

Wheel of Relevance™

Relevance Indicator™ Result Report

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The Relevance Indicator

What Do Your Scores Reveal?

Your results show how relevance is currently distributed across your life. The Wheel of Relevance distinguishes between two complementary dimensions:

Being – where relevance is felt (Personal Readiness, Meaningful Relationships)

Doing – where relevance is expressed (Professional Attention, Supporting Others)

Relevance is most sustainable when Being and Doing reinforce each other. Your scores make this balance visible.



Being and Doing Scores

Your Being score reflects the extent to which you experience clarity about what matters most to you — and the energy and relationships that support it.

Your Doing score reflects how what matters to you is translated into meaningful contribution.

Because the four dimensions together equal 100% of the Wheel, Being and Doing will also add up to 100%. This does not mean that a higher score in one area diminishes the importance of the other. It reflects how relevance is currently distributed.

Dimension Score

The Wheel does not measure isolated dimensions. It shows how relevance is proportionally distributed across:

Personal Readiness | Meaningful Relationships | Professional Attention | Supporting Others

Because the dimensions are calculated proportionally, a change in one affects the relative proportion of the others. The Wheel therefore reflects distribution — not absolute quantity.



Element Score

Each element within a dimension — for example Inner Purpose, Personal Growth, and Energy within Personal Readiness — is measured through five questions.

Each question is scored from 0 to 10, giving a maximum of 50 points per element.

If you score 40, this corresponds to 80% of the maximum possible score for that element.

Each element reflects a distinct aspect of relevance and is calculated independently. A higher score in one element does not reduce the score of another. All elements can be strong. All can be under pressure.



What the Scores Indicate

These scores are not a judgment of you as a person. They do not reflect effort, value, or capability. They indicate how supported and present each area currently is within your life and work context. Patterns across dimensions and elements are often more meaningful than any single score on its own.

Important to Keep in Mind

These observations describe patterns — not fixed states. Scores can shift over time as life circumstances, priorities, relationships, and energy evolve. The value of this result lies in what it helps you notice — not in where you fall on the scale.

Dear Caroline Sullivan

Congratulations! You have completed the Executive Relevance Indicator. On this page you will find a summary of the Assessment Report. On the pages that follow, we will further explore your result in-depth.

Summary | Wheel of Relevance



Dimension Scorings

Personal Readiness



How do direction, growth, and energy currently shape how I engage with life?

Meaningful Relationships



Do I have people in my life with whom I can be myself - and still feel valued?

Supporting others



In what ways do I contribute to others' growth beyond my role or assigned responsibilities?

Professional Attention



How can I continue to contribute in ways that feel relevant to who I'm now - and who I'm becoming?

Read detailed description on the reports following pages.

Further information on how the scores are measured and calculated is provided on page 4.

About

The Wheel of Relevance – Overall Introduction

The Wheel of Relevance explores how relevance is currently experienced and sustained across four fundamental areas of life. Together, these areas reflect how relevance is felt internally, grounded through relationships, expressed through professional direction, and enacted through contribution to others. Rather than focusing on performance, satisfaction, or achievement, the Wheel examines whether relevance feels *alive, grounded, future-oriented, and transferable* — across different stages of life and work. The four dimensions represent distinct but interconnected aspects of relevance:

- **Personal Readiness** reflects how relevance is experienced internally — through clarity of purpose, openness to growth, and sufficient energy to engage with life.
- **Meaningful Relationships** reflect how relevance is sustained through connection — by feeling seen, valued, and grounded beyond roles or achievements.
- **Professional Attention** reflects how relevance is expressed in working life — through future direction, exploration, and continued contribution.
- **Supporting Others** reflects how relevance extends beyond the self — through sharing experience, enabling growth, and creating opportunities for others.

Each dimension answers a different question, captures a different mechanism of relevance, and responds to different life circumstances. No single dimension stands alone, and none is intended to compensate for another. Together, they form a whole-person view of relevance as it is lived — not measured against external standards but experienced over time.

