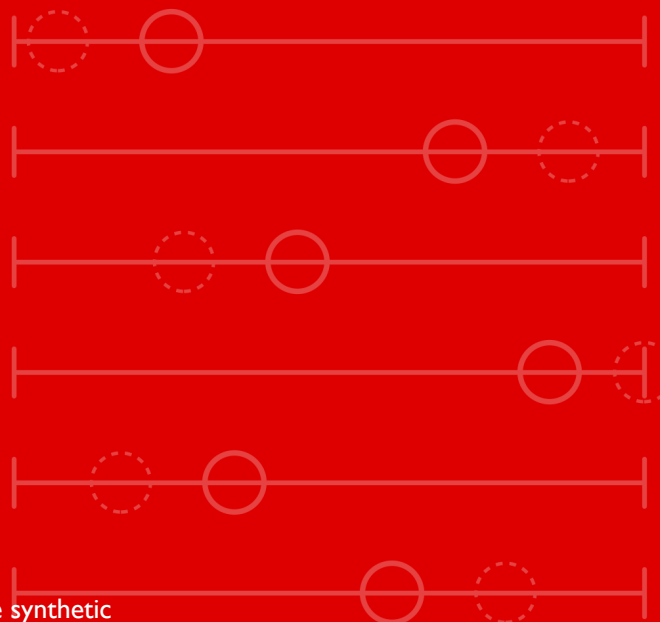




CONFIDENTIAL FEEDBACK REPORT

Avanti Cultural Dimensions

Individual and team feedback report



Prepared for: Sample Participant

Team: Sample Leadership Team

Date: October 2026

Illustrative sample: all scores in this report are synthetic

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WELCOME

Welcome, Sample Participant

Thank you for completing the Avanti Cultural Dimensions questionnaire. This report brings together your ratings across ten dimensions of culture, showing where you see your organisation today, where you believe it needs to be, and the gap between the two. It is written for you, to support your own reflection and a richer conversation with your colleagues.

Please read it as a mirror rather than a verdict. Your ratings reflect your experience of the organisation from where you sit, and others may see things differently. That is not a problem to be solved: it is part of what makes the conversation valuable. The report does not judge you or your organisation. It offers a structured starting point for thinking about the kind of culture that will best serve the people and places you work for, and the part you can play in shaping it.

Our approach

Values-led Integrity, public value and outcomes for people and places	Non-judgemental We describe, we never diagnose	Difference as a positive Different views and styles are contributions
Maximising potential What people and teams could become	Individual to system From you, to the team, the organisation and the wider system	Developmental A starting point for growth, never a verdict

How to use this report

Read it twice	Once for the headlines, and again a day later with a pen. First reactions are worth noticing, but they are rarely the whole story.
Look for patterns	Single numbers matter less than the shape of the whole profile and the gaps between views.
Stay curious	Every score is a perception. Ask what people saw, and what you might be missing, before deciding what it means.
Choose a few things	Pick one or two areas to work on. Small, specific changes, practised consistently, make the biggest difference.

READING YOUR RESULTS

How to read this report

Each dimension is shown as a spectrum between two poles, with 1 at the left-hand pole and 10 at the right-hand pole. Your Current score is marked alongside your Aspired score, and the distance between them is your gap. Neither pole is better in every setting: each has real value, and the question is where your organisation needs to be.

Gaps are shown in three bands. Close to aspiration means your Current and Aspired scores sit near each other, or that you would like some movement back towards the left-hand pole. Stretch means a gap of 1 up to 2.5 points. Focus for change means a gap of 2.5 points or more. Where your view differs from your team's, we describe the size of the difference in plain words alongside the number: closely aligned (under 0.5), a modest difference (0.5 to 1), a difference worth naming (1 to 1.5), a notable difference (1.5 to 2.5) and a striking difference (2.5 or more). A difference never tells you which view is right; it tells you where to look first.

