



ELEMENT

Behavior™

A FIRO®-BASED INSTRUMENT

## INTERPRETIVE REPORT™

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**Sample Report**

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# Overview

In 1958 Will Schutz, Ph.D., introduced the world to a theory of interpersonal relations called FIRO® (Fundamental Interpersonal Relations Orientation). The theory presented three dimensions of interpersonal relations posited to be necessary and sufficient to explain most human interaction. On the behavioral level, these dimensions were called Inclusion, Control and Affection. Dr. Schutz created an instrument, FIRO-B®, consisting of scales that measure the behavioral aspects of the three dimensions. Over the years Schutz has expanded FIRO theory and developed additional instruments for measuring the new aspects of the theory. These instruments have been extensively revised and simplified since their introduction in 1984 (see Schutz, 1992).

The theory has been so extensively revised and strengthened and has generated so many new instruments and important improvements that at the suggestion of the publisher, Jack Black, the set of measures was renamed. Since 1984 it has been known as ELEMENTS of AWARENESS and the individual measures known as Element B: Behavior, Element F: Feelings, and so on (see Schutz, 1984 and 1992).

## Element B

Element B provides feedback on eighteen different aspects of interpersonal behavior. It is based on Inclusion, Control and Openness (the concept that replaced Affection; see Schutz, 1992 for explanation).

**Inclusion.** Inclusion has to do with IN and OUT.

Inclusion is the area concerned with achieving the desired amount of contact with people. Sometimes people like a great deal of inclusion; they are outgoing, they enjoy doing things with a group and they tend to start conversations with strangers. At other times, people prefer to spend time alone. They are reserved, they seldom start conversations and they avoid parties. People differ as to how much they want to be with others and how much they prefer to be alone.

**Control.** Control has to do with TOP and BOTTOM.

Control is the area concerned with achieving the desired amount of control over people. Some people are more comfortable when they are in charge of people. They like to be the boss, to give orders and to make decisions for both themselves and others. At other times, they prefer to have no control over people and may, in fact, prefer to be controlled by others. They may even seek out situations in which others will clearly define their responsibilities for them. Everyone has some desire to control other people and some desire to be controlled. In other words, people vary in the amount they like to be on top and the amount they like to be on the bottom.

**Openness.** Openness has to do with OPEN and CLOSED.

The third area is concerned with achieving just the desired amount of openness. Some people enjoy relationships where they talk about their feelings and their innermost thoughts. They enjoy having one person or, at most, a few people in whom they confide. At other times, they prefer not to share their personal feelings with other people. They would like to keep things impersonal and businesslike, and they prefer to have acquaintances rather than close friends. Everyone has some desire for open relationships and some desire to keep their relationships more private. They differ in how much they like to be open and how much they like to be closed.

**Initiate (Do) and Receive (Get).** Element B provides data on your perception of your behavior toward people (Do) and your perception of other people's behavior toward you (Get).

**See and Want.** Element B provides data on how you perceive your behavior toward others and their behavior toward you (See). It also tells you how you want to behave toward others and how you want others to behave toward you (Want).

**Differences.** From the See and Want information, you can determine the difference scores between what you see and what you want. These may help you determine areas where you might want to make changes in your interpersonal behavior.

**Scores as Stimulants for Exploration.** Although the Element B provides scores on both the scales and the differences, it is important to remember that:

- | The scores are not terminal; they can change.
- | Most of the meaning of your scores comes from you, not from statistics.
- | The scores are meant to be starting points for exploration and growth; they are not meant to be a set picture.

We have a tendency to label behaviors with judgments. This often leads people to be reluctant to explore themselves because they are afraid they will come across as something "bad." Behaviors just are. We are the ones who decide their values.

# Feedback Matrix

## Score Interpretation

The primary purpose of Element B is to provide information for expanding self-awareness. It is not intended to produce a typology that classifies you into one of many categories or types and then tells you about yourself by describing your type or style. Element B reflects how you are choosing to be right now. We believe it is more valuable to assume you have the capacity to change anything you do not like about your behavior, if you allow yourself to learn how.

The size of the score indicates the degree to which you agree with the name of the scale (all scale names are declarative sentences). For example, a score of seven on scale 12 ("I want to include people") means you see yourself as someone whose desire to include people is quite high. Your preference for a seven may be because you feel most content with that position on the scale, or it may be due to your fear of being at some other point on the scale, in which case you might feel anxious when left behind. Or you may have a little of both reasons. You are the one who can tell best, mainly by listening to your body.