What the Wheel Measures:

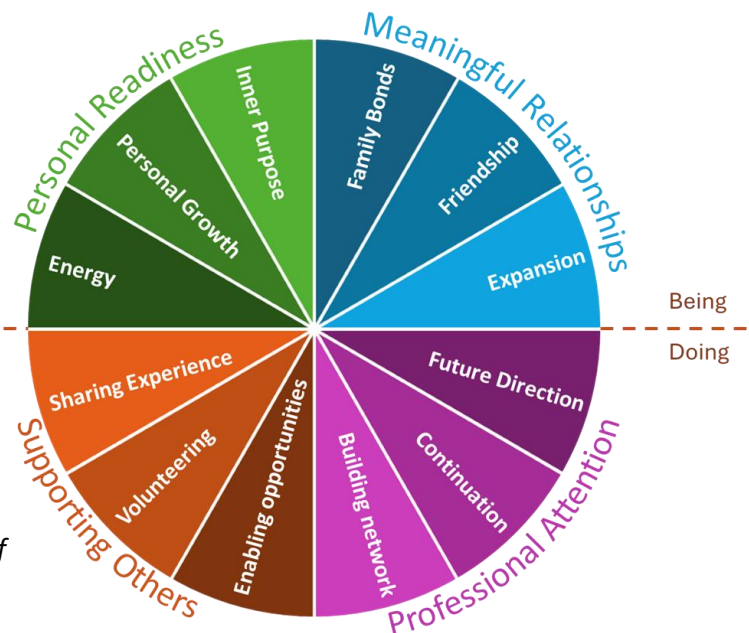
The Wheel of Relevance measures **patterns of experience**, not identity, evaluation or judgement.

it does not measure:

- Happiness or satisfaction
- Personality or character
- Success, productivity, or moral goodness

Instead, it explores:

- Where relevance is *felt*
- How it is *sustained*
- And whether it becomes *generative beyond oneself*



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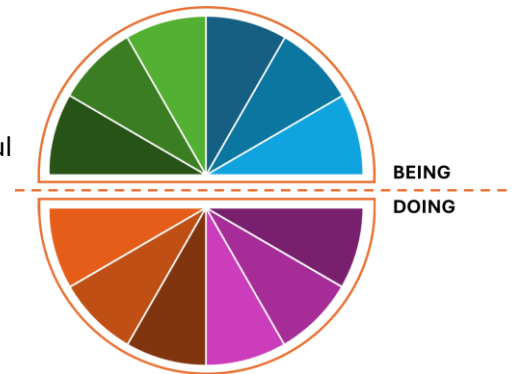
Scores reflect how different aspects of relevance currently interact in your life, not who you are or what you should be doing.

About

Being and Doing: Two Sides of Relevance

The Wheel distinguishes between:

- **Being** - where relevance is *felt* (Personal Readiness, Meaningful Relationships)
- **Doing** - where relevance is *expressed* (Professional Attention, Supporting Others)



The table below summarizes how they differ — and how each plays a distinct role in sustaining relevance over time.

Being	Doing
Readiness	Action
Inner Orientation	Outer expression
Purpose & values	Contribution & Impact
Intrinsic Motivation	Directed Effort & Execution
Relational grounding	Supporting / enabling others

Relevance is strongest when Being and Doing reinforce each other. Sustainable relevance depends on alignment rather than dominance of one of the two. The Wheel makes this dynamic visible — not to reduce life to categories, but to clarify where relevance is sourced and where it is expressed.

The distinction between Being and Doing is a deliberate analytical choice. Many activities can involve both dimensions. For example, volunteering can be deeply meaningful at the level of identity and purpose — yet it is still expressed through action and contribution.

The Wheel therefore focuses on patterns of relationship rather than simple cause-and-effect.

Being answers the question:

“Do I have personal clarity about what matters most to me – and the energy and relationships that support it?”

Doing answers the question:

“How do I translate what matters to me into meaningful contribution?”

Further information on how the Being/ Doing scores are measured and calculated is provided on page 4.

Personal Readiness

Personal Readiness – Introduction

If the Wheel of Relevance were a train, Personal Readiness would be the locomotive. It does not decide where you are going, but it helps ensure that movement remains connected to what matters most to you..

Personal Readiness is not about performance. It is about whether you feel internally anchored and able to engage intentionally with what is in front of you. Personal Readiness refers to how relevance is experienced before it becomes visible through action or contribution. It describes how you engage with life, not what you do with it.

This is why Personal Readiness belongs to the Being side of the Wheel of Relevance: it captures where relevance is felt, rather than where it is expressed. As such, it forms the foundation for the rest of the Wheel. The clarity of your purpose, your openness to growth, and the energy you bring shape how relevance unfolds through relationships, contribution to others, and professional activity.

