

FIRO – B QUESTIONNAIRE

DIRECTIONS

This questionnaire is designed to explore the typical ways you interact with people. There are, of course, no right or wrong answers; each person has his own ways of behaving.

Sometimes people are tempted to answer questions like these in terms of what they think a person should do. **This is not what is wanted here.** We would like to know how you actually behave.

Some items may seem similar to others, however, each item is different so **please answer each one without regard to the others**, there is no time limit, but do not debate long over any items.

For each statement below, decide which of the following answers best apply to you. Place the number in the box at the right of the statement. Please be honest as you can.

(1) Usually (2) Often (3) Sometimes (4) Occasionally (5) Rarely (6) Never

1. I try to be with people	
2. I let other people decide what to do	
3. I join social groups	
4. I try to have close relationships	
5. I tend to join social organisations when I have the opportunity	
6. I let other people strongly influence my actions	
7. I try to be included in informal social activities	
8. I try to have close personal relationships with people	
9. I try to include other people in my plans	
10. I let other people control my actions	
11. I try to have people around me	
12. I try to get close and personal with people	

13. when people are doing things together I tend to join them	
14. I am easily led by people	
15. I try to avoid being alone	
16. I try to participate in group activities	

1. Most People	2. Many People	3. Some People	4. A few People	5. One or two People	6. Nobody
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17. I try to be friendly to people	
18. I let other people decide what to do	
19. My personal relations with people are cool and distant	
20. I let other people take charge of things	
21. I try to have close relationships with people	
22. I let other people strongly influence my actions	
23. I try to get close and personal with people	
24. I let other people control my actions.	
25. I act cool and distant with people	
26. I am easily let by people	
27. I try to have close personal relationships with people.	
28. I like people to invite me to things	
29. I like people to act close and personal with me.	
30. I try to influence strongly other people's actions	
31. I like people to invite me to join in their activities	
32. I like people to act close toward me.	
33. I try to take charge of things when I am with people	

34. I like people to include me in their activities	
35. I like people to act cool and distant toward me	
36. I try to have other people do things the way I want them done	
37. I like people to ask me to participate in their discussions	
38. I like people to act friendly toward me	
39. I like people to invite me to participate in their activities	
40. I like people to act distant toward me.	
(1) Usually (2) Often (3) Sometimes (4) Occasionally (5) Rarely (6) Never	
41. I try to be the dominant person when I am with people	
42. I like people to invite me to things	
43. I like people to act close towards me	
44. I try to have other people do things I want done	
45. I like people to invite me to join their activities	
46. I like people to act cool and distant towards me	
47. I try to influence strongly other people's actions	
48. I like people to include me in their activities	
49. I like people to act close and personal with me.	
50 I try to take charge of things when I'm with people	
51. I like people to invite me to participate in their activities.	
52. I like people to act distant toward me	
53. I try to have other people do things the way I want them done.	
54. I take charge of things when I'm with people	

TRANSACTIONAL ANALYSIS

For each statement below, decide which of the following answers best apply to you. Place the number in the box at the right of the statement. Please be honest as you can.

**1. Almost Never 2. Rarely 3. Sometimes 4. Frequently
5. Very frequently**

BEHAVIOUR ON THE JOB.

1	When some work is not done, I analyse the reasons why it was not done.	
2	I feel bad about something (about what someone did or said to me, or about something I did or said).	
3	I expect people to do what I say.	
4	I send out a questionnaire or carry out a survey to get needed information	
5	I do what my boss says to do even when it's difficult	
6	I feel guilty about something (not getting a job done on time, coming in late, working too hard and so on)	
7	I play a hunch without bothering together factual data.	
8	I would naturally smile at other people (Co-workers, subordinates, customers and so on)	
9	I suggest that an ill person see the doctor or take the rest of the day off.	
10	I insist that things be done my way	
11	I hear a voice in my head saying something like: "Those people should be corrected".	
12	I feel like humming a song freely.	
13	I find ways to make a boring task interesting	
14	I attended classes, programmes, seminars and so on, to improve my job skills.	
15	I have a feeling that something unusual about to happen before it happens	
16	I plan, organize and systematically do a job.	
17	I say (or think) things like: "What would you do without me"?	
18	I feel like doing little dance step when walking into a friend's office or work area	
19	I correct subordinates when they fail to perform up to standard.	
20	I cleverly figure out how to get my own way at someone else's expenses	
21	I keep calm when in an emotionally charged atmosphere	

