FIRO Business® Leadership Report

Developed by Allen L. Hammer and Eugene R. Schnell

Report prepared for

JEREMY SAMPLE

January 18, 2020

Interpreted by

Beth Consultant

ABC Consulting Partners

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

FIRO Business® Leadership Report Copyright 2009 by CPP, Inc. All rights reserved. FIRO, FIRO Business, the FIRO Business logo, and the CPP logo are trademarks or registered trademarks of CPP, Inc., in the United States and other countries.

INTRODUCTION

Working in an organization means working with other people. How you interact with and relate to many different kinds of people plays an important role in your success at work. This report demonstrates how your results from the FIRO Business® assessment can help you understand your interpersonal needs and how you interact with others in your organization. Information from the FIRO Business tool can help you maximize the impact of your actions and behavior at work, identify options for increasing your job satisfaction and productivity, and explore alternative ways to achieve your goals.

As you read through this report, keep in mind that all instruments have limitations. The FIRO Business assessment provides information on your fundamental interpersonal relations orientation. It is a measure of interpersonal needs in the areas of involvement, influence, and personal connection. It is not a comprehensive personality assessment, nor is it a test of abilities, career interests, or success.

Each of the first five sections of this report (see the list below) describes your preferred approach to the topic and indicates some of the strengths and challenges of your approach. Each section ends with "developmental stretches"—strategies you might try, new thoughts you could entertain, feedback you might seek in order to stretch yourself to develop new capacities as a leader. The "Next Steps" section, at the conclusion of this report, helps you plan how to use the developmental stretches to enhance your interpersonal effectiveness.

How Your FIRO Business® Leadership Report Is Organized

- Relating to Your Coworkers
- Relating to Your Manager
- Relating to Your Direct Reports
- Handling Negotiation and Conflict
- Making Decisions and Setting Priorities
- Next Steps

RELATING TO YOUR COWORKERS

One of the important aspects of being a leader is "leading across," or managing your relationships with your coworkers. People have different levels of interest in interacting with their coworkers, and those levels strongly influence how much time and energy they devote to interacting with others on a daily basis.

The chart below shows four possible levels of interest in interacting with others. Your level of interest, based on your responses to the FIRO Business assessment, is shown in bold.

LEVELS OF INTEREST IN RELATING TO COWORKERS

Likely to spend most of your time and energy interacting with coworkers rather than working independently on your own projects

Likely to spend at least half your time and energy interacting with coworkers rather than working independently on your own projects

Likely to spend at least half your time and energy working independently on your own projects rather than interacting with coworkers

Likely to spend most of your time and energy working independently on your own projects rather than interacting with coworkers

Your Strengths in Relating to Coworkers

Your results, based on your responses to the FIRO Business assessment, show that you are interested in spending at least half your time and energy interacting with your coworkers rather than working independently on your own projects. This suggests that:

- You are likely seen as a team player and believe that you do your best work when you can collaborate with others; however, there are probably certain tasks you enjoy and are most effective working on alone.
- You are likely to ask a lot of questions so that everyone on the team will know the opinions and feelings of the other team members, which prevents surprises and will help unify the team.
- You are likely to communicate your opinions and feelings to particular people whose opinions you respect and with whom you most enjoy working.
- Although you prefer to work on teams or with groups much of the time, you welcome certain assignments that give you a chance to work alone or with smaller groups.
- You are willing to be front and center in public situations (e.g., open meetings, staff meetings, team projects) if necessary, but you also are willing to step aside and allow others to assume a leadership role when the situation calls for it.
- Although you have a wide network of people on whom you can call for support or help with a project, you keep some things private, sharing them only with a select few individuals whom you have come to trust and whose opinions you value.

Possible Challenges of Your Approach to Coworkers

- You may get interrupted or distracted because you don't give people clear messages about when you need private time to think or work, or just to recharge.
- Your approach may sometimes confuse people who don't know whether you are open to being approached or need private time.
- In public situations, you sometimes talk too much or say things about which you should have been more discreet, and then later regret having been so open.
- Your willingness to talk through issues in group settings may lead others to view you as dominating group time.
- Because you sometimes seem quite sociable and at other times are quite private, others may mistakenly attribute your changes in behavior to hidden motives.

Developmental Stretches

- Make sure you have enough time alone to keep yourself energized and engaged.
- Be explicit with coworkers about when you need private time and when you will be available again; arrange signals so that people will know (e.g., door closed or open). It will help if you schedule regular quiet times so your colleagues can anticipate your needs.
- Analyze how to best allocate your time between teamwork and individual work; identify which projects most require collaboration and which require periods of uninterrupted thinking or writing.
- Think strategically about when you want to be the center of attention, or at least share the stage, and when it would be better to back off and let others take the lead.
- Be transparent when shifting between the social and private aspects of your style so as to avoid misinterpretation of your motives, especially if you are in a high-visibility leadership role.

