

The Leadership Report

Using **FIRO-B**[™] and **MBTI**[®]

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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*) and the MBTI (*Myers-Briggs Type Indicator*[®]).

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. 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. 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 understand your results on the FIRO-B and MBTI better, plus resources on the topic of leadership and personality.

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 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, ESTJ, provide a wide angle lens through which to view your leadership style.

- You lead by acting and focusing on what needs to be done.
- You contribute by being timely, orderly, methodical, and conscientious; by acting pragmatically and drawing attention to procedures and follow-through.
- In a leadership role, you value industriousness, the formal chain of command, results, reliability, practicality, and efficiency.
- You make decisions based on facts, guidelines, procedures, systematic thinking, and rational analysis.
- You project a style that is steady, stabilizing, detailed, decisive, results oriented, objective, direct, responsible, organized, and logical.
- You enjoy measuring progress and managing costs and schedules.

Your Leadership Approach

Your relatively strong need for Inclusion, as measured by the FIRO-B, 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 getting people involved in implementing projects and operations.
- You seek to engage others in efficiently organizing a process and following through, preferably using a proven step-by-step approach.
- You encourage widespread understanding of the tasks to be accomplished and the schedules that must be maintained.
- When forced to choose, you will focus on making the right connections to get the job done, getting involved, and establishing some prominence for yourself and/or your work units rather than on establishing structures or building up loyalties.
- In the short run, your goal is to provide direction for everyone and help them fit into the operation in some logical way.
- In the long run, your goal is to use groups and employee involvement to keep operations or projects moving forward without distraction or delay.

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 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	Control	Affection	
Expressed	eI 7	eC 0	eA 4	TOTAL EXPRESSED BEHAVIOR 11
Wanted	wI 1	wC 3	wA 4	TOTAL WANTED BEHAVIOR 8
	TOTAL NEED FOR INCLUSION 8	TOTAL NEED FOR CONTROL 3	TOTAL NEED FOR AFFECTION 8	OVERALL INTERPERSONAL NEEDS 19

Level of Overall Interpersonal Needs: Medium-low

Strongest Interpersonal Needs: Affection and Inclusion

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.

Your Total Need scores for Inclusion, Control, and Affection (8, 3, and 8, respectively) reflect the overall strength of each need. Even though your scores for Inclusion and Affection are equal, FIRO-B theory predicts that 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 getting close to people, establishing relationships based on trust, exchanging personal reactions and opinions, 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 and how decisions are made than you are in satisfying your needs for Inclusion and Affection.

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 7	eC 0	eA 4	

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

likely express	<i>sometimes express</i>	<i>likely not express</i>	<i>likely express</i>	<i>sometimes express</i>	likely not express	<i>likely express</i>	sometimes express	<i>likely not express</i>
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- 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

wI 1	wC 3	wA 4	

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

<i>likely get</i>	<i>sometimes get</i>	likely not get	<i>likely let</i>	sometimes let	<i>likely not let</i>	<i>likely get</i>	sometimes get	<i>likely not get</i>
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- 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

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.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Encourager Builds up the egos and status of others; remains friendly, responsive, warm, and diplomatic; may also sacrifice the truth to maintain good relationships.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

These orientations suggest that you are comfortable in the role of Clarifier and assume this role in most group situations.

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 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 ESTJ. 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 ESTJs in general. Because there are individual differences within each type, not every adjective may apply to you.

Conscientious
Decisive
Direct
Efficient

Impersonal
Logical
Objective
Organized

Practical
Responsible
Structured
Systematic

Effects of Your Preferences in Work Settings

EXTRAVERSION (E)

- 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

SENSING (S)

- 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)

- 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

JUDGING (J)

- Work best when you can plan your work and follow your plan
- Like to get things settled and finished
- May not notice new things that need to be done
- Tend to be satisfied once you reach a decision on a thing, situation, or person
- Reach closure by deciding quickly
- Seek structure and schedules
- Use lists to prompt action on specific tasks

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, ESTJ, 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 Supervisor*. In this role, you are organized and results oriented. You enjoy making decisions and keep everyone and everything in line with standards and expectations.