To the degree that fear is determining your preference, you become rigidified at your chosen point. Because you fear going to other points on the scale, you tend to stay unmovable from your place of greatest comfort. It is this rigidity that leads to all kinds of difficulties with teamwork, decision making, conflict resolution and leadership (see Schutz, *The Human Element*).

A simple and effective way to expand your awareness is to note carefully how you react to your scores. Do they seem accurate? Way off? True, but "it all depends"? Make you angry? Disappointed that a trait you thought you had outgrown is still obvious? Pay particular attention to descriptions that seem not to fit at all. There is the possibility you are denying them (there is also the possibility they simply do not fit at all). Discussion about these reactions is highly recommended.

A large difference score between "What I see" and "What I want" indicates that you are dissatisfied with your behavior, it is not what you want it to be or you are progressing along a path and you are quite satisfied with your speed and progress. Your difference score could also be due to a combination of these reasons. You are in the best position to understand the dual interpretation of this difference. For richness of interpretation, this difference score between what you see and what you want will be called Dissatisfaction, with the understanding that it means simply the difference between what I see and what I want. How dissatisfied you actually are, you know best. The score is given in the far right hand column of the Element B Feedback Matrix below.

Remember, there are no good or bad scores. All points on all scales are appropriate in some situations. We have a tendency to label behaviors with judgments. This often leads people to be reluctant to explore themselves because they are afraid they will come across as something "bad." Behaviors just are. We are the ones who assign their values.

	See		Want		Differences (See minus Want)		
I	Do I include people.	11	3	I want to include people.	12	4	-1
	Get People include me.	13	3	I want people to include me.	14	4	-1
C	Do I control people.	21	5	I want to control people.	22	4	1
	Get People control me.	23	5	I want people to control me.	24	6	-1
O	Do I am open with people.	31	4	I want to be open with people.	32	3	1
	Get People are open with me.	33	3	I want people to be open with me.	34	6	-3
	Total (Do + Get)		Do (11+21+31)		Get (13+23+33)		Total Differences (Add Absolute Value)
	23		12		11		8

# Exploring the Element B Results

Element B provides eighteen sets of scores as part of the feedback. Anytime a questionnaire gives numerical feedback about our behavior, there is a natural curiosity about what the scores really mean. We often expect scores to have a specific meaning. Element B scores have at least two types of meanings. One is a generalized meaning based on large statistical samples. For example, people who have a Do + Get Score (Range: 0 to 54) of 40 or more are likely to expend a lot of energy on interpersonal relations. The report will provide ranges of scores and behaviors based on the sample. For a particular individual, however, the relationship between the scores and the behaviors might not hold true. The second perspective views the meaning of the scores as being in the individual. You might have a score of 40 and not expend much energy on interpersonal relations. To you, 40 might be a middle or low score. This is why the exploration of Element B results is so important. You are the one who chose the responses to the statements. You can best determine the meaning for you. Element B scores are designed to provide a point of departure for exploration and self-awareness. The scores are not "permanent" and do not prevent you from changing your interpersonal behavior.

## 23 Do + Get Score

Range: 0 to 54; Average: 26

Your *Do + Get* Score indicates how much you say you interact with people. Your score is characteristic of someone who puts a moderate amount of effort into interpersonal relationships and spends time being around people and interacting with them.

## 8 Total Dissatisfaction Score

Range: 0 to 54; Average: 11

Your *Total Dissatisfaction* Score is the sum of the differences between What I See and What I Want on each dimension. Your score suggests that, overall, you are moderately satisfied in your interpersonal relationships.

## 12 Do Score

Range: 0 to 27; Average: 13

The *Do* Score is an overall indicator of how much you say you include, control and are open with other people. Your score is characteristic of someone who puts a moderate amount of effort into including, controlling and being open with people and spends time initiating contact and interacting with them.

## 3 Do Dissatisfaction

Range: 0 to 27; Average: 6

The difference between what you Do and what you Want to do is Low. This suggests that you are comfortable in this area.

## 11 Get Score

Range: 0 to 27; Average: 4

The *Get* Score indicates the degree to which you say people include, control and are open with you. Your score is in the Mid-range and suggests that you get a moderate degree of interaction from others in the form of inclusion, control and openness.

## 5 Get Dissatisfaction

Range: 0 to 27; Average: 6

The difference between what you Get and what you Want in this area is Low. This suggests that you are comfortable in this area.

