



Feedback Report

# Relational Health Audit

Susan Sample

30th June 2016



Relational  
Analytics

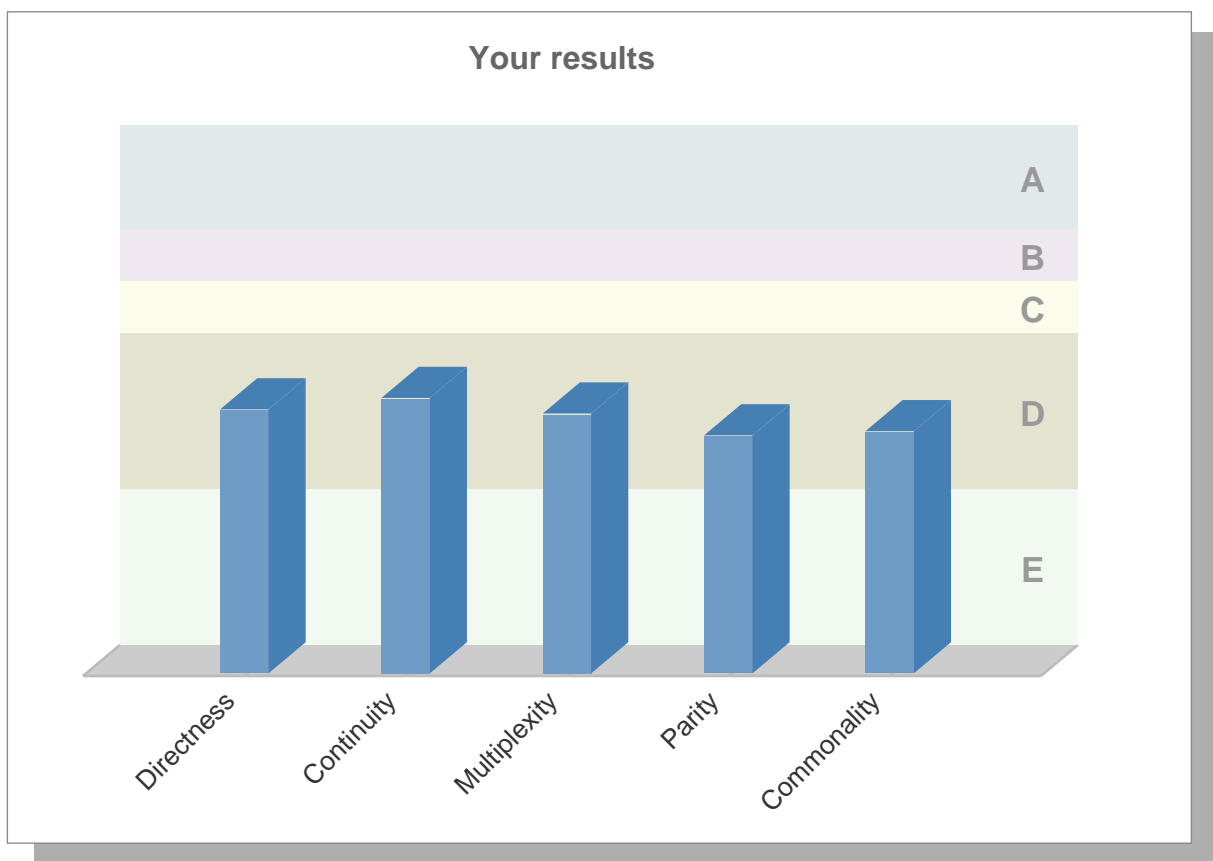
# Feedback Report

## Relational Health Audit: Version A

### Susan Sample

This report is based on the answers you gave to the RHA questionnaire where you were considering your relationship with TFL. Below is a graphical representation of the results grouped into five major areas. Each area is described in the following pages together with a more detailed breakdown of your results.

To understand the scores in each area, remember that the scale used to answer the items was 1-6 and the summary scores below have averaged these so that the results are also on the scale 1-6. Scores above 4 suggest a broadly positive view of the relationship. Scores below 4 suggest an area where some improvement would benefit the relationship.



