Avanti | Profiles

CONFIDENTIAL FEEDBACK REPORT

Avanti Leadership Behaviours 360

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 Leadership Behaviours 360. This report is your leadership compass. It brings together your own reading of your leadership and the views of the colleagues, partners and community representatives who took the time to rate you. That is a generous gift, and it reflects the trust and goodwill of the people around you.

The report starts with your strengths, the points you can always steer by, because that is where development is most effective. It then explores how others experience you, what your perspective adds to a team, and ways to connect with people who see things differently. Every leader has signature strengths and growing edges, and both belong on the compass. Where your reading and others' differ, treat it as declination: useful information, never a judgement. Your coach will help you read it all, and you will finish with a small number of practical priorities that are yours to own.

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

Your compass shows the eight competences at their points, each scored on the same 1 to 10 scale as the questionnaire, as the average of its eight statements. The charts show your own reading alongside true north, the combined view of all raters, and the view of each rater group. Results for a group are only shown where at least three people responded, so individual answers stay confidential. At the centre, the needle shows your Emotional Intelligence score and its five factors.

Each point is placed in one of three bands. Signature strength (7.5 and above) means others consistently experience these behaviours as a defining part of your leadership. Established (5 to below 7.5) means they are a reliable part of how you lead. Growing edge (below 5) means they are already present some of the time, with real potential to build on. Where your reading and true north differ, we call it declination and describe it on a simple scale, always alongside the number. Read the compass as a whole: no single point tells the whole story, and there is no right shape.

The Compass

Eight points and one steady needle: a compass for finding your true north as a public service leader.

Declination: how we describe the difference between your view and others'

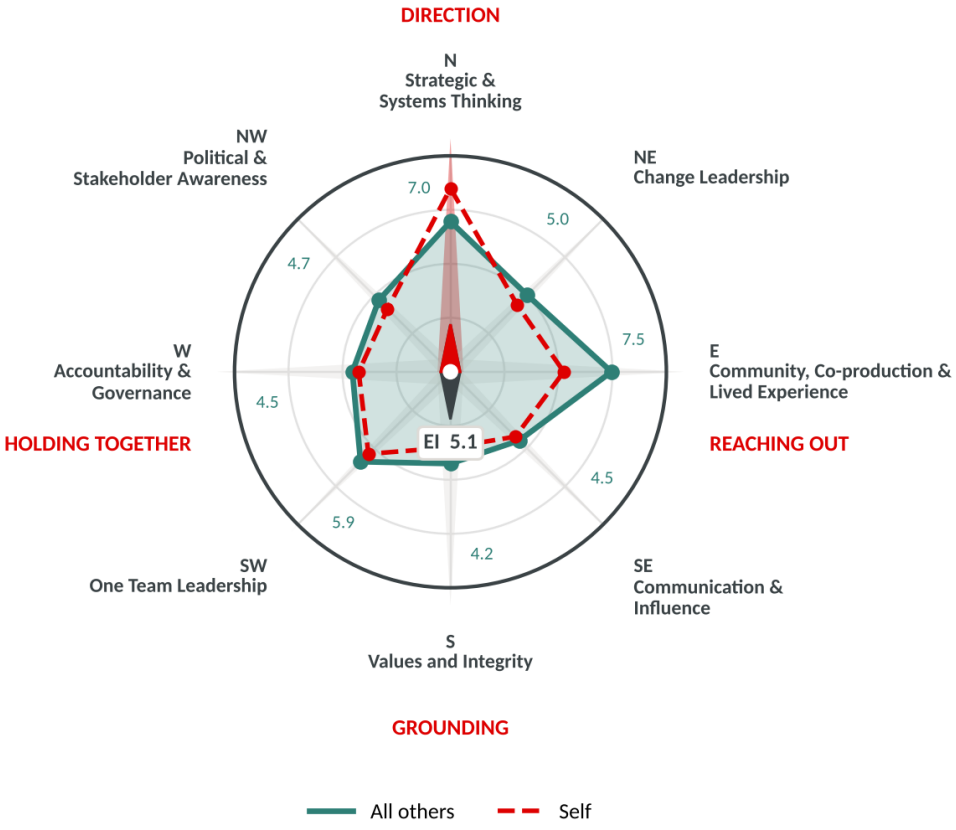
We describe the difference between your self-rating and your raters' combined view as declination, always shown alongside the number itself. A declination below 0.5 means your own reading and true north are closely aligned. From 0.5 to 1.0 is a slight declination, from 1.0 to 1.5 a declination worth naming, from 1.5 to 2.5 a notable declination, and 2.5 or more a striking declination. Declination can run either way, and both directions are useful information about how your leadership is experienced. A gap never tells you which view is right; it tells you where to look first.

