



**Boost retention by meeting
interpersonal needs**

Your presenter – John Hackston

- Head of Thought Leadership, The Myers-Briggs Company
- Chartered Psychologist
- Creating, using and researching psychometric tests and questionnaires for 35 years
- Using our tools – MBTI, FIRO, CPI, TKI – since 1997
- Regular speaker at conferences and author on the psychology scene





I'm respected for who I am

I feel included by my co-workers, and my manager

I can be my authentic self

I feel able to participate and contribute

I am included in decision-making

My views are respected, accepted and acted on

What is
inclusion?

What one action would make you feel more included?

More contact and communication with and transparency from managers and/or senior management

Action on specific issues (e.g., age, gender, racial discrimination, disability, neurodiversity)

Include or consult me/employees generally more in decisions, planning, etc.

I already feel included, nothing more is needed

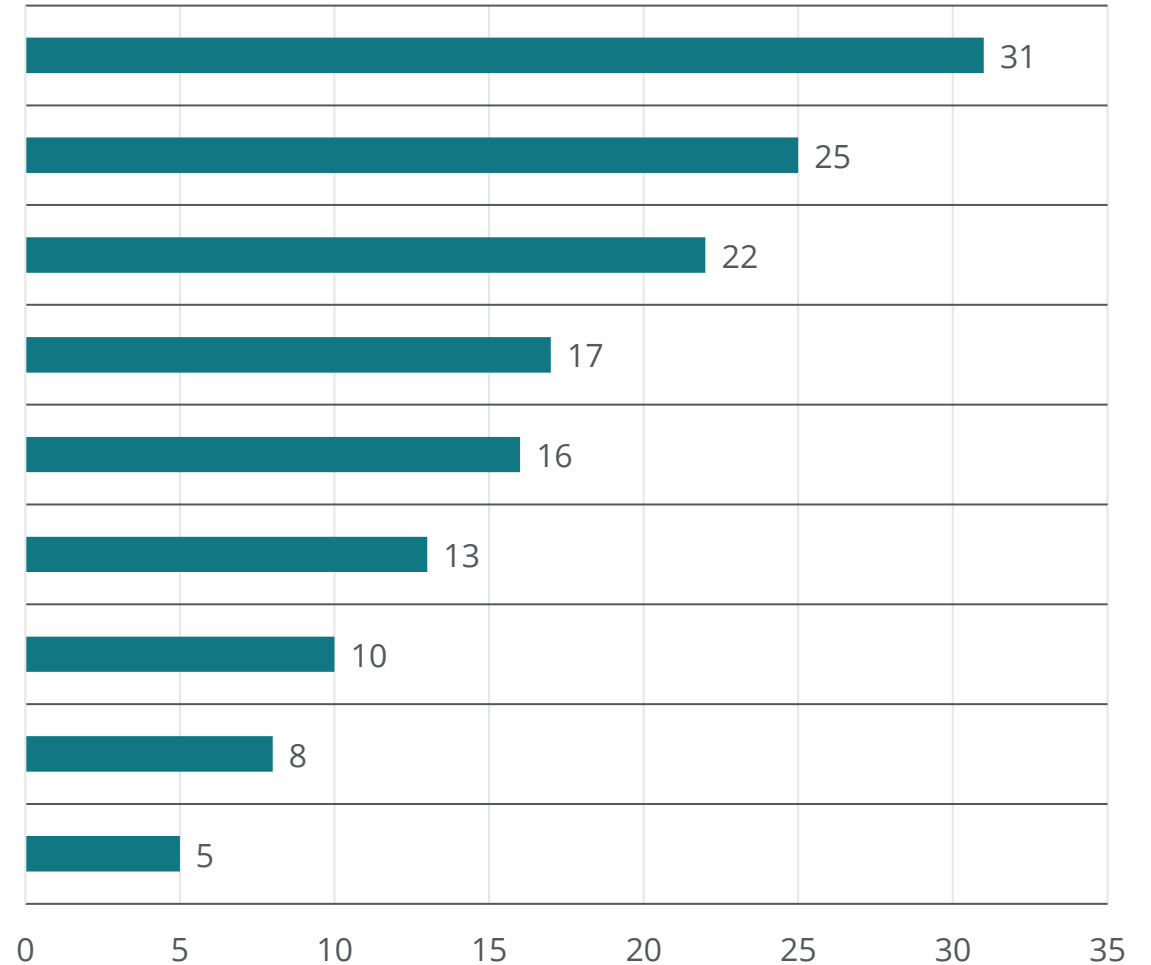
Training programs or events

Accept me for who I am/allow me autonomy

More diversity amongst managers and/or senior management

Inclusion has gone too far, we should stop talking about it, take care of the majority