You will see that, for ease of interpretation, the scores in the graph above have been graded from A to E as shown by the coloured bands. The grades can be interpreted as follows:

- A: a very positive strength in the relationship (scores above 5)
- B: a strength in the relationship (scores between 4.5 and 5)
- C: an area that is generally working well in the relationship (scores between 4 and 4.5)
- D: an area to strengthen in the relationship (scores between 2.5 and 4)
- E: an area that is not working well in the relationship (scores below 2.5)

# Descriptions of the five domains

The five relationship areas are described in detail below.

## Directness

This area describes how we encounter (contact, communicate and connect with) others, whether they be individuals, groups or organisations. An encounter allows different levels of exchange and the nature of that encounter influences the depth of the connection and the quality of communication processes. Circumstances and choice influence the different kinds of encounter we experience and these have an impact on the connection that develops in the relationship.

We can think of contact into two ways - 'unmediated contact' (when all the verbal and non-verbal communication channels are open, such as when meeting face-to-face) and 'mediated contact' (where some element of filtering is involved such as when using a translator or when using technology such as phone or email). Getting the right kinds of contact in the right proportions is important for building a strong relationship.

Directness is subdivided into 3 main areas:

- Quantity of contact (the balance between unmediated and mediated contact and whether the forms of contact are appropriate and suited to the nature of the relationship).
- Quality of communication (the clarity and effectiveness of communication and whether it is open and transparent)
- The consequences and impact (the degree of intellectual and / or emotional connection)

## Continuity

This area describes how encounters become relationships. A relationship requires time together over a period of time in order to build a shared storyline. This allows the present to be understood in the light of the relationship's past and in expectation of its future. A relationship that has built a sense of continuity has something which endures from one encounter to another, creating a thread between them - people, information, places, purposes, memories, expectations, and so on - which is significant and shared between the participants in the relationship.

Continuity is subdivided into 3 main areas:

- Foundations and history (one's perceptions concerning the length of time spent together plus the challenges caused by gaps and interruptions)
- Anticipations of the future (the expectation of continuation and stability and of the resilience and sustainability of the relationship)
- Consequences and impact (the similarity and significance of a shared story plus the sense loyalty and roots)

## Multiplexity

This area describes how much we know of another person across a breadth of different situations and challenges. Our knowledge of the other person will always be imperfect and incomplete, but strong relationships are based on good understanding (and appreciation) of the true and authentic 'self'. Gaps in our knowledge of others create the potential for missed opportunities and misunderstanding. We may not know what the other could contribute or we might make false assumptions about their capacity.

Broader-based knowledge also helps us to 'read' the person - to understand the reasons for their reactions or to predict their responses - as well as helping us to be confident that our views of the

person are accurate. By accessing varied sources of information in different contexts (for example, work, home or leisure) it is more likely that mutual knowledge in a relationship will be authentic, complete and verified.

The sense of being known and accepted can be an important experience of relationships: to be known only in part is to be present only in part. Different levels of multiplexity are appropriate in different circumstances but the strongest relationships are those in which multiplexity is high.

Multiplexity is subdivided into 3 main areas:

- Breadth of understanding (the extent to which knowledge of the other is based on a wide variety of situations, whether it is first-hand or second-hand and whether it incorporates also an understanding of the other person's culture, values and reactions to pressure).
- Depth of understanding (how well people know each other and whether their knowledge of each other allows explanation and prediction and awareness of each other's full range of skills and talents).
- Acceptance and appreciation across all areas (and whether the appreciation is two-way - i.e. both "I appreciate you" and "you appreciate me").

## Parity

This area describes how power and influence are exercised in the relationship. Power, which can take many forms, enables one person or organisation to make another act in a certain way. The distribution and use of power in a relationship influences the ability and willingness of both parties to engage in and contribute to shared activities and the building of the relationship. It also influences the distribution of risks and rewards in a relationship as well as the extent to which a relationship is experienced as fair. A sense of fairness in the relationship is based on the development of mutual respect and this is based upon a positive valuing of each other's contributions. Disengagement, abuse of power, and negative or defensive reactions are the possible consequences of an absence of respect.

