

The Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B)



Management

KEYWORDS : Interpersonal relationship, Expressed behavior, Wanted behavior, Inclusion, control and affection

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ABSTRACT

The fundamental interpersonal relations orientation is one of the important factors to be considered the any kind of organization for the growth and development. Relationship among the employees and their behavior is the many issue for the success. The study on fundamental interpersonal relations orientation-behavior helps the management to evaluate the main cause of interpersonal relationship and the mental behavior of the employee.

Fundamental Interpersonal Relations Orientation (FIRO) is a theory of interpersonal relations, introduced by schuts in 1958. This theory mainly explains the interpersonal underworld of a small group. The theory is based on the belief that when people get together in a group, there are three main interpersonal needs they are looking to obtain - affection/openness, control and inclusion.

The data are collected are analyzed using the statistical tools like simple percentage method, chi-square, and correlation.

INTRODUCTION

FIRO-B is used as an instrument (questionnaire) to identify a person's basic behavior patterns in interpersonal relations. The instrument produces six main scores: three on behavior *expressed* towards others and three on behavior *wanted* from others in the areas of *inclusion, control* and *affection*.

Expressed behavior is the behavior which a person shows to others in his relations with them. *Wanted* behavior is the behavior which a person desires from others i.e. the behavior which he wants others to adopt when relating with him.

After knowing the scores, one can get them interpreted by an expert knowing FIRO-B. Based on the interpretations, action plan can be drawn out to improve interpersonal relations

The Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B) is a highly valid and reliable tool that assesses how an individual's personal needs affect that person's behavior towards other individuals. This highly valid and reliable self-report instrument offers insight into an individual's compatibility with other people, as well as providing insight into that person's own individual characteristics.

The FIRO-B measures a person's needs for:

- Expressed Behavior (E) – what a person prefers to do, and how much that person wants to initiate action
- Wanted Behavior (W) – how much a person wants others to initiate action, and how much that person wants to be the recipient

The instrument also measures a person's needs for:

- Inclusion (I) – recognition, belonging, and participation
- Control (C) – influence, leading, and responsibility
- Affection (A) – closeness, warmth, and sensitivity

Benefits of the FIRO-B

The FIRO-B is an ideal tool to use for interpersonal behavior measurement and assessment, including:

- management and supervisor development
- leadership development (used with MBTI as part of the Leadership Report)
- identifying leadership preferred operating styles
- employee development
- team building and explaining team roles
- improving team effectiveness
- advancing career development

The FIRO-B assessment is used in a wide variety of applications including:

- Leadership development
- Team building
- Individual interpersonal effectiveness
- Retention

The FIRO-B instrument can also be used in conjunction with the MBTI® instrument for leadership development with the Leadership Report Using FIRO-B® and MBTI® and in team-building workshops.

Reliability and Validity

The FIRO-B instrument measures behaviors driven by interpersonal needs in three areas—Inclusion, Control, and Affection—and addresses how such behaviors can affect one's interactions with others (Hammer & Schnell, 2000). The FIRO-B model is based on the theory that fulfillment of these interpersonal needs serves as motivation in people's daily functioning.

The need for Inclusion refers to the extent to which individuals need to have social interactions and associations with others. The need for Control refers to the extent to which individuals want to lead and influence others as well as the extent to which they prefer to be led and influenced (Hammer & Schnell, 2000). The need for Affection refers to the emotional connections between people and the extent to which individuals seek to establish relationships with others, particularly one-on-one relationships (Waterman & Rogers, 1996).

The FIRO-B instrument measures the extent to which each of these interpersonal needs is expressed or wanted (Schnell & Hammer, 1993). Expressed needs refer to behaviors individuals demonstrate toward others, whereas wanted needs refer to behaviors individuals prefer to have exhibited toward them by others (Schutz, 1958).

The FIRO-B instrument also measures overall needs (e.g., Total Inclusion) and overall behaviors (e.g., Total Expressed), and provides an Overall Interpersonal Need Score. Respondents receive a numerical score as well as a categorical score (low, medium, or high) for each measure.

The current norm sample for the FIRO-B instrument includes a U.S. national sample of 3,091 individuals who took the assessment in 1997 (Hammer & Schnell, 2000). In examining the internal consistency reliability of each measure for the national sample, results indicate that reliability coefficients for all measures are satisfactory, ranging from .85 to .96. Test-retest reliability coefficients also demonstrate good reliability—ranging from

.71 to .85—for three different samples reported in the FIRO-B® Technical Guide (Hammer & Schnell, 2000).

Inclusion types.

