Leadership Report

Using the FIRO-B® and MBTI® Instruments

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Report prepared for
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This report is intended to help you explore and expand your understanding of the leadership style you use in your organization and how others might perceive and react to it. The information in this report is based on your responses to two instruments: the FIRO-B® (*Fundamental Interpersonal Relations Orientation-Behavior*^{TM}) and the MBTI® (*Myers-Briggs Type Indicator*®) assessments.

Both instruments tap into key aspects of personality and behavior in areas such as communication, problem solving, decision making, and interpersonal relations. The instruments are also distinct, each providing a view of your leadership personality through a different window. Together, they complement each other and provide rich information of use in your personal, ongoing leadership development program.

The report is written assuming that you understand your results on both instruments and a trained professional has interpreted your results on the FIRO-B and MBTI tools. This Leadership Report begins with a snapshot of your leadership style. The Overall Leadership Orientation section highlights how you lead. Next, the report offers a brief interpretive overview of your results on the FIRO-B and the MBTI instruments. The report then describes your leadership style in various contexts: in interpersonal relationships, in teams, and at the level of organizational culture. Next, it identifies some strengths you may have and possible challenges you might face in dealing with change and stress. Near the end of your report is an Action Plan that details several points you may want to include in your personal development agenda. The Resources that conclude the report include publications that will help you better understand your results on the FIRO-B and MBTI assessments.

The comments and interpretations in your report are intended to help you become a more adaptable leader; they are neither an evaluation of your leadership abilities nor a test of your "CEO potential." Also, please keep in mind that the suggestions and interpretations are presented as hypotheses or proposals about your leadership style, not statements of fact or the final verdict on the success of your leadership attempts. It is up to you to verify the statements and decide how well they describe you.

The FIRO-B and the MBTI tools examine your leadership style from different perspectives, thus once in a while what your results on one inventory say about you can seem to contradict your results on the other inventory. Upon close examination, however, seemingly inconsistent statements may nonetheless offer valid insights, with the instruments together offering a view of the finer contours of your personality.

In addition to supplying you with information about your own leadership style, this report can help you, as a leader

- recognize that each person has both strengths and possible blind spots;

- allow for wide divergence in people's views, attitudes, values, and behaviors;

- see different operating styles as an opportunity to bring diverse talents and strengths together in an organization; and

- use leadership approaches that match the situation and people's differing needs, in spite of your own needs and preferences.

OVERALL LEADERSHIP ORIENTATION

The following snapshot combines your MBTI and FIRO-B results. Reviewing this section may help you recognize the most fundamental aspects of your leadership orientation—the preferences and needs that shape how you lead.

Facets of Your Leadership Style

Your MBTI type preferences, ESTP, provide a wide angle lens through which to view your leadership style.

- You lead by taking action and getting things moving.

- You contribute by being resourceful, determined, practical, and action oriented and by handling the unexpected and out-of-the-ordinary.

- In a leadership role, you value pragmatism, cleverness, expediency, adaptability, facts, and fun.

- You make decisions using objectivity, skepticism, curiosity, and flexible guidelines.

- You project a style that is energetic, outgoing, activity oriented, direct, analytical, responsive, alert, and quick.

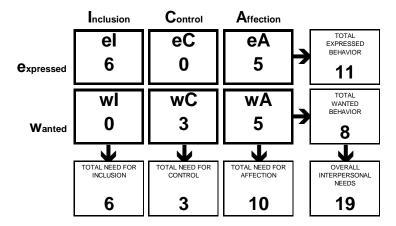- You enjoy negotiating, troubleshooting, and taking risks.

Your Leadership Approach

Your relatively strong need for Affection, as measured by the FIRO-B assessment, colors in a particular way the image of your leadership personality formed by the MBTI lens. With the FIRO-B "filter" applied to the MBTI lens, the following overall picture of your leadership approach emerges:

- You enjoy providing others with organization and resources to show your support and encouragement.

- You seek to minimize conflict by finding clever solutions to problems, removing obstacles, and negotiating agreements.

- You encourage responsiveness to fellow workers during the work day and find ways for co-workers to get to know one another a bit outside of the workplace.

- You encourage spontaneity and adventure as a means for building group cohesiveness.

