



Leadership Report Using the FIRO-B® and MBTI® Instruments

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INTRODUCTION

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*®) assessments.

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 tools. 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 instruments. 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 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 tools 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
- 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, ENTJ, provides a wide-angle lens through which to view your leadership style.

- You lead by motivating people and being enthusiastic.
- You contribute by providing thoughts, ideas, and strategies and by using your ingenuity and logic.
- In a leadership role, you value vision, personal mastery, competence, planning, possibilities, clarity, accomplishments, adaptability, and ingenuity.
- You make decisions by considering frameworks, guidelines, and overall impacts; by thinking systematically; and by rationally analyzing outcomes.
- You project a style that is take-charge, quick, outspoken, direct, frank, decisive, tough, analytical, logical, theoretical, creative, critical, and strategic.
- You enjoy building opportunities for growth and development, debating challenging questions, and overseeing the linking of systems and strategies.

Your Leadership Approach

Your relatively strong need for Control, as measured by the FIRO-B assessment, 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 providing others with goals, plans, and structures that will help them work toward the overall objective.
- You don't take no for an answer, and you enjoy winning people's support for your ideas.
- You stretch your skills as far as you can and encourage others to develop in the same way.
- You are internally driven to move quickly and to steadily acquire increasing levels of responsibility, resources, and authority.
- When forced to choose, you will focus on work priorities, areas of responsibility, and how decisions are made rather than on making connections, getting involved, or building loyalties with others.
- In the short run, your goal is to get everyone and everything organized and moving in the same direction.
- In the long run, your goal is to build a world-class operation known for its reliability, capacity, and innovation.

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 tool 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	Expressed Inclusion [eI] 6	Expressed Control [eC] 9	Expressed Affection [eA] 1	TOTAL EXPRESSED BEHAVIOR 16
	Wanted Inclusion [wI] 4	Wanted Control [wC] 4	Wanted Affection [wA] 1	TOTAL WANTED BEHAVIOR 9
	TOTAL NEED FOR INCLUSION 10	TOTAL NEED FOR CONTROL 13	TOTAL NEED FOR AFFECTION 2	OVERALL INTERPERSONAL NEEDS 25

Level of Overall Interpersonal Needs: Medium-low

Strongest Interpersonal Need: Control

Relationship Between Behaviors: Expressed is greater than Wanted

Your Overall Interpersonal Needs score (25) 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.

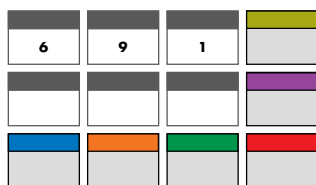
Your Total Expressed Behavior and Total Wanted Behavior scores are both in the medium range (16 and 9, respectively). These results suggest that you sometimes initiate action and work proactively with others and at other times are more comfortable being reactive to and reliant on others. The fact that 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 (10, 13, and 2, respectively) reflect the overall strength of each need. Control 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 understanding the order and structure of situations: who is in charge; how decisions are made; what the rules, policies, and work priorities are.

Affection 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 getting close to people, establishing trust relationships, exchanging personal reactions and opinions, and building loyalty than you are in satisfying your needs for Control and Inclusion.

Your Patterns of Need Fulfillment

Your six individual needs scores, shown on the following two charts, indicate the extent to which expressed and wanted Inclusion, Control, and Affection are characteristic of you.



Your expressed need results suggest that you will

likely express **sometimes express** likely not express

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

likely express sometimes express likely not express

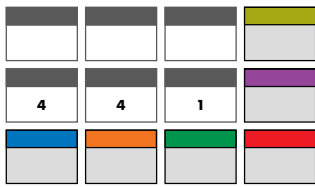
your **Control** needs by

- assuming positions of authority
- advancing your ideas within the group
- taking a competitive stance and making winning a priority
- managing conversations

likely express sometimes express **likely not express**

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



Your wanted need results suggest that you will

likely get **sometimes get** likely not get

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

likely let **sometimes let** likely not let

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

likely get sometimes get **likely not get**

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

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

In addition, your relatively low score for wanted Affection suggests that you may take on the role of Cautioner. In this role, you express concern about the direction of the group, provide careful analysis of potential problems, and relay doubts about the success of planned initiatives.

