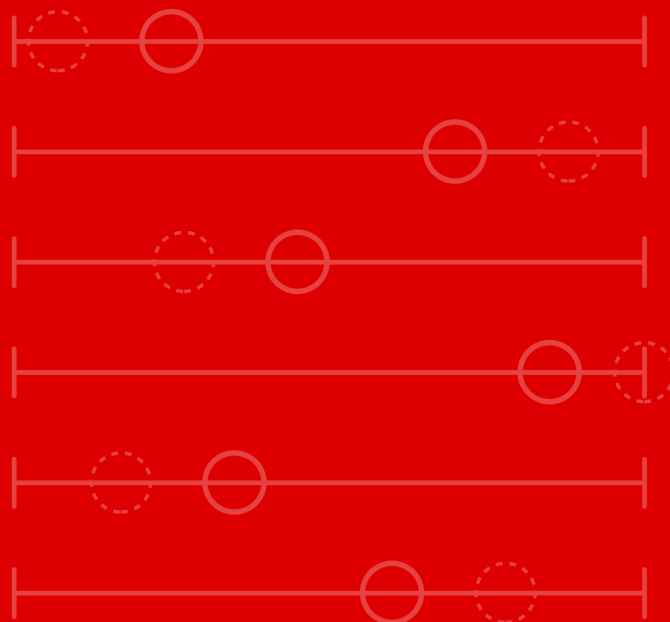




ABOUT THE INSTRUMENT

Avanti Cultural Dimensions

Where your culture is today, and where it needs to be.



Dr. Jonathan Huish and Dr Amanda Milliner
Avanti Change Ltd
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www.avantichange.com

INTRODUCTION

What this instrument is for

Culture is not a soft issue. It is how an organisation really works: the shared assumptions that shape how decisions get made, how power is used, how challenge is received and how change is experienced. In public service, culture is also where values are tested. It decides whether a commitment to people, communities and lived experience shows up in everyday choices, or stays on the wall.

The Avanti Cultural Dimensions instrument gives leadership teams a common language for that conversation. It describes ten dimensions of organisational culture, each a spectrum between two poles, such as Silent and Candid, or Done to and Done with. For every dimension, people rate where their organisation sits today and where it needs to be. The gap between the two is the heart of the instrument. Where team members see things differently, that difference is just as useful, because it shows where people are experiencing the same organisation in different ways.

The instrument was developed by Dr. Jonathan Huish and Dr Amanda Milliner, drawing on their doctoral research into top team leadership and community engagement in public services, and on more than twenty years of working alongside leaders from the front line to the boardroom. It is designed for boards and executive teams, senior leadership groups, partnership boards and wider management cohorts across councils, health and care, housing, mental health, police and fire, and the voluntary and community sector. It is a structured development tool, not a clinical or selection test. Its scores start conversations rather than settle them, and it is most valuable in a facilitated session where a team explores its results together and agrees what it will do next.

A structured self-assessment that helps leadership teams map their organisation's culture across ten dimensions, rating where it is now and where it needs to be, and turning the gap into an honest conversation about change.

Built around values and outcomes

The instrument starts from a simple belief: an organisation's culture is how its values are lived, day after day, in the decisions nobody writes down. Each dimension is framed around integrity and public value, asking not only how the organisation works, but what that means for the people and places it serves. Direction is about a purpose communities would recognise. Voice is about honesty that protects people. Thinking is about seeing services the way people experience them, across organisational boundaries.

Community, lived experience and co-production run through the whole instrument, not just its final dimension. Diversity asks whether people with lived experience are treated as experts. Change asks whether those affected help shape it. Community draws on Arnstein's Ladder to ask whether power is genuinely shared. The approach reflects Avanti's Welsh roots and our values of humility, service and dignity: culture change in public service should be people-centred in how it is done, as well as in what it aims to achieve.