- Your willingness to get directly involved in crisis situations is your way of showing support and encouragement for others.

- When forced to choose, you will focus on gaining people's loyalty and direct, honest communication rather than on making lots of connections, achieving prominence, or figuring out the larger hierarchy and decision-making process.

- In the short run, your goal is to get and give better feedback about the results you and others are achieving.

- In the long run, your goal is to develop a work unit that is tight-knit and willing to work together to take risks.

BASIC INTERPRETATION
OF YOUR FIRO-B® RESULTS

The FIRO-B instrument measures the extent to which people attempt to satisfy three basic social needs: *Inclusion* (participation, recognition, belonging), *Control* (power, authority, influence), and *Affection* (openness, warmth, closeness). The FIRO-B tool reports on how much one initiates behavior in these three areas (*Expressed Behavior)* and how much one would like others to initiate that behavior toward them (*Wanted Behavior).* Your results and some interpretive remarks are shown below.

	Inclusion	**C**ontrol	**A**ffection	
expressed	**eI** 6	**eC** 0	**eA** 5	→ TOTAL EXPRESSED BEHAVIOR 11
Wanted	**wI** 0	**wC** 3	**wA** 5	→ TOTAL WANTED BEHAVIOR 8
	↓ TOTAL NEED FOR INCLUSION 6	↓ TOTAL NEED FOR CONTROL 3	↓ TOTAL NEED FOR AFFECTION 10	↓ OVERALL INTERPERSONAL NEEDS 19

Level of Overall Interpersonal Needs: Medium-low
Strongest Interpersonal Need: Affection
Relationship Between Behaviors: Expressed is greater than Wanted

Your Overall Interpersonal Needs score (19) falls in the medium-low range. This result suggests that your involvement with others may sometimes be a source of satisfaction, depending on the people and context. You likely work most effectively alone, but can enjoy working with others when the objectives are focused. You are probably most comfortable when your work involves concentration on data or ideas and occasional discussions with or presentations to others.

Your Total Expressed Behavior and Total Wanted Behavior scores are both in the medium range (11 and 8, respectively). These results suggest that you sometimes initiate action and work proactively with others and at other times are more comfortable being reactive to and reliant on others. The fact that your Total Expressed Behavior score is slightly higher than your Total Wanted Behavior score suggests that you may keep others at a distance in order to avoid receiving unwanted behaviors or that you accept behaviors only from selected individuals. In addition, you may sometimes send confusing signals about what you want from others.

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Your Total Need scores for Inclusion, Control, and Affection (6, 3, and 10, respectively) reflect the overall strength of each need. Affection is the need you are most comfortable pursuing and the need you are least likely to give up. It is therefore likely that you will focus on establishing trust relationships, exchanging personal reactions and opinions, getting close to people, and building loyalty.

Control is the need satisfaction area you are drawn to least, the need that you would be most willing to sacrifice. You are probably less interested in determining who is in charge, how decisions are made, and what the rules and policies are than you are in satisfying your needs for Affection and Inclusion.
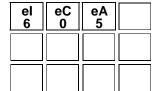
Your Patterns of Need Fulfillment

Your six individual needs scores indicate the extent to which expressed and wanted Inclusion, Control, and Affection are characteristic of you.

eI	eC	eA	
6	0	5	

Your expressed-need results (as indicated by the boxes) suggest that you will

| likely express | **sometimes express** | likely not express | | likely express | sometimes express | **likely not express** | | likely express | **sometimes express** | likely not express |

your **Inclusion** needs by
- talking and joking with others
- taking a personal interest in others
- involving others in projects and meetings
- recognizing the accomplishments of others

your **Control** needs by
- assuming positions of authority
- advancing your ideas within the group
- taking a competitive stance and making winning a priority
- managing conversations

your **Affection** needs by
- supporting colleagues verbally and physically
- giving gifts to show appreciation
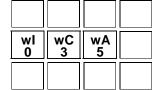- exhibiting concern about the personal lives of others
- being trustworthy and loyal