Spectrums

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

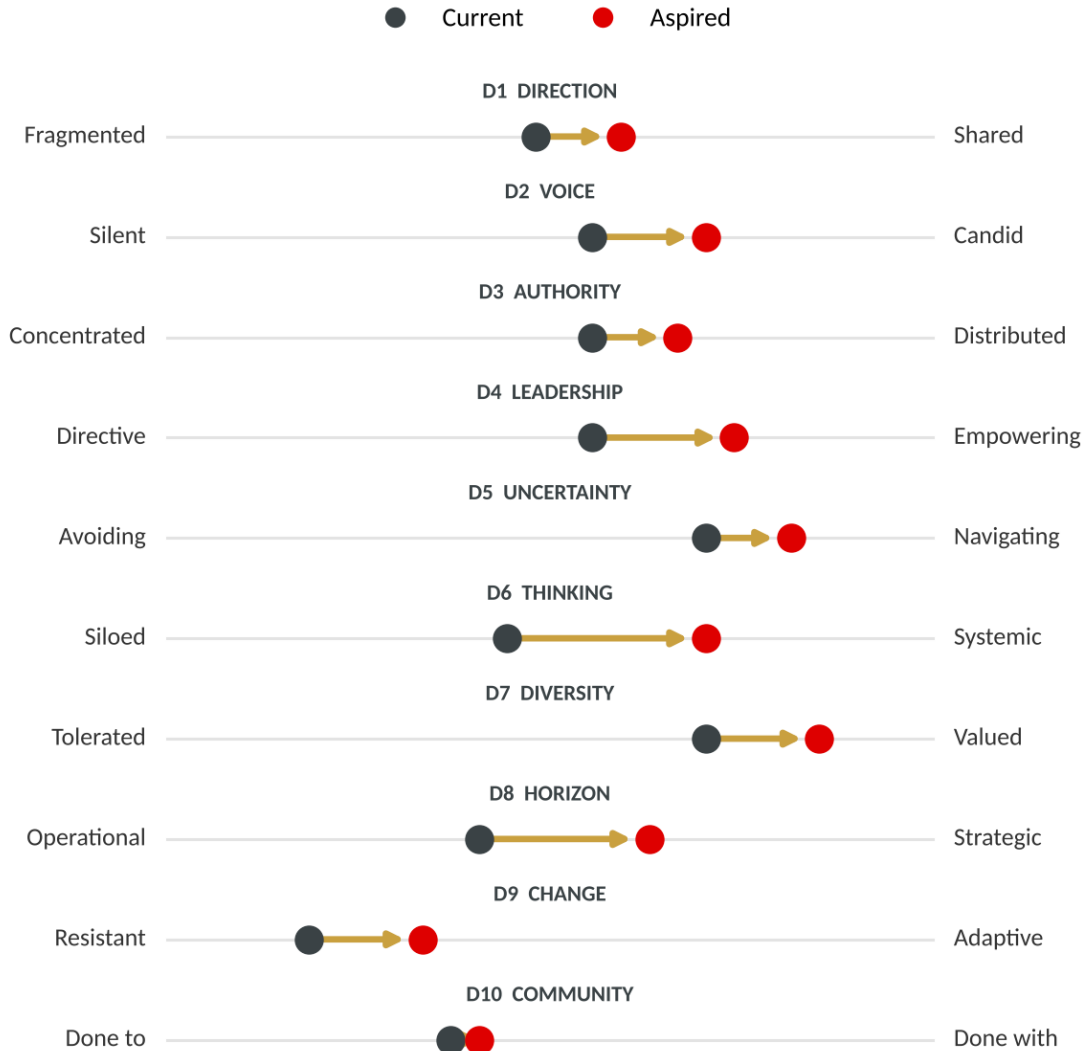
Nobody sees the whole of an organisation's culture. A director, a frontline worker, a trustee and a person who uses services each stand in a different place, and each notices different things. When your ratings differ from your colleagues', that is not an error to be averaged away. It is a second pair of eyes on the same organisation. The richest conversations in this process usually start where views diverge, because that is where people learn what others are living with, and what they might have been missing themselves.

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.