# Inclusion Exploration

## What I Do Toward Other People

This aspect of Inclusion refers to what you Do toward others to ensure that they receive attention and feel included. It is measured by the *I include people* scale. Some people expend a lot of effort making people feel included, while others may feel little obligation to do so. The complement to this aspect of Inclusion is how much you actually *want* to include people, and it is measured by the *I want to include people* scale. Some people find that they are including people to the extent they want to, while others may find they are including people more or less than they actually want to and, consequently, may be experiencing a feeling of dissatisfaction in this area.

**3** **I include People**  
Your score on *I include people* falls in the Mid-range of the scale. People who receive scores in this range tend to be somewhat social and display a moderate amount of interpersonal behavior focused on *including* people. You may find that you are as comfortable with people as you are alone, and the amount of social interaction you prefer tends to vary. To explore the accuracy of your score, reflect on how many of the following statements may be characteristic of your general pattern of interpersonal behavior in the area of including people.

- I . . .**
- | Don't always make an effort to include people
  - | Involve others in what I am doing most of the time
  - | Limit the number of organizations I belong to
  - | Talk to people, but may not be perceived as "outgoing"
  - | Join some social organizations
  - | Have good social skills
  - | Have little concern over being rejected
  - | Vary as to how much I participate in group activities

- Key Words**
- | Initiating
  - | Social
  - | Talkative
  - | Inclusive
  - | Participative
  - | Flexible
  - | Interactive
  - | Accepting
  - | Associative
  - | Selective

**4** **I want to include people**  
Your score on *I want to include people* falls in the Mid-range of the scale. People who receive scores in this range tend to want to be somewhat social and want to display a moderate amount of interpersonal behavior focused on *including* people. To explore the accuracy of your score, reflect on how well the following describe what you *want* to do in terms of including people.

- I want to . . .**
- | Make an effort to include people
  - | Involve others in what I am doing most of the time
  - | Limit the number of organizations I belong to
  - | Talk to people, but not necessarily to be perceived as "outgoing"
  - | Join some social organizations
  - | Have good social skills
  - | Have little concern over being rejected
  - | Vary how much interaction I have with people

**-1** **Difference (See - Want)**  
This is the difference between how much *I include people* (Scale 11) and how much *I want to include people* (Scale 12). This difference suggests that you are experiencing a balance between how much you *are* including people and how much you *want* to include people. You may be satisfied in this area.

- I feel . . .**
- | Satisfied

# Inclusion Exploration

## What I GET from Other People

This aspect of Inclusion refers to what you Get *from* other people in terms of attention and being included and is measured by the *People include me* scale. Some people experience a high level of inclusive behavior from people, while others may experience a low level of inclusion. The complement to this aspect of Inclusion is how much you actually *want* people to include you, and this is measured by the *I want people to include me* scale. Some people find that they are being included to the extent they want to be, while others may find they are being included more or less than they actually want to be and, consequently, may be experiencing a feeling of dissatisfaction in this area.

### 3 People include me

Your score on *People include me* falls in the Mid-range of the scale. This suggests that other people expend a moderate amount of interpersonal behavior on *including* you in their activities. To find out how accurate this score may be, reflect on how many of the following statements may be characteristic of your general pattern of interpersonal behavior in the area of being included by others.

- People . . .
- | Don't always make an effort to include me
  - | Involve me in what they are doing most of the time
  - | Ask me to join some social organizations
  - | Think I have good social skills
  - | Do not reject me often
  - | Vary how much they interact with me
  - | Usually invite me to participate in their activities

### Key Words

- | Included
- | Empathetic
- | Social
- | Talkative
- | Participative
- | Flexible
- | Accepting

### 4 I want people to include me

Your score on *I want people to include me* falls in the Mid-range of the scale which suggests that being included by people is moderately important to you. To explore the accuracy of your score, reflect on how well the following describe what you *want* people to do in terms of including you.

- I want people to . . .
- | Try not to make me feel included all the time
  - | Not involve me in everything they are doing
  - | Recognize me for my achievements on occasion
  - | Try not to be around me all the time
  - | Introduce me to others occasionally
  - | Let me select my friends
  - | Not expect me to actively participate in social activities
  - | Give me the option to be in the middle of the action if I want to be
  - | Give me the option to decline invitations

### -1 Difference (See - Want)

This is the difference between how much *People include me* (Scale 13) and how much *I want people to include me* (Scale 14). This difference suggests that you are experiencing a balance between how much you *want* people to include you and how much people *are* including you and, as a result, you may be satisfied in this area.

