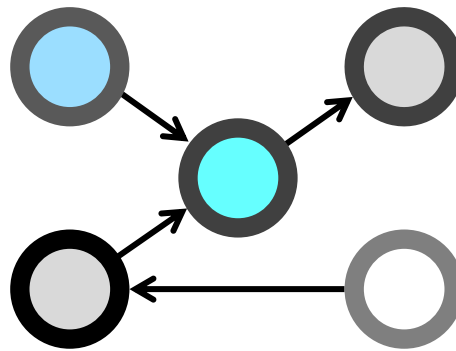
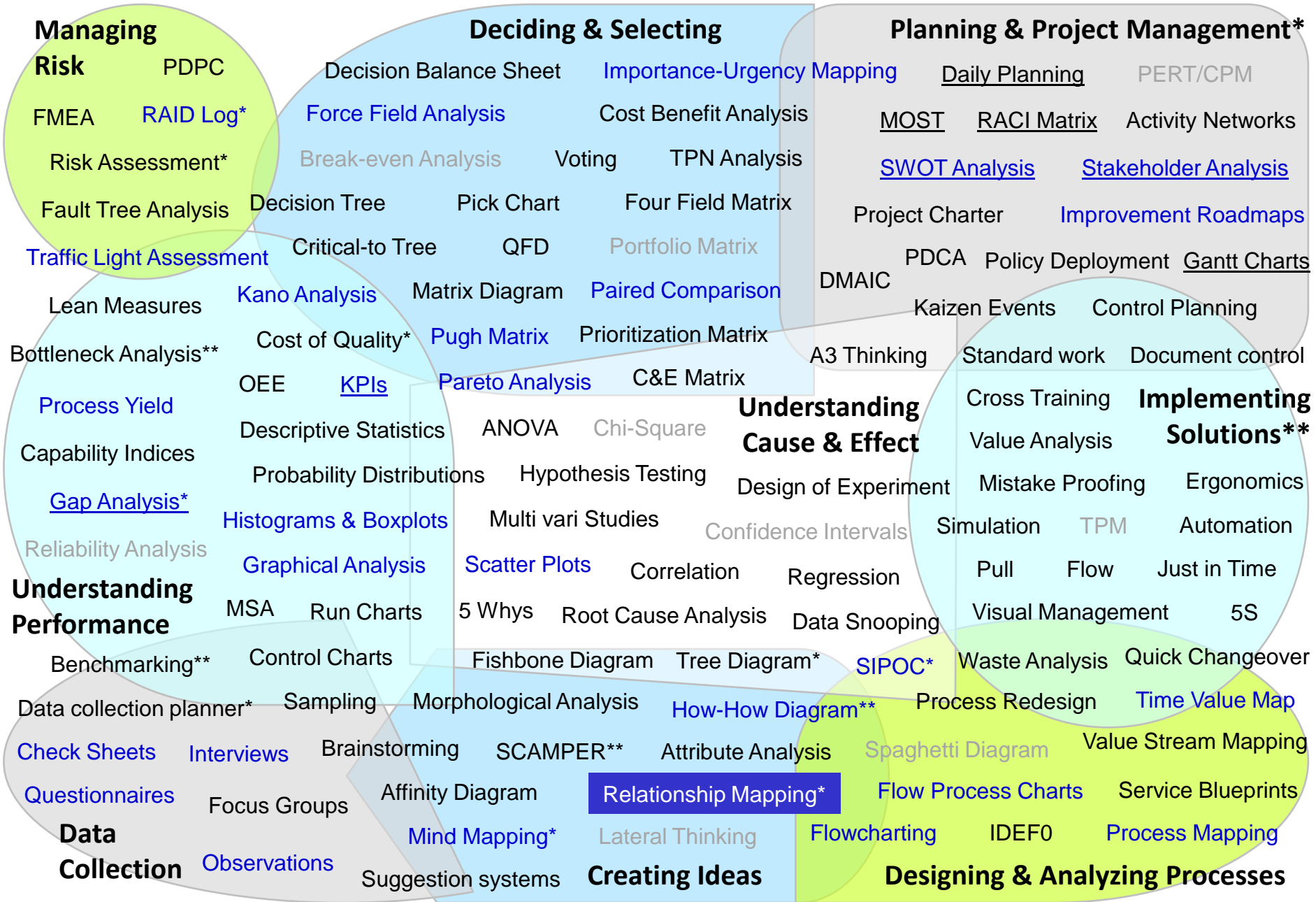


