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# **FIRO Business™ Leadership Report with FIRO Business™ Profile**

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## INTRODUCTION

The FIRO Business™ tool gives you information about your interpersonal needs in three areas that affect your work relationships:

### INVOLVEMENT

Inclusion, participation, recognition, belonging, and how you relate to groups

### INFLUENCE

Control, leadership, responsibility, and decision-making authority

### CONNECTION

Warmth, understanding, closeness, openness, and how you relate to individuals

Each of these needs areas is measured along two dimensions:

### EXPRESSED BEHAVIOR

- How much do you prefer to initiate the behavior?
- How do you behave toward others with respect to the three interpersonal needs?
- How consistently do you engage in the behaviors associated with the three needs?

### WANTED BEHAVIOR

- How much do you prefer others to take the initiative?
- How much do you want to be the recipient of those behaviors?
- How consistently do you want others to direct their behaviors associated with the three needs toward you?

This profile reports your results on the expressed, wanted, and total aspects of the three interpersonal needs areas described above and includes basic interpretive information for each. These interpretations are based on more than 40 years of research on the three interpersonal needs. The results presented in this report are based on comparisons to the results of more than 2,500 people who completed the FIRO Business assessment in 10 languages.

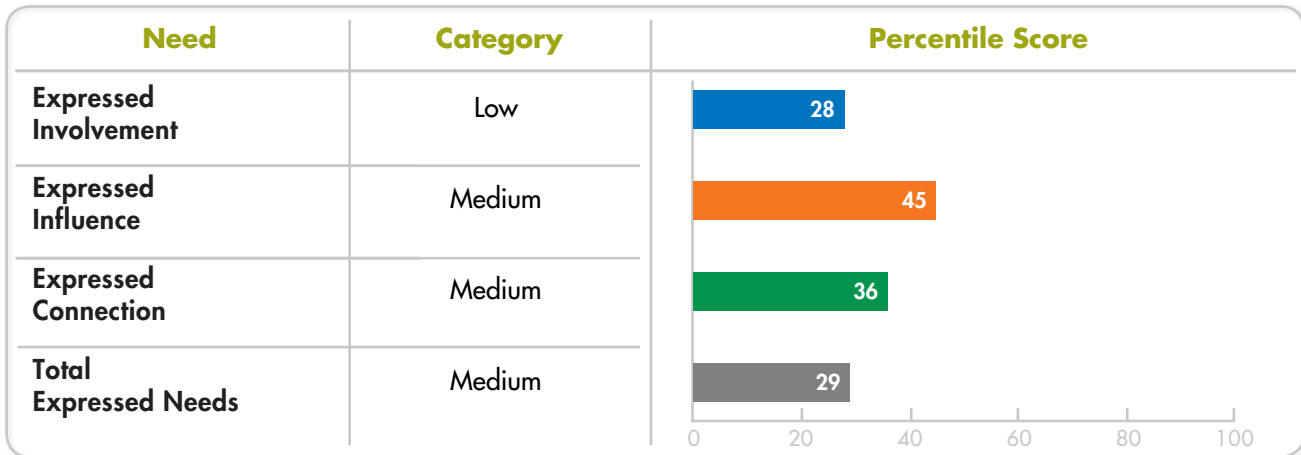
The following pages show your results as percentile scores indicating how your results on the assessment compare to those of the participants in the sample used to generate this report. If your percentile score is 75, for example, that means you scored higher than 75% of the sample. If your percentile score is 10, you scored higher than 10% of the sample. Interpretive categories —high, medium, low—are based on the percentiles, again comparing your scores to those of the sample participants.

As you read through this profile, consider how the results compare with your sense of how you interact with others. You may want to incorporate the insights from the profile into your personal development action plan.

Keep in mind that results should not be used to make a judgment about whether any behavior or any person is good or bad. Likewise, you should avoid making major decisions based on the results of only one assessment.

## YOUR EXPRESSED NEEDS

The chart below shows your interpretive categories and percentile scores for Expressed Involvement, Expressed Influence, Expressed Connection, and Total Expressed Needs. Remember, “expressed” refers to behaviors that you demonstrate or initiate when interacting with others.