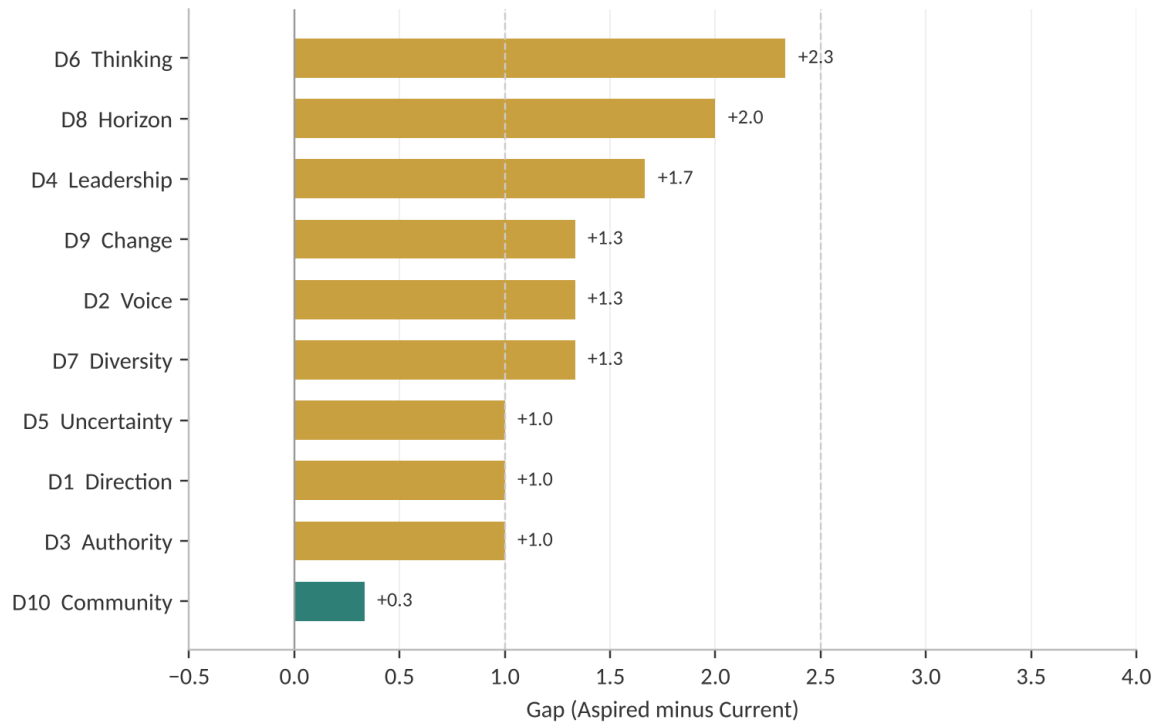
AT A GLANCE

Your profile at a glance

The chart shows where you see the organisation today (charcoal) and where you believe it needs to be (red). The arrow is the distance you would like it to travel.



Where you see the most movement wanted



	Dimension	Current	Aspired	Gap	Band
D1	Direction	5.3	6.3	+1.0	Stretch
D2	Voice	6.0	7.3	+1.3	Stretch
D3	Authority	6.0	7.0	+1.0	Stretch
D4	Leadership	6.0	7.7	+1.7	Stretch
D5	Uncertainty	7.3	8.3	+1.0	Stretch
D6	Thinking	5.0	7.3	+2.3	Stretch
D7	Diversity	7.3	8.7	+1.3	Stretch
D8	Horizon	4.7	6.7	+2.0	Stretch
D9	Change	2.7	4.0	+1.3	Stretch
D10	Community	4.3	4.7	+0.3	Close to aspiration

Community
closest to aspiration

Horizon
a stretch you see

Thinking
your main focus for change

YOUR STRENGTHS

Strengths you see, and what you bring

Every organisation has cultural strengths, often taken for granted precisely because they work. This section starts with the dimensions you see as closest to where they need to be, and with what your perspective brings. These are the foundations that any change should protect and build from, and the places where you may be well placed to help others see what good already looks like.

Uncertainty

Whether we wait for certainty or learn our way forward.

In a team

Someone with a clear view on uncertainty helps a team match its approach to the problem: analysis where answers exist, experiment where they must be discovered. They keep the team moving through complexity without pretending to more certainty than it has.

In a project or piece of change

In change work, this perspective helps a project start before every answer is known, learn fast and adapt with communities. It keeps pilots honest about what they are testing and what they have learned.

Diversity

Whether difference is put up with, or actively sought and used.

In a team

Someone who values difference helps a team make better decisions, because more perspectives are heard before choices are made. They protect the Rich Diversity that keeps a team from settling too quickly on the obvious answer.

In a project or piece of change

In change work, this perspective brings lived experience into design as expertise, not decoration. It helps a project reach people who are seldom heard and design services that work for more of the people they serve.

Voice

Whether people say what they really think, including to those senior to them.

In a team

A person who values voice helps a team surface problems early, test assumptions and hear from people who are rarely asked. They make Positive Challenge practical, so that disagreement improves decisions rather than damaging relationships.

In a project or piece of change

In change work, this perspective brings early warning: risks, frontline realities and community concerns reach the project before they become crises. It also helps a project hear honestly from the people it is designed to serve.

YOUR RESULTS IN DETAIL

Your results, dimension by dimension

Each dimension below shows your scores, what your band means, how others are likely to experience it, questions to reflect on and ideas to build on. Start with the dimensions that catch your attention.

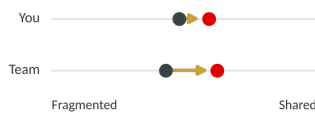
D1 DIRECTION

Current 5.3 | Aspired 6.3 | Gap +1.0 | Stretch

Whether people pull towards a common purpose or competing agendas.

Your band: Stretch. You see a moderate gap between how shared the direction feels today and how shared it needs to be. This often describes an organisation where the purpose is written down and broadly accepted, but does not yet guide everyday choices about money, time and attention. The work here is usually about translation: helping each team see how its own priorities connect to the bigger picture, and being honest about where they do not. Small, visible decisions made explicitly in the name of shared purpose tend to move this dimension more than another strategy document.

How others may experience this: Others may experience you as someone who believes in the shared purpose and wants it to show up more in everyday choices. You help colleagues see the link between big statements and the small decisions about time, money and attention.



Reflect

- If you asked ten colleagues what this organisation is really for, how many different answers would you hear?
- Which current priority would you quietly drop if you were truly guided by shared purpose?