And your wanted-need results (as indicated by the boxes) suggest that you will

wI	wC	wA	
0	3	5	

| likely get | sometimes get | **likely not get** | | likely let | **sometimes let** | likely not let | | likely get | **sometimes get** | likely not get |

your **Inclusion** needs met by
- frequenting heavily trafficked areas (e.g., the water cooler)
- wearing distinctive clothing
- seeking recognition or responsibility
- going along with the majority opinion

others have **Control** by
- asking for help on the job
- involving others in decision making
- deferring to the wishes, needs, and requests of others
- asking for permission and circulating progress details

your **Affection** needs met by
- being flexible and accommodating
- listening carefully to others
- displaying an open body posture
- sharing feelings of anxiety, sadness, or loneliness

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Roles You Take on in an Organization

Leaders play many different types of roles in a group. The roles you play depend on your interpersonal needs and the needs of subordinates, colleagues, and the particular members of a team.

Three important roles that individuals can play in a group setting are described below on the left. These roles correspond to the needs for Inclusion, Control, and Affection. The checks in the boxes on the right correspond to your expressed need scores and indicate how likely you are to assume each role.

BASIC GROUP ROLES	HOW OFTEN YOU MAY PLAY THE ROLE		
	Frequently	Occasionally	Infrequently
Clarifier Presents issues or solutions for clarification, summarizes discussion, introduces new members to the team, keeps team members up-to-date, and provides the group with facts and data.	❑	☑	❑
Director Pushes for action and decision making; has lots to say and wants to say it in meetings; may be overly optimistic about what can be accomplished by the group.	❑	❑	☑
Encourager Builds up the egos and status of others; remains friendly, responsive, warm, and diplomatic; may also sacrifice the truth to maintain good relationships.	❑	☑	❑

These orientations suggest that overall you are a Situationalist. You are likely to be highly flexible, changing roles over time and across different circumstances. At times you may take on the role of Clarifier, and at other times you may act as an Encourager.

In addition, your relatively low score for wanted Inclusion suggests that you may take on the role of Individualist. As an Individualist, you are not an active team player and see most meetings as unnecessary and distracting.

BASIC INTERPRETATION OF YOUR MBTI® RESULTS

The MBTI instrument describes four personality dimensions, and each dimension is made up of a pair of opposite preferences. All eight preferences are valuable, and everyone uses each of them at least some of the time. However, each individual tends to prefer one preference of each pair and generally uses it more than its opposite.

Your MBTI preferences are ESTP. Each of these preferences is described by a boxed statement in the chart below.

WAYS OF GAINING ENERGY

EXTRAVERSION

E You focus on your outside world and get energy through interacting with people and doing things.

INTROVERSION

I You focus on your inner world and get energy through reflecting on information, ideas, and concepts.

WAYS OF TAKING IN INFORMATION

SENSING

S You notice and trust facts, details, and present realities.

INTUITION

N You attend to and trust interrelationships, theories, and future possibilities.

WAYS OF MAKING DECISIONS

THINKING

T You make decisions using logical, objective analysis.

FEELING

F You make decisions to create harmony by applying person-centered values.

WAYS OF LIVING IN THE WORLD

JUDGING

J You prefer to be organized and orderly and to make decisions quickly.

PERCEIVING

P You prefer to be flexible and adaptable and to keep your options open.

Below are a dozen adjectives that describe ESTPs in general. Because there are individual differences within each type, not every adjective may apply to you.

Activity oriented	Energetic	Pragmatic
Adaptable	Fun loving	Quick
Alert	Outgoing	Spontaneous
Easygoing	Persuasive	Versatile

Effects of Your Preferences in Work Settings

EXTRAVERSION (E)	**SENSING (S)**
• Like variety and action • Are often impatient with long, slow jobs • Are interested in the activities of your work and in how other people do them • Act quickly, sometimes without thinking • When working on a task, find phone calls a welcome diversion • Develop ideas through discussion • Like having people around	• Like using experience and standard ways to solve problems • Enjoy applying what you have already learned • May distrust and ignore your inspirations • Seldom make errors of fact • Like to do things with a practical bent • Like to present details of your work first • Prefer continuation of what is, with fine tuning • Usually proceed step-by-step