Parity is subdivided into 3 main areas:

- The degree of participation (the ability to act without fear or recrimination, the confidence that one will be consulted and listened to)
- The evaluation of fairness (a sense of fairness in terms both of effort and influence and in terms of risks which are taken and rewards received)
- The development of respect (for the person, for what they stand for and for what they contribute)

## Commonality

This area describes 'purpose' in the relationship and the extent to which it is shared by the two parties. A common purpose influences how we view others in the relationship and is the reason for action and, in many cases, for the further development of the relationship. Commonality defines a bottom line since the extent to which a purpose is shared (in terms of depth, breadth and degree of alignment) influences both the rationale for being in the relationship and also the conduct of that relationship.

Commonality of purpose does not preclude the differences and diversity that enrich a relationship. If such differences are valued, this will lead to better decision making (in contrast to the 'groupthink' approach where all are encouraged to hold the same view). High commonality increases the energy and commitment to shared goals whilst at the same time not allowing these to be undermined by competing and divergent interests or obligations.

Commonality of purpose leads to a sense of synergy in which there is the feeling that more can be achieved than by either party alone. It also leads to a sense of unity: the feeling that both are 'on the same side'. The partners in a relationship feel that their purposes are aligned and that challenges and differences can be better managed and their relationship thus strengthened.

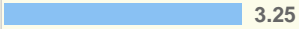

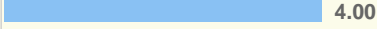
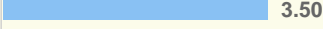

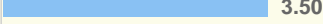
Commonality is subdivided into 3 main areas:

- Common goals (in terms of the short-term and long-term focus and considering also both the alignment and the potential divergence of goals)
- Overlap and commitment (clarity concerning goals and how they fit within the broader set of priorities plus the energy and commitment that is shown in reaching the goal)
- Synergy and Unity (the energy that is created for both the task and the relationship plus the unity that is felt by a convergence of values and spirit)

In the following sections of the report, your scores for each of these five areas are shown in more detail. For each area, the graph shows your detailed scores for each of 6 relationship dimensions within that area. The text following the graph then interprets these scores in terms of your own perception of the relationship.

## Directness

Directness describes the nature of your encounter (contact, communication and connection) with TFL. Your overall rating of this dimension of the relationship was 3.54.

Sub-area	Dimension	Score	
Quantity	Contact	D	 3.25
	Access	D	 3.00
Quality	Functionality	C	 4.00
	Style and tone	D	 3.50
Connection	Intellectual	C	 4.00
	Emotional	D	 3.50

**QUANTITY:** This area looks at the amount of contact between TFL and yourself and whether this is appropriate for the relationship. Do you feel there could be more or less of certain kinds of contact and do you feel you have access to TFL when you need it? Are you able to make contact sufficiently quickly when it is important to do so, or are there unnecessary difficulties in the way?

The level of face-to-face contact between TFL and myself meets the needs of our relationship very well. For the most part, we find enough time to cover what is important and do so in person rather than indirectly. However, We make very little use of non face-to-face contact (e.g. email, text, phone, via third parties etc.). In order to improve our communication, TFL and I need to use such channels a lot more.

I experience some difficulty in gaining access to TFL and their time. It is not always easy to meet with them face-to-face and there are times when I find it a little difficult to arrange such meetings. Furthermore, As regards non-face-to-face communication (email, phone, texting, etc.), I do experience difficulty in getting in touch with TFL. There are times when I find them rather slow in getting back to me and occasionally I wonder if they want to avoid making contact.

**QUALITY:** This area looks at the effectiveness of your communication with TFL. Are conversations and messages sufficiently clear and understood? Do you talk at cross purposes? How well do you use the time? Are there hidden agendas or are important things left unsaid?

