

Increase trust, influence and engagement by understanding behavior

# Presenters



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“ I’ve heard about FIRO. How does it work with MBTI?

Is it worth adding FIRO to my toolkit?

”



# Objectives of today's session

- To highlight how the FIRO® Assessment can **add value** to your use of MBTI® Assessment
- To show how both frameworks can **work together** to add value in leadership coaching
- To show how the FIRO® assessment adds value **in teams** compared with the MBTI® assessment and where you might use both/either
- To look at how both frameworks **complement each other and where the differences are**
- To refer to **FIRO® and MBTI® resources** and training and combined resources

# Why should we care about creating powerful people?



# Why do people operate below capability?

**Lack of awareness:** People can't know what they do not know.

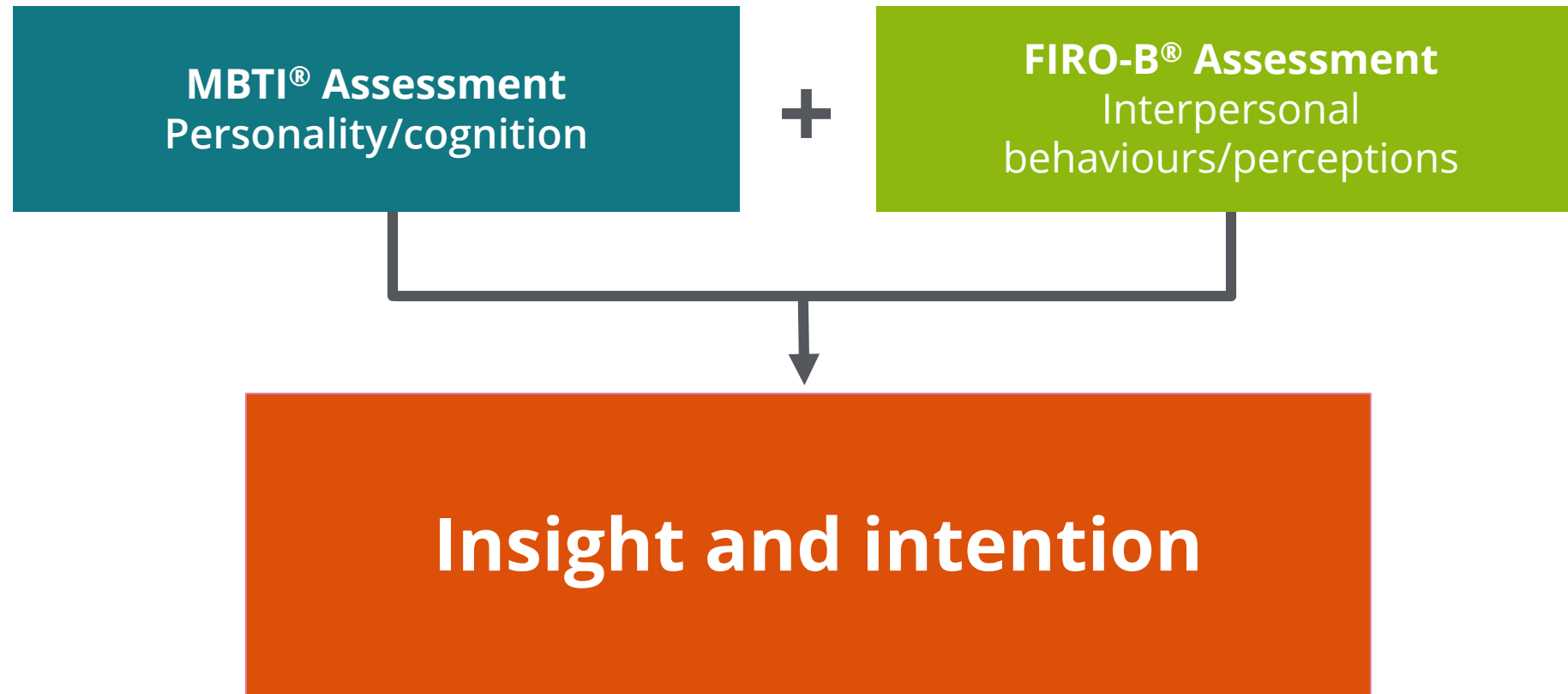
**Lack of understanding:** how behaviours may impact others and how personality, values, and experiences/situations can drive these behaviors.