Tokenism/using me as an example or 'trick pony'



■ No. of mentions

Dimensions of inclusion

Feels included by co-workers

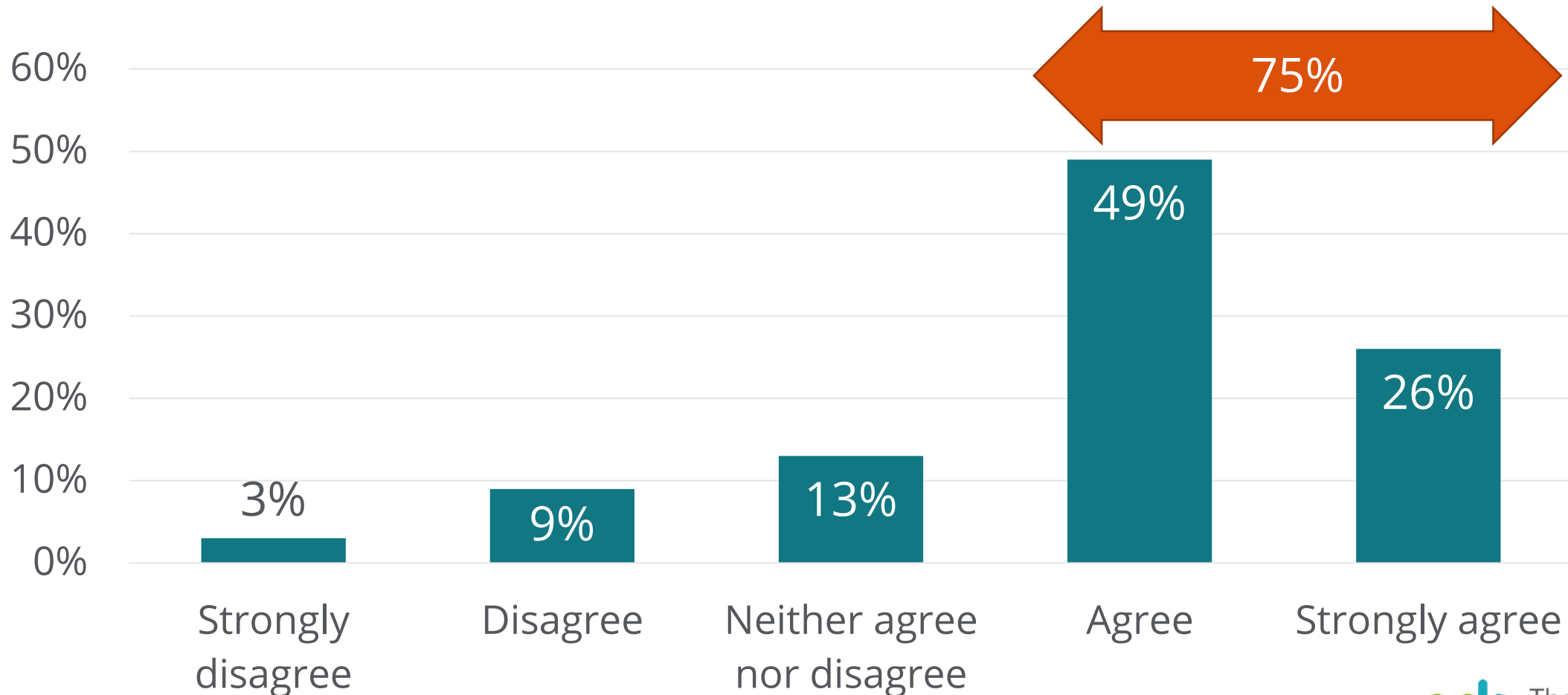
Feels included by manager

Feels valued by and at home in organization

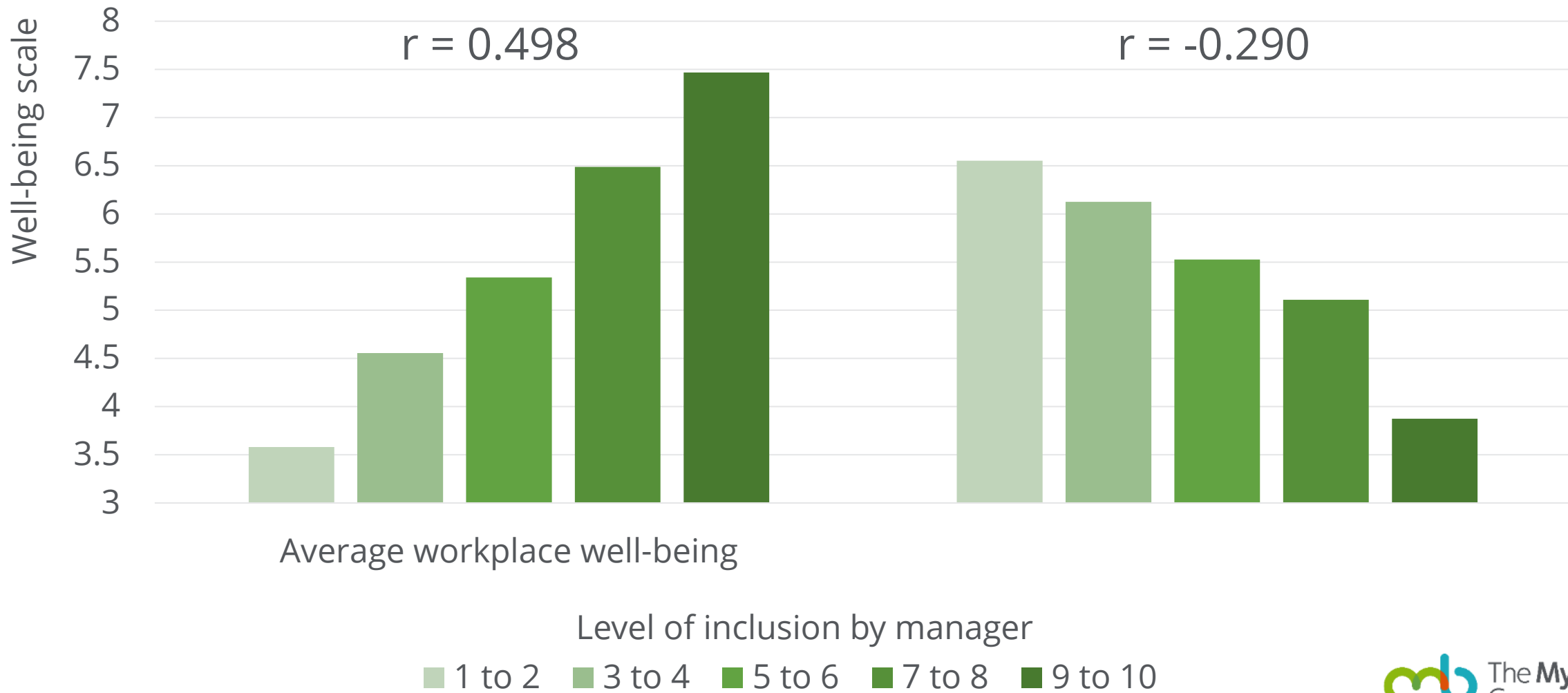
Feels able to be their authentic selves

Feels included
(perceived
organizational
inclusion)

My manager seeks out other people's perspectives, including mine



Higher levels of inclusion matter



Why is inclusion important? Some research

- Employees who feel more included perform better, are more innovative, and create higher-performing teams¹
- Workplace inclusion increased innovation, job satisfaction and quality of care in hospital service staff²
- Inclusion increases organizational citizenship behavior in diverse organizations³
- Inclusion increases organizational citizenship behavior⁴
- Valuing inclusion leads to more inclusive HR practices, which in turn increase organizational effectiveness⁵

¹Chen & Tang, *Journal of Managerial Psychology*, 2018

²Brimhall & Mor Barak, *Human Service Organizations: Management, Leadership & Governance*, 2018

³Khan & Jabeen, *Journal of Management and Research*, 2019

⁴Wen & Oljaca, *International Journal of Business Management and Technology*, 2020

⁵Chung, Dean & Ehrhart, *Personnel Review*, 2020

What is the FIRO-B®?