Ideas to build on

- Take one live decision to your team and make it explicitly against the shared purpose, saying out loud how the purpose shaped the choice.
- Ask three people outside the senior team to describe the organisation's purpose in their own words, and notice the differences.

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

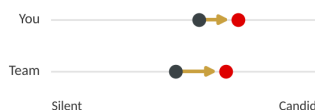
D2 VOICE

Current 6.0 | Aspired 7.3 | Gap +1.3 | Stretch

Whether people say what they really think, including to those senior to them.

Your band: Stretch. You see a moderate gap on Voice. This often describes an organisation where candour is possible but uneven: welcome in some rooms and with some leaders, risky in others. The practical work lies in the moments after someone speaks up. Amy Edmondson's research suggests that how a leader responds the first time is what people remember. Thanking people for difficult news, following up visibly, and inviting challenge before giving your own view are small habits that shift this dimension steadily over time.

How others may experience this: Others may see you as someone who values honesty and wants it to be safer and more usual. You may be the person who asks the question everyone was thinking, and who notices when a meeting is managing rather than resolving.



Reflect

- When did someone last tell you something you did not want to hear, and what happened next?
- What do people say about this organisation in the corridor that they would not say in a meeting?

Ideas to build on

- In your next meeting, ask for challenge before giving your own view, and hold back until others have spoken.
- Thank someone publicly for raising a difficult issue, and show what changed as a result.

When this strength is overplayed: Candour without care can become bluntness that wounds, or a culture where the most confident voices dominate and quieter people withdraw further.

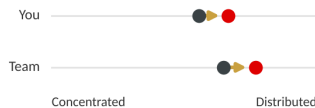
D3 AUTHORITY

Current 6.0 | Aspired 7.0 | Gap +1.0 | Stretch

Where decisions really get made, and who waits to be told.

Your band: Stretch. You see a moderate gap on Authority. This often describes an organisation where delegation exists on paper, but where in practice people still check upwards, and senior leaders still find themselves pulled into decisions others could make. The work is usually about clarity and confidence: being explicit about who decides what, backing people visibly when they use their judgement, and resisting the instinct to take decisions back as soon as they become uncomfortable.

How others may experience this: *Others may see you as someone who trusts people closest to the work and would like more decisions made there. You may be the person who asks whether a decision really needs to come upwards.*



Reflect

- Which decisions come to you that someone closer to the work could make better?
- What would have to be true for you to trust others with a decision you currently keep?

Ideas to build on

- List the decisions that came to you in the last month and identify three that could sit elsewhere.
- Agree a clear, written statement with your team of which decisions are theirs, which are shared and which are yours.

When this strength is overplayed: Distribution without clarity can leave people exposed and unsure where accountability sits, and can let important decisions fall between roles.

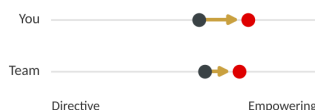
D4 LEADERSHIP

Current 6.0 | Aspired 7.7 | Gap +1.7 | Stretch

Whether leaders mainly instruct, or build others' capacity to lead.

Your band: Stretch. You see a moderate gap on Leadership. This often describes an organisation where leaders believe in empowerment but slip back into instruction when time is short or stakes are high. The development work is often personal: noticing your own default, asking one more question before giving an answer, and being clear when you are being directive and why. People cope well with direction when they understand it is a deliberate choice for a particular moment rather than a question of trust.

How others may experience this: *Others may see you as someone who wants leaders to coach more and instruct less, and who notices when people are waiting to be told. You may be the person who asks one more question before giving an answer.*



Reflect

- In your last few conversations with your team, how much time did you spend telling and how much asking?
- When did you last give someone a responsibility that stretched them, and what support did you offer?

Ideas to build on

- In your next one-to-one, ask at least three open questions before offering any view of your own.
- Identify one piece of work you hold that would stretch a colleague, and hand it over with clear support.

When this strength is overplayed: Empowerment without clarity or support can feel like abandonment, leaving people with responsibility but without the direction or backing they need.

D5 UNCERTAINTY

Current 7.3 | Aspired 8.3 | Gap +1.0 | Stretch

Whether we wait for certainty or learn our way forward.

Your band: Stretch. You see a moderate gap on Uncertainty. This often describes an organisation that recognises complexity in conversation but still governs it through plans, business cases and approval processes designed for predictable work. The development opportunity lies in creating safe spaces to experiment: small tests of change with clear learning questions, honest review of what happened, and governance that values learning as well as delivery. Leaders who are visibly comfortable with not knowing make a real difference to how safe it feels for others.

How others may experience this: *Others may see you as someone who wants to learn by doing a little more, and who is curious rather than anxious when the path is unclear. You may encourage colleagues to try a small step and see what happens.*



Reflect

- Which of our current challenges are we treating as complicated when they are really complex?
- What decision are we delaying in the hope of a certainty that may never come?

