Servant Leadership and FUNDAMENTAL INTERPERSONAL RELATIONSHIP ORIENTATION BEHAVIOR (FIRO-B®): TEAMING SUCCESS

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What is Servant Leadership?

- Has roots in ancient philosophy
- Modern movement has applications to organizational improvement (Greenleaf, 1974, 1990)
- Patterson (2003) named seven constructs: love, humility, altruism, vision, trust, empowerment and service
- Dennis and Bocarnea, (2005), measured 5 constructs: empowerment, love, humility, trust and vision
- According to Sipe and Frick (2009, p. 4), a servant leader is a person of character who puts people first; he or she is a skilled communicator, a compassionate collaborator who has foresight, is a systems thinker, and leads with moral authority.

Servant Leadership Assessment Instrument (SLAI)

SLAI
- 42 items characterize qualities
- Guided by virtues within (called constructs)
- Virtues shape attitudes, characteristics and behavior
- Servant leader can measure his or her effectiveness as a servant leader

SLAI CHARACTERISTICS
- Empowerment—entrusting power to others
- Love—unconditional
- Humility—focus on others rather than yourself
- Trust—openness of leader to receive input from others
- Vision—involves followers that are at the center, rather than the periphery
What is the Problem

- Leaders may be more effective when they understand and become aware of the servant leadership characteristics and interpersonal behaviors
- Leaders may not acknowledge the importance of their behaviors
- Life events may lead to intense self-reflection or withdrawal from others (CPP, 2012)
- Cultural differences that affect the expressing of needs, misunderstandings, and pressure from an environment that leads to expressing certain behaviors
- Can provide a new paradigm for leaders for reflection upon their own behaviors, to raise awareness and introduce new leadership skills

What is the FIRO-B® Used For?

- According to Consulting Psychologists Press, Inc., (2015), the FIRO-B® is used in a variety of applications:
  - Leadership development
  - Teambuilding
  - Individual interpersonal effectiveness
  - Retention

History of the FIRO-B®

William Schutz (1958) developed theory
- Aid in the understanding and predicting of how high-low performance military teams would work together (1958)
- Premise that ‘people need people’ used to indicate any interaction occurring between people, and that, if not satisfied can lead to discomfort and anxiety (CPP, 2012)
- Significantly revised over 45 years; 2002 published for online use by CPP on SkillsOne® Website
What is the problem?

- Leader’s have a perception of their own behaviors
- May lack training in areas that include control, inclusion and affection
- Can cause lack of effective teaming and interacting effectively with others
- Changes in society, evolved technology, fast-paced organizations, global environment, and rapid and packed tight decision that need to be made quickly can cause conflict and chaos in a team
- Can cause anxiety and loss of productivity

What does FIRO-B® Measure?

Measures behaviors driven by interpersonal needs in three areas:

- Inclusion
- Control
- Affection

And, addresses how such behaviors can affect one’s interactions with others

Model is based on the theory that fulfillment of these interpersonal needs serves as motivation in people’s daily functioning.

The FIRO-B® Measures Two Dimensions for Each Need-Expressed

Expressed: about what you actually do and may be easily observed by others.

- Expressed Inclusion: How often do you act in ways that encourage you participation in situations?
- Expressed Control: How often do you act in ways that help you direct or influence situations
- Expressed Affection: How often do you act in ways that encourage warmth and closeness in relationships
The FIRO-B® Measures Two Dimensions for Each Need-Wanted

- Wanted: about what you really want from others—whether or not you show it openly
  - Wanted Inclusion: How much do you want to be part of others’ activities?
  - Wanted Control: How much leadership and influence do you want others to assume?
  - Wanted Affection: How much warmth and closeness do you want from others?

Here’s an Opportunity to do an Organizational Development (OD) Plan:

- SLAI AND FIRO-B® Test
- Analyze Results
- OD Plan
- Test
- Results
- Analyze

A Workshop can be designed to include results

An “Organizational Development” (OD) Action Plan can be implemented to:

- Define general problem areas and determine skill level of participants
- Determine who, what, where and when, in entry point
- Determine the scope
- Determine diagnostic approach to be taken and determine how it will be conducted and monitored
- Determine responsibilities in the change effort; develop contingency plan
- Implement the change, with those involved, and
- Evaluate the results; who is accountable.