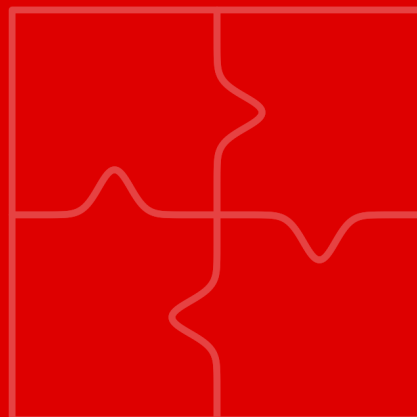




CONFIDENTIAL FEEDBACK REPORT

Avanti Leadership Preferences

Your individual profile report



Prepared for: Sample Participant

Team: Sample Leadership Team

Your four-letter code: A-S-V-N

Date: October 2026

Illustrative sample: all scores in this report are synthetic

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BEFORE YOU LOOK

What this is, and what it isn't

This profile describes how you prefer to work: where your attention goes, what gives you energy, and how you tend to approach decisions. It is not a measure of ability, and no profile is better than another.

Every statement you chose between described something a capable senior leader does well. Choosing one did not mean you cannot do the other; it meant one was more characteristically you. Preferences are real, but they are not fixed, and they are not the whole of you.

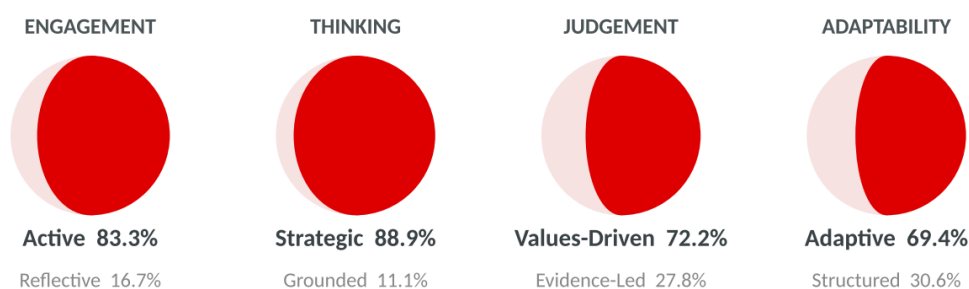
The value here is not in the labels. It is in the shared language the profile gives you and your colleagues for talking about what each of you naturally brings, and what the team needs to work at deliberately.

This report describes preferences, not ability. It is a starting point for a conversation, not a verdict.

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 your piece is cut

Each of the four pairs is a continuum rather than a category, which is why they are drawn as moons. The line between the two sides slides, and everyone sits somewhere along it rather than in one camp or the other. A half moon means you draw on both sides about equally; the fuller the moon, the more strongly you lean that way. Neither side of any pair is better than the other.



These four cuts are what shape your piece. Engagement, Thinking and Judgement combine to place you on the picture overleaf: two options each, three pairs, eight combinations and so eight pieces. Adaptability does not change where you sit on the picture. It describes how you go about the work once you are there.