Band	Range	What it signals
Growing edge	1 to under 5	These behaviours are already part of your leadership some of the time, and there is real potential to build on them.
Established	5 to under 7.5	These behaviours are a reliable part of how you lead, with room to extend them into new situations and relationships.
Signature strength	7.5 to 10	Others consistently experience these behaviours as a defining part of your leadership.

AT A GLANCE

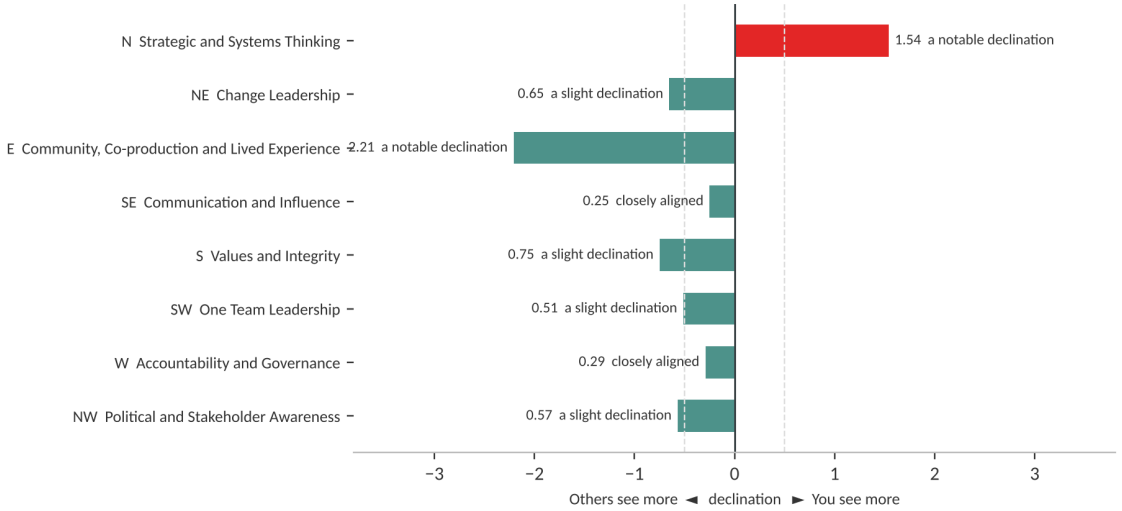
Your profile at a glance

Your compass shows the combined view of everyone who gave you feedback (teal) and your own view (red dashes). Each point is one competence; the further out, the stronger. Emotional Intelligence is the needle at the centre.



Your declination, point by point

On a real compass, magnetic north and true north differ, and navigators call the difference declination. They do not treat it as a mistake; they know it and allow for it. In this report, your self-rating is your magnetic reading and the combined view of your raters is true north. The gap between them is your declination. Knowing it helps you set your heading with more confidence, and it shows you where a conversation could be most useful.



	Competence	Others	Self	Band	Declination
N	Strategic and Systems Thinking	7.0	8.5	**Established**	A notable declination (1.54)
NE	Change Leadership	5.0	4.4	**Established**	A slight declination (0.65)
E	Community, Co-production and Lived Experience	7.46	5.3	**Established**	A notable declination (2.21)
SE	Communication and Influence	4.5	4.2	**Growing edge**	Closely aligned (0.25)
S	Values and Integrity	4.2	3.5	**Growing edge**	A slight declination (0.75)
SW	One Team Leadership	5.9	5.4	**Established**	A slight declination (0.51)
W	Accountability and Governance	4.5	4.2	**Growing edge**	Closely aligned (0.29)
NW	Political and Stakeholder Awareness	4.7	4.1	**Growing edge**	A slight declination (0.57)

Community, Co-production and Lived Experience
your true north

5.1
the needle: EI (others)

Values and Integrity
your growing edge

YOUR STRENGTHS

Your strengths

This section starts with what you bring: the points on your compass that others steer by most. It draws together the competences and behaviours your raters see most consistently, and the places where your own reading and true north agree that you are at your best. These strengths are the foundation for everything else you choose to develop. As you read, notice which feel most like you, and think about how you might use them even more deliberately in your team, in your projects and with the communities you serve.

Community, Co-production and Lived Experience

Treating communities and lived experience as partners in shaping outcomes.

In a team

Strength in community, co-production and lived experience keeps a team connected to the people it exists to serve. It brings expertise into the room that professional knowledge alone cannot provide, tests assumptions and makes decisions more likely to work in practice. In team leadership, it signals that communities are partners, and that power is there to be shared.

In a project or piece of change

In a project or programme, this strength brings communities in from the start, so the work is designed with people rather than for them. It surfaces practical insight early, reduces the risk of solutions that miss the mark, and builds lasting trust and ownership in the communities involved.