# Continuous Improvement Toolkit

## Relationship Mapping

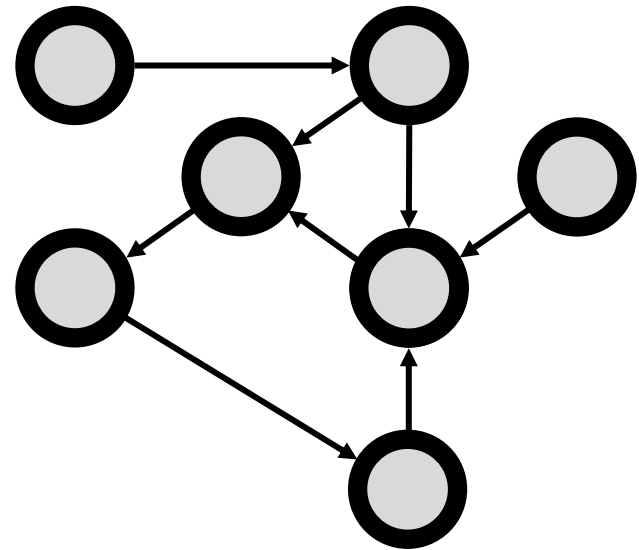


# The Continuous Improvement Map



# - Relationship Mapping

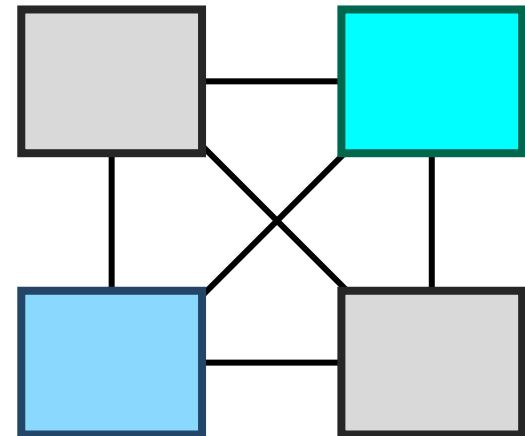
- ❑ Relations in a complex situation don't necessarily fit into familiar structures such as hierarchies.
- ❑ Links can be in any direction and between any pair of items.



# - Relationship Mapping

## What is a Relationship Map?

- ❑ A visual display that shows the relationships between individual items.
- ❑ Allows to see and analyze the logical links between the different elements of any situation.



# - Relationship Mapping

## Example:

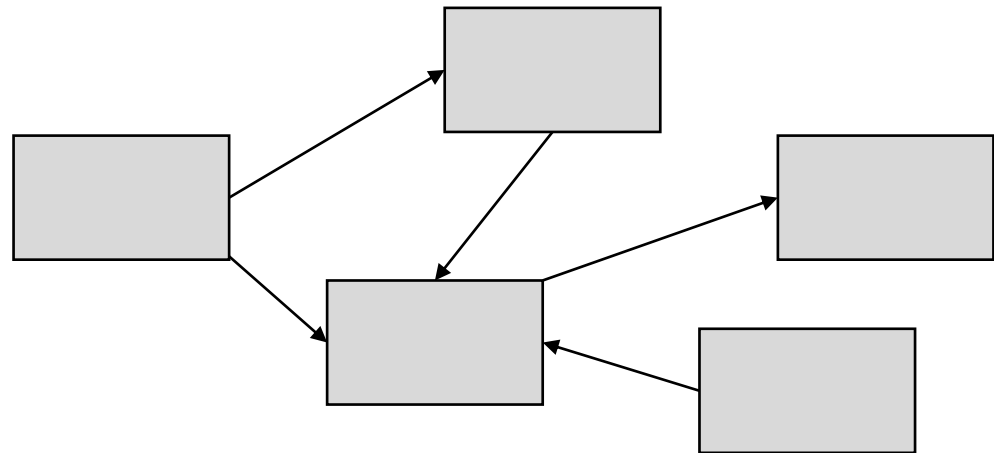
- Your network of personal and social relations can be represented in a form of map.



