

# FIRO-B®

## FIRO-B® (B)

Will Schutz

**Please Note:** You can become accredited to use this instrument by completing the APP FIRO-B Certification training program.

## What is the FIRO-B?

The FIRO (Fundamental Interpersonal Relations Orientation™) instrument is a powerful personality tool that assesses how a person typically behaves towards others and how that person would like others to behave towards him or her. It assesses interpersonal style and its appropriateness in relationships on three levels:

Inclusion	Control	Affection
<b>Expressed</b>	<b>Expressed</b>	<b>Expressed</b>
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.	I try to exert control and influence over things. I enjoy organising things and directing others.	I make an effort to get close to people. I am comfortable expressing personal feelings and I try to be supportive of others.
<b>Wanted</b>	<b>Wanted</b>	<b>Wanted</b>
I want other people to invite me to belong. I enjoy it when others notice me.	I feel most comfortable working in well-defined situations. I try to get clear expectations and instructions.	I want others to act warmly towards me. I enjoy it when people share their feelings with me and when they encourage my efforts.



This makes the FIRO-B tool an ideal instrument for building team compatibility, for personal development and for coaching. Administration takes only 15 minutes and can be done individually or in groups.

### Benefits

- It is unique. Most personality instruments examine individual characteristics but not relationship styles.
- It is practical. The FIRO-B tool yields practical suggestions for improving relationships or increasing effectiveness.
- It is based on a comprehensive and powerful theory of interpersonal behaviour.
- There are excellent support materials to help clients take and interpret the instrument.

### Applications

The FIRO-B™ is ideally suited to:

**Team building and team development** – identifying likely sources of compatibility or tension; identifying leadership style; aiding effective decision making; improving communication, openness and trust; and resolving conflicts

**Individual development** – increasing self-awareness and interpersonal effectiveness as part of the coaching process, career development or personal growth

**Relationship Counselling** – identifying and resolving possible sources of incompatibility and dissatisfaction

**Selection and placement** – but only in combination with other assessment techniques. The FIRO-B tool can help to structure interviews and assess likely team roles or interpersonal behaviour.

### Ordering Information

Cat No	Item	Availability
2216	FIRO-B Self Scorable (Pkt of 10)	B
2209	Introduction to the FIRO-B® Instrument	A
2219	Introduction to the FIRO-B® Instrument in Organizations	A
2257	Scannable Question/Answer Sheets (Pkt of 25)	B

### A Restricted Instrument

The FIRO-B tool and its support materials are restricted. The FIRO-B tool requires administrators to have a proven record in the practical application of counselling and group process skills, such as training and experience as a counsellor or psychotherapist, or experience in group facilitation techniques, such as team building. This is the case whether or not you have a background in psychology. Individual eligibility is assessed by APP on a case-by-case basis.

**Please note:** You can become accredited to use this instrument by completing the APP FIRO-B Certification training program. See page 39 for details.

The main reference used on the FIRO-B Certification program is the newly published *FIRO-B® Technical Guide*.

# Certification to Use FIRO-B®

## 1 Day Training Program

A classic tool for improved self-understanding and building team compatibility.

### Who Should Attend

Human resource, training and personnel professionals, consultants and counsellors involved in mentoring, coaching and self-understanding of others, and/or team building and compatibility.

### Pre-program preparation/qualification

FIRO-B® is a powerful instrument requiring the practical application of counselling and group process skills. Participants need to be able to demonstrate this level of competence. MBTI instrument accreditation and/or graduation from APP's Ability Tests Accreditation program qualify people for entry.

Complete your own FIRO-B® questionnaire for scoring by APP prior to the program

Read the *FIRO-B® Technical Guide*

### The training program

- Introduction to and interpretation of the FIRO-B scales
- The FIRO-B theory of interpersonal behaviour
- The development and technical properties of the questionnaire
- Guidance and practice in administration and feedback
- Ethical issues
- Applications in team building, individual and management development

### What you receive with enrolment

- An administration of Self-Scorable FIRO-B instrument
- Your own *FIRO-B® Interpretative Report for Organizations*
- Introduction to the FIRO-B® Instrument*
- FIRO-B® Technical Guide*
- CD-ROM

### What you will get out of this program

- An appreciation of the theory behind the FIRO-B instrument
- An understanding of how to apply the FIRO-B instrument in individual development and team building
- A certificate confirming your qualification to purchase and administer the FIRO-B instrument