RELATING TO YOUR MANAGER

Another important aspect of being a leader is "leading up," that is, managing your relationship with your manager. Different people like to work with managers who have different kinds of characteristics. Three distinct managerial styles are described in the chart below. The style most important to you in a manager is shown in bold.

MANAGERIAL STYLES
Involves and brings people together and makes you feel a part of it all
Provides direction and focuses on goals and tasks
Encourages, supports, and shows a personal interest in you

Your Preferences in a Manager

Your results suggest that you like a manager who brings people together and aligns everyone to a vision and common objectives. The characteristic you find least important in a manager is striving to develop a close one-on-one relationship with you or seeking to be your only source for mentoring, coaching, and development. Your best performance may be stimulated by a manager who:

- Involves the team in identifying problems and achieving consensus about priorities
- Gets you working with others to solve these problems
- Tries to create a team identity that promotes collaboration and provides a sense of belonging
- Allows you and others opportunities to participate; asks for the ideas and opinions of all team members
- Stays engaged with and contributes to the team as a peer
- Provides access to others who can help
- Brokers visibility with others for you
- Recognizes the contributions and accomplishments of team members and celebrates team successes
- Builds alignment through involvement and engagement
- Ensures that everyone is treated fairly and equally in terms of workload and policies
- Encourages diversity and brings in people who may have different ideas or approaches

Possible Challenges of Your Preferences

Given what you want from a manager, some issues are likely to surface, as noted below. This list offers points for you to consider and evaluate. Keep in mind that a manager's style is influenced by many factors, including personality, interpersonal needs, and life experiences, and thus it is difficult to predict exact issues in your relationship with your manager.

- You may want your manager to be more participatory with the team and less personally attentive than he or she is comfortable being.
- You may want your manager to be more accepting of others' ideas and opinions.
- You may want your manager to interact more with your team and to be more open with information.
- You may request information that your manager believes is not appropriate to share.
- You may lose motivation quickly if your manager does not involve you in something and does not explain why.
- You may resist your manager's attempts to get to know you personally, which may lead your manager to distrust you.

Developmental Stretches

- Be explicit with your manager about how much recognition you need, how often, and for what. Mention that you don't need a lot of one-on-one attention.
- Don't take it personally if your manager doesn't include you in every group; talk to your manager about what you want to be included in.
- If your manager doesn't give you enough information, be persistent in asking questions of your manager and your colleagues.
- Find colleagues who share your interests or knowledge and arrange to exchange information frequently.
- Establish a relationship with a mentor who can offer feedback, provide advice, and give you the recognition you need.
- Make a conscious effort to share some personal information, opinions, or feelings you are comfortable sharing so that others get to know you better, which helps establish trust.

RELATING TO YOUR DIRECT REPORTS

Just as it is important for you as a leader to be skillful in leading across and leading up, it is also critical that you be skilled at "leading down," that is, managing your relationships with the people who report to you. People have different preferences for how much they like to be in charge of others. See the chart below for the alternatives. Your result is highlighted in bold.

ORIENTATIONS TO DIRECTING OTHERS

Likely to enjoy managing and directing others

Largely depends on the situation and what is expected of you

Likely to prefer working on your own projects rather than managing others

Your Strengths in Leading Direct Reports

Managers and leaders often feel that they are *supposed* to be in charge 100% of the time. Your results indicate that you frequently assume leadership or management responsibilities. You are inclined to offer direction whenever there is an opportunity to do so (although there may be some exceptions), even when your role or the expectations for the work are unclear. You do not shy away from the opportunity to lead others. This doesn't mean that you will always be an effective leader; it just indicates that you welcome the chance to take charge. When you lead direct reports, your leadership is characterized by:

- Sharing thoughts and perspectives while also creating a healthy reciprocal exchange with others and remaining open to being influenced, particularly by experts and authorities
- Creating systems to support operations and improve productivity
- Delegating authority and relying on others to accept assignments, report concerns, and resolve problems while staying within guidelines and responding to changing conditions
- Designing processes—progress reviews, ongoing review of metrics, organizational learning exercises—to maintain strategic focus; making adjustments to work procedures as necessary
- Coaching others by providing developmental assignments, gathering feedback, and engaging in joint problem solving
- Striking a balance between careful preparation before launching into new areas and tackling problems quickly so as to create momentum
- Making corrections based on the input of end users and higher authorities, without being overly sensitive to their expectations
- Negotiating changes to operating guidelines and challenging formal authority when needed to be effective

Possible Challenges of Your Approach to Direct Reports

- Your need for structure and organization may be impractical in certain situations (e.g., a start-up operation, when there is a lack of funds for infrastructure), particularly when things are going well.
- Your penchant for giving direction may be viewed by others as micromanaging, stifling, or interfering.
- You may neglect informal systems that are helping to support productivity, such as skunk works, work-arounds, and shadow systems.
- You may become overextended with all the duties and tasks you are directing, leaving little time for your personal life and leisure activities.
- Direct reports may not be ready to take on as much responsibility as you want them to assume.
- It may be difficult for you to allow spontaneous conversation and to support unstructured problem solving.

