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# *Firo-B - A Study of Personality Profile among Indian Manager - An Empirical Study*

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***Abstract***

*Fundamental Interpersonal Relations Orientation (FIRO) is a theory of interpersonal relations, introduced by William Schutz in 1958. The theory is based on the belief that when people get together in a group, there are three main interpersonal needs they are looking to obtain – affection/openness, control and inclusion. Schutz developed a measuring instrument that contains six scales of nine-item questions, and this became version B (for "Behaviour"). This technique was created to measure how group members feel when it comes to inclusion, control, and affection/openness or to be able to get feedback from people in a group. The theory extended later on to a theory of personality. Lao Ryan, in 1977, later on, enabled people to measure their happiness derived out of the satisfaction of interactional needs. In our study, a group of business executives totaling 134, working in various settings in Delhi & National Capital Territory, were surveyed to identify the FIRO-B characteristics using the original questionnaire developed by William Schutz, covering the expressed and wanted behaviour in each of the social areas of inclusion, control and affection/ openness. The study's findings indicated that Indian managers, on average, have a moderate level of social interaction Index, moderate happiness index, and a high level of melancholic personality. According to Adler's schema, they fall under the avoiding category with a very low % of the socially useful category. Schultz's FIRO-B components include inclusion, control and affection. They fall into the category of loner, rebels and pessimists.*


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***Keywords**: - Firo-B, Fundamental Interpersonal Relation, Social Interactional Index, Happiness Index*

## INTRODUCTION

Fundamental Interpersonal Relations Orientation (FIRO) is a theory of interpersonal relations, introduced by William Schutz in 1958[i]. This theory mainly explains the interpersonal interactions of a local group of people. The theory is based on the belief that when people get together in a group, there are three main interpersonal needs they are looking to obtain – affection/openness, control and inclusion. Schutz developed a measuring instrument with six scales of nine-item questions, which became version B (for "Behaviour"). This technique was created to measure how group members feel regarding inclusion, control, and affection/openness or to get feedback from people in a group.

These categories measure how much interaction a person wants in the areas of socializing, leadership and responsibilities, and more intimate personal relations. FIRO-B was created, based on this theory, as a measurement instrument with scales that assess the behaviour aspects of the three dimensions. Scores are graded from 0–9 in scales of expressed and wanted behaviour, which defines how much a person expresses to others, and how much he wants from others. Schutz believed that FIRO scores in themselves were not terminal, can and do change, and did not encourage typology; however, the four temperaments were eventually mapped to the scoring system scales, which led to the creation of a theory of five temperaments. Schutz himself discussed the impact of extreme behaviour in the areas of inclusion, control, and openness as indicated by scores on the FIRO-B (and the later Element-B). For each area of interpersonal need, the following three types of behaviour would be evident: (1) deficient, (2) excessive, and (3) ideal. Deficient was defined as indicating that an individual was not trying to directly satisfy the need.Excessive was defined as indicating that an individual was constantly trying to satisfy the need. Ideal referred to the satisfaction of the need.

Schutz composed a "Matrix of Relevant Interpersonal Data", which he called "The Elephant". Each area consisted of a smaller matrix of "act" and "feel" by "Self to Other" (Action), "Other to Self" (Reaction), and "Self to Self". "Act" and "Feel" divided the rows, which were:


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"Desired Interpersonal Relations (Needs)", which denoted "satisfactory relations" in each area;

"Ideal Interpersonal Relations" is what would correspond to "moderate" expressed and wanted scores;

"Anxious Interpersonal Relations" was subdivided into rows of "Too much activity" (covering high expressed scores) and "Too little activity" (covering low expressed scores); both being divided into "Act" and "feel".

The last row was "Pathological Interpersonal relations", which was divided into "too much" and "too little", yielding:

"Psychotic (Schizophrenia)" as Too Little/Inclusion; (There was no "Too Much/Inclusion")

"Obsessive-compulsive" as Too Much/Control and "Psychopath" as Too Little/Control; and "Neurotic" as too much and too little Affection.

