FIRO Business™ Leadership Report
with FIRO Business™ Profile

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December 9, 2009

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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	**INFLUENCE**	**CONNECTION**
Inclusion, participation, recognition, belonging, and how you relate to groups	Control, leadership, responsibility, and decision-making authority	Warmth, understanding, closeness, openness, and how you relate to individuals

Each of these needs areas is measured along two dimensions:

EXPRESSED BEHAVIOR	**WANTED 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?	• 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.

Need	Category	Percentile Score
Expressed Involvement	High	85
Expressed Influence	High	84
Expressed Connection	High	89
Total Expressed Needs	High	93
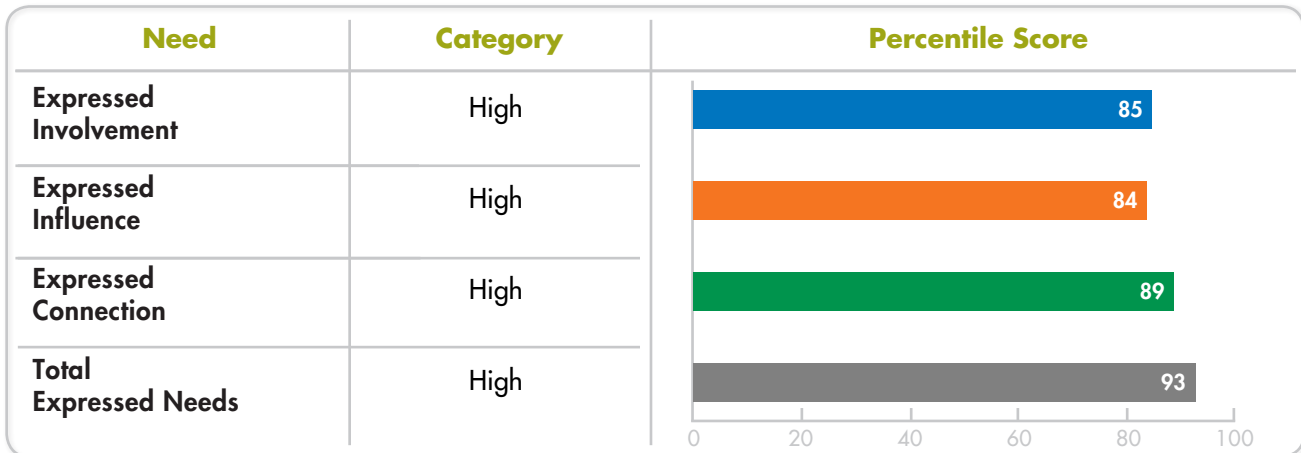
Expressed Involvement—High

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

• Include others in your meetings and work activities
• Create an inviting and welcoming climate
• Freely share knowledge and information

Expressed Influence—High

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

• Try to exert control over people and situations
• Enjoy being in a position of authority
• Assume responsibility willingly

Expressed Connection—High

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

• Make an effort to get close to your colleagues
• Are supportive of others
• Are open and take a personal interest in most people

Total Expressed Needs—High

Your Total Expressed Needs score is in the high range. This indicates that you usually enjoy initiating activities and take action easily.

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.