**Lack of skills:** what behaviours and training to they need?

**Lack of Support:** what support is available to them through their boss, their team, their coach?

# The MBTI® and FIRO-B® Assessments

Why use assessments to build potential and performance?





# Reminder of the MBTI® Framework



# The four MBTI® Preference Pairs

Opposite ways to direct and receive energy

Extraversion (E) | Introversion (I)

Opposite ways to take in information

Sensing (S) | Intuition (N)

Opposite ways to decide and come to conclusions

Thinking (T) | Feeling (F)

Opposite ways to approach the outside world

Judging (J) | Perceiving (P)

# Myers-Briggs® Type Table

<p>Thorough Conscientious Realistic</p> <p><b>ISTJ</b></p> <p>Systematic Organised Reserved</p> <p>Detached Analytical Observant</p> <p>Practical Logical Factual Efficient</p>	<p>Dependable Responsible Loyal</p> <p><b>ISFJ</b></p> <p>Conscientious Organised Understanding</p> <p>Patience Realistic Understanding</p> <p>Organised Practical Detailed Kind</p>	<p>Visionary Imaginative Reflective</p> <p><b>INFJ</b></p> <p>Reserved Empathetic Sensitive</p> <p>Contemplative Idealistic Intense</p> <p>Insightful Caring Compassionate</p>	<p>Innovative Independent Logical</p> <p><b>INTJ</b></p> <p>Competent Productive Theoretical</p> <p>Objective Insightful Demanding</p> <p>Strategic Reflective Conceptual</p>
<p>Realistic Trouble-shooter Factual</p> <p><b>ISTP</b></p> <p>Expedient Detached Objective</p> <p>Adaptable Logical Independent</p> <p>Analytical Emergent Practical</p>	<p>Practical Caring Accommodating</p> <p><b>ISFP</b></p> <p>Kind Considerate Spontaneous</p> <p>Modest Adaptable Gentle Loyal</p> <p>Cooperative Observant Tolerant</p>	<p>Flexible Insightful Developmental</p> <p><b>INFP</b></p> <p>Complex Empathetic Contained</p> <p>Reflective Idealistic Spontaneous</p> <p>Compassionate Caring Imaginative</p>	<p>Theoretical Detached Sceptical</p> <p><b>INTP</b></p> <p>Conceptual Analytical Innovative</p> <p>Strategic Insightful Contained</p> <p>Independent Challenging Logical</p>
<p>Active Logical Trouble-shooter</p> <p><b>ESTP</b></p> <p>Analytical Outgoing Enthusiastic</p> <p>Observant Resourceful Practical</p> <p>Adaptable Spontaneous Realistic</p>	<p>Adaptable Energetic Cooperative</p> <p><b>ESFP</b></p> <p>Realistic Spontaneous Tolerant</p> <p>Playful Gregarious Resourceful</p> <p>Enthusiastic Observant Friendly</p>	<p>Imaginative Energetic Innovative</p> <p><b>ENFP</b></p> <p>Supportive Flexible Enthusiastic</p> <p>Expressive Cooperative Friendly</p> <p>Persuasive Emergent Spontaneous</p>	<p>Enthusiastic Imaginative Flexible</p> <p><b>ENTP</b></p> <p>Outspoken Emergent Theoretical</p> <p>Analytical Challenging Conceptual</p> <p>Enterprising Resourceful Logical</p>
<p>Assertive Decisive Realistic Logical</p> <p><b>ESTJ</b></p> <p>Objective Practical Structured</p> <p>Organised Responsible Efficient</p> <p>Pragmatic Straightforward Direct</p>	<p>Organised Supportive Outgoing</p> <p><b>ESFJ</b></p> <p>Friendly Accepting Decisive Loyal</p> <p>Practical Cooperative Realistic</p> <p>Sympathetic Appreciative Warm</p>	<p>Empathetic Diplomatic Imaginative</p> <p><b>ENFJ</b></p> <p>Friendly Expressive Supportive</p> <p>Persuasive Organised Responsible</p> <p>Collaborative Enthusiastic Warm</p>	<p>Strategic Questioning Theoretical</p> <p><b>ENTJ</b></p> <p>Direct Logical Objective Decisive</p> <p>Confident Assertive Competent</p> <p>Innovative Structured Challenging</p>