# - Relationship Mapping

## Interrelationship Digraph:

- ❑ An example of a relationship map.
- ❑ Shows the cause and effect relationships involved in a process or problem.



# - Relationship Mapping

## Uses:

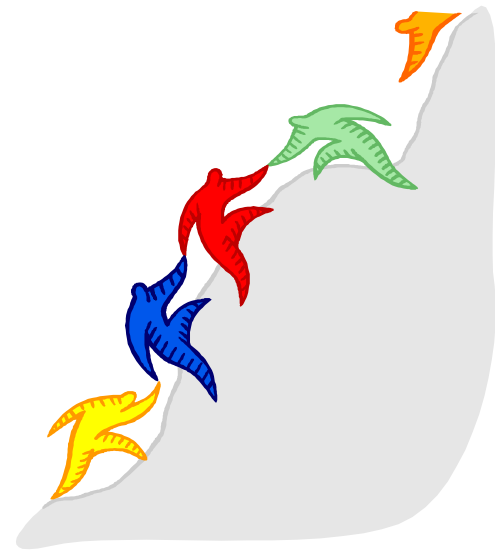
- ❑ To understand and organize any type of logical relationships between ideas, factors or issues.
- ❑ To show the relations between one or more problems and their causes.
- ❑ When solving a problem to identify the ideas of greatest impact for improvement.
- ❑ To show relationships and interactions of individuals and teams working together.
- ❑ To organize social networks to meet your personal and social goals.



# - Relationship Mapping

## Benefits:

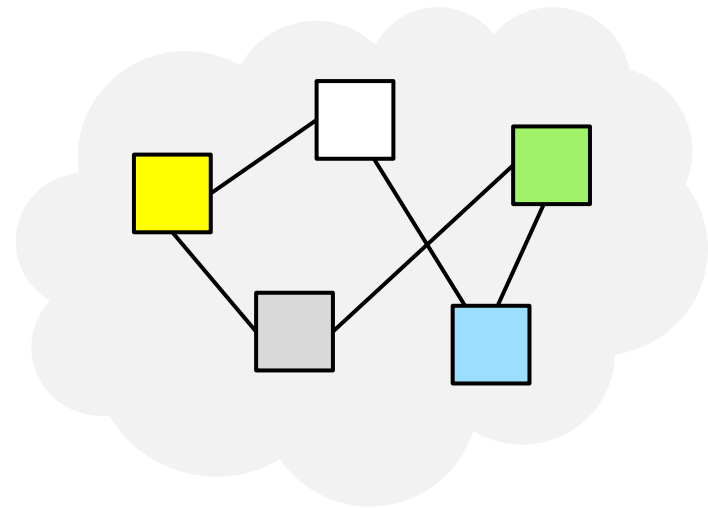
- ❑ Helps bring the most important and expensive causes into attention so that you focus your efforts on what really matters.
- ❑ Helps when planning to improve relationships among team members to increase morale and productivity.
- ❑ **Helps identify:**
  - Team communication patterns.
  - Indirect influence patterns.
  - Frequency of interactions.
  - Importance of interactions.





