

**“What’s my/our psychological deal with others?”**



**Fundamental Interpersonal Relationship Orientation–Behavior (FIRO-B) GROUP MEANS**

**Inclusion ( I ):**

How much a person initiates, and is comfortable with, social interactions (*expressed* social behavior); and how much one *wants* others to include him or her in their social activities.

**Control ( C ):**

The extent to which a person makes decisions, assumes responsibility, or *expresses* authority; and how much a person *wants*, or is willing for, others to make decisions and take control.

**Affection ( A ):**

How readily a person *expresses* personal, intimate feelings to others; and how much she or he *wants* other people to behave in affectionate and personal ways toward him or her.

	Inclusion (I)	Control (C)	Affection (A)	SUM (I + C + A)
Expressed or “give”	5.4	4.3	4.1	13.8
	5	5	4	14
Wanted or “get”	2.5	5.2	4.8	12.5
	4	3	4	11
SUM (e + w)	7.9	9.5	8.9	26.3
	9	8	8	25

**Scores on each scale can range from “0” to “9”**

- 0-3 Low need or characteristic
- 4-6 Medium need or characteristic
- 7-9 High need or characteristic

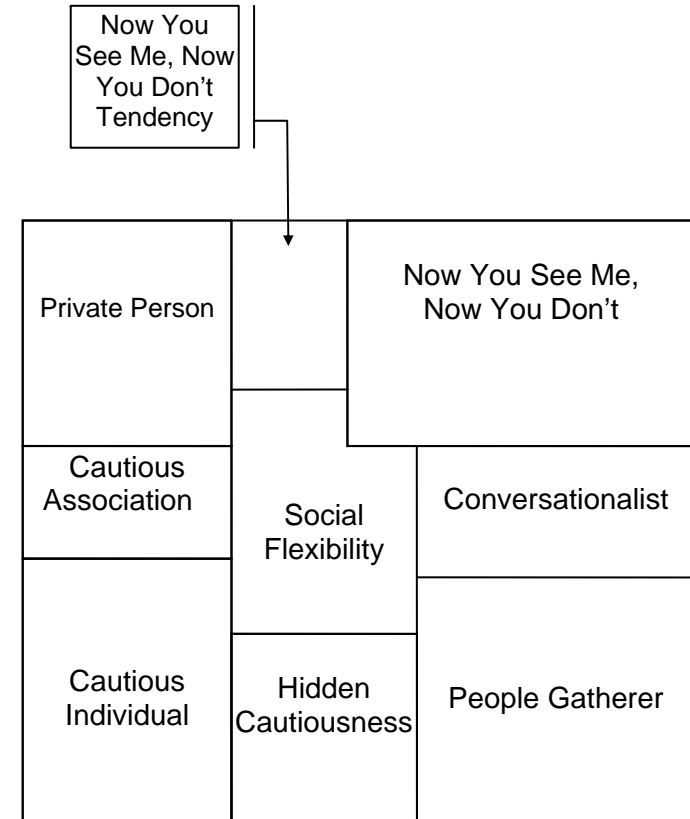
**SUMs are from 0 to 27**

- 0-9 Low need or characteristic
- 10-18 Medium need or characteristic
- 19-27 High need or characteristic

- Your group average is the top number in each cell
- A national group of managers average profile is the lower number in each cell

### FIRO-B Expressed and Wanted Inclusion Scores

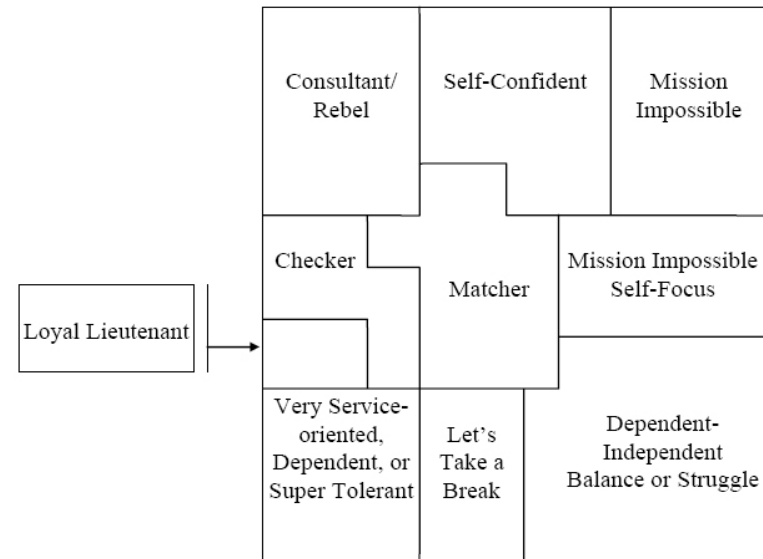
e	0	1	2	3	4	5	6	7	8	9
w	0	0	0	0	0	0	0	0	0	0
e	0	1	2	3	4	5	6	7	8	9
w	1	1	1	1	1	1	1	1	1	1
e	0	1	2	3	4	5	6	7	8	9
w	2	2	2	2	2	2	2	2	2	2
e	0	1	2	3	4	5	6	7	8	9
w	3	3	3	3	3	3	3	3	3	3
e	0	1	2	3	4	5	6	7	8	9
w	4	4	4	4	4	4	4	4	4	4
e	0	1	2	3	4	5	6	7	8	9
w	5	5	5	5	5	5	5	5	5	5
e	0	1	2	3	4	5	6	7	8	9
w	6	6	6	6	6	6	6	6	6	6
e	0	1	2	3	4	5	6	7	8	9
w	7	7	7	7	7	7	7	7	7	7
e	0	1	2	3	4	5	6	7	8	9
w	8	8	8	8	8	8	8	8	8	8
e	0	1	2	3	4	5	6	7	8	9
w	9	9	9	9	9	9	9	9	9	9