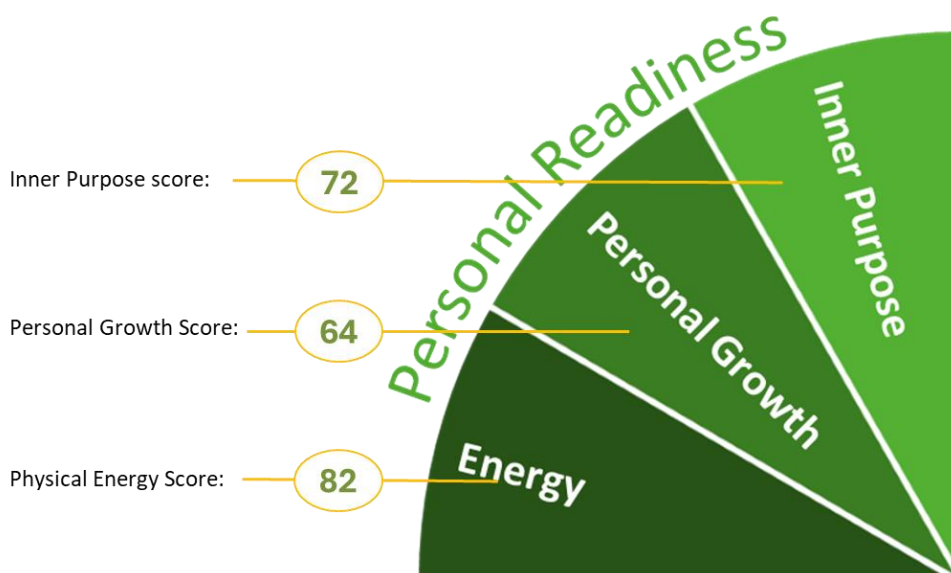
Without this foundation, effort may increase — yet alignment may decrease. You may continue to perform, support others, or pursue new directions, but with less clarity, less vitality, or less sense of inner coherence.

Personal Readiness answers the question:

“How do direction, growth, and energy currently shape how I engage with life?”

Personal Readiness is reflected through three interrelated elements:

- Inner Purpose — the sense of direction that guides you beyond past achievements or positions.
- Personal Growth — your openness to learning, change, and evolving who you are.
- Energy — your capacity to sustain focus, vitality, and recovery over time.



Personal Readiness

When Personal Readiness Is Strong

When Inner Purpose, Personal Growth, and Energy are aligned, you experience a greater sense of inner coherence. You are clearer about what matters, more open to evolving, and better able to sustain your vitality over time.

This can create:

- More grounded and confident decision-making
- Clearer priorities with less inner conflict
- Greater resilience during change or uncertainty
- A stronger sense of direction beyond immediate demands
- Sustainable momentum rather than pressure-driven activity

In this state, contribution and Attention arise from alignment rather than urgency.



When Personal Readiness Is Under Pressure

When direction, growth, and energy are misaligned or depleted, you may continue to function effectively - yet feel less connected to why you are doing what you are doing.

This can lead to:

- Increased effort with reduced sense of meaning
- Decisions driven more by external demands than internal clarity
- Postponing growth or avoiding change
- Energy spent maintaining rather than evolving
- Moving forward without feeling deeply invested in the direction

This does not reflect capability or commitment, but how internally supported you currently feel.

Further information on how the Dimensions are measured and calculated is provided on page 4.

Meaningful Relationships

Meaningful Relationships – Introduction

Meaningful Relationships refers to how relevance is sustained through connection, not position. It reflects the extent to which you feel valued for who you are — not for what you do, contribute, or hold responsibility for. You belong simply by being there and you can be yourself without explanation, effort, or proof.

This is why Meaningful Relationships belong to the Being side of the Wheel of Relevance. It describes where relevance is felt, not earned. In later stage of life, the nature of relationships often shift. Connections rooted primarily in role, authority, or shared history may loosen, while the need for authenticity, reciprocity, and the ability to simply be who you are become more central.