# MBTI is useful for

- Understanding the ways in which you **take in information, decide and approach life**
- Appreciating differences in others' approaches more effective co-operation
- Applying at the level of the individual in coaching, team for development and organization for understanding the culture





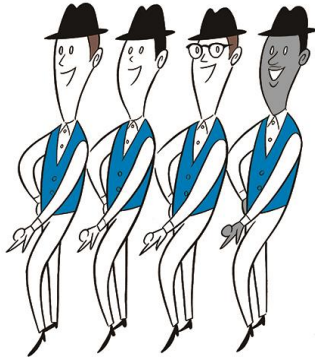
# Introducing the FIRO framework



# Three interpersonal need areas

## Inclusion

The need to belong



## Control

The need for influence



## Affection

The need for intimacy



Also known as:  
**Involvement**  
**Influence**  
**Connection**



# Expressed and Wanted behaviours

## EXPRESSED

These are behaviours you initiate towards others



## WANTED

These are the behaviours you use to receive from others



# FIRO-B scoring matrix



# FIRO scores

9 8 7	<b>High</b> scores
6 5 4 3	<b>Medium</b> scores
2 1 0	<b>Low</b> scores

Scores show:

- how often the behavior is shown – **frequency**
- how many people it is shown to – **selectivity**



# FIRO profiles – easy and strained relationships

Pair A: Complementary relationships

**John**

	Inclusion	Control	Affection
Expressed	H	H	H
Wanted	L	L	H

**Jasper**

	Inclusion	Control	Affection
Expressed	L	L	H
Wanted	H	H	H

# FIRO profiles – easy and strained relationships

Pair B: Strained relationships

## Barney

	Inclusion	Control	Affection
Expressed	L	H	L
Wanted	H	L	L

## Mitchell

	Inclusion	Control	Affection
Expressed	L	H	H
Wanted	H	L	H

# FIRO is useful for

- Understanding your interpersonal needs in three fundamental areas
- Appreciating differences in others' interpersonal needs for more effective co-operation
- Applies at the level of the individual in coaching, team for development and organization for understanding the culture



# Relationship between MBTI and FIRO

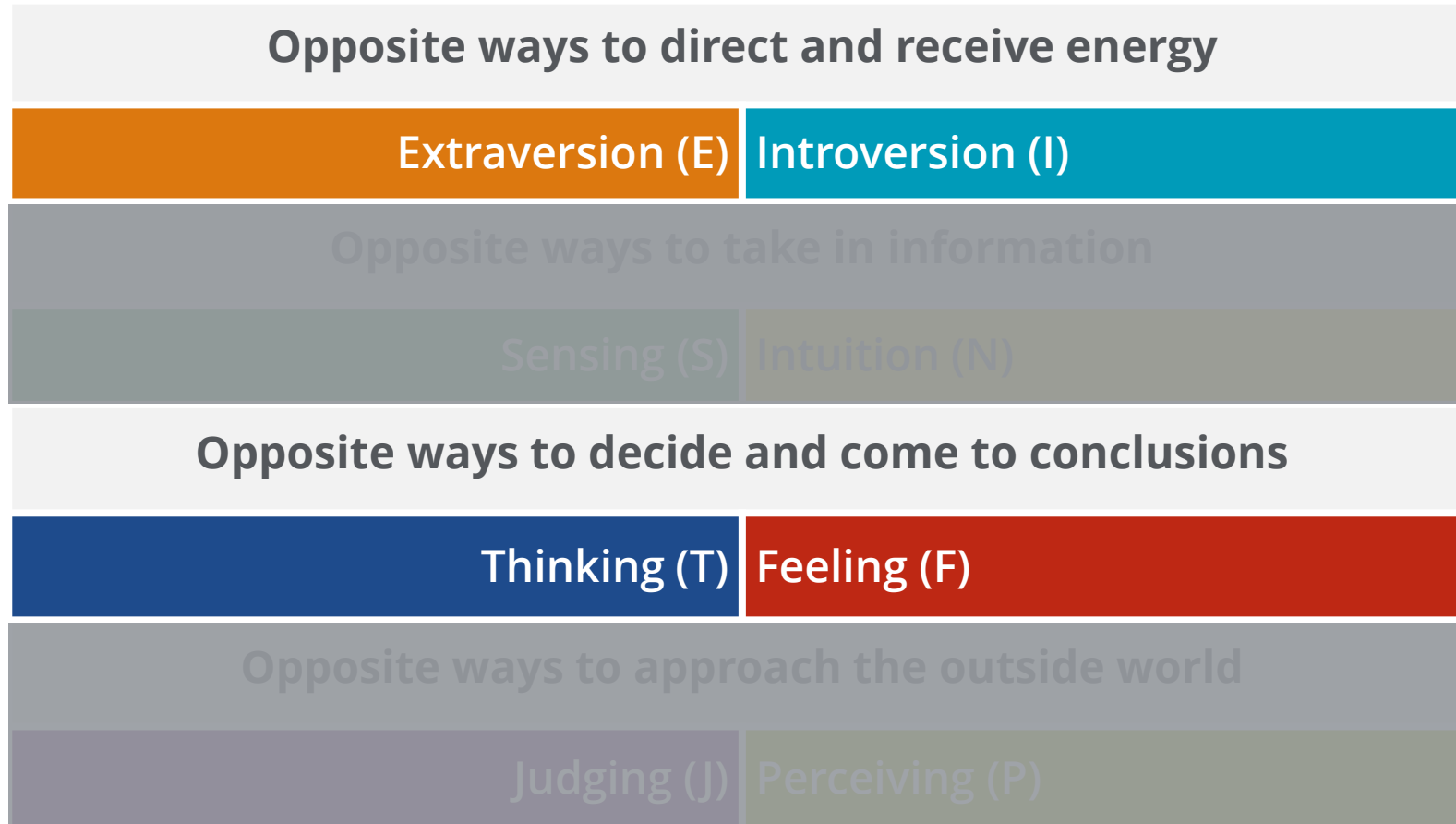
FIRO Assessment Myers-Briggs Type Indicator	el	wl	eC	wC	eA	wA
Extraversion-Introversion						
Sensing-Intuition						
Thinking-Feeling						
Judging-Perceiving						