Need	Category	Percentile Score
Wanted Involvement	High	79
Wanted Influence	High	93
Wanted Connection	Low	10
Total Wanted Needs	High	65
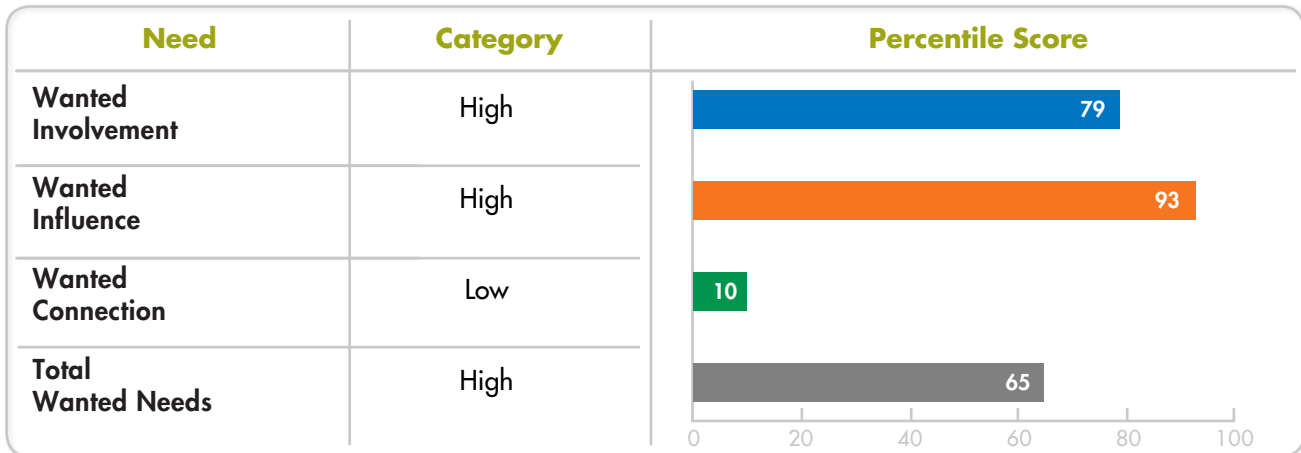
Wanted Involvement—High

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

- Want to be included in meetings, work activities, and after-work events
- Enjoy receiving recognition
- Want to be kept in the loop

Wanted Influence—High

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

- Enjoy working in well-defined situations
- Prefer clear expectations and instructions
- Are willing to be persuaded as to the best course of action

Wanted Connection—Low

Your Wanted Connection score is in the low range, indicating that you tend to:
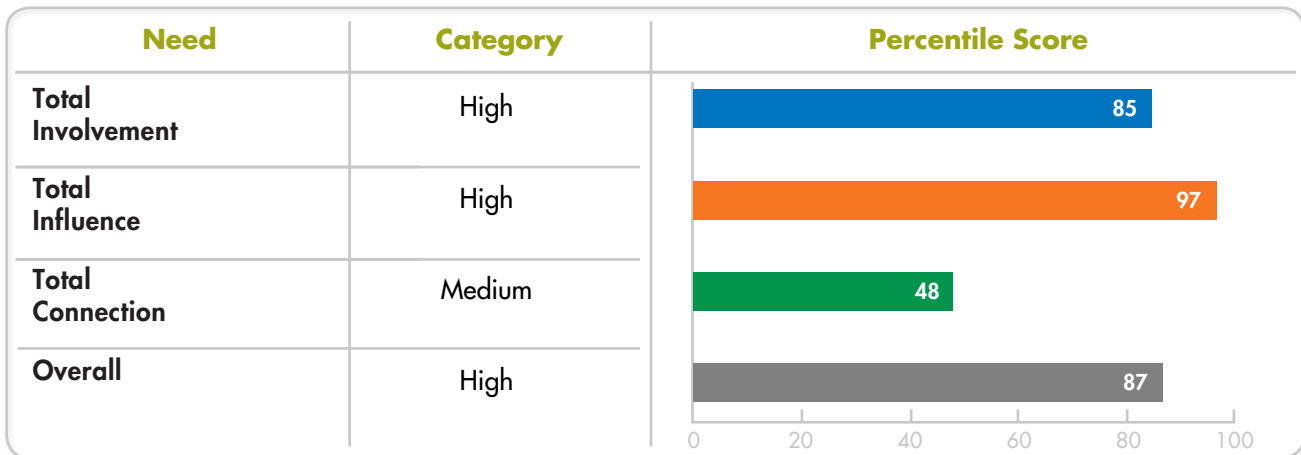
- Be uncomfortable when colleagues share too much personal information
- Be self-motivated, needing little encouragement from others
- Appear to others to be private and difficult to get to know

Total Wanted Needs—High

Your Total Wanted Needs score is in the high range. This indicates that you generally like others to initiate interpersonal activities and are comfortable relying on others.