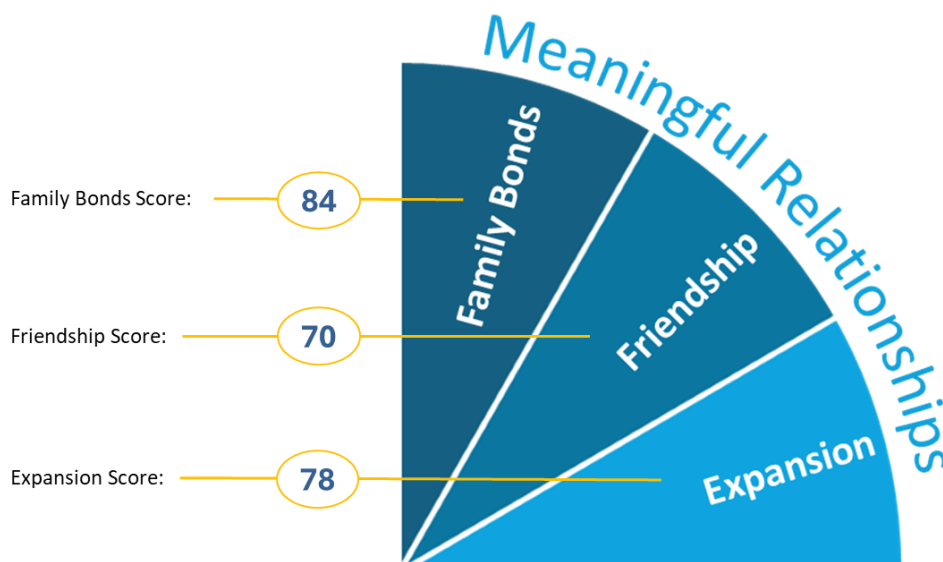
Meaningful Relationships answer the question:

“Do I have people in my life with whom I can be myself — and still feel valued?”

Meaningful Relationships are reflected through:

- **Family Bonds** — the quality of closeness, trust, and emotional grounding in your closest relationships.
- **Friendships** — reciprocity, authenticity, and the experience of being valued beyond roles or history.
- **Expansion** — the degree to which your relational world continues to grow through new connections, perspectives, and generations.

Meaningful Relationships are not defined by the number of people in your life or how much you give to others. The score reflects how family bonds, friendships, and expansion are currently experienced together in your life. It does not describe how many relationships you have, nor judge their quality, but points to how these relational aspects tend to show up for you at this point in time.



Meaningful Relationships

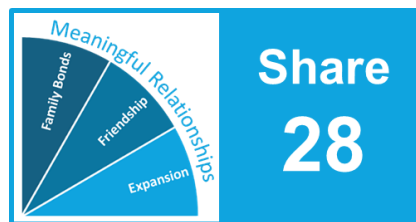
When Meaningful Relationships Are Strong

When Family Bonds, Friendships, and Expansion are all present and supportive, relationships provide emotional grounding. You have places in your life where you are not evaluated, needed, or measured — but simply known.

This can create:

- A stronger sense of psychological safety
- Greater emotional resilience during pressure or change
- A more stable sense of identity beyond role or achievement
- Less dependence on performance to feel valued
- Greater freedom to evolve, contribute, and take risks

In this state, contribution becomes more generous rather than compensatory, and professional transitions feel less threatening because your sense of relevance is not tied to position alone.



When Meaningful Relationships Are Under Pressure

When Family Bonds, Friendships, and Expansion are under pressure, relevance may feel more exposed. You may still function well and remain active yet have fewer places where you feel fully yourself without expectation.

This can lead to:

- Greater reliance on achievement or usefulness to feel valued
- Increased vulnerability during role changes or transitions
- Carrying responsibility without relational processing
- Withdrawing socially or overinvesting in contribution
- Feeling more alone in periods of change

Further information on how the Dimensions are measured and calculated is provided on page 4.

Supporting Others

Supporting Others – Introduction

At its strongest, Supporting Others is not about being needed. It is about enabling others to stand on their own. Contribution shifts from remaining central to allowing growth to continue without you. This requires the capacity to let impact unfold without staying in control.

