

Leadership Report



Using the FIRO-B® and MBTI® Instruments

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Report prepared for
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This report is intended to help you explore and expand your understanding of the leadership style you use in your organization and how others might perceive and react to it. The information in this report is based on your responses to two instruments: the FIRO-B® (*Fundamental Interpersonal Relations Orientation-Behavior™*) and the MBTI® (*Myers-Briggs Type Indicator®*) 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 Resources that conclude the report include publications that will help you better understand your results on the FIRO-B and MBTI assessments.



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; and
- use leadership approaches that match the situation and people's differing needs, in spite of your own needs and preferences.

OVERALL LEADERSHIP ORIENTATION

The following snapshot combines your MBTI and FIRO-B results. Reviewing this section may help you recognize the most fundamental aspects of your leadership orientation—the preferences and needs that shape how you lead.

Facets of Your Leadership Style

Your MBTI type preferences, ENTP, provide a wide angle lens through which to view your leadership style.

- You lead by motivating people and being enthusiastic.
- You contribute by offering thoughts, ideas, and strategies and by using your ingenuity and logic.
- In a leadership role, you value vision, personal mastery, competence, possibilities, principles, communication, adaptability, and ingenuity.
- You make decisions by using objectivity, skepticism, curiosity, and flexible principles.
- You project a style that is enterprising, quick, outspoken, analytical, conceptual, logical, creative, ingenious, resourceful, 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 Affection, 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 show your support and encouragement by asking questions, challenging others, and providing usable frameworks for action.
- You seek to minimize conflict by forming and clarifying ideas and by devising ingenious ways of resolving differences.
- You show trust by allowing people autonomy.
- You encourage loyalty to principles and guidelines.
- You demonstrate your loyalty to others by investing in their ideas and/or expertise.
- When forced to choose, you will focus on gaining people's loyalty and direct, honest communication rather than on making lots of connections, achieving prominence, or figuring out the larger hierarchy and decision-making process.
- In the short run, your goal is to personally inspire people with your visions and ideas for new ways of doing business.
- In the long run, your goal is to develop a work unit that is aware of its capacities and weaknesses and uses that awareness to move forward on its devotion to a larger vision.

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	eI 7	eC 1	eA 7	TOTAL EXPRESSED BEHAVIOR 15
Wanted	wI 7	wC 9	wA 7	TOTAL WANTED BEHAVIOR 23
	TOTAL NEED FOR INCLUSION 14	TOTAL NEED FOR CONTROL 10	TOTAL NEED FOR AFFECTION 14	OVERALL INTERPERSONAL NEEDS 38

Level of Overall Interpersonal Needs: Medium-high
Strongest Interpersonal Needs: Affection and Inclusion
Relationship Between Behaviors: Wanted is greater than Expressed

Your Overall Interpersonal Needs score (38) falls in the medium-high range. This result suggests that your involvement with others is usually a source of satisfaction; however, you occasionally need time to think and reflect, and you may find that some relationships become frustrating or interfere with your job. When interacting with others, you work best in small groups with regular contacts.

Your Total Expressed Behavior score is medium and your Total Wanted Behavior score is high (15 and 23, respectively). These results suggest that you vary in the extent to which you initiate action or work proactively with others; in some situations and contexts, you may rely quite a bit on others and feel comfortable about accepting their behavior. Because your wanted needs are greater than your expressed needs, you may prefer to wait and see what others will do before taking action. In addition, you may feel inhibited and experience dissatisfaction in some situations because you are not getting what you want from others.

Your Total Need scores for Inclusion, Control, and Affection (14, 10, and 14, respectively) reflect the overall strength of each need. Even though your scores for Inclusion and Affection are equal, FIRO-B theory predicts that Affection is the need you are most comfortable pursuing and the need you are least likely to give up. It is therefore likely that you will focus on getting close to people, establishing relationships based on trust, exchanging personal reactions and opinions, and building loyalty.

Control is the need satisfaction area you are drawn to least, the need that you would be most willing to sacrifice. You are probably less interested in determining who is in charge and how decisions are made than you are in satisfying your needs for Inclusion and Affection.