Fundamental
Interpersonal
Relations
Orientation
Behavior





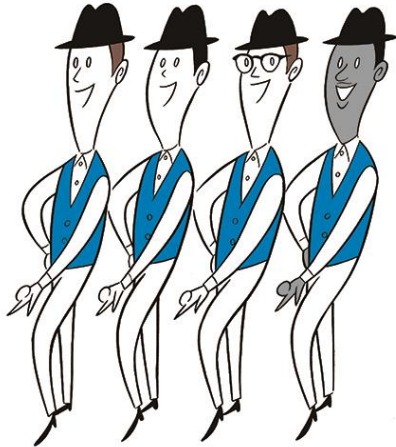
Select three words that appeal to you

Belonging	Personal	Power	Affiliation	Connection	Reserved	Separate
Authority	Bohemian	Open	Responsibility	Ambiguity	Live and let live	Distinct
Coolness	Influence	Networking	Emotional	Rules	Self-reliant	Privacy
Solitude	Impersonal	Persuasion	Association	Caring	Structure	Individualistic
Direction	Detachment	Formal	Freedom	Involved	Warm	Contained
Peripheral	Discerning	Independence	Discreet	Nonconformist	Acceptance	Trusting
Unconstrained	Participation	Autonomous	Membership	Intimacy	Belonging	Flexibility

The three need areas

INCLUSION

The need to belong



CONTROL

The need for influence



AFFECTION

The need for intimacy





Select two or three words that appeal to you

Belonging	Personal	Power	Affiliation	Connection	Reserved	Separate
Authority	Bohemian	Open	Responsibility	Ambiguity	Live and let live	Distinct
Coolness	Influence	Networking	Emotional	Rules	Self-reliant	Privacy
Solitude	Impersonal	Persuasion	Association	Caring	Structure	Individualistic
Direction	Detachment	Formal	Freedom	Involved	Warm	Contained
Peripheral	Discerning	Independence	Discreet	Nonconformist	Acceptance	Trusting
Unconstrained	Participation	Autonomous	Membership	Intimacy	Belonging	Flexibility

Inclusion

Distinct
Association
Membership
Affiliation
Individualistic
Solitude
Independence
Participation
Acceptance
Peripheral
Networking
Self-reliant
Involved
Detachment
Belonging

Control



Affection

Warm
Caring
Reserved
Detached

Connection

Emotional
Trusting
Discerning
Impersonal
Intimacy

Privacy
Coolness

Personal
Discreet
Formal
Open

Expressed and Wanted behaviours

EXPRESSED

These are behaviours you initiate towards others



WANTED

These are the behaviours you use to receive from others



	Inclusion	Control	Affection
Expressed behaviours	Expressed Inclusion	Expressed Control	Expressed Affection
Wanted behaviours	Wanted Inclusion	Wanted Control	Wanted Affection

Expressed inclusion

High

- Introducing people and taking the initiative to find out about others
- Talking and joking with people
- Opting for group/team approaches to tasks
- Opting to work with others rather than alone



Medium – a mix; it depends

- Opting to work on projects alone
- Preferring written to face to face communication
- Keeping a low profile at work and socially
- Controlling the amount of contact with others

Low



A FIRO profile - Joe



	Inclusion	Control	Affection
Expressed behaviours	High	High	High
Wanted behaviours	Low	Low	High

FIRO and relationships



Joe



Expressed behaviours	High	High	High
Wanted behaviours	Low	Low	High



Joan



Expressed behaviours	Low	Low	Low
Wanted behaviours	High	High	Low

The FIRO model - summary

- The three need areas
 - Inclusion
 - Control
 - Affection
- Expressed and Wanted scores
- High, medium, and low scores
- What the results mean





Back to the research!

Expressed Inclusion and Expressed Control

Expressed Inclusion	% choosing 'Agree' or 'Strongly agree'		
My manager...	Low (0-2)	Medium (3-6)	High (7-9)
Prioritizes diversity and inclusion	72%	54%	28%
Seeks out other people's perspectives, including mine	87%	80%	60%
<i>Group size: n=</i>	29	79	25

Expressed Control	% choosing 'Agree' or 'Strongly agree'		
My manager...	Low (0-2)	Medium (3-6)	High (7-9)
Shows commitment to helping the team collaborate and be inclusive	74%	76%	54%
<i>Group size: n=</i>	35	75	24



Inclusive leadership

I can see how my background and experiences are different from others

I show respect for differences and adapt as required

I see mistakes as opportunities for myself and others to learn and grow

I seek to empathize with others and ensure they feel heard and understood

I regularly seek out the perspectives of others, including those I lead

I am aware of my own personal blind spots and biases

I show commitment to helping my team collaborate effectively and be inclusive of others