Correlation of overall Score and E-I was -0.50,  $p < 0.001$

Correlations between the FIRO-B and MBTI Step I instruments

*FIRO-B European Data Supplement Table 2.5*

# The four MBTI dichotomies



# The combinations of orientation of energy and judgment

<b>IT</b> Reserved, analytical and objective	<b>IF</b> Reserved, reflective and sympathetic
<b>EF</b> Sociable, friendly, and sympathetic	<b>ET</b> Active, energetic, and objective

# MBTI and FIRO profiles – contrasts

Meredith **ENFP**

	Inclusion	Control	Affection
Expressed	6	9	7
Wanted	7	3	7

Sandra **ESFJ**

	Inclusion	Control	Affection
Expressed	6	5	3
Wanted	6	6	4

Alison **INTJ**

	Inclusion	Control	Affection
Expressed	3	7	3
Wanted	3	3	5

Sara **ISTJ**

	Inclusion	Control	Affection
Expressed	5	3	5
Wanted	5	4	5

# Control

High Expressed

Low Expressed

Low Wanted

High Wanted



# Control

High Expressed

Likes to **influence**  
Stands out, likes to **be noticed**  
Thrives on **leadership**  
**Competes** and increases territory  
Takes on **responsibility**

Likes a **structured setting**  
Wants to be **clear about rules, policies, objectives**  
Provides others with **structure** and direction  
Respectful of **authority**  
**Hierarchical** leader

Low Expressed

**Live and let live** approach  
Does not want to manage others, values own **independence**  
High ownership for their **own area**  
May seem low key, but likely to **push back** if others try to control them

Wants to be given **direction**  
Asks for **clarification**  
Wants **clear expectations**  
Invests **responsibility** in the system  
Loyal and **dependable supporter**

Low Wanted

High Wanted

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# Individual stories

Peter **ENTP** (reported and best fit ENTP)

“People often ask me whether I have an F preference and I have wondered about this myself”

“Taking FIRO helped me to make sense of this. I am actually pretty analytical in my decision-making approach and definitely “step out” to decide. My high affection scores on FIRO mean I come across as warm and interested in connecting with others”.



# Individual stories

Beth **ENFP** (reported and best fit ENFP)

“Sometimes I come across as pretty task focused to others”

“This makes sense to me, as my high expressed control means I am comfortable taking charge and moving things along. Even though I have an F preference, my affection scores are low to medium. I tend to keep my own counsel. I am known for keeping confidences.”





