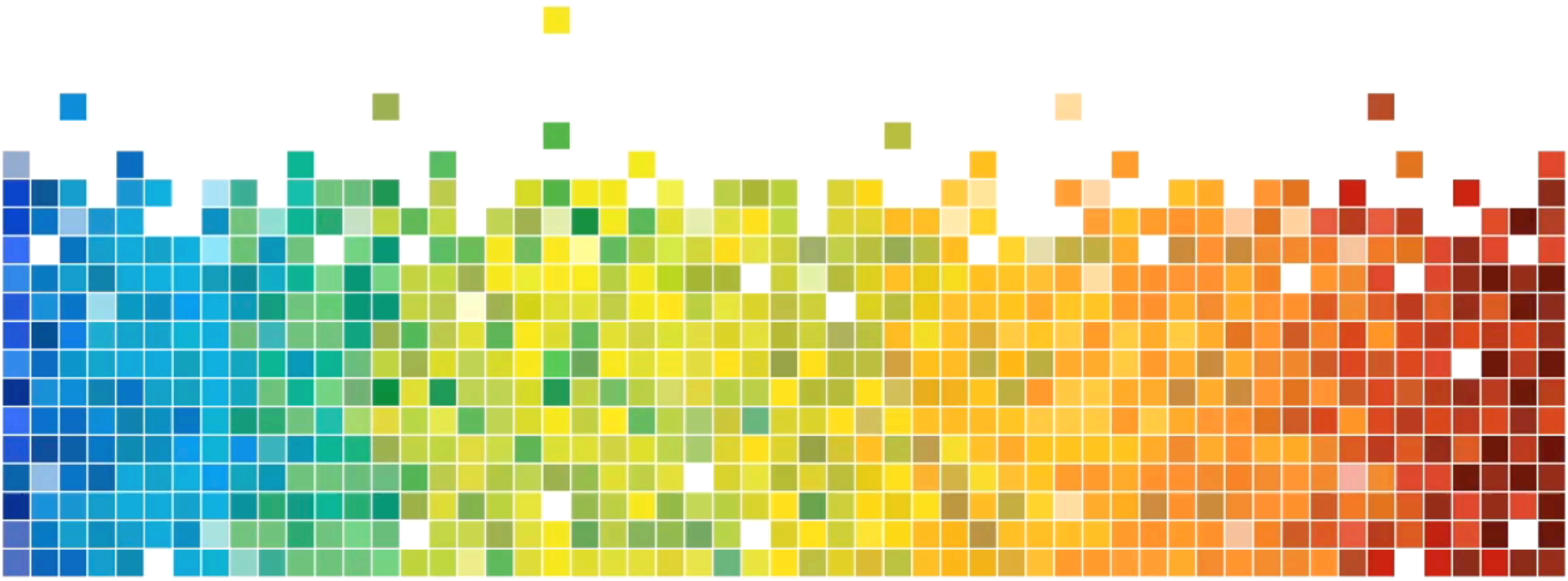


Culture, Leadership and Change

Firo-B

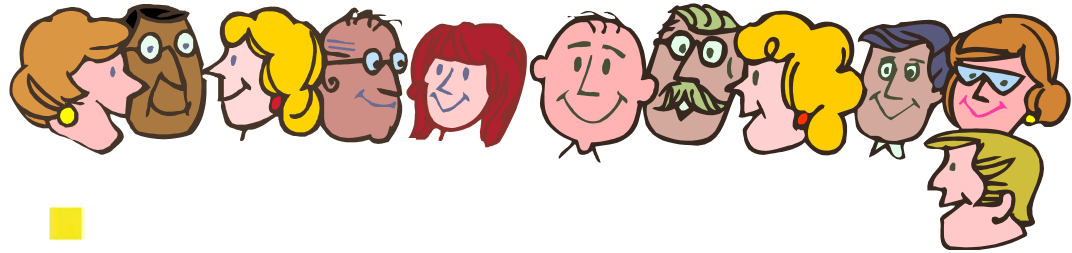


Exercise - Planning For Change



FIRO-B

- 54-Item questionnaire with six (6) response choices.
- Theory of interpersonal relationships



Adapted from Schnell, Eugene R and Hammer, Allen,
Introduction to the FIRO-B in Organizations, CPP 1994.



Applications of FIRO-B

- Personality dynamics
- Career, family, and relationship counseling
- Personnel selection
- Team building
- Leadership and management development



The FIRO-B is not...

- A comprehensive personality test
- A judgment about “bad” or “good” behaviors or “bad” or “good” people
- A measure of abilities, career interests, or achievement



Extraneous Factors That May Affect Your Responses

- Life events that lead to intense self-reflection or withdrawal from others
- Cultural differences affecting the expression of needs
- Misunderstanding the terms
- Consciously trying to avoid extreme responses
- Pressure from the environment to express certain behaviors



Measures Three (3) Fundamental Dimensions of Interpersonal Relationships

3 Interpersonal Needs:

- Inclusion
- Control
- Affection



Measures Three (3) Fundamental Dimensions of Interpersonal Relationships

Inclusion -- the degree to which a person associates with others; concept of moving towards or away from people -- introversion and extraversion are similar.

