Know Yourself, Strengthen Your Team: Using the FIRO-B
Successful Teams

What behaviors do you see in successful teams?
Today’s Agenda

• Use the FIRO-B (Fundamental Interpersonal Relations Orientation-Behavior) instrument to understand your social needs
• Apply your findings to your team approach
• Learn about your team members’ social needs
• Discuss and determine ways to get your needs met and meet your team members’ needs
What is the FIRO-B?

• Originally developed in the 1950s to predict how military personnel would work together in groups

• Now one of the most widely used instruments in the world to help individuals understand their interaction approaches

• Used primarily to look at group dynamics and leadership in organizations
What Does It Measure?

- The extent to which people attempt to satisfy three basic social needs:
  - **Inclusion**: participation, recognition, belonging
  - **Control**: power, authority, influence
  - **Affection**: openness, warmth, closeness

AND

- How much one initiates behavior (**Expressed**) and How much one would like others to initiate that behavior toward her/him (**Wanted**)
### Your FIRO-B Grid

<table>
<thead>
<tr>
<th><strong>Expressed</strong></th>
<th><strong>TOTAL EXPRESSED BEHAVIOR</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Expressed Inclusion</td>
<td>7</td>
</tr>
<tr>
<td>Expressed Control</td>
<td>1</td>
</tr>
<tr>
<td>Expressed Affection</td>
<td>7</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>15</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>WANTED</strong></th>
<th><strong>TOTAL WANTED BEHAVIOR</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Wanted Inclusion</td>
<td>7</td>
</tr>
<tr>
<td>Wanted Control</td>
<td>9</td>
</tr>
<tr>
<td>Wanted Affection</td>
<td>7</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>23</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>TOTAL NEED FOR INCLUSION</strong></th>
<th><strong>TOTAL NEED FOR CONTROL</strong></th>
<th><strong>TOTAL NEED FOR AFFECTION</strong></th>
<th><strong>OVERALL INTERPERSONAL NEEDS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>10</td>
<td>14</td>
<td>38</td>
</tr>
</tbody>
</table>
Expressed v. Wanted
## What Does That Mean?

<table>
<thead>
<tr>
<th>Inclusion</th>
<th>Control</th>
<th>Affection</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expressed</strong></td>
<td><strong>Expressed</strong></td>
<td><strong>Expressed</strong></td>
</tr>
<tr>
<td>I make an effort to include others in my activities. I try to participate, to join social groups – to be with people as much as possible.</td>
<td>I try to exert control and influence over things. I enjoy organising things and directing others.</td>
<td>I make an effort to get close to people. I am comfortable expressing personal feelings and I try to be supportive of others.</td>
</tr>
<tr>
<td><strong>Wanted</strong></td>
<td><strong>Wanted</strong></td>
<td><strong>Wanted</strong></td>
</tr>
<tr>
<td>I want other people to invite me to belong. I enjoy it when others notice me.</td>
<td>I feel most comfortable working in well-defined situations. I try to get clear expectations and instructions.</td>
<td>I want others to act warmly towards me. I enjoy it when people share their feelings with me and when they encourage my efforts.</td>
</tr>
</tbody>
</table>
And the Numbers?

• In the 6 Main Cells
  • **Low Score (0-2)**: you probably tend to show these behaviors in very few situations
  • **Medium Score (3-6)**: you probably tend to show these behaviors in selected situations
  • **High Score (7-9)**: you probably tend to show these behaviors very often
Get to Know Your 6 Cells: Exercise

• Look at the scores in the 6 main cells (the green squares) of your self-scorable results
• Look at descriptions on pages 2-5 of your handouts
• Use page 3 to write your reported scores and your self-select scores
Share with a Partner

- Share about your 6 cells:
  - What does this validate about your interaction with your PC team?
  - What new awareness does this highlight about your interaction with your PC team?
Now for the Totals

- **Total Expressed**: illustrates the extent to which you initiate behavior
- **Total Wanted**: illustrates the extent to which you prefer others to initiate behavior
- **Overall Total**: illustrates the extent to which you prefer working alone v. working with others
Team Roles

• Role associated with **highest expressed** score:
  
  • **Inclusion**: Clarifier – integrates, summarizes, clarifies, creates ways for everyone to participate
  
  • **Control**: Director – mindful of tasks and time, directs action, suggests closure, guides assignments, offers structure
  
  • **Affection**: Encourager – mediates conflict, identifies energy and resistance levels, promotes intimacy and engagement, harmonizes
Team Decision Making

- What is your **highest expressed** need?
  - **Inclusion**: provide information, ensure everyone provides opinions, summarize
  - **Control**: push for closure, evaluate options, structure debate, ensure consistency
  - **Affection**: push for depth and openness, test support for decisions, promote a “safe” climate for differences
Team Decision Making

• What is your **highest wanted** need?
  • **Inclusion**: look for common ground, can live with group decision different from own, bring in outside perspectives
  • **Control**: consider implementation/compliance issues, honor past team decisions, tease out issues for clarity
  • **Affection**: put great effort into understanding individual perspectives and needs, reconcile differences
Team Mismatches

• What is your **lowest wanted** need?

• When a team is expressing too much of that need, you are likely to:
  - **Inclusion**: be tempted to skip meetings, tune in and out, sit far away, position body away from group, work on other business, keep head down
  - **Control**: move quickly to a firm position, be tempted to show up late/leave early, avoid assignments, not respond to emails, find a way out of rules
  - **Affection**: avoid chit-chat, skip social events, be tempted to take on contrary positions, remove yourself by taking detailed notes
Team Mismatches

• What is your **highest wanted** need?

• When a team is expressing **too little of that need**, you are likely to:
  • **Inclusion**: share more information, ask for time to share your thoughts, request to be caught up, encourage everyone to express their opinions, offer a proposal, arrive early and sit centrally
  • **Control**: ask many questions, point out options, express lack of confidence in team, identify obstacles, share your progress, express concerns
  • **Affection**: offer to help people, encourage “tough” feedback, go above and beyond, make personal sacrifices, schedule lunches
Case Study

• Read the case study on page 12 of your handouts
• Discuss the questions at the end with your tablemates
Team Climate

- What topics need attention when there is **not enough** INCLUSION on the team?

VALUING DIFFERENCES

OUR COMMON GOAL

PROCESS FOR PARTICIPATION
Team Climate

• What topics need attention when there is not enough CONTROL on the team?

ROLES, EXPECTATIONS

OUTCOMES, DELIVERABLES

DUTIES, RESPONSIBILITIES
Team Climate

• What topics need attention when there is not enough AFFECTION on the team?

STRESSORS, FRUSTRATIONS, OBSTACLES

VALUES, MOTIVATIONS

PERSONAL HISTORIES, BACKGROUNDS
Your Team, Your Next Steps

• What do you think your PC team needs more of (inclusion, control, affection)? What’s your evidence?

• What one thing could you do more of in your team?

• What one thing could you do less of in your team?
Share with Your Team
Resources

• Introduction to the FIRO-B Instrument (Judith A. Waterman and Jenny Rogers)

• Participating in Teams: Using Your FIRO-B Results to Improve Interpersonal Effectiveness (Eugene R. Schnell)
  • Team development, team transitions, team chemistry, leadership role, more on conflict

• Both booklets are available at cpp.com