

Tool: Network Fitness-Health-Check

Quick Relationship Check for Organizations



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Fitness-Health-Check

Intro

Every system consists of elements and the relationships between the elements and their attributes. While we traditionally deal very well with the nodes (persons/roles), the relationships are ignored (even in the standards) or reduced to the official relationships in the structure (organization chart).

A quick self-test: check which HR and management tools really look at relationships systematically. Because even here, a general average view is useless.

Leadership – in the sense of Leadership ReDefined – looks much more at the edges, because that is where the intelligence of the system lies – just like in our synapses.

We are changing that now, because the relationships – the quality of the relationships! – is a key criterion for the perceived quality of the organization and the cornerstone for cooperation and then collaboration.

No network without good relationships.

For each person, we have $\emptyset 5 + \emptyset 10 + \emptyset 150 + x$ relationships (close relationships, loose relationships, contacts and relationships defined via the structure), whereby the 5 (close relationships) should be evaluated individually because they have a special meaning. However, “close” here does not mean good or bad, but “intensive”. Which relationships occupy me the most in terms of time and inner space?

The “defined” relationships via the organization chart and the structure are somewhat out of the ordinary because they are not “natural”. It’s initially about dependencies, but that doesn’t mean that they can’t change.

Relationships are important because they are the most important factor for our inner state. And an essential anchor that keeps us in organizations. And this meaningful 90% of people’s inner state has been a blind spot until now. That needs to change.

This is where the second factor comes into play: we are not just concerned with “health”. Health is good. But we want more than just “it’s still breathing”. We want the organization to be really fit. Just as a trained and fit body is more fun, so is an organization.

But this also requires training.

With 4,000 people, we have 20,000 + 40,000 directly relevant relationships. With 200,000, we have 1,000,000 + 2,000,000 relationships! (Not including contacts, which are also important for cooperation and well-being).

Usage scenarios

- ▶ **Two people** just want to check how they feel about each other: fill it out and talk about it
- ▶ **Team** wants to understand the network of relationships (at that moment)
 - ▷ Option 1: QuickCheck we only rate by class: close, loose, known, certain with best, worst, average
 - ▶ These are then 4x3 values
 - ▷ Option 2: Each person evaluates each other (with class and value); then anonymization to letters (in this case using someone external to do the query and anonymization)
 - ▷ Option 3: Each person rates each other (with class and value) and the names are talked about
- ▶ **Organization:** as QuickCheck
 - ▷ QuickCheck we rate only by class: close, loose, known, certain) with best, worst, average. (again 4x3 values)
 - ▷ Or aggregation of team results (for the org it is also exciting to know how much the relationships are in line/reciprocal, but the minimum is more important to know)

The focus is again on the minimum, although the other values are interesting. But we need to know what we have in dysfunctional situations. Because the minimum is the emotional reality of the people concerned. Limbi knows no average. And we need to respond to this in terms of communication and support.

The maximum is interesting because it shows what is possible in our system. We already have the people and the possibilities to do this.

