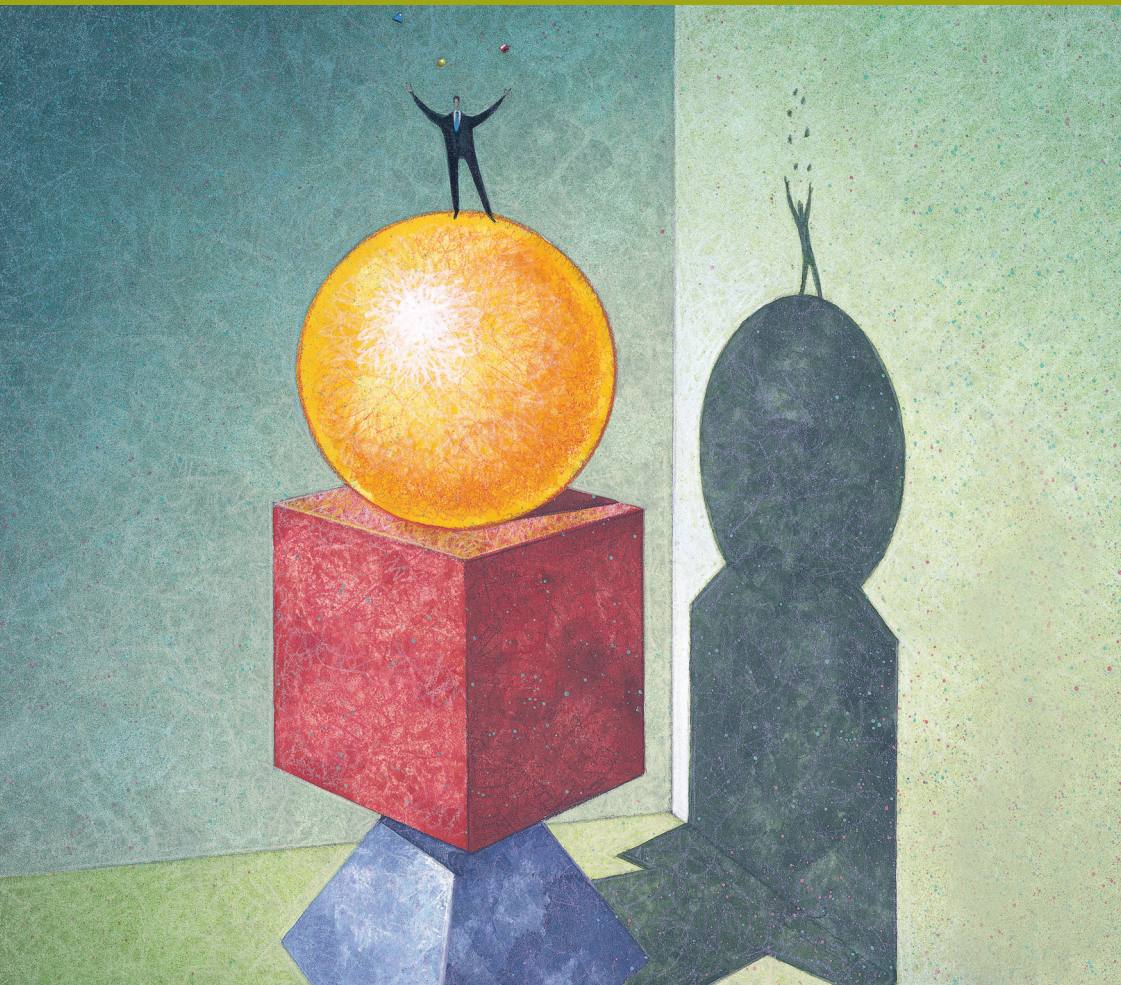


INTRODUCTION TO
the FIRO-B[®]
I N S T R U M E N T



Judith A. Waterman and Jenny Rogers

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 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, acknowledgement, 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 behaviour 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, chain-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, hate, dislike, emotional distance, coolness, hostility, rejection, impersonality.

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

Expressed

This dimension indicates how much you prefer to initiate the behaviour. It is about what you actually do and can 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 behaviour towards 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 summarises how strong your need is for general interpersonal contact and

interaction. The range of scores 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 the 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. Scores range from 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 do not. For Wanted: Sometimes you want others to initiate activities with you, sometimes you do not.
20–27	High	For Expressed: You usually initiate activities with others. For Wanted: You usually like 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 towards others, eg What do they want? What seems appropriate at the time? What do you feel like doing at the moment?