Your Patterns of Need Fulfillment

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

el 7	eC 1	eA 7	

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

likely express	<i>sometimes express</i>	<i>likely not express</i>	<i>likely express</i>	<i>sometimes express</i>	likely not express	likely express	<i>sometimes express</i>	<i>likely not express</i>
your Inclusion needs by <ul style="list-style-type: none"> • talking and joking with others • taking a personal interest in others • involving others in projects and meetings • recognizing the accomplishments of others 			your Control needs by <ul style="list-style-type: none"> • assuming positions of authority • advancing your ideas within the group • taking a competitive stance and making winning a priority • managing conversations 			your Affection needs by <ul style="list-style-type: none"> • supporting colleagues verbally and physically • giving gifts to show appreciation • exhibiting concern about the personal lives of others • being trustworthy and loyal 		

wI 7	wC 9	wA 7	

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

likely get	<i>sometimes get</i>	<i>likely not get</i>	likely let	<i>sometimes let</i>	<i>likely not let</i>	likely get	<i>sometimes get</i>	<i>likely not get</i>
your Inclusion needs met by <ul style="list-style-type: none"> • frequenting heavily trafficked areas (e.g., the water cooler) • wearing distinctive clothing • seeking recognition or responsibility • going along with the majority opinion 			others have Control by <ul style="list-style-type: none"> • asking for help on the job • involving others in decision making • deferring to the wishes, needs, and requests of others • asking for permission and circulating progress details 			your Affection needs met by <ul style="list-style-type: none"> • being flexible and accommodating • listening carefully to others • displaying an open body posture • sharing feelings of anxiety, sadness, or loneliness 		

Roles You Take on in an Organization

Leaders play many different types of roles in a group. The roles you play depend on your interpersonal needs and the needs of subordinates, colleagues, and the particular members of a team.

Three important roles that individuals can play in a group setting are described below on the left. These roles correspond to the needs for Inclusion, Control, and Affection. The checks in the boxes on the right correspond to your expressed need scores and indicate how likely you are to assume each role.

BASIC GROUP ROLES	HOW OFTEN YOU MAY PLAY THE ROLE		
	Frequently	Occasionally	Infrequently
<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>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<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>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<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>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

These orientations indicate that you are comfortable with the roles of both Clarifier and Encourager. You may take on either of these roles depending on the circumstances, although FIRO-B theory predicts that you may prefer the Encourager role.

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BASIC INTERPRETATION OF YOUR MBTI® RESULTS

The MBTI instrument describes four personality dimensions, and each dimension is made up of a pair of opposite preferences. All eight preferences are valuable, and everyone uses each of them at least some of the time. However, each individual tends to prefer one preference of each pair and generally uses it more than its opposite.

Your MBTI preferences are ENTP. Each of these preferences is described by a boxed statement in the chart below.

WAYS OF GAINING ENERGY

EXTRAVERSION

E You focus on your outside world and get energy through interacting with people and doing things.

INTROVERSION

I You focus on your inner world and get energy through reflecting on information, ideas, and concepts.

WAYS OF TAKING IN INFORMATION

SENSING

S You notice and trust facts, details, and present realities.

INTUITION

N You attend to and trust interrelationships, theories, and future possibilities.

WAYS OF MAKING DECISIONS

THINKING

T You make decisions using logical, objective analysis.

FEELING

F You make decisions to create harmony by applying person-centered values.

WAYS OF LIVING IN THE WORLD

JUDGING

J You prefer to be organized and orderly and to make decisions quickly.

PERCEIVING

P You prefer to be flexible and adaptable and to keep your options open.

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

Adaptive
Analytical
Challenging
Clever

Creative
Enterprising
Independent
Outspoken

Questioning
Resourceful
Strategic
Theoretical

Effects of Your Preferences in Work Settings

EXTRAVERSION (E)

- Like variety and action
- Are often impatient with long, slow jobs
- Are interested in the activities of your work and in how other people do them
- Act quickly, sometimes without thinking
- When working on a task, find phone calls a welcome diversion
- Develop ideas through discussion
- Like having people around

INTUITION (N)

- 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

THINKING (T)

- Use logical analysis to reach conclusions
- Can work without harmony
- May hurt people's feelings without knowing it
- Tend to decide impersonally, sometimes paying insufficient attention to people's wishes
- Tend to be firm minded and can give criticism when appropriate
- Look at the principles in the situation
- Feel rewarded when job is done well

PERCEIVING (P)

- Enjoy flexibility in your work
- Like to leave things open for last-minute changes
- May postpone unpleasant tasks
- May be curious and welcome new views on a thing, situation, or person
- Postpone decisions while searching for options
- Adapt well to changing situations and feel restricted without change
- Use lists to remind yourself of all the things you have to do someday

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, ENTP, is described below. As you read the description, remember that everyone has the potential to play more than one kind of leadership-related role in a group. Your own leadership role may combine elements of your FIRO-B-based role or roles (as described on page 7 of this report) plus elements of your MBTI-based role.

