

Fundamental Interpersonal Relationships Orientation (FIRO®)

80% of work issues stem from the quality of working relationships Will Schutz Author of FIRO® a 3D Theory

The most important factor affecting motivation, morale, performance and output is the compatibility between its people – especially the leader and the team members. Most companies recognise this but few know how to create and maintain this compatibility.

Dr. Will Schutz, through his pioneering work aimed at reducing the fragmentation of teams in the US Navy, developed the FIRO® Theory and managed to reduce fragmentation by 25%. It is now 50 years on and FIRO® Theory has become one of the best, most comprehensive and powerful approaches for increasing team compatibility. His original FIRO-b® questionnaire has now been superseded. The improved questionnaire called FIRO Element B was published in 1989 together with FIRO Element F and FIRO Element S which take the nature of relationships beyond the original B (for Behaviour) into both F (Feelings) and S (Self). These very practical tools add enormous power to those implementing FIRO® theory in organisations. FIRO® theory is probably the most complete and effective approach to building relationships available anywhere in the world today – and it is what puts the depth into the whole area of Emotional Intelligence.

What does using FIRO® achieve?

FIRO® focusses on the inevitable link between personal needs, values, emotions and defences and how these impact on all our relationships – both personal and at work. FIRO® theory helps people to understand how they interpret the world through the lens of their own needs and experience. By increasing self-awareness, the lens clears, our emotions become less disruptive and our relationships become more

understandable and productive. The effect is that we:

- become more emotionally intelligent – by learning how the same fundamental needs drive both others and ourselves. This increased interpersonal literacy helps us in many ways including communicating, influencing and gaining commitment from others more effectively;
- generate greater energy and commitment – by implementing FIRO® theory the clutter of past experience has a less distorting effect on how we approach situations today. We approach people and issues in the light of today's needs and resources and allow the experience of the past to become valuable rather than disruptive –releasing new levels of energy and creativity;
- become a high performing team – by developing greater understanding of others and ourselves we lay the foundation for reducing defensiveness and facilitating productive and satisfying relationships. This helps us get more out of our work and career and, at work, leads to the greatest prize of all – a trust-based high performing team.

How is FIRO® different?

FIRO® is not just a set of questionnaires; it is a major theory about the human condition. Will Schutz is probably the most influential individual of all those dedicated to developing human potential – and his questionnaires provide a practical vehicle for implementing the wide range of approaches and techniques he developed in his long career. FIRO® is a philosophy, an approach, a toolkit and a process all of which can be used wherever human relationships are important – and hence this means anywhere. It has been used in schools, in residential communities, in coaching, in counselling, in therapy and many other areas. It is the most powerful approach to building relationships in the workplace and can form the basis of many interventions involving leadership, communication, influencing and team development. Many people have heard of the original FIRO-b®. Now is the time to unlock the potential of the fuller FIRO® theory.

In-depth analysis of interpersonal relations

The FIRO® Element questionnaires are integrated suites that cover behaviour, feelings and the self. Together they address the Fundamentals of relationships (FIRO® stands for Fundamental Interpersonal Relations Orientation) and can be applied to areas and issues such as self-esteem, decision-making, negotiations, team compatibility, defensiveness and all situations where relationships are important.

Available online or on paper

All the questionnaires are available in paper form and currently FIRO® Element B is available online

– greatly increasing the flexibility with which it can be used – especially in coaching.

FIRO® - the Fundamental Interpersonal Relationships Orientation Questionnaire at a glance

Use to:

explore both the surface (behaviour) and underlying (feelings and self-concept) that affect the way we engage in ALL relationships

Use for:

individual development, coaching or for building trust-based teams

Use with:

all people interested in building stronger relationships and developing their self-awareness and emotional maturity

Administration:

Online or on paper with online reporting

Timing:

Untimed, typical completion for each questionnaire is 10-15 minutes

Number of items:

Each questionnaire has 54 items answered with the mind-set of 'the way it is' and 'the way I want'

Reports:

Administrator's data report; Single view of self-report; Self+Other report

Norm groups:

Guttman scaled using US general population sample
Reliability:
0.85 - 0.91

Training required:

FIRO Element B requires 2-day module (or 1-day conversion for FIRO-b users)
FIRO Elements B, F and S require 3-day module
Advanced practitioner courses also available

Training required

Learning to use FIRO[®] Theory is a continuing process:

FIRO[®] Element B is available to people who attend our 2-day qualifying course.

FIRO[®] Elements B, F and S are all available to people who complete our 3-day qualifying course.

FIRO[®] Elements E, J, W, TC and Concordance are available to those who attend the 2-day advanced course.

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