**5/4 Executive Norm**

### Expressed and Wanted Control Scores

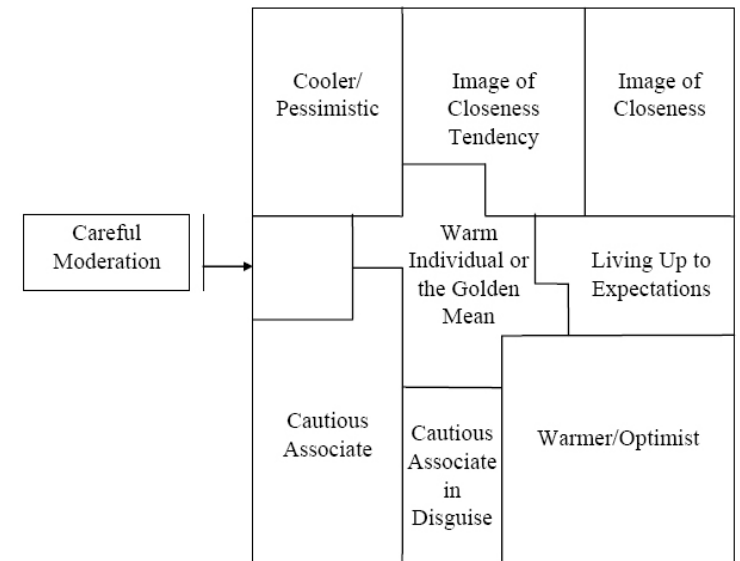
e	0	1	2	3	4	5	6	7	8	9
w	0	0	0	0	0	0	0	0	0	0
e	0	1	2	3	4	5	6	7	8	9
w	1	1	1	1	1	1	1	1	1	1
e	0	1	2	3	4	5	6	7	8	9
w	2	2	2	2	2	2	2	2	2	2
e	0	1	2	3	4	5	6	7	8	9
w	3	3	3	3	3	3	3	3	3	3
e	0	1	2	3	4	5	6	7	8	9
w	4	4	4	4	4	4	4	4	4	4
e	0	1	2	3	4	5	6	7	8	9
w	5	5	5	5	5	5	5	5	5	5
e	0	1	2	3	4	5	6	7	8	9
w	6	6	6	6	6	6	6	6	6	6
e	0	1	2	3	4	5	6	7	8	9
w	7	7	7	7	7	7	7	7	7	7
e	0	1	2	3	4	5	6	7	8	9
w	8	8	8	8	8	8	8	8	8	8
e	0	1	2	3	4	5	6	7	8	9
w	9	9	9	9	9	9	9	9	9	9



**5/3 Executive Norm**

### Expressed and Wanted Affection Scores

e	0	1	2	3	4	5	6	7	8	9
w	0	0	0	0	0	0	0	0	0	0
e	0	1	2	3	4	5	6	7	8	9
w	1	1	1	1	1	1	1	1	1	1
e	0	1	2	3	4	5	6	7	8	9
w	2	2	2	2	2	2	2	2	2	2
e	0	1	2	3	4	5	6	7	8	9
w	3	3	3	3	3	3	3	3	3	3
e	0	1	2	3	4	5	6	7	8	9
w	4	4	4	4	4	4	4	4	4	4
e	0	1	2	3	4	5	6	7	8	9
w	5	5	5	5	5	5	5	5	5	5
e	0	1	2	3	4	5	6	7	8	9
w	6	6	6	6	6	6	6	6	6	6
e	0	1	2	3	4	5	6	7	8	9
w	7	7	7	7	7	7	7	7	7	7
e	0	1	2	3	4	5	6	7	8	9
w	8	8	8	8	8	8	8	8	8	8
e	0	1	2	3	4	5	6	7	8	9
w	9	9	9	9	9	9	9	9	9	9



4/4 Executive Norm