# Application of MBTI and FIRO in coaching



# MBTI and coaching

## Understanding self

**Raise awareness** of strengths of own type

Recognize when **preferences are out of balance** and the impact of this

Integrate **type dynamics and development** into coaching conversations

## Understanding others

Explore **attitudes to difference**

**Enhance communication**

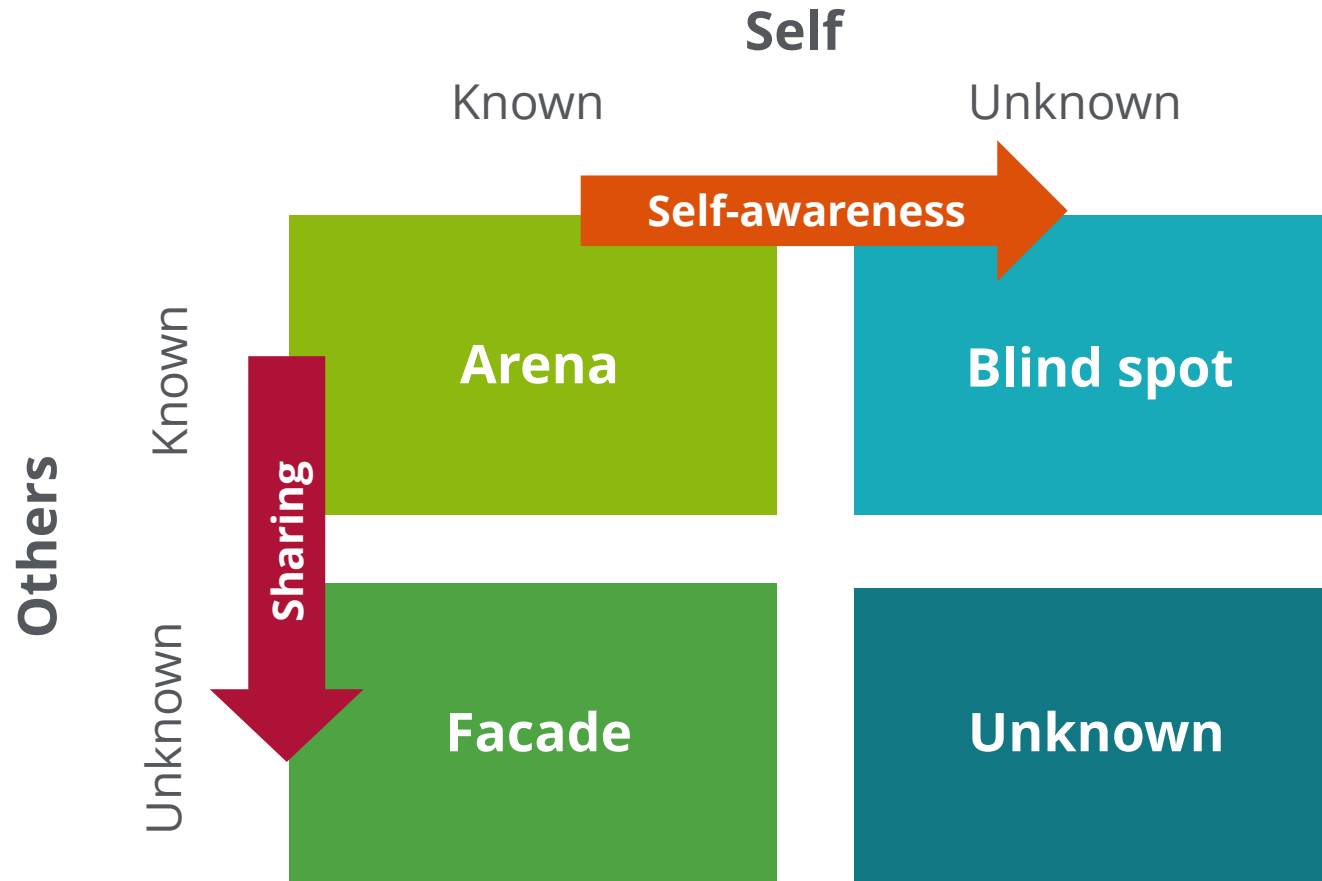
Enable **effective working relationships**

# Using the FIRO-B<sup>®</sup> assessment in coaching

Helps explain how *interpersonal needs drive behavior* and can *impact relationships*.