Values	Integrity, honesty and the public interest come first. Each instrument asks how people behave when values are tested, not only when they are easy to live.
Social outcomes	We look past activity and outputs to what actually changes for people and places, and ask leaders to hold themselves to that test.
Community	Communities are partners in public service, not audiences for it. Every instrument has a view beyond the organisation's own boundary.
Lived experience	People who use services, and those who have been failed by them, hold expertise that no professional can replace. We treat it as evidence.
Co-production	Designing and delivering with people, not for them. We use Arnstein's Ladder of Participation to be honest about where practice really sits.
People-centred change	Change is something people live through. How it is led shapes trust, wellbeing and whether the change lasts.

OUR APPROACH

How every Avanti instrument works

Cultural Dimensions describes and never judges: both poles of every spectrum have value, different views of the same organisation are welcomed as insight, and the aim is to help an organisation become what its communities need.

Values-led	Integrity, the public interest and outcomes for people and places sit at the heart of every instrument. Community, lived experience and co-production are part of what we measure, not an afterthought.
Non-judgemental	We describe, we never diagnose. There are no good or bad profiles, only different starting points, and every result is offered as a perception to explore.
Difference as a positive	Different scores, views and styles are contributions. The richest conversations start where people see things differently.
Maximising potential	We look for what people and teams could become: the strengths to build on, the range not yet used and the contribution others are waiting for.
Individual to system	Each instrument connects the individual to the team, the organisation and the wider system of partners and communities.
Developmental	Every result is a starting point for growth and conversation, never a verdict. The instruments are not for selection, pay or performance management.

From individual to team, organisation and system

Each person rates the organisation from where they stand; the team view brings those perspectives together; and the Community dimension carries the conversation out to partners and the people the organisation serves.

THE METAPHOR

Spectrums

Each dimension is a line between two valuable poles: we stand where we are today, then step to where we need to be.

Every dimension in this instrument is a spectrum: a line with a meaningful pole at each end, and real value at both. Directive leadership helps in a genuine crisis; empowering leadership grows capability over time. Nobody's culture sits at a single point, so you mark two: where the organisation stands today, and where it needs to stand to serve people and places well. In the room we do this literally, standing on a line across the floor. The distance between the two marks is the movement you want. Where colleagues stand in different places, that difference is information, not disagreement to be settled.

FOUNDATIONS

Where the thinking comes from

The instrument is Avanti's own design. It is informed by established research and practice, credited below, and by more than two decades of the founders' work with leaders and teams in public service. All questionnaire items are original to Avanti.

Hofstede: culture as a set of spectrums

Geert Hofstede's research on national cultures showed that culture can be described as a series of spectrums between meaningful poles, and discussed with some precision. We draw on that core idea only. The Avanti dimensions, poles and items are our own, designed for public service settings, and none of Hofstede's dimensions or survey items are used.

Kakabadse: top team development

Andrew Kakabadse's work on top teams shows how the quality of dialogue, shared vision and honest challenge at the top shapes the whole organisation. It underpins Avanti's practice and the instrument's attention to Direction, Voice, Authority and Leadership.

Snowden: the Cynefin framework

Dave Snowden's Cynefin framework, named with the Welsh word for habitat or place of belonging, distinguishes complicated problems, where expertise finds the answer, from complex ones, where the way forward is discovered through action and learning. It informs the Uncertainty dimension and much of how we think about leading change.

Arnstein: the Ladder of Citizen Participation

Sherry Arnstein's Ladder of Citizen Participation distinguishes tokenistic involvement from genuine partnership and shared power. It informs the Community dimension and the instrument's wider emphasis on co-production and lived experience.

Schein and Edmondson: culture and psychological safety

Edgar Schein showed that culture lives most deeply in the assumptions people take for granted, beneath visible artefacts and stated values. Amy Edmondson's work on psychological safety explains why people speak up or stay silent. Together they shape how the instrument surfaces unwritten rules and frames the Voice dimension.

Avanti doctoral research

Dr. Jonathan Huish's DBA at Cranfield University studied top team leadership in local government, and Dr Amanda Milliner's PhD at the University of South Wales studied community engagement in public services. Their research, and their practice since, ground the instrument in the realities of public service leadership.