* 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*, 2nd ed. (Coronado, CA: New World Management Press, 1988), 92-107.

INTERPERSONAL RELATIONS

eI 7	eC 0	eA 4	
8	3	8	

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 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) and the dynamics of your MBTI type.

As an ESTJ, you orient your preference for Thinking 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 objectivity and fairness. You get people working in groups to prioritize common interests and analyze strategies for moving forward collectively.

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.

el 7			
wI 1			

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 4	
		wA 4	

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 1	wC 3	wA 4	

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 Judging, and your strongest wanted need is for Affection. This combination of results suggests that you want other leaders, above all, to clearly demonstrate responsibility and to show that responsibility through loyalty, personal commitment, and consideration of others. In addition, you may want other leaders to

- be clear and organized about their expectations so that you know who to serve and satisfy;
- show consideration by being reliable and respecting traditions.

When a new leader is brought into your area, it is important for you to know that the leader is going to be systematic and orderly. It may be more important for you to receive support and encouragement from a new leader than to be involved in his or her 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.

POWER AND ORGANIZATIONAL CULTURE

eI 7	eC 0	eA 4	
8	3	8	

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.

You have two equally strong areas of interpersonal need: Affection and Inclusion. Your expressed need scores, however, indicate that Inclusion is most important to you. It is likely, therefore, that the influence you try to create as a leader will be based on socialized power.

Socialized power is the tendency to value and desire power for the purposes of serving and benefiting the common welfare, having an impact, and generating progress and growth. Your interest in socialized power is likely to lead you to expand your influence by seeking and creating consensus. Your involvement with others will allow you broad insight into their sentiments and ideas and will help you readily convene and gather others behind your ideas.

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.

Among your two equally strong interpersonal needs, you express a greater need for Inclusion than you do for Affection. Therefore, you are likely to work to establish an organizational culture characterized by

- broad access to decision makers and power
- widespread involvement and recognition
- a climate of openness and fairness
- free exchange of information

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
<ul style="list-style-type: none"> You know what works and doesn't work under the present conditions. 	<ul style="list-style-type: none"> You may not realize that conditions have changed and that proven strategies may no longer be effective.
<ul style="list-style-type: none"> You are willing to bring people together to cope collectively with the change. 	<ul style="list-style-type: none"> You may allow too many concerns to be aired publicly, and you may try to bring in too many stakeholders.
<ul style="list-style-type: none"> You are able to get a lot done during the change despite the confusion, and you are willing to take the initiative. 	<ul style="list-style-type: none"> You may not take time to think strategically and prioritize tasks, and you may get people going off in too many different directions.
<ul style="list-style-type: none"> You show great interest in working with others and welcoming new people into the organization. 	<ul style="list-style-type: none"> You may feel a loss of identity and status when the change is implemented, and you may lament the passing of "the old days."
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> You may feel like you aren't getting enough support and encouragement during the change.
<ul style="list-style-type: none"> You are willing to accept inconsistencies, imbalances, and lack of structure during the change. 	<ul style="list-style-type: none"> You may be rebellious or resistant if the change seems to reduce your autonomy, and you may be annoyed with calls for new accountabilities.
<ul style="list-style-type: none"> You are willing to take charge and make tough decisions and stand by them, and you can offer analytical skills and new perspectives. 	<ul style="list-style-type: none"> You may undervalue the importance of attending to emotional needs, and you may make decisions too quickly and without regard for how others may feel about the impact.

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 ESTJ 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.

- Monitor your Inclusion behavior to see if you give everyone adequate space to contribute freely at their own pace and level. Depending on the needs of those with whom you work, you may wish to adjust your enthusiasm if it stifles some people or is misinterpreted as intrusive.
- Your independent nature and need for privacy may be misconstrued by others as indifference, moodiness, or even conceit. You may wish to consider how much your exclusion of others is based on a strategy of rejecting them before they reject you.
- 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.
- As an ESTJ, your comfort with speedy and logical analysis and your facility with data may be perceived by others as overly direct and harsh. You may wish to look for appropriate opportunities to be more inclusive and considerate in your operating style and to consider all sides as you examine the benefits of change.

RESOURCES

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