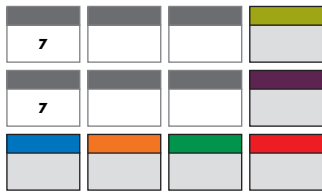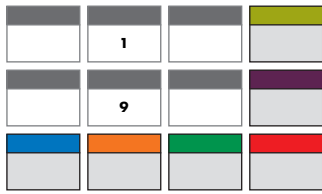# PATTERNS

Your Patterns of Need Fulfillment for Inclusion

Your results on Expressed Inclusion (7) and Wanted Inclusion (7) suggest that the following pattern of behaviors may describe you.

- You include others and like to be included.

- You enjoy the opportunity to provide input.

- You don't like to get cut off from information and updates.

- You seek recognition and endorsement from colleagues and superiors.

- You do not make much distinction between work and social gatherings.

- You organize social activities with your business associates.

- You withdraw first if you sense a possibility of being rejected by others.

Your Patterns of Need Fulfillment for Control

Your results on Expressed Control (1) and Wanted Control (9) suggest the following pattern of behaviors.

- You may accept direction from those in authority.

- You may not be interested in gaining influence.

- You are a loyal and cooperative member of the organization.

- You like to perform your work according to standard operating procedures.

- You may be frustrated by inconsistencies.

- You may feel the need to check your decisions with others.

- You may prefer extensive orientation and training when placed in a new job.
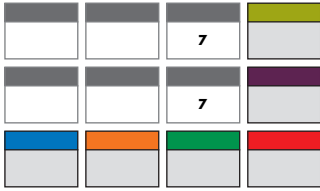
Your Patterns of Need Fulfillment for Affection

Your results on Expressed Affection (7) and Wanted Affection (7) suggest that you may characteristically display the following pattern of behaviors.

• You are friendly, open, and optimistic.

• You value trustworthiness.

• You may have difficulty turning others away or controlling interruptions at work.

• You prefer to motivate others by praise and support and are best motivated in the same way.

• You may enjoy resolving conflicts and negotiating.

• You may feel sad when group projects involving regular contact with colleagues end.

YOUR CAREER DEVELOPMENT

14	10	14	
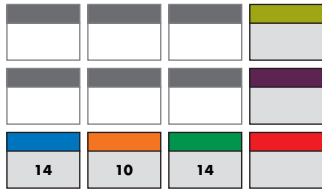
Knowing your interpersonal needs can help you evaluate career opportunities, whether you are considering a new career or are seeking to improve your satisfaction with your current position. You can evaluate any opportunity by considering how well it matches your interpersonal needs.

Your Total Need for Inclusion (14) falls in the high range; this suggests that you will be more satisfied with jobs in which:

- You have a lot of opportunity to interact with others

- There are multiple pathways for achieving recognition and status

- The organization tries to involve its employees in decision making

- The organization rewards teamwork

Your Total Need for Control (10) falls in the medium range; this suggests that you will be more satisfied with jobs in which:

- New challenges and opportunities are provided with equal amounts of support and self-direction

- Your job responsibilities include some tasks that are all yours and others that are shared with colleagues

- Decisions are not final and there is room for changing course or making new agreements

- There are general guidelines for performance, but flexibility to deal with exceptions

Your Total Need for Affection (14) falls in the high range; this suggests that you will be more satisfied with jobs in which:

- The organizational climate is characterized by warmth and personal interest in employees

- Encouragement and cooperation are welcomed by and freely exchanged between employees

- The organization tries to make the workplace a home away from home

- The organization attempts to be flexible and to support the personal lives of the employees

IMPROVING YOUR TEAM EFFECTIVENESS

7	1	7	
7	9	7	

How effective you are as a member of a team or an organization is partly a function of how flexible you are. Your interpersonal needs may lead you to certain patterns of behavior that are currently limiting your potential effectiveness. Although it is necessary to find ways to express your needs, you may be able to increase your effectiveness if you do not engage in those patterns exclusively. The questions below may help you become more flexible.

Team Effectiveness and Inclusion

Your need for Expressed Inclusion (7) is high. Ask yourself:

- Do I give others a chance to contribute at a level they are comfortable with, or do I pressure them for contributions?

- Do I really need more input from others, or do I know enough to proceed?

- Should I recognize my shy colleague's achievements privately rather than publicly?

Your need for Wanted Inclusion (7) is high. Ask yourself:

- Am I frequently expecting others to seek my input?

- Are there ways I can more directly show others that I want to be included in a project?

- Can I allow others to get as much attention as I enjoy getting?

Team Effectiveness and Control

Your need for Expressed Control (1) is low. Ask yourself:

- Am I avoiding the risk of taking on this new task just because I am not familiar with it?

- Can I increase the reliability and consistency of my work?

- Can I structure activities so that team members can set priorities?

Your need for Wanted Control (9) is high. Ask yourself:

- Can I learn to be more flexible and tolerant of ambiguity?

- Do I need permission, or do I already have all the authority I need to proceed?

- Can I lessen my reliance on others?

Team Effectiveness and Affection

Your need for Expressed Affection (7) is high. Ask yourself:

- Can I intrude less on others?

- Would my colleagues prefer to know less about my personal concerns?

- Do I defer to others at the price of expressing my own opinion?

Your need for Wanted Affection (7) is high. Ask yourself:

- How can I learn to reassure myself rather than relying on others for support?

- Do I expect a personal relationship with my subordinates?

- Am I too dependent on feedback about my work?

LEADERSHIP

7	1	7	
7	9	7	

Because your highest Expressed need represents the social arena where you feel more comfortable taking action, this result predicts which "face" you show first to a group. This need will also probably shape the foundation of your leadership style.

Your results show that your highest Expressed needs are for both Inclusion and Affection. Although this indicates that you attempt to strike a balance between two different faces as a leader, you probably have a slight preference for one of them. Experience with others who have taken the FIRO-B assessment suggests that you will likely favor Expressed Affection. This suggests that you will strive to be a leader who:

- Focuses on developing human resources

- Strives to increase and maintain employee satisfaction

- Encourages and supports others

- Minimizes conflict

- Gains legitimacy through personal commitment and loyalty

- Enjoys being liked and warmly regarded by followers

- Wants to serve and nurture

- Reassures and makes others comfortable

- Invites feedback

- Reveres honest communication

Your lowest Expressed need is the area where you feel least comfortable taking action. Therefore, you are not as likely to use the leadership style associated with this need; when you do, you are less likely to make a good impression on subordinates. Your lowest Expressed need is for Control. You may, therefore, get complaints about lacking direction and not being firm. Your followers may also want more visible action from you.