"Self-to other (action)" corresponded to the expressed dimension, and "Other to self (Reaction)" was the basis for the wanted dimension (though it is phrased in terms of what people do, rather than what we want them to do, which would be similar to the later Element B). We thus end up with the six dimensions as follows: Expressed Inclusion (eI): "I initiate interaction with others" (High: "outstanding"; low "shy")

Wanted Inclusion (wI): "I want to be Included" (High: "friendly"; low: "aloof")
Expressed Control (eC): "I try to control others" (High: "authoritarian"; low: "absent-minded")

Wanted Control (wC): "I want to be controlled" (High: "submissive"; low: "rebellious")

Expressed Affection (eA): "I try to be close and personal" (High: "empathetic"; low: "cold")

Wanted Affection (wA): "I want others to be close and personal with me" (High: "needy"; low: "defensive")

Putting them together, Schutz came up with fifteen "Descriptive Schema and appropriate terminology for each Interpersonal Need Area":


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***Table: 1***

| Score | Inclusion | Control | Affection |
|---|---|---|---|
| **Low e and w** | Shy<br>Aloof | Absent-minded<br>Rebellious | Cold<br>Defensive |
| **high e and w** | Outstanding<br>Friendly | Authoritarian<br>Submissive | Empathetic<br>Needy |
| **High e but low w** | Outstanding<br>Aloof | Authoritarian<br>Rebellious | Empathetic<br>Defensive |
| **low e but high w** | Shy<br>Friendly | Absent-minded<br>Submissive | Cold<br>Needy |
| **moderate e and w** | Social | Democrat | Personal |

**Temperaments- The FIRO-B connection[i]**

**The 4 temperaments:** Most individuals tend to have aspects of their personality, which identity with each of the four temperaments. However, there are usually one or two primary temperaments that are displayed at a significantly higher level. An individual could be any combination of the following four types.

**Sanguine personality** type is described primarily as being highly talkative, enthusiastic, active, and social. Sanguines tend to be more extroverted and enjoy being part of a crowd; they find that being social, outgoing, and charismatic is easy to accomplish[ii] Individuals with this personality have a hard time doing nothing and engage in more risk-seeking behaviour.

**Choleric** individuals tend to be more extroverted. They are described as independent, decisive, goal-oriented, and ambitious. These, combined with their dominant, result-oriented outlook, make them natural leaders. In Greek, Medieval, and Renaissance thought, they were also violent, vengeful, and short-tempered.

**Melancholic** individuals tend to be analytical and detail-oriented, and they are deep thinkers and feelers [iii]. They are introverted and try to avoid being singled out in a crowd. A melancholic personality leads to self-reliant individuals who are thoughtful, reserved, and often anxious.


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They often strive for perfection within themselves and their surroundings, which leads to tidy and detail-oriented behaviour.

**Phlegmatic** individuals tend to be relaxed, peaceful, quiet, and easy-going. They are sympathetic and care about others, yet they try to hide their emotions. Phlegmatic individuals are also good at generalizing ideas or problems to the world and making compromises.

**The 5 temperaments:** In 1977, "locator charts" were produced for each area of inclusion, control and affection by Leo Ryan, providing a map of the various scores, following the Managerial Grid model; with unofficial names assigned to different score ranges.

***Table: 2***

| Score | Inclusion | Control | Affection | Temperament by APS (all 3 areas) |
|---|---|---|---|---|
| **Low e and w** | The Loner | The Rebel | The Pessimist | Melancholy |
| **moderate e, low w** | "Now You See Him, Now You Don't" Tendencies | Self-Confident | "Image of Intimacy" Tendency | Phlegmatic Melancholy / Phlegmatic Choleric |
| **High e, low w** | Now You See Him, Now You Don't | Mission Impossible | Image/(Mask) of Intimacy | Choleric |
| **high e, moderate w** | The Conversationalist | "Mission Impossible" with Narcissistic Tendencies | Living Up To Expectations | Sanguine Phlegmatic / Choleric Phlegmatic |
| **high e and w** | People Gatherer (formerly, "Where are the People?") | Dependent-Independent conflict | The Optimist | Sanguine |
| **moderate e, high w** | Hidden Inhibitions | Let's Take a Break | Cautious Lover In Disguise | Phlegmatic Supine / Phlegmatic Sanguine |
| **low e, high w** | Inhibited Individual | Openly Dependent Person; (w=6: Loyal Lieutenant) | Cautious Lover | Supine |
| **low e, moderate w** | Cautious Expectation | The Checker | Careful Moderation | Supine Phlegmatic / Melancholy Phlegmatic |
| **moderate e and w** | Social Flexibility | The Matcher | Warm Individual/The Golden Mean | Phlegmatic |


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Schutz was emphatic that all FIRO scores in themselves "Are not terminal — they can and do change," and that they "Do not encourage typology"[i] (and thus contradicted the notion of inborn temperament). However, the four ancient temperaments were eventually mapped to the FIRO-B scales, including the three separate temperament grids for individuals' scores in each area.