Design principles

Bipolar and non-normative

Each dimension has two meaningful poles, and neither is right in every setting. Directive leadership in a genuine crisis, or careful analysis where safety is at stake, have real value, so the instrument asks where you need to be, not simply how far right you are.

Current and Aspired

People rate where the organisation is today and where it needs to be. The gap between the two, rather than either score alone, is the main result.

Built for teams

The richest use is when a whole team rates the same dimensions independently and then compares. Where people see things differently is as informative as the average.

Conversations, not diagnoses

Scores are structured prompts for honest dialogue. They are not a verdict on the organisation or on anyone in it.

Grounded in public value

Every dimension is framed around what changes for people and places, with community, lived experience and co-production built in rather than added on.

THE MODEL

The 10 dimensions at a glance

How we lead

How purpose is shared, where authority sits and how leaders relate to the people they lead.

How we think and decide

How honestly we speak, how we handle the unknown, how connected our thinking is and how far ahead we look.

How we change and connect

How we value difference, how we respond to change and how we work with communities as partners.

	Dimension	Spectrum	In a sentence
D1	Direction	Fragmented to Shared	Whether people pull towards a common purpose or competing agendas.
D2	Voice	Silent to Candid	Whether people say what they really think, including to those senior to them.
D3	Authority	Concentrated to Distributed	Where decisions really get made, and who waits to be told.
D4	Leadership	Directive to Empowering	Whether leaders mainly instruct, or build others' capacity to lead.
D5	Uncertainty	Avoiding to Navigating	Whether we wait for certainty or learn our way forward.
D6	Thinking	Siloed to Systemic	Whether people see their work as part of a connected whole.
D7	Diversity	Tolerated to Valued	Whether difference is put up with, or actively sought and used.
D8	Horizon	Operational to Strategic	Whether attention is consumed by today or held on what matters next.
D9	Change	Resistant to Adaptive	Whether change is defended against, or actively led and learned from.
D10	Community	Done to to Done with	Whether communities are consulted about decisions or shape them as partners.

D1 DIRECTION

Fragmented ◀ ————— ▶ Shared

Direction is about whether people across the organisation work from a shared sense of purpose, or from a collection of team, professional and personal agendas that sit side by side. Where Direction is Fragmented, a great deal of energy goes on managing internal misalignment. Meetings rehearse disagreements rather than resolve them, priorities multiply, and the organisation moves at the pace of its slowest agreement.

Where Direction is Shared, people can explain what the organisation is for, and what it is trying to change for people and places, in their own words. Shared Direction is not the absence of disagreement. It is the discipline of keeping a common course while differences are worked through honestly. Some fragmentation can be healthy too: it often signals that new thinking is arriving before the organisation has caught up with it.

Why it matters

Public service change asks people to give up familiar ways of working for something they cannot yet see.

Without a purpose they recognise and believe in, change becomes compliance, and the outcomes that matter to residents, patients and people using services drift out of view.

Through a values lens: A purpose is only truly shared when the communities it serves would recognise it too. It is worth asking whether people with lived experience helped shape it, or simply received it.

When it tips too far: Pushed too far, Shared Direction can become conformity, where one strong narrative crowds out the dissent and local difference that keep purpose honest.

D2 VOICE

Silent ◀ —▶ Candid

Voice is about the everyday norms around honesty and challenge. At the Silent end, there is an unspoken understanding that some things are not said. Meetings are managed, concerns surface late or not at all, and what people really think circulates in corridors, car parks and private messages. The organisation has a public story and a private one, and they are not the same.

At the Candid end, honest challenge is treated as a sign of health. People raise problems early, admit mistakes and disagree with the most senior person in the room, because they have seen that doing so is met with interest rather than penalty. In the Avanti framework this is Positive Challenge, and it draws on Amy Edmondson's work on psychological safety. Silence is not always a failing: sometimes it is careful thought, or a sensible choice in a setting that has not yet earned trust.