### Presenting FIRO-B® (A)

*David Freeman*

This CD-ROM presentation allows qualified administrators to present a half- or one-day session with the FIRO-B tool, with little or no prior preparation. The OHP's consist of an agenda; instructions for the administration of the instrument; a procedure for 'self-estimate' of FIRO-B scores, embedded in which is a thorough explanation of the underlying theory; and a procedure for determining 'best-fit' scores, having consulted the profiles in *Introduction to the FIRO-B instrument*. A further, more detailed explanation of Schutz's theory is also presented for administrators who wish to give further depth of understanding to participants. For optional use, details of the psychometric structure, reliability and validity of the FIRO-B tool are also provided, as is information about the overlap with the MBTI instrument. *Catalogue Number 6802*

### Enrolment and further details

To find out about dates and locations for this program and to enrol online go to the "Training Programs" section of the APP website located at

[www.austpsychpress.com.au](http://www.austpsychpress.com.au)  
(Australia)

[www.asianicpsych.com.au](http://www.asianicpsych.com.au)  
(Asia Pacific)

### In-house programs

APP is able to schedule in-house qualifying programs for the FIRO-B tool. Please contact us directly to discuss your training needs in this area.

**Tel:** (03) 9342 1300  
+61 3 9342 1300

**Fax:** (03) 9349 2155  
+61 3 9349 2155

**Web:** [www.austpsychpress.com.au](http://www.austpsychpress.com.au)  
[www.asianicpsych.com.au](http://www.asianicpsych.com.au)

**Email:** [info@austpsychpress.com.au](mailto:info@austpsychpress.com.au)  
[info@asianicpsych.com.au](mailto:info@asianicpsych.com.au)



# FIRO-B®

## Ordering FIRO-B® Materials

The FIRO-B tool is now available as a self-administering, combined question/answer booklet. Clients take the FIRO-B tool, but self-estimate their scores before scoring the instrument. They then use *Introduction to the FIRO-B® Instrument* or *Introduction to the FIRO-B® Instrument in Organizations* to fully appreciate their results.

### FIRO-B® Self-Scorable (B)

This self-administering, combined item-booklet/answer sheet contains six pages that provide a thorough overview of the FIRO-B model. It gives clear instructions on answering the questions, walks clients through the simple process of scoring the inventory, provides a brief, thorough background related to what the FIRO-B® scales mean, and the interpersonal needs and dimensions that they measure and instructs clients on how to develop and complete their own, personal FIRO-B results grid.



Having completed this instructive and empowering process, the FIRO-B client is more fully prepared to explore their specific interpretations in individual or group sessions. (Pkt of 10) *Catalogue Number 2216*

### Introduction to the FIRO-B® Instrument (A)

*Judith A Waterman, Jenny Rogers*

This newly revised, clear and direct guide is for anyone who's taken the FIRO-B tool and wants information on how to incorporate results into their work and personal lives. This 32 page booklet provides clients with an explanation of results and brief descriptions of each of the individual score categories for a better understanding of the instrument and his or her results. It also describes the practical applications of FIRO-B results in one-on-one relationships and group situations, while describing each 'Type's' personal growth areas and interpersonal effectiveness. *Catalogue Number 2209*



### Introduction to the FIRO-B® Instrument in Organizations (A)

*Eugene R Schnell, Allen L Hammer,*

This 32-page booklet focuses on your client's interpersonal needs and the impact of his or her behaviour in the workplace. The FIRO-B instrument predicts and explains your client's tendencies in team situations and projects, leader and subordinate roles, supervision and delegation, and conflict and communication. This guide enables your client to manage his or her behaviour, recognise stagnation and conflict and to find possible solutions, and increase productivity through awareness of interpersonal dynamics at work. *Catalogue Number 2219*



### FIRO-B® Technical Guide (A)

*Allen L. Hammer with Eugene R. Schnell*

The all-new *FIRO-B® Technical Guide* provides the FIRO-B user with current information on the theory, construction, interpretation, research, statistical underpinnings, and uses of this widely used instrument. This publication contains chapters covering:

- | Theory of Interpersonal Needs
- | Administration and Scoring
- | Interpretation and Feedback
- | Development
- | Normative Information
- | Reliability
- | Validity
- | Applications



