



FIRO Business™ Profile

Developed by **Michael L. Morris**

Report prepared for
JEREMY SAMPLE

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Interpreted by
Beth Consultant
ABC Consulting Partners



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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

Inclusion, participation, recognition, belonging, and how you relate to groups

INFLUENCE

Control, leadership, responsibility, and decision-making authority

CONNECTION

Warmth, understanding, closeness, openness, and how you relate to individuals

Each of these needs areas is measured along two dimensions:

EXPRESSED 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?

WANTED BEHAVIOR

- 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.

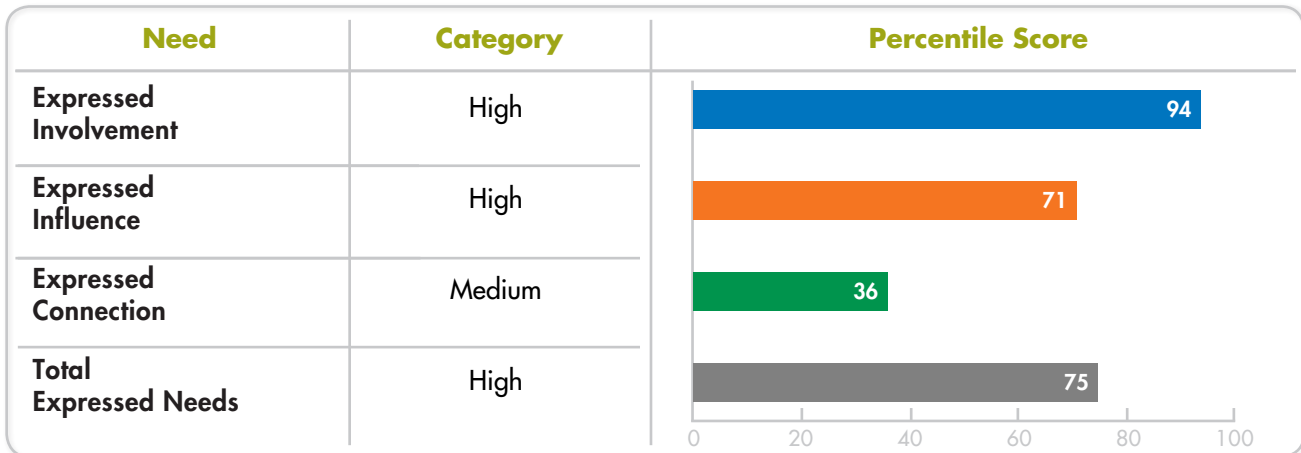
The following pages show your results as percentile scores indicating how your results on the assessment compare to those of the participants in the sample used to generate this report. If your percentile score is 75, for example, that means you scored higher than 75% of the sample. If your percentile 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.



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—Medium

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

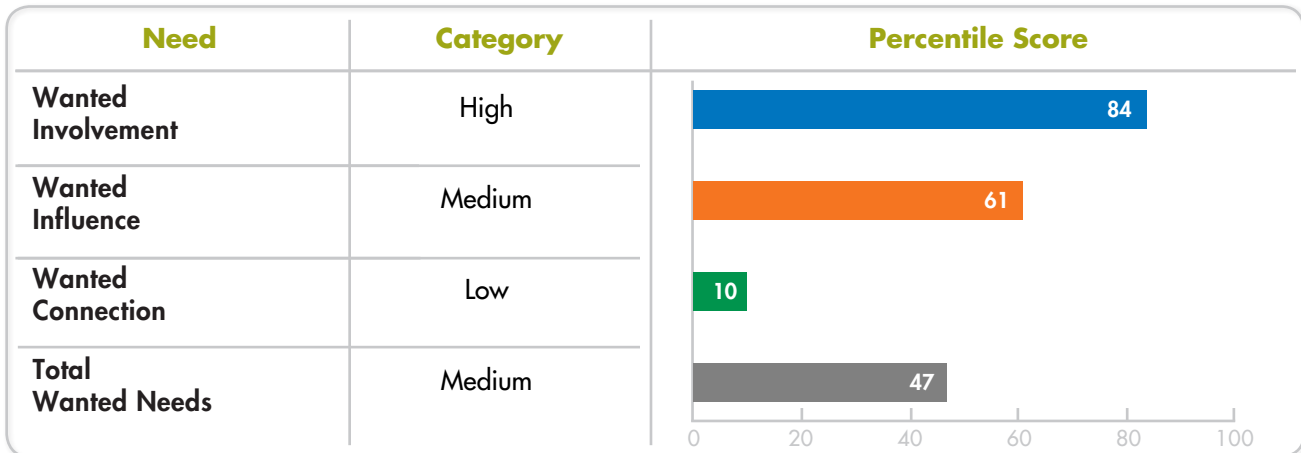
- Engage some, but not all, of your colleagues on a personal level
- Are moderately supportive and reassuring
- Maintain friendly but businesslike relationships with colleagues