- Reveal *individual needs* and behavioral tendencies
- Allow for the *“flexing” of one’s leadership style* to *increase trust and influence*.
- Increase self-awareness and uncover the *impact leaders* have on others.
- Allow leaders *to unlock greater performance* in themselves, their people and organization.

# Johari Window

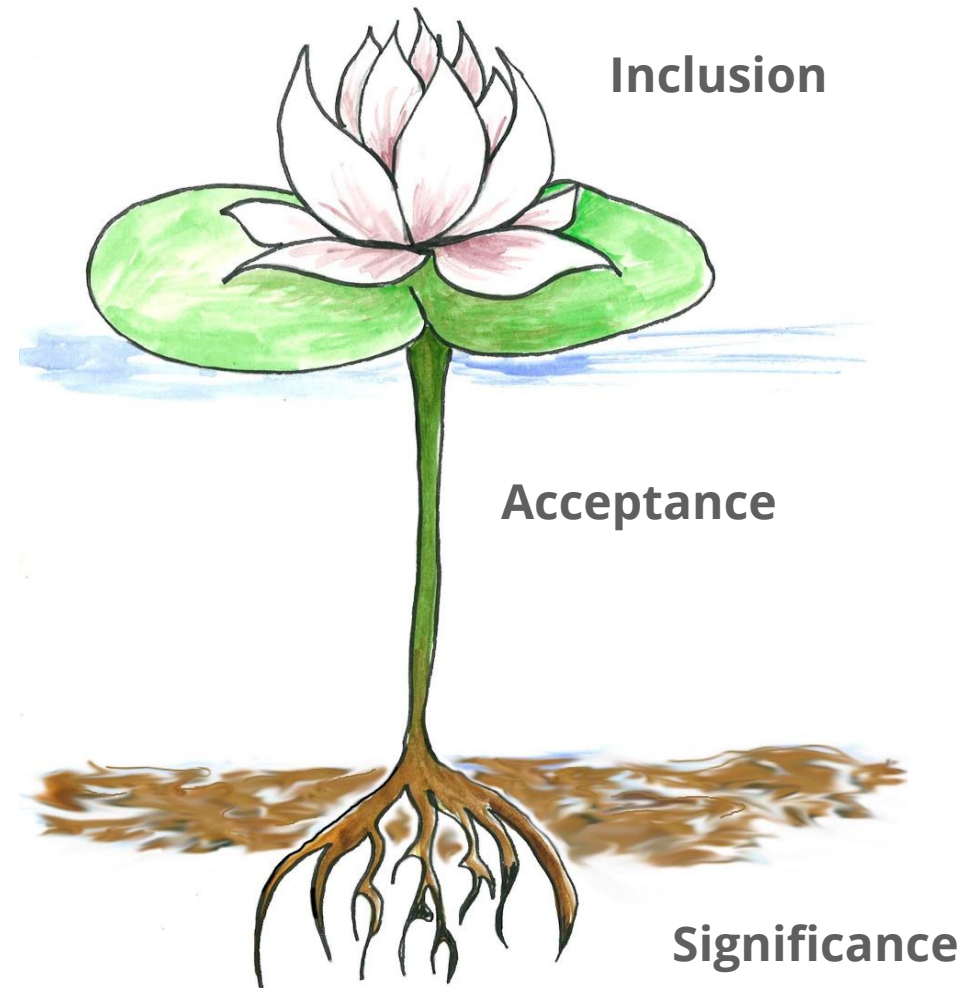




# Key premise of using FIRO-B® Assessment in coaching

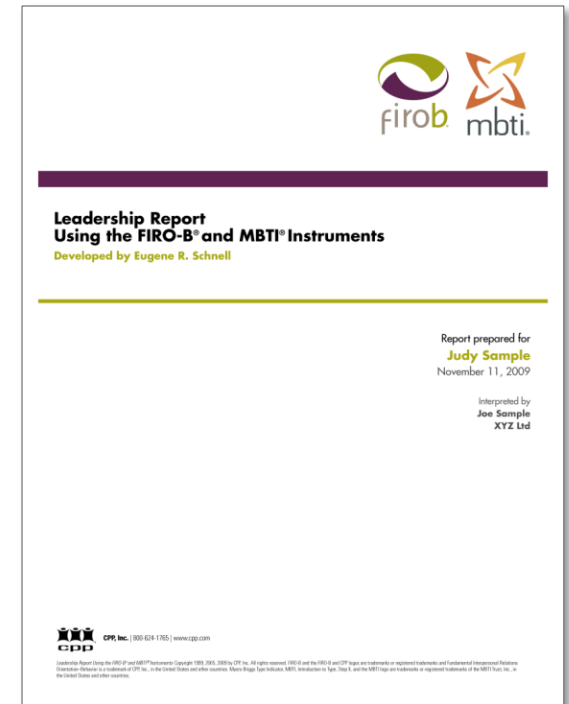
- No FIRO profile is good or bad – ***flexibility is the key***
- Lack of flexibility indicates ***energy may be locked up in self-protection***
- Gaining insight into your own interpersonal needs and drivers ***increases choice and flexibility of behavior***
- Understanding of the different needs of others ***increases effectiveness*** in working together

# Inclusion



# Leadership Report: Using the FIRO-B® and MBTI® Instruments

- Uses MBTI Verified type with FIRO-B results
- Gives insights on your leadership style based on your profiles on each instrument
- Gives information on your Leadership approach based on both instruments, including what you show and expect, how you impact the culture and your basis for power



# Coaching example

Rob **ESTP**

	Inclusion	Control	Affection
Expressed	6	8	2
Wanted	3	2	6











# Application of MBTI and FIRO in teams



# MBTI and teams - themes

- Useful in *Analysis, Design and Delivery stages* of team event
- *Applications are many* and include:
  - problem solving
  - communication
  - conflict
  - and many more!

Team Blind Spots: ESTJ	Suggested Remedies
May make snap decisions and move to action too quickly and then have to redo work later	Make sure the team has spent time discussing all the facts, possibilities, and implications of its decision
May quash new ideas, rejecting them as impractical before giving them a chance	Identify inconsistencies or flaws that need to be dealt with to make the new idea work; imagine a best-case scenario
May fail to recognize trends or see the big picture	Ask what would happen if current behavior could be extrapolated 1, 3, or 5 years into the future
