Introduction to FIRO - B

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Why bother with behavioural stuff?

γνῶθι σεαυτόν / gnothi seauton
or
know thyself

Socrates (c470-399BC) or Portal of Temple of Apollo, Delphi

O wad some Power the giftie gie us
To see oursels as ithers see us!
It wad frae monie a blunder free us
or
O would some Power the gift to give us
To see ourselves as others see us!
It would from many a blunder free us

Robert Burns (1759–1796)
The JOHARI window

<table>
<thead>
<tr>
<th>Known to self</th>
<th>Not known to self</th>
</tr>
</thead>
<tbody>
<tr>
<td>Known to others</td>
<td>Open</td>
</tr>
<tr>
<td>Not known to others</td>
<td>Private</td>
</tr>
</tbody>
</table>

The Johari Window, named after the first names of its inventors, Joseph Luft and Harry Ingham, is one of the most useful models describing the process of human interaction. A four paned "window," as illustrated above, divides personal awareness into four different types.

In this model, each person is represented by their own windows:

1. The "open" quadrant represents things that both I know about myself, and that you know about me. For example, I know my name, and so do you.
2. The "blind" quadrant represents things that you know about me, but that I am unaware of. So, for example, we could be eating at a restaurant, and I may have unknowingly gotten some food on my face.
3. The "hidden" quadrant represents things that I know about myself, that you do not know. So for example, I have not told you, what one of my favourite ice cream flavours is.
4. The "unknown" quadrant represents things that neither I know about myself, nor you know about me. For example, I may disclose a dream that I had, and as we both attempt to understand its significance, a new awareness may emerge, known to neither of us before the conversation took place.
Operating a submarine safely

Mid 50s, US Navy about to introduce nuclear subs, ...

Commissioned Will Schutz, a psychologist to ...
FIRO-B: an intro

FIRO B (Fundamental Interpersonal Relations Orientation - Behavior™):
• Created by Will Schutz, 1958
• A classic tool for building team compatibility
• A unique, world-leading indicator of interpersonal style.
• Ideal for team building, development and coaching.
The FIRO-B® instrument identifies:
• How you tend to behave toward others and
• How you want them to behave toward you.
Your FIRO-B results can help you increase your self-understanding in a number of important areas, including how you handle interpersonal relationships and your own social needs, how others perceive you, and how you see them.

Source: CPP, Inc. 3803 East Bayshore Road, Palo Alto, CA 94303 | 800-624-1765 | www.cpp.com

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http://www.cpp.co.uk/solutions/psychometric/firo_b.asp

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**Inclusion:** is about recognition, belonging, participation, contact with others, and how you relate to *groups*

Note: although usually displayed as first of three characteristics, Inclusion is the least important of the three in dictating one’s behaviour
Control: concerns influence, leadership, responsibility, and decision making

Note: although usually displayed as the second characteristic. Control is the second most important in dictating one’s behaviour
**Affection:** is about closeness, warmth, sensitivity, openness, and how you relate to *others*

Note: although usually displayed as the third characteristic, Affection is the most important of the three in dictating one’s behaviour.
Expressed and Wanted Behaviour

<table>
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<tr>
<th>EXPRESSED</th>
<th>WANTED</th>
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<tr>
<td>How much do you prefer to initiate the behaviour?</td>
<td>How much do you prefer others to take the initiative?</td>
</tr>
<tr>
<td>How do you actually behave with respect to the 3 fundamental interpersonal needs?</td>
<td>How much do you want to be on the receiving end of the 3 behaviours?</td>
</tr>
<tr>
<td>What is your comfort level engaging in the behaviours associated with the three needs?</td>
<td>What is your comfort level when others direct their behaviours associated with the 3 needs to you?</td>
</tr>
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FIRO-B measures ...

… how a person typically behaves towards others and how that person would like others to behave towards him or her.

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<td><strong>Expressed</strong></td>
<td>I make an effort to include others in my activities. I try to belong, 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>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>
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Exercise: Self-assess your FIRO-B

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Health Warning: This self-assessment is for illustration only. For a proper assessment, contact http://www.opp.co.uk/
People Gatherer: Not only outgoing but also compulsively driven towards people. High need to belong and to be centre of attention. If physically isolated – eg on business trip to strange city/country, will either strike up conversation with strangers or make long phone calls to family, friends or colleagues.

Dependent-Independent Conflict: 2% of Western population, but >50% of Chinese or Indian (or other Asian) population. Natural part of hierarchical culture.

Optimist: Not only initiate warm, close or intimate relationships but also quite comfortable when others initiate this behaviour. Somewhat indiscriminate in sharing with his/her network.

From: Clinical Interpretation of the FIRO-B Instrument: Leo R Ryan – CPP Inc. Available through OPP Limited, UK
Who are you?

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Loner: most comfortable when they can distance themselves, or be very selective with whom they associate.

Rebel: Not only avoid decisions but also most comfortable when not controlled by others. Could be a good leader but will only move at own pace.

Pessimist: Very cautious about becoming emotionally involved. Close relations will be few and far between. If and when they share, it will be at superficial level.

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‘Illusive Pimpernel’  Mission Impossible  Cautious Lover

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Exclusive Club: Regardless of Expressed Inclusion, a Low Wanted Inclusion means seeks exclusive network.

Mission Impossible: Keen to make decision and assume responsibilities, even where most others avoid. Low Wanted Control means they don’t want to be told.

Cautious Lover: They don’t share a lot with too many others BUT they want a lot of others to share with them! It’s a case of “you show me first, then I’ll show you mine”.

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**Pair-wise relationships: examples**

- **Client A:** not very communicative, and wants to control the agenda
- **You,** highly inclusive, moderate in control and affection = probably will manage well; as long as you don’t push Client A

- **Client B:** wants to share with lots and wants to be very open with lots, moderate in control
- **You;** don’t share a lot with only a few people – could be a problem generally, but more so when faced with Client B
And finally …

Confucius (551 – 479 BC), he say:
“Do unto others as you would have them do unto you.”

But the behaviourists (c1850 onwards), they say:
“Do unto others as they would have you do to them;
Because they may be different from you!”
Consulting Special Interest Group

10th October, 2007

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