THINKING (T)	**PERCEIVING (P)**
• Use logical analysis to reach conclusions • Can work without harmony • May hurt people's feelings without knowing it • Tend to decide impersonally, sometimes paying insufficient attention to people's wishes • Tend to be firm minded and can give criticism when appropriate • Look at the principles in the situation • Feel rewarded when job is done well	• Enjoy flexibility in your work • Like to leave things open for last-minute changes • May postpone unpleasant tasks • May be curious and welcome new views on a thing, situation, or person • Postpone decisions while searching for options • Adapt well to changing situations and feel restricted without change • Use lists to remind yourself of all the things you have to do someday

The Role You Take on in an Organization

Each of the sixteen MBTI types has a unique leadership role. Your leadership role based on your MBTI type, ESTP, is described below. As you read the description, remember that everyone has the potential to play more than one kind of leadership-related role in a group. Your own leadership role may combine elements of your FIRO-B-based role or roles (as described on page 7 of this report) plus elements of your MBTI-based role.

Your preferences suggest that you may be most comfortable in the role of Promoter*. In this role, you show your preference for taking risks and keeping things lively and fun. You are able to make things happen and get results expediently.

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* This work role and fifteen other work roles based on MBTI® type are described in Olaf Isachsen and Linda V. Berens, *Working Together: A Personality-Centered Approach to Management,* 3rd ed. (San Juan Capistrano, CA: Institute for Management Development, 1995), 92-107.

el 6	eC 0	eA 5	
6	3	10	

INTERPERSONAL RELATIONS

The world of leaders is inherently social. For some, social interaction is exhilarating and energizing. For others, it can become draining and distracting or require balancing time spent with people with some time spent alone.

How Interaction Affects Your Leadership

Although the MBTI instrument shows that you have a preference for Extraversion, your overall interpersonal needs are in the medium-low range. This combination of results suggests that you enjoy the social aspects of your work but keep your interactions focused on a particular group of individuals. You may have learned to limit interpersonal activity over time because your organization's work culture is very unit oriented and doesn't encourage the use of groups and teams. You may also be the type of person who enjoys interacting with others but does not like to rely on relationships or groups to get things done. You may enjoy being included in groups, but feel inhibited in bringing people together yourself.

Given your interpersonal approach, you probably don't mind an occasional interruption from someone. You may actually find that a brief exchange or short meeting gives you a shot of energy. You are likely to rely on formal, written communications with others. Since you appreciate the importance of face-to-face contact, you are comfortable asking others to lead your meetings or make a presentation for you. You enjoy being around others, watching people interact and perhaps even working alongside them, but you may be less motivated to get directly involved with all the interactions. In some situations you may have found that you are concerned about being rejected.

What You Show First in a Leadership Role

Leaders spend a fair amount of time in new situations and are routinely required to build relations with new people. The kind of person you will appear to be in such situations—your first face—is related to both your strongest expressed need (as measured by the FIRO-B tool) and the dynamics of your MBTI type.

As an ESTP, you orient your preference for Sensing toward the outside world. And your FIRO-B results indicate that you most readily express Inclusion. Together, these results suggest that in new situations you are most likely to show first your interest in others and what they need to resolve in order to perform effectively. You want to hear details from each person about what he or she does and what his or her needs are.

WORKING WITH GROUPS AND OTHER LEADERS

The social world of leaders is dynamic. Sometimes leadership is about making opportunities to approach others and engage them. At other times, leadership involves being the recipient of the behavior and actions that others direct toward us.

How You Work in a Team

Your FIRO-B scores can shed some light on how you are likely to respond to the opportunities and pressures of working in a team.

eI 6			
wI 0			

Your expressed and wanted needs for Inclusion suggest that you enjoy teams in which

☑ **there are many opportunities (but no pressure from others) to**
☐ *there are many opportunities to*
☐ *there is no pressure to*
☐ *there are many opportunities for others (but no pressure on you directly) to*

- state an opinion and join in the discussion
- share information and take an interest in the activities of others
- maintain a high profile on the team

- acknowledge the unique strengths of individuals on the team
- recognize people's contributions and accomplishments
- produce highly visible results

	eC 0		
	wC 3		

Your expressed and wanted needs for Control suggest that you enjoy teams in which