### Expressed Involvement—Low

Your Expressed Involvement score is in the low range, indicating that you are likely to:

- Keep meetings and interactions to a minimum
- Prefer to work on your own
- Have a select group of people with whom you like to work

### Expressed Influence—Medium

Your Expressed Influence score is in the medium range, indicating that you are likely to:

- Exert a moderate amount of control over people and situations
- Sometimes, but not always, enjoy being in a position of authority
- Assume responsibility in some situations and share responsibility in others

### Expressed Connection—Medium

Your Expressed Connection score is in the medium range, indicating that you probably:

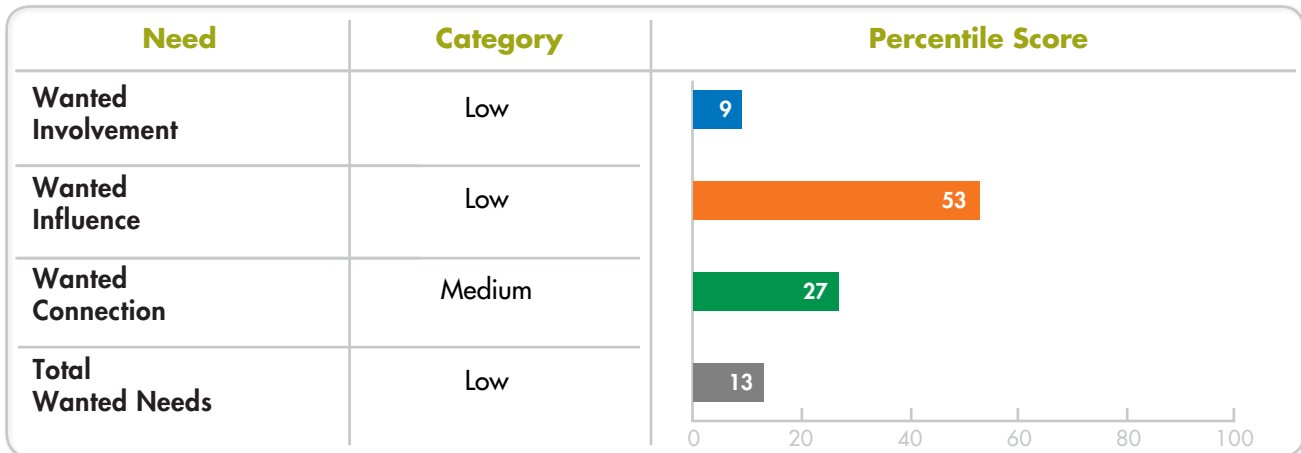
- Engage some, but not all, of your colleagues on a personal level
- Are moderately supportive and reassuring
- Maintain friendly but businesslike relationships with colleagues

### Total Expressed Needs—Medium

Your Total Expressed Needs score is in the medium range. This indicates that you usually think about when and with whom to initiate activities, projects, and interactions.

## YOUR WANTED NEEDS

The chart below shows your interpretive categories and percentile scores for Wanted Involvement, Wanted Influence, Wanted Connection, and Total Wanted Needs. Remember, “wanted” refers to behaviors you want others to initiate.



### Wanted Involvement—Low

Your Wanted Involvement score is in the low range, indicating that you probably:

- Prefer not to be included in your colleagues’ work activities and after-work events
- Do not enjoy being the center of attention
- Describe yourself as private or low-profile

### Wanted Influence—Low

Your Wanted Influence score is in the low range, indicating that you likely:

- Enjoy determining your own work priorities, process, and goals
- Prefer minimal external expectations and instructions
- Like to work independently, with little supervision

### Wanted Connection—Medium

Your Wanted Connection score is in the medium range, indicating that you tend to:

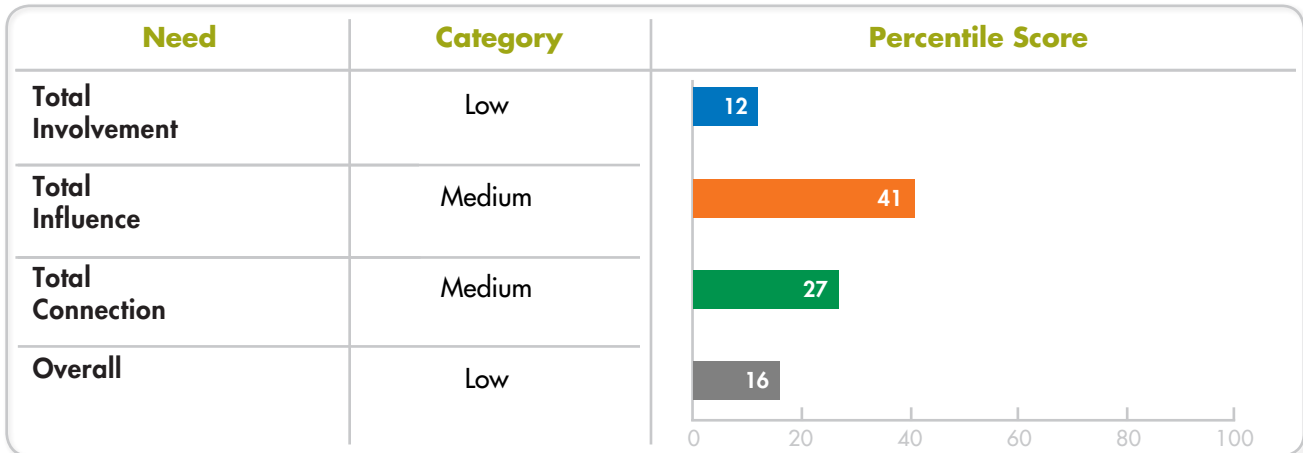
- Be somewhat comfortable with colleagues’ sharing of personal information
- Want a moderate amount of encouragement
- Want caring from and connection with a select group of colleagues

### Total Wanted Needs—Low

Your Total Wanted Needs score is in the low range. This indicates that you do not want others to initiate activities and generally are not comfortable relying on others.

## YOUR TOTAL AND OVERALL SCORES

Below are your total scores for Involvement, Influence, and Connection, and your Overall score.



### Total Involvement—Low

Your Total Involvement score is in the low range, indicating that you usually:

- Prefer working alone
- Find a lot of meetings and interactions to be draining
- Need less public attention than others, but enjoy being recognized for your contributions

### Total Influence—Medium

Your Total Influence score is in the medium range, indicating that you probably:

- Like a moderate amount of structure and clarity
- Have a give-and-take attitude toward authority
- Are a team player who shares responsibility for success and failure

### Total Connection—Medium

Your Total Connection score is in the medium range, indicating that you typically:

- Prefer a moderate amount of warmth in your work relationships
- Like an open, yet businesslike, team environment
- Are made uncomfortable by extreme demonstrations of closeness or coolness

### Overall—Low

Your Overall score summarizes the strength of your need for interpersonal contact and interaction. Your score is in the low range, indicating that you generally:

- Work most effectively when you have privacy
- Prefer to work alone or with close, trusted associates
- Consider yourself introverted



## INTRODUCTION

Working in an organization means working with other people. How you interact with and relate to many different kinds of people plays an important role in your success at work. This report demonstrates how your results from the FIRO Business™ assessment can help you understand your interpersonal needs and how you interact with others in your organization. Information from the FIRO Business tool can help you maximize the impact of your actions and behavior at work, identify options for increasing your job satisfaction and productivity, and explore alternative ways to achieve your goals.

As you read through this report, keep in mind that all instruments have limitations. The FIRO Business assessment provides information on your fundamental interpersonal relations orientation. It is a measure of interpersonal needs in the areas of involvement, influence, and personal connection. It is not a comprehensive personality assessment, nor is it a test of abilities, career interests, or success.

Each of the first five sections of this report (see the list below) describes your preferred approach to the topic and indicates some of the strengths and challenges of your approach. Each section ends with “developmental stretches”—strategies you might try, new thoughts you could entertain, feedback you might seek in order to stretch yourself to develop new capacities as a leader. The “Next Steps” section, at the conclusion of this report, helps you plan how to use the developmental stretches to enhance your interpersonal effectiveness.

### How Your FIRO Business™ Leadership Report Is Organized

- Relating to Your Coworkers
- Relating to Your Manager
- Relating to Your Direct Reports
- Handling Negotiation and Conflict
- Making Decisions and Setting Priorities
- Next Steps

## RELATING TO YOUR COWORKERS

One of the important aspects of being a leader is “leading across,” or managing your relationships with your coworkers. People have different levels of interest in interacting with their coworkers, and those levels strongly influence how much time and energy they devote to interacting with others on a daily basis.