YOUR TOTAL AND OVERALL SCORES

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

Need	Category	Percentile Score
Total Involvement	High	85
Total Influence	High	97
Total Connection	Medium	48
Overall	High	87

Total Involvement—High

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

- Prefer active participation with your colleagues
- Like to have contributions from everyone
- Enjoy contributing to high-profile projects and receiving public recognition

Total Influence—High

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

- Like more structured situations
- Prefer clear lines of authority and responsibility
- Want to make an impact

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—High

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

- Work most effectively in groups and when interacting with others
- Like to work on teams and solve problems through discussion
- Consider yourself extroverted

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

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Your Strengths in Relating to Coworkers

Your results, based on your responses to the FIRO Business assessment, show that you have very high interest in spending time and energy interacting with coworkers rather than working independently on your own projects. This suggests that:

- You pride yourself on being a team player and believe you do your best work when you can interact and collaborate with others frequently.

- You are likely to jump into a group project or join a team without taking the time to analyze what will be involved or who else will participate.

- You communicate your opinions and feelings to whomever you are with so that everyone will know where you stand.

- You welcome assignments that provide opportunities to work with a wide variety of others, especially in large groups.

- You are very comfortable being front and center in public situations (e.g., open meetings, staff meetings, team projects), readily offering your opinions and expertise or actively facilitating others' participation.

- You probably have a large network of people on whom you can call for support or for help on a project, or just to share information.

Possible Challenges of Your Approach to Coworkers

- You may find yourself pulled in many different directions and perhaps unduly influenced by the last person with whom you interacted who had a strong opinion.

- You may not be able to finish reports or projects because you allow coworkers to continually distract you.

- You may end up spending too much time socializing and not enough time engaged in efficient, task-oriented work.

- You may continually revisit issues and keep talking about them without making a decision, or you may think out loud to many different people and not make it clear when you have made a decision.

- You may invite others with little real experience or expertise to join meetings, teams, or projects without considering the impact this may have on the group's efficiency.

- In public situations, you sometimes talk too much or say things about which you should have been more discreet.

Developmental Stretches

- If you have to work alone on a project, you may need to reenergize by connecting with others and discussing your progress.

- Periodically devote some private time to reviewing all your tasks and setting priorities.

- Think strategically about which projects or assignments are best for your team and your career; don't automatically agree to join everything you are asked to join.

- If you work with a particularly social group of coworkers, consider arranging time outside of work when you can all get together and socialize, perhaps by volunteering in the community, playing sports together, or meeting for dinner on a regular basis, so that you can stay on task when at work.

- Learn how to better manage or facilitate meetings so that they are more efficient and effective for you (and for others). Become skilled at effective group facilitation techniques that allow for broad participation and that lead to closure.

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 develop a close one-on-one relationship with you. You don't expect your manager to be your only source for mentoring, coaching, and development. 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 offend your manager by rebuffing his or her attempts to get to know you personally.

• You may resist your manager's attempts to provide mentoring and advice about navigating organizational politics, believing that advancement should be based solely on your productivity and the quality of your work.

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.

• Don't wait for your manager to connect you with other people who can help with your project—take the initiative to find new partners and let your manager know that you are doing so.

• 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.