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	AFFECTION	
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		SCORES
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		MEDIUM EXPRESSED 3-6 HIGH WANTED 7-9

Reflects:

- *How close and warm you are with others*
- *How close and warm you want others to be with you*

In General

Your Affection results suggest that you are a genuinely warm and caring person who greatly enjoys others' personal interest, encouragement and friendship. People probably recognise your friendliness but fail to see how strongly you need reassurance and support. Nor would they guess that, until you know and trust someone very well, you are wary of establishing attachments. Even after you have become close with someone, you are apt to want a great deal of reassurance that you are cared for or are important to them. Your need for individual closeness may fall short of fulfilment both because of its depth and because others seldom realise how much you need it.

At Work

You may prefer working in an environment where close relationships are positively promoted and where support, appreciation and encouragement are an accepted part of everyday life. The ability to use your own natural warmth and consideration without facing too much indifference or coolness from others is also likely to contribute to your job satisfaction and performance.

At Your Best

Operating at your best means not only respecting your own needs but also altering your behaviour when it is appropriate. Some of the examples below illustrate being true to the typical needs of someone in this score category. Others illustrate ways to adjust behaviour in order to operate optimally. Given your scores, you probably function best when you are able to do the following:

- Be involved in small group activities where you can get to know the individual members well over an extended period
- Take the risk of disclosing more about your needs for reassurance with trusted friends and with the other important people in your life
- Be in an environment where there is open expression of support and caring

- Understand that most people do not give as much personal interest and reassurance as you are apt to want
- Realise that, when others do not display the amount of warmth you want, they probably mean no offence.

Areas of Possible Challenge to You

You may feel comfortable with your scores and have no wish to change anything in your behaviour. On the other hand, your results can be used to understand common problems that might limit the effectiveness of your relationships or interfere with some of your other important needs. Tick any items below that you wish to consider for further attention and action:

- You may have trouble making your real needs clear early in a relationship – without overwhelming the other person.
- You may be oversensitive to apparent slights and overconcerned about reassurance from others.
- You may feel that you generally care about others more than they care about you.
- Perhaps you press others too frequently for demonstrations of care.
- You may have difficulty confronting and recognising your insecurity about close relationships.

	<p>AFFECTION</p> <p>SCORES</p> <p>HIGH EXPRESSED 7-9</p> <p>LOW WANTED 0-2</p>	<p>Reflects:</p> <ul style="list-style-type: none"> • <i>How close and warm you are with others</i> • <i>How close and warm you want others to be with you</i>
--	--	---

In General

Your Affection results suggest that you demonstrate a great deal of warmth, affection and closeness to others yet you keep most of your relationships on a just-friendly basis. While you probably talk openly to people about personal issues, you may not really care whether they tell you about themselves. Even so, people are likely to think of you as friendly and encouraging. You probably believe that people need and respond to your expressions of warmth and diplomacy and, when you behave in a friendly way, it not only makes them happier, but helps you satisfy your own desires. While your personal warmth can be a charming asset, it may also pose difficulties. People may take your friendliness as an invitation to be closer than you prefer, and this in turn may lead to their making emotional demands on you that you find difficult to manage.

At Work

You probably enjoy working in an environment where you can use your warmth and friendliness yet not be expected to establish close ties. You may be skilled at making, but not necessarily maintaining, personal contacts. Jobs that capitalise on your ability to put people at ease or charm them probably suit you well, while jobs that require maintaining deeper or longer-term personal relationships are probably not for you.

At Your Best

Operating at your best means not only respecting your own needs but also altering your behaviour when it is appropriate. Some of the examples below illustrate being true to the typical needs of someone in this score category. Others illustrate ways to adjust behaviour in order to operate optimally. Given your scores, you probably function best when you are able to do the following:

- Have relationships with people who enjoy your openness and warmth but who do not necessarily offer the same familiarity to you

- Find volunteer or paid situations where you are respected for your ability to form quick connections with others but where you are not expected to maintain long-term relationships
- Maintain some distance from people in ways that do not upset or hurt them
- Use your discrimination about offering reassurance, praise, openness and warmth
- Develop the ability to listen for the feelings of close friends and co-workers.

Areas of Possible Challenge to You

You may feel comfortable with your scores and have no wish to change anything in your behaviour. On the other hand, your results can be used to understand common problems that might limit the effectiveness of your relationships or interfere with some of your other important needs. Tick any items below that you wish to consider for further attention and action:

- It may be hard for you to make your real wishes clear early on in a relationship.
- Others may think that you are manipulative in one-to-one relationships.
- You may need to overcome the suspicion that, when other people demonstrate warmth to you, they are not sincere.
- The fear of being hurt if you develop real depth, loyalty and long-term rapport may cause you to avoid close relationships.
- It is possible that your reluctance to seek mutual closeness is based on underlying doubts about how likeable you really are.