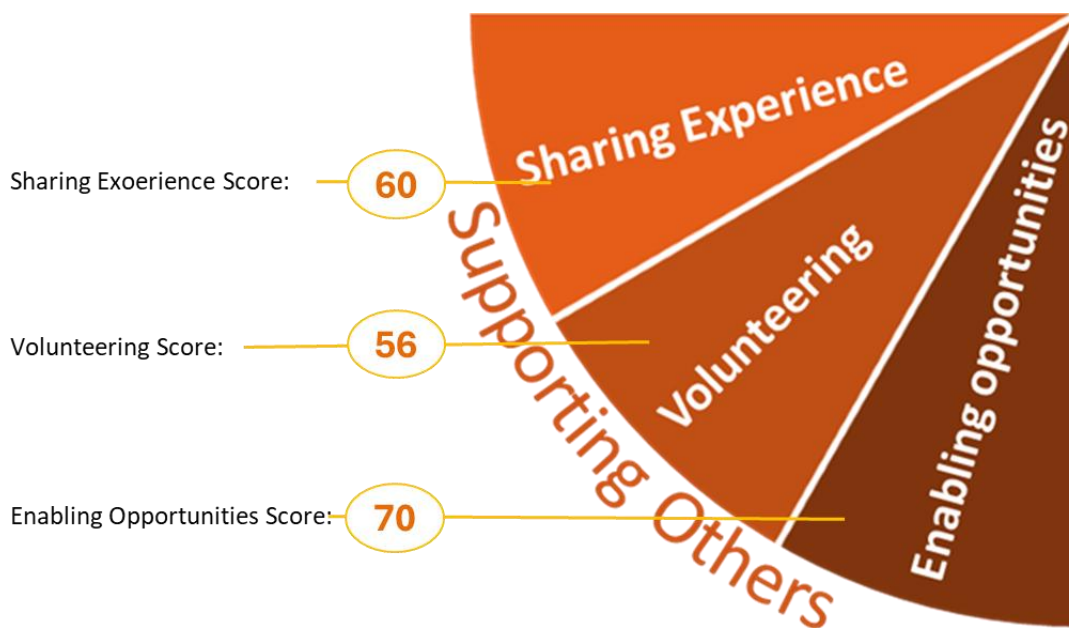
Supporting Others refers to how relevance is expressed through contribution that extends beyond yourself. It is not driven by role, authority, or formal responsibility, nor by the need for recognition or reward. Rather, it reflects how you choose to use your wisdom, time, and influence in ways that help others move forward – whether in professional or personal contexts. For many people, there comes a point where achievement or position no longer fully defines their sense of relevance. At that stage, what matters more is whether your presence continues to strengthen others’ ability to act, decide, or grow.

This is why Supporting Others belongs to the Doing side of the Wheel of Relevance. Here, relevance is sustained through the difference you make in others – particularly when your contribution allows them to move forward independently.

Supporting Others answers the question:

“In what ways do I contribute to others’ growth beyond my role or assigned responsibilities?”

- Supporting Others typically shows up through:
- Sharing Experience — offering perspective, insight, or lessons learned in ways that others find useful.
- Volunteering — contributing time or effort without expectation of return or recognition.
- Enabling Opportunities — helping others access possibilities, confidence, or pathways they could not reach alone.



Supporting Others

When Supporting Others Is Strong

When Sharing Experience, Volunteering, and Enabling Opportunities support one another, contribution becomes an extension of who you are rather than a role you fulfill.

This can create:

- A sense of generativity beyond position
- The ability to strengthen others without needing to remain central
- Confidence in the value of your experience
- Contribution that continues even as roles change
- A feeling that your influence outlives your authority

In this state, relevance is sustained through impact that does not depend on recognition or control.



When Supporting Others Is Under Pressure

When Sharing Experience, Volunteering, and Enabling Opportunities are limited, it may become harder to feel that what you offer truly makes a difference.

This can lead to:

- Withholding experience rather than sharing it freely
- Waiting to be asked rather than initiating
- Reduced investment in others' development
- Feeling uncertain about the value of your influence
- Contribution becoming more effortful or less fulfilling

This does not reflect diminished wisdom or ability, but how supported you currently feel in expressing it.

Further information on how the Dimensions are measured and calculated is provided on page 4.

Professional Attention

Professional Attention – Introduction

Professional Attention reflects how your professional identity continues to evolve when you reach a point where upward progression slows — even while your tactical and strategic insight remain highly valuable.

At a certain life stage, professional Attention often becomes especially relevant when:

- Established paths no longer feel motivating or available
- Identity anchored in position or authority begins to loosen
- The desire to explore and redirect energy increases