Control -- the extent to which a person is comfortable with responsibility/leadership.

Affection -- the degree to which a person becomes emotionally involved with others.



Characteristics Associated With the Three Interpersonal Needs

INCLUSION

Distinction
Recognition
Attention
Participation
Involved
Association
Acknowledgement
Contact
Belonging
Acceptance

CONTROL

Power
Authority
Influence
Responsible
Managerial
Directive
Leader
Decisive
Consistent
Regulated

AFFECTION

Personal
Consensus-
Oriented
Sensitive
Empathetic
Open
Affirming
Supportive
Closeness
Faithfulness
Warmth



Measures Three (3) Fundamental Dimensions of Interpersonal Relationships

The instrument assumes that inclusion, **control**, and **affection** are fundamental in understanding and predicting interpersonal behavior. Although many other factors influence a person's behavior, if these three dimensions are known, meaningful inferences can be made.



FIRO-B Scores

For each variable,
two (2) scores (0-9) are obtained:

2 Aspects of Behavior:

- Expressed
- Wanted



FIRO-B Scores

For each variable,
two (2) scores (0-9) are obtained:

“**e**” represents expressed behavior; i.e., overt, observable behavior.

“**w**” represents a person’s wanted behavior; i.e., what the person wants from other people, less observable.



FIRO-B Scores

The extent to which a person will **initiate** the behavior is called the **Expressed** dimension of the need.

The extent to which a person **prefers to be the recipient of those behaviors** is called the **Wanted** dimension of the need.



FIRO-B Scores

For each variable,
two scores (0-9) are obtained:

The instrument actually contains only six questions. Each is repeated with a slight variation nine times. For each item, individuals are asked to choose one of six responses ranging from one extreme, "*USUALLY*," to the other extreme, "*NEVER*."



High and Low Scores

0-1	Very Low	Behavior rarely displayed
2-3	Low	Behavior not typical
4-5	Mid-Range	Tendency toward behavior
6-7	High	Behavior characteristic
8-9	Very High	Behavior strongly characteristic



FIRO-B

Expressed Behavior	Inclusion	Control	Affection
	e	eC	eA
Wanted Behavior	I wI	wC	wA



Cell Scores Represent Your Response to These Questions:

Expressed Inclusion: *How much do I connect with others, in activities or ideas?*

Wanted Inclusion: *How much do I want togetherness or to be part of a network?*

Expressed **Control**: *How much do I take charge, directly or indirectly?*

Wanted **Control**: *How much do I want others to be “in the driver’s seat”?*

Expressed **Affection**: *How much do I share myself with others?*



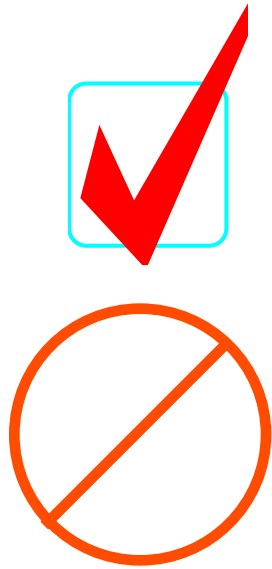
Wanted **Affection**: *How much do I want others to reach out to me?*



FIRO-B

Expressed Inclusion <i>I try to include others in my activities.</i>	Expressed Control <i>I try to exert control, I try to take charge.</i>	Expressed Affection <i>I make efforts to become close and friendly to others.</i>
Wanted Inclusion <i>I want others to include me.</i>	Wanted Control <i>I will let others make decisions.</i>	Wanted Affection <i>I want others to express friendly feelings towards me.</i>

FIRO-B



You decide how
ACCURATE
the report is for
YOU.

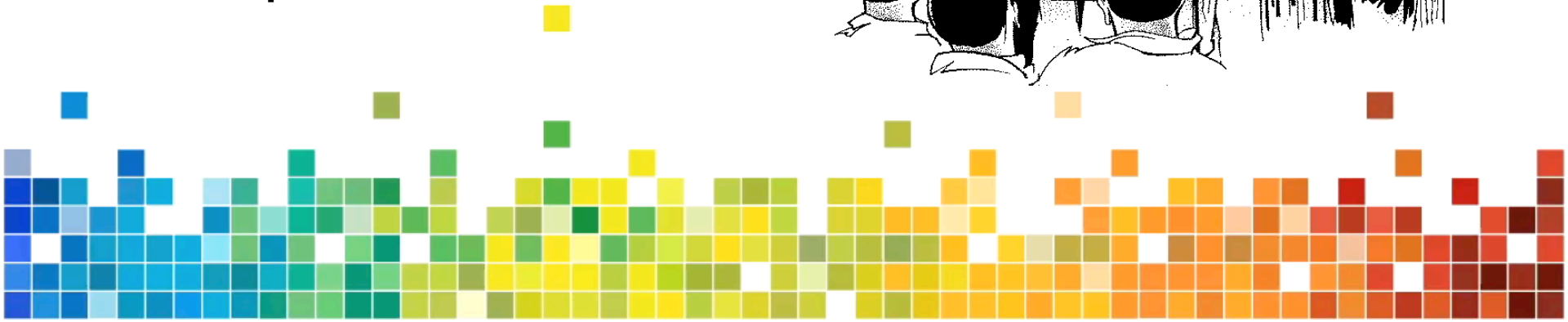


FIRO-B Model

	I
e	I include others in my activities.
w	I want to be included and belong.