### I feel . . .

- | Satisfied

# Control Exploration

## What I Do Toward Other People

This aspect of Control refers to what you Do *toward* others in terms of the amount of control you exhibit over them and is measured by the *I control people* scale. Some people are more comfortable when they are in charge of people. They like to be the boss, to give orders and to make decisions for both themselves and others. To this end, they expend a lot of effort to be in charge while others may feel little obligation to do so. The complementary scale to this aspect of Control is how much you actually *want* to control people, and it is measured by the *I want to control people* scale. Some people find that they are controlling people to the extent they want to, while others may find they are controlling people more or less than they actually want to. Consequently, they may be experiencing a feeling of dissatisfaction in this area.

### 5 I control people

Your score on *I control people* falls in the Mid-range of the scale. People who receive scores in this range tend to be influential and display a moderate amount of interpersonal behavior focused on *controlling* people. You may find that you are as comfortable in a leadership position as with a follower role. To explore the accuracy of your score, reflect on how many of the following statements may be characteristic of your general pattern of interpersonal behavior in the area of *controlling* people.

- I . . .
- | Am often the dominant person when I am with people
  - | Take charge most of the time
  - | Make plans, but can deviate from them
  - | Create some structure, but allow for flexibility
  - | Influence people to do things my way most of the time
  - | Lead or follow depending on the situation
  - | Approach situations realistically
  - | Tend to be a team player
  - | Allow others to have input before making decisions

### Key Words

- | Influential
- | Adaptable
- | Leader
- | Follower
- | Realistic
- | Team player
- | Associative
- | Pragmatic
- | Diplomatic

### 4 I want to control people

Your score on *I want to control people* falls in the Mid-range of the scale. People who receive scores in this range tend to want to be somewhat influential and display a moderate amount of interpersonal behavior focused on *controlling* people. To explore the accuracy of your score, reflect on how well the following describe what you want to do in terms of *controlling* people.

- I want to . . .
- | Be in charge most of the time
  - | Make plans I can deviate from
  - | Implement a moderate degree of structure
  - | Lead or follow depending on the situation
  - | Be realistic about what can be done
  - | Vary how much responsibility I have
  - | Follow the rules
  - | Receive assurance that I am right
  - | Have a say in what is going on

### 1 Difference (See - Want)

This is the difference between how much *I control people* (Scale 21) and how much *I want to control people* (Scale 22). This difference suggests that you are experiencing a balance between how much you are *controlling* people and how much you want to control people. As a result, you may be satisfied in this area.

- I feel . . .
- | Satisfied

# Control Exploration

## What I Get from Other People

This aspect of Control refers to what you Get *from* others in terms of the amount of control they exhibit over you and is measured by the *People control me* scale. Some people experience a high level of control behavior from people while others may experience a low level of control. The complementary scale to this aspect of Control is how much you actually *want* others to control you, and it is measured by the *I want people to control me* scale. Some people find that they are controlled by people to the extent they want to be, while others may find they are controlled more or less by others than they actually want to be. Consequently, they may be experiencing a feeling of dissatisfaction in this area.

### 5 People control me

Your score on *People control me* falls in the Mid-range of the scale. This suggests that other people expend a moderate amount of interpersonal behavior on *controlling* you. To find out how accurate this score might be, reflect on how many of the following statements may be characteristic of your general pattern of interpersonal behavior in the area of being controlled by others.

- People . . .
- | Make most of the decisions during our interactions
  - | Structure some of my environment
  - | Allow me to have input on what I do
  - | Influence my actions
  - | Find me to be a good follower
  - | Usually take charge when we are together

### Key Words

- | Adaptable
- | Follower
- | Leader
- | Easygoing
- | Questioning
- | Flexible
- | Accepting

### 6 I want people to control me

Your score on *I want people to control me* falls in the Mid-range of the scale which suggests that being controlled by people is of moderate importance to you. To explore the accuracy of your score, reflect on how well the following describe what you *want* people to do in terms of controlling you.

- I want people to . . .
- | Decide what we do when we are together most of the time
  - | Influence some of my actions
  - | Provide leadership for me
  - | Decide most things for me
  - | Influence my ideas
  - | Influence some of what I say
  - | Take charge most of the time when we are together
  - | Refrain from micro-managing me

### -1 Difference (See - Want)

This is the difference between how much *People control me* (Scale 23) and how much *I want people to control me* (Scale 24). This difference suggests that you are experiencing a balance between how much you *want* people to control you and how much people *are* controlling you and, as a result, you may be satisfied in this area.