Developmental Stretches

- Create ways to defer and minimize your inclination to overly direct others and provide structure (e.g., write down ideas for providing structure but don't act on them for 72 hours; your delay may allow someone else to learn by initiating action).
- Decline to offer your point of view and learn to ask more questions and inquire about the ideas of your direct reports, especially when they seem to be trying to get you to change your position.
- Be clear about whether you are providing your direct reports with optional suggestions or politely telling someone what you want done.
- Learn to postpone decisions that don't need to be made right way; consider whether a decision is premature; set a date for when you can revisit the issue with your direct reports and achieve closure.
- Schedule regular time to review your duties and formally delegate work to others.
- Develop a trusted inner circle of colleagues and/or staff who will honestly tell you when you are taking on too much or providing too much structure.

HANDLING NEGOTIATION AND CONFLICT

Working with others often involves having to negotiate and resolve differences. This report explores three broad strategies people use to reach an acceptable solution. If the first strategy doesn't work, they typically have a backup approach. The third approach is one they may use as a last resort. Your preferences regarding the three strategies used to negotiate and handle conflict are shown in the chart below.

NEGOTIATION AND CONFLICT STRATEGIES

Your primary strategy is to identify common goals and appeal to common interests.

Your backup strategy is to rely on formal authority and attempt to legitimize your position.

Your strategy of last resort is to empathize with the position of others and understand their personal motive.

Your Approach to Handling Negotiation and Conflict

Your results suggest that the first strategy you will use when negotiating is to engage the other party in finding common ground—a sense of the bigger objective on which you can agree despite your differences. You will try to put the negotiation into a larger context that can encompass both of your positions. Your backup strategy will be to use a power-based approach—make an executive decision, appeal to higher authorities, pull rank, or use formal laws, rules, or standards. You are least likely to attempt to resolve differences by making a personal connection, showing that you deeply understand and can empathize with the opposing or alternate position. Your strategies have these advantages:

- You can get people focused on the larger goal and less interested in specific positions, requests, and demands that they then have to defend.
- You suggest early in the negotiations that win-win solutions are possible. You help others feel that you are all on the same side or "in the same boat."
- You begin by trying to get all the information on the table and securing the involvement of everyone who needs to be engaged.
- You provide a fair, balanced process so that everyone has an opportunity to express his or her point of view and feel heard.
- Given that your backup strategy is to claim formal authority, you are careful to not overstep your bounds early on or give up any discretion that you might need later.

Possible Challenges of Your Approach

- It takes time to get all the information out in the open and get everyone to agree on the facts; you may not have time for this if the situation is urgent.
- You may not have built up sufficient trust or legitimacy with the other party to establish a broader context or common ground for the negotiations.
- You may share information too quickly in the interest of finding common ground.
- After having first established a level playing field, you may find it difficult to fall back on formal authority later; others might see such a sudden change in approach as heavy-handed, which could greatly reduce trust.
- Because your strategy of last resort is to make a personal connection, others may feel you don't have their best interests at heart. If there has been a history of mistrust or people are not confident about what they want, they will need more time to get a sense of your values and motives before allowing themselves to be influenced.

Developmental Stretches

- Try to get early agreement on the process for the negotiations.
- Be sure to get all the facts out and hear both sides before you begin trying to "sell" the other party on common interests.
- Outside of the negotiations, try out your reasoning and share your ideas with some carefully selected confidants who can help you test your assumptions.
- Avoid using formal authority as a fallback position until you are sure you have exhausted all possibilities for establishing common ground.
- If tensions are high and trust is low, consider involving someone allied with you who can provide a more personal, empathetic approach.

MAKING DECISIONS AND SETTING PRIORITIES

Every leader must make decisions and set strategic priorities for the organization. The chart below outlines three approaches that you as a leader can use to make decisions. Your preferred decision-making method is in bold.

DECISION-MAKING METHODS
Striving for common understanding and consensus
Pushing for closure, consistency, and follow-through
Promoting candor, openness, and depth of commitment

Your Approach to Decision Making

Your results indicate that you purposely engage others as part of your decision-making process. You may not think out loud about every issue, but you do take time to strategically share information, exchange opinions, and ask others to provide counsel to you.