Notes are provided detailing results of a recent national sample, plus extensive norms collected on using the FIRO-B instrument with managerial samples. Also provided are correlations of the FIRO-B scales with other instruments including the MBTI®, CPI®, and ACL inventories. The *FIRO-B® Technical Guide* extends and replaces the FIRO information contained in the original *FIRO Awareness Scales Manual*. *Catalogue Number 2225*

### FIRO Awareness Scales Manual (A)

*Will Schutz*

The Manual provides information on all of the FIRO tests, including interpretation, applications, and the research on which they are based. It provides a good way to get acquainted with the various uses of the FIRO tool. *Catalogue Number 2201*

## Clinical Interpretation of the FIRO-B® (3<sup>rd</sup> Edition) (B)

Leo R Ryan

Written for the professional user, this book is based on extensive use of the instrument in training groups, marriage counselling, and psychotherapy. The third edition contains a section measuring overt and covert anger, new normative data, and a new bibliography representing a wide range of applications of the instrument.

*Catalogue Number 0783*



## Participating in Teams (A)

Using your FIRO-B® Results to Improve Interpersonal Effectiveness

Eugene R. Schnell

This new workbook is for FIRO-B clients and workshop participants to guide understanding of their results "inside teams." The contents are intended to be interactive and to speak to the individual and his or her experience in team settings. The booklet contains numerous activities and exercises in which participants are asked to plot their results and verify descriptions of their likely behaviours. Participants not only verify and fine-tune their FIRO-B results, but come to understand how the pursuit of their specific FIRO-B needs translates into their contribution to team performance.

The booklet comprises six parts, each with a series of interactive FIRO-B exercises for participants to complete:

- **Interpersonal Orientation to Teams:** working with Others/Working Alone, Satisfaction/Dissatisfaction with Teams, Team Role Potential
- **Team Leadership and Decision Making:** Initiation Behaviours/ Visibility as a Leader, Leadership Foundations, Decision-Making Approach, Decision-Making Challenges
- **Matches and Mismatches with Teams:** Team Chemistry/Matches and Mismatches, Reactions to Team Mismatches, Behaviours in Mismatches, My Complaints About Team Climate
- **From Groups to Teams:** Team Development Phases
- **Unravelling Team Problems and Conflicts:** Strengths and Difficulties During Team Conflict, Common Responses to Conflict
- **Conclusions:** Summary Understandings and Action Plans

The booklet includes a foldout summary card for participants to complete in recording and assembling their understanding of what their FIRO-B results mean in team settings.

*Catalogue Number 2220*



## Psychometric Properties of the FIRO-B® (A)

Gerald A Gluck

Presenting findings from an extensive study of the FIRO-B tool, this guide includes statistical descriptions of the FIRO-B characteristics and demonstrates the need to recalibrate the scales when studying unique populations. It is a valuable reference guide and an essential aid to researchers. *Catalogue Number 2191*

# FIRO-B

## Internet Administration, Scoring & Reports for the FIRO-B® Instrument



APP now offers administration, scoring and reporting for the FIRO-B instrument, via our website. The procedure is simple:

### FIRO-B® Interpretive Report for Organizations (B)

*Allen L Hammer and Eugene R. Schnell*

Provide insightful information about your client's FIRO-B results in the world of work.

The *FIRO-B® Interpretive Report for Organizations* provides a narrative report for your clients who are looking for ways to improve themselves in the business setting. The report includes FIRO-B results and how they relate to the world of work, and a list of factors that can influence scores to aid interpretation.

This report also supplies a list of the client's patterns of need fulfilment in the areas of inclusion, control, and affection to target areas for development, and provides team role and effectiveness information with suggested guidelines for improvement.

The *FIRO-B® Interpretive Report for Organizations* is perfect to use in:

- | Advancing career development
- | Explaining team roles
- | Improving team effectiveness
- | Identifying leadership operating styles

To obtain this report, you must purchase the combined question/answer booklet and have your client complete this using a 2B pencil. Administration time is usually 15 minutes. The completed answer sheets can then be forwarded to APP for computer scoring.