Ideas to build on

- Pick one complex problem and design a small, safe-to-fail experiment with a clear question about what you want to learn.
- Practise saying 'I do not know yet, let us find out together' in a leadership meeting.

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

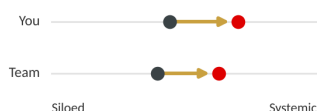
D6 THINKING

Current 5.0 | Aspired 7.3 | Gap +2.3 | Stretch

Whether people see their work as part of a connected whole.

Your band: Stretch. You see a moderate gap on Thinking. This often describes an organisation where people value joined-up working but where structures, budgets and targets still pull them back into their lanes. The opportunity is to make connection easier and more rewarding: shared problems with shared ownership, information that flows without negotiation, and leaders who ask of every decision 'who else does this affect?'. Starting from a real person's experience across services is often a powerful way in.

How others may experience this: *Others may see you as someone who notices knock-on effects and wants more joined-up working. You may be the person who asks who else this will affect.*



Reflect

- Whose work did one of your recent decisions affect without you realising at the time?
- What information do we hold that a partner would find valuable, and why are we not sharing it?

Ideas to build on

- Before your next significant decision, ask explicitly who else it affects and talk to at least one of them.
- With their permission, trace one person's experience across services and share what you learn with partners.

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

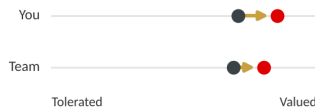
D7 DIVERSITY

Current 7.3 | Aspired 8.7 | Gap +1.3 | Stretch

Whether difference is put up with, or actively sought and used.

Your band: Stretch. You see a moderate gap on Diversity. This often describes an organisation with good intentions and some diverse representation, where decisions are still shaped mainly by a familiar group with familiar views. The development work is about design as well as attitude: who is invited, when, and with what real influence. Building in deliberate moments to hear dissent, and bringing lived experience in early rather than at the end, turns valuing difference into a habit rather than an aspiration.

How others may experience this: *Others may see you as someone who values different perspectives and wants them heard more often and earlier. You may be the person who asks who is missing from a conversation.*



Reflect

- Whose perspective was missing from the last important decision you were part of?
- When did a view you disagreed with last change your mind?

Ideas to build on

- In your next decision-making meeting, ask explicitly for the view that has not yet been heard.
- Spend time with someone whose background or professional formation differs from yours, to understand how they see the organisation.

When this strength is overplayed: 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.

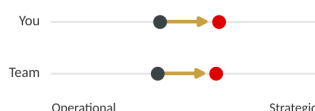
D8 HORIZON

Current 4.7 | Aspired 6.7 | Gap +2.0 | Stretch

Whether attention is consumed by today or held on what matters next.

Your band: Stretch. You see a moderate gap on Horizon. This often describes leaders who know they should spend more time on the long term but whose diaries are filled by the immediate. The development work is practical: protecting time for strategic conversation, delegating operational detail where you can, and connecting today's decisions explicitly to longer-term outcomes. Small, regular strategic habits tend to achieve more than occasional away days that fade once everyone is back at their desks.

How others may experience this: *Others may see you as someone who wants more protected time for thinking ahead, without losing grip on today. You may be the person who asks what this will look like in three years.*



Reflect

- How much of your last week was spent on things that will matter in three years' time?
- What operational work do you hold that someone else could own?

Ideas to build on

- Block regular, protected time for strategic thinking and treat it as seriously as any external meeting.
- Review your team's agendas and move routine operational items to a separate forum.

When this strength is overplayed: A strategic horizon without operational grip can leave people feeling that leaders are disconnected from the pressures of the front line.

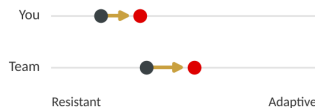
D9 CHANGE

Current 2.7 | Aspired 4.0 | Gap +1.3 | Stretch

Whether change is defended against, or actively led and learned from.

Your band: Stretch. You see a moderate gap on Change. This often describes an organisation that accepts the need for change in principle but finds it hard in practice, with initiatives that start with energy and lose momentum. The opportunity lies in how change is led: involving people early, being honest about losses as well as gains, and learning visibly from each change before starting the next. Capacity for change grows with each change that is led well, and shrinks with each one that is not.

How others may experience this: *Others may see you as someone open to change and keen for the organisation to learn and adapt a little faster. You may help colleagues see change as something they can shape.*



Reflect

- What change are you personally finding hardest, and what would help you?
- What is the resistance you are seeing trying to protect?

Ideas to build on

- Before your next change, ask those affected what they want to protect, and build it into the plan.
- Run a short, honest review of a recent change and share what you learned.

When this strength is overplayed: Adaptability can tip into constant change, where initiatives pile up, nothing has time to settle, and staff become cynical about the next new thing.