May not see the big picture because the team is too focused on short-term results	Ask how the team goals fit into the goals of the other teams, the larger organization, or the community
The team may steamroll over any and all obstacles	Determine whether the obstacle is a sign of failure to consider something important; try to influence others rather than overwhelming them with power
The team may not celebrate successes	Schedule time to celebrate team successes, even small ones



# FIRO and teams - themes

## Inclusion/Involvement

Belonging

Involvement in meetings

Visibility

Recognition/attention

## Control/Influence

Structure/Flexibility

Authority

Roles and responsibilities

Shared/individual decision making

## Affection/Connection

Support

Openness

Vulnerability

Trust

# Team development



Interpersonal needs

**Inclusion**

**Control**


**Affection**

# FIRO-B and/or MBTI with teams

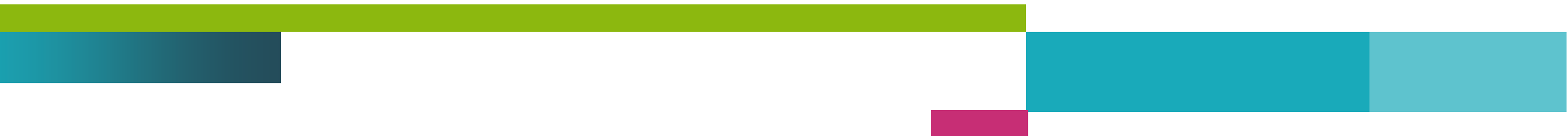
- The instruments are **complementary** and both have something different to say.
- Try **'layering' feedback** from one instrument onto the other – so client can integrate the information and insights from both.
- For some people the **real insight** will come from MBTI and for others from FIRO.
- Usually use of the instruments in **separate sessions** to allow concepts to be internalised. Can compress with smaller and/or mature/experienced groups for an immersion experience.

# FIRO-B and/or MBTI with teams

- It is powerful to use both when you have **enough time and sessions** with a group or individual
- If you only have time to use one, consider whether the **presenting issues** relate more to the MBTI or the FIRO framework.
- In general, the MBTI tool is the more **accessible** instrument for a group or individual – FIRO can feel more **challenging** in content.
- The FIRO assessment would be great to introduce to a group who are know the MBTI assessment and want to **tackle other areas** such as interpersonal needs drivers.



