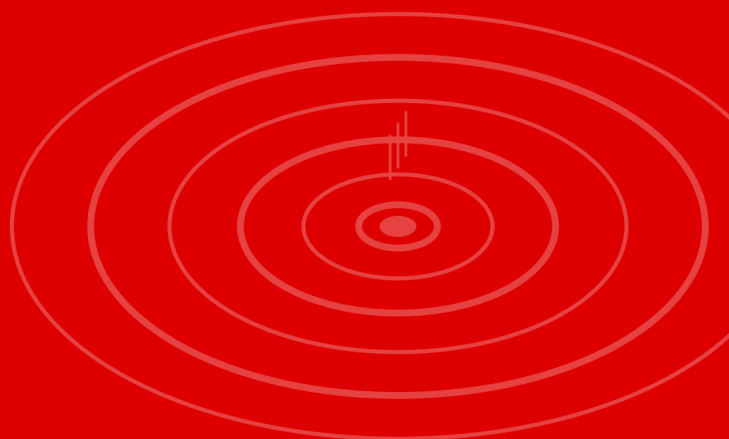




CONFIDENTIAL FEEDBACK REPORT

Avanti Development Framework Profile

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 taking part in the Avanti Development Framework Profile. This report follows your leadership the way you might follow ripples across still water: from the centre, in your senior team, outward through your governance partnership and your wider leadership community, to the system of partners and communities around you.

We start from strengths, because every organisation has them, and they are the energy that carries a ripple furthest. Please read this report as the beginning of a conversation, not a final word. The scores reflect how leadership is experienced by the people who took part, at a particular moment. They are not a judgement on any individual or a measure of performance. Where people see things differently, it is often because they are standing at different points on the water, and each view adds to the whole picture. Take your time, notice what resonates, and bring your questions to the facilitated session.

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 statement was rated from 1 (rarely true of us) to 10 (consistently true of us). The report shows the average score for each of the six elements, the average for each of the four rings, and a matrix showing every element in every ring. Each score is placed in a band: Growing edge (below 5), Established (5 to below 7.5) or Signature strength (7.5 and above).

Start at the centre with your signature strengths, then follow each element outward like a ripple. Where does it hold its strength all the way to the outer ring? Where does it soften, and what might carry it further? Look too for ripples coming back in, from the front line and from communities. Where groups have been compared, ask what each vantage point adds. Small differences of less than one point are rarely meaningful on their own, so look for clear patterns rather than single numbers.

Ripples

Like a stone dropped in still water, leadership starts at the centre and ripples outward, and communities send ripples back.

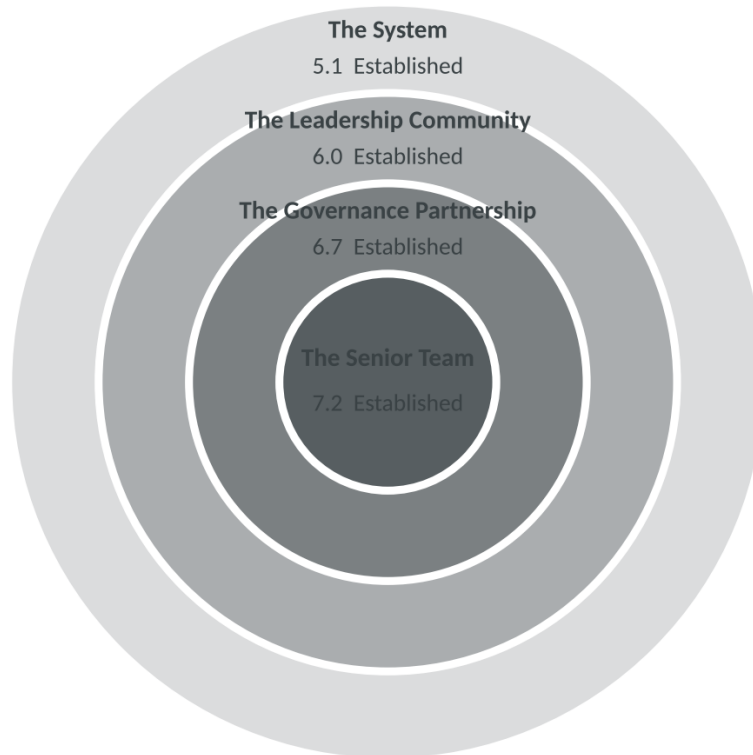
Differences in scores are one of the most useful things this profile produces. When leaders see the same element differently, it usually means they are standing in different places: different roles, tiers, organisations or relationships with communities. Each view is genuine evidence about how leadership is experienced. A higher score may reflect what is working where you sit; a lower score may reflect something others have not yet seen. Neither is right or wrong. Together they give a fuller picture than any single view could, and the conversation between them is where much of the learning happens.