22	I help my co-workers, subordinates or boss by going a little out of way to do something for them.	
23	I feel hurt and go off somewhere to be myself	
24	I put people down without thinking	
25	I take a stretch of break and really enjoy the feeling of loosening up my muscles and relaxing	
26	I say " please" and "thank you"	
27	I say or think, things like: " I'll do it for them: they cannot be expected to handle it	
28	I care for facts rather than subjective opinions.	
29	I take the last one of the biscuits someone brought along with coffee	
30	I gather necessary information and then use my sixth sense to make up an accurate interpretation	
31	I help out a co-worker in an emergency	
32	I insist that others take care of themselves for example, that they wear a sweater on a windily day or carry an umbrella if it looks like rain	
33	I answer the phone in a well modulated voice, giving my name or the name of the company	
34	I cleverly work out a way to avoid a job that's been assigned to me	
35	I set people straight when they aren't doing their job properly	
36	I set standards for proper performance and insist that they achieve them.	

PERSONAL STYLE QUESTIONNAIRE

This questionnaire is designed to give you data on your style of relationships with others. There are no right or wrong answers for dealing with the situations. What you actually practice in dealing with **interpersonal issues is the appropriate answer.**

To get a correct picture of your style, it is necessary that you should be HONEST and choose answers which you actually practise INSTEAD of WHAT YOU THINK SHOULD BE DONE.

Each of the items describe a typical situation not unusual in work environment. For each item, there are 5 points which are to be distributed between A & B. If A is fully characteristic of you, you may give 5 to A and 0 to B. If A is considerably characteristic of what you are and B is somewhat characteristic. You may give 4 to A and 1 to B similarly if both A & B are more or less equally characteristic of your style. The allocation may look something as

A	B
3	2

A	B
2	3

Thus there will be 6 possible combinations for responding to each pair of alternatives. Be sure that the sum of the total points on each pair is equal to 5

Any attempt to give ideal answers will vitiate the purpose of questionnaire

1. If one of my sub-ordinates developed a conflict with an officer of another department whose co-operation is important in order for the work to get done, I would:

A. Tell my sub-ordinate that I felt he was partially responsible for the conflict with this other officer & try to indicate how the other officer was being affected by him.

OR

B. Not get involved for fear that this would affect my relationship with my sub-ordinate.

A

B

2. If one of my sub-ordinates with whom I have had a strong argument in the past find it difficult to discuss matters with me from that time on, I would:

A. Avoid making matters worse by calling attention to his behavior and let the whole thing drop

OR

B. Comment on his behavior and ask him how he felt the argument had affected our relationship.

A

B

3. If a sub-ordinate with whom I worked began to avoid me and act in an obedient but withdrawn manner, I would :

A. Comment on it and ask him to tell me the reason.

OR

B. Follow his lead and keep our contact formal since that seems to be what he wants.

A

B

4. If I heard some of my sub-ordinates discuss an ugly rumour about another of my sub-ordinates which I knew could hurt him and he asked me what I knew about, I would:

A. Plead ignorance of the matter and suggest that no one would believe such a rumour anyway.

OR

B. Tell him exactly what I heard, when I had heard and from whom I had heard it.

A

B

5. If I had reason to suspect that an ugly rumour was being circulated about me and that one of my sub-ordinates in particular had quite likely heard it, I would:

A. Avoid mentioning the issue and leave it to him to tell me about it if and when he wanted to.

OR

B. Ask him directly what he knew about the whole thing.

A

B

6. If I had begun to dislike one of my sub-ordinates to the extent that it was interfering with my ability to work with him effectively, I would:

A. Say nothing to him directly but let him know my feelings keeping our relationship on a strictly business level

OR

B. Get my feelings out in the open and clear the air so that we could get on with one work.

A

B

7. In discussing his performance with one of my more 'Sensitive' sub-ordinates, I would:

A: Avoid stressing his mistakes so as not to injure his morale.