The chart below shows four possible levels of interest in interacting with others. Your level of interest, based on your responses to the FIRO Business assessment, is shown in bold.

### LEVELS OF INTEREST IN RELATING TO COWORKERS

Likely to spend most of your time and energy interacting with coworkers rather than working independently on your own projects

Likely to spend at least half your time and energy interacting with coworkers rather than working independently on your own projects

Likely to spend at least half your time and energy working independently on your own projects rather than interacting with coworkers

**Likely to spend most of your time and energy working independently on your own projects rather than interacting with coworkers**

### Your Strengths in Relating to Coworkers

Your results, based on your responses to the FIRO Business assessment, show that you prefer to spend most of your time and energy working independently on your own projects rather than interacting with coworkers. This suggests that:

- You probably add value to your team and organization through the work you do on your own as an individual contributor.
- If required to work on a team, you try to clarify your responsibilities and complete your assignments alone or by working with a small group.
- You stay focused on your task by avoiding situations in which you have to make small talk or chat with people.
- While you prefer to work alone much of the time, you may welcome certain opportunities to present your work to or to discuss your work with people who can truly understand it.
- In public situations (e.g., open meetings, staff meetings, team projects) you will contribute if the topic is directly related to you or your acknowledged expertise; otherwise, you may not volunteer.
- You may prefer to deal with your coworkers via e-mail or in writing rather than by talking to them face-to-face or on the phone.
- You may get information through reading rather than through talking with your coworkers, and you may be able to suggest relevant reading for others to provide context or depth.
- Although you tend to be a private person, you may interact with a select few people whom you've come to trust and whose opinions you value.

## Possible Challenges of Your Approach to Coworkers

- Your interpersonal approach may be misinterpreted by others as skepticism or mistrust.
- You may find that people don't know you well and therefore either don't know how to best support you or are unwilling to support you when you need it.
- Very few people may know about you or your work when action is needed or when recognition is desired.
- If your organization emphasizes teamwork or collaboration, you may not be seen as a team player.
- You may get frustrated if your coworkers keep interrupting you.

## Developmental Stretches

- Think strategically about how you can remain true to your own style as an individual contributor while demonstrating to others that you are cooperative and that you can contribute to team success. For example, point out how your individual contributions are aligned with team goals and objectives.
- Carefully evaluate which team meetings you need to attend and which you can miss so as to spend more time on your projects.
- If you work with a particularly social group of colleagues, set up your work space and workday so that you have sufficient quiet time for thinking and planning. Make it clear when you need privacy. Arrange to have private time on a regular basis so that your colleagues will come to expect it. Or consider talking with your manager about your working off-site and telecommuting, either on a regular basis or just when you need to.
- Think of social relations as a type of bank account: You may need to interact a bit more now in order to build up a healthy balance from which you can draw later.
- When joining a team, be sure to clarify your role and responsibilities so that you will know when and how much you are expected to contribute.



## RELATING TO YOUR MANAGER

Another important aspect of being a leader is “leading up,” that is, managing your relationship with your manager. Different people like to work with managers who have different kinds of characteristics. Three distinct managerial styles are described in the chart below. The style most important to you in a manager is shown in bold.

### MANAGERIAL STYLES

Involves and brings people together and makes you feel a part of it all

**Provides direction and focuses on goals and tasks**

Encourages, supports, and shows a personal interest in you

### Your Preferences in a Manager

Your results suggest that you like a manager who sets a direction and provides a clear set of expectations, roles, and responsibilities. The characteristic you find least important in a manager is striving to bring people together and aligning everyone to a vision and common objectives. Your best performance may be stimulated by a manager who:

- Clearly identifies problems and describes what success will look like
- Defines your role and responsibilities in relation to the immediate problem
- Asks for periodic progress reports to help you maintain critical momentum
- Clarifies priorities and delegates authority and resources
- Challenges you to reach stretch goals and provides access to resources that can help you achieve the goals
- Arranges access to other decision makers and influencers
- Expects you to align your efforts with established priorities
- Holds you accountable for delivering results on time and on budget
- Makes necessary decisions to help you clear obstacles
- Clearly outlines processes and procedures

## Possible Challenges of Your Preferences

Given what you want from a manager, some issues are likely to surface, as noted below. This list offers points for you to consider and evaluate. Keep in mind that a manager's style is influenced by many factors, including personality, interpersonal needs, and life experiences, and thus it is difficult to predict exact issues in your relationship with your manager.