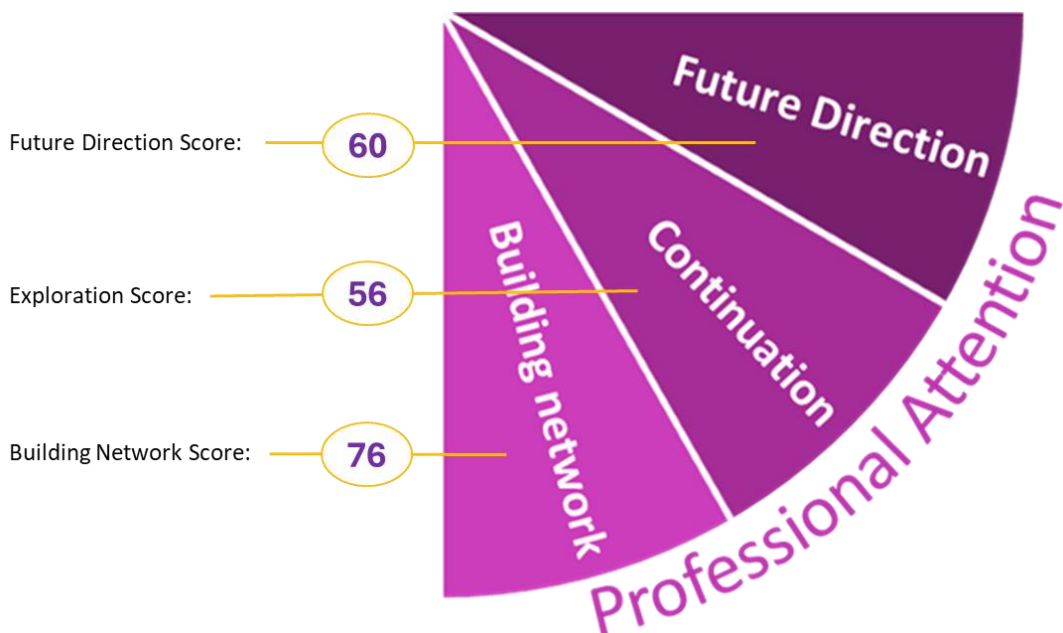
Here, growth is no longer defined by moving higher, but by moving differently. It means translating wisdom into new forms of professional contribution. Rather than viewing your career as a ladder to climb, this dimension invites you to see it as a professional portfolio to shape. It may involve shaping complex initiatives, designing portfolio careers, repositioning your strengths, or applying your capabilities in new ways.

The challenge is no longer advancement, but reconfiguration: how you reshape your professional path. Direction becomes self-defined rather than structurally prescribed. Exploration becomes a way to extend your wisdom into new arenas. Key professional relationships become essential as you navigate shifting power dynamics, sustain trust through role transitions, recalibrate expectations, and maintain credibility across stakeholders.

This is why Professional Attention belongs to the Doing side of the Wheel of Relevance. Here, relevance is enacted through professional movement — through redefining direction, experimenting with new forms of engagement, and sustaining momentum beyond traditional advancement.

Professional Attention answers the question:

“How do I reconfigure my professional path, so my strengths remain relevant?”



Professional Attention

Professional Attention is reflected through three interrelated elements:

- Future Direction — identifying where your experience can create distinctive value in this next phase of life.
- Exploration — experimenting with new roles, projects, or learning paths that expand how you contribute.
- Building Network — cultivating relationships that connect your accumulated knowledge to emerging arenas and generations.

When Professional Attention Is Strong

When Future Direction, Exploration and Building Network support one another, you intentionally reshape your professional path, and your accumulated wisdom finds new expression. Your strengths are not tied to former titles but actively repositioned in ways that keep your professional life in motion.

This can create:

- A sense of renewed professional energy
- Confidence that your value extends beyond hierarchy
- Clarity about where your contribution now fits
- Greater ease in navigating stakeholder expectations
- Openness to redefining how and where you engage

In this state, growth feels self-directed rather than structurally constrained. Your career is no longer something to advance — it is something you actively design.



When Professional Attention Is Under Pressure

When Future Direction, Exploration and Building Network support one another are limited, your professional path is not consciously reconfigured, and it can begin to narrow without you fully noticing. Titles may remain strong, but the scope of contribution gradually becomes smaller or more repetitive.

This can show up as:

- Relying on former authority as the primary source of relevance
- Avoiding experimentation in unfamiliar arenas
- Letting expectations define your role rather than redefining it yourself
- Reduced exposure to new challenges or perspectives
- Knowing you still have much to offer, yet unsure how to move forward

In this state, the issue is not capability, but momentum. Without intentional redesign, professional life can become stable — yet smaller.

Further information on how the Dimensions are measured and calculated is provided on page 4.

Would you like to know more?

How can you use your experience to create value beyond your current role?

Design your next chapter with purpose, energy, and impact. A three-day, research-based transition program for senior executives - with coaching before, during, and after - to help you stay relevant beyond today's role and title.

Transitioning out of executive life raises deeper questions:

- How do I remain relevant?
- How do I find renewed meaning?
- How can I use my experience to create value beyond my current role?

Grounded in motivation science and neuroscience, Relevance Beyond helps you re-frame success, renew purpose, and turn experience into impact across work, relationships and society.

Contact Relevance Beyond for further information.

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