



firoTM
BUSINESS

Feedback Workbook

Name:

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Contents

About this workbook	1
FIRO feedback process	2
Contracting	3
• Purpose	4
Introducing	6
• Scoring	8
Discovering	10
• FIRO Business matrix	12
• Involvement	14
• Influence	16
• Connection	18
• Total Expressed v Total Wanted	20
• Core driver	21
• Total overall need	22
• What have I learnt?	23
Applying	24

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About this workbook



This workbook is designed to help you reflect and record your journey of discovery into FIRO's accessible and universally applicable framework.

FIRO's simple structure reveals how individuals can shape and adapt their individual behaviours, influence others effectively and build trust among colleagues. FIRO's aim is to help individuals to understand the underlying drivers behind their interactions with others.

In this book, you will see reference to FIRO and FIRO Business. This is because there are two products in the FIRO family – FIRO-B and FIRO Business – and this book focuses on FIRO Business. When we use FIRO in the text, it's because we are referring to FIRO generally.

“For many – perhaps most – people, the primary source of joy is other people



Will C. Schutz

Joy: Expanding Human Awareness (1968)

firo™ feedback process

Contracting

Purpose | Boundaries | Confidentiality

Introducing

FIRO | Background | Scoring | Interpersonal needs

Discovering

Expressed and Wanted | Three need areas | Total needs



Self development

Teams
Work style

Applying

Leadership
Career

Organisational culture

Contracting



Completing the FIRO questionnaire is always voluntary.

During the feedback it is fine to talk only about the things you feel comfortable sharing.

Everything you discuss in your FIRO feedback is confidential.

It's up to you whether you share your FIRO profile with others, although sharing your insights and interpersonal needs can be beneficial in building understanding.

FIRO profiles can vary greatly among people and there is no ideal profile – just different people with different needs.

Purpose

The FIRO instrument can help you to raise your self-awareness by discovering more about your interpersonal needs.

It adds a new, complementary perspective to your experience of relationships with others.

FIRO insights can be applied to any situation where you interact with others.

Here are some examples of areas in which the FIRO instrument can help:

- Improving relationships
- Working more effectively with others
- Developing your leadership style
- Understanding sources of conflict between people
- Managing your career
- Understanding the behaviour of others
- Identifying key aspects of job satisfaction for you
- Analysing how you fit with organisational culture



What would you like to get out of your FIRO exploration? Are there any areas in which your interpersonal relationships can be improved?

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What would be your ideal outcome?

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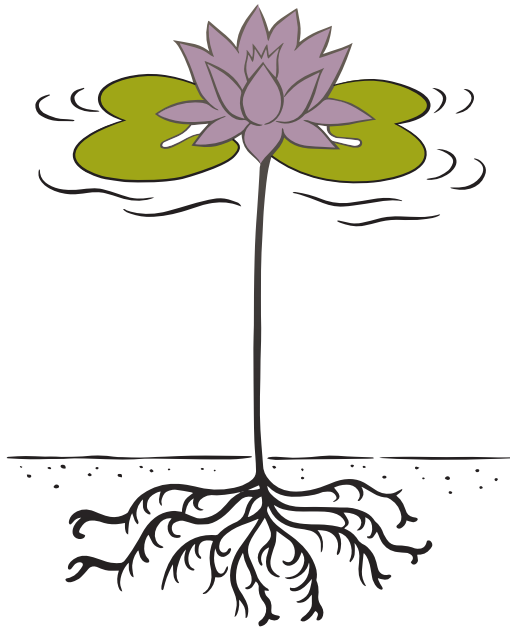
“People need people
Will Schutz’s 3 year-old daughter



Introducing

FIRO stands for:

Fundamental
Interpersonal
Relations
Orientation



The FIRO Business framework looks at interpersonal needs as basic as food, water and shelter.

An analogy of a water lily can be used to understand the FIRO theory better.

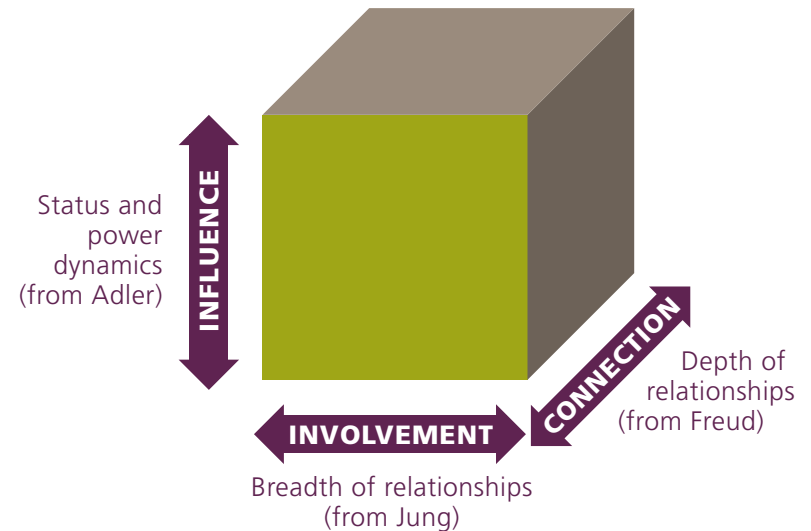
The roots of the water lily represent your self-concept. The stem represents your feelings. The flower represents the visible behaviours that result from these deeper aspects of your personality.