Why it matters

In public service, the cost of silence falls on people: the risk that was spotted but not raised, the complaint that was not passed on, the service that everyone knew was not working. Candour is how organisations find out what is really happening early enough to act.

Through a values lens: Candour inside an organisation sets the ceiling for honesty with communities. If staff cannot speak freely, people with lived experience are unlikely to be heard either.

When it tips too far: Candour without care can become bluntness that wounds, or a culture where the most confident voices dominate and quieter people withdraw further.

D3 AUTHORITY

Concentrated ◀ —▶ Distributed

Authority is about where decision-making power really sits, as opposed to where the scheme of delegation says it sits. At the Concentrated end, decisions travel upwards. People wait for permission, issues queue for senior attention, and the organisation's pace is set by the capacity of a few people at the top. At the Distributed end, decisions are made as close as possible to the work and to the people affected, with clear accountability and genuine trust in people's judgement.

This dimension is not a choice between control and chaos. Concentrated authority has real value where risk is high, where consistency matters, or where accountability must sit with a named individual or a formal board. The question is fit: whether power is exercised at the level where the knowledge is, with clarity about who decides what and how decisions can be challenged.

Why it matters

Most public service outcomes are shaped in thousands of small decisions made by frontline staff and partners. When authority is held far from those moments, services become slow, rigid and less responsive to the person in front of them.

Through a values lens: Distributing authority well includes sharing it beyond the organisation, with partners and communities who hold knowledge the centre does not. Arnstein's Ladder places delegated power near its top rungs.

When it tips too far: Distribution without clarity can leave people exposed and unsure where accountability sits, and can let important decisions fall between roles.

D4 LEADERSHIP

Directive ◀ —▶ Empowering

Leadership is about how people in positions of authority relate to those they lead. At the Directive end, leaders decide, explain and expect follow-through. Their value lies in the clarity and quality of their instructions. At the Empowering end, leaders create the conditions in which others can use judgement, take initiative and grow their own capability. Their value lies in the environment they build and the leadership they draw out in others.

Neither end is right in every situation. In a genuine crisis, under real time pressure, or where expertise clearly sits with one person, directive leadership is often exactly what people need, and they will thank you for it. The risk is when it becomes the default. In sustained change, a predominantly directive culture creates bottlenecks, dilutes ownership and limits how far change can spread.

Why it matters

Public service change cannot be delivered by a handful of senior people. It depends on leadership at every level, including among frontline staff, volunteers and community partners, and that leadership has to be grown deliberately.

Through a values lens: Empowering leadership treats people as capable adults, which is the same respect that co-production asks us to show communities and people with lived experience.

When it tips too far: Empowerment without clarity or support can feel like abandonment, leaving people with responsibility but without the direction or backing they need.

D5 UNCERTAINTY

Avoiding ◀ —▶ Navigating

Uncertainty is about how the organisation relates to complexity, ambiguity and the unknown. At the Avoiding end, uncertainty is treated as a problem to be removed before acting. Decisions wait for more data, more analysis or more approval, and genuinely complex problems are handled as if they were merely complicated. People look to leaders for answers, and leaders feel they must have them.

At the Navigating end, the organisation can act thoughtfully when the answer is not yet known. Drawing on Dave Snowden's Cynefin framework, people recognise the difference between complicated problems, where expertise and analysis find a solution, and complex ones, where the way forward is discovered by trying things, watching closely and adjusting. Avoiding has its place: where a problem is well understood, where safety is at stake, or where a mistake cannot be undone, careful analysis before action is exactly right.

Why it matters

Many of the most important challenges in public service, such as homelessness, health inequalities, harm reduction and community safety, are complex. They do not yield to a single plan, and organisations that wait for certainty often act too late for the people affected.

Through a values lens: People with lived experience often understand complex situations from the inside.

Navigating uncertainty well means learning alongside them, rather than waiting for a plan written somewhere else.

When it tips too far: Navigating can tip into restless experimentation, where nothing settles long enough to work and careful analysis is dismissed even when it is needed.