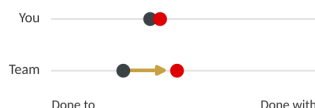
D10 COMMUNITY

Current 4.3 | Aspired 4.7 | Gap +0.3 | Close to aspiration

Whether communities are consulted about decisions or shape them as partners.

Your band: Close to aspiration. Your Current and Aspired ratings for Community are close. If both are towards Done with, you see genuine partnership, and it is worth asking communities themselves whether they would agree: organisations often rate their engagement more highly than the people on the other side of it. If both lean towards Done to, ask whether this reflects a deliberate choice for this kind of service, or an untested assumption that co-production is not possible here. It is often more possible than it first appears.

How others may experience this: *Colleagues are likely to experience you as someone who sees genuine partnership with communities already happening, and who can point to examples others can learn from.*



Reflect

- In your last piece of engagement, how much could the outcome really have changed?
- Where on Arnstein's Ladder would the communities you serve place your organisation?

Ideas to build on

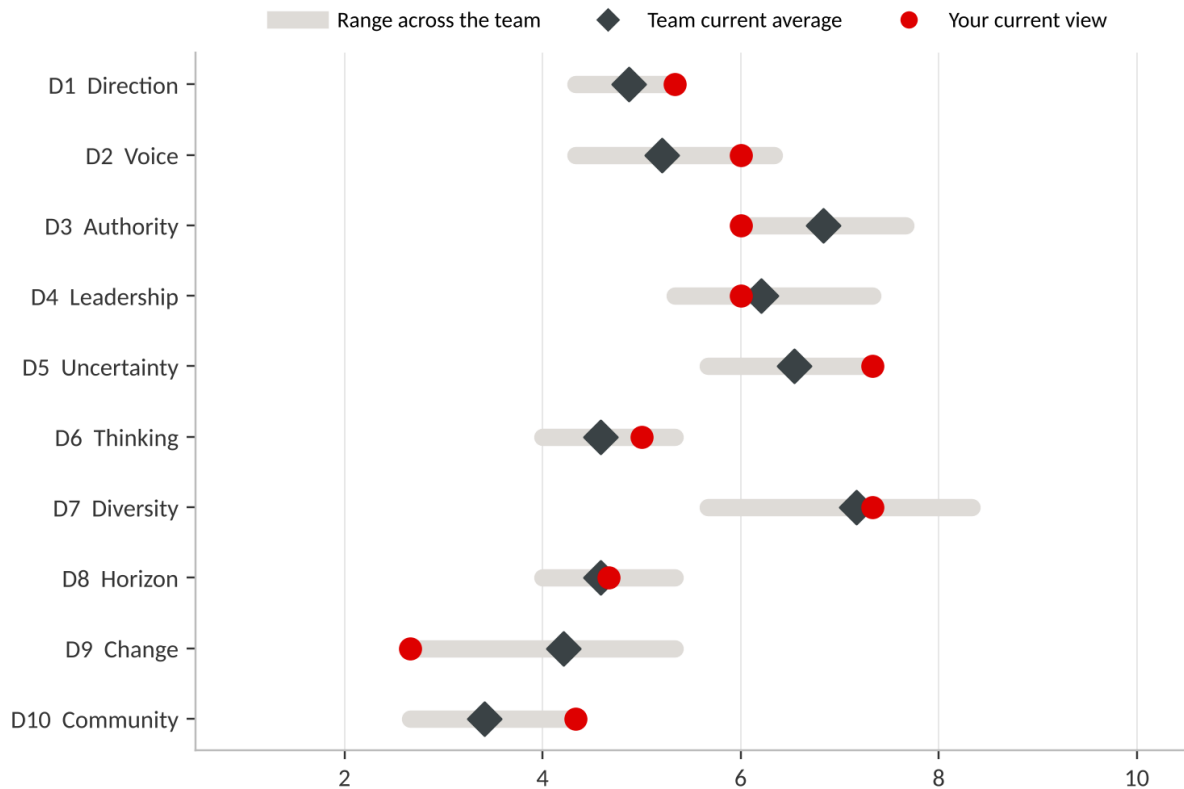
- Choose one forthcoming decision and involve the people affected before options are drawn up.
- Ask a community partner to describe honestly how your organisation involves them, and listen without defending.

When this strength is overplayed: Co-production done without care can overburden the same few community members, or raise expectations the organisation is not ready to meet.

YOU AND YOUR TEAM

Your perspective alongside your team's

This chart places your Current ratings against the range of Current ratings across your team. Where you sit at the edge of the range, your perspective is distinctive: it may be noticing something others have not yet seen, and theirs may show you something too. Both are worth bringing into the room.



The gap is where the conversation starts.

WORKING WITH OTHERS

How others experience you, and bridging difference

Culture is shaped in conversation, so how you share your view matters as much as the view itself. This section looks at where your ratings stand out from your team's, what that perspective can add, and practical ways to build bridges with colleagues who see the organisation differently, so that difference becomes shared understanding rather than quiet disagreement.