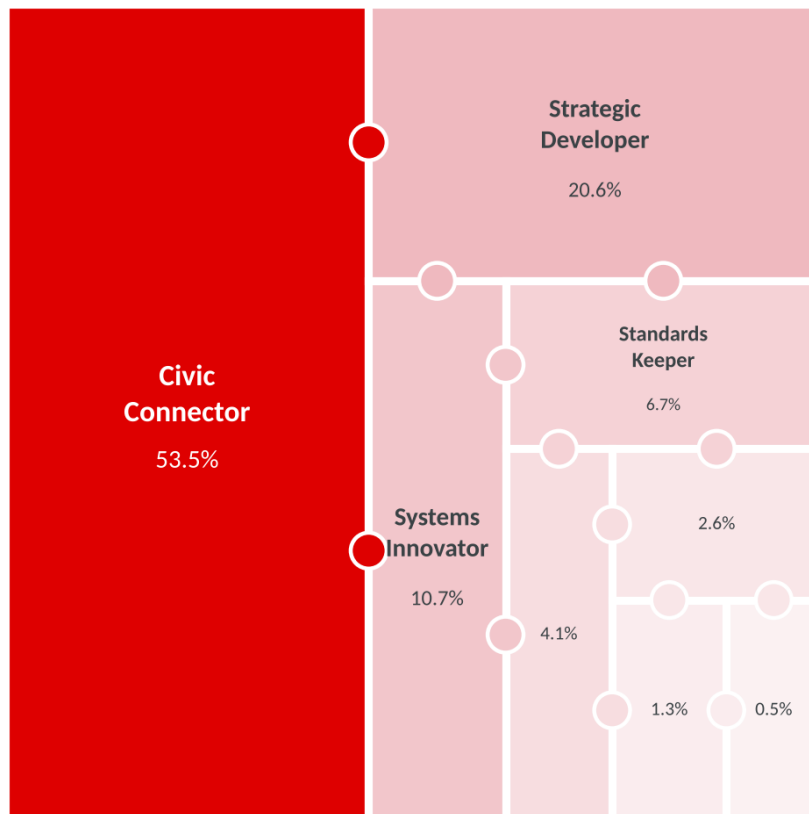
Your four-letter code uses a capital letter where you have a noticeable lean (60% or more) and a small letter where you sit in the Balanced band (50% to 59.9%). A small letter means you draw on both sides of that pair about equally. It is shown that way so that two people either side of the middle are not read as opposites.

Small differences between the figures in this report are not meaningful: a few percentage points either way reflect the natural roughness of any self-report questionnaire. Read the shape of your profile, not the decimal places. You answered 48 of 48 questions, so every part was complete.

THE WHOLE PICTURE

Your piece in the picture

Your preferences are continuous, but what they add up to is not. Where Engagement, Thinking and Judgement combine, they produce eight distinct contributions, and each contribution has edges, because it only makes full sense alongside the others. That is why they are drawn as pieces rather than moons. A leadership team needs all eight, and everyone can work in any of them. The size of each piece shows where you are likely to go first.



Piece	Mix	Share	In a sentence
Civic Connector	A-S-V	53.5%	Builds relationships across the system and draws people into a shared purpose
Strategic Developer	A-S-E	20.6%	Takes promising ideas and works out, with others, how they could really work
Systems Innovator	R-S-V	10.7%	Imagines genuinely new ways of doing things, anchored in purpose
Standards Keeper	A-G-V	6.7%	Makes sure things are done well for people, and seen through to the end
Intelligence Broker	R-S-E	4.1%	Gathers and makes sense of intelligence so that others can decide well
Delivery Driver	A-G-E	2.6%	Turns decisions into action with pace, structure and clear accountability
Values Champion	R-G-V	1.3%	Holds a team to its values and keeps people at the heart of decisions
Governance Guardian	R-G-E	0.5%	Brings careful assurance so that public trust is well placed

READING IT

What your picture says

Your picture shows a clear lean towards Civic Connector. That is a reliable, go-to contribution that colleagues can count on, and it is likely to be how others recognise you. It is also worth being deliberate about who around you naturally covers the opposite side of the picture, so the team has the full range.

Your leading piece: Civic Connector (53.5%, concentrated)

Civic Connectors are at their best out in the wider system, with partners, communities and networks. They pick up what is changing beyond the organisation, see how it connects to the bigger picture, and translate direction into a story people want to be part of. Their decisions are guided by purpose and by what matters to the people affected, so they often become the voice linking the organisation to the communities it serves, bringing energy and momentum to new directions.

- Relationships and goodwill across the wider system
- A compelling story that draws people into change
- Early intelligence about what partners and communities are thinking

The pieces beside it: Strategic Developer (20.6%), Systems Innovator (10.7%) and Standards Keeper (6.7%)

The pieces beside your lead piece share two of its three preferences, so they reinforce rather than pull against it, making your contribution concentrated and dependable in the parts of the work it suits. Three pieces differ from your leading piece on one side only. They share two of its three preferences, so all three sit beside it. The two largest are described in full.

Strategic Developer: Takes promising ideas and works out, with others, how they could really work. Systems Innovator: Imagines genuinely new ways of doing things, anchored in purpose.

Your open edge: Governance Guardian (0.5%)

If Governance Guardian is your smallest piece, close checking of detail and assurance may not be where you naturally go first. That is a different starting point. When the stakes for people and public money are high, it is worth asking a careful, thorough colleague to review the work with you.