D6 THINKING

Siloed ◀ —▶ Systemic

Thinking is about how people understand their work in relation to everything around it. At the Siloed end, people optimise within their own service, team or profession. Information stays local, boundaries are defended, and decisions made in one place create problems elsewhere that nobody quite owns. The organisation delivers in parallel lanes rather than as a connected whole.

At the Systemic end, people habitually ask how their work connects to the wider system, including partner organisations and the lives of the people they serve. They notice knock-on effects, shared causes and unintended consequences before they happen. Silos are not always a failing. Specialist focus and clear accountability bring real depth and safety. The task is to keep that depth while building the connections that let people see, and act on, the whole picture.

Why it matters

People do not experience public services in departments. A family facing housing insecurity, poor mental health and debt meets several organisations at once, and outcomes improve only when those organisations think and act together around the person.

Through a values lens: Systemic thinking starts from people's lives rather than organisational structures. Lived experience is often the clearest view of how the system really fits together, and where it does not.

When it tips too far: Systemic thinking taken too far can lead to endless mapping and consultation, where everything is connected and nothing gets decided.

D7 DIVERSITY

Tolerated ◀ —▶ Valued

Diversity is about how the organisation relates to difference: in thinking styles, professional backgrounds, life experience, identity and perspective, including lived experience of the issues public services exist to address. At the Tolerated end, difference is accepted but not really drawn upon. Teams move quickly to consensus, unusual views are smoothed away, and the range of thinking in the room is underused.

At the Valued end, different perspectives are sought, protected and built into decisions. The organisation recognises that the quality of its thinking depends on who is involved in it. In the Avanti framework this is Rich Diversity: difference, well led, as a source of better judgement. Tolerance has some value of its own, offering stability and a starting point of respect, but on its own it rarely brings out the best of what people have to offer.

Why it matters

Public services work with and for people whose lives are varied, and often different from those of the people designing services. Organisations that genuinely value diverse thinking and experience make better decisions, spot risks earlier and earn more trust.

Through a values lens: Valuing lived experience as expertise, rather than as a story to illustrate a report, is one of the clearest tests of this dimension.

When it tips too far: Valuing difference can become performative, with diverse voices invited to the table while decisions are still made elsewhere, which can erode trust more than not inviting them at all.

D8 HORIZON

Operational ◀ —▶ Strategic

Horizon is about where the organisation's attention usually sits, between the immediate demands of today and the longer-term changes it is trying to bring about. At the Operational end, leaders and teams are absorbed by what is urgent. There is always a pressure, a deadline or a crisis, and the strategic conversation is pushed to next month. The organisation is busy, but not always sure where it is heading.

At the Strategic end, the organisation keeps a clear view of its longer-term purpose and makes everyday decisions in that light, even under pressure. Leaders can step back and ask what matters most. Both ends matter. Operational grip keeps people safe and services running, and in many public services it is a moral duty. The question is whether the organisation has created the conditions, such as protected time and shared language, for strategic thinking to actually happen.

Why it matters

Public value is built over years, not quarters. Prevention, early help and lasting change in places all depend on leaders who can protect time and resources for the long term while today's pressures press hard.

Through a values lens: A strategic horizon in public service is about future generations as well as current residents, an idea at the heart of the Well-being of Future Generations (Wales) Act. Long-term thinking is an act of care for people who are not yet in the room.

When it tips too far: A strategic horizon without operational grip can leave people feeling that leaders are disconnected from the pressures of the front line.

D9 CHANGE

Resistant ◀ —▶ Adaptive

Change is about the organisation's orientation towards change itself: whether it is experienced mainly as a threat to be managed or as a normal condition to be led. At the Resistant end, change feels destabilising. Energy goes into protecting what is familiar, proposals meet procedural caution, and change is something done to people rather than with them.

At the Adaptive end, the organisation has a shared capacity for change. People are curious and willing to build something new before the old has fully gone, and leaders model the ways of working they ask of others. Resistance deserves respect. It often protects things of real value, such as relationships, safety or hard-won practice, and it can be a sign that people have seen change done badly before. Listening to resistance is often how change gets better.

