



FIRO Business™ Profile

Developed by Michael L. Morris

Report prepared for
ALEXANDER GRAHAM BELL
December 8, 2008

Interpreted by
James Joyce
JCPS
Joyce Consulting and Placement



CPP, Inc. | 800-624-1765 | www.cpp.com

INTRODUCTION

The FIRO Business™ tool presents information on three interpersonal needs that impact 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 is measured along two dimensions:

EXPRESSED BEHAVIOR

- How much do you like 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?

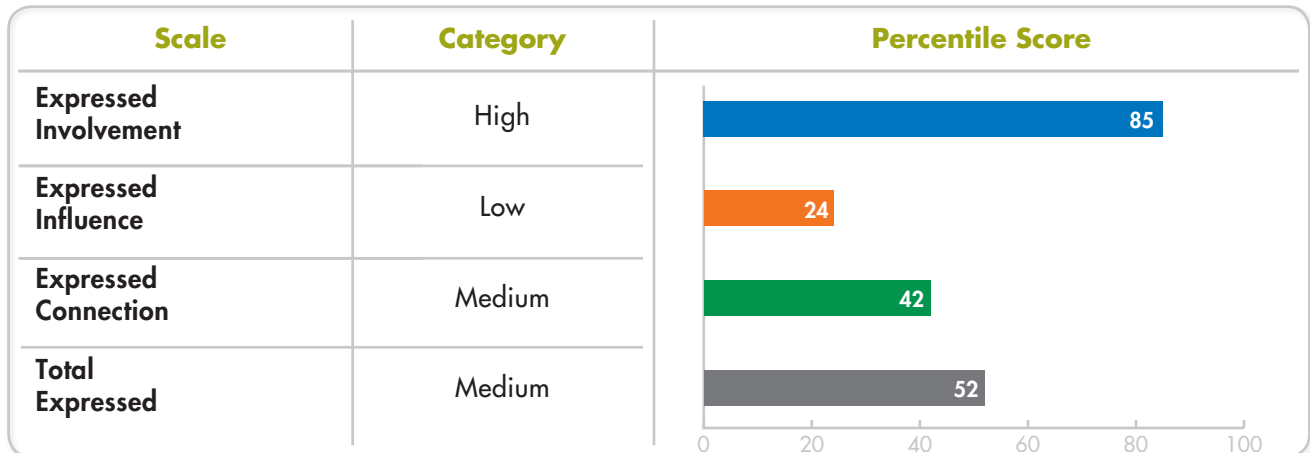
This profile reports your results on the expressed, wanted, and total aspects of the three interpersonal needs and includes basic interpretive information for each. These interpretations are based on over 40 years of research on the three interpersonal needs. The results presented in this report are based on over 2500 people who completed the FIRO Business assessment in 10 languages.

The following pages show your percentile scores for Expressed, Wanted, and Total for the three Interpersonal needs—Involvement, Influence, and Connection. Percentile scores indicate the percentage of the sample who score lower than you. For example, if your score is in the 75th percentile, you score higher than 75 percent of the sample. Categorical scores—High, Medium, Low—are based on the percentiles, and compare your scores to those from the sample used to generate this report.

As you read through this profile, please consider how the results compare with your own sense of how you interact with others. 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

Below are your raw and percentile scores for expressed Involvement, Influence, and Connection, along with a total expressed score. 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 likely:

- Include others in your meetings and work activities
- Create an inviting and welcoming climate
- Share tips and ideas

Expressed Influence—Low

Your Expressed Influence score is in the low range, indicating that you likely:

- Avoid controlling other people and situations
- Prefer not to be in a position of authority
- Do not enjoy exercising power

Expressed Connection—Medium

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

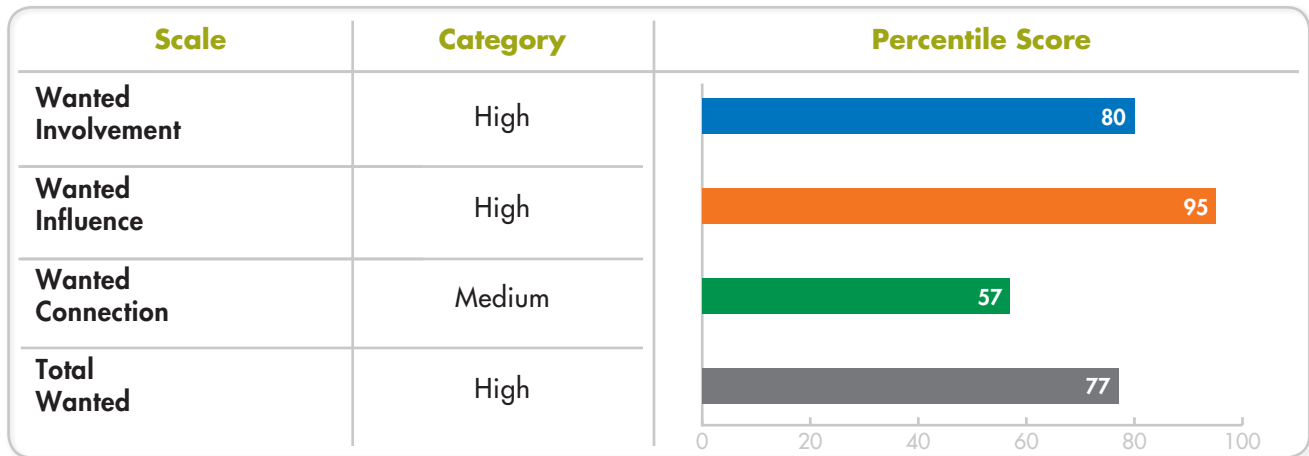
- Engage some, but not all, of your colleagues on a personal level
- Are moderately supportive and reassuring
- Are somewhat open and cooperative