When faced with routine decisions, you likely encourage open sharing of information, and you work through barriers to consensus and build common understanding. Similarly, when faced with new and unfamiliar decisions, you likely seek different points of view, maintain transparency, and follow a democratic principle of shared responsibility. Advantages of your decision-making approach include the following:

- Demonstrating consistency in how you handle routine and nonroutine decisions
- Producing a sense of being informed and conveying a willingness to support and implement a shared course of action
- Creating integrative solutions where those involved have a recognizable stake in what is going on
- Building higher levels of cross-functional understanding and cross-training for those people you engage
- Synchronizing and aligning different interests into a coherent strategy

Possible Challenges of Your Decision-Making Approach

- When overdone, striving for consensus and common understanding can suppress individuality, creativity, and the willingness to raise concerns realized after a decision has been made.
- As people grow accustomed to your consistent emphasis on joint problem solving, excluding someone when a matter is sensitive, urgent, or outside the person's area of expertise or authority may become difficult.
- Because you put less emphasis on mutual support, you may find that when decisions are implemented, a quiet resistance has accumulated, leading to avoidance or lack of persistence when an obstacle arises.
- With lower levels of attention to mutual support, your decisions may be viewed as too businesslike, dismissive, or unresponsive to growing resentment or morale problems.
- Due to your low receptiveness to support, encouragement, or individual coaching from others, your decisions may be seen as reserved, unsympathetic, and detached.
- You may be stressed when others engage in decision-making processes that require lots of individual consultation and sharing of private concerns or reactions before conclusions are reached.

Developmental Stretches

- Don't strive for unanimity (i.e., 100% are in favor of the decision) when only consensus is needed (i.e., no one will actively block the decision). Develop rules for decision making that make it clear when people disagree but will not block a particular course of action.
- Get expert help in minimizing the hidden process costs associated with achieving greater understanding and a shared sense of direction. There is often a temptation to struggle together in this process while the hidden costs of time delays are rising. Outside process experts or trained group facilitators can help accelerate the pace and minimize those costs.
- Decide when transparency, fairness, and equity are most needed or will result in the most gains, rather than trying to use this process for every decision.
- Make deliberate efforts to allow others to talk with you one-on-one about their personal reactions and concerns. Allow time in these conversations for the other person to ask you probing questions related to your decisions, and be prepared to talk about your personal motives and reactions.
- Ask someone you trust to listen for individuals who are not voicing their frustrations and reservations in public. Meet with those people to hear their point of view; you are not obligated to take their advice, but you will be demonstrating a special interest.
- Don't overreact when others attempt to solicit your personal reactions to or concerns about a decision. Instead, work to control nonverbal behaviors that show you are not comfortable with these types of interactions. If you are not sure what your nonverbal cues are, ask a colleague to observe you and offer feedback. Don't mistakenly assume that people are being intrusive or trying to manipulate you.

NEXT STEPS

The developmental stretches identified for you throughout this report suggest ways to develop your leadership effectiveness. Look at the stretches as promising avenues for you to explore, not as reasons to feel discouraged. Every person who receives this report gets lists of developmental stretches, just as you did. But each person's list differs because everyone has different interpersonal needs and preferences.

Review the first three sections of this report, which describe how you relate to your coworkers, manager, and direct reports.

- Identify the groups with which you *most* need or want to develop your working relationship at this time. If all three are important, prioritize them. Your relationships with all three may be good, but there is probably room for improvement.
- In the section that is most important to you now, look over the developmental stretches. Don't try to do all of them at once. Instead, pick those that are the most important for you to develop and to which you are willing to commit yourself. You can go back and work on the others later.
- Now, write a short plan for each developmental stretch that you have identified as most important. What are the steps you will take to learn new behaviors? When will you complete each step? What resources will you need? Draft an action plan and discuss it with someone who can give you feedback and encouragement.
- Another option is for you to identify a person with whom you would like to have a better working relationship. Ask the professional who administered the FIRO Business assessment to you to request that your colleague take the assessment as well. Then you and your colleague can discuss your reports and what each of you needs from the other to be more effective.

Now review the two sections of this report that describe how you negotiate and handle conflict and how you make decisions and set priorities.

- Identify which of these leadership skills you *most* need or want to develop.
- In the section that is most important to you now, look over the developmental stretches and choose a few strategies that are crucial to you in your current work.
- Make a plan for working through each of the developmental stretches you have identified. List the steps you will take to learn new behaviors, set target dates by which you will complete each step, and list the people who may be able to offer ideas, support, or opportunities to use the new behaviors.

© Full copyright information appears on page 1.