A Melancholy tends to be an introverted loner, and in the area of "control," such a person would exhibit a low need to control others and also have a low tolerance of control by others (i.e., "dependency"). In the areas of inclusion and affection, such people would display a low need to include or be close to others and a low need to be included by others.

A Choleric, however, is an extroverted "leader"-the type who, in the area of control, has a high need to control others but a low tolerance of others controlling him. He also has a high need to include or be close to others but a low level of "responsiveness" (used as another term for "wanted" behaviour) to them. He tends to be a "user" and only relates to people according to his own terms, which are usually goal-oriented.

A Sanguine is an extrovert who has a high need to include and be close to others, but unlike the Choleric, the Sanguine genuinely likes being around people just for the sake of socialization. The Sanguine also "swings" between both control and dependency.

From four to five

The low scores in both "wanted" and "expressed" would correspond to the Melancholy. A high score in "expressed" with a low score in "wanted" corresponds to Choleric. A high score on both scales corresponds to the Sanguine. So the temperaments were divided between introverts, extroverts, and in the other dimension, "relationship-oriented" and "task-oriented." In the older model, the fourth temperament, Phlegmatic, had generally been regarded as "introverted" like the Melancholy, yet more "agreeable", like the Sanguine. For example, the "slow response/short-lived sustain" of the original conception, where it shares one factor with the Sanguine and the other with the Melancholy. In the other instruments using people/task-orientation, the type that holds the corresponding place with respect to the other types (such as Social Styles' "Amiable" or Adler's "Leaning") is also generally correlated with the Phlegmatic in comparisons.


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**Supine:** - However, while the Phlegmatic is not as extroverted as the Sanguine and Choleric, nor as serious as the Melancholy and Choleric, he is neither as introverted as the Melancholy nor as relationship-oriented as the Sanguine. This created a problem whereby a "middle-of-the-road" temperament was needed to complete the list of temperaments. A new temperament was created as a neutral, balanced temperament. However, the new temperament's lack of expression and personality was similar to the Phlegmatic, so the traits the Phlegmatic and the fifth temperament shared were removed from the Phlegmatic, and the remaining traits were renamed to **Supine** while the fifth temperament became known as the Phlegmatic.

## REVIEW OF LITERATURE

Mahoney, JM & Stasson, MF in 2005 studied the FIRO-B, a measure of interpersonal resources with Big Five Inventory, support a two-dimensional model of Interpersonal Control and Emotional Tone in relationships were found to be confirmative, which suggested that Extraversion is a pervasive aspect of relationships. Scores for Neuroticism were positively correlated with Control Wanted but negatively correlated with measures of Extraversion, Agreeableness and Conscientiousness. Analysis of FIRO subscales suggested that the theoretical three-dimensional Inclusion, Control and Affection model might only be appropriate within relatively homogeneous groups & not in less selective or more diverse populations[i]. Adrien, F, in his research (2008), showed that The FIRO-B was consistently correlated with Extraversion, though analysis at the primary factor (facet) level showed many traits from all five factors (big-5) were strongly correlated with the six FIRO-B scores. Regressing the six FIRO-B facets onto each of the Big Five, in turn, showed all were significant, particularly for Expressed Inclusion and Wanted Control [ii]. Siegel et al. (2010), in their study, indicated that tax professionals have significantly higher social interaction preferences than other accounting professionals employed in public accounting [iii]. It further showed that ―it makes sense for businesses and educational institutions to use FIRO-B analysis as an aid in counselling, training and assisting individuals entering the accounting profession and in light of the demands put on tax accountants to work with a wide range of other professionals within, and external to, the firm. In the study of Macrosson, 2000), the FIRO–B intercorrelation matrices were factor analysed; one matrix was derived from