Band	Range	What it signals
Growing edge	1 to under 5	Your leaders see this as a growing edge: a place where real progress is possible and where focused attention is likely to bring the greatest return.
Established	5 to under 7.5	This is a recognised strength in many situations, with scope to make it more consistent and to carry it further across the organisation and system.
Signature strength	7.5 to 10	This is a signature strength that others notice, and one you can share, protect and build on deliberately.

AT A GLANCE

Your profile at a glance

The framework looks at your organisation at four levels, from the senior team at the centre to the whole system at the edge. The rings show your view of each level.

**7.3**

The Senior Team

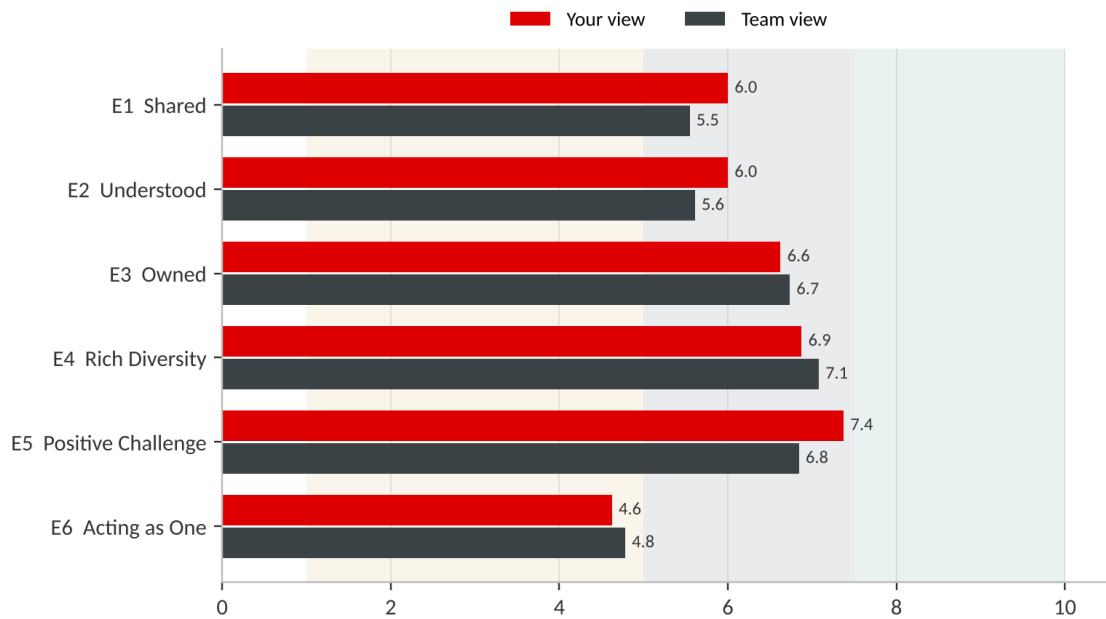
6.7The Governance
Partnership**6.0**The Leadership
Community**5.1**

The System

Elements by level

Each cell is your rating for one element at one level. Darker cells are stronger. Read across a row to see whether an element holds as it travels outward, and down a column to see a level's overall health.