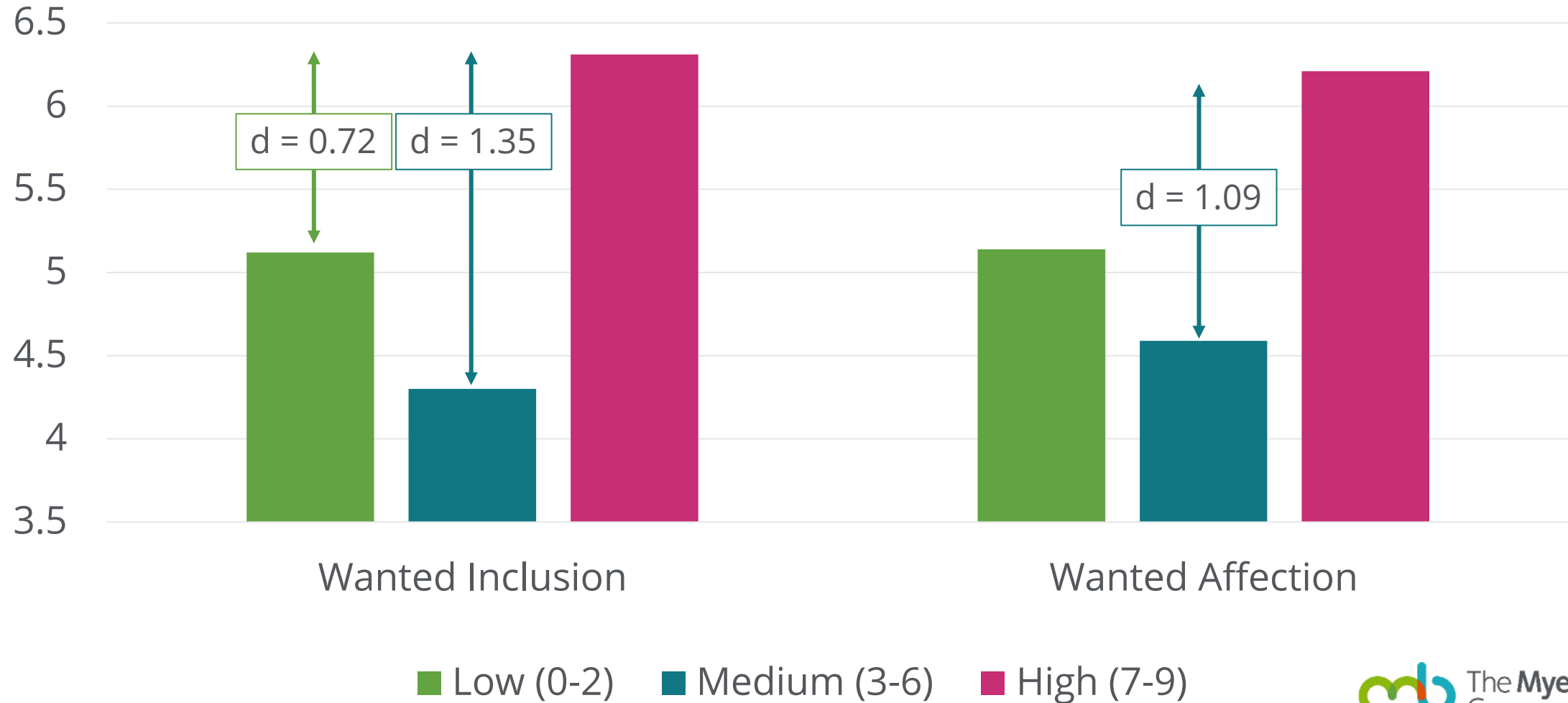
I show commitment to creating a space for diversity of thinking and making others feel included

Diversity and inclusion are personal priorities for me, and for my team

I prioritize learning more about the uniqueness of those I work with

I openly share my awareness of my personal blind spots and biases

FIRO and inclusive leadership



Manager X



	Inclusion	Control	Affection
Expressed behaviours	Low	High	Low
Wanted behaviours	Low	Low	Medium

We've talked about:

- What inclusion is
- Why it is important
- Interpersonal needs
 - The FIRO model
 - Examples of FIRO profiles
- How the FIRO model relates to inclusion
 - Research
 - How to use this information





Next steps

FIRO® virtual certification

Certification

- Next available date: 07-08 Nov

Using the FIRO instrument with Teams

- 09 Nov

More dates and details on the website

Ask about our in-house courses at a time a date that suits your team





Increase trust, influence
and engagement by
understanding behavior



Increase trust, influence and engagement by understanding behavior

FIRO-B® and MBTI® assessments join forces
to help people build trust, develop powerful
relationships and reach their greatest
potential.

[SEE MORE](#)



New Podcast

First 3 episodes now available

- The Psychology of Change
- Leadership, Extraversion and Introversion
- Conflict Management

Next episode end of September

- Connecting with the people you lead



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Questions?



Watching the recording? Email your questions to
webinars@themyersbriggs.com

Thank you!

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