INCLUSION

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



FIRO-B Results and the Impressions You Create

Low Expressed Inclusion Score

Difficult to know,
individual, quiet



FIRO-B Results and the Impressions You Create

High Expressed Inclusion Score



Engaging,
connected,
interactive



Typical Behaviors for

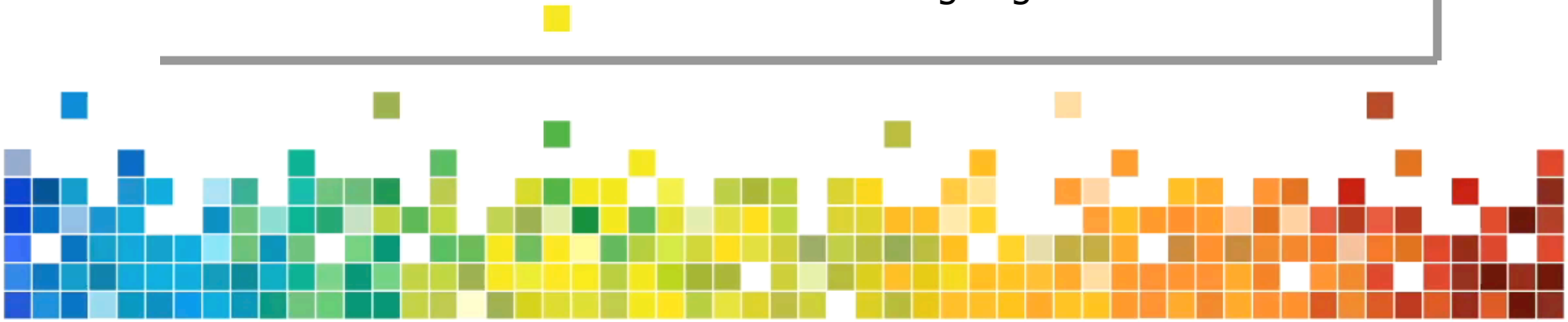
eI		

LOW

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

HIGH

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



FIRO-B Results and the Impressions You Create

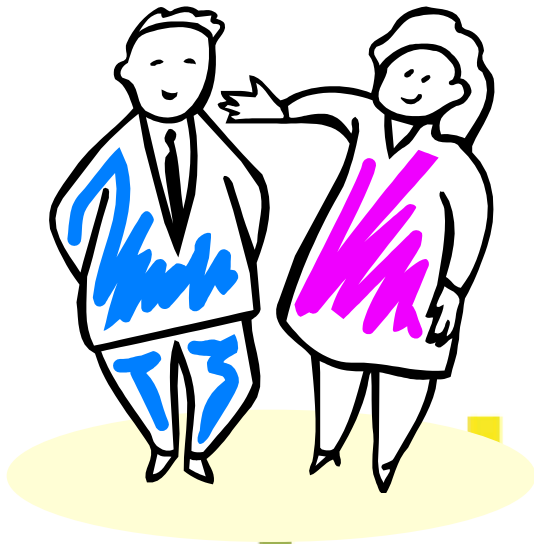
Low Wanted Inclusion Score

Private,
selective,
low-profile



FIRO-B Results and the Impressions You Create

High Wanted Inclusion Score



Center of attention,
humorous, light-hearted



Typical Behaviors for

wI		

LOW

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

HIGH

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



Patterns of Need Fulfillment— INCLUSION

<i>High Expressed (eI)</i> <i>High Wanted (wI)</i>	<i>Low Expressed (eI)</i> <i>High Wanted (wI)</i>
<i>High Expressed (eI)</i> <i>Low Wanted (wI)</i>	<i>Low Expressed (eI)</i> <i>Low Wanted (wI)</i>

Patterns of Need Fulfillment — INCLUSION

High Expressed (eI)

*High
Wanted
(wI)*

- I include others and like to be included.
- I enjoy the opportunity to provide input.
- I don't like to get cut off from information and updates.
- I seek recognition and endorsement from colleagues and superiors.
- I don't make much distinction between work or social gatherings.
- I like to organize social activities with my business associates.
- I may act first to avoid rejection by others.



Patterns of Need Fulfillment — INCLUSION

High Expressed (eI)

*Low
Wanted
(wI)*

I get many invitations but I often turn them down or don't show up.

I pick and choose which company social events to attend.

I have a select group of people that I enjoy working with.

I am not bothered by rejection.

I am exhausted by constant meetings.

I believe it is important to maintain limited “connections” and networks.



Patterns of Need Fulfillment — INCLUSION

Low Expressed (eI)

*High
Wanted
(wI)*

I form relationships based on common interests and skills.
I'd rather "play it safe" than let others know that I want to be included.

I wait for others to invite me to join them.

I sometimes feel inhibited in social settings.

I may overdramatize to gain attention.

I sometimes fear rejection or the loss of relationships.

I want others to acknowledge my efforts.