	Senior Team	Governance Partnership	Leadership Community	System
E1 Shared	7.0	6.5	5.0	5.5
E2 Understood	6.0	6.5	7.0	4.5
E3 Owned	8.0	7.0	6.0	5.5
E4 Rich Diversity	8.0	8.0	6.5	5.0
E5 Positive Challenge	8.5	9.0	6.5	5.5
E6 Acting as One	6.0	3.0	5.0	4.5



YOUR STRENGTHS

Strengths you see, and what you bring

This section starts with what is working: the elements and rings your leaders rated most highly. These are your strongest elements, the ripples that already carry well beyond the centre. They are the foundation for development, because habits that travel strongly in one ring can often be carried into the others.

Positive Challenge

Psychological safety, candour and skilled challenge, working together.

In a team

Positive Challenge gives a team its early warning system. People strong here help the team test ideas before they are tested by reality, bring uncomfortable information forward while it can still be acted on, and help team leadership model the openness that makes safety real.

In a project or piece of change

On a project or programme, Positive Challenge surfaces risks early, keeps reporting honest and helps the work adapt. With communities, creating space for difficult questions builds trust and makes sure the work responds to what people actually think and fear.

Rich Diversity

Different thinking, backgrounds and lived experience, linked to maximise potential.

In a team

Teams that use their difference well make wiser decisions, spot risks earlier and generate better options. People strong here help team leadership by drawing out quieter voices, connecting perspectives that would otherwise stay separate, and keeping the team from settling too quickly on the first answer.

In a project or piece of change

In a project or programme, Rich Diversity brings in the professional, operational and lived experience that shapes something workable. With communities, it means co-design that reflects real lives, so that services fit the people who use them rather than the assumptions of those who design them.

Owned

Genuine ownership, not compliance; co-owned with communities at system level.

In a team

Ownership turns a team's decisions into action that lasts. People strong here back colleagues in public, follow through when it is inconvenient, and help team leadership by modelling what collective responsibility looks like, especially in the difficult moments when it matters most.

In a project or piece of change

On a project or programme, ownership means people carry the work forward without needing to be chased. With communities, co-ownership through co-production and co-design makes the work more legitimate and more likely to last beyond the project itself. It also builds lasting confidence in the communities involved.

YOUR RESULTS IN DETAIL

Your results, element by element

Each element 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 elements that catch your attention.

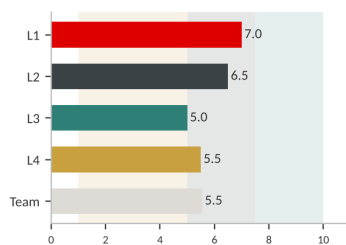
E1 SHARED

Your view 6.0, Established | Team 5.5

A direction held in common, not owned by one person at the top.

Your band: Established. There is a recognisable shared direction in your organisation, and many people can describe it with confidence. That gives you a solid foundation. You might look at where accounts of the direction start to differ: between tiers, across the governance partnership, or with partners and communities. Those differences show where the direction could travel further. Consider too how it holds under pressure, when resources are tight and priorities compete, and what helps it stay shared in those moments.

How others may experience this: When you see shared direction as established, others are likely to experience you as someone who recognises real progress while staying alert to where it could travel further. Your perspective helps the team appreciate what is working and focus attention on the specific boundaries where the direction is still being interpreted differently.

**Reflect**

- When has our team felt most aligned on direction, and what helped make that possible?
- Whose voices have shaped our direction most helpfully, and whose could add even more?
- Where do our everyday decisions already show our direction clearly, and what can we learn from them?

Ideas to build on

- Ask each member of the team to write the direction in two sentences, then compare them and treat the differences as a source of insight.
- Hold a joint session between governance and executive leaders focused on what you want to change for people.
- Invite front-line leaders to explain what the direction means in their work, with senior leaders in listening mode.

When this strength is overplayed: A shared direction can become a polished script that everyone repeats, leaving less room for fresh questions.

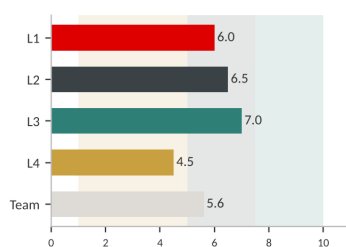
E2 UNDERSTOOD

Your view 6.0, Established | Team 5.6

Each person can translate the direction into their own world.