Where your perspective is distinctive

These are the areas where your results differ most from your team's. Difference here is useful: it is where you can add something others may not be seeing, and where their view may add to yours.

Community
You see less movement
needed (-1.5)

You see community partnership as nearer to where it needs to be than most of your team. That may reflect strong relationships in your part of the organisation. Share them as examples, and stay curious about communities whose experience of the organisation may be different.

Direction
You see less movement
needed (-0.8)

You see less need for alignment than most of your team. That can protect healthy local difference and responsiveness to different communities. Share what that variety makes possible, so the team can tell the difference between fragmentation and purposeful diversity.

Bridging to people who see or work differently

Community

Some colleagues will worry that co-production is slow, unpredictable or raises expectations. Bridge by starting small, with one decision genuinely shaped with the people affected, and showing the difference it makes. With colleagues already committed to co-production, help them protect community partners from being overloaded and make sure people are paid and supported fairly.

Direction

With colleagues who see direction differently, start with the outcomes you both care about for people and places, then trace back to where your priorities diverge. Ask what pressures they are holding, such as funders, regulators or professional standards, before suggesting what should change. Shared direction is built from understood differences, not from one view winning.

Working well with others

Uncertainty

Ask 'what is the smallest safe step we could take to learn more?'

Change

Ask 'what do we want to keep?' before agreeing what to change.

SHAREABLE PAGE

Things others should know about me

This page turns your results into a few short lines about what you value in how people work together. You might share it with your team, a new colleague or your line manager. Edit it freely: it is yours, and it works best in your own words.

Sample Participant

Cultural Dimensions | my lead dimensions: Uncertainty, Diversity, Voice

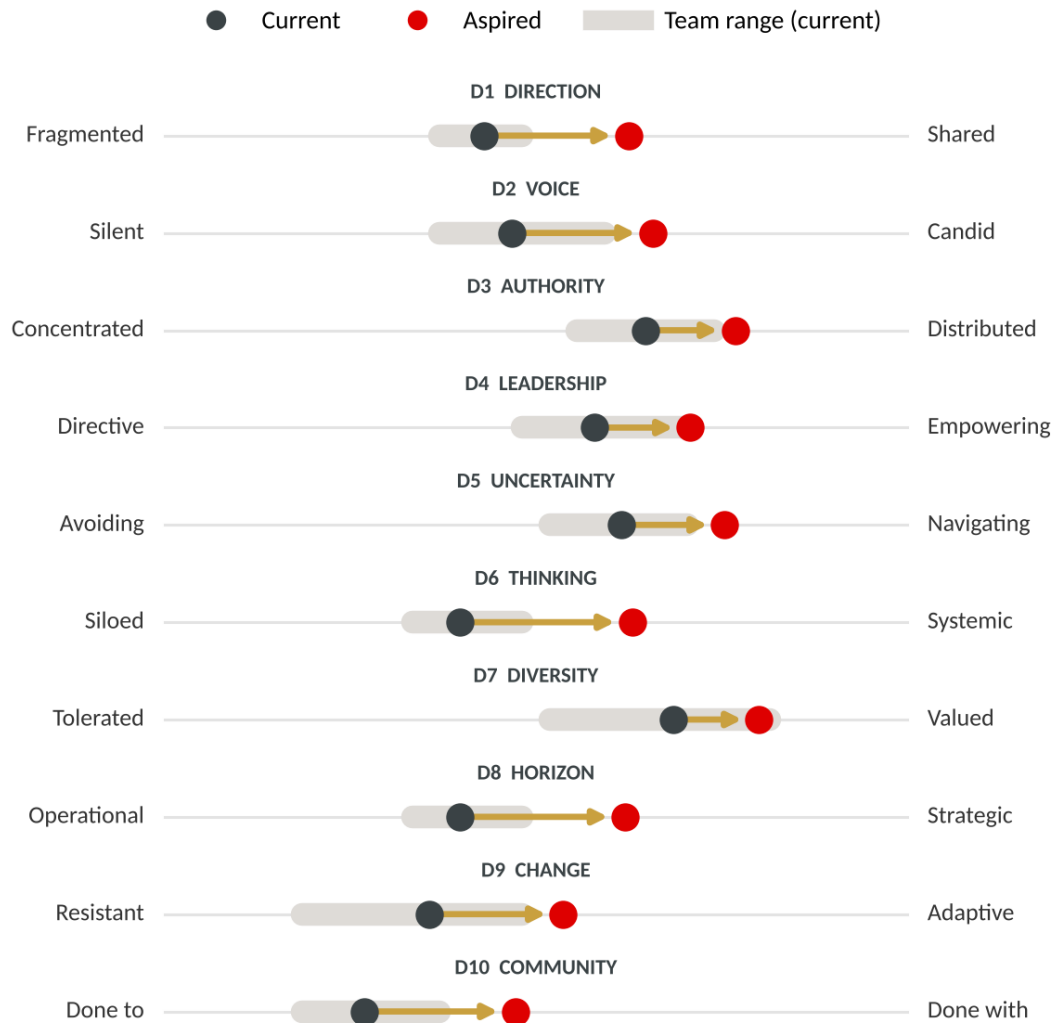
- “ I value it when we are honest about what we do not yet know.
- “ I do my best thinking when we can try something small and learn from it.
- “ I value it when we seek out people who see things differently.
- “ I learn most from people whose experience is different from mine.
- “ I value it when we can disagree in the room and still leave together.
- “ If I raise a concern, it is because I care about getting it right.