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

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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 frequently assume leadership or management responsibilities. You are inclined to offer direction whenever there is an opportunity to do so (although there may be some exceptions), even when your role or the expectations for the work are unclear. You do not shy away from the opportunity to lead others. This doesn't mean that you will always be an effective leader; it just indicates that you welcome the chance to take charge. When you lead direct reports, your leadership is characterized by:

- Sharing your thoughts while welcoming those of others, and remaining open to changing your mind depending on what you learn in the exchange

- Creating systems to support operations and improve productivity

- Delegating authority and relying on others to accept assignments, report concerns, and resolve problems while upholding standards and following procedures

- Designing reporting metrics, calibration methods, or other information systems to measure progress and hold work groups accountable

- Directing others by providing just-in-time instruction, giving immediate feedback, correcting errors, and reviewing work samples

- Carefully preparing yourself and others before launching into new areas or tackling problems; learning from prior experience, and conducting practice runs and simulations

- Fulfilling requirements of end users and higher authorities and maintaining responsiveness to their needs and preferences

- Working willingly with formal lines of authority and standard operating procedures

Possible Challenges of Your Approach to Direct Reports

- Your need for structure and organization may be too intense and impractical in certain situations (e.g., a start-up operation, when there is a lack of funds for infrastructure), particularly when things are going well.

- It may be difficult for you to allow spontaneous conversation and to support unstructured problem solving.

- Direct reports may not be ready to take on as much responsibility as you want them to assume.

- Your penchant for giving direction may be viewed by others as micromanaging, stifling, or interfering.

- You may neglect informal systems that help support productivity, such as skunk works, work-arounds, and shadow systems.

- You may confuse others if you tend to alternate between periods of intense work and periods of complete relaxation.

Developmental Stretches

- Create ways to defer or minimize your inclination to direct others and provide structure (e.g., write down ideas for providing structure but don't act on them for 72 hours; your delay may allow someone else to learn by initiating action).

- Regularly practice how to let go of your need for order and control and appreciate the benefits of improvisation; allow the creativity of the people on your staff to emerge out of unstructured situations.

- Decline to offer advice and learn to ask more questions and inquire about how your direct reports think something should proceed.

- Learn to postpone decisions that don't need to be made right way; consider whether a decision is premature; set a date for when you can revisit the issue with your direct reports and achieve closure.

- Make a habit of learning how others achieve the same or better outcomes using procedures and processes that are different from yours.

- Regularly communicate your respect for individual judgment and professional discretion; encourage others to think about the processes and procedures they use to accomplish tasks.

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 empathize with the position of others and understand their personal motive.

Your backup strategy is to identify common goals and appeal to common interests.

Your strategy of last resort is to rely on formal authority and attempt to legitimize your position.

Your Approach to Handling Negotiation and Conflict

Your results suggest that the first strategy you will use when negotiating is 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. Your backup strategy will be to try to engage others in finding common ground—a sense that there is a larger context that can encompass both of your positions. You are least likely to attempt to resolve differences using a power-based approach—relying on formal policies, procedures, laws, rules, or standards; making an executive decision; appealing to higher authorities; or pulling rank. Your strategies have these advantages:

- You quickly build trust and create a relaxed environment when negotiating or resolving conflicts so that everyone feels comfortable, listened to, and open to sharing.

- You strive to get beyond requests and demands to understand the individual needs and motives of the involved parties.

- You are comfortable with and validate the feelings and emotions that can emerge during a negotiation or conflict.

- You look for early wins on which you can reach easy agreement and thus build momentum toward tackling larger, complex issues.

- Given that your backup strategy is to engage everyone in finding common ground, you are careful to keep fairness in mind and not get committed early on to any particular idea or solution.

Possible Challenges of Your Approach

- It may take more time than you have available to build trust and reach agreement or resolution. You may neglect time constraints or feel a sense of urgency when the other party takes longer to establish trust than you would like.

- Others may view your personal attention as manipulative or insincere, particularly if a breach of trust occurred prior to the current dialogue.

- While demonstrating great interest in others, you may not advocate enough for yourself or the others you are representing.

- You may find it difficult to fall back on building common ground and larger goals after having first emphasized individual interests and concerns; others may see this change in approach as inauthentic, which could reduce trust.

- If you are forced to employ your strategy of last resort and you try to assert your authority and power, others may feel you are playing a game, particularly if you have a clear advantage or if there are formal authority differences between the parties (e.g., you are the boss and others are direct reports). People will need time to understand your motives for initially seeking a level playing field and the reason for your change.