1. the undersocial (low EI, low WI)
2. the oversocial (high EI, high WI)
3. the social (moderate EI, moderate WI)

Control types

1. the abdicate (low EC, high WC)
2. the autocrat (high EC, low WC)
3. the democracy (moderate EC, moderate WC)

Affection types

1. the underpersonal (low EA, low WA)
2. the overpersonal (high EA, high WA)
3. the personal (moderate EA moderate WA)

The FIRO® instrument is a personality questionnaire focusing on how individuals behave towards others, and how they expect others to behave towards them. Using a simple model of interpersonal relationship styles, the FIRO tool can reveal hidden mismatches between wanted and expressed behaviour, offering profound insights that touch at the heart of an individual's sense of who they are.

Addressing the core of personality

This tool looks at three interpersonal 'need areas', identifying sources of tension within an individual's profile. Ambiguities in these areas can be the reason behind complex and difficult rela-

tionship issues, so when other tools have not been effective, the FIRO instrument is often the answer.

Enabling genuinely productive long-term relationships

The new awareness gained from using the FIRO tool both increases the chances of a person's needs being met and helps them manage their impact on others. It can also help them understand what type of workplace they thrive in - a powerful way of keeping people engaged and satisfied.

Applying depth of understanding in a practical way

The FIRO tool is well suited to both one-to-one and team settings, including the following:

- Personal development
- Individual coaching at all levels
- Leadership and management development
- Awareness of fit to future role
- Senior level assessment
- Relationship with stakeholders and clients
- Conflict management
- Raising self-awareness
- Team development
- Interpersonal communication
- Workplace relationships

In 1977, a clinical psychologist who worked with FIRO-B, Dr. Leo Ryan, produced maps of the scores for each area, called "locator charts", and assigned names for all of the score ranges in his *Clinical Interpretation of FIRO-B*:

| Score | Inclusion | Control | Affection | Temperament by APS (all 3 areas) |
|--------------------|---|--|---------------------------------|--|
| Low e and w | The Loner | The Rebel | The Pessimist | Melancholy |
| moderate e, low w | "Now You See Him, Now You Don't" Tendencies | <u>Self-Confident</u> | "Image of Intimacy" Tendency | Phlegmatic Melancholy / Phlegmatic Choleric |
| High e, low w | Now You See Him, Now You Don't | Mission Impossible | Image/(Mask) of Intimacy | Choleric |
| high e, moderate w | The Conversationalist | "Mission Impossible" with <u>Narcissistic</u> Tendencies | Living Up To Expectations | Sanguine <u>Phlegmatic</u> / Choleric Phlegmatic |
| high e and w | People Gatherer (formerly, "Where are the People?") | Dependent-Independent conflict | The <u>Optimist</u> | Sanguine |
| moderate e, high w | Hidden Inhibitions | Let's Take a Break | Cautious Lover In Disguise | Phlegmatic <u>Supine</u> / Phlegmatic Sanguine |
| low e, high w | Inhibited Individual | Openly Dependent Person; (w=6: Loyal Lieutenant) | Cautious Lover | Supine |
| low e, moderate w | Cautious Expectation | The Checker | Careful Moderation | Supine Phlegmatic / Melancholy Phlegmatic |
| moderate e and w | Social Flexibility | The Matcher | Warm Individual/The Golden Mean | Phlegmatic |

However, to continue not to encourage typology, the names (which were for clinical interpretation primarily) are generally not used, and FIRO-B test results usually total the E, W, I, C and A scores individually. In the derivative "five temperament" system, the different scores are grouped into their corresponding temperaments, and considered inborn types. One key difference is in the "high wanted" scores in the area of Control. A distinction is made between men and women, with men being "dependent", and women, rather than really being dependent, only being "tolerant" of control by others. This is attributed to "the stereotypical role of women in Western Culture", where they were often dependent, and have simply learned to tolerate control from others. This again, reflects FIRO's belief that these scores reflect learned behavior. In five temperament theory, no such distinction between the sexes is recognized, and high wanted scores in Control are seen as an inborn dependency need in both sexes.