Why it matters

Public services face constant change in demand, funding, policy and expectations. Organisations that adapt well protect what matters to people while changing what no longer works, and they do so without exhausting their staff.

Through a values lens: People-centred change is done with people, not to them. The staff and communities most affected by change often know best what must be protected and what can safely go.

When it tips too far: Adaptability can tip into constant change, where initiatives pile up, nothing has time to settle, and staff become cynical about the next new thing.

D10 COMMUNITY

Done to ◀ ————— ▶ Done with

Community is about how the organisation understands and acts on its relationship with the people and places it serves. At the Done to end, the relationship is mainly one of provision. The organisation designs and decides, communities receive, and engagement is a process to complete. Consultation happens, but the outcome is often largely settled before anyone is asked.

At the Done with end, communities and people with lived experience are partners in designing and delivering the services that affect them. Their knowledge is treated as expertise, and power is genuinely shared. This draws on Sherry Arnstein's Ladder of Citizen Participation and on Dr Amanda Milliner's doctoral research on community engagement in public services. Doing things for communities is sometimes right, for example in an emergency, or where people simply want a reliable service rather than more meetings. The question is whether that choice is deliberate and agreed.

Why it matters

Services designed with the people who use them are more likely to work, to be trusted and to last. Co-production also builds community capacity and confidence, which are social outcomes in their own right.

Through a values lens: This is where values become most visible. Treating lived experience as expertise, and sharing real power with communities, is the clearest expression of dignity and service.

When it tips too far: Co-production done without care can overburden the same few community members, or raise expectations the organisation is not ready to meet.

USING THE INSTRUMENT

How it is completed

Each participant completes the questionnaire individually before a facilitated session. There are 30 statements, three for each dimension, and each is rated twice: once for Current and once for Aspired. Most people finish in about 20 to 25 minutes. The questionnaire can be completed online or on paper, and we encourage people to answer from their own experience rather than from what they think is expected.

The instrument is usually completed by a leadership team, such as a board and executive team, a senior management group or a partnership board. It also works well across several levels at once, so that senior views can be compared with those of managers and frontline leaders. Where possible, we suggest a parallel exercise with partners or community representatives, so the organisation can see itself as others see it. Group results are reported only where enough people have responded to protect anonymity, usually at least five.

Rating	What it means
1	Very much the left-hand pole
4	Leaning towards the left-hand pole
7	Leaning towards the right-hand pole
10	Very much the right-hand pole

Instructions given to participants

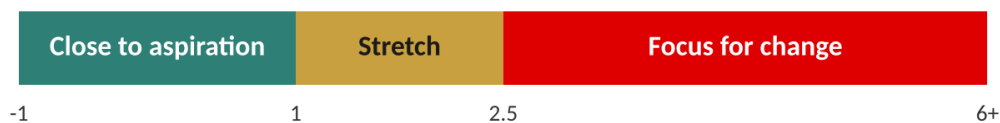
Each statement describes one end of a cultural spectrum. For each one, give two ratings from 1 to 10: Current, for how true it is of your organisation today, and Aspired, for how true it needs to be for the organisation to serve people well. A rating of 1 means your organisation sits very much at the left-hand pole of the dimension, and 10 means very much at the right-hand pole.

How it is scored

For each dimension, your Current score is the average of your three Current ratings, and your Aspired score is the average of your three Aspired ratings. Both sit on the same 1 to 10 scale, where 1 is very much the left-hand pole and 10 very much the right-hand pole. Your gap is simply Aspired minus Current. A positive gap means you would like the organisation to move towards the right-hand pole. A negative gap means you would like it to move towards the left.

Gaps are grouped into three bands. A gap below 1 is Close to aspiration: Current and Aspired are close, or you would like to move left. A gap from 1 up to 2.5 is Stretch: a real opportunity for steady development. A gap of 2.5 or more is Focus for change: a dimension where energy for movement is strongest. For teams, we also show the spread of individual ratings on each dimension. A wide spread means people experience the culture differently, which is often where the most useful conversation begins. Norms will build up as the instrument is used more widely. For now, the comparison that matters most is within your own team.