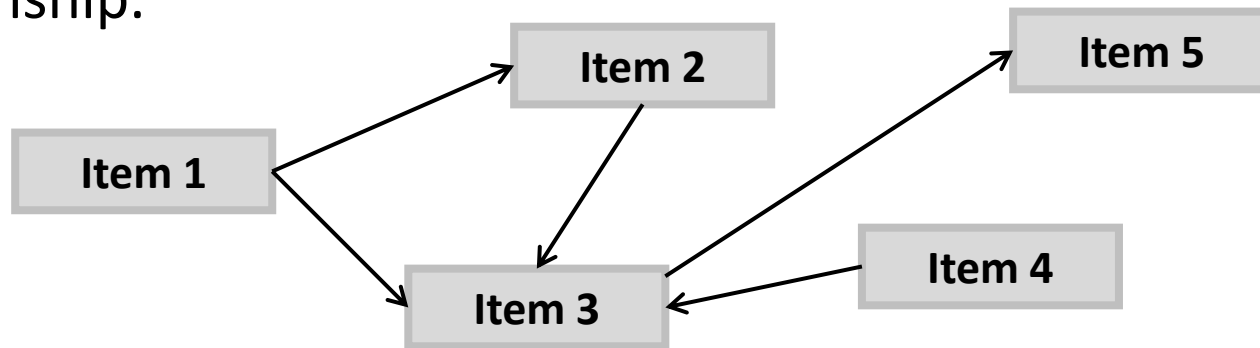
# - Relationship Mapping

- ❑ Comes after a data collection or an idea-generation exercise.
- ❑ Consists of nodes and lines.
- ❑ Lines are used to connect related nodes.
- ❑ Each node is connected with one or more nodes to denote a direct relationship.



# - Relationship Mapping

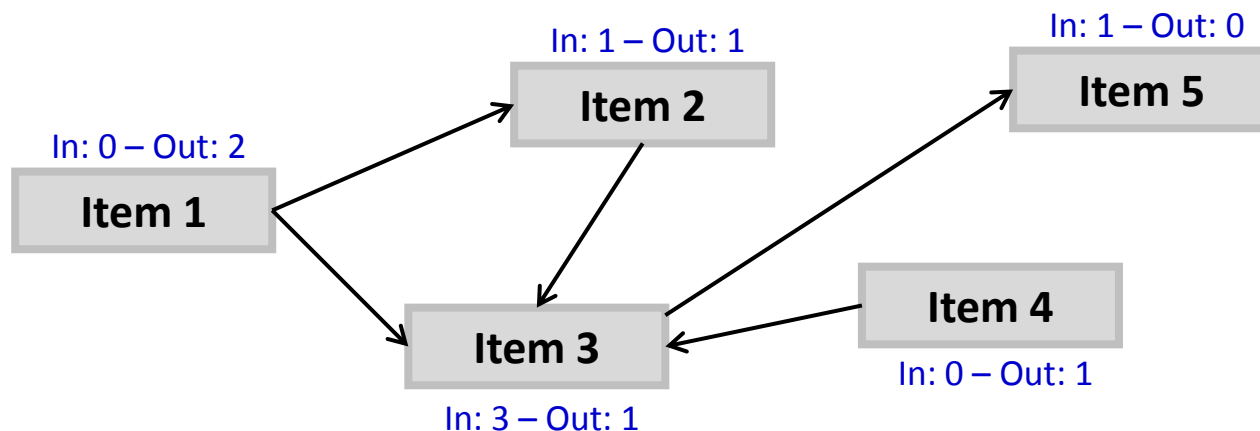
- ❑ Influence relationships can be represented using arrows.
- ❑ Arrows should be drawn from the element that influences to the one being influenced.
- ❑ If two elements influence each other, the arrow should be drawn to reflect the stronger influence.
- ❑ Line thickness can be used to indicate the strength of the relationship.



# - Relationship Mapping

## Analyze the Situation:

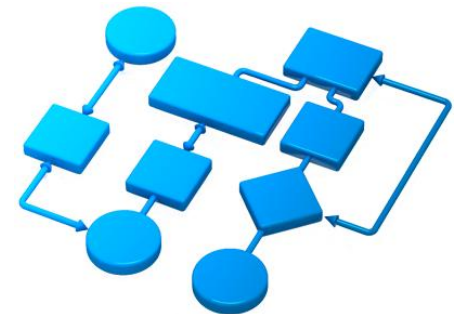
- ❑ Connections can be counted once they have been indentified.
- ❑ The nodes with the most connections are the **key elements**.
- ❑ The nodes that have primarily outgoing arrows indicate potential **causes**.
- ❑ Arrows flowing only away from a node indicate a **root cause**.