Our communications with one another are on the whole fairly clear, although from time to time, we might at first misunderstand what the other is trying to say. Furthermore, We use the time we have quite well and our communications are reasonably effective and focused. From time to time though, we may need to focus just a little more and make sure we stick to the point.

Our communications are sometimes not clear or transparent. There sometimes appear to be hidden agendas and the atmosphere is not as open and honest as it could be. However, On the whole, we try to understand each other as well as we can. We normally also have a sense of what each other is thinking and feeling, though sometimes we might not get this absolutely right.


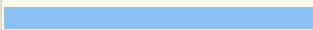
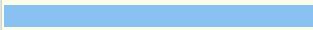


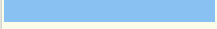
**CONNECTION:** This area looks at the degree of connection created by the contact you have with TFL. How much do you feel stimulated by the contact you have with TFL? Does this remain at an intellectual level or is there an emotional empathy and connection as well?

The discussions we have are usually quite interesting and it can sometimes be fun to play around with different ideas. Furthermore, The contact we have with each other can sometimes stimulate new and creative thoughts and, on occasion, this can give rise to a sense of curiosity and a desire to explore new ideas.

The contact we have can sometimes be a little cold or distant and does not really involve a deep sense of emotional connection between us. However, The contact we have makes me feel that, at least to some extent, I am acknowledged and seen as significant in the relationship. Though sometimes I feel that the relationship could be more supportive.

## Continuity

Continuity describes how the time spent in the relationship with TFL (past, present or anticipated for the future) becomes a relationship with a shared storyline. Your overall rating of this dimension of the relationship was 3.65.

Sub-area	Dimension	Score	
Foundations	Duration	B	 4.50
	Interruptions	C	 4.00
Anticipations	Stability	C	 4.00
	Sustainability	D	 3.00
Belonging	Shared story	D	 3.25
	Roots	D	 3.00

**FOUNDATIONS:** This area looks at your history and sense of continuity in the relationship between TFL and yourself. Do you regard the relationship as having existed over a significant period of time? Do you feel it is continuing to develop even if there have been gaps and interruptions - and how well do you manage the gaps?

We have known each other over a significant period, during which we have shared many important experiences. We therefore feel a very strong sense of continuity and history in our relationship. Furthermore, The contact we have involves some elements of continuation and evolution whereby we continue to get to know each other better.

Our relationship has not really experienced any long periods of low contact. On the whole, we have managed to keep our contacts fairly regular. Furthermore, After periods without contact, we find we can easily pick up again - though it may take a little time before our relationship gets back into its swing.

**ANTICIPATIONS:** This area looks at your anticipated future together. Do you feel there is sufficient stability in your relationship with TFL such that you expect it to continue - in spite of potential changes in jobs, roles or geography? Do you feel optimistic that you will be able to overcome difficulties, survive disagreements and continue growing together?

I am unsure as to whether this relationship has a long future which will continue beyond our immediate circumstances and roles. However, I feel that TFL are very consistent personalities. Even after a break, I am clear about who I am about to meet and this really helps the continuity and development of this relationship.

I think our relationship would probably be able to survive the occasional difficulty and disagreement but there is still work to be done to develop a stronger foundation for continuity. Furthermore, I am unsure about how much more to expect from this relationship. Perhaps it has got a little stuck in a rut and needs something if it is to continue to evolve and grow.

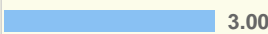
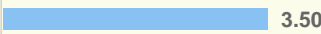
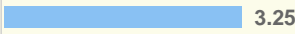
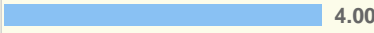

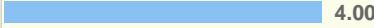
**BELONGING:** This area looks at how much you feel that you share a common perception of your relationship and its importance to each of you together with the contribution it makes to any feeling of roots that you may have. Would you both describe the relationship in similar ways? To what extent is there a sense of loyalty and belonging between you?

I think there could be differences in our view of how our relationship has grown and what it means to each of us. The story we each might tell about it could be somewhat different. Furthermore, My relationship with TFL has not been particularly central to my life and I would not describe it as an especially significant part of my life story.