☐ *there are many opportunities (but no pressure from others) to*
☐ *there are many opportunities to*
☑ **there is no pressure to**
☐ *there are many opportunities for others (but no pressure on you directly) to*

- create structured roles and rules
- clearly define the goals and activities of the team
- take action and show progress immediately

- establish formal agendas
- make final decisions rather than advise or recommend
- assign specific areas of accountability
- directly influence others

	eA 5		
	wA 5		

Your expressed and wanted needs for Affection suggest that you enjoy teams in which

☐ *there are many opportunities (but no pressure from others) to*
☑ **there are many opportunities to**
☐ *there is no pressure to*
☐ *there are many opportunities for others (but no pressure on you directly) to*

- develop a team consensus
- encourage and support individual efforts
- offer personal guidance
- build rapport with team members early on

- give individual reactions and opinions
- work intensely for many hours at a time
- have frequent contact with other team members
- develop interdependencies for information collecting and action

What You Expect from Other Leaders

wI 0	**wC 3**	**wA 5**	

As a leader, it is important to be conscious of how you function as the follower of another leader and how you act toward leaders at all levels who seek to influence you. What you expect from these other leaders greatly affects your interaction with them.

Your expectations for other leaders are related to a certain aspect of your MBTI type and your strongest wanted need.

You have preferences for Sensing and Perceiving, and your strongest wanted need is for Affection. This combination of results suggests that you want other leaders, above all, to clearly demonstrate responsiveness and to show that responsiveness through service and nurturing. In addition, you may want other leaders to

- troubleshoot disagreement and negotiate differences between people so that conflict is minimized;

- show honest communication and provide you with lots of feedback.

When a new leader is brought into your area, it is important for you to know that this leader won't stifle activities or get in the way of doing the work. It may be more important for you to be shown support and encouragement than for you to be involved in decision making.

It is also helpful to be aware of the type of leader you least like working with. In general, this type of leader is one whose highest expressed need is in the same area as your lowest wanted need.

Since your lowest wanted need is for Inclusion, you are likely to have the least appreciation for a leader who is actively interested in gaining your input and participation on a regular basis. This type of leader is also interested in highly visible projects and enjoys providing you with plenty of public recognition.

el 6	eC 0	eA 5	
6	3	10	

POWER AND ORGANIZATIONAL CULTURE

The interpersonal and group dynamics of leadership discussed on the previous pages take place in the even broader context of the "culture" and social structure of the organization. Leaders are engaged in this level at all times, influencing it and being influenced by it.

Your Bases of Power and Influence

Anyone who assumes a leadership role must develop some kind of power through which he or she attains influence over others. Some leaders develop *socialized power:* attaining influence in order to help others and have an impact. Other leaders rely on *formal power:* exercising power to achieve a personal goal of being influential and then using influence to succeed in fulfilling important objectives. A third type of leader uses *affiliative power:* becoming influential by nurturing and supporting people so that personal and organizational values are fulfilled. Which of these three kinds of power you are most likely to develop over the long term is directly related to your area of greatest interpersonal need.

Because your strongest interpersonal need is for Affection, the influence that you will try to create as a leader is likely to be based on affiliative power.

Affiliative power is the tendency to value and desire power for the purposes of being liked and warmly regarded and nurturing, supporting, and reassuring others, even at the expense of one's personal needs. Your interest in affiliative power is likely to lead you to develop strong personal loyalties, networks, and commitments. You will seek to expand your base of influence by adhering to important personal and organizational values and by showing how you have served others.

Your Influence on Organizational Culture

The base of power you build in an organization is related to the type of organizational culture you will strive to create. Organizationwide culture is a complex phenomenon, but your leadership is likely to have a strong influence on the culture among the staff and within the units that you directly oversee. As is the case for your bases of organizational power, the kind of culture you are likely to strive for is directly related to your area of greatest interpersonal need.

Because your strongest need is for Affection, you are likely to work to establish an organizational culture characterized by

- a high level of optimism

- a warm and family-like atmosphere

- a high level of feedback and candor

- widespread giving of encouragement and support

And because your least important need is for Control, you are comfortable letting certain Control-related aspects of organizational culture develop without your guidance, creating the possibility that you will receive occasional complaints about

- too much flexibility with policies and procedures

- wide distribution of power with limited accountability

- too much overlap of responsibility between people

Your MBTI type can provide additional insights into how you influence organizational culture. You are likely to use the power and influence you have as a leader to create a work environment that is congruent with your preference for either Intuition or Sensing and your preference for either Thinking or Feeling.