Skala

ID	Description	Values
1 Predators and their food	<ul style="list-style-type: none"> ▶ Characteristics: Overt or subliminal hostility or exploitation. Deliberate undermining of authority. A climate of lies, hurt and mistrust. Also all forms of bullying. “Anyone who harms my personal plans has to go.” “Sawing at the chair.” ▶ Feelings: You feel exploited, manipulated or actively attacked. ▶ Intention: The aim is to consolidate one’s own position. Anyone who interferes will be eaten. Behind this is fear and insecurity. Value comes from status or unique position. 100% Gecko: Fight 	
2 Trenches and silos	<ul style="list-style-type: none"> ▶ Characteristics: Contact is minimal, conflicts are not resolved but sat out. Stagnant/filtered flow of information. People avoid or stalk each other. Silos with walls and boundaries. Mutual stalking and harassment. Waiting for a tactical advantage. ▶ Feelings: lack of open dialog, constant tension. “Us versus them.” “They’re stupid.” ▶ Intention: Establishing a comfort zone as a substitute for security. The “us versus them” creates a substitute for real cohesion. 80% Gecko: Flight/Freeze 	
3 Ceasefire	<ul style="list-style-type: none"> ▶ Characteristics: Polite appearance, but deep resentment. Tolerance. Tasks are deliberately delayed or there is minimal cooperation. Sabotage. Working side by side. Pressure from outside (above) often keeps the conflict under the carpet. “Get along now!” ▶ Feelings: Irony, cynical remarks, unwillingness to support. Conflict is suppressed and not resolved. ▶ Intention: Mainly resignation. I’ve given up on my work, but also on my personal career. Autopilot and survival mode. 80% Gecko: Freeze 	
4 Frenemys	<ul style="list-style-type: none"> ▶ Characteristics: Outwardly friendly, but lacking in genuine confidence. Friendliness is more facade than substance; usually with inwardly raised eyebrows. You are pragmatically nice, but reserved. False smiles, trapping, pushing your own agenda. Rumors. ▶ Feelings: Friendliness without depth, superficial cooperation, hardly any emotional attachment. The motivation for this is rather resignation. ▶ Intention: Very typical Fawn pattern or “professionalism”. It’s about the civilized form of war. I slip into roles to stay compliant. 60% Gecko/40% Neocortex: Fawn pattern (disguised Fight/Flight/Freeze) 	
5 Alliance of convenience	<ul style="list-style-type: none"> ▶ Characteristics: People work together because they have to. There is a rational exchange of services, without hostility, but also without warmth. Cohesion through a common enemy (management against specialists; specialists against stupid customers; silos ally against others) ▶ Feelings: clear rules, sober exchange of information, neutrality. Cooperation on the basis of transactions. ▶ Intention: More neocortex instead of gecko. The alliance serves my goals or strengthens me against the even greater enemy. Hostile world and fear. 40% Gecko/60% Neocortex: Politics 	

6 Collegial acquaintance	<ul style="list-style-type: none"> ▶ Characteristics: People get on well, respect each other’s roles, help out when appropriate, but without a close emotional bond. Stage of “niceness”. Respect in the traditional sense (on the surface). ▶ Feelings: Polite communication, objective support, occasional cooperation. ▶ Intention: I am still in ego, but others can be useful to me. I want to make a good impression and be liked. It’s always all about me. I have no real interest in others and their development, beyond their usefulness to me. 20% gecko/80% neocortex. 	
7 Pragmatic partners	<ul style="list-style-type: none"> ▶ Characteristics: Mutual respect and fairness, open feedback, people actively support each other. Recognition that cooperation is beneficial in the long term. Constructive criticism. Initial basis of trust is recognizable. ▶ Feelings: willingness to help, open exchange of information, fair conflict resolution. Some closeness. ▶ Intention: Pragmatic cooperation. Gecko is tamed because there is no active attack lurking. I still live in the dangerous/hostile world, but I could imagine something else. 100% Neocortex¹. 	
8 Trust and community	<ul style="list-style-type: none"> ▶ Characteristics: Open discussions, initial appreciation. Stable trust, people are happy about each other’s successes, address problems openly, find joint solutions. The relationships are so good that everyone wants to learn from each other. Joint further development, feedback culture, mutual support beyond formal roles. ▶ Feelings: Honest communication, empathic understanding, loyalty, constructive criticism. ▶ Intention: to build relationships and trust. These are only the first steps, but usually more than you have ever experienced (i.e., also more than in a partnership). 20% Limbi + neocortex. 	
9 Connectedness	<ul style="list-style-type: none"> ▶ Characteristics: Deep trust, mutual awareness and care. We want to grow and develop. Emotional closeness. We motivate each other, share knowledge proactively, think ahead together. Mistakes are corrected together, successes are celebrated together. Different strengths complement each other perfectly. ▶ Feelings: Genuine mutual appreciation, shared learning processes, strong bond. Real sense of togetherness. Loyalty ▶ Intention: We believe in social intelligence and build real packs. We are rediscovering what initially made us humans so successful. 60% Limbi + neocortex. 	
10 Collaboration (symbiosis of proximity)	<ul style="list-style-type: none"> ▶ Characteristics: Both act like a perfectly coordinated team. They don’t just work together, they think together. A real “flow” of cooperation. Innovation, further development, mutual inspiration. Maximum openness, shared responsibility, enjoyment of joint success, genuine synergy. ▶ Feelings: Maximum openness, mutual reinforcement, joint advancement of ideas and goals. ▶ Intention: The world is full of possibilities, so let’s discover them. Curiosity outweighs fear here. 100% Limbi + Neocortex. 	

1 Without making it too complicated, we leave 100% here, although this is not true. Without the Limbi, we actually use perhaps 20% of the neocortex for purpose. That is the highest we know so far. 80% of the neocortex is occupied with our protection; this is what we call “ego”.