Patterns of Need Fulfillment — INCLUSION

Low Expressed (eI)

- I prefer working with a small group of people.
- I avoid forming too many friendships at work.
- I may discourage invitations to company social events.
- I avoid being the focus of attention in meetings.
- I find recognition less important than accomplishment of the task.
- I need time alone to do my best work.

*Low
Wanted
(wI)*



INCLUSION

General Social Area

Low Expressed score means that the person is uncomfortable around people and will tend to move away from them.

High Expressed score suggests that the person is comfortable in social settings and will tend to move toward people.

Low Wanted score means that the person is selective about with whom association takes place.

High Wanted score means that the person has a strong need to belong and to be accepted.



CONTROL

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



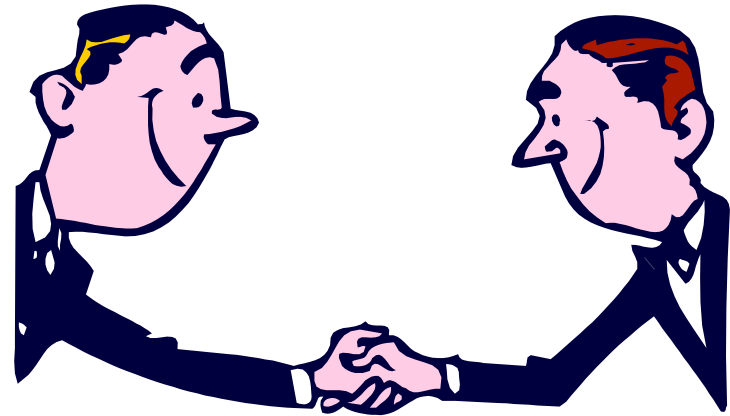
FIRO-B Model

	C
e	I exert control and influence over people and things.
w	I want others to control and influence me.

FIRO-B Results and the Impressions You Create

Low Expressed Control Score

Easy-going, flexible,
unstructured

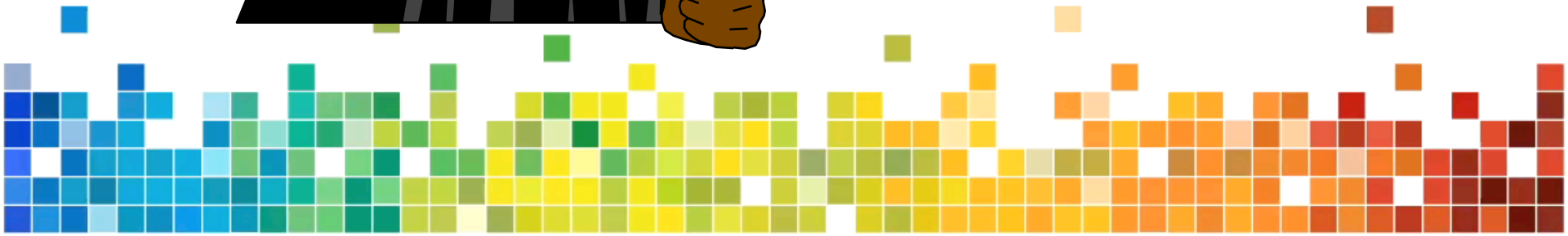


FIRO-B Results and the Impressions You Create

High Expressed Control Score



Structured, dominant,
intense, exacting



Typical Behaviors for

	eC	

LOW

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

HIGH

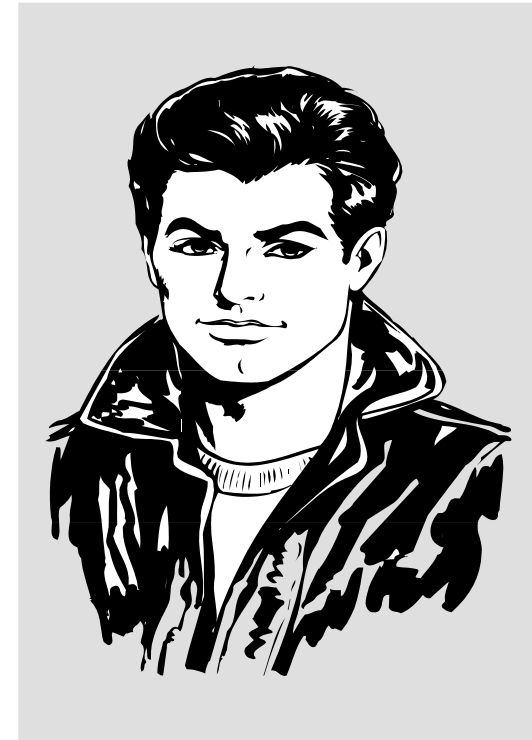
- Likes to direct people
- Makes decisions readily
- Organizes self and others
- Seems confident
- Wants challenges



FIRO-B Results and the Impressions You Create

Low Wanted Control Score

Confrontational,
independent,
rebellious



FIRO-B Results and the Impressions You Create

High Wanted Control Score



Dependent,
compliant,
submissive



Typical Behaviors for

	wC	

LOW

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

HIGH

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



Patterns of Need Fulfillment—CONTROL

<i>High Expressed (eC)</i> <i>High Wanted (wC)</i>	<i>Low Expressed (eC)</i> <i>High Wanted (wC)</i>
<i>High Expressed (eC)</i> <i>Low Wanted (wC)</i>	<i>Low Expressed (eC)</i> <i>Low Wanted (wC)</i>

Patterns of Need Fulfillment—CONTROL

High Expressed (eC)

*High
Wanted
(wC)*

I like to provide structure for others.