Analysis Of Work Experience And Understand The Need For Relationship With People using chi-square

| | Case Processing Summary | | | | | |
|--|-------------------------|---------|---------|---------|-------|---------|
| | Cases | | | | | |
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| Work experience * Understand the need for relationship with people | 150 | 100.0% | 0 | .0% | 150 | 100.0% |

| Work experience * Understand the need for relationship with people Cross tabulation | | | | | | |
|---|-----------------|--|-----------|--------|--------|-------|
| Count | | | | | | |
| | | Understand the need for relationship with people | | | | Total |
| | | Never | Can't say | Mostly | Always | |
| Work experience | Below 1 year | 1 | 3 | 7 | 7 | 18 |
| | 1-5 years | 0 | 7 | 24 | 45 | 76 |
| | 6-10 years | 0 | 0 | 8 | 19 | 27 |
| | 10-15 years | 0 | 2 | 6 | 12 | 20 |
| | AAbove 16 years | 0 | 2 | 3 | 4 | 9 |
| Total | | 1 | 14 | 48 | 87 | 150 |

| Chi-Square Tests | | | |
|------------------------------|---------------------|----|-----------------------|
| | Value | df | Asymp. Sig. (2-sided) |
| Pearson Chi-Square | 15.016 ^a | 12 | .241 |
| Likelihood Ratio | 13.906 | 12 | .307 |
| Linear-by-Linear Association | .838 | 1 | .360 |
| N of Valid Cases | 150 | | |

a. 10 cells (50.0%) have expected count less than 5. The minimum expected count is .06.

Level of significance = 0.05

$$\begin{aligned} \text{Degree of freedom} &= (c-1)*(r-1) \\ &= (5-1)*(5-1) \\ &= 4 * 4 \\ &= 16 \end{aligned}$$

Table value = 26.296

Calculated value = 15.016

Therefore calculated value is less than the table value. So, the null hypothesis can be accepted. Hence it can be concluded there is no significance relationship of work experience and understand the need for relationship with people.

Analysis Of Relationship Between Included In Formal Social Activities and Communicate in pleasant and appropriate manner Using Correlation

| Case Processing Summary | | | | | | |
|---|-------|---------|---------|---------|-------|---------|
| | Cases | | | | | |
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| Included in formal social activities * Communicate in pleasant and appropriate manner | 150 | 100.0% | 0 | .0% | 150 | 100.0% |

| Included in formal social activities * Communicate in pleasant and appropriate manner Cross tabulation | | | | | | | |
|--|-----------|--|--------|-----------|--------|--------|-------|
| Count | | | | | | | |
| | | Communicate in pleasant and appropriate manner | | | | | Total |
| | | Never | Rarely | Can't say | Mostly | Always | |
| Included in formal social activities | Never | 0 | 4 | 2 | 2 | 0 | 8 |
| | Rarely | 0 | 2 | 8 | 6 | 4 | 20 |
| | Can't say | 1 | 0 | 4 | 20 | 19 | 44 |
| | Mostly | 0 | 1 | 5 | 20 | 21 | 47 |
| | Always | 0 | 3 | 0 | 8 | 20 | 31 |
| Total | | 1 | 10 | 19 | 56 | 64 | 150 |

| Symmetric Measures | | | | | |
|----------------------|----------------------|-------|--------------------------------|------------------------|-------------------|
| | | Value | Asymp. Std. Error ^a | Approx. T ^b | Approx. Sig. |
| Interval by Interval | Pearson's R | .382 | .085 | 5.023 | .000 ^c |
| Ordinal by Ordinal | Spearman Correlation | .352 | .079 | 4.581 | .000 ^c |
| N of Valid Cases | | 150 | | | |

From the correlation analysis, relationship between included in formal social activities and communicate in pleasant and appropriate manner is more therefore positively correlated. The relationship between included in formal social activities and communicate in pleasant and appropriate manner is high (0.382).

The 3 Element of Fundamental Interpersonal Relations Orientation (FIRO), measures the three basic behavioral dimensions of *inclusion*, *control* and *openness*. **Inclusion:** the management can be inclusive to all groups of employees. It is the need to establish and maintain a satisfactory relation with people with respect to interaction and association. It is concerned with achieving a *degree of contact* with others.

- **Control:** the management can have a control on people. It is the need to establish and maintain a satisfactory relation with people with respect to power and influence. It is concerned with achieving a *degree of influence or impact* on others.

- **Openness:** the management should be open all group of employees. It is the need to establish and maintain a satisfactory relation with people with respect to self-disclosure. It is concerned with achieving a *degree of openness* with others.

CONCLUSION

The study on Fundamental Interpersonal Relations Orientation (FIRO) provides the essence and need for maintaining healthy relationship with people. This study helps the management to know even, where the organization is well structured with excellent information and control systems, managers do have to rely on interpersonal relations for effectively carrying out their responsibilities. The company should take necessary action which is needed to increase the morale and satisfaction of the workers.

A systematic understanding of the managerial interpersonal dynamics can guide attempts at restructuring organizations and facilitate formation of effective work groups there. This study can also provide additional angles of vision, which relate solely to the behavioral level of the phenomenon.