Because you have preferences for Sensing and Thinking, you are likely to be most comfortable in a work environment in which

- there are clear objectives and expectations

- realism and stability are highly valued

- others want data to be specific and accurate

- authority and reporting relationships are assigned and hierarchical

- everyone is expected to be well trained and prepared

DEALING WITH CHANGE AND STRESS

Organizational change can be stressful for all involved. Successful navigation of change may depend on the leadership you show, as either the initiator of the change or as someone who helps guide others through the change period.

Your MBTI type and FIRO-B scores suggest that you have certain strengths and resources at your disposal for demonstrating leadership during times of change. At the same time, each of these strengths has its potential downside. If pushed too far, a strength can lose its effectiveness and open up an area of challenge to you.

STRENGTHS AND RESOURCES	POTENTIAL RELATED CHALLENGES
• You know what works and doesn't work under the present conditions.	• You may not realize that conditions have changed and that proven strategies may no longer be effective.
• You are willing to bring people together to cope collectively with the change.	• You may allow too many concerns to be aired publicly, and you may try to bring in too many stakeholders.
• You are able to get a lot done during the change despite the confusion, and you are willing to take the initiative.	• You may not take time to think strategically and prioritize tasks, and you may get people going off in too many different directions.
• You show loyalty and trust, avoid unproductive conflict, and are willing to work with each person's emotions during the change.	• You may feel betrayed as the new realities brought on by the change begin to settle in, and you may not do the political maneuvering necessary to influence outcomes.
• You respond to personal appeals from above, and you are willing to accept some less-desirable tasks in the interests of being a good "citizen" during the change.	• You may feel like you aren't getting enough support and encouragement during the change.
• You are willing to accept inconsistencies, imbalances, and lack of structure during the change.	• You may be rebellious or resistant if the change seems to reduce your autonomy, and you may be annoyed with calls for new accountabilities.
• You are good at transforming visions into reality and keeping things moving, and you are comfortable with rapid change.	• You may be impatient with long deliberations about the change and overly anxious to get started; you can be blunt and curt with others.

ACTION PLAN

The preceding pages have painted a portrait of how your needs and preferences tend to orient your leadership behaviors in your organization, how you relate to and are perceived by others, how you use power to influence organizational culture, and how you deal with change and stress. Considering these insights, how do you become a more effective leader?

Experience suggests that you will be most effective as a leader if you remain true to your ESTP nature and continue to constructively satisfy your various interpersonal needs. However, your preferred modes of leading will not always match the follower styles and interpersonal needs of everyone you lead. Therefore, developing your effectiveness as a leader depends to a great extent on increasing your leadership flexibility, expanding your repertoire of leadership behaviors.

Some suggestions for engaging in this developmental process are presented below. Are they appropriate to you or your situation at work? Pick a few to work into your personal action plan.

- Examine your Control needs to see if they are appropriate to what others need in your organization. You may want to proactively explore methods for providing clear decisions and consistent direction for others so that they can set their own priorities.

- Consider the possibility that at some times and with some people you may be very willing to accept direction, but at other times, perhaps even with the same people, you are not. This may cause others to be concerned when they need you to carry out an assignment in a certain way.

- Reflect on the ways you initiate closer relations with co-workers. In some situations you may seem open and supportive, but in other situations you may seem cool and distant. Your ease of turning on and turning off your affection may lead others to see you as moody and perhaps insincere when you are trying to be helpful.

- It may be unclear to others that you rely on them to be open and supportive. At times you may seem receptive to others' encouragement but at other times not. This may make it difficult for you to receive the support you need when times are challenging and frustrating.

- As an ESTP, your comfort with pragmatism, resourcefulness, action, and efficiency may result in others perceiving you as blunt and insensitive, especially when you are acting quickly. You may need to look for ways to curb your assertiveness and factor in the feelings of others and to be more planful in considering long-term ramifications.

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