The focus in working with the FIRO instrument is on surface behaviours that can be seen and which sit above the deeper interpersonal needs.



The FIRO framework was designed by Will Schutz.

He conducted a literature search and studied aspects of respected psychological theories:



He also conducted his own research in the US Navy into what makes teams effective. He identified three areas of need: **Involvement, Influence and Connection.**

Scoring

Your FIRO Business scores range from 0% to 100% according to your interpersonal needs in the three areas of **Involvement, Influence and Connection**.

LOW	MEDIUM	HIGH
0%–35%	36%–64%	65%–100%

High scores (65%–100%)

HIGH FREQUENCY You need this often		LOW SELECTIVITY You prefer this from everyone
--	---	---

Like many musicians playing many notes, people with high FIRO Business scores have their many interpersonal needs met by a wide range of people.

Low scores (0%–35%)

LOW FREQUENCY You need this infrequently		HIGH SELECTIVITY You prefer this from few people
--	---	--

Like one musician playing only one note, people with low FIRO Business scores have their few interpersonal needs met by a few select people.

Medium scores (36%–64%)

These need probing as there are different possible meanings for medium scores and behaviour can vary according to the situation. It could be that you seek medium frequency and medium selectivity or:

LOW FREQUENCY You don't need this often		LOW SELECTIVITY You prefer this from everyone
---	---	---

Like many musicians playing only one note each, you might have few interpersonal needs but prefer to have them met by a wide range of people.


HIGH FREQUENCY You need this often		HIGH SELECTIVITY You prefer this from few people
--	--	--

Like a single musician playing many notes, you might have a few select people you rely on frequently to meet your needs.

Discovering

The three need areas:

INVOLVEMENT



The need to belong

INFLUENCE



The need for influence

CONNECTION



The need for intimacy

Expressed and Wanted:

EXPRESSED

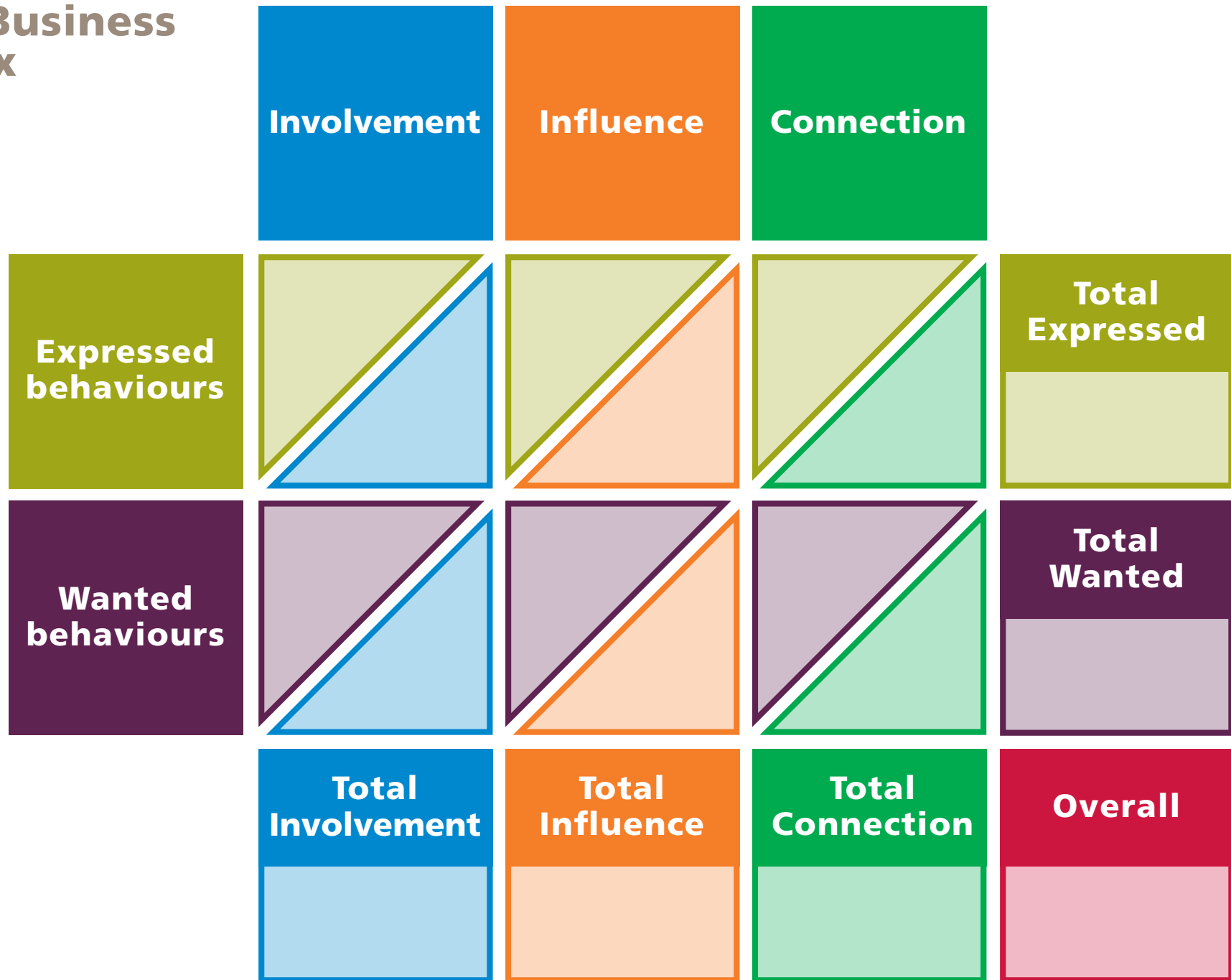
These are behaviours you initiate towards others in the need areas



