

An introduction to FIRO Business™ reports

The new FIRO Business™ reports

OPP launches two new FIRO® reports, which have been developed using new FIRO terminology that is adapted to the business environment. The all-new **FIRO Business** reports are designed for use with clients who want to understand their interpersonal communication needs, and gain greater insight into how those needs influence their workplace behaviours and leadership style. They look at Expressed and Wanted interpersonal needs in three areas that affect work relationships: Involvement, Influence and Connection – terminology that can be used to directly replace the traditional names Inclusion, Control and Affection when using the FIRO framework in a business context.

What FIRO Business reports are available?

FIRO Business Leadership Report (£33.00)

This report presents a new, key application of FIRO results, helping leaders to enhance the impact of their actions and behaviour at work, increase their job satisfaction and productivity, and think about alternative ways to achieve their goals. It contains sections on:

- Relating to direct reports, managers and co-workers
- Handling conflict and negotiating
- Making decisions and setting priorities

Taking a behaviourally focused, descriptive approach, the report outlines how a person behaves, the impact they have on others and how they can be more effective. [View sample report > >](#)

Note: The FIRO Business Leadership report does not contain candidate scores. Should practitioners require candidate scores, they will need to purchase the FIRO Business Profile Report in addition to the Leadership Report, or purchase the combined 'FIRO Business Leadership with Profile Report'.



FIRO Business Profile Report (£17.50)

This five-page report provides a basic summary of FIRO Business results in a clean, graphic style. Like the FIRO Business Leadership Report, it presents measures of Expressed and Wanted interpersonal needs in three areas that affect work relationships (Involvement, Influence and Connection). [View sample report > >](#)

The great news is that there is no need to complete a separate questionnaire to access these new products: the new FIRO Business reports are generated from a subset of items within the existing FIRO-B® questionnaire, using OPPassessment.

FIRO-B® reports

The following reports are still available to help practitioners interpret FIRO-B results:

- FIRO-B Interpretive Report for Organisations (IRO)
- FIRO-B Profile Report
- Leadership Report Using the FIRO-B and MBTI® Instruments

Why are these reports known as “FIRO Business”?

The FIRO Business approach was developed with the goal of incorporating customer feedback on the FIRO-B tool to produce more business-specific reports. The FIRO Business is unique in that:

- The FIRO Business product range has an improved **business applicability**, as the scale names have been updated to reflect language used in organisational settings. Nonetheless, the need areas are conceptually identical to those explored in the FIRO-B reports; FIRO Business just uses labels that are more acceptable in a workplace context, making it easier for practitioners to gain buy-in to FIRO development work.

FIRO-B need area	FIRO Business need area	Meaning
Inclusion	Involvement	This need indicates how much you generally include other people in your life and how much attention, contact and recognition you want from others. It is about you in relation to groups, whether small or large.
Control	Influence	This need indicates how much influence and responsibility you want and how much you want others to lead and influence you. It is about one-to-one relationships and your behaviour as part of a group.
Affection	Connection	This need indicates how close and warm you are with others and how close and warm you want others to be with you. It is about the need to establish comfortable one-to-one relationships.

- **Additional research** has been carried out that informs the FIRO Business results. The FIRO Business scoring has been validated in ten different languages using employed individuals, making the reports even more applicable to multinational organisations.

What are the differences between FIRO-B and FIRO Business reports?

Choosing between the FIRO-B and FIRO Business approaches to reporting results is a question of identifying the audience and purpose of the FIRO work before starting, and choosing the most appropriate approach. In summary:

The FIRO-B reports continue to be an excellent choice for:

- Organisations using the FIRO-B assessment and terminology and experiencing positive results
- Organisations using the FIRO-B and MBTI assessments in combination for leadership development
- Professional coaches who are using the FIRO-B assessment with clients for raising awareness of the impact of interpersonal behaviours

The FIRO Business reports are ideal for:

