

Relationship mapping exercise

Great Leadership requires a shift in mindset - from valuing being independent towards valuing collaborative working and enlisting support from others. Leaders know that their value is enabling others to deliver. They achieve that through influence, navigating differing agendas and power dynamics and creating coalitions.

In this article, we share more about the shift and then an exercise to help you

To make this shift, you need to

STOP!	START and CONTINUE:
<ul style="list-style-type: none"> • Thinking you know what is best • Working out the answers on your own • Trusting only yourself- or 1 or 2 others • Hiding behind role, position, corporate mask and relate to people at work as human beings just like you. 	<ul style="list-style-type: none"> • Open up - disclose something of yourself • Judiciously but generously share information • Do some work on yourself - know yourself, articulate who you are and what you stand for, what you want to achieve and why • Get to know your people and key stakeholders well - develop them, trust them • Understand the informal power network in your organisation and engage with this in service of the organisation.

The model of relationships - 5 dimensions of Great Relationships

If you want to build stronger relationships – here are some ingredients. Ask yourself – how well do I do this? (and if you are not sure, ask someone you trust to tell you honestly). The exercise invites you to test your relationships with key stakeholders against these so that you can work out how to improve your relationships.

SHARED GOALS - When this is high, you will:

- Know and accept another's goals
- Work to arrive at 'the sweet point', the 'third way' - a win-win
- Contract explicitly to ensure your goals are aligned
- Drive effort towards vision and mission

MUTUAL EMPATHY - When this is high, you:

- Understand each other's motivations

- Know each other's needs/wants/priorities/pressures
- Appreciate each other's agenda
- Can see the world from each other's perspective

MUTUAL RESPECT - When this is high, you will:

- Have self-respect
- Believe in your capacity to learn and change
- Be secure enough in yourself to make yourself vulnerable
- Believe in other's ability to learn and change
- Show consideration for people with different values
- Show your respect for others

MUTUAL TRUST - When this is high, you will:

- Have the courage to lay your thoughts on the table
- Brave up to the differences between you
- Make sure there is consistency between your talk and your walk
- Show others that you trust them
- Be reliable and keep others to their promises

RECIPROCITY - When this is high, you will:

- Balance the give and take in the relationship
- Show your goodwill towards the other person

Part 1: Draw a map of up to 10 key relationships (example below) and rate them on a scale of 1-10.

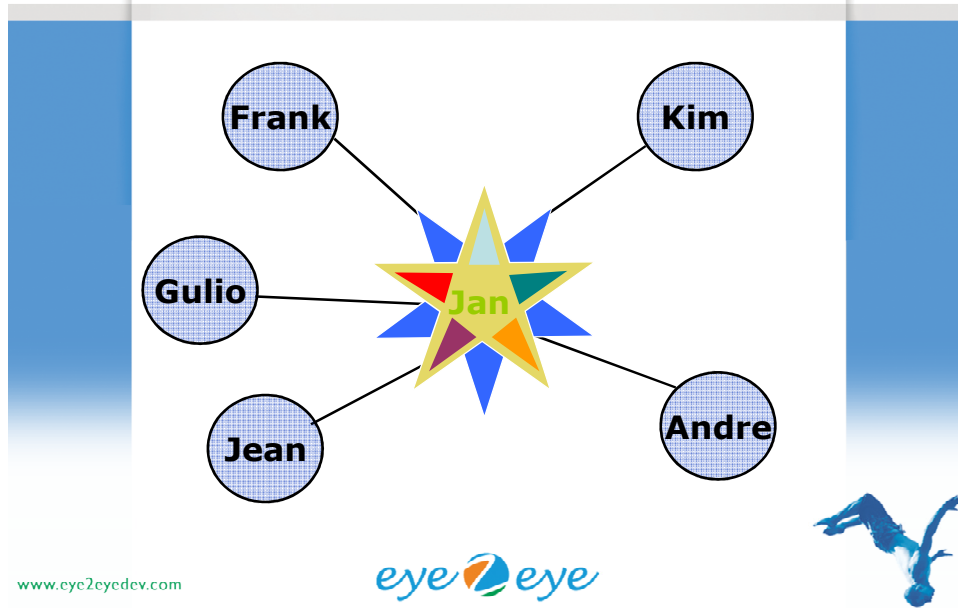
Stakeholders are people who will impact on your ability to deliver to the business over the next year (internal and external).

They may include members of your team, your boss, your boss's boss, your PA, your mentor or sponsor, your partner.

Rate those relationships on a scale of 1-10 (where 1 is very poor and 10 is brilliant).

- What do you notice as you look at the figures? Is there a pattern in the high scores?
- What is common for lower scoring relationships?
- Note your thoughts: I notice that...

Stakeholder/Relationship Map



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Step 2: For each person rate them on a scale of 1-10 for each key area

Name/Initials									
Overall Score									
Shared goals									
Mutual Empathy									
Mutual Respect									
Mutual Trust									
Reciprocity									

What are the common features in the highest and lowest rated relationships?

Step 3: Identify three people with whom you want to have 'breakthrough relationships'.

(Breakthrough relationships are where you want to take the relationship to another level, a deeper level of honesty, a more comfortable and fluid place.)

For each note down:

- What adjectives might each of these people use to describe you? (E.g. obliging, quiet, naysayer, aggressive, policeman, creative, quick)
- How would you like them to see you? (This may be informed by your Strengths and/or Values – see our tools and articles to crystallize these).
- What are the consequences on your reputation of how you come across to others, how they experience you?
- What are the advantages of improving these relationships?

Work through the 5 dimensions of the Relationship Model to identify the opportunity to focus your efforts and build those relationships.

Some ideas for discussion:

- How well do you really know this person?
- Can you say that you could accurately state each of their top three qualities?
- Do you know, for sure, what motivates them, what they want next year, what they want in five years' time?
- Do you know, for sure, what most worries them, what pressures they are under?
- Do you know, for sure, what gives them the most pleasure at work?
- Do you know what you do that helps them or gets in their way?
- Do you know what stresses them? How they manage their stress?

If you rated your relationship with a colleague as 5, look at the dimensions and see where the strengths and weaknesses currently are.

- Do you have shared goals that are explicit to both of you?
- Can you see the world from their standpoint (empathy), and vice versa?
- How would you describe the quality of respect between you?
- How well do you trust each other?
- Is the relationship truly 2-way, with benefits for both (mutuality)?

What could be stopping the relationship from getting better (e.g. what might be stopping it is a failure to share your wider agenda with them, or resentment because you think they took credit for something you did).

Where are the opportunities are to improve it? (e.g. the opportunity to improve might be a meeting to discuss where your goals are aligned, the values you share; you could tell them about your situation to give them context and use your strength of humour to loosen the

friction between you; you might decide to give them the benefit of the doubt and discuss how to communicate achievements in the future).

Step 4: Create your Relationship Case Studies

For each Case Study, complete the table describing the relationship within each dimension. Describe how it is now and how you would like it to be in the future. At the end, write a couple of sentences identifying the opportunity to improve the relationship.

Name	Our relationship is currently	Where I would like to see it	How I will know we have achieved that
Shared goals			
Mutual Empathy			
Mutual Respect			
Mutual Trust			
Reciprocity			

alyse@eye2eyedev.com

07760 176777

uk.linkedin.com/in/alyseashtoneye2eye

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