I work very hard and then “kick back” and let other run the show.

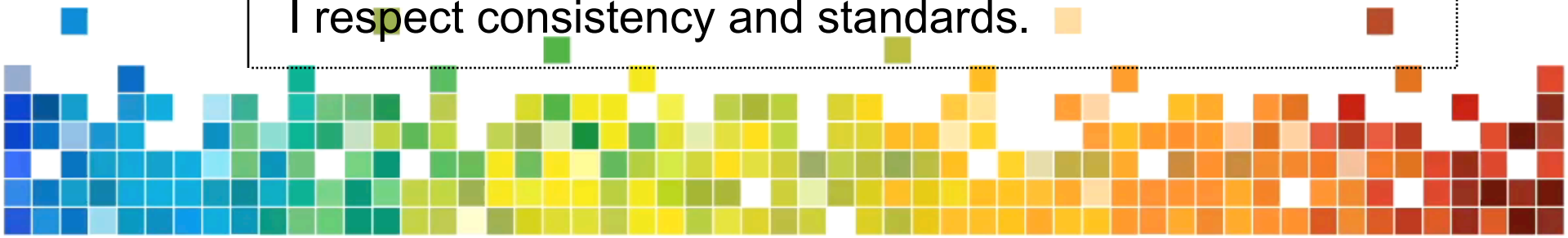
I relate well to authorities in the organization.

I tolerate control from others.

I enjoy making decisions *and* following orders.

I search for broad organizational issues where I can take charge and fulfill mandates.

I respect consistency and standards.



Patterns of Need Fulfillment—CONTROL

High Expressed (eC)

*Low
Wanted
(wC)*

I enjoy taking control and being recognized.

I am uncomfortable delegating responsibility.

I can be very competitive and demand perfection from others.

I set high goals for myself and others.

I want the autonomy to do the job myself.

I believe that I can extend my abilities into almost any new area. ■

I may veto decisions I've asked others to make. ■

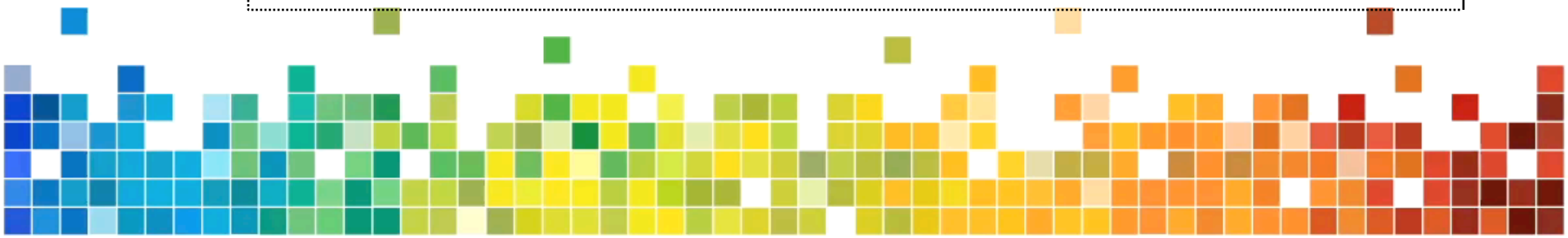


Patterns of Need Fulfillment—CONTROL

Low Expressed (eC)

*High
Wanted
(wC)*

- I accept control from those in authority.
- I am not interested in gaining influence.
- I am a loyal and cooperative follower.
- I am frustrated by inconsistencies.
- I prefer to work according to set procedures.
- I prefer to check my decisions with others.
- I prefer extensive orientation and training when in a new job.



Patterns of Need Fulfillment—CONTROL

Low Expressed (eC)

*Low
Wanted
(wC)*

I prefer not to make important decisions.

I don't want to be closely supervised.

I can be stubborn and rebellious.

I think of myself as self-sufficient.

I am hesitant to ask for help or acknowledge difficulties.

I want to move at my own speed.

I like to work on projects that aren't politicized.



CONTROL

Leadership Area

Low Expressed score means that the person may try to avoid making decisions and taking on responsibility.

High Expressed score indicates that the person can and does take on the responsibilities involved in a leadership role.

Low Wanted score suggests that the person does not want to be controlled by others.

High Wanted score reflects abdication of responsibility and a disposition toward accepting control from others. For some women, a high score may merely be a measure of “tolerance” rather than the degree of control desired.



