

FIRO-B

NOTE! DO NOT READ THIS UNTIL AFTER YOU HAVE COMPLETED TAKING THE FIRO-B QUESTIONNAIRE!!

Scoring FIRO-B

FIRO-B comes in two forms, self-scoring and questionnaire only. If you have the self-scoring form, you can follow the instructions on the instrument to generate your scores. If you have the questionnaire only, you will have to send your answers to Consulting Psychologists Press in Palo Alto, California, to be scored. Test booklets are available to qualified administrators from CPP. Once you have calculated your scores, you may read on to learn how to interpret your scores.

What Is FIRO-B?

FIRO-B, *Fundamental Interpersonal Relations Orientation—Behavior*, is a questionnaire designed by Will Shutz, formerly of Stanford University, and distributed by Consulting Psychologists Press of Palo Alto, California. FIRO-B measures people's self-perception of how they characteristically relate to other people. In addition to giving information about how individuals see themselves behaving in interpersonal relationships, the instrument can also be used to

facilitate effectiveness in those relationships. For this reason, FIRO-B has been used widely in a variety of settings including the study of individual personality dynamics, sensitivity training, marriage counseling, personnel selection and assignment, team building, and, significantly, managerial relationships.

FIRO-B addresses three dimensions of human relations: Inclusion, Control, and Affection. Mr. Shutz describes these dimensions through the analogy of a boat ride: Inclusion concerns who you would like to take a boat ride with; Control has to do with who is operating the engine and rudder; and Affection has to do with close relationships that may develop between individuals on the boat.

In more formal terms, the *Inclusion* scores reflect behavior of "moving toward" or "moving away from" people. Some might call this "extroversion" or "introversion." In some ways, this scale is a reflection of a person's general social orientation. The *Control* scores reflect the degree to which people perceive themselves assuming responsibility, making decisions, or dominating others; in some ways, it is a reflection of leadership behavior. The *Affection* scores indicate the degree to which people see themselves becoming emotionally involved with others, a tendency toward deep rather than superficial relationships.

For each of these three dimensions, FIRO-B pro-

duces two scores, one an indication of *expression* and one of *want*. Thus, in looking at one's own scores, one can consider six elements of one's interpersonal behavior:

expressed Inclusion (eI), wanted Inclusion (wI),
 expressed Control (eC), wanted Control (wC),
 expressed Affection (eA), wanted Affection (wA).

Expressed scores reflect what we think we do with others in relationships with them. Wanted scores reflect what we want from others in relationship. Expressed scores are reflections of outward-bound behaviors, while wanted scores are reflections of desired incoming behaviors. Exhibit 1 presents some simple statements that summarize the dominant perspective of each of these six basic FIRO-B categories.

Interpreting Your FIRO-B

A good first step in interpreting your FIRO-B scores is to understand the magnitude of the scores. Each of these six scores may range from zero to nine. The higher your score, the more you indicated that you believe that the statements in Exhibit 1 reflect your behavior. You can think of the strength of your scores as ranging from extremely weak to extremely high as indicated below:

- 0-1 extremely low, compulsive
- 2-3 low, noticeably characteristic
- 4-5 borderline, may be a tendency
- 6-7 high, noticeably characteristic
- 8-9 extremely high, compulsive

As you compare the strength of your scores with their verbal indications above, you might ask yourself with each one how that particular tendency might affect your ability to work with individuals in your organization.

Next, we can compare the Expressed and Wanted scores on each of the three basic dimensions. If your scores are similar, you might conclude tentatively that you tend to give as much or as little as you expect. If the scores are divergent, you might conclude that you tend either to give more than you expect or that you want more than you give on that particular dimension. For example, a high wI (wanted Inclusion) score coupled with a low eI (expressed Inclusion) score would indicate someone who wants to be involved in social activities but who does not express this desire to others. This person may be perceived as being distant, aloof, or not interested, while in reality the person may be feeling resentful for having been left out. Wide differences in scores can lead to conflict and frustration in relationships. Again, thinking about what your particular pattern might mean for you in your organizational relationships, dealing with superiors, peers, and subordinates, is where the real benefit of this exercise comes.