- You may want your manager to provide more direction and structure than he or she is comfortable providing.
- You may ask too many questions and check in too often to see whether you are on track.
- You may not know how to proceed if your manager is at all ambiguous about his or her goals.
- You may resist your manager's attempts to pull everyone together and achieve a consensus or common vision.
- You may offend your manager if you attempt to skip group meetings, appear distracted when others are talking, or belittle team-building activities.

## Developmental Stretches

- Take the initiative to identify additional tasks that could improve a project; go beyond what your manager has requested.
- Determine how much your manager wants to be involved in your project.
- Identify colleagues who are highly knowledgeable in particular areas who might be able to answer some of your questions.
- When faced with an obstacle, try to overcome it yourself or with the assistance of colleagues, without always going to your manager for help.
- Make a special effort to show that you are willing to coordinate your efforts with those of others, make compromises for the overall good, and support your manager's attempts to align everyone's activities.

## RELATING TO YOUR DIRECT REPORTS

Just as it is important for you as a leader to be skillful in leading across and leading up, it is also critical that you be skilled at “leading down,” that is, managing your relationships with the people who report to you. People have different preferences for how much they like to be in charge of others. See the chart below for the alternatives. Your result is highlighted in bold.

### ORIENTATIONS TO DIRECTING OTHERS

Likely to enjoy managing and directing others

**Largely depends on the situation and what is expected of you**

Likely to prefer working on your own projects rather than managing others

### Your Strengths in Leading Direct Reports

Managers and leaders often feel that they are *supposed* to be in charge 100% of the time. Your results indicate that you like to assume leadership or management responsibilities some of the time, depending on the particular task or situation. At times the expectation to lead may feel like a burden to you, while at other times you welcome the opportunity to take charge. This doesn't mean you won't be an effective leader; it just indicates that you don't always need to be in charge. You can find other ways to fulfill your responsibilities without having to take charge of every project. When you lead direct reports, your leadership is characterized by:

- Speaking up and influencing others only when the issue relates to your duties or area of expertise
- Promoting new ideas in a low-key way, perhaps in writing or via one-on-one conversations, rather than laying out a bold idea in a large meeting
- Setting a personal example, assuming responsibility for yourself, and expecting others to adhere to your standards
- Advancing ideas and activities that protect autonomy and promote self-reliance
- Asking others to take the lead during a discussion or to take responsibility for a specific issue
- Taking on projects for which your primary duty is to coordinate others' self-directed work, perhaps co-leading at times
- Distributing authority and responsibility and relying on others to do what they think is best and to involve you as an adviser if they run into difficulty
- Using the minimum structure required to keep everyone moving forward
- Facing new responsibilities by taking the time to figure things out on your own while also affording others the same freedom, rather than emphasizing one best way of doing things

## Possible Challenges of Your Approach to Direct Reports

- You may frustrate legitimate attempts by your supervisor to stay informed about your progress.
- Your desire to work so autonomously may be interpreted by others as a desire to avoid criticism.
- Your careful navigation of the interests and resistance of others may be viewed as overly political and self-serving.
- Your style of shared leadership may be too complex for individuals and systems that are used to simple, clear lines of accountability.
- Direct reports may not be ready to assume as much responsibility as you want them to assume.
- Others may find it difficult to influence you—you may seem out of reach or too set on a direction.

## Developmental Stretches

- Create a formal mechanism (e.g., a weekly one-page report) to inform others about your work while maintaining your independence.
- When sharing leadership or working in close coordination, explain your working model to others and describe how you would like the arrangement to work.
- Be explicit about your motives and about how you are reading the political landscape; explain to others when you are changing your approach to moving tasks forward.
- Don't immediately offer your point of view; learn to ask more questions and inquire about the ideas of your direct reports, especially when they seem to be trying to get you to change your position.
- Explain to others why you may suddenly become silent or appear to withdraw from a conversation after having been more active at an earlier point.
- Develop a trusted inner circle of colleagues and/or staff who will honestly tell you when you are stifling, meddling, being stubborn, or making it difficult for others to lead upward.