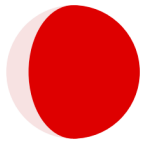
An open edge is not a flaw, and it does not mean you cannot do this. It is the piece less likely to be your instinctive first move, so it is the one worth asking a colleague for, and the one most worth naming when a team decides who covers what.

How you work

Keeps options open and adjusts readily as the picture changes. (69.4% Adaptive Navigator).

YOUR PREFERENCES IN DETAIL

The four pairs



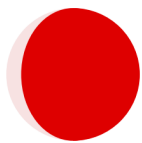
ENGAGEMENT **Active** **CLEAR** 83.3% · Reflective 16.7%

Where does your energy come from, and how do you prefer to engage?

Active leaders draw energy from people. They think by talking, engage readily across the organisation and beyond, and are comfortable responding in the moment. In meetings they often speak early and help the conversation move. They enjoy variety and several things at once, and they are usually visible to staff, partners and communities. Their energy can lift a room and help a team build momentum, especially at the start of new work.

- Energy and momentum in the room
- Visible, approachable leadership
- Quick, live responses to new situations

How others are likely to experience this: Colleagues are likely to experience you as energetic, approachable and easy to engage with. People often find it easy to raise things with you. More reflective colleagues may sometimes need a moment to catch up with your thinking, and will appreciate it when you invite their view.



THINKING **Strategic** **STRONG** 88.9% · Grounded 11.1%

What kind of information and problems engage you most?

Strategic leaders are drawn to the big picture. They notice patterns and connections, think naturally about where things are heading and enjoy problems that are open-ended and uncertain. They generate ideas readily and like to explore different futures before choosing one. Their thinking helps an organisation anticipate change and see how its work fits into the wider system of public service, so that it shapes its future rather than only reacting to it.

- A view of the whole system
- Fresh ideas and new possibilities
- Anticipation of what is coming

How others are likely to experience this: Colleagues are likely to experience you as imaginative, forward-looking and stimulating to think with. More grounded colleagues may sometimes want to know how your ideas will work in practice, so offering a concrete example or a first step helps them come with you.



JUDGEMENT **Values-Driven** **CLEAR** 72.2% · Evidence-Led 27.8%

What do you weigh most heavily when you make a decision?

Values-Driven leaders decide with purpose and principle in mind. They ask what is right for the people affected, how a decision will feel to them and whether it reflects what the organisation stands for. They bring conviction to the case they make and are willing to hold a position when something important is at stake. In public service, where many decisions carry real human impact, they help keep dignity, fairness and care at the centre.

- Conviction and a clear sense of purpose
- Attention to the human impact of decisions
- A voice for people who are not in the room

How others are likely to experience this: Colleagues are likely to experience you as principled, caring and committed, someone who keeps people at the heart of decisions. More analytical colleagues may sometimes want to see the evidence alongside your conviction, and will engage more readily when you offer both.



ADAPTABILITY **Adaptive** **MODERATE** 69.4% · Structured 30.6%

How do you prefer to organise yourself and the work?

Adaptive leaders are comfortable with uncertainty. They prefer to keep options open, gather information as they go and adjust plans as the situation changes. They are curious, flexible and at ease with questions that do not yet have answers, which makes them valuable when conditions are complex or fast-moving. They see a change of route as learning rather than as a setback, and they help a team respond creatively to what it finds.

- Flexibility when circumstances change
- Comfort with ambiguity
- Creative responses to the unexpected

How others are likely to experience this: Colleagues are likely to experience you as open, curious and responsive, someone who copes well when things change. More structured colleagues may sometimes want firmer commitments, and will feel more secure when you are clear about which decisions are settled.

YOUR STRENGTHS

What your pieces add

This section focuses on what you bring. It describes your lead piece and the pieces beside it: the contributions you are most likely to make, what they give a team, how they add value to projects and to work with communities, and how others are likely to experience them. Read it as a picture of your strengths, and notice which you might use more deliberately.

Civic Connector (53.5%)

Builds relationships across the system and draws people into a shared purpose

In a team

A Civic Connector keeps a team facing outwards. They bring in partners, community voices and fresh intelligence, help the