Strategic and Systems Thinking

Seeing the whole system and setting direction towards outcomes that matter.

In a team

Strength in strategic and systems thinking helps a team lift its eyes from the immediate and agree where it is heading. It helps the team anticipate consequences, spot opportunities early and stay focused on outcomes for people and places. In team leadership, it gives colleagues a shared map for making decisions with confidence.

In a project or piece of change

In a project or programme, this strength keeps the work connected to its purpose and to the wider system. It anticipates knock-on effects, spots opportunities to join up with other work, and keeps outcomes for people at the centre, including by drawing on what communities can see about the system.

One Team Leadership

Building trust across boundaries so difference becomes a shared strength.

In a team

Strength in One Team Leadership turns a group of capable individuals into a team that achieves more together. It builds the trust that makes challenge safe, helps the team stand behind collective decisions, and draws on the full range of experience in the room. In team leadership, it creates the conditions for Positive Challenge and Rich Diversity to thrive.

In a project or piece of change

In a project or programme, this strength helps people from different organisations, professions and communities work as one. It eases the friction of joining up cultures and systems, keeps relationships steady when pressure rises, and helps partners and community members feel like equal members of the team.

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YOUR RESULTS IN DETAIL

Your results, competence by competence

Each competence 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 competences that catch your attention.

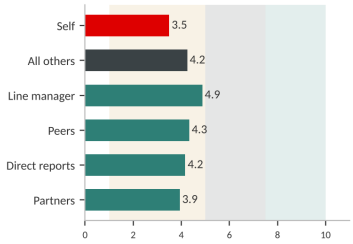
C1 VALUES AND INTEGRITY

S · Grounding | Others 4.2 | Self 3.5 | Growing edge | A slight declination (0.75)

Holding your values steady, in private and in public, under pressure. *At south, Values and Integrity is the ground you stand on: the steady base that keeps every other point of your leadership honest.*

Your band: Growing edge. Your values matter to you, and your raters recognise that. At this point they see your values in action some of the time, which makes this a growing edge with real potential. Often the difference between how you intend to act and how others experience you sits in a few pressured moments: a hard truth softened, or a concern left unspoken. Where your raters' views differ from yours, treat that as useful information. One way to build on this is to make your values more visible: say the candid thing with care, and name your own mistakes out loud.

In practice: When this is a strength, people notice that your answer is the same in the corridor as in the committee room. You declare interests without being asked, say plainly when a proposal does not serve the public, and own a misjudgement in front of the team. Staff in a mental health service or a housing team raise concerns with you early, because they have seen you act on them fairly.



Reflect

- When have you held to a value under pressure, and what helped you do it?
- Where do your values show most clearly in your work, and how might others see them more often?

Ideas to build on

- Choose one moment in the coming month to say the candid thing with care, and notice how it lands.
- When you change course after a mistake, tell the people affected what you learned and what you will do next.

When this strength is overplayed: Strong conviction can feel to others like certainty or judgement, so it helps to stay curious and leave room for them to find the right course themselves.

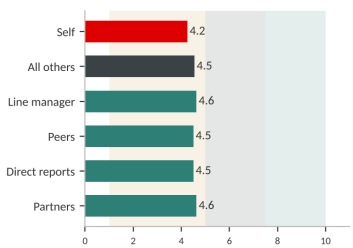
C2 ACCOUNTABILITY AND GOVERNANCE

W · Holding together | Others 4.5 | Self 4.2 | Growing edge | Closely aligned (0.29)

Making sound, transparent decisions and following them through, even without certainty. *At west, Accountability and Governance holds the organisation together through clear, fair and open decisions that people can trust.*

Your band: Growing edge. You bring care about getting decisions right, and your raters recognise the intent. They see clear decision-making and follow-through some of the time, which makes this a growing edge. A careful instinct to gather more information than will ever arrive can sometimes make decisions feel slower to others, or roles less clear. One way to build on your care is to be explicit: say how a decision will be made, by whom and by when, then close the loop on what was agreed. Small, visible steps like these tend to be noticed quickly.

In practice: When this is a strength, people notice that decisions are made on time and explained clearly. Board papers say what is known and what is not. You are clear about what belongs to elected members or trustees and what belongs to officers, and you use scrutiny as help rather than threat. Performance conversations ask what has changed for tenants, patients or residents, not only what activity took place.



Reflect

- When has a decision you made in uncertainty turned out well, and what made the difference?
- How have the people affected by a recent decision helped shape it, and how might they be involved even earlier?

Ideas to build on

- For your next significant decision, note what you know, what you do not yet know and why you are deciding now, and share it.
- Add one question to a regular performance report: what is actually changing for people as a result?

When this strength is overplayed: A love of good process can slow things down or feel controlling, so it helps to match the level of process to what the decision really needs.