## HANDLING NEGOTIATION AND CONFLICT

Working with others often involves having to negotiate and resolve differences. This report explores three broad strategies people use to reach an acceptable solution. If the first strategy doesn't work, they typically have a backup approach. The third approach is one they may use as a last resort. Your preferences regarding the three strategies used to negotiate and handle conflict are shown in the chart below.

### NEGOTIATION AND CONFLICT STRATEGIES

**Your primary strategy is to rely on formal authority and attempt to legitimize your position.**

***Your backup strategy is to empathize with the position of others and understand their personal motive.***

Your strategy of last resort is to identify common goals and appeal to common interests.

### Your Approach to Handling Negotiation and Conflict

Your results suggest that the first strategy you will use when negotiating is a power-based approach. You rely on formal policies, procedures, laws, rules, or standards; make an executive decision; appeal to higher authorities; assert what you can and cannot do; pull rank; or stand firm on a decision only you can make. Your backup strategy will be to make a personal connection, show that you deeply understand and can empathize with the other party's position, and offer to make concessions in order to increase good feelings between you and the other party. You will try to emphasize loyalty and the ongoing relationship between you and the other party. You are least likely to attempt to resolve differences by engaging others in finding common ground—a sense of the bigger goal on which you can agree despite your differences. Your strategies have these advantages:

- You make clear the rules, parameters, and boundaries for the negotiation. You are likely to assert yourself when others try to work outside those boundaries or try to exploit a difficult situation.
- You approach negotiations and conflict situations with a good sense of the advantages and power each party has. You are aware of your vulnerabilities and those of the other party.
- You strive to get all the specific positions, requests, and demands on the table.
- You make a strong appeal to address and resolve any conflicts quickly so that you can resume productive work toward your goals.
- Given that your backup strategy is to use an empathetic, personal connection, you are careful to reserve the right to make a personal appeal; at an early stage you begin accumulating background information about individual interests and motives that may be useful later.

## Possible Challenges of Your Approach

- You may move too quickly to a firm position, causing others to do the same, rather than exploring interests and deeper needs that are feeding the conflict or that might be used as the basis for exchanges and creative agreements.
- You are more inclined to look for a winner and a loser in a conflict or negotiation than to seek a win-win solution. You may become too competitive or too quickly dismiss the concerns of the other party. Your orientation may make it difficult to find creative solutions that allow everyone to win something.
- You may become too heavy-handed, using rules, policies, or formal authority to press for a result. This may cause resentment or lead the other party to only marginally support a solution.
- You may find it difficult to fall back on empathy and appeals to personal interest after having first emphasized authority, rules, and demands; others may see this sudden change in approach as inauthentic, which could reduce trust.
- Because your strategy of last resort is to find common interests and larger goals, you may not create an understanding between the parties of how differences may be part of something larger. The other party may feel that the negotiation or conflict is based on personal, private differences that have no larger implications.

## Developmental Stretches

- Early in the negotiations, build agreement and trust by developing rules and standards for a fair process to work through differences.
- Ask many questions to make sure that all the facts and relevant information are brought out before asserting what you want and why.
- Outside of the negotiations, explain your approach to neutral parties and ask them if they think you are becoming too competitive.
- Avoid appealing to personal interests and loyalty until you are sure the other party believes that you are not going to take advantage of them or their vulnerabilities.
- If tensions are high and trust is low, consider bringing in a third party to assure that you are being fair and that your agreement is consistent with a larger set of goals and common interests. If the agreement fits your organization's priorities, it is more likely to endure.

## MAKING DECISIONS AND SETTING PRIORITIES

Every leader must make decisions and set strategic priorities for the organization. The chart below outlines three approaches that you as a leader can use to make decisions. Your preferred decision-making method is in bold.

### DECISION-MAKING METHODS

Striving for common understanding and consensus

**Pushing for closure, consistency, and follow-through**

Promoting candor, openness, and depth of commitment

### Your Approach to Decision Making

Your results indicate that you do not consult a lot of people while making decisions. You keep your own counsel and perhaps confer with a few select people on an individual basis.

