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# PART 1

## INTRODUCTION

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### WHAT IS THE FIRO-B® ASSESSMENT?

The FIRO-B® (*Fundamental Interpersonal Relations Orientation–Behavior™*) assessment is a powerful personality questionnaire that measures how you typically behave with other people and how you expect them to act toward you. Its interpretation can dramatically increase your understanding of behavior in areas such as:

- How you come across to others—and why this may not be the way you see yourself or the impression you might intend to make.
- How and why conflict develops between well-meaning people.
- How to understand your own needs, and how to manage them as you interact with others.

The FIRO-B assessment, first developed in the late 1950s, is now one of the most widely used tools for helping people better understand themselves and how they can work more effectively with others. With a wealth of continuing research to validate its results, the value of the FIRO-B assessment is increasingly acknowledged by professionals and respondents alike in areas such as these:

- Personal development seminars
- Communication workshops
- Individual and couple counseling
- Management development
- Career development
- Team building and development

### AIMS OF THE FIRO-B® ASSESSMENT

Will Schutz, PhD, developed the FIRO-B assessment on the theory that beyond our survival needs—food, shelter, and warmth—we each have unique interpersonal needs that strongly motivate us. These needs relate to areas he called Inclusion, Control, and Affection, which will be defined in the next section. Just as with our biological needs, we become uncomfortable and anxious if our own unique “set point,” or set of psychic needs, is not being met.

The FIRO-B assessment offers you a way of identifying the set of interpersonal needs that is most comfortable for you. Since each person’s set point is unique, there are no right or wrong answers to the questions asked.

According to psychological theory, your current circumstances, repeated experiences, and responses to these occurrences encourage or reinforce the way you behave. The FIRO-B assessment expands on this theory by maintaining that you are not necessarily bound by your typical behaviors and can choose how you respond to a situation. Being aware of your natural tendencies allows you to choose whether a particular behavior is (or isn’t) appropriate at a specific time. Therefore, FIRO-B results may change when you form new behavioral habits or in response to what is currently happening in your life.

FIRO-B results can be used to:

- Show current patterns of interpersonal behavior and expectations.
- Raise questions about how satisfied or dissatisfied you are with these patterns.
- Suggest alternative ways of behaving to increase your effectiveness if you are not satisfied with your current patterns.

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## WHAT THE FIRO-B® ASSESSMENT MEASURES

The FIRO-B assessment 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, acknowledgment, 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-on-one relationships and your behavior 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-on-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, likability, friendship, confidante, intimacy, personal interest, encouragement, support, openness, confiding, sharing feelings, care, concern, consideration, reassurance, dislike, emotional distance, coolness, hostility, rejection, being impersonal

The FIRO-B assessment measures two dimensions for each need.

### **EXPRESSED**

This dimension indicates how much you prefer to initiate the behavior. 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 behavior toward 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 the activities of others?
- 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 assessment'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 summarizes how strong your need is for general interpersonal contact and interaction. The scoring range is 0 to 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 to 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 to 26	Medium-Low	Interaction with others in all 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 to 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-on-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 to 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-on-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 with 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 to 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 to 7	Low	<b>For Expressed:</b> You usually do not initiate activities with others. <b>For Wanted:</b> You usually do not want others to initiate activities.
8 to 19	Medium	<b>For Expressed:</b> Sometimes you initiate activities with others; sometimes you don't. <b>For Wanted:</b> Sometimes you want others to initiate activities with you; sometimes you don't.
20 to 27	High	<b>For Expressed:</b> You usually initiate activities with others. <b>For Wanted:</b> 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 toward others. For example, What do they want? What seems appropriate at the time? What do you feel like doing at the moment?