Your band: Established. People in your organisation generally understand what the direction means for their own area, which is a real asset. The next opportunity is often understanding each other: governance and executive leaders appreciating each other's pressures, and senior leaders appreciating what the direction asks of the front line. Building mutual understanding, through joint visits, time in each other's settings or structured conversation, is likely to bring a strong return from here.

How others may experience this: When you see understanding as established, others are likely to experience you as someone who recognises how well people apply the direction in their own areas. Your view helps the team turn attention to the next layer: understanding each other's pressures across roles, tiers and organisations.

**Reflect**

- When have I seen the direction translated really well into practice, and what made that work?
- Whose world would I most like to understand better, and how might I do that?
- Which communities have helped us understand ourselves better, and how could we hear more from others?

Ideas to build on

- Ask each leader to describe a recent decision and how the direction shaped it, and share the stories across the team.
- Arrange paired conversations or joint visits between those in governance roles and senior officers to explore each other's worlds.
- Turn one briefing into a two-way session where front-line leaders shape how the direction applies in practice.

When this strength is overplayed: The wish for everyone to understand can turn into over-explaining, leaving less space to hear how others have interpreted things.

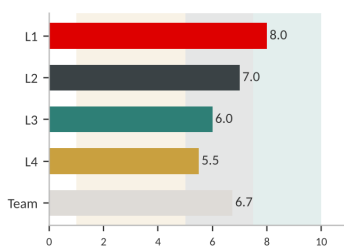
E3 OWNED

Your view 6.6, Established | Team 6.7

Genuine ownership, not compliance; co-owned with communities at system level.

Your band: Established. There is meaningful ownership in your organisation, particularly among those closest to setting the direction. That is a strong base. You might look at how ownership holds when it costs something, and how far it reaches beyond the senior tiers. Notice the parts of the organisation where ownership is strongest and learn from them. At system level, consider where you could move from involving communities to sharing decisions with them.

How others may experience this: When you see ownership as established, others are likely to experience you as someone who values the commitment already present while looking for ways to extend it. Your view helps the team notice where ownership is strongest and how that might spread to other tiers and to communities.



Reflect

- When did I feel real ownership of a decision, and what made that possible?
- Where have we shared influence well with communities, and what did we learn?
- Whose commitment do I see that deserves more recognition?

Ideas to build on

- Agree as a team how you will speak about collective decisions outside the room, and review how it is going.
- Map one current priority against Arnstein's Ladder and identify one concrete step towards shared decision-making.
- Invite middle and front-line leaders to co-design how part of the direction will be delivered in their services.

When this strength is overplayed: Strong ownership can become protectiveness, where the direction is defended rather than opened up for others to reshape.

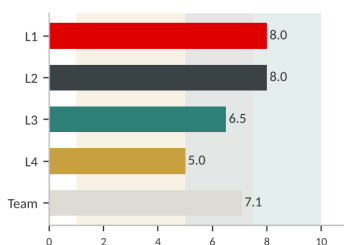
E4 RICH DIVERSITY

Your view 6.9, Established | Team 7.1

Different thinking, backgrounds and lived experience, linked to maximise potential.

Your band: Established. Your organisation values difference and uses it well in many situations. One way to build on this is to make it deliberate rather than dependent on particular people or meetings. You might notice where consensus arrives very quickly, as that is often where useful difference can be drawn out. Consider too whether lived experience and front-line knowledge are shaping strategy as well as delivery, and how community differences are explored.

How others may experience this: When you see Rich Diversity as established, others are likely to experience you as someone who appreciates the range of thinking already present. Your view helps the team recognise how far it has come, and encourages it to make the use of difference a deliberate habit rather than a happy accident.



Reflect

- When has a different perspective changed a decision for the better, and how did it reach us?
- Whose way of thinking is most different from mine, and what does it help me see?
- How has lived experience shaped our work, and where else could it add value?

Ideas to build on

- Before major decisions, ask for the view most different from the current consensus and give it a full hearing.
- Explore your team's different thinking and working preferences together, so difference becomes something you all understand and use.
- Create a standing route for front-line leaders' knowledge to feed into strategic discussions.