Your preferences suggest that you may be most comfortable in the role of Inventor*. In this role, you take an entrepreneurial approach. You encourage others to push past obstacles and come up with new ways of seeing things.

* 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.

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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.

eI 7	eC 1	eA 7	
14	10	14	

How Interaction Affects Your Leadership

Both the MBTI and FIRO-B indicate that you have a preference for the outer world of activities and people. Therefore, you probably enjoy the social aspects of your work and find that interactions with others can raise your motivation and improve the quality of your work. You work best when interacting in small groups and when you have a chance to tap a regular network of colleagues for input as part of the decision-making process. You prefer face-to-face interaction over written communications and feel comfortable leading a meeting and making presentations.

Because your interpersonal needs fall within the medium range, you may occasionally be frustrated with how relationships and groups can become difficult and cumbersome. You may also believe that taking the initiative to engage others presents a set of risks that aren't always worth taking. You may not like relying on others, especially groups, to get things done. You enjoy the presence of new people, but don't like the pressure of building many new relationships at once. "Bringing people out" and doing outreach work on a regular basis may feel burdensome.

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 ENTP, you orient your preference for Intuition toward the outside world. And your FIRO-B results indicate that you most readily express Affection. Together, these results suggest that in new situations you are likely to show first your concern for others. After spending time trying to understand individual strengths and weaknesses, you work toward helping people find the best match for their talents and desired future growth.

WORKING WITH GROUPS AND OTHER LEADERS

The social world of leaders is dynamic. Sometimes leadership is about making opportunities to approach others and engage them. At other times, leadership involves being the recipient of the behavior and actions that others direct toward us.

How You Work in a Team

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

el 7			
wI 7			

Your expressed and wanted needs for Inclusion suggest that you enjoy teams in which

- there are many opportunities (but no pressure from others) to
 - there are many opportunities to**
 - there is no pressure to
 - there are many opportunities for others (but no pressure on you directly) to
- state an opinion and join in the discussion
 - share information and take an interest in the activities of others
 - maintain a high profile on the team
 - acknowledge the unique strengths of individuals on the team
 - recognize people's contributions and accomplishments
 - produce highly visible results

	eC 1		
	wC 9		

Your expressed and wanted needs for Control suggest that you enjoy teams in which

- there are many opportunities (but no pressure from others) to
 - there are many opportunities to
 - there is no pressure to
 - there are many opportunities for others (but no pressure on you directly) to**
- create structured roles and rules
 - clearly define the goals and activities of the team
 - take action and show progress immediately
 - establish formal agendas
 - make final decisions rather than advise or recommend
 - assign specific areas of accountability
 - directly influence others

		eA 7	
		wA 7	

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

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What You Expect from Other Leaders

wI 7	wC 9	wA 7	

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 need is for Control. 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 you least like working with. In general, this type of leader is one whose highest expressed need is in the same area as your lowest wanted need.

Your lowest wanted needs are for Inclusion and Affection, but FIRO-B theory predicts you will resist Inclusion the most. Therefore, you are likely to have the least appreciation for a leader who is actively interested in gaining your input and participation on a regular basis. This type of leader is also interested in highly visible projects and enjoys providing you with plenty of public recognition.

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POWER AND ORGANIZATIONAL CULTURE

el 7	eC 1	eA 7	
14	10	14	

The interpersonal and group dynamics of leadership discussed on the previous pages take place in the even broader context of the “culture” and social structure of the organization. Leaders are engaged in this level at all times, influencing it and being influenced by it.

Your Bases of Power and Influence

Anyone who assumes a leadership role must develop some kind of power through which he or she attains influence over others. Some leaders develop *socialized power*: attaining influence in order to help others and have an impact. Other leaders rely on *formal power*: exercising power to achieve a personal goal of being influential and then using influence to succeed in fulfilling important objectives. A third type of leader uses *affiliative power*: becoming influential by nurturing and supporting people so that personal and organizational values are fulfilled. Which of these three kinds of power you are most likely to develop over the long term is directly related to your area of greatest interpersonal need.