My relationship with TFL contributes in a small way to creating a sense of belonging. However, my sense of continuity and roots is only to a small extent enhanced by our relationship. Furthermore, My relationship with TFL still needs developing before I can wholeheartedly say that I feel a deep sense of commitment and loyalty towards them.

## Multiplexity

Multiplexity describes the range of different situations and experiences that have so far been part of your relationship with TFL and have influenced your understanding and appreciation of each other. Your overall rating of this dimension of the relationship was 3.50.

Sub-area	Dimension	Score	
Breadth	Variety of situations	D	 3.00
	Variety of demands	D	 3.50
Depth	Predicting	D	 3.25
	Accessing	C	 4.00
Appreciation	Knowing and appreciating	D	 3.25
	Being known and appreciated	C	 4.00



**BREADTH:** This area looks at the range of knowledge between TFL and yourself. Have you seen TFL behave in many varied situations facing different kinds of challenges? Is what you know confirmed by others who know TFL well? Are you knowledgeable about TFL's cultural background and deeper sets of values?

My knowledge of TFL is based on observing them in different types of circumstances. However, I have not yet had the opportunity to get to know them across a broad range of different contexts. Furthermore, I have had little opportunity to get to know TFL through the eyes of other people who know them well. I therefore feel I do not have very much knowledge of who they are or what they do in the other parts of their life.

I have not had very much opportunity to see TFL facing different pressures and challenges. I therefore feel that I do not really know how they will react in different situations. However, I have had some opportunity to get to know about TFL's background and culture and this has given me a little insight into their wider interests and values.

**DEPTH:** This area looks at whether the knowledge you have about TFL leads to a good understanding of why they do what they do. Can you predict how TFL will react to a wide range of circumstances? Could you accurately identify the full range of skills and talents TFL has to contribute?

The knowledge I have gathered about TFL in different circumstances has given me some understanding of why they behave and reacts as they do. However, I do not feel that I have any real insight into TFL and so it would be difficult for me to predict how they would behave and react in different circumstances.

I have been able to learn about some of TFL's wider range of skills and talents other than those they use in our immediate circumstances. This makes it possible for me to describe at least some of the contributions they could make in different circumstances. Furthermore, I believe TFL recognise some of my wider range of skills and talents aside from those I use in our immediate circumstances. They could therefore probably describe at least some of the kinds of contributions I could make in different circumstances.

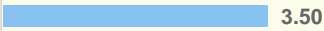
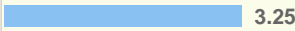
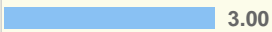

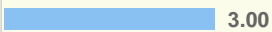
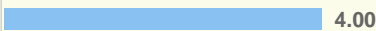
**APPRECIATION:** This area looks at the degree to which each party feels known and appreciated. Are there areas that remain a bit of a mystery? Is a part of each other's character unappreciated or criticised? Is there an element of caution or mistrust?

Our contact together does not give me a great deal of confidence that I know who TFL are and what they stand for. However, I believe I am getting to know enough of the true and authentic TFL and that I am learning to trust and appreciate them for who they really are.

Our contact together gives me some confidence that TFL are getting to know the true and authentic me. Furthermore, I believe TFL are beginning to trust and appreciate me for who I really am.

# Parity

Parity describes how the use of power and influence has created a sense of fairness and respect in your relationship with TFL. Your overall rating of this dimension of the relationship was 3.29.

Sub-area	Dimension	Score	
Participation	Freedom to choose	D	 3.50
	Involvement	D	 3.25
Fairness	Fairness of contribution	D	 3.00
	Fairness of return	D	 3.00
Respect	Respecting	D	 3.00
	Being respected	C	 4.00

**PARTICIPATION:** This area looks at the degree of control, autonomy and support that exists in the relationship. Do you feel that you can take initiative without fear of recrimination? Are you involved and consulted appropriately? Is your voice listened to and do you feel you can have an influence where appropriate? Do you feel heard?