- Organisations that have used the FIRO-B assessment but require a tool specifically designed for business settings/using business language
- Multinational organisations and those with multicultural workforces
- Executive coaches who work with individual clients for development specific to a work environment or business context

It is worth noting that the reports don't just differ in the language used and type of content explored. The following are some other important differences between the FIRO-B and FIRO Business report suites:

- The FIRO Business reports compare answers to an international norm group of employed individuals; the FIRO-B reports use a UK-specific norm group that is representative of the general UK population.
- The FIRO Business reports are based on a different scoring method from the FIRO-B reports, presenting results in terms of percentiles, which are more intuitively interpreted than the traditional 0–9 scoring of the FIRO-B reports.

Nonetheless, all FIRO Business reports can be generated from the existing 54-item FIRO-B questionnaire, as the reports are scored using a subset of 30 of the items within the FIRO-B questionnaire¹. This gives clients maximum flexibility, as it is possible to run any of the FIRO range of reports from a single questionnaire – saving time and avoiding hassle.

NB Practitioners should avoid using FIRO-B and FIRO Business results alongside each other. Feedback is clearer and more constructive when a consistent set of terminology is used across applications, with a single client. In addition, the variation in the presentation of scores between FIRO-B and FIRO Business may also cause confusion.

Should I switch from FIRO-B reports to FIRO Business reports?

Not necessarily. Both instruments are based on Will Schutz's well respected *Fundamental Interpersonal Relations Orientation* (FIRO) model.

Practitioners who prefer the more business-friendly nomenclature of the FIRO Business approach (Involvement, Influence, Connection) and/or are specifically interested in leadership development may choose to switch to or begin using the FIRO Business assessment and reports, especially as the FIRO Business Leadership Report provides deeper insight and interpretation than the FIRO-B reports. If a practitioner has been satisfied with the FIRO-B instrument and reports, they can continue to use them.

¹ Note that in the US, these 30 items are administered as a separate questionnaire. Details of how this questionnaire/30-item subset are scored, and information about reliability and validity, can be found in the *FIRO Business Technical Guide*.

What supporting materials are available?

Introduction to the FIRO Business Instrument (€15.00)

This 38-page client booklet presents information for respondents on how to understand FIRO Business results and apply them in a work context. It includes explanations of Expressed and Wanted interpersonal needs for each of the three need areas, provides detailed interpretations of all scores, and discusses practical applications of the tool in one-to-one relationships and groups, exploring interpersonal growth and effectiveness in the workplace.

NB This book is very similar to the Introduction to the FIRO-B Instrument (product code FI0181). It is not necessary to purchase both products for the same user – simply choose the approach and terminology that suits them best (FIRO-B or FIRO Business) and supply the relevant book to them.

FIRO Business Leadership Report User's Guide (€36.50)

Aimed at practitioners, this is a useful guide to the background to the report and how to use it. It presents an introduction and overview of the report, including:

- Purpose, use and organisation of Leadership Report
- Comparison of the FIRO Business and FIRO-B methods
- Assessment administration, scores and scoring

It also provides interpretation guidelines for a variety of FIRO Business applications.

FIRO Business Technical Guide (€83.00)

Aimed at qualified FIRO practitioners, this essential guide to the FIRO Business covers construction, scoring, reliability, validity and normative data applicable to the FIRO Business reports. It includes 104 tables of detailed information on norm sample and validation samples used for the FIRO Business reports, and presents correlation data for the psychometric measures.

Who is qualified to purchase FIRO Business products?

Anyone who is qualified in the FIRO-B instrument is eligible to purchase FIRO Business products.

Read about the [FIRO-B Qualifying Programme > >](#)

How can I buy?

Reports are available on [OPPAssessment](#).

To start using [OPPAssessment](#) email enquiry@opp.eu.com or phone our Customer Service team on **0845 603 9958**.

For any enquiry about training programmes, products and services visit www.opp.eu.com or contact our Customer Service team on **0845 603 9958** or at enquiry@opp.eu.com.

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