

The FIRO-B® Instrument

Addressing the core of personality

This tool looks at three interpersonal 'need areas', identifying sources of tension within an individual's profile. Ambiguities in these areas can be the reason behind complex and difficult relationship issues, so when other tools have not been effective, the FIRO instrument is often the answer.



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.

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.

What does the instrument look at?

The results of the questionnaire and feedback 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 it initiates or wish others to initiate that behavior.

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.

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 to choose from. 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.

Has the instrument proven it's psychometric quality?

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

Can I combine FIRO-B with other instruments?

The FIRO-B instrument can be combined with other trait or type instruments. Using MBTI® and FIRO-B together is often cited as one of the most valuable parts of a coaching or an individual development.

How can I use it?

For using the FIRO-B Profile a two day licensing class is necessary to get familiar with the large range of possible applications of the instrument.

For any information about training programs, products and services visit our website www.a-m-t.co.eu. Please don't hesitate to contact us personally for your specific case or possible application in your company:

A-M-T Management Performance AG

Suedstrasse 7, 42477 Radevormwald, Germany

Tel.: +49 2195 / 92 69 00; E-Mail: performance@a-m-t.de