BASIC INTERPRETATION OF YOUR MBTI® RESULTS

The MBTI instrument describes four pairs of opposite preferences, called dichotomies. 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 in each pair and generally uses it more than its opposite.

Your MBTI preferences are ENTJ. Each of these preferences is described in the chart below.

Ways of gaining energy	E Extraversion You focus on your outside world and get energy through interacting with people and doing things.	I Introversion You focus on your inner world and get energy through reflecting on information, ideas, and concepts.
Ways of taking in information	S Sensing You notice and trust facts, details, and present realities.	N Intuition You attend to and trust interrelationships, theories, and future possibilities.
Ways of making decisions	T Thinking You make decisions using logical, objective analysis.	F Feeling You make decisions to create harmony by applying person-centered values.
Ways of living in the world	J Judging You prefer to be organized and orderly and to make decisions quickly.	P Perceiving You prefer to be flexible and adaptable and to keep your options open.

Below are a dozen adjectives that describe ENTJs in general. Because there are individual differences within each type, not every adjective may apply to you.

- Challenging
- Controlled
- Critical
- Decisive
- Fair
- Logical
- Objective
- Planful
- Straightforward
- Strategic
- Theoretical
- Tough

Effects of Your Preferences in Work Settings

<p>Extraversion [E]</p> <ul style="list-style-type: none"> • 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 	<p>Intuition [N]</p> <ul style="list-style-type: none"> • Like solving new, complex problems • Enjoy learning a new skill more than using it • May follow your inspirations, good or bad • May make errors of fact • Like to do things with an innovative bent • Like to present an overview of your work first • Prefer change, sometimes radical, to continuation of what is • Usually proceed in bursts of energy
<p>Thinking [T]</p> <ul style="list-style-type: none"> • 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 	<p>Judging [J]</p> <ul style="list-style-type: none"> • 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, ENTJ, 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 preferences suggest that you may be most comfortable in the role of Field Marshal.* In this role, you take charge quickly and challenge everyone to pursue difficult goals.

* 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*, 3rd ed. (San Juan Capistrano, CA: Institute for Management Development, 1995), 92–107.

6	9	1	
			25

INTERPERSONAL RELATIONS

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 instrument 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 tool) and the dynamics of your MBTI type.

As an ENTJ, you orient your preference for Thinking toward the outside world. And your FIRO-B results indicate that you most readily express Control. Together, these results suggest that in new situations you are most likely to show first your rationality and decisiveness. You take charge of pressing issues, challenge others directly, and make critical decisions in problematic areas.

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

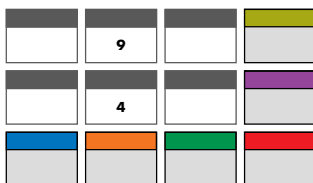
Your FIRO-B scores can shed some light on how you are likely to respond to the opportunities and pressures of working in a team.



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

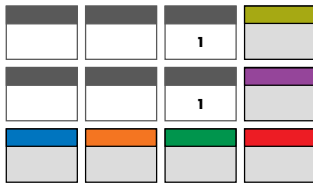
- state an opinion and join in the discussion
- share information and take an interest in the activities of others
- maintain a high profile on the team
- acknowledge the unique strengths of individuals on the team
- recognize people’s contributions and accomplishments
- produce highly visible results



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

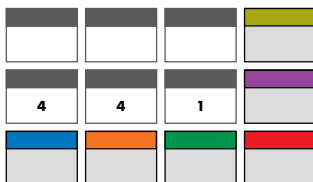
- create structured roles and rules
- clearly define the goals and activities of the team
- take action and show progress immediately
- establish formal agendas
- make final decisions rather than advise or recommend
- assign specific areas of accountability
- directly influence others



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

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 Intuition and Thinking, and your strongest wanted needs are for Control and Inclusion. This combination of results suggests that you want other leaders, above all, to be skilled and competent and to use their competence so that logical decisions are made in support of accomplishing goals and objectives. In addition, you may want other leaders to

- provide deadlines, tasks, and clearly defined expectations and strategies
- be focused, firm, and comfortable with providing structure

When interacting with other leaders, it is important for you to know that they respect your ideas and challenge your thinking. You are willing to forego a leader's encouragement and support if you know that you are being given a demanding set of tasks.