AFFECTION

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

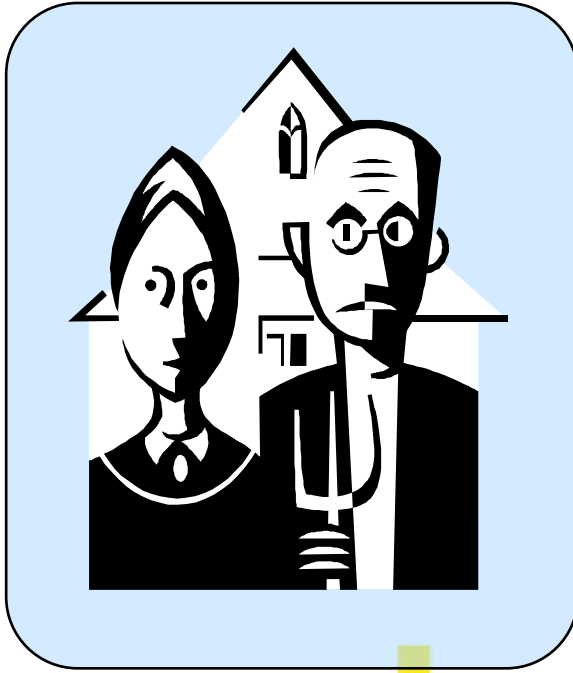


FIRO-B Model

	A
e	I make efforts to be close to people.
w	I want others to try to become close to me.

FIRO-B Results and the Impressions You Create

Low Expressed Affection Score



Aloof, tentative,
business-like, rational



FIRO-B Results and the Impressions You Create

High Expressed Affection Score



Warm, reassuring,
open, concerned



Typical Behaviors for

		eA

LOW

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

HIGH

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



FIRO-B Results and the Impressions You Create

Low Wanted Affection Score

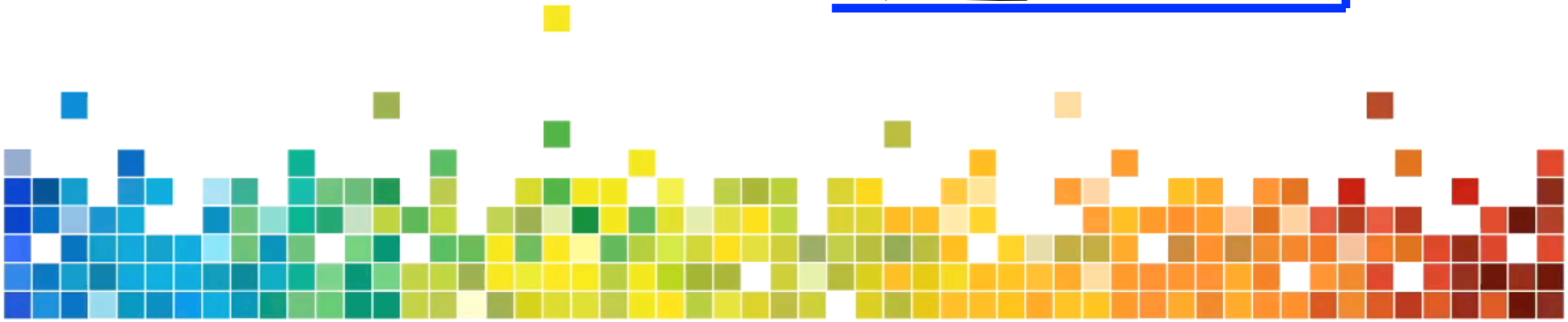
Distant, cautious,
aloof, closed



FIRO-B Results and the Impressions You Create

High Wanted Affection Score

Approachable,
sensitive,
considerate



Typical Behaviors for

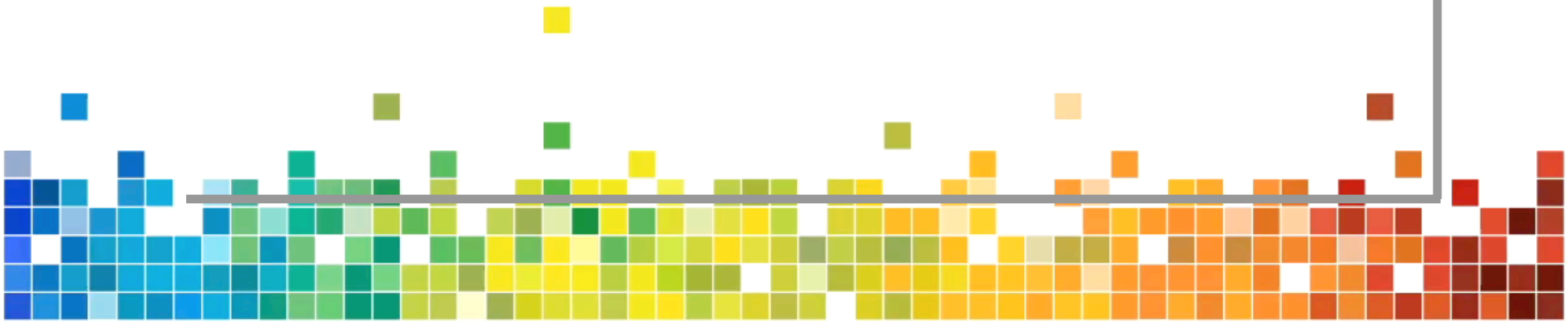
		WA

LOW

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

HIGH

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



Patterns of Need Fulfillment— **AFFECTION**

<i>High Expressed (eA)</i> <i>High Wanted (wA)</i>	<i>Low Expressed (eA)</i> <i>High Wanted (wA)</i>
<i>High Expressed (eA)</i> <i>Low Wanted (wA)</i>	<i>Low Expressed (eA)</i> <i>Low Wanted (wA)</i>

Patterns of Need Fulfillment—AFFECTION

High Expressed (eA)

*High
Wanted
(wA)*

I am friendly, open, and optimistic.