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.



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—Medium

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

- Enjoy working in an environment with some structure
- Ask for direction and instructions when needed
- Are somewhat open to persuasion, depending on the issue

Wanted Connection—Low

Your Wanted Connection score is in the low range, indicating that you tend to:

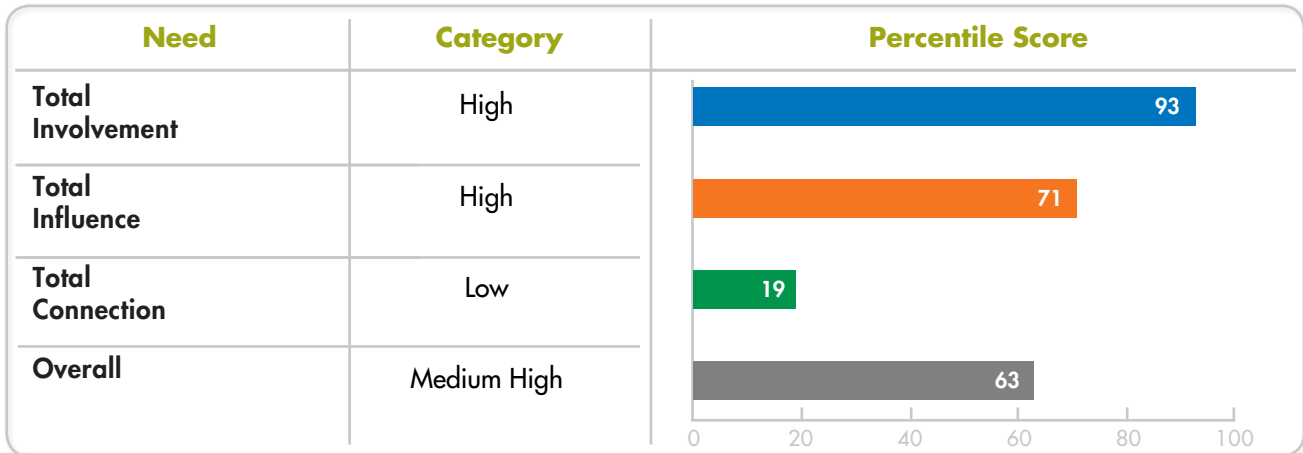
- Be uncomfortable when colleagues share too much personal information
- Be self-motivated, needing little encouragement from others
- Appear to others to be private and difficult to get to know

Total Wanted Needs—Medium

Your Total Wanted Needs score is in the medium range. This indicates that you sometimes want others to initiate activities, depending on who they are and what the situation is.

YOUR TOTAL AND OVERALL SCORES

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



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—Low

Your Total Connection score is in the low range, indicating that you typically:

- Prefer more formal, businesslike work relationships
- Like a calm, efficient atmosphere
- Appreciate others’ privacy and want others to respect yours

Overall—Medium High

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

- Work most effectively with small groups and regular contacts
- Prefer to work with others but sometimes need time to reflect
- Consider yourself more extroverted than introverted

