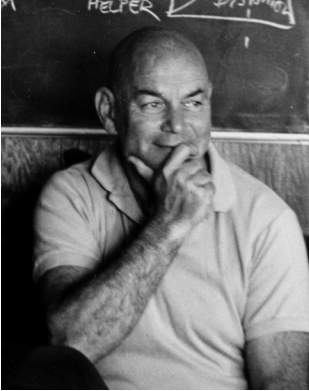


# A Brief History of FIRO



Will Schutz  
Creator of FIRO Theory

## FIRO — Fundamental Interpersonal Relations Orientation

### 1952 — Naval Research Laboratory, Washington, DC

- Will Schutz creates FIRO theory while on active duty with the US Navy's Systems Coordination Division. He is assigned the task of understanding and improving the performance of "CICs" (Combat Information Centers) teams aboard ships. The result of his research is the original FIRO-Q questionnaire with 60 statements.

### 1953 — Tufts College, Systems Analysis Department

- In a study conducted under an agreement with the Navy, FIRO-1 and FIRO-2 questionnaires are developed.

### 1954-1958 — Harvard University, Laboratory of Social Relations

- Study conducted under agreement with the Navy, with additional support by the U.S. Department of Health, Education, and Welfare, and the Public Health Service. **FIRO-B** and **FIRO-F** questionnaires developed.

### 1955

- "What Makes Groups Productive" article published in *Human Relations*. First publication of FIRO theory.

### 1957

- **FIRO-B** and **FIRO-F** instruments first published.

### 1958

- **FIRO: A Three-Dimensional Theory of Interpersonal Behavior** book first published.

### 1959-1964 — University of California at Berkeley

- Study, Procedures for Identifying Persons with Potential for Public School Administrative Positions conducted using FIRO-B, FIRO-F instruments. Developed and used FIRO-based LIPHE, COPE, VAL-ED instruments.

### 1962

- **Coping Operations Preference Enquiry, a FIRO Awareness Scale Instrument (COPE)** first published.
- **VAL-ED, a FIRO Awareness Scale Instrument (a measure of educational values)**, first published.



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### 1966

- FIRO-B, FIRO-F instruments revised.
- FIRO-BC (FIRO-B for children) by William C. Schutz and Marilyn Wood first published.
- *The Interpersonal Underworld* (FIRO, 2nd edition) book published.

### 1967

- *JOY, Expanding Human Awareness* book published. The book that made encounter groups famous. Applies the FIRO theory to personal, interpersonal and organizational functioning.
- *Life Interpersonal History Inquiry, a FIRO Awareness Scale Instrument* (LIPHE) first published.
- *MATE, A FIRO Awareness Scale Instrument* (Marital Attitudes Evaluation), first published.

### 1971

- *Here Comes Everybody* book published. FIRO manifested in behavior and feelings toward ourselves and others.

### 1973

- *Elements of Encounter* book published. Psychological basis of group encounter and theory of group development (FIRO).

### 1976

- *FIRO Scales Manual* published.

### 1977

- *Leaders of Schools* book published. FIRO theory applied to school administrators. Based on the study conducted at UC Berkeley in 1959-1964.

### 1979

- *Profound Simplicity* book published. Basic FIRO dimensions applied to social theory.

### 1979-83

- *Feedback Behavior, a FIRO Instrument* and *Feedback Total, a FIRO Instrument (Behavior, Feelings & Self)* published.

### 1980-83

- The Human Element workshop developed.



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### 1982

- The **Schutz Measures** instruments published:
  - Element B: Behavior
  - Element F: Feelings
  - Element S: Self-Concept
  - Element R: Relationships
  - Element J: Job
- **A Trainers Manual for The Schutz Measures** published.

### 1984

- **Team Compatibility Index, A FIRO Instrument** published.
- **The Truth Option** book published. FIRO measures used to increase individual self-awareness.

### 1986

- **Guide to Element B: Behavior, a FIRO Manual** published.
- **Interpretation of Element B: Behavior, a FIRO Manual** published.

### 1987

- **Conversion of FIRO-B to Element B, a FIRO Manual** published.
- **Guide to Team Compatibility Index, a FIRO Manual** published.
- **Element E: Self-Esteem, a FIRO Instrument** published.
- **Element C: Close Relations, a FIRO Instrument** published.
- **Element W: Work Relations, a FIRO Instrument** (update of **Element R: Relationships**) published.
- **Guide to Element W: Work Relations, a FIRO Guide** published.
- **Concordance Decision Making, a FIRO Product** booklet published.

### 1988

- **Element O, Organizational Climate Survey, a FIRO Instrument** published.

### 1991

- **Element T: Openness, a FIRO Instrument** published.

### 1994

- **The Human Element: Productivity, Self-Esteem and the Bottom Line** book published. FIRO theory as used in organizational development work.
- **Leadership Survey, a FIRO Instrument** published. 