I value trustworthiness.

I have difficulty controlling interruptions at work.

I motivate others by praise and support and am best motivated in the same way.

I enjoy resolving conflicts and negotiating.

I feel sad when group projects or regular contact with colleagues ends.



Patterns of Need Fulfillment—**AFFECTION**

High Expressed (eA)

*Low
Wanted
(wA)*

I am generally friendly but I am selective about close relationships.

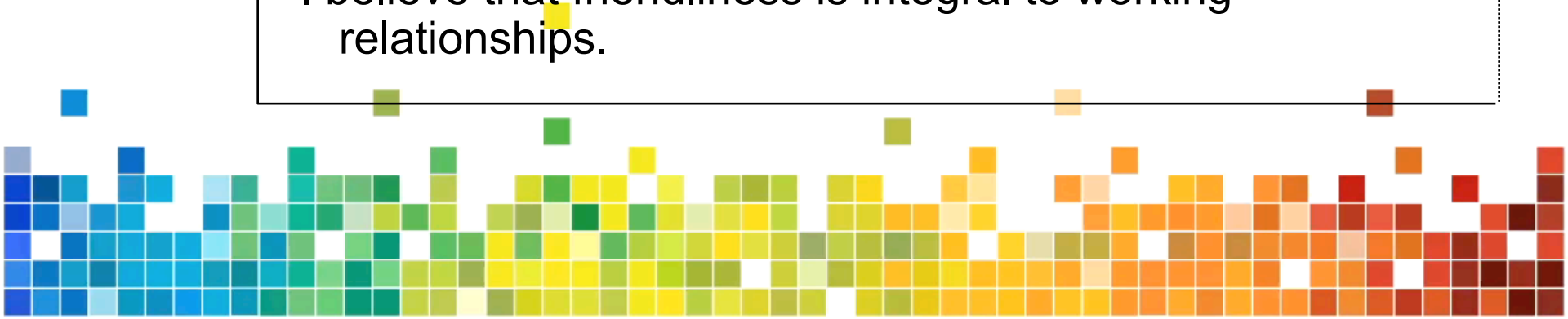
I use praise to motivate others but find it unnecessary myself.

I limit close working relationships to a select few.

I may wonder if others' interest in me is sincere.

I am comfortable disclosing personal information but do not expect others to reciprocate.

I believe that friendliness is integral to working relationships.



Patterns of Need Fulfillment—**AFFECTION**

Low Expressed (eA)

*High
Wanted
(wA)*

I believe that too much self-disclosure is unprofessional.
I know more about colleagues than they know about me.
I may have difficulty saying “no” to requests to take on more work.
I avoid conflict but am willing to facilitate.
I gain closeness from others by managing undesirable projects.



Patterns of Need Fulfillment—**AFFECTION**

Low Expressed (eA)

*Low
Wanted
(wA)*

I tend to be task-oriented and business-like.

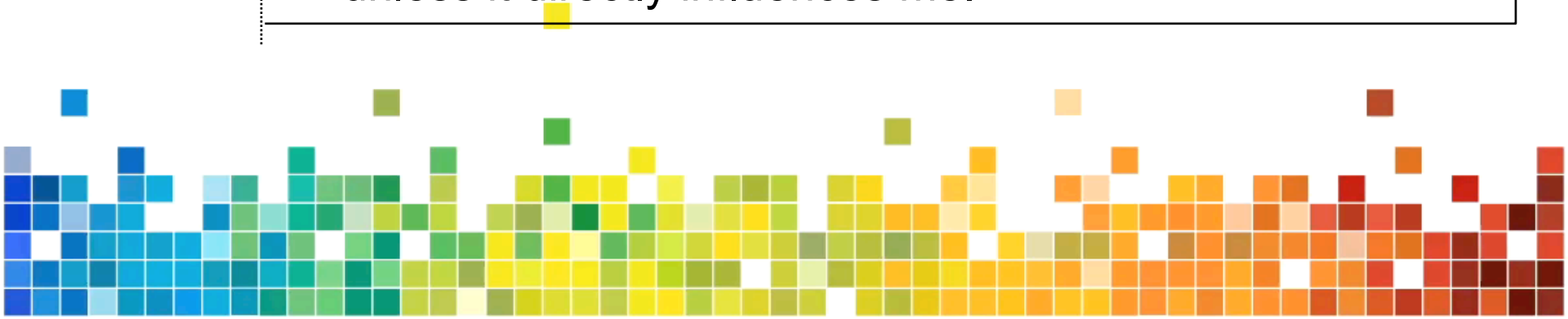
I feel uncomfortable with expressiveness or affection at work.

I enjoy my privacy.

I do not seek reassurance from others, nor do I provide it.

I prefer observing to participating.

I often do not have a reaction or opinion to an issue unless it directly influences me.



AFFECTION

Need for Deep Relationships

Low Expressed score describes a person who is cautious about initiating the development of close, intimate relationships.

High Expressed score suggests that the person can readily become emotionally involved, establishing intimate relationships with others.