# - Relationship Mapping

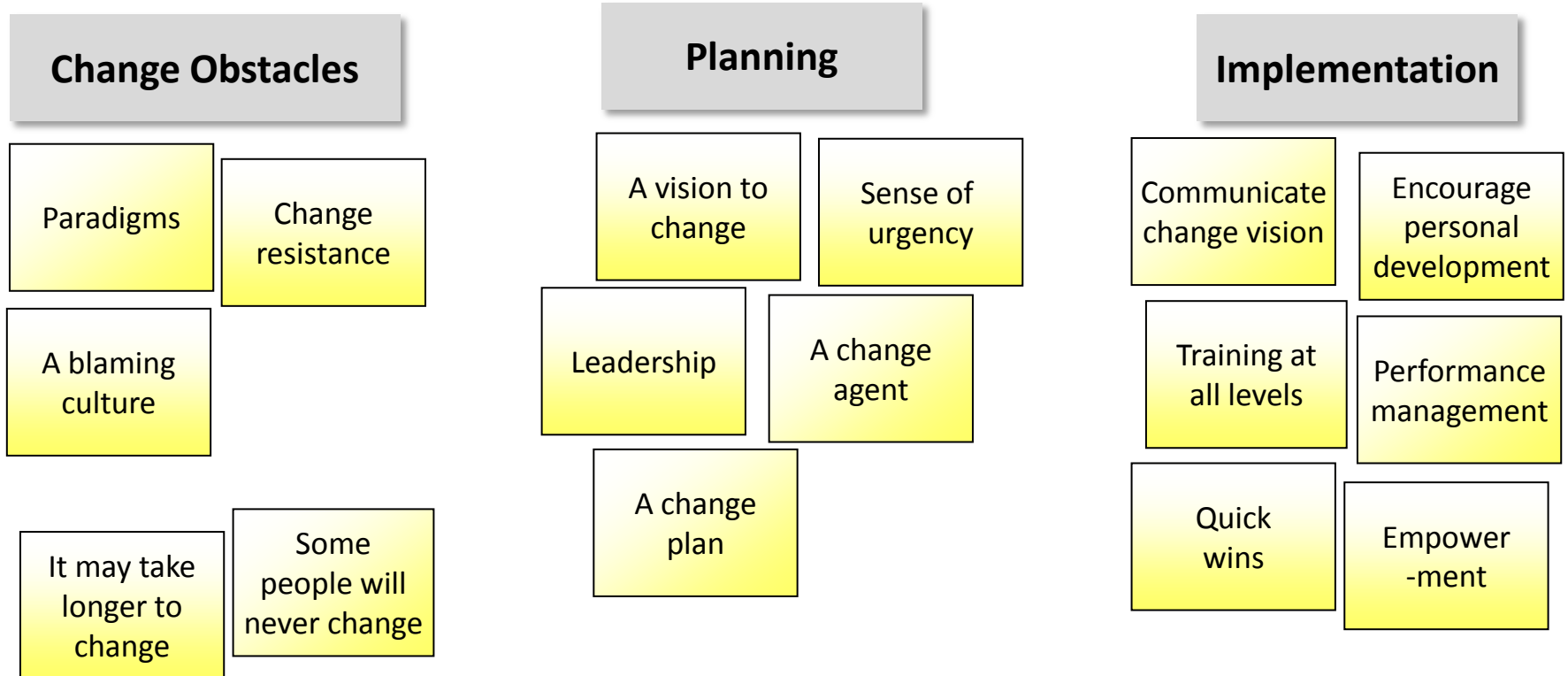
## How to Construct a Relationship Map:

- ❑ Clearly explain the purpose for constructing the relationship map.
- ❑ Brainstorm or collect the problem elements.
- ❑ Write them on note cards, then place them on a flipchart.
- ❑ Look for causal relationships between each and every element.
- ❑ Draw an arrow from each element to the ones it causes or influences.
- ❑ Repeat this until all elements have been reviewed.
- ❑ Count the number of incoming and outgoing arrows.
- ❑ Write the totals beside each element.
- ❑ Identify and mark those elements that are likely to be the real causes.
- ❑ Plan and implement actions to solve the problem.