Anything else you would like colleagues to know about how you work best?

YOUR TEAM

Your team's results

This section shows how your team rated the organisation as a whole. Alongside the average Current, Aspired and gap scores, it shows how widely individual ratings were spread. Where the team agrees, you have a shared picture to build on. Where views differ, you have something just as valuable: evidence that people experience the same organisation in different ways, and an invitation to understand why. Individual ratings are never shown.



The range of perspectives in the team

	You	Member B	Member C	Member D	Member E	Member F	Member G	Member H
D1 Direction	5.3	5.0	5.3	4.3	4.7	5.3	4.3	4.7
D2 Voice	6.0	4.3	5.0	5.3	6.3	4.3	4.3	6.0
D3 Authority	6.0	7.3	7.3	7.0	6.7	6.3	7.7	6.3
D4 Leadership	6.0	6.3	7.3	5.3	6.0	6.3	5.7	6.7
D5 Uncertainty	7.3	6.3	5.7	5.7	7.3	6.7	6.0	7.3
D6 Thinking	5.0	5.0	5.0	5.3	4.0	4.3	4.0	4.0
D7 Diversity	7.3	8.3	8.0	8.0	6.0	6.7	7.3	5.7
D8 Horizon	4.7	4.0	4.0	5.3	4.7	4.7	4.7	4.7
D9 Change	2.7	3.7	4.7	4.7	3.7	5.3	5.0	4.0
D10 Community	4.3	3.7	3.3	2.7	3.7	4.0	2.7	3.0

What the team results suggest

	Dimension	Gap	Band	In a sentence
D1	Direction	+1.8	Stretch	Whether people pull towards a common purpose or competing agendas.
D2	Voice	+1.7	Stretch	Whether people say what they really think, including to those senior to them.
D3	Authority	+1.1	Stretch	Where decisions really get made, and who waits to be told.
D4	Leadership	+1.2	Stretch	Whether leaders mainly instruct, or build others' capacity to lead.
D5	Uncertainty	+1.2	Stretch	Whether we wait for certainty or learn our way forward.
D6	Thinking	+2.1	Stretch	Whether people see their work as part of a connected whole.
D7	Diversity	+1.0	Stretch	Whether difference is put up with, or actively sought and used.
D8	Horizon	+2.0	Stretch	Whether attention is consumed by today or held on what matters next.
D9	Change	+1.6	Stretch	Whether change is defended against, or actively led and learned from.
D10	Community	+1.8	Stretch	Whether communities are consulted about decisions or shape them as partners.

Questions for your team conversation

Bring these into the room

- Thinking: Whose work did one of your recent decisions affect without you realising at the time?
- Horizon: How much of your last week was spent on things that will matter in three years' time?
- Community: In your last piece of engagement, how much could the outcome really have changed?
- Nobody sees the whole of an organisation's culture.

TAKING IT FORWARD

Your development plan

Use this page in your feedback conversation or with your coach. Build from your strengths: one or two commitments you will genuinely act on are worth more than a long list.

Which two or three dimensions matter most for the people and places we serve, and why?

What would people who use our services notice if we closed these gaps?

What one change in my own behaviour would help move each priority dimension?

Who do I need to involve, including partners and people with lived experience?

What will I stop doing to make room for this?

Lived experience is expertise.

NEXT STEPS

Where next

Culture changes when people change what they do, together, and keep doing it. You do not need to work on every dimension at once. Choose the two or three that matter most for the people and places you serve, and think about one small, visible change you could make in each.

We would encourage you to talk this report through with a colleague, a coach or your team. Avanti offers individual coaching and facilitated team sessions to help you explore your results and turn them into practical commitments. Whatever you choose, thank you for the honesty you have brought to this process. It is the starting point for everything that follows.

Talk it through

Book your feedback conversation with your Avanti facilitator or coach, ideally within two weeks of reading this report.

Share what helps

Consider sharing your 'things others should know about me' page with your team or line manager.

Practise

Pick one idea to build on and try it in a real situation this month. Notice what changes, for you and for others.

Revisit

Repeat the instrument in six to twelve months to see what has grown, for you and for your team.

About this report

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. Your report is confidential to you and the Avanti facilitation team unless you choose to share it.

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.

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