FIRO-B ("Fundamental Interpersonal Relations Orientation – Behaviour") was developed by Dr. William Schutz for the US Government during the Korean War to assess individual's inter-personal needs and how these may affect their behaviour towards others.

It is a personality assessment that measures how you typically behave with other people and how you expect them to act toward you. Its interpretation can dramatically increase your understanding of behaviour in areas such as the following:

- How you come across to others, and why this may not be the way you see yourself or the impression you might want to make
- How and why conflict develops between well-meaning people
- How to understand your own needs, and how to manage them as you interact with others

FIRO-B measures how much people may need others, particularly in terms of:

- **Inclusion**, and how much contact, attention and recognition you may generally want to give others in your life and receive back;
- **Control**, and how much influence, responsibility and structure you may seek in your relationships, whether to lead and direct others or to be led;
- **Affection**, or openness, and how close and warm you are with others and want others to be with you.

An individual displays an “Expressed” and “Wanted” need of varying degrees for each area, showing the extent to which they initiate or want others to initiate that behaviour. This difference between what you want from others and what you express towards others can be the reason behind many complex and difficult relationship issues, which is why when other tools and methods have not been effective, the Firo-B instrument is often the answer. It can identify sources of tension with striking accuracy.

The FIRO-B® instrument is designed to measure behaviour that derives from interpersonal needs.
It is used for:

- Improved self-understanding
- One-to-one relationships
- Team building
- Career development
- Leadership development