# - Relationship Mapping

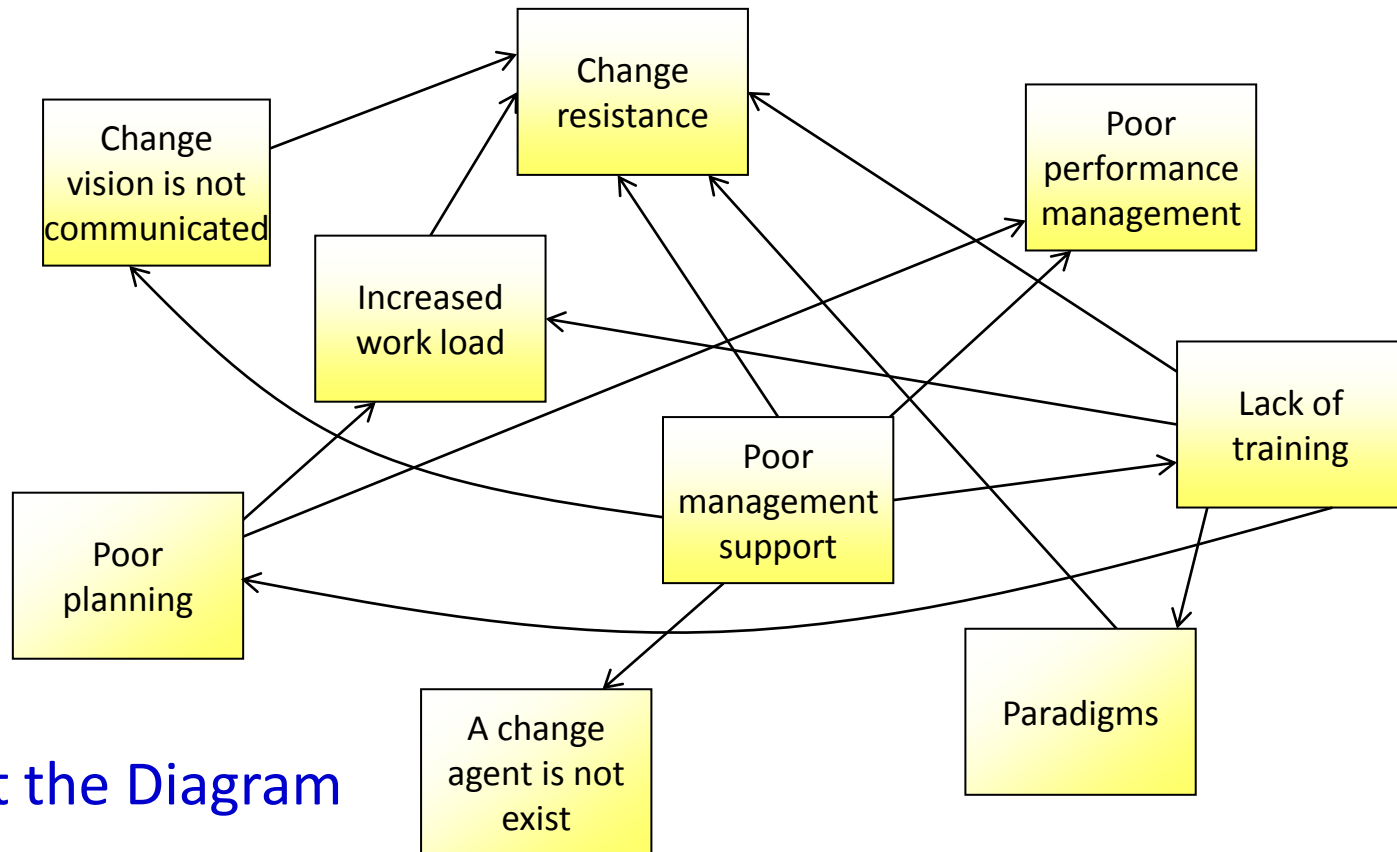
## Example – Why a Change Initiative has Failed?