OR

B. Focus primarily on his mistakes so as to upgrade his work.

A

B

8. If in an official discussion with one of my colleagues, he mentions something, I should have known, but which in reality I was totally ignorant about, I would:

A. Try to steer the conversation in a different direction, lest my knowledge and expertise be called into question.

OR

B. Confess my ignorance, whatever be my colleague's reactions, and encourage him to continue.

A

B

9 If a colleague of mine were to tell me that he felt I was doing things that made me less effective as a person, I would:

A. Encourage him to spell out or elaborate on what he had observed and suggest changes

OR

B. Attempt to make it clear to him why I behave the way I do.

A

B

10. If I felt that one of my colleagues was being unfair to other colleagues but none of them had mentioned anything about it to me, I would:

A. Ask several colleagues how they perceived the situation to see if they felt he was being unfair.

OR

B. Not as the others how they perceived the colleague, but wait for them to bring it up with me.

A

B

11. If I were preoccupied with some personal matters and a colleague of mine told me that I had become irritable with him and others, I would:

A. Tell him that I was pre-occupied and would probably be on edge for a while and would prefer not to be bothered.

OR

B. Listen to his complaints, but not try to explain my actions to him.

A

B

12. If my relationship with one of my colleagues had been damaged by repeated arguments, on an issue of importance to us both, I would:

A. Be cautious in my conversations with him to avoid worsening of our relationship further.

OR

B. Point out how it was affecting our relationship and suggest that we discuss it until we get it revolved.

A

B

13. If while I was trying to give a colleague my reactions to his performance, he suddenly suggested that we discuss my performance as well, I would:

A. Avoid the issue by suggesting that my own boss is in a better position to judge my performance.

OR

B. Welcome the opportunity to learn how he viewed and evaluated my work and encourage comments.

A

B

14. If a colleague of mine seemed preoccupied most of the time and became irritated with me and others without real cause, I would:

A. Leave him alone for sometime thinking that he was having some temporary personal problems which were none of my business.

OR

B. Try to talk with him about it and point out to him how he was affecting the people.

A

B

15. If I felt that my boss was being less fair with me than my colleagues, I would:

A. Ask him what the problem was and why he was being unfair.

OR

B. Not ask him anything, but wait for him to bring the issue up with me when he wanted to.

A

B

16. If I heard an ugly rumor about my boss which I know could hurt him and he asked me what I knew about it, I would:

A. Plead ignorance of the matter and suggest that no one would believe it anyway.

OR

B. Tell him exactly what I had heard, when I had heard and from whom I had heard it.

A

B

17. If my boss pointed out the fact that I had developed a conflict with another officer with whom I should co-operate for completing the work, I would:

A. Feel uncomfortable and try to discourage further discussion.

OR

B. Discuss it openly with him in order to find out how the work was being affected

A

B

18. If I find my boss doing such things as would limit his effectiveness with his subordinates, I would:

A. Keep my opinions to myself.

OR

B. Risk being seen as a 'Busy body' and tell what I had observed and reactions to it.

A

B

19. If I knew my boss to be very 'sensitive' and somewhat insecure, and he asked me what I thought of his performance to date, I would:

A. Avoid calling attention to his mistakes so as not to injure his morale.

OR

B. Focus primarily on his mistakes so as to upgrade his supervision.

A

B

20. If I know I was being considered for a better position and my present boss's attitude towards me had been rather negative during my work with him, I would:

A. Discuss my shortcomings as a manager / supervisor with my boss so that I could see where to improve.

OR

B. Try to assess my shortcomings as a manager / supervisor myself so that I could do a better job in the future.

A

B

Scoring Key for personal style survey – Questionnaire

Below are given two tables marked 'E' and 'F' respectively. In each table are given the serial numbers corresponding to ten of the situations posed in the questionnaire, and the alternatives, which have to be scored. The points allotted to the specified alternative responses should be transferred to the two tables and then added up.

Please ignore item responses which are not included in the tables below.

The total No. of points entered in the two columns should then be transferred to their respective boxes given on the front page of the questionnaire form.

Item No.

Alternative

Points Allotted

THOMAS-KILMANN CONFLICT MODE INSTRUMENT

(Please circle the appropriate answer – either A or B)

1.
 - A. There are times when I let others take responsibility for solving the problem.
 - B. Rather than negotiate the things on which we disagree, I try to stress those things upon which we both agree.
2.
 - A. I try to find a compromise solution.
 - B. I attempt to deal with all of his / her and my concerns.
3.
 - A. I am usually firm in pursuing my goals.
 - B. I might try to soothe the other's feelings and preserve our relationship
4.
 - A. I try to find a compromise solution.
 - B. I sometimes sacrifice my own wishes for the wishes of the other person.
5.
 - A. I consistently seek the other's help in working out a solution.
 - B. I try to do what is necessary to avoid useless tensions.
6.
 - A. I try to avoid creating unpleasantness for myself.
 - B. I try to win my position.
7.
 - A. I try to postpone the issue until I have had some time to think it over.
 - B. I give up some points in exchange for others.
8.
 - A. I am usually firm in pursuing my goals.
 - B. I attempt to get all concerns and issues immediately out in the open.
9.
 - A. I feel that differences are not always worth worrying about.
 - B. I make some effort to get my way.
10.
 - A. I am firm in pursuing my goals.
 - B. I try to find a compromise solution

11.
 - A. I attempt to get all concerns and issues immediately out in the open.
 - B. I might try to soothe the other's feelings and preserve our relationship.

