

Element B Behavior

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| | | | |
|---|----|----|--|
| I include people. | 11 | 7 | |
| I want to include people. | 12 | 6 | |
| Difference | | 1 | |
| People include me. | 13 | 1 | |
| I want people to include me. | 14 | 9 | |
| Difference | | 8 | |
| I control people. | 21 | 7 | |
| I want to control people. | 22 | 7 | |
| Difference | | 0 | |
| People control me. | 23 | 3 | |
| I want people to control me. | 24 | 5 | |
| Difference | | 2 | |
| I am open with people. | 31 | 3 | |
| I want to be open with people. | 32 | 0 | |
| Difference | | 3 | |
| People are open with me. | 33 | 2 | |
| I want people to be open with me. | 34 | 5 | |
| Difference | | 3 | |
| Sum of Differences by Individual | | 17 | |
| Transparency | | 59 | |

"FIRO"

| | Inclusion | Control | Openness | |
|-----------|-----------|---------|----------|----|
| Expressed | 7 | 7 | 3 | 14 |
| Wanted | 9 | 5 | 5 | 14 |
| | 16 | 12 | 8 | 28 |

Sum* = Sum of Differences by Dimension