- I feel . . .
- | Satisfied

# Openness Exploration

## What I Do Toward Other People

This aspect of Openness refers to what you Do *toward* others in terms of sharing your feelings and innermost thoughts during your interactions and is measured by the *I am open with people* scale. Some people readily share their feelings and personal thoughts with people around them. Others only share with a select few and, even then, may not share everything. The complementary scale to this aspect of Openness is how much you actually *want* to be open with people which is measured by the *I want to be open with people* scale. Some people find that they are open with people to the extent they want to be, while others may find they are more or less open than they actually want to be and, consequently, may be experiencing a feeling of dissatisfaction in this area.

**4**            I am open with people  
Your score on *I am open with people* falls in the Mid-range of the scale. People who receive scores in this range tend to be open with people and display a moderate amount of interpersonal behavior focused on being open with people. You may find that you are as comfortable sharing your personal feelings as withholding them. To explore the accuracy of your score, reflect on how many of the following statements may be characteristic of your general pattern of interpersonal behavior in the area of being open with people.

- I . . .
- | Share some of my personal thoughts with people
  - | Tend to be businesslike
  - | Have several personal confidants
  - | Have at least one friend to whom I can tell anything
  - | Do not tell anyone some things
  - | Have close relationships with a few people
  - | Am more comfortable when people do not get too close

- Key Words
- | Personal
  - | Affirming
  - | Empathetic
  - | Friendly
  - | Tactful
  - | Tolerant
  - | Gentle
  - | Selective

**3**            I want to be open with people  
Your score on *I want to be open with people* falls in the Mid-range of the scale. People who receive scores in this range tend to want to be somewhat open with people and display a moderate amount of interpersonal behavior focused on being open with people. To explore the accuracy of your score, reflect on how well the following statements describe what you *want* to do in terms of being open with people.

- I want to . . .
- | Share some personal things about myself
  - | Be less personal some of the time
  - | Have a few confidants
  - | Let some people get close
  - | Keep some secrets
  - | Have a small number of close friends
  - | Be selective about what I share with others
  - | Be businesslike some of the time

**1**            Difference (See - Want)  
This is the difference between how much *I am open with people* (Scale 31) and how much *I want to be open with people* (Scale 32). This difference suggests that you are experiencing a balance between how much you *are* open with people and how much you *want* to be open with people. As a result, you may be satisfied in this area.

- I feel . . .
- | Satisfied

# Openness Exploration

## What I Get from Other People

This aspect of Openness refers to what you Get *from* others in terms of their sharing feelings and innermost thoughts with you in your interactions with them and is measured by the *People are open with me* scale. Some people readily share their feelings and personal thoughts with you. Others may not share anything. The complementary scale to this aspect of Openness is how much you actually *want* people to be open with you which is measured by the *I want people to be open with me* scale. Some people find that people are open with them to the extent they want them to be, while others may find people are more or less open than they actually want them to be and, consequently, may be experiencing a feeling of dissatisfaction in this area.

### 3 People are open with me

Your score on *People are open with me* falls in the Mid-range of the scale. This suggests that other people expend a moderate amount of interpersonal behavior on being open with you. To find out how accurate this score might be, reflect on how many of the following statements may be characteristic of other people's general pattern of interpersonal behavior in the area of being open with you.

- People . . .
- | Are relatively open with me
  - | Share many of their personal feelings with me
  - | Try to form close relationships with me
  - | Are warm and friendly toward me
  - | Keep few secrets from me
  - | Confide in me
  - | Are relaxed around me

- Key Words
- | Empathetic
  - | Friendly
  - | Affirming
  - | Caring
  - | Interested
  - | Accepting

### 6 I want people to be open with me

Your score on *I want people to be open with me* falls in the Mid-range of the scale which suggests that having people be open with you is of moderate importance to you. People who fall in this range typically have a moderate desire for people to be open with them. To explore the accuracy of your score, reflect on how well the following statements describe what you *want* in terms of people being open with you.

- I want people to . . .
- | Tell me their feelings
  - | Tell me about some of their private lives
  - | Be relatively open and honest with me
  - | Keep some secrets from me
  - | Allow me to choose how much I want to know about them
  - | Be close to me if I want them to be
  - | Share their personal feelings some of the time
  - | Be open with me, but allow me to have space

### -3 Difference (See - Want)

This is the difference between how much *People are open with me* (Scale 33) and how much *I want people to be open with me* (Scale 34). This difference suggests that you want people to be more open with you than they currently are. As a result, you may be experiencing dissatisfaction or tension in this area. To the degree that you are dissatisfied, you may find the following to be true for you.