Brainstorming or Affinity Diagram

# - Relationship Mapping

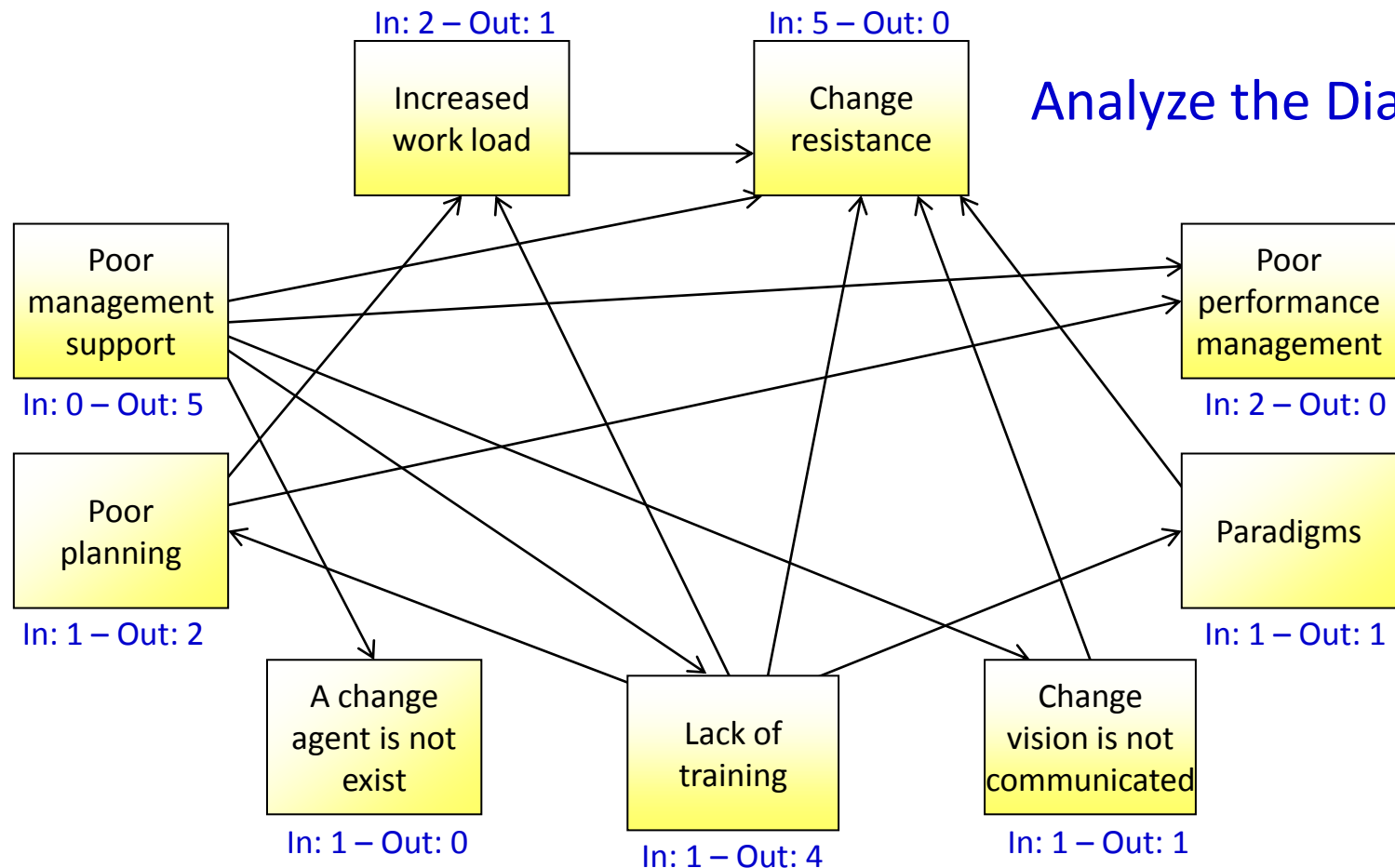
Example – Why a Change Initiative has Failed?