The third step in interpretation is analyzing how your orientations in the three areas may help or hinder each other. For example, a person with a high wA (wanted Affection) score wants to establish close personal relationships and may be able to do this, given the opportunity. If he/she also has a low eI (expressed Inclusion) score, he/she may not be engag-

Exhibit 1
Scoring and Interpreting FIRO-B
FIRO-B Scoring Categories

<i>Expressed Inclusion (eI)</i>	<i>Expressed Control (eC)</i>	<i>Expressed Affection (eA)</i>
I make efforts to include other people in activities and to get them to include me in theirs. I try to belong, to join social groups, to be with people as much as possible.	I try to exert control and influence other things. I take charge of things and tell other people what to do.	I make efforts to become close to people. I express friendly and affectionate feelings and try to be personal and intimate.
<i>Wanted Inclusion (wI)</i>	<i>Wanted Control (wC)</i>	<i>Wanted Affection (wA)</i>
I want other people to include me in their activities and to invite me to belong even if I do not make an effort to be included.	I want others to control and influence me. I want other people to tell me what to do.	I want others to express friendly and affectionate feelings toward me and to try to become close to them.

ing in enough social contacts to meet people with whom he/she can become close.

A sample interpretation of a set of FIRO-B scores for you to consider follows. See if you can make the connections between the individual's scores and the comments made by the interpreter.

An Example of FIRO-B Interpretation

Jack, an executive, age 42:

	I	C	A
e	3	8	1
w	1	1	0

INCLUSION: Jack is somewhat uncomfortable around people and will tend to move away from them. He is very selective about the associates he chooses, and tends to have an "I'll call you, don't call me" attitude. He is neither a "joiner" nor a meeting lover. He prefers autonomy for himself and his subordinates.

CONTROL: Jack can and does take on the responsibilities of leadership. His self-concept is one of confidence and adequacy, so much so that he may walk into areas where most angels fear to tread. He has a strong need for recognition and is driven to do well. He may be overcompensating for some real or imagined inferiority by compulsively taking on large amounts of responsibility to gain the recognition he desires. Since he avoids anxiety by maintaining superiority, he's attracted to others who give him the recognition he needs and also to those who do not desire to control him or try to make decisions for him.

AFFECTION: Jack is very cautious about the development of close, intimate relationships and is very selective about those with whom he forms these deep relationships. Low scores here don't mean he cannot form such close, personal relationships, but

that it is unusual for him to do so. Thus, close relationships are few and far between, developed only after he develops trust for the person over time. The reason for this may stem from being deeply hurt at some time in the past.

He is most comfortable when other people do not attempt to become emotionally involved with him, even to the extent of being suspicious of affection shown him. He's reserved about his inner feelings, and exhibits little warmth or consideration for others' feelings. He may, because of this, seem much more critical than complimentary while he is merely exercising objectivity in interpersonal issues.

GENERAL: As mentioned above, in managerial roles Jack prefers autonomy for himself and his subordinates. His strong desire for recognition may, however, cause him to drive his "troops" unduly in order to achieve. Coupled with his low scores in the affection area this might indicate that he comes across as cold and domineering.

An Exercise in Interpreting FIRO-B

Here are some FIRO-B scores reported by individuals. Examine them carefully and draw what careful, tentative inferences you can about them. Be sure to note carefully the exact data that you use to draw your implications.

		I	C	A
Lyle	e	1	0	2
	w	6	4	9
Joe	e	7	6	7
	w	8	8	8
Don	e	7	9	2
	w	1	5	5
Alanna	e	3	4	2
	w	1	5	5

Steven Taylor's FIRO-B

Steven Taylor's FIRO-B scores were as follows:

	I	C	A
e	5	4	4
w	5	0	8
sum	10	4	12
dif	0	4	4

Carrie Baugh's FIRO-B

Carrie Baugh's FIRO-B scores:

	I	C	A
e	4	1	3
w	4	3	5

NOTES:

1. No score above 5 for any category.
2. Scores range from 1 to 5, with most at 3 or 4.
3. Inclusion expressed and wanted both a 4.
4. Affection wanted a 5, expressed a 3.
5. Possible score ranges from 0 to 9. The higher the score, the more one believes the statement reflects her behavior.
6. Below class average for all categories.

INFERENCES:

Carrie is a person who:

1. In general, has only borderline belief that any of the statements reflect her feelings about Inclusion, Control, or Affection.
2. Perhaps wants more affection than she expresses.
3. Feels comfortable with her degree of Inclusion in groups.