WANTED

These are the behaviours you show in relation to what you wish to receive from others

FIRO Business matrix



Involvement

EXPRESSED INVOLVEMENT

The extent to which I make efforts to include and involve others in my activities



HIGH

LOW



WANTED INVOLVEMENT

The extent to which I want others to include me in their activities



HIGH

LOW



How do my Involvement scores impact on me, my relationships and the purpose I identified earlier?

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What do I notice about the difference between my Expressed and Wanted Involvement scores?

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What actions do I wish to take from what I've learnt about Involvement?

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EXPRESSED INFLUENCE

The extent to which I make efforts to control and influence others



HIGH

LOW



WANTED INFLUENCE

The extent to which I want to be in an environment that provides me with structure and clarity



HIGH

LOW



How do my Influence scores impact on me, my relationships and the purpose I identified earlier?

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What do I notice about the difference between my Expressed and Wanted Influence scores?

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What actions do I wish to take from what I've learnt about Influence?

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Connection

EXPRESSED CONNECTION

The extent to which I make efforts to be warm and friendly to others



HIGH

LOW



WANTED CONNECTION

The extent to which I want others to be warm and friendly to me



HIGH

LOW



How do my Connection scores impact on me, my relationships and the purpose I identified earlier?

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What do I notice about the difference between my Expressed and Wanted Connection scores?

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What actions do I wish to take from what I've learnt about Connection?

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Total Expressed v Total Wanted



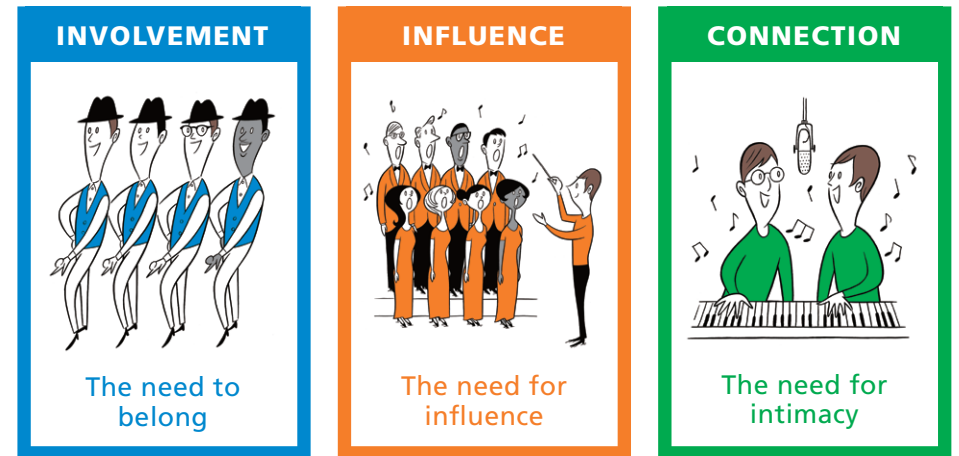
 Is there a difference between my total Expressed and total Wanted scores?
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 What impact does this have on me?
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 What impact does this have on others?
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Core driver

This is the largest combined Expressed and Wanted need area score.



 Which of the three need areas is most important to me?
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 What will I try to do differently in the future?
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 How does this need area affect the way I work in my role?
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Total overall need



 Is my total overall need score high, medium or low, and how does that impact on me and my situation?

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 When is it important for me to flex my style when others have much lower or higher total overall need scores? How can I do this?

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What have I learnt?




 What have been the big surprises or the most interesting aspects of this feedback?

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 What would I like more time to reflect on?

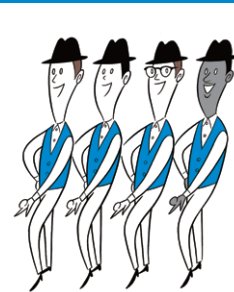
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INVOLVEMENT



The need to belong

INFLUENCE



The need for influence

CONNECTION



The need for intimacy

Applying



How do my FIRO scores impact on the purpose I identified at the start of this process?

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What have I learnt about my interpersonal needs and behaviours?

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What actions do I wish to take from what I've learnt about myself from the FIRO framework?

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