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new FIRO–B data, all the other matrices were found in the literature. The correlation matrices were also subjected to meta-analysis. The findings suggested that the four FIRO–B scales associated with Inclusion and Affection are facets of the ubiquitous interpersonal super factor, Nurturance, but the two FIRO–B Control scales each expresses an orthogonal construct, both of which relate to the super factor, Dominance [iv]. Dancer, Laura J & Stephen A. Woods (2006), in their study, could prove that ―Exploratory factor analyses supported the five-factor higher-order structure of the 16PF5, but the three-component structure forFIRO-B was not supported. A six-factor tructure was found to underlie the variance in the measures in combination. Five of these were close to the 16PF5 higher-order structure, but a sixth factor labelled Social Independence also emerged. This new factor consisted of the 16PF5 primaries of Liveliness and Social Boldness and the FIRO-B Wanted Control scale[v]. John R. Hurley, (1990), in his study entitled, ―Does FIRO-B relate better to interpersonal or intrapersonal behaviour?‖, after meeting for 33 hours over 7 weeks, 64 undergraduates from 11 small interpersonal skills groups rated themselves on Schutz's (1958) Fundamental Interpersonal Relations Orientations-Behaviour (FIRO-B). Three weeks and 17 more group interaction hours later, they also described each same group participant, including self, on Lorr and McNair's (1963) Interpersonal Behaviour Inventory (IBI). Correlations between self-ratings on 6 FIRO-B and 15 IBI scales yielded 25 significant statistically ($p$ <.05) values, but merely 5 among FIRO-B's 90 parallel correlations with individual's mean IBI ratings from pooled small group peers. Of all 30 significant correlations, 19 linked FIRO-B's overlapping affection and inclusion measures positively, but narrowly, with 4 IBI scales that address affiliative/sociability. The findings challenge Schutz's (1958) paradoxical claim that FIRO-B validly assesses interpersonal behaviour by an intrapersonal method [vi]. Kenneth D. Frandsen & Lawrence B. Rosenfeld put on the experiment the potential usefulness of William Schutz's theory of interpersonal relations orientations for the study of communication. Based on their analysis of the descriptive and explanatory power of scores produced by responses to Schutz's instrument FIRO-B, the authors challenge the three-dimensional classification of interpersonal needs as well as the argument concerning three distinct forms of interpersonal compatibility. The results


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indicate that FIRO-B may be structurally biased against the interpersonal need to control or be controlled and that the compatibility measures derived from the test, although useful for examining certain broad-gauge predictions, do not permit intensive analysis of the functional relationship between interpersonal orientations and communicative processes in dyads.

**Purpose of the study**

This study aims to (1) Identify the fundamental Interpersonal Relations Orientation Behaviour (FIRO-B profile) of Indian Executives and related personality factors & their contribution to their need & want in interpersonal relations area leading to their satisfaction or interpersonal happiness. Along with this, the study proposes to (2) ascertain the difference between gender and managerial level.

**Hypothesis Testing**

1. Null hypothesis H0= All mangers are having a low social/& happiness index.
2. Alternative Hypothesis: - H1= All mangers are having a high/ & happiness social index.

**METHODOLOGY**

In our study, a group of business executives totalling 134, working in various settings in Delhi & National Capital Territory, were surveyed to identify the FIRO_B characteristics using the original questionnaire developed by William Schutz in 1958. Covering the expressed and wanted behaviour in each of the social areas of inclusion, control and affection/ openness. The scoring key as adopted by William Schutz was followed. The findings of the study were established using means a percentage presented in pie-chart and histogram. The test of significance was done by using $\chi 2$ at p.05 level of significance.

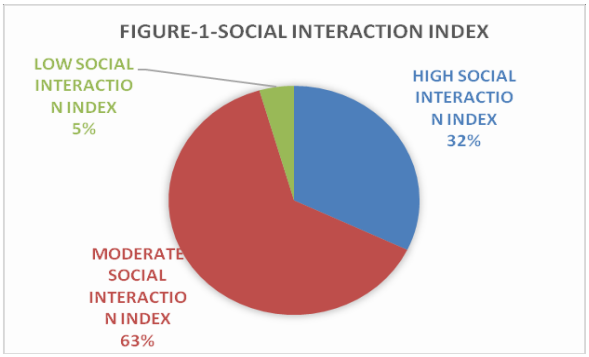
**FINDINGS**

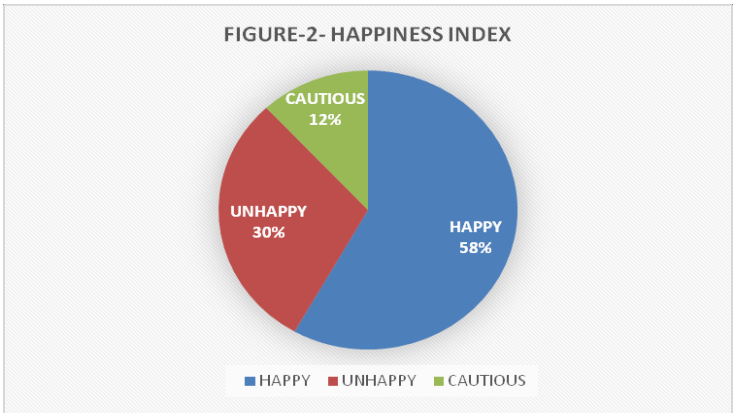
**The findings of the showed that**

1. **Social Interaction Index: -**The Indian executives are in general moderately placed in social interaction Index (63%). Another 32% show high social interaction Index and low index is only 5%. (See, Figure-1)