Construct the Diagram

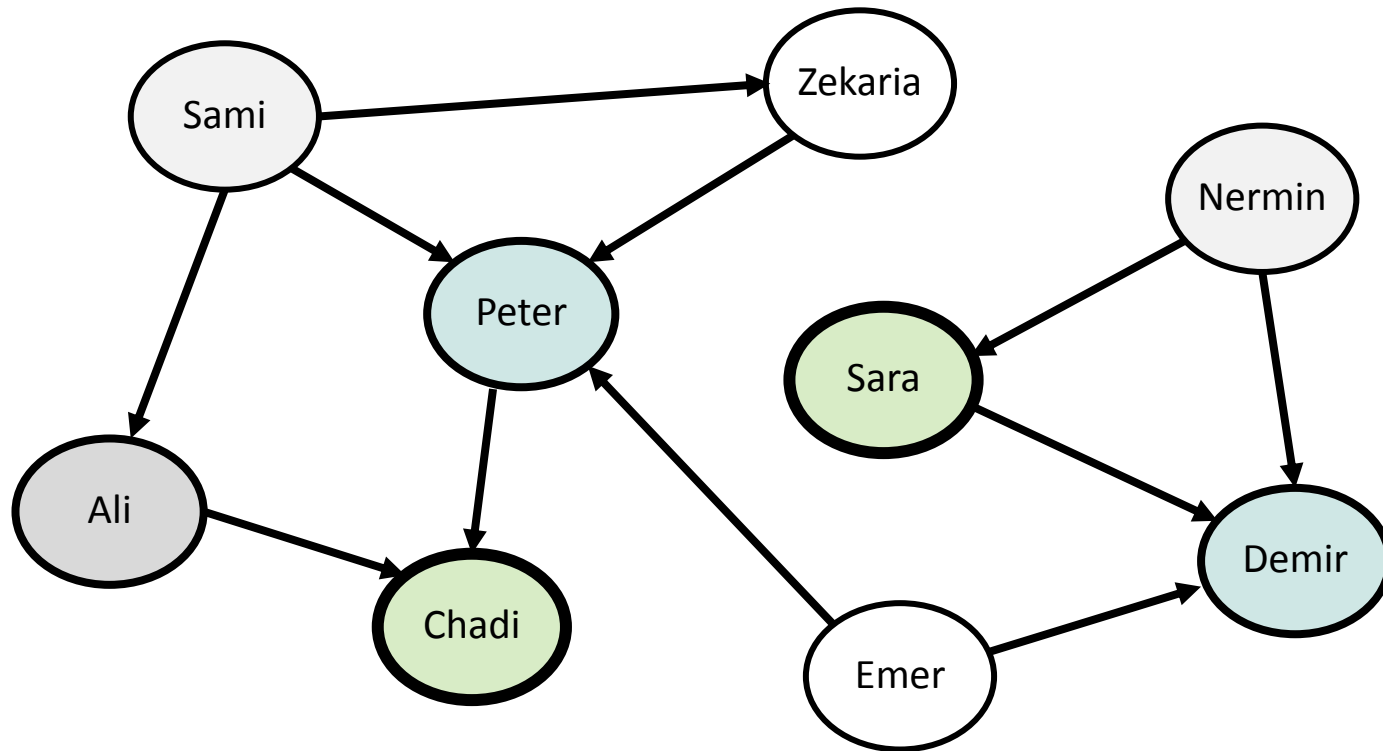
# - Relationship Mapping

## Example – Why a Change Initiative has Failed?



# - Relationship Mapping

**Example** – Examine the Indirect Influence Patterns within a Team:





# - Relationship Mapping

## Further Information:

- ❑ This tool is useful in project management where you identify where relationships may need improving in order for a project to be successful.
- ❑ Another variation is the **influence diagram** which is used to plan or forecast the flow of a process to identify the supporting factors and the potential blockages.