It is also helpful to be aware of the type of leader with whom you least like working. 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 Affection, you are likely to have the least appreciation for a leader who is focused on encouraging and supporting others. This type of leader is also interested in minimizing conflict, being on a personal level with others, showing an interest in your satisfaction and happiness, and wanting to serve and nurture others.

6	9	1	
10	13	2	

POWER AND ORGANIZATIONAL CULTURE

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.

Because your strongest interpersonal need is for Control, the influence that you will try to create as a leader is likely to be based on formal power.

Formal power is the tendency to value and desire power for the purposes of personal control, to prevail in encounters with others, and to gain the satisfaction of getting one’s way. Your interest in formal power is likely to lead you to compete for resources, to influence priorities via planning processes, and to advocate effectively for functions within your assigned responsibilities. You will also seek to expand your base of influence by developing expertise and skills in areas valued by your organization.

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. Organization-wide 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.

Because your strongest need is for Control, you are likely to work to establish an organizational culture characterized by

- concentration of power
- competition between individuals and departments

- decisiveness and accountability
- dependence on direction from management

And because your least important need is for Affection, you are comfortable letting certain Affection-related aspects of organizational culture develop without your guidance, creating the possibility that you will receive occasional complaints about

- suppression of conflict
- coldness and pessimism in the organization
- a lack of responsiveness to personal concerns

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 Intuition and Thinking, you are likely to be most comfortable in a work environment in which

- you can work on broad issues and concerns
- you can approach problems intellectually and theoretically
- a long-range perspective is valued
- goals are coherent and the structure rational
- competence, professionalism, and updating of skills are highly valued

DEALING WITH CHANGE AND STRESS

Organizational change can be stressful for all involved. Successful navigation of change may depend on the leadership you show, either as 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
You can get people excited and optimistic about the change.	You may build unrealistically high expectations.
You are willing to take charge and get people through the change period.	You may allow followers to become too dependent on you, and you may establish too much control over them.
You are able to get a lot done during the change despite the confusion, and you are willing to take the initiative.	You may not take time to think strategically and prioritize tasks, and you may get people going off in too many different directions.
You respond well to the need to learn or create new structures, processes, and procedures, and you are most comfortable with the mechanics of the change.	You may demand too much certainty in how things will work once the change is complete, and you find it difficult to be comfortable with the organic nature of change.
You are willing to accept decisions from above, and you can work quickly to institutionalize the change.	You may feel a lack of guidance, get distracted easily, and have trouble remaining productive in the face of new obstacles.
You remain professional and business-like despite the chaos and disruption, and you don't mind changes in who you work with.	You may appear cool and uncaring about the impact of the change on others, and you may not adequately attend to people's personal needs.
You are willing to take charge and make tough decisions and stand by them, and you can offer analytical skills and new perspectives.	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 ENTJ 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.

- Examine your Control needs to see if they are appropriate to what others need in your organization. You may wish to lead by delegating more frequently, not just to get help, but to allow others to learn and develop pride and ownership in their work.
- 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.
- Reflect on your more personal, one-on-one relationships and the possible perception that you do not need or provide much support, encouragement, caring, or appreciation. Consider whether the cool and distant manner you may project meets the needs of others.
- Measure the emotional distance that you set up between yourself and others. You may wish to find ways for others to satisfy their needs for support and encouragement and to establish relationships with you that are more personal and yet still comfortable for you.
- As an ENTJ, your comfort with logic, structure, organization, and decisiveness may impress others as overly impersonal, impatient, and even domineering. You may wish to look for ways to include and show appreciation for others and take time to consider all issues before plunging ahead with a decision.



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