You have two equally strong areas of interpersonal need: Affection and Inclusion. Your need for Affection is apt to predominate, however, making it likely that the influence you try to create as a leader will be based on affiliative power.

Affiliative power is the tendency to value and desire power for the purposes of being liked and warmly regarded and nurturing, supporting, and reassuring others, even at the expense of one's personal needs. Your interest in affiliative power is likely to lead you to develop strong personal loyalties, networks, and commitments. You will seek to expand your base of influence by adhering to important personal and organizational values and by showing how you have served others.

Your Influence on Organizational Culture

The base of power you build in an organization is related to the type of organizational culture you will strive to create. Organizationwide culture is a complex phenomenon, but your leadership is likely to have a strong influence on the culture among the staff and within the units that you directly oversee. As is the case for your bases of organizational power, the kind of culture you are likely to strive for is directly related to your area of greatest interpersonal need.

Among your two equally strong interpersonal needs, Affection is apt to predominate. Therefore, you are likely to work to establish an organizational culture characterized by

- a high level of optimism
- a warm and family-like atmosphere
- a high level of feedback and candor
- widespread giving of encouragement and support

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

- too much flexibility with policies and procedures
- wide distribution of power with limited accountability
- too much overlap of responsibility between people

Your MBTI type can provide additional insights into how you influence organizational culture. You are likely to use the power and influence you have as a leader to create a work environment that is congruent with your preference for either Intuition or Sensing and your preference for either Thinking or Feeling.

Because you have preferences for 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, as either the initiator of the change or as someone who helps guide others through the change period.

Your MBTI type and FIRO-B scores suggest that you have certain strengths and resources at your disposal for demonstrating leadership during times of change. At the same time, each of these strengths has its potential downside. If pushed too far, a strength can lose its effectiveness and open up an area of challenge to you.

STRENGTHS AND RESOURCES	POTENTIAL RELATED CHALLENGES
<ul style="list-style-type: none">You can get people excited and optimistic about the change.	<ul style="list-style-type: none">You may build unrealistically high expectations.
<ul style="list-style-type: none">You are willing to attend to people's personal needs and show support and encouragement.	<ul style="list-style-type: none">You may become discouraged and overwhelmed by the disruption that change brings into people's lives.
<ul style="list-style-type: none">You take direction well and are willing to "hang with it" and show your commitment.	<ul style="list-style-type: none">You may rely too much on other leaders to solve all the problems, and you may not recognize what they need to be doing to make the change work.
<ul style="list-style-type: none">You show loyalty and trust, avoid unproductive conflict, and are willing to work with each person's emotions during the change.	<ul style="list-style-type: none">You may feel betrayed as the new realities brought on by the change begin to settle in, and you may not do the political maneuvering necessary to influence outcomes.
<ul style="list-style-type: none">You are willing to accept decisions from above, and you can work quickly to institutionalize the change.	<ul style="list-style-type: none">You may feel a lack of guidance, get distracted easily, and have trouble remaining productive in the face of new obstacles.
<ul style="list-style-type: none">You are willing to accept inconsistencies, imbalances, and lack of structure during the change.	<ul style="list-style-type: none">You may be rebellious or resistant if the change seems to reduce your autonomy, and you may be annoyed with calls for new accountabilities.
<ul style="list-style-type: none">You are highly flexible and can readily adapt to rapid change, and you are good at coming up with ingenious solutions to problems.	<ul style="list-style-type: none">You may talk about too many ideas at once and open up too many options for how to proceed; you may undervalue the importance of coherence.

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 ENTP 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 want to proactively explore methods for providing clear decisions and consistent direction for others so that they can set their own priorities.
- Consider that you may rely too much on others and pass up chances to learn and self-develop through leadership. Look for opportunities to improve and practice flexibility and to tolerate and work through situations and projects shrouded with ambiguity.
- Reflect on your more personal, one-on-one relationships and the possible perception that you intrude on some with an overflow of personal openness. You may wish to develop the strategy of holding back your opinions and/or information about your personal life.
- Your desire for reassurance and feedback, and your expectation of closeness in your relationships with subordinates and fellow workers, may surprise some to the point of discomfort. Look for ways to reassure yourself rather than relying on others for support.
- Your ENTP preferences suggest that you are innovative, individualistic, versatile, and analytical. Others, however, may see you as overextending yourself and may feel that you are competitive and unappreciative of their input. You may wish to look for ways to acknowledge others and to set more realistic priorities and timelines.

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