2. **Happiness Index: -**In happiness index Indian executives are placed in a higher echelon i.e. what they want from others is greater than what they get in terms of inclusion, control and affection. The respondents show 58% happy compared to 30% unhappy.(See Figure-2)

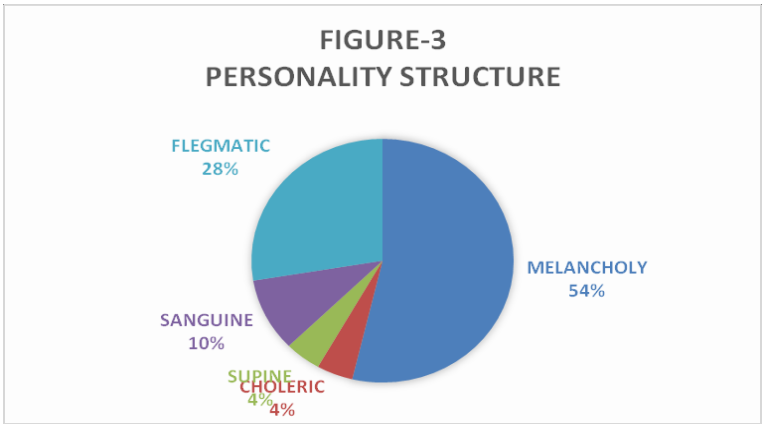

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3. **Correlation:** - A Correlation coefficient calculated between social interaction and happiness index gave a moderate correlation, r(133)=.26,P= .002414. The result is significant at p < .05.

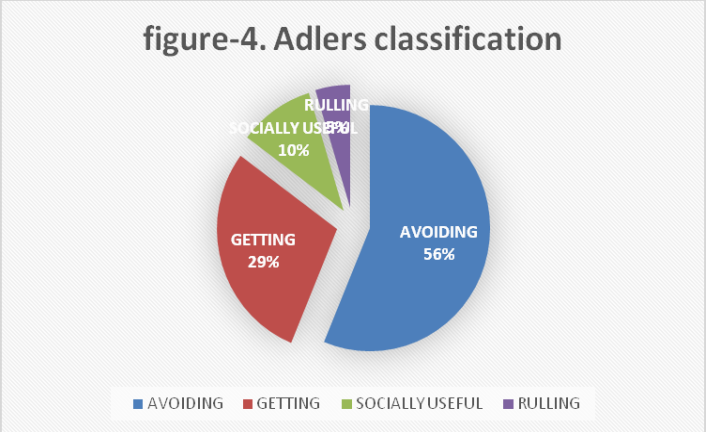
4. **Personality types** - As per , Dr. Leo Ryan, produced maps of the scores for each area, called "locator charts", and assigned names for all of the score ranges in his Clinical Interpretation of The FIRO-B: show high incidence of melancholic personality (54%), followed by Phlegmatic personality (28%) and sanguine personality (10%). (See, figure-3 below)