Total Expressed—Medium

Your Total Expressed score is in the medium range. This indicates that you usually think about when and whom to initiate activities, projects, and interactions with.

YOUR WANTED NEEDS

Below are your scores for wanted Involvement, Influence, and Connection, along with a total wanted score. 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 likely:

- want to be included in meetings and work activities
- enjoy receiving recognition
- build on contributions from others

Wanted Influence—High

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

- prefer that others take charge
- like clear expectations and instructions
- enjoy working in well-defined situations

Wanted Connection—Medium

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

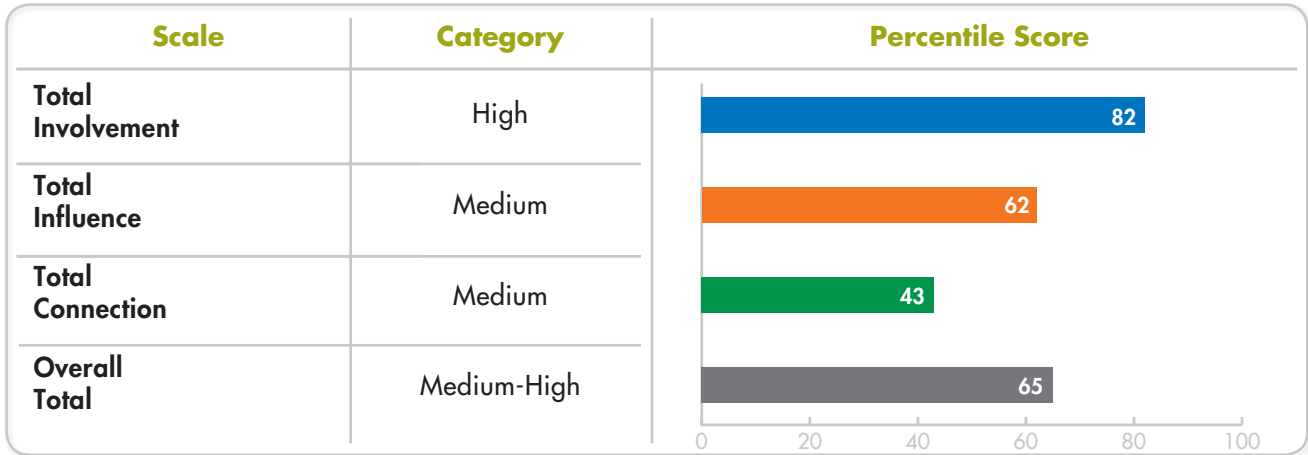
- are somewhat comfortable with others sharing personal information
- like a moderate amount of encouragement
- are willing to compromise when necessary for team unity

Total Wanted—High

Your Total Wanted score is in the high range. This indicates that you probably like others to initiate activities and are comfortable relying on others.

YOUR TOTAL NEEDS AND OVERALL SCORES

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



Total Involvement—High

Your Total Involvement score is in the high range, indicating that you likely:

- Prefer to be actively involved with your colleagues
- Like to have contributions from everyone
- Have a sense that “we are all in this together”

Total Influence—Medium

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

- Enjoy working in groups that have some ability to control outcomes
- Have a give and take attitude toward authority
- Like a moderate amount of structure and clarity

Total Connection—Medium

Your Total Connection score is in the medium range, indicating that you likely:

- Prefer a moderate amount of warmth in your working relationships
- Enjoy and contribute to an encouraging, but not “rah-rah” atmosphere
- Like an open, yet businesslike, team environment

Overall—Medium-High

Your Overall score summarizes how strong your need is for general interpersonal contact and interaction. Your Overall score is in the medium-high range. This indicates that you:

- Are generally favorable toward teams
- Prefer to work with others but sometimes need time to reflect
- Consider many factors when deciding how to participate in teams most effectively