Developmental Stretches

- Prepare fully prior to discussions so that you have a clear idea of your motives, interests, and possible positions.

- Accept that discussions may need to advance significantly before you can achieve the level of trust and connection you prefer. Don't prematurely disclose your information and motives in order to accelerate trust building; focus instead on the immediate business needs that must be served by your negotiations.

- Remember to separate the person from the problem; attending to the needs of the individuals involved does not mean that you should ignore real constraints or retreat from tough decisions that need to be made.

- Avoid appealing to common interests as a fallback position until you have made a few decisions that both parties can support.

- If tensions are high and trust is low, consider bringing in a third party whose role would be to ensure that you don't neglect time constraints or the compelling business issues that have to be resolved.

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 actively engage a wide range of persons while making decisions. You likely use input from others extensively, and people usually have a good sense of what is on your mind. Guiding a group through a decision-making process feels natural to you.

When faced with routine decisions, you likely encourage frank and honest exchanges about issues, try to reduce tension to ensure openness, and increase individual consultation and coaching. Alternatively, when faced with new and unfamiliar decisions, you likely consult specific authorities and available experts, structure the exploration process, and try to improve on others' decisions. Advantages of your decision-making approach include the following:

- Having the flexibility to change your decision-making approach—working more individually when situations are routine and promoting more structure when situations are not routine

- Building strong connections between people with the expectation that loyalty will promote mutual accountability

- Attending to individual concerns that might block compliance with decisions

- Expecting that mutual responsibility includes the obligation to discuss all issues and private concerns openly

- Building up relationships so that each colleague will share his or her individual expertise and technical skill

- Modeling trust and loyalty to encourage joint effort toward meeting expectations, standards, and goals

Possible Challenges of Your Decision-Making Approach

• Others may misinterpret your change in approach between routine and nonroutine decisions as inconsistency, moodiness, or a lack of trust.

• When overdone, focusing on the concerns of a few people may be experienced as playing favorites or hesitating to make tough decisions.

• Because you put less emphasis on mutual support, you may find that when decisions are implemented, a quiet resistance has accumulated, leading to avoidance or lack of persistence when an obstacle arises.

• With lower levels of attention to mutual support, your decisions may be viewed as too businesslike, dismissive, or unresponsive to growing resentment or morale problems.

• Due to your low receptiveness to support, encouragement, or individual coaching from others, your decisions may be seen as reserved, unsympathetic, and detached.

• You may be stressed when others engage in decision-making processes that require lots of individual consultation and sharing of private concerns or reactions before conclusions are reached.

Developmental Stretches

• Don't make decisions just to create or maintain harmony; stay focused on your overall purpose and specific challenges. Clear and compelling challenges can help build harmony by providing a goal for everyone to rally behind.

• Get expert help in managing the coaching and emotional needs of others. Organizational consultants and executive coaches can often help teams achieve harmony without creating drama, endless process, or unnecessary compromises.

• Use structured methods to encourage but limit personal sharing (e.g., one-minute check-ins at the start of meetings) so that you don't get sidetracked while business issues are pending.

• Make deliberate efforts to allow others to talk with you one-on-one about their personal reactions and concerns. Allow time in these conversations for the other person to ask you probing questions related to your decisions, and be prepared to talk about your personal motives and reactions.

• Ask someone you trust to listen for individuals who are not voicing their frustrations and reservations in public. Meet with those people to hear their point of view; you are not obligated to take their advice, but you will be demonstrating a special interest.

• Don't overreact when others attempt to solicit your personal reactions to or concerns about a decision. Instead, work to control nonverbal behaviors that show you are not comfortable with these types of interactions. If you are not sure what your nonverbal cues are, ask a colleague to observe you and offer feedback. Don't mistakenly assume that people are being intrusive or trying to manipulate you.

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.