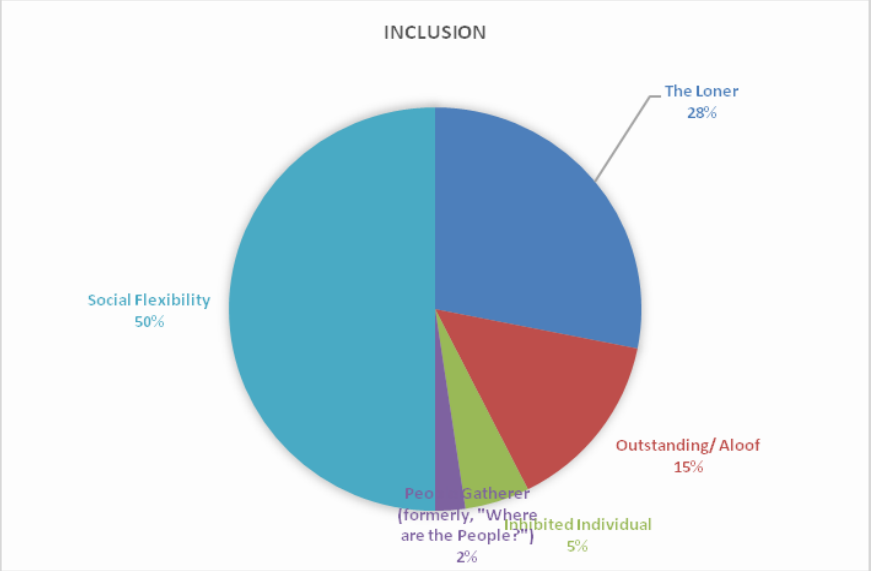


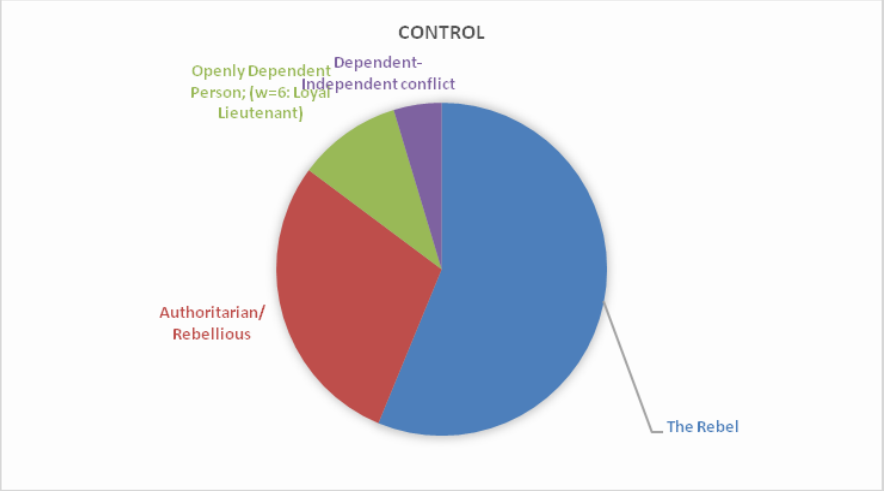
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5. Among the 4 dimensions of Adler's personality avoiding type is more prominent among the Indian managers.




6. The composition of inclusion, control and affection reveals that loner, rebel and the pessimist constitute the major format of personality.





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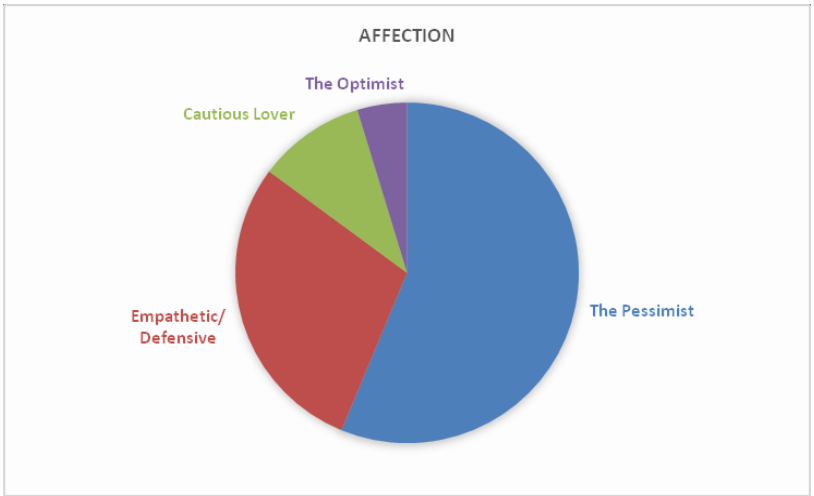



***Figure: 5***

7. A distinction has been made between male & female managerial executives to find if there exists any difference between them. The study revealed that females are more melancholic and less phlegmatic than male managers in terms of percentage.