12.
 - A. I sometimes avoid taking positions which would create controversy.
 - B. I will let the other person have some of his / her positions if he / she lets me have some of mine.

13.
 - A. I propose a middle ground
 - B. I press to get my points made.

14.
 - A. I tell the other person my ideas and ask for his / hers.
 - B. I try to show the other person the logic and benefits of my position

15.
 - A. I might try to soothe the other's feelings and preserve our relationship
 - B. I try to do what is necessary to avoid tensions.

16.
 - A. I try not to hurt the other's feelings.
 - B. I try to convince the other person of the merits of my position.

17.
 - A. I am usually firm in pursuing my goals.
 - B. I try to do what is necessary to avoid useless tensions.

18.
 - A. If it makes other people happy, I might let them maintain their views.
 - B. I will let other people have some of their positions if they let me have some of mine.

19.
 - A. I attempt to get all concerns and issues immediately out in the open.
 - B. I try to postpone the issue until I have had some time to think I over.

20.
 - A. I attempt to immediately work through our differences.
 - B. I try to postpone the issue until I have had some time to think it over.

21.
 - A. In approaching negotiations. I try to be considerate of the other person's wishes.
 - B. I always lean toward a direct discussion of the problem
22.
 - A. I try to find a position that is intermediate between his / hers and mine.
 - B. I assert my wishes.
23.
 - A. I am very often concerned with satisfying all our wishes.
 - B. There are times when I let others take responsibility for solving the problem.
24.
 - A. If the other's position seems very important to him / her, I would try to meet his / her wishes.
 - B. I try to get the other person to settle for a compromise.
25.
 - A. I try to show the other person the logic and benefits of my position.
 - B. In approaching negotiations, I try to be considerate of the other person's wishes.
26.
 - A. I propose a middle ground.
 - B. I am nearly always concerned with satisfying all our wishes.
27.
 - A. I sometimes avoid taking positions that would create controversy.
 - B. If it makes other people happy, I might let them maintain their views
28.
 - A. I am usually firm in pursuing my goals.
 - B. I usually seek the other's help in working out a solution
29.
 - A. I propose a middle ground
 - B. I feel that differences are not always worth worrying about.
30.
 - A. I try not to hurt the other's feeling
 - B. I always share the problem with the other person so that we can work it out.

HARRY'S DOG

Procedure :

Recount the following story to the whole class: Harry had a small fluffy dog of which he was very fond. His girl friend likes the dog too. When she offered to buy it from Harry for \$10, which was all she could afford, he felt that she had to have it. However, he missed the animal so badly that he gave his girl friend \$20 the next day and took the dog home. His friend, whose name was Mary, still wanted the dog, so she saved up another \$10 and offered Harry \$30. But by this time he was feeling fed up with the whole business, so after a couple of days he went to see Mary, gave her \$40, and asked for the dog; which is the end of the story.

TELE CONVERSING TIPS

Conversing on the telephone requires specific communication skills , which many people tend to ignore. Make conscious efforts to hone up your tele – conversing by considering these tips.

- Be brief and to the point
- Ensure an effective and efficient conversation
- Try to save time and money
- Have a pleasant and friendly dialogue
- Make sure that the call is used for a specific purpose

PREPARE YOURSELF BEFORE MAKING A PHONE CALL

- Identify the purpose of call
- Note the points to be discussed
- Confirm the number to be called
- Collect information relevant to the discussion
- Obtain knowledge about the caller

WHILE MAKING THE CALL

- Dial the number and listen to the phone being picked up at the other end
- Once the call is answered , check the number dialed or person called
- Wish the other person on the line appropriately
- Introduce yourself
- Ask to talk with the concerned person
- After connection with concerned person , proceed with conversation

WHILE ATTENDING A PHONE CALL

- Attend the call as soon as possible : the ideal time is 2- 3 rings
- Wish the caller appropriately
- Identify yourself
- In case you are busy , offer an alternative time to call back

WHILE CONCLUDING THE CALL

- Wish Appropriately
- Put the handset back on the cradle only when you hear the line being cut off from the other end
- Note down the points after telephonic conversation for action
- Put down the cradle lightly





ROLE DIAGNOSTICS

1. In your opinion, what are the expectations from you as a professional Supervisor/ Staff ?

2. What difficulties do you face in meeting these?

3. What do you look forward to learning in this programme, which will help you to overcome above difficulties in terms of attitude, knowledge and skills ?

