Fundamental Interpersonal Relations Orientation – Behavior™ Instrument

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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)
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

<table>
<thead>
<tr>
<th>Expressed toward Others</th>
<th>Inclusion</th>
<th>Control</th>
<th>Affection</th>
</tr>
</thead>
<tbody>
<tr>
<td>eI</td>
<td>I join other people and I include others. (0 to 9)</td>
<td>eC</td>
<td>I take charge and I influence people. (0 to 9)</td>
</tr>
<tr>
<td>wI</td>
<td>I want other people to include me. (0 to 9)</td>
<td>wC</td>
<td>I want others to control me or give me directions. (0 to 9)</td>
</tr>
</tbody>
</table>

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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

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## 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?

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

<table>
<thead>
<tr>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
</tr>
</thead>
</table>

**Expressed:**
- Quiet
- Difficult to know
- Very reserved

**Wanted:**
- Private
- Little concern for popularity
- Need for acceptance
- Hate to be left out

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Typical Behavior for:

**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:

**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 (el)**

- 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

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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?

<table>
<thead>
<tr>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
</tr>
</thead>
</table>

**Expressed:**
- Flexible
- Easygoing
- Little interest in power

**Wanted:**
- Independent
- Prefers autonomy
- Rebellious

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Typical Behavior for:

**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

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Typical Behavior for:

<table>
<thead>
<tr>
<th>HIGH</th>
<th>LOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Wants direction or guidance</td>
<td>• Appears independent</td>
</tr>
<tr>
<td>• Concerned about rules</td>
<td>• Works with, not for others</td>
</tr>
<tr>
<td>• Supports others</td>
<td>• Follows through on decisions</td>
</tr>
<tr>
<td>• Cooperative</td>
<td>• Rejects structure</td>
</tr>
<tr>
<td>• Methodical and orderly</td>
<td></td>
</tr>
<tr>
<td>• Wants structure</td>
<td></td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Behaviors Indicating Expressed Control (eC)</th>
<th>Behaviors Indicating Wanted Control (wC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Assuming positions of authority</td>
<td>• Asking for help on the job</td>
</tr>
<tr>
<td>• Advancing an idea within the group</td>
<td>• Involving others in decision making</td>
</tr>
<tr>
<td>• Taking a competitive stance and making winning a priority</td>
<td>• Requesting precise instructions and clarification</td>
</tr>
<tr>
<td>• Managing the conversation</td>
<td>• Deferring to the wishes, needs, and requests of others</td>
</tr>
<tr>
<td>• Influencing others’ opinions</td>
<td>• Asking for permission and circulating progress for others to consider</td>
</tr>
<tr>
<td>• Establishing structured tasks, procedures, policies</td>
<td></td>
</tr>
</tbody>
</table>
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

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# 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?

<table>
<thead>
<tr>
<th>Expressed:</th>
<th>Warm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Businesslike</td>
<td></td>
</tr>
<tr>
<td>Rational</td>
<td>Caring</td>
</tr>
<tr>
<td>Aloof</td>
<td>Reassuring</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Wanted:</th>
<th>Approachable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distant</td>
<td>Considerate</td>
</tr>
<tr>
<td>Cautious</td>
<td>Sensitive</td>
</tr>
<tr>
<td>Closed</td>
<td></td>
</tr>
</tbody>
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Typical Behavior for:

<table>
<thead>
<tr>
<th>HIGH</th>
<th>LOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Open and trusting</td>
<td>• Appears unfeeling</td>
</tr>
<tr>
<td>• Warm and friendly</td>
<td>• Seems calm and aloof</td>
</tr>
<tr>
<td>• Expresses feelings</td>
<td>• Appears objective and formal</td>
</tr>
<tr>
<td>• Gives acknowledgment</td>
<td>• Appears unemotional</td>
</tr>
<tr>
<td>• Shows support</td>
<td></td>
</tr>
<tr>
<td>• Shows encouragement</td>
<td></td>
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Typical Behavior for:

**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

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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
- 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

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<table>
<thead>
<tr>
<th>Scores</th>
<th>Inclusion</th>
<th>Control</th>
<th>Affection</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-2 Low</td>
<td><strong>Low</strong>: Hesitant to initiate in unfamiliar social situations&lt;br&gt;<strong>Medium</strong>: Comfortable in most social situations&lt;br&gt;<strong>High</strong>: Outgoing and enjoys social situations</td>
<td><strong>Low</strong>: Resists making decisions for others&lt;br&gt;<strong>Medium</strong>: Usually doesn’t mind making decisions for self and others&lt;br&gt;<strong>High</strong>: Often pushes to make decisions for self and others</td>
<td><strong>Low</strong>: Very hesitant to show openness and/or warmth&lt;br&gt;<strong>Medium</strong>: Sometimes enjoys showing openness and warmth&lt;br&gt;<strong>High</strong>: Almost always displays openness and warmth</td>
</tr>
<tr>
<td>3-6 Medium</td>
<td><strong>Low</strong>: Hesitant to respond easily to an approach in a social situation&lt;br&gt;<strong>Medium</strong>: Usually comfortable with being approached in a social situation&lt;br&gt;<strong>High</strong>: Really enjoys being approached in a social situation</td>
<td><strong>Low</strong>: Resists and/or resents others deciding things for them&lt;br&gt;<strong>Medium</strong>: Mixed feelings about people trying to influence their decisions&lt;br&gt;<strong>High</strong>: Prefers others making decisions which influence them</td>
<td><strong>Low</strong>: Typically avoids others being open and warm with them&lt;br&gt;<strong>Medium</strong>: Some mixed feelings about people being open and warm with them&lt;br&gt;<strong>High</strong>: Almost always wants others to show openness and warmth</td>
</tr>
<tr>
<td>7-9 High</td>
<td><strong>Low</strong>: Hesitant to respond easily to an approach in a social situation&lt;br&gt;<strong>Medium</strong>: Usually comfortable with being approached in a social situation&lt;br&gt;<strong>High</strong>: Really enjoys being approached in a social situation</td>
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</table>

**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?

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FIRO-B® Instrument Norms by Organizational Level

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FIRO-B® Instrument Norms by Ethnic Group

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Theory Group Development

Inclusion Issues

Control Issues

Affection Issues

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Theory Group Development

Self-Awareness

Who is running the motor?

What is my relationship to others on the boat?

Should I go for a boat ride?

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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

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Group Atmosphere Description

High Affection:

• Members are candid about their feelings

• Members consider others’ feelings when resolving differences

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Group Atmosphere Description

Low Affection:

• Personality issues and personal relations on or off the job are discouraged

• Members are businesslike or impersonal