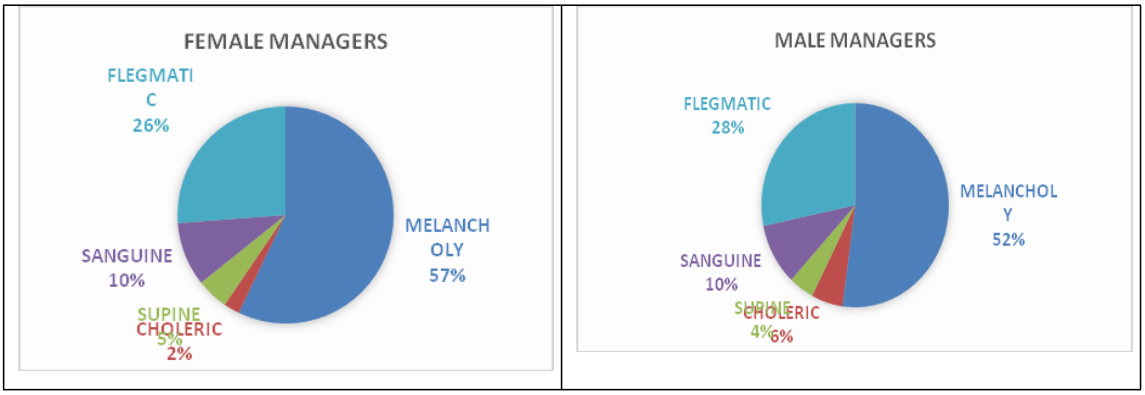
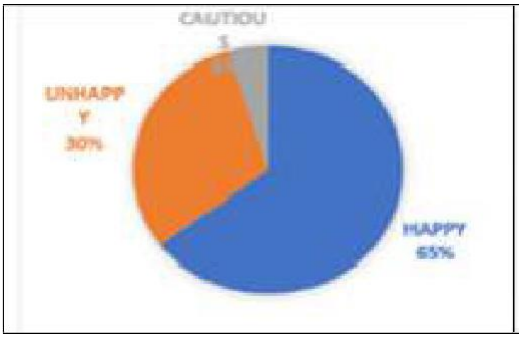
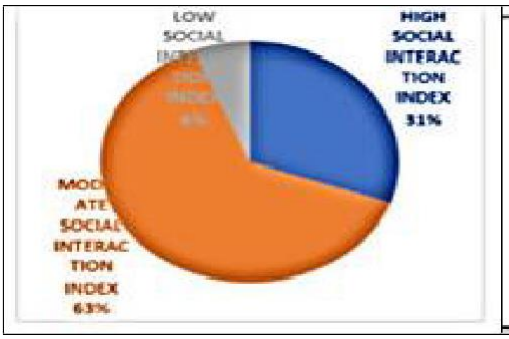
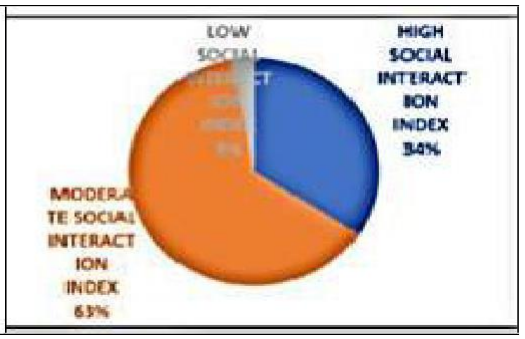
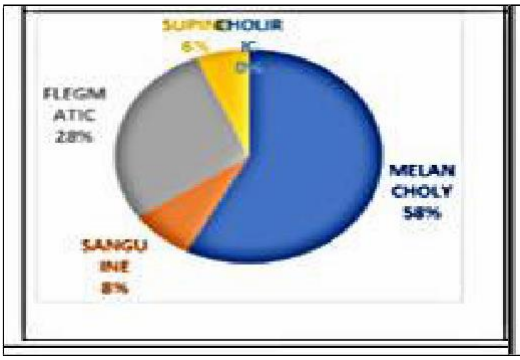
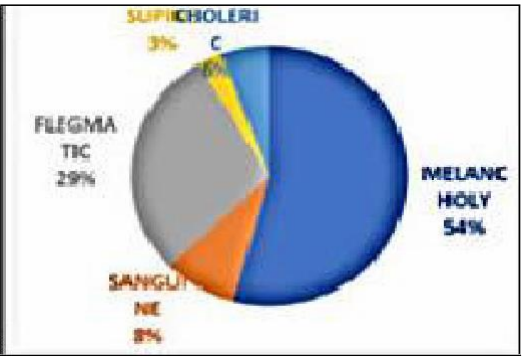



***Figure- 6 Male Vs Female***

8. The distinction between managerial vs. Non-managerial Group- In terms of a happiness index, superior managers are better off than the junior, middle managers and non-managerial groups. In terms of personality structure, the managerial group is highly melancholic while the non-managerial group exhibited to belong to flegimatic personality. Among managerial groups, there existed no significant difference except for a meager 2-3%. In terms of the social interactional index, there was not much difference between them. See, Figure-7 below.