*Catalogue Number 10255 – 210255 (online)*

### Ordering Information

Cat No	Item	Availability
2257	Scannable Question/Answer Sheets	B
10255	<i>FIRO-B® Interpretive Report for Organizations</i>	B
210255	<i>FIRO-B® Interpretive Report for Organizations (online)</i>	B
220160C	<i>FIRO-B® Interpretive Profile</i>	B
220160	<i>FIRO-B® Interpretive Profile (online)</i>	B

### FIRO-B® Profile (B)

*Provide a basic profile of your client's FIRO-B® scores*

This new profile report offers a summary of your client's FIRO-B results – conveniently presented in the familiar FIRO-B grid format – enabling you to tailor interpretation and feedback sessions to the client's needs. The Profile can be used as a stand-alone report or in conjunction with the *FIRO-B® Interpretive Report for Organizations*.

**Note:** This profile is available online only (no mail-in scoring) and does not include interpretive information.

The *FIRO-B® Profile* is ideal for use in:

- | Providing FIRO-B results in team-building sessions
- | Defining FIRO-B scores with a group or individual
- | Explaining the three FIRO-B dimensions in relation to scores
- | Combining Interpretive Report information with scores

*Catalogue Number 220160C – 220160 (online)*

1 Consider which type of the FIRO-B report you wish to obtain for your client (your options are listed below).

2 Contact APP and obtain a:

- | username
- | password
- | batch name

3 Email APP a list of clients who are going to use the site ([scoring@bigpond.net.au](mailto:scoring@bigpond.net.au)).

4 Have your client go to our website ([www.austpsychpress.com.au](http://www.austpsychpress.com.au))  
or  
([www.asianicpsych.com.au](http://www.asianicpsych.com.au))

5 Enter the site and choose 'personal and organisational development'.

6 The client selects the specified assessment and clicks on 'take the instrument'.

7 The client enters the username and password, selects the assessment to be taken and then enters the batch name.

8 The specified questionnaire appears and is taken by the client. The assessment then closes down.

9 APP scores the assessment and sends it to you in whatever form you have requested.

10 You can ask us to print hard copy reports in colour or black-and-white for most assessments, or have us forward you pdf files, which you can choose to print yourself.

*only available online at the APP Website*



**New!**



## The Leadership Report Using FIRO-B® & MBTI® (B)

*Eugene R Schnell*

This new report helps clients explore and expand their understanding of the leadership style they use in organisations and how others might perceive and react to it. The information in this report is based on responses to two instruments: The FIRO-B (*Fundamental Interpersonal Relations Orientation – Behaviour*) instrument and the MBTI (*Myers-Briggs Type Indicator*) instrument.

Both instruments tap into key aspects of personality and behaviour in areas such as communication, problem solving, decision making, and interpersonal relations. Each a different instrument is distinct, providing a view of the client's leadership personality through a different window. Together, they compliment each other and provide rich information of use in a personal, ongoing leadership development program.

Assuming that both the FIRO-B and MBTI instruments have been interpreted for the client, the *Leadership Report* begins with a snapshot of the client's leadership style. Next, the report offers a brief interpretive overview of the results on the FIRO-B and MBTI instruments. It then describes the client's leadership style in the contexts of interpersonal relationships, teams, and organisational culture, and identifies the client's strengths and the challenges he or she might face in dealing with change and stress. Near the end of the report is an Action Plan offering suggestions for the client's personal development agenda. The report concludes with resources listing publications that will help the client understand his or her FIRO-B and MBTI results, as well as helpful publications on leadership and personality. *Catalogue Number 10256 – 210256 (online)*

### Ordering Information

Cat No	Item	Availability
2257	Scannable Question/Answer Sheets	B
10256	<i>Leadership Report Using FIRO-B® &amp; MBTI®</i>	B
210256	<i>Leadership Report Using FIRO-B® &amp; MBTI® (online)</i>	B

**Please Note:** For the combined report, Type derived from an administration of the MBTI tool is required to ensure a valid report.

**Tel:** (03) 9342 1300  
+61 3 9342 1300

**Fax:** (03) 9349 2155  
+61 3 9349 2155

**Web:** [www.austpsychpress.com.au](http://www.austpsychpress.com.au)  
[www.asianicpsych.com.au](http://www.asianicpsych.com.au)

**Email:** [info@austpsychpress.com.au](mailto:info@austpsychpress.com.au)  
[info@asianicpsych.com.au](mailto:info@asianicpsych.com.au)