Low Wanted score indicates that the person is very selective about with whom deep relationships are formed.

High Wanted score describes a person who wants others to initiate close intimate relationships.



Total Need Scores

eI	+	eC	+	eA	=	Total Expressed Behavior
+		+		+		
wI	+	wC	+	wA	=	Total Wanted Behavior
=		=		=		
Total Need for Inclusion	+	Total Need for Control	+	Total Need for Affection	=	Overall Need Score

Total Need Scores

Scores of 0 to 5 (Low): indicate that you are indifferent to satisfying this need.

Scores of 6 to 12 (Medium): suggests that you will characteristically express or elicit the related social behaviors to fulfill this need.

Scores of 13 to 18 (High): indicated that you will consistently pursue this need by expressing or eliciting the interpersonal behaviors related to these needs.

The need with the highest Total Need score is the interpersonal area where you are the most comfortable.



If your strongest need area is:

INCLUSION

You will focus on “fitting in,” making new connections, becoming known, and getting involved.

CONTROL

You will focus on understanding the order and structure of the situation—who is in charge, how decisions are made, rules and policies, and work priorities.

AFFECTION

You will focus on establishing trust relationships, exchanging reactions and opinions, developing a meaningful role, and building loyalty.



Total Need Scores

The Total Need scores allow you to predict which interpersonal dimensions you are most willing to give up in different social situations.



The lowest score—your weakest need area—is the one you are most likely to be willing to give up.

The highest score—your strongest need area—is the one you will be least willing to sacrifice.



*Situations that consistently
allow you to satisfy
your strongest need areas by
expressing or receiving the related
behaviors
are ones that you will return to
repeatedly.*



Organizational Culture

The interpersonal needs of everyone in the organization, perhaps particularly those of the leaders, affect the climate or culture of the organization.

The organizational culture reflects how each of the interpersonal needs—INCLUSION, **CONTROL**, and **AFFECTION**—are manifested in the organization.



Organizational Culture Issues

When an organizational culture emphasizes INCLUSION, there may be:

- ◆ Access to powerful decision-makers
- ◆ Free exchange of information
- ◆ Acceptance of new employees
- ◆ Informal individual connections
- ◆ Widespread involvement and recognition
- ◆ Climate of openness and fairness
- ◆ Commitment and loyalty to relationships



Organizational Culture Issues

When an organizational culture does not emphasize INCLUSION, there may be:

- Barriers to the inner circle
- Isolation and fragmentation of subgroups
- Resistance to diversity
- Formality that may interfere with creativity
- Limited acknowledgment and recognition
- Playing favorites
- Limited consideration of others' ideas and opinions



Organizational Culture Issues

*When an organizational culture emphasizes **CONTROL**, there may be:*

- ◆ Concentration of power
- ◆ Over-dependence of staff on managers
- ◆ Blind obedience
- ◆ Win-lose competition between individuals and departments
- ◆ Clear and consistent policies/procedures
- ◆ Dominance over others
- ◆ Decisiveness and accountability



Organizational Culture Issues

*When an organizational culture does not emphasize **CONTROL**, there may be:*

- ◆ Wide distribution of power
- ◆ Free exchange of criticism and opinion
- ◆ Policy and procedures adapted to fit special contexts
- ◆ Overlapping responsibilities between people and departments
- ◆ Flexibility to cope with environmental changes
- ◆ General direction provided along with autonomy
- ◆ Encouragement for use of negotiation and persuasion



Organizational Culture Issues

*When an organizational culture emphasizes **AFFECTION**, there may be:*

- ◆ Tolerance for emotionality and irrationality
- ◆ Performance beyond expectations and obligations
- ◆ General level of optimism
- ◆ Warmth and “family” feeling
- ◆ Frankness and candor of feedback
- ◆ Encouragement and support given and received
- ◆ Trust between management and staff



Organizational Culture Issues

*When an organizational culture does not emphasize **AFFECTION**, there may be:*

- ◆ Suppression of conflict
- ◆ Doing only what is expected
- ◆ General level of pessimism
- ◆ Cold environment
- ◆ Pervasive skepticism and testing of loyalties
- ◆ Limited responsiveness to personal concerns
- ◆ Lack of trust



What Kind of Leader Are You?

If your strongest need is Inclusion, you will strive to be a leader who:

- Focuses on fairness and involving your employees
- Integrates divergent interests
- Gains legitimacy through endorsement and consent
- Enjoys serving and benefiting the common welfare
- Desires to have a noticeable impact
- Likes to be viewed as a popular leader
- Is gratified by public recognition



What Kind of Leader Are You?

*If your strongest need is **Control**, you will strive to be a leader who:*

- Focuses on the task to be accomplished
- Meets deadlines
- Provides structure and gives instructions
- Sticks firmly to final decisions
- Develops challenging goals
- Gains legitimacy through task skill and proficiency



What Kind of Leader Are You?

*If your strongest need is **Affection**, you will strive to be a leader who:*

- Focuses on developing human resources
- Strives to increase and maintain employee satisfaction
- Encourages and supports others
- Minimizes conflict
- Gains legitimacy through personal commitment and loyalty
- Wants to serve and nurture
- Invites feedback
- Respects honest communication