In TFL's company, I feel I have a fair degree of freedom to take initiatives and to do what I consider useful and important. On the other hand, there are occasionally times when I can feel more constrained as a result of TFL's needs and expectations. However, There have been a few occasions when I have felt TFL's critical eye and have expected them to disapprove, recriminate or blame.

TFL do not keep me sufficiently informed about decisions and activities that affect me and I sometimes feel left out or in the dark. However, When I express my opinions, I feel that they are usually listened to, often valued and can have some influence on both the direction we take and the actions we decide upon.

**FAIRNESS:** This area looks at the underlying sense of fairness in the relationship. Do you feel that contributions in terms of activity and effort are appropriate and fair? Does either party exercise excessive power and influence? Who gets the credit? Are the risks and rewards fairly attributed or allocated?

Although there are times when the things we do are sometimes fairly shared out and when we both put in our fair share of the work and effort, there are other times when it can seem much more one-sided. Furthermore, In our dealings with each other I do not always feel that TFL use their power and influence as fairly as they might.

In our dealings with each other, I feel that we sometimes share the risks involved - whatever they might be - but also that there are times when such risks could be shared a little more fairly. Furthermore, Although there are occasions when we share the rewards fairly - whether they are material, financial or more personal - there are also occasions when this is not as true as it might be.

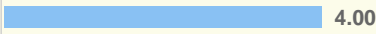
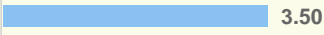
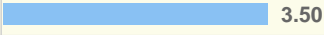

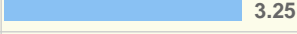
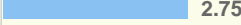
**RESPECT:** This area looks at how much respect there is for each other's contributions and talents. Do you value and respect what TFL have to offer? Do you think they value what you have to offer? At a deeper level do you respect what each other stands for?

In our dealings with each other, I do not (yet) feel I understand what it is that TFL have to offer and contribute. Furthermore, I do not always understand what TFL stand for and do not always find it easy to see them in a positive light.

From our dealings with each other, I believe that TFL are beginning to value my contribution and to feel that it is valuable and worthwhile. Furthermore, I believe TFL are beginning to develop a genuine respect for me as a person and what I stand for.

## Commonality

Commonality describes the degree to which you and TFL share common goals and purposes that help bind you together and strengthen your relationship. Your overall rating of this dimension of the relationship was 3.33.

Sub-area	Dimension	Score	
Common Goals	Short-term	C	 4.00
	Long-term	D	 3.50
Overlap and depth	Overlap	D	 3.50
	Depth	D	 3.00
Unity	Synergy	D	 3.25
	Unity	D	 2.75

**COMMON GOALS:** This area looks at the goals you share, how well they are aligned and what could get in the way of achieving them. Are your shared goals a short-term convenience or a long-term alliance? Do you both focus on them appropriately or is there an imbalance? Are there enough common purposes to overcome difficulties and obstacles?

There are some immediate goals that we share which require us to collaborate at least in the short-term. Furthermore, On the whole, we manage to focus on our immediate shared goals and try not to let any other priorities each of us might have get in the way.

There is not a great deal of overlap in our longer-term goals and so we are not very likely to need to co-operate together for a long time in the future. However, Where overlap in our goals does exist, I think we will probably feel sufficiently committed to them for us to continue to work and co-operate together.

**OVERLAP AND DEPTH:** This area looks at the significance of your shared goals. Are they the main priority for both of you or are there other priorities that get in the way? Is there sufficient clarity about what you are trying to do? Are you both strongly committed? Is there a difference concerning the level of energy you each put in?

Our shared goals and purposes represent a fairly small proportion of our overall focus and therefore only part of our joint energy is focused in the same direction. However, We are reasonably clear about those goals and purposes we have in common and so it is not too difficult to focus on what needs to be done.

TFL show a fair degree of energy and effort in trying to achieve our common goals and purposes. However, TFL's level of commitment is rather low and this makes me believe that they could give up or lose direction rather easily.