When faced with routine decisions, you likely create structure for discussions, advance specific ideas and proposals, and rely on technical expertise. Similarly, when faced with new and unfamiliar decisions, you likely apply standards and guidelines, determine how to make the best decision, and propose procedures. Advantages of your decision-making approach include the following:

- Demonstrating consistency in how you handle routine and nonroutine decisions
- Creating a framework and architecture that promote ongoing ownership and responsibility
- Planning ahead to ensure that you have the time, expertise, resources, and authority needed to explore all dimensions of a problem or a pending decision
- Laying out expectations and goals so that everyone is clear about his or her role in making the best choices
- Building guidelines and processes that ensure competence and accountability
- Shaping ideas and directing attention toward particular facts, issues, or problems to ensure proper implementation of adopted decisions

## Possible Challenges of Your Decision-Making Approach

- When overdone, creating structure and direction may be experienced as micromanagement, meddling, or disrespect for the professional judgment of others.
- As people grow accustomed to your consistent emphasis on procedure and order, they may exhibit less individual initiative or fail to change procedures that are no longer working.
- Because you put less emphasis on broad involvement and alignment toward common goals, you may find that when decisions are implemented, others may complain about not being consulted during the decision-making process.
- With lower levels of involvement and alignment, your decision-making process may be seen as being overly reliant on a few select individuals and perhaps occasionally secretive.
- Due to your reluctance to participate in other people's decision-making processes when asked, your own decisions may be seen as isolated, not aligned with the decisions of others, and self-centered.
- You may become stressed when others engage in decision-making processes that rely heavily on collaboration, listening to all perspectives, or sharing data.

## Developmental Stretches

- Don't strive for order and consistency at the price of creativity and responsiveness to unique conditions. Appoint a devil's advocate or adviser who will alert you when your decisions are stifling innovation.
- Get expert help in making complex decisions that encompass buy-in and individual support from others. An outside expert can also help you monitor your need to micromanage and learn to strategically apply pressure where and when it is truly needed.
- Acquaint yourself with the depth of expertise in your staff and organization. Some staff members may not be good at articulating the wealth of their experience. Review résumés and create a knowledge map of your organization. The more you appreciate the background and judgment of your staff, the more you can rely on them to make decisions independently.
- Monitor from whom you seek advice and how often you engage them. Aim to broaden your interactions beyond just those individuals who are easiest to find around your office.
- Explore new methods for gaining input from others, such as scheduling brief meetings or creating a regular routine of breakfasts or lunches with staff members who don't always have a chance to be involved in decision making.
- Don't overreact when others attempt to involve you in their decision making. Instead, carefully consider how you might participate in a way that is less stressful for you. Ask follow-up questions to show others that you are interested.



## NEXT STEPS

The developmental stretches identified for you throughout this report suggest ways to improve your leadership effectiveness. Look at the stretches as promising avenues for you to explore, not as reasons to feel discouraged. Every person who receives this report gets lists of developmental stretches, just as you did. But each person's list differs because everyone has different interpersonal needs and preferences.

Review the first three sections of this report, which describe how you relate to your coworkers, manager, and direct reports.

- Identify the groups with which you *most* need or want to improve your working relationship at this time. If all three are important, prioritize them. Your relationships with all three may be good, but there is probably room for improvement.
- In the section that is most important to you now, look over the developmental stretches. Don't try to do all of them at once. Instead, pick those that are the most important for you to develop and to which you are willing to commit yourself. You can go back and work on the others later.
- Now, write a short plan for each developmental stretch that you have identified as most important. What are the steps you will take to learn new behaviors? When will you complete each step? What resources will you need? Draft an action plan and discuss it with someone who can give you feedback and encouragement.
- Another option is for you to identify a person with whom you would like to have a better working relationship. Ask the professional who administered the FIRO Business assessment to you to request that your colleague take the assessment as well. Then you and your colleague can discuss your reports and what each of you needs from the other to be more effective.

Now review the two sections of this report that describe how you negotiate and handle conflict and how you make decisions and set priorities.

- Identify which of these leadership skills you *most* need or want to improve.
- In the section that is most important to you now, look over the developmental stretches and choose a few strategies that are crucial to you in your current work.
- Make a plan for working through each of the developmental stretches you have identified. List the steps you will take to learn new behaviors, set target dates by which you will complete each step, and list the people who may be able to offer ideas, support, or opportunities to use the new behaviors.