# How are MBTI and FIRO similar and where do they differ?



# Similarities between the MBTI and FIRO-B tools

- Both are based on **theory**
- Both are used for **raising awareness** of psychological processes
- Both help to increase understanding of **differences between self and others**
- Insights are supported through a **two-way feedback process**
- Both allow individuals to develop and **flex** their behaviour
- Both have **deeper roots** (type dynamics, underlying self concept)

# Differences between the MBTI and FIRO-B tools

## MBTI

Works with differences in **cognition** (gathering info/making decisions)

Measures **preferences** (which may be expressed in behavior)

Assumes **type** comes from a natural disposition

Underlying type does not change, (although **lifelong development** takes place)

Individual choice of **best-fit type**, with results giving an indication

## FIRO

Works with differences in **interpersonal needs** (Inclusion/Control/Affection)

Measures **behavior** (but behavior has deeper roots)

Assumes interpersonal needs are established in **early life**

Change in profile can occur if the individual **chooses to change** (although in-depth work is needed to achieve this)

Scores are held up as a **challenge** to self-awareness

# Whether you are working with individuals, teams or cultures, you can use MBTI® and FIRO-B® insights to empower individuals!

- Increase understanding both of **cognitive style** and **interpersonal needs**
- Help leaders to be self aware, poised and **intentional** in their behaviour
- Through understanding self and others, they can work with **congruence and respect**
- Gaining greater impact through effective:

**Involvement**

**Influence**

**Connection**

In their work and workplaces!



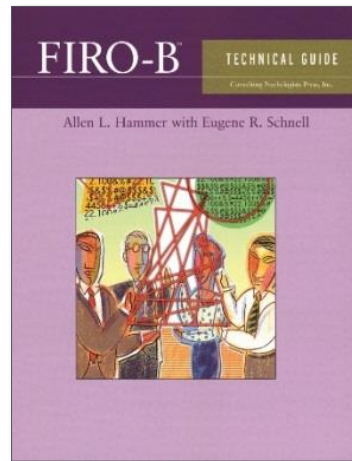


# FIRO training and resources plus combined resources



# FIRO® Foundation Program

- A two-day workshop supported by e-learning to help you feel confident using FIRO assessment with individuals and teams
- A one-day application workshop to zoom in on team applications



**Wanted Inclusion**



**Questions**  
How much do you enjoy being a member of a team and having a sense of belonging?  
Which activities or groups do you want to be involved with?  
How do you react if you are not invited to join a group of people?

**High**

- Finding indirect ways of being noticed (eg distinctive clothes)
- Frequenting social areas such as the canteen or coffee lounge
- Wanting to be invited to things and feeling left out if not
- Dressing to fit in with groups (eg club badges or football club scarves)

**Low**

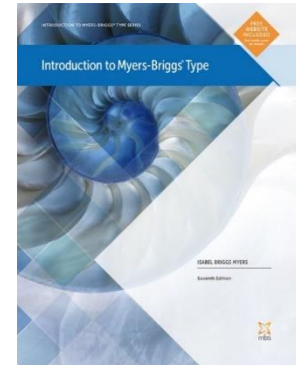
- Keeping a clear distinction between work contacts and personal friends
- Needing time alone to do the best work
- Enjoying quiet and solitude
- Being selective in getting involved in groups



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# MBTI® Foundation Program

- A four-day workshop supported by e-learning to help you feel confident using MBTI assessment with individuals and groups
- Application workshops covering:
  - Coaching and MBTI: Tools and Techniques
  - Type Dynamics and coaching: A deep dive
  - How to deliver MBTI Team events
  - Using the MBTI in Team Development events



# UK 2020 Training Programme Discounts\*

## **FIRO® Foundation Programme**

24-25 February | London

23-24 March | Oxfordshire

## **MBTI® Foundation Programme**

13-15 January | Part 2: 03 March | London

10-12 March | Part 2: 27 April | Oxfordshire

**15% off**

**Book by January 20**

**Quote code:  
Webinar15**

\*Offer based on named courses only, subject to availability. Offer closes January 20, 2020.  
Quote Webinar15 at the time of booking. Not to be used in conjunction with any other offers.



# Any questions?