When this strength is overplayed: The wish to hear every perspective can slow decisions, or inclusion can quietly become an expectation to agree.

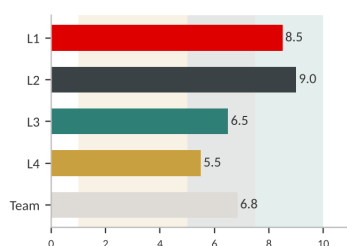
E5 POSITIVE CHALLENGE

Your view 7.4, Established | Team 6.8

Psychological safety, candour and skilled challenge, working together.

Your band: Established. There is a good degree of openness in your organisation, and challenge happens in many settings. One way to build on this is to look at where the stakes or the differences in power are greatest: across the governance partnership, from front line to senior team, and from communities to the organisation. You might notice what is still discussed informally but rarely raised formally, and make one of those topics easier to discuss.

How others may experience this: When you see *Positive Challenge* as established, others are likely to experience you as someone who values the openness that exists and wants to extend it. Your view helps the team appreciate its candour while noticing the boundaries, of power or topic, where honest conversation could go further.



Reflect

- When did a challenge make one of our decisions better, and what made it possible to raise?
- When I have received difficult news well, what did I do, and how could I do more of it?
- What conversations in our communities would we most benefit from hearing directly?

Ideas to build on

- Close each team meeting with a short check: is there anything we have not said that would help us?
- Agree a protected space for governance and executive leaders to talk openly about their partnership.
- Thank, publicly and specifically, the next person who brings difficult news, and show what you did with it.

When this strength is overplayed: Challenge can become relentless or point-scoring, and colleagues may feel tested rather than helped.

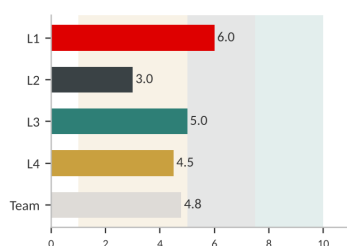
E6 ACTING AS ONE

Your view 4.6, Growing edge | Team 4.8

One Team, One Partnership, One Leadership, One System.

Your band: Growing edge. Your leaders see Acting as One as a growing edge. Often this means leaders are deeply committed to their own areas, services or organisations, and that commitment is a real asset to build from. The opportunity is to connect it to a wider sense of the whole. Acting as One tends to grow as the other elements strengthen, so you might look at your results on shared direction, ownership and challenge to find the most promising place to begin.

How others may experience this: When you see *Acting as One* as a growing edge, colleagues are likely to experience you as someone who sees the joins between areas, tiers and organisations. Your perspective helps the team notice where people using services might experience disconnection, and invites it to think about the whole as well as the parts.



Reflect

- When have we acted as one most effectively, and what made it possible?
- Where do people we serve experience our services as most joined up, and what can we learn from that?
- What could we share with partners that would make the biggest difference for people?

Ideas to build on

- Agree two or three shared outcomes that the senior team owns collectively, and review them together.
- Give governance and executive leaders a joint objective that each needs the other to achieve.
- Create cross-tier and cross-service groups to work on real problems, with authority to act on what they find.

When this strength is overplayed: The pull towards unity can quieten dissent, so that acting as one becomes thinking as one.

THE FOUR LEVELS

What your level scores mean

L1 THE SENIOR TEAM

Your view 7.3, Established | Team 7.0

The stone in the water: the senior team, where the first ripple begins and takes its strength.

Your senior team already shows many of the habits of a genuine team: a broadly shared direction, a good level of trust, and members who back collective decisions. One way to build on this is to look at moments of pressure, such as tight budgets or decisions that cost one area more than others, and notice what helps the team hold together. Learning from those moments can make your team habits steadier, more consistent and less dependent on good conditions.

L2 THE GOVERNANCE PARTNERSHIP

Your view 6.7, Established | Team 6.5

The first ring: where those who govern and those who lead carry the ripple together.

Your governance partnership is working well in many respects, with mutual respect, a broadly shared direction and a working understanding of each other's roles. One way to build on this is to deepen candour, so that advice feels just as easy to give when it is unwelcome, and both sides own delivery and context together. Reflecting on a recent difficult decision, and what helped the partnership through it, can be a useful place to start.

L3 THE LEADERSHIP COMMUNITY

Your view 6.0, Established | Team 5.7

The wider ring: where the ripple travels through every tier of leadership into the daily work.

Your leadership community shows real connection across tiers. Direction is broadly understood and many leaders feel ownership of it. One way to build on this is to notice where it is strongest and learn from those parts of the organisation. You might also ask whether managers closest to services would describe the direction as theirs, and whether difficult news travels up as readily as good news. Spreading what already works is often the quickest route forward.

L4 THE SYSTEM

Your view 5.1, Established | Team 5.2

The outer ring and the returning ripple: where partners, communities and lived experience shape the water as much as they are reached by it.

Your organisation already has meaningful relationships with partners and communities, and genuine co-production is happening in places. One way to build on this is to make that the norm rather than the exception. You might ask who is not yet in the room, whether communities feel able to challenge you, and whether partners share credit and risk as well as meetings. Spreading the practice of a few committed people across the whole organisation is often the next step.

WORKING WITH OTHERS

How others experience you, and bridging difference

Leadership happens between people, and people stand at different points on the water. This section looks at how your perspective relates to others', what your view adds, and practical ways to link and bridge to colleagues, partners and communities who see, do or prefer things differently. Every difference here is treated as a resource, and every bridge helps a ripple travel further.

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.

**Positive Challenge
Above the team average
(+0.5)**

If you rate this more positively than the team, you may feel safer to speak than some colleagues do, perhaps because of your role or experience. That is a gift you can share. Use your confidence to invite others in, and ask what would make challenge feel easier for them.

**Shared
Above the team average
(+0.5)**

If you rate this more positively than the team, you may be seeing places where the direction is genuinely shared that others have not noticed. That is valuable evidence. Offer specific examples of where you have seen it working, and stay curious about what colleagues are seeing that leads them to a more cautious view.

**Understood
Above the team average
(+0.4)**

If you rate this more positively than the team, you may be seeing good translation of the direction in places others have not visited. Share those examples, because they show what is possible. Stay open to the possibility that colleagues are hearing uncertainty in settings you see less often.

Bridging to people who see or work differently

Positive Challenge

People differ in how they give and receive challenge. Some are direct and quick; others need time, privacy or a trusting relationship before they can speak openly. If you are direct, slow down and ask more questions; if you are cautious, try naming one concern early. Ask colleagues how they prefer to hear difficult things, and respond to challenge with thanks and curiosity so that others can see it is safe.

Shared

Some colleagues find direction through big-picture purpose; others need to see what it means for next week's decisions. If you lean towards one, try speaking the other's language: link the vision to a concrete choice, or link a practical decision back to the purpose. Ask people how they would describe the direction, listen before restating it, and build a shared description from their words rather than yours.

Working well with others

Positive Challenge

Ask colleagues how they prefer to hear difficult news, and respect it.

Acting as One

Start conversations with partners from the people you jointly serve.

SHAREABLE PAGE

Things others should know about me

This page is for sharing. It draws together a few short statements about what you value in how a team, partnership or system works. Sharing it is a small ripple of its own: it helps others understand what matters to you, makes it easier for them to work with you well, and invites them to do the same.

Sample Participant

Development Framework | my lead elements: Positive Challenge, Rich Diversity, Owned

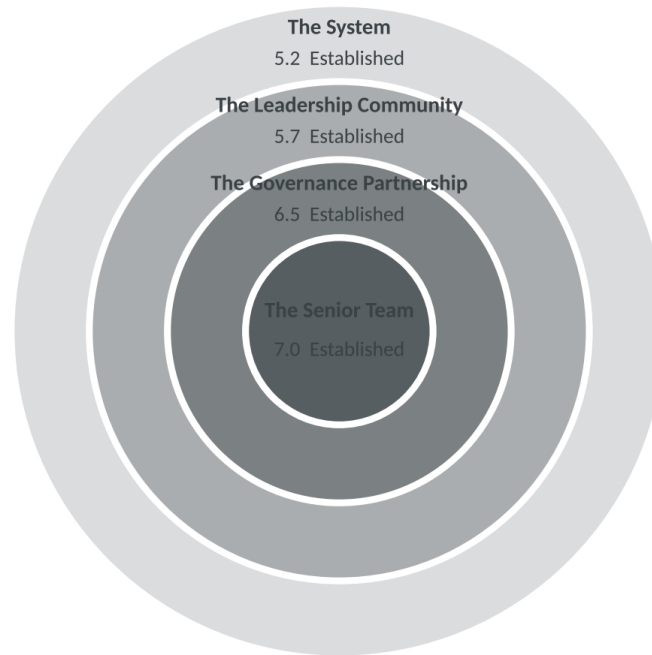
- “ I value it when we can disagree openly and stay on good terms.
- “ I value it when difficult news is welcomed and acted on, not softened on the way up.
- “ I value it when we hear the view most different from our own before we decide.
- “ I value it when lived experience shapes our thinking alongside professional expertise.
- “ I value it when we shape decisions together, so that we can all stand behind them.
- “ I value it when we back each other publicly after a hard call.

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

YOUR TEAM

Your team's results

This section looks at the results for your team or group as a whole. It begins with the ripples your team sends out most strongly, then follows each element across the four rings, with appreciative questions and ideas to build on, so that you can decide together where to focus.



	Senior Team	Governance Partnership	Leadership Community	System
E1 Shared	6.2	6.2	5.2	4.6
E2 Understood	6.2	5.9	5.6	4.8
E3 Owned	8.1	7.1	6.2	5.6
E4 Rich Diversity	8.1	7.4	6.7	6.2
E5 Positive Challenge	7.6	7.4	6.2	6.1
E6 Acting as One	5.9	5.1	4.2	3.9

What the team results suggest

	Element	Team	Band	In a sentence
E1	Shared	5.5	Established	A direction held in common, not owned by one person at the top.
E2	Understood	5.6	Established	Each person can translate the direction into their own world.
E3	Owned	6.7	Established	Genuine ownership, not compliance; co-owned with communities at system level.
E4	Rich Diversity	7.1	Established	Different thinking, backgrounds and lived experience, linked to maximise potential.
E5	Positive Challenge	6.8	Established	Psychological safety, candour and skilled challenge, working together.
E6	Acting as One	4.8	Growing edge	One Team, One Partnership, One Leadership, One System.

Rich Diversity Established

The team values difference and often uses it well, particularly in certain settings or with certain people. Making the use of difference deliberate, and bringing lived experience into strategic discussion as well as delivery, would take the team further. Everyone's perspective adds something.

Acting as One Growing edge

Team members lead their own areas with real commitment, and the team is building a stronger sense of the whole. Collaboration may currently be strongest within boundaries. Agreeing a small number of outcomes the team owns collectively is a practical starting point.

Questions for your team conversation

Bring these into the room

- Acting as One: When have we acted as one most effectively, and what made it possible?
- Shared: When has our team felt most aligned on direction, and what helped make that possible?
- Understood: When have I seen the direction translated really well into practice, and what made that work?
- Differences in scores are one of the most useful things this profile produces.

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 of our signature strengths could we carry further, and into which level?

Which growing edge, if it developed, would make the greatest difference to the people we serve?

What will I personally do to build shared direction, challenge or acting as one?

Whose voice, inside or outside the organisation, would I like to hear more of?

What support, from colleagues, coaching or development, will help me follow through?

Acting as one is not thinking as one.

NEXT STEPS

Where next

Leadership in public service is a craft, shaped by reflection and by the values we bring to our work. Choosing to look this openly at how your leadership travels is itself a sign of strength, and your results give you a shared starting point for the conversations that matter most.

Your next step is the facilitated session, where you will make sense of these findings together, celebrate the ripples that already travel far, and agree a small number of priorities to help others reach further. Avanti is happy to support you beyond that, through team development, coaching for individual leaders, work on your governance partnership, or co-production with your communities. We look forward to continuing the conversation.

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 profile in twelve to eighteen 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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