**UNITY:** This area looks at whether the connection between you goes beyond achieving specific goals. Is the energy created with both of you greater than the sum of the parts? Is the relationship more important than the task? Is there a convergence of values and spirit that almost doesn't need a goal?

The alignment we have in terms of goals and purposes is sufficient to create a level of energy when doing things together which can often be rewarding. However, Our level of commitment to each other is not particularly high and so finding common ground between us does not really extend much further than achieving our common goals.

I believe that, at a fundamental level, there are some differences in our values and this can make it difficult for us to unite and work together (except when there might be some possible tactical advantage for us to do so). Furthermore, I believe that in some ways, we see, value and experience things differently. This sometimes makes it hard to experience a sense of unity and connection except in relation to our immediate causes or circumstances.

## How this relationship can be improved

This section of the report details the specific areas you considered important to improve.

*You think that it is VERY important for the health of this relationship that . . .*

- we increase the amount of contact between us
- we share more experiences over a longer period than is currently the case
- we develop better ways of dealing with events that might push us apart
- we get a better knowledge of how the other deals with challenges and difficulties
- shows me more respect by keeping me better informed and recognizing that it is appropriate to seek my opinion more often
- we manage the differences between us (in our goals, objectives and values systems) rather better than we currently do
- we create a more integrated and unified sense of common interests, values and goals

*You think that it is fairly important for the health of this relationship that . . .*

- we have better or more immediate access to one another
- we make better use of the time together and communicate more clearly
- we have more stimulating and interesting interactions
- we create more emotional connection so that we feel less distant from one another
- we have more regular contact and avoid long periods of no contact
- we demonstrate greater commitment to keeping our relationship going in the future
- we develop a greater sense of loyalty and commitment to one another
- we get to know one another in a wider variety of circumstances than at present
- we are better able to predict how the other would feel and behave in different situations and circumstances
- we get to know more about each side's skills and talents
- I share more of my private self so that have a greater depth of understanding of my needs and motivations
- is more approving and less restricting so that I feel more able to act freely as I think appropriate
- makes a fairer contribution to the things we do together
- shows more willingness to share the risks as well as the rewards in the things we do together
- develops greater respect for what I contribute and stand for
- we focus more consistently on the things that affect us both without getting so distracted by our other priorities
- we develop greater clarity about how much of our long-term objectives are truly shared
- we develop greater commitment and energy for our common goals

## Perceived quality of the relationship versus perceived need for improvement

The following diagram look at the relationship between your perceptions of the quality of each of the five major areas of the relationship and your view of how necessary it is to make improvements in each area. The colours used in the diagram indicate the following:

- Pink: Areas of the relationship which you consider definitely in need of improvement
- Yellow: Areas of the relationship which you consider to be in need of slight attention
- Green: Areas of the relationship which you do not think need to be improved.

Those areas of the relationship that fall towards the left of the diagram are those which you think are of low quality. However, because you see them as being of low quality, this does not necessarily mean that they need to be improved. Some areas might not actually be important for this particular relationship and maybe the relationship can thrive quite well without them.

Any areas which fall in the first cell of the top row of the tables ("Weaknesses to be addressed") will probably be the most important for you personally to address as these are areas which you see as being both of poor quality and in particular need of improvement.

	Weaknesses to be addressed	Areas which need improvement	Strengths which need to be even better
4-6	NONE	NONE	NONE
Need for improvement 3.0 - 3.9	Weaknesses which need slight attention  NONE	Needs slight attention  Directness Continuity Multiplexity Parity Commonality	Strengths which need slight attention  NONE
<3	Areas of little concern  NONE	Areas that do not need attention  NONE	Strengths that do not need attention.  NONE
	<3	3.0 - 3.9	4-6
		Perceived quality of relationship	

Finally, it is important to bear in mind that the key to improving relationships is 'understanding'. This report will provide you with a basis for understanding not only your own view of the strengths and weaknesses of the relationship but also that of your partner. Understanding the differences between your respective views can be a first step in the process of improving and strengthening the relationship between you.

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