FIRO – B SCORING KEY

Expressed inclusion

<u>Items</u>	<u>Key</u>	<u>Score</u> 0/1
1	1,2,3	_____
2	1,2,3,4	_____
5	1,2,3,4	_____
7	1,2,3	_____
9	1,2	_____
11	1,2	_____
13	1,2	_____
15	1	_____
16	1	_____

Wanted inclusion

<u>Items</u>	<u>Key</u>	<u>Score</u> 0/1
28	1,2	_____
31	1,2	_____
34	1,2	_____
42	1,2	_____
45	1,2	_____
37	1	_____
39	1	_____
48	1,2	_____
51	1,2	_____

Total

Total

Expressed Control

<u>Items</u>	<u>Key</u>	<u>Score</u> 0/1
30	1,2,3	_____
33	1,2,3	_____
41	1,2,3,4	_____
44	1,2,3	_____
47	1,2,3	_____
36	1,2	_____
50	1,2	_____
53	1,2	_____
54	1,2	_____

Wanted Control

<u>Items</u>	<u>Key</u>	<u>Score</u> 0/1
2	1,2,3,4	_____
6	1,2,3,4	_____
18	1,2,3	_____
20	1,2,3	_____
22	1,2,3,4	_____
10	1,2,3	_____
14	1,2,3	_____
24	1,2,3	_____
26	1,2,3	_____

Total

Total

Expressed affection

<u>Items</u>	<u>Key</u>	<u>Score</u> 0/1
4	1,2	_____
8	1,2	_____
17	1,2	_____
19	4,5,6	_____
21	1,2	_____
12	1	_____
23	1,2	_____
25	4,5,6	_____
27	1,2	_____

Wanted affection

<u>Items</u>	<u>Key</u>	<u>Score</u> 0/1
29	1,2	_____
32	1,2	_____
43	1	_____
46	5,6	_____
35	5,6	_____
39	1,2	_____
40	5,6	_____
49	1,2	_____
52	5,6	_____

Total

Total

HAL STAFF COLLEGE

LEARNING DIARY

Name of the Participant P.B. No. Name of the programme

Designation Dept. Division

Date Topics covered Significant learning points Result of the learning
(state what you will do
by beginning each
statement with 'I will)

ROLE DIAGNOSTICS

1. In your opinion, what are the expectations from you as a professional manager?

2. What difficulties do you face in meeting these?

3. What do you look forward to learning in this programme which will help you to overcome above difficulties in terms of attitude, knowledge and skills(ask)?

CP	NP	A	NC	LP	AC
3 3	9 3	1 3	8 2	2 3	7 2
11 4	17 3	4 2	10 3	5 1	13 1
19 3	22 2	14 3	12 3	6 4	15 3
24 1	27 2	16 4	18 1	23 3	20 1
35 2	31 3	21 2	25 1	26 3	30 3
36 3	32 1	28 3	29 4	33 3	34 1
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16	14	17	14	17	11
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CP – I am ok, you are not ok

NP – Nurturing

NC – Natural child

LP – Little professor

AC – Adaptive Child.

Item No.	Alternative	Points allotted
1	A	
4	B	
6	B	
7	B	
8	B	
12	B	
14	B	
16	B	
18	B	
19	B	
	Total	

Item No.	Alternative	Points allotted
2	B	
3	A	
5	B	
9	A	
10	A	
11	B	
13	B	
15	A	
17	B	
20	A	
	Total	

PERSONAL RELATIONS PROFILE SHEET

KNOWN TO OTHERS

AREA OF FREE ACTIVITY (PUBLIC SELF)	"BAD – BREATH" AREA (BLIND SELF)
HIDDEN AREA (PRIVATE SELF)	AREA OF UNKNOWN ACTIVITY (UNKNOWN SELF)

UNKNOWN TO OTHERS

SCORING THE THOMAS – KILMANN CONFLICT MODE INSTRUM

Circle the letters below, which you circled on each item of the questionnaire.