Band	Range	What it signals
Close to aspiration	Gap below 1	Today and tomorrow sit close together: something to recognise, protect and check is shared beyond your own vantage point.
Stretch	Gap 1 to under 2.5	A healthy stretch: real ambition for movement that the organisation can build towards steadily from what already works.
Focus for change	Gap of 2.5 or more	A strong call for movement: a dimension where your view could help shape where the organisation puts its energy first.



Using the results

Results are explored in a facilitated session, not handed out as a report to read alone. We usually begin with individuals sharing where they placed the organisation, then look at where views differ and why, before turning to the gaps. The aim is not to agree a single score, but to understand what different people see and to build a shared picture from that.

From there, the team chooses a small number of priority dimensions, usually two or three, and agrees what would need to be different, in behaviour, systems and relationships, to close the gap. Those commitments connect naturally to leadership development, governance design and community engagement work. Repeating the instrument after six to twelve months shows whether the culture people experience is moving in the direction the team intended.

When to use it

At the start of a change programme	To build a shared understanding of the current culture, and a common aspiration, before plans are set.
When a leadership team forms or changes	To surface different assumptions early and agree the culture the team wants to lead.
Across partnerships	To help organisations working together, such as health, care, housing and the voluntary sector, understand each other's cultures and agree how they will work as one.
Within leadership development programmes	To ground development in the real cultural conditions leaders are working within and need to influence.
To revisit progress	Before and after significant change, to see whether the culture people experience is shifting as intended.

Ethics and good practice

Taking part is voluntary, and participants are told how their responses will be used before they begin. Individual responses are confidential to Avanti and are reported only in aggregated form, with group results shown only where enough people have responded to protect anonymity. Data is held securely, used only for the agreed purpose, and handled in line with UK data protection law. The instrument is a development tool. It must not be used for selection, performance management or any decision about an individual's employment, and its results describe perceptions of culture, not judgements about people.

Please note

This is a development instrument. It is not a clinical assessment and it is not designed or validated for selection, recruitment, promotion or performance management decisions. Scores describe perceptions at a point in time and are a starting point for conversation, not a verdict.

Part of the Avanti suite

Avanti Leadership Behaviours 360

Moves from the culture of the organisation to the behaviour of individual leaders across eight competences, showing how each leader contributes to the culture the team aspires to.

Avanti Leadership Preferences

Explores the different contributions people prefer to make in a team, which helps explain why colleagues can see the same culture so differently.

Avanti Team Behaviours

Looks at the twelve team behaviours that shape how a leadership team works together, turning cultural priorities into specific agreements about how the team itself will operate.

Avanti Development Framework

Describes effective leadership as One Team, One Partnership, One Leadership and One System, so cultural priorities can be linked to a clear picture of what good looks like at each level.

About the authors

Dr. Jonathan Huish

Jonathan is a founding director of Avanti. His doctorate from Cranfield University studied top team leadership in local government: the conditions under which senior teams become genuinely effective and the things that quietly stop them. He is CIPFA qualified, has coached and mentored for more than twenty years, from first-line supervisors to chief executives, and brings a Tavistock grounding in group relations and reflective practice to how Avanti designs and facilitates its work.

Dr Amanda Milliner

Amanda is a founding director of Avanti. Her PhD from the University of South Wales studied community engagement in public services: what it takes for engagement to move beyond consultation into genuine co-production and partnership with communities. Her practice spans engagement strategy, leadership development and organisational design, with a particular focus on the relationship between organisational culture and the communities it serves.

About Avanti

Avanti Change Ltd works with leaders, boards and teams across public services: councils, health and care, housing and homelessness, mental health, harm reduction, emergency services and the voluntary and community sector. Our work is rooted in Welsh values of humility, service and dignity, and in the belief that how change is led matters as much as what changes.

Let us help your organisation move forwards

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