



Your Success is our Benchmark

FIRO-B

Introduction to the FIRO-B Needs Analysis

FIRO-B stands for **Fundamental Interpersonal Relations Orientation - Behaviour**. It was originally developed to identify how military personnel would work together in groups.

FIRO-B explains how personal needs affect interpersonal relationships. It provides a useful focus for leadership development, teambuilding, mentoring programmes and organisational change.

The instrument measures how individuals behave toward others and the behaviours they want back. At team level, FIRO-B helps to describe group norms/team culture, the compatibility of individuals and their orientation to working in teams. Areas of harmony

Insights are provided into leadership styles and levels of visibility within an organisation. These are especially important if the leader needs to persuade and influence others.

Interpretation of an individual's FIRO-B profile can provide further insights into areas such as:

- How individuals "come across" to others and why this may not be the real person, nor the impression they intended to create.
- How and why conflict develops between well-meaning people.
- How people can manage their own needs as they interact with others.



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Inclusion Interpretation

"Inhibited Individual" (Low Expressed, High Wanted)

They tend to "play it safe and wait for the invitation" - communicates a "false message" that association is not wanted when in fact it is. As a result of this, they may have to wait a long time for an invitation. Knowing that they are acceptable, welcome and belong is far more important than actual, in fact, participation with others.

Control Interpretation

"The Rebel" (Low Expressed, Low Wanted)

When both Control scores are very low, these individuals not only avoid making decisions and taking on responsibility, but also are most comfortable when others do not attempt to control them. They do not tell others what to do, but by the same token they do not want others to tell them what to do. Their basic attitude is, "I will stay off your back, but you stay off mine." They are neither dependent nor inadequate, but they do have doubts about their ability to handle new areas of responsibility; they need to be certain they know what they are doing so that they will not make fools of themselves. Old familiar areas of responsibility do not bother them; it is the new, untried and untested areas that make them anxious. Rebels have a good potential for leadership, but they will move into new areas of responsibility only at their own speed. They cannot be rushed.

Affection Interpretation

"Careful Moderation" Low Expressed, Moderate Wanted

Those with low expressed Affection scores and moderate wanted Affection scores want affection but are cautious about initiating a close personal relationship. They must know and trust the other person before becoming emotionally involved. The onus is placed on the other person to show their "colors" first. If the other person expresses affection toward them, then they are capable of relaxing their defense of cautiousness. Unlike the "Cautious Lover," they do not make excessive demands on others for affection. They tend not only to be more realistic, prudent and practical in the amount of affection sought, but also to be better able to tolerate encounters with unaffectionate or hostile individuals in their environment.