

the FIRO-B[®] instrument

the key to productive relationships

A unique measure of interpersonal needs, relationship styles and behaviour

The Fundamental Interpersonal Relations Orientation[®] – Behaviour (FIRO-B[®]) instrument is a unique tool that focuses on interpersonal relationship styles to examine how a person typically behaves towards others, and how they would like others to behave towards them. It is an exceptionally powerful tool for increasing self-awareness, and for helping to understand different workplace relationships and the impact of one person's style on others.

FIRO-B

What is the FIRO-B instrument?

The FIRO-B instrument is a world-leading personality questionnaire focusing on interpersonal relationship styles.

It assesses three interpersonal 'need areas' and, for each of these, explores how you behave towards others and how you would like others to behave towards you. This difference between what you want from others and what you express towards others can be the reason behind many complex and difficult relationship issues, which is why when other tools and methods have not been effective, the FIRO-B instrument is often the answer. It can identify sources of tension with striking accuracy

The FIRO-B instrument is based on a theory developed by Will Schutz. He argued that, beyond core physiological needs such as food and shelter, individuals have three basic interpersonal needs that motivate their behaviour. In his work, Schutz focused on understanding and predicting interactions between individuals and in groups. This resulted in his theory of interpersonal behaviour on which the FIRO-B instrument is based.

Since its development in the late 1950s, the FIRO-B tool has been thoroughly researched. Validity evidence has been accumulated specifically in relation to:

- Other psychometric tools, including the MBTI[®] and 16PF[®] instruments
- Leadership skills and competencies
- Compatibility of teams and its impact on task completion

How does this tool improve my work?

The instrument can be used in one-to-one, team or group situations. The qualified user has a range of applications at their disposal, providing the versatility demanded in contemporary workplace environments.



The FIRO-B tool increases self-awareness and enhances workplace relationships. It works well in one-to-one or team settings and is particularly effective within senior teams where personality differences can be an obstacle to achieving goals.

Individuals using the tool learn about any discrepancies between what they need and what they display. This new awareness both maximises the chances of their needs being met, and helps them manage their impact on others, leading to more productive relationships. It can also help them gain insight into the type of environment in which they are likely to thrive – a powerful lever for organisational engagement.

Who is the tool suitable for?

The instrument is suitable for employees at all levels, including board level.

How do I get started?

You'll need to complete the following qualification:

- FIRO-B Qualifying Programme

How can I use the instrument?

This tool works best in:

- Team development and communication
- Awareness of fit to future role
- Leadership development
- Relationship with stakeholders
- Conflict management
- Coaching at all levels

What does the instrument look at?

The results of the questionnaire and feedback session will reveal how the individual interacts with others, based on the following three interpersonal needs:

- Inclusion - how you participate in forming relationships with others
- Control - how you prefer to be involved in decision-making, control and influence
- Affection - how you build rapport and openness in one-to-one relationships

The individual displays either an 'Expressed' or 'Wanted' need, showing the extent to which they initiate or wish others to initiate that behaviour.

The three interpersonal need areas explored by the FIRO-B instrument:

Inclusion

How much you participate in forming relationships with others

Control

How much you prefer to be involved in decision-making, control and influence

Affection

How much rapport and openness you build with others

An individual displays an '**Expressed**' and '**Wanted**' need of varying degrees for each area, showing the extent to which they initiate or wish others to initiate that behaviour.



What are the benefits for me and my organisation?

- Professionally led feedback sessions and comprehensive narrative reports give practical suggestions to improve relationships or increase effectiveness
- This tool can be easily combined with others, such as the MBTI instrument, to present a comprehensive view of personal style for use in self and group development
- When used in coaching, the FIRO-B instrument will help an individual understand their motivation, choices and flexibility in working with others
- When used as part of a team programme, the FIRO-B assessment enables the team to open up, giving them an objective, practical framework that can be used to overcome barriers that prevent effective team operations and communication

What formats are available?

FIRO-B is available both online through OPPassessment or by paper and pencil administration. OPPassessment is the online system for administering and scoring OPP's portfolio of instruments. It offers a fast, easy and secure way to complete and analyse candidate responses, and to produce professional reports.

Expert reports

Sample reports are available from our website at www.opp.eu.com/samples.

FIRO-B Interpretive Report for Organisations

The Interpretive Report for Organisations (IRO) draws on the FIRO-B instrument's analysis of interpersonal needs in an organisational setting. The FIRO-B IRO specifically highlights individual needs of Inclusion, Control and Affection and explores these results in relation to the work environment. The report helps individuals in planning career development, increasing their job satisfaction, improving their effectiveness in teams and identifying the strengths and development areas of their leadership style.

The report includes:

- An initial narrative of the respondent's FIRO-B results, including associated behaviours and indications
- Patterns of need fulfilment in the three areas
- Detailed exploration of the implications of the results in three areas (Career development, Team effectiveness and Leadership) and opportunities for improvement within these areas

FIRO-B Profile Report

This entry-level FIRO-B report provides practitioners with the fundamental elements of respondent scores in a FIRO-B grid format.

The report includes:

- Descriptions of the three fundamental dimensions of interpersonal needs
- The respondent's FIRO-B scores on Inclusion, Control and Affection presented in an easy-to-understand grid format

How can I buy?

For more information about FIRO-B or other OPP products, contact our Customer Service team on **0845 603 9958**.

To start using OPPassessment - which has no set-up fee or annual license fee - email enquiry@opp.eu.com or telephone our Customer Service team on **0845 603 9958**.