- I feel . . .
- | That I want people to confide in me more than they do
  - | That I would like people to share more of their personal feelings
  - | That I would like to focus more on personal issues
  - | That I would like to engage in more social talk
  - | That I am not liked as much as I want to be
  - | Frustrated

# Team Atmosphere

What I prefer in a team

Research indicates that team members are happier and more effective on teams when there is high *team compatibility*. Compatibility is defined as the *ability to work well together to achieve a common goal. It does not imply liking or not liking, friendship or no friendship, agreement or disagreement. Those are factors independent of compatibility*. Element B scores on inclusion, control and openness provide a means for determining atmosphere compatibility. The term atmosphere refers to the working environment and approaches to decision making. Your compatibility scores indicate the type of team "atmosphere" in which you are likely to be most effective. The atmosphere is composed of shared behavior, beliefs, values and settings and may incorporate different levels and types of inclusion, control and openness. (For more extensive treatment of the FIRO approach to teamwork, see Schutz, 1994.)

## 14 Inclusion

Alone (0)  Together (36)

Your score on *Inclusion atmosphere* falls in the Mid-range of the scale (13-24) which suggests that you may prefer to work on a team that:

- | Has a moderate amount of contact
- | Works together sometimes, apart sometimes
- | Has a moderate amount of interaction and communication
- | Allows you to have input on decisions most of the time
- | Has some social activities

## 20 Control

Flow (0)  Hierarchical (36)

Your score on *Control atmosphere* falls in the Mid-range of the scale (13-24) and suggests that you may prefer to work on a team that:

- | Offers a balance between structure and looseness
- | Has basic team operating rules, but is still flexible
- | Has a designated leader
- | Has a leader who is willing to let others lead at appropriate times

## 16 Openness

Businesslike (0)  Personal (36)

Your score on *Openness atmosphere* falls in the Mid-range of the scale (13-24) and suggests that you may prefer to work on a team that:

- | Allows some sharing of personal feelings
- | Has a friendly attitude
- | Has a moderate degree of openness
- | Has few secrets

# Leadership

How I am perceived as a leader

Research indicates that there is no one style or pattern of leadership behavior that is successful in all situations. Successful leaders seem to be people who:

- | Know what it takes for the team to accomplish its goals
- | See to it that the team works to the best of its abilities
- | Select the best people to do each job
- | See to it that people most affected by a decision participate in making it

To accomplish the above requires the leader to excel in at least three areas:

- | *Flexibility*: the ability to flex on inclusion, control and openness
- | *Decisionmaking*: adopting the appropriate decision making model and making timely decisions
- | *Self-Awareness*: knowing how best to use myself and be aware of when I am feeling threatened, competitive, attracted, or experiencing other feelings that might distort my perceptions

What the leader does in the areas of inclusion, control and openness while in the leader position creates a perception by the team members of "how" the leader leads. Your Do score suggests a leader who might be perceived as wanting:

## 3 Inclusion

- | A moderate amount of group interaction
- | A moderate degree of communication
- | Some social activities
- | Frequent team interaction
- | A moderate number of team meetings

Alone (0)  Together (9)

## 5 Control

- | A moderate degree of structure
- | Team participation in decision making
- | To be involved in key decisions
- | To be seen as the leader
- | Support from others
- | To be selective about being accountable

Flow (0)  Hierarchical (9)

## 4 Openness

- | A mixture of personal relationships at work
- | A moderate level of openness
- | A business focus

Businesslike (0)  Personal (9)

# Resources

## Recommended Readings

- Schutz, W. (1958). FIRO: A Three-Dimensional Theory of Interpersonal Behavior. New York: Holt, Rinehart and Winston.
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## Recommended Training

- The Human Element Seminar (The Schutz Company – 866-302-2720)
- Element B Certification (High Performing Systems, Inc. – 800-535-8445 or The Schutz Company – 866-302-2720)
- Human Emergence (High Performing Systems, Inc. – 800-535-8445)
- TeamDynamics – includes Element B Certification (High Performing Systems, Inc. – 800-535-8445)

## Recommended Websites

- <http://www.thehumanelement.com/>
- <http://www.hpsys.com>

For more information contact:  
High Performing Systems, Inc.  
(706) 769-5836 ~ <http://www.hpsys.com>