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| | Top management | Middle managers |
|---|---|---|
| **Happyness index** |  |  |
| **Interaction** |  |  |
| **Personality structure** |  |  |


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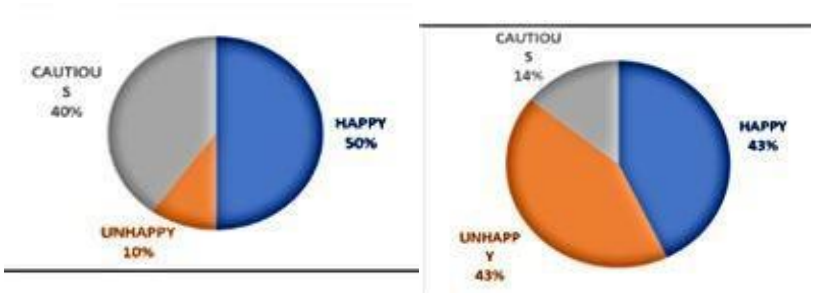
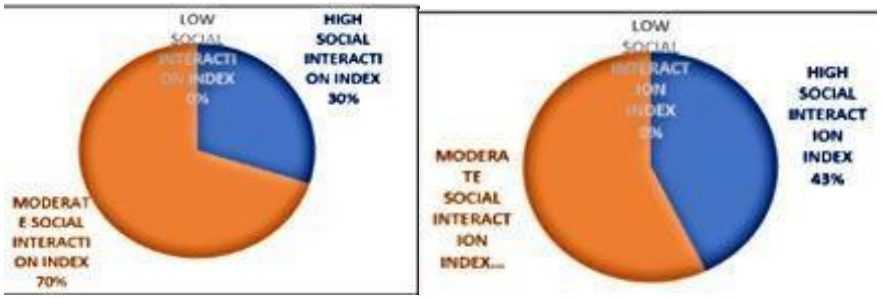
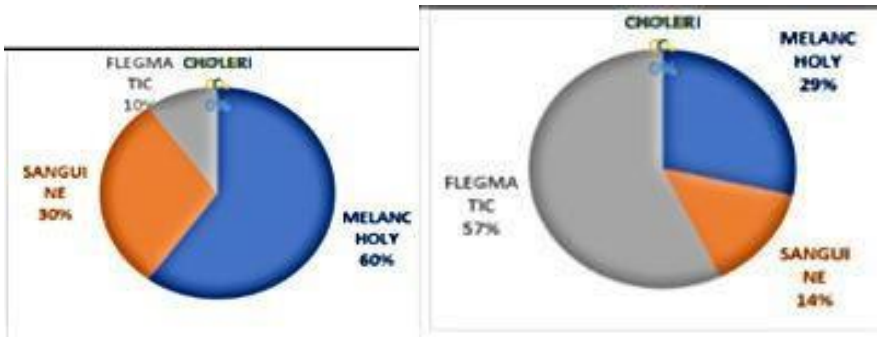
| | Junior managers | Non managers |
|---|---|---|
| **Happyness index** |  | |
| **Interaction** |  | |
| **Personality structure** |  | |

***Figure-7 Comparison***

## SUMMARY AND CONCLUSION

To sum up all the findings, we can state that the Indian managers, on average, have a moderate level of social interaction Index, moderate happiness index and a high level of melancholic personality. According to Adler's schema, they fall under the avoiding category with a very


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low (10%) socially useful category. In terms Schultz's FIRO-B components inclusion, control and affection, they fall into the category of a loner, rebels and pessimists.

Gender differences indicated more melancholic than male but less phlegmatic than male managers. As between managers and non-managers, managers are happier than non-managers but less phlegmatic than non-managers. Managers are also less melancholic than non-managers.

**Limitations**

Like any research work, this study is also not free from limitations. The executive so selected were random, and hence, no stratification could be made on a regional basis. Accordingly, all the states could not be represented. Entrepreneurs working in Delhi/NCR having a regional base in any of the states have found its place here. Apart from the trajectory, competency, success factors and barriers, a lot of other dimensions are yet to be identified and studied in the future in this field.

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