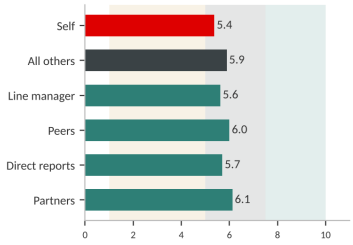
C3 ONE TEAM LEADERSHIP

SW · Grounding and holding together | Others 5.9 | Self 5.4 | Established | A slight declination (0.51)

Building trust across boundaries so difference becomes a shared strength. *At south-west, One Team Leadership combines grounding and holding together: the trust and shared purpose that keep people working as one across boundaries.*

Your band: Established. Colleagues see you as a good team player who builds trust and works constructively across boundaries. That is a real asset. You might build on it in the harder relationships: the colleague whose style differs most from yours, the partner organisation with a different culture, or the challenge that feels personal. Consider whether difference in your team is fully drawn on or politely tolerated. Moving from cooperation to real integration often comes through a few conversations that have not yet happened.

In practice: When this is a strength, people notice that relationships between political and executive leaders, or between a board and its executive, feel trusting and respectful. You make time for colleagues in other agencies, know what pressures a GP lead or a police inspector is carrying, and raise tensions before they spread. Joint teams across health, housing and the voluntary sector feel like one team when you are involved.



Reflect

- Which cross-boundary relationship has worked best for you, and what made it work?
- When has a colleague's challenge changed your thinking for the better?

Ideas to build on

- Arrange an open conversation with a colleague in a different role or organisation about what each of you needs from the other.
- In your next team discussion, invite the view of the person whose perspective is most different from yours before giving your own.

When this strength is overplayed: The wish for harmony can quieten healthy disagreement, so it helps to welcome challenge as part of what keeps a team strong.

C4 STRATEGIC AND SYSTEMS THINKING

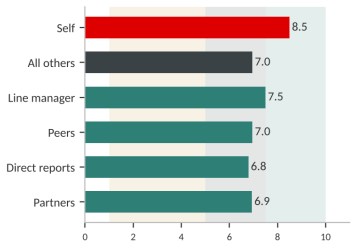
N · Direction | Others 7.0 | Self 8.5 | Established | A notable declination (1.54)

Seeing the whole system and setting direction towards outcomes that matter. *At north, Strategic and Systems Thinking sets the heading: where we are going, and what will change for people and places when we get there.*

Your band: Established. Others see you as someone who thinks beyond the immediate and keeps the bigger picture in view. You set direction and connect your work to the wider system. You might build on this through depth and reach: anticipating consequences in parts of the system you do not control, bringing fresh thinking to long-standing problems, and keeping outcomes for people at the centre when activity targets compete for attention. Inviting community and frontline perspectives into your thinking is often where the richest insight lies.

In practice: When this is a strength, people notice that you can explain where things are heading and why, in a few clear sentences. You spot early signals in demand data or community feedback, and you ask how a decision in housing will affect health, policing or schools. Strategy papers you shape describe what will change for people and places, not just the programme plan.

Your own reading sits above true north here, which may mean your intentions are not yet fully visible to others, and it is worth exploring with curiosity.



Reflect

- When has stepping back helped you see something important that others had not yet noticed?
- Which outcome for people or places would you most like your leadership to contribute to?

Ideas to build on

- Block regular time in your diary for thinking, and use it to look at one issue through the lens of the whole system.
- Before your next major decision, map who else in the system will feel its effects, and speak to at least two of them.

When this strength is overplayed: A compelling big picture can feel distant from day-to-day delivery, so it helps to stay close to the people turning strategy into reality.

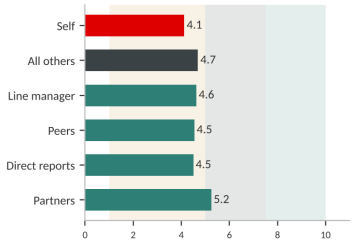
C5 POLITICAL AND STAKEHOLDER AWARENESS

NW · Direction and holding together | Others 4.7 | Self 4.1 | Growing edge | A slight declination (0.57)

Navigating democratic, board and partnership politics with skill and integrity. *At north-west, Political and Stakeholder Awareness joins direction with holding together, building the support and alliances a heading needs if others are to follow it.*

Your band: Growing edge. You bring a professional, principled approach, and your raters recognise it. The political and stakeholder side of leadership is a growing edge for you at this stage. Some leaders prefer to stay focused on the substance and step back from politics, which is an understandable instinct. Building this area simply widens your reach and influence. One way to begin is to map your key stakeholders and what matters to each of them, then choose one or two relationships to develop with curiosity and integrity.

In practice: When this is a strength, people notice that you read the politics accurately and act on it with integrity. You know what a cabinet member, a board chair or a funder needs to be able to support a proposal, and you take clear positions you can explain. Colleagues come to you before a difficult committee or partnership meeting, and leave better prepared and still true to their professional judgement.



Reflect

- Which stakeholder relationship have you built well, and what did you do that made the difference?
- When has taking a clear position helped move something important forward?

Ideas to build on

- Map your key stakeholders, what each cares about and how you relate to each, then choose two relationships to put more time into.
- Meet someone who sees your current direction differently, with the sole aim of understanding their view.

When this strength is overplayed: Political fluency can make it harder for others to read your own view, so it helps to keep your positions clear and visible.

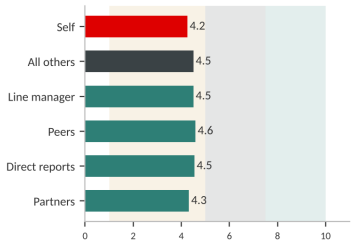
C6 COMMUNICATION AND INFLUENCE

SE · Grounding and reaching out | Others 4.5 | Self 4.2 | Growing edge | Closely aligned (0.25)

Listening deeply, speaking honestly and influencing through trust, not pressure. *At south-east, Communication and Influence combines grounding and reaching out: honest, steady dialogue that carries your leadership to others and brings their voices back.*

Your band: Growing edge. You have things worth saying and you care about how people feel, and your raters can see that. At this stage, how your communication lands is a growing edge. In busy, pressured roles, intention and impact can drift apart: people may not always feel heard, or a difficult message may come across differently from how you meant it. The difference between your view and others' views is especially useful here. One way to build on your care is to slow down, listen first, and check how a message has landed.

In practice: When this is a strength, people notice that they feel listened to. Staff briefings are plain and honest about what is not yet decided. Residents at a public meeting, or people using a service, feel you have heard them rather than managed them. In leadership team meetings, colleagues disagree with you openly, because you have made it safe and shown you value it.



Reflect

- When has someone told you something hard to hear, and how did your response help?
- Which conversations have left people feeling truly heard by you, and what did you do?

Ideas to build on

- In your next important conversation, aim to speak less than half the time and summarise what you heard before responding.
- Ask your team what would make it even easier to disagree with you, and act visibly on what they say.

When this strength is overplayed: Persuasive skill can crowd out dialogue, so it helps to make sure people feel listened to as well as influenced.

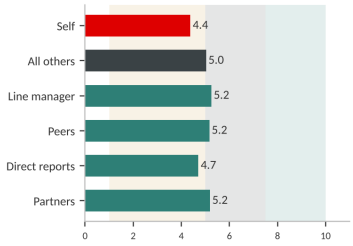
C7 CHANGE LEADERSHIP

NE · Direction and reaching out | Others 5.0 | Self 4.4 | Established | A slight declination (0.65)

Leading people through change with purpose, steadiness and care. *At north-east, Change Leadership joins direction with reaching out, taking people with you towards a better future rather than leaving them behind.*

Your band: Established. Others see you as a capable change leader who brings purpose and steadiness and supports people well. You might build on this by sustaining it over time and across the system. Consider how early you notice when change is losing momentum, how well you track its effects beyond your own area, and how much you are building others' capacity to lead change. Involving the people who will live with the change in shaping it often makes the biggest difference of all.

In practice: When this is a strength, people notice that change has a clear purpose and a human face. During a service redesign or a move to integrated working, you spend time with teams affected, explain why it matters for people who use services, and keep everyday services safe. You notice early when momentum dips, and you grow other leaders who can carry the change with you.



Reflect

- When have you led change well, and what made the difference for the people involved?
- What helps you stay steady and resilient, and how might you protect it?

Ideas to build on

- Spend time with a team most affected by a current change and ask what would help them most.
- Restate the purpose of your main change in terms of what will be different for people, and test it with someone who uses the service.

When this strength is overplayed: Enthusiasm for change can outpace people's capacity to absorb it, so it helps to check the pace and protect space for recovery.

C8 COMMUNITY, CO-PRODUCTION AND LIVED EXPERIENCE

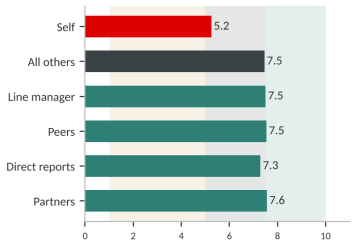
E · Reaching out | Others 7.46 | Self 5.3 | Established | A notable declination (2.21)

Treating communities and lived experience as partners in shaping outcomes. *At east, Community, Co-production and Lived Experience reaches beyond the organisation, treating communities and lived experience as partners in finding the way.*

Your band: Established. Others see you as committed to involving communities and skilled at doing so. You might build on this through reach, power and impact. Consider whether you are hearing from people who are seldom heard, or mainly from those already confident and connected. Consider too whether lived experience shapes decisions or mainly informs them. Moving further up Arnstein's Ladder means sharing real influence over decisions, budgets or design, and being accountable together for what changes as a result.

In practice: When this is a strength, people notice that communities are involved before options are fixed. You go to where people already gather, from a tenants' association to a peer support group, and you make sure people with lived experience have real influence and fair recognition. You report back on what changed, and voluntary and community partners trust you as a partner rather than a commissioner.

True north sits above your own reading here, so this may be a strength you can own and steer by more deliberately.



Reflect

- When has involving communities early made a real difference to an outcome?
- Whose voices have you reached well in the past, and what helped?

Ideas to build on

- Involve people with lived experience at the very start of one current piece of work, with real influence over the questions asked.
- Go to a community setting where people you rarely hear from already gather, and listen rather than present.

When this strength is overplayed: Enthusiasm for engagement can ask a great deal of the same people, so it helps to share the load, resource partners fairly and show visible change.

THROUGH OTHER EYES

How different groups experience you

Each column is one group of raters. Groups are shown separately only where enough people responded to protect anonymity. Different groups see different sides of you: where one group sees a strength the others do not, ask what is different about how you work with them.

	Self	Line manager	Peers	Direct reports	Partners and community
C1 Values and Integrity	3.5	4.9	4.3	4.2	3.9
C2 Accountability and Governance	4.2	4.6	4.5	4.5	4.6
C3 One Team Leadership	5.4	5.6	6.0	5.7	6.1
C4 Strategic and Systems Thinking	8.5	7.5	7.0	6.8	6.9
C5 Political and Stakeholder Awareness	4.1	4.6	4.5	4.5	5.2
C6 Communication and Influence	4.2	4.5	4.6	4.5	4.3
C7 Change Leadership	4.4	5.2	5.2	4.7	5.2
C8 Community, Co-production and Lived Experience	5.2	7.5	7.5	7.3	7.6

Your four highest rated behaviours

No.	Behaviour	Competence	Others
58	Goes out of their way to hear from people and groups who are rarely listened to.	C8	8.0
64	Measures their own and the organisation's engagement by what it changes for people, not just by how much of it happens.	C8	7.8
60	Hands real influence to communities by designing and delivering services with them.	C8	7.6
62	Helps people gain the confidence, information and resources to take part on equal terms.	C8	7.6

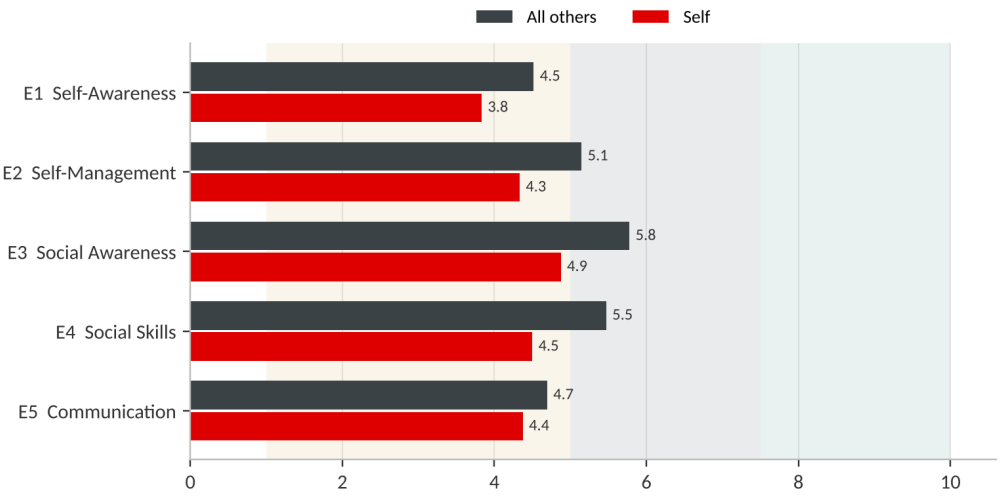
Four growing edges others see

No.	Behaviour	Competence	Others
3	Is honest with people about difficult realities, and says so kindly.	C1	3.9
2	Lives out, day to day, the values they talk about.	C1	3.9
55	Watches how a change in one area ripples into others, and adapts the plan.	C7	4.0
8	Ensures people can voice concerns about behaviour, ethics or the organisation's own conduct without fear.	C1	4.0

EMOTIONAL INTELLIGENCE

Your Emotional Intelligence profile

Emotional Intelligence underpins all eight competences. These five factors draw on the behaviours across the questionnaire that depend on knowing and managing yourself, reading others and working with them well.



Self-Awareness **Others 4.5 | Self 3.8**	A conscious understanding of your own character, feelings, triggers and strengths: knowing what you stand for and how you tend to operate. A slight declination (0.69).
Self-Management **Others 5.1 | Self 4.3**	Managing your emotions, keeping your composure and using your strengths constructively, especially under pressure and uncertainty. A slight declination (0.81).
Social Awareness **Others 5.8 | Self 4.9**	Understanding others, their perspectives, motivations and circumstances, and taking an active interest in their experience. A slight declination (0.90).
Social Skills **Others 5.5 | Self 4.5**	Adapting your style to others' needs, building trust, influencing with integrity and developing effective relationships. A slight declination (0.97).
Communication **Others 4.7 | Self 4.4**	The honest, adaptive flow of information: listening as much as speaking, and helping others communicate well. Closely aligned (0.32).

KEY THEMES

The pattern across your profile

You may be stronger than you think

Across most points of your compass, true north sits higher than your own reading: the people around you rate your leadership more highly than you do. This is a common and encouraging pattern. Your capability is running ahead of your confidence, and others are steering by strengths you may take for granted. That modesty often comes with high personal standards, which are an asset in themselves. The opportunity is to take true north seriously: name the strengths others see, use them more deliberately, and step into roles where they add most. Owning your strengths helps others know what they can rely on you for.

Differences in scores are not a verdict, they are information. When your view of yourself differs from your raters' views, or when one rater group sees you differently from another, it tells you something useful about how your leadership is experienced in different relationships and settings. Different views, styles and starting points are what make teams and partnerships rich: a team where everyone sees things the same way has fewer perspectives to draw on. Treat each difference in this report as an invitation to be curious, to understand others better and to build bridges.

Where this positions you

Community, Co-production and Lived Experience
Others 7.46

This strength could position you well to lead co-production, community engagement or lived experience programmes, chair or sit on community partnership boards, champion the voluntary and community sector internally, or sponsor neighbourhood and place-based working. It adds most wherever services are being designed with the people who use them.

Strategic and Systems Thinking
Others 7.0

This strength could position you well to lead corporate or place-based strategy, shape a long-term plan with partners, chair a horizon-scanning or prevention group, or represent your organisation in regional and system-wide planning. Organisations facing complex, cross-cutting challenges often look for leaders who can hold the whole picture.

A question worth considering

Your largest single difference is on Community, Co-production and Lived Experience: others 7.46, self 5.3, a notable declination of 2.21. What might others be seeing in you here that you do not yet credit yourself with?

WORKING WITH OTHERS

How others experience you, and bridging difference

Leadership happens in relationships, and people steer by different points. This section looks at how others are likely to experience you, what your perspective adds when it differs from your team's, and practical ways to link and bridge to people who see or do things differently from you. It is not about changing who you are. It is about helping your strengths reach more people, in more settings, so that together you find a better way forward than any one of you would alone.

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.

Change Leadership
Below the team average (-0.5)

If your score here is lower than your team's average, you may bring a more cautious perspective on change than some colleagues. Caution can protect services and people from a pace that is too fast. You might offer it by naming risks constructively and suggesting practical ways to bring people along.

Political and Stakeholder Awareness
Above the team average (+0.4)

If your score here is higher than your team's average, colleagues may rely on your reading of the political and stakeholder landscape. You might offer it generously, explaining what you notice and why, so others build their own confidence and the team's understanding does not sit with you alone.

Bridging to people who see or work differently

Change Leadership	People respond to change differently: some are energised by it, others are cautious or grieving what is being lost. Both responses carry wisdom. When you work with someone whose response differs from yours, acknowledge what matters to them about the present, and ask what would help them engage with the future. Treating caution as information about risk, rather than resistance, often turns sceptics into valuable contributors.
Political and Stakeholder Awareness	People relate to politics very differently: some find it energising, others find it uncomfortable. When you work with someone whose stance differs from yours, acknowledge it openly. For those wary of politics, frame it as understanding what people need in order to support good outcomes. For those at ease with it, invite them to share their reading of the landscape, and agree together where the ethical lines sit.

Working well with others

Community, Co-production and Lived Experience	Involve people before options are fixed.
Values and Integrity	Share the values behind your decisions, not just the decisions.

SHAREABLE PAGE

Things others should know about me

This page is written to be shared. Think of it as a short guide to reading your compass: how you work at your best, what you value in others and what your behaviour usually means. Edit the lines so they sound like you, then consider sharing them with your team, a new colleague or a partner. Small insights like these help people understand each other faster and work together with more ease.

Sample Participant

Leadership Behaviours 360 | my lead competences: Community, Co-production and Lived Experience, Strategic and Systems Thinking, One Team Leadership

- “ I do my best work when the people affected have helped shape it.
- “ If I ask who else should be in the room, it is because their insight will make the work better.
- “ I do my best work when I have time to step back and think.
- “ If I ask what else this will affect, I am trying to protect us from surprises.
- “ I do my best work when we trust each other enough to disagree openly.
- “ If I disagree in the room, I will still back the decision we make together.

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

YOUR TEAM

Your team's results

Where your leadership team has taken part together, this section shows the team's composite compass: the combined, anonymised picture across everyone. No individual can be identified. It shows where the team is collectively strongest and how the different strengths each person brings cover different points of the compass. Differences between members are an asset: a team whose members steer by different points can find its way through more kinds of terrain. Use this section to talk together about how you want to lead, and how each of you can add most.

The team profile combines the 'all others' scores of the 8 leaders in your team who completed the 360. Names are never shown.

Where capability sits in the team

	You	Member B	Member C	Member D	Member E	Member F	Member G	Member H
C1 Values and Integrity	4.3	3.7	5.9	6.1	3.4	4.5	3.3	3.8
C2 Accountability and Governance	3.4	5.1	3.3	4.2	3.2	5.2	5.2	5.6
C3 One Team Leadership	6.1	4.4	4.7	6.7	4.5	6.7	5.9	5.7
C4 Strategic and Systems Thinking	7.3	5.4	8.4	6.8	5.4	6.8	8.4	8.0
C5 Political and Stakeholder Awareness	3.8	4.1	5.5	4.2	6.0	2.9	3.4	4.5
C6 Communication and Influence	3.8	5.5	4.6	3.3	4.3	5.0	3.4	4.9
C7 Change Leadership	7.4	6.0	5.5	4.8	4.4	5.2	5.5	5.6
C8 Community, Co-production and Lived Experience	7.4	7.5	6.6	7.1	8.1	7.0	7.7	6.2

What the team results suggest

	Competence	Team	Band	In a sentence
C1	Values and Integrity	4.4	**Growing edge**	Holding your values steady, in private and in public, under pressure.
C2	Accountability and Governance	4.4	**Growing edge**	Making sound, transparent decisions and following them through, even without certainty.
C3	One Team Leadership	5.6	**Established**	Building trust across boundaries so difference becomes a shared strength.
C4	Strategic and Systems Thinking	7.1	**Established**	Seeing the whole system and setting direction towards outcomes that matter.

	Competence	Team	Band	In a sentence
C5	Political and Stakeholder Awareness	4.3	**Growing edge**	Navigating democratic, board and partnership politics with skill and integrity.
C6	Communication and Influence	4.3	**Growing edge**	Listening deeply, speaking honestly and influencing through trust, not pressure.
C7	Change Leadership	5.6	**Established**	Leading people through change with purpose, steadiness and care.
C8	Community, Co-production and Lived Experience	7.2	**Established**	Treating communities and lived experience as partners in shaping outcomes.

Community, Co-production and Lived Experience
Established

The team engages communities in good faith and increasingly values lived experience. You might build on this by reaching those seldom heard, sharing real influence over decisions and resources, and holding yourselves to account for what changes for people, not just for the volume of engagement.

Political and Stakeholder Awareness
Growing edge

The team is building its shared understanding of the political and stakeholder landscape, and at present that knowledge may sit with one or two people. Creating a shared picture of key stakeholders, and agreeing how the team will engage with them ethically, would build confidence and reach across the team.

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 your signature strengths will you use more deliberately, and where?

Which one or two growing edges would make the biggest difference to the people you work with and serve?

What will others notice you doing differently in three months' time?

Questions to take into coaching

- If a trusted colleague described your leadership in two or three sentences, what would you most want them to say?
- Which point on your compass do others steer by most, and how might you use it more deliberately?
- Think of a time your needle held steady under pressure. What were you doing, and what made it possible?
- Where is your declination most interesting to you, and whose view might help you understand it?
- Where would a little more of an existing strength make the biggest difference to the people and communities you serve?
- A year from now, what heading would you like the people you work with to notice in how you lead?

Set your heading by what changes for people and places.

NEXT STEPS

Where next

Leadership is a craft, developed through reflection and practice rather than a single moment of insight. This compass gives you a clearer reading of the strengths you bring and how your leadership is experienced. Where you head next is your choice. We encourage you to build from your strengths, choose two or three priorities, start small, and notice what changes for the people around you.

Consider thanking your raters and telling them what you will work on, and sharing your 'Things others should know about me' page with your team. It shows you have listened and invites their support. Your Avanti coach is available for follow-up conversations as you put your plan into practice, and many leaders find it valuable to repeat the 360 after twelve to eighteen months to see how their bearing has shifted.

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 360 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.

Avanti Leadership Behaviours 360 was developed by Dr. Jonathan Huish and Dr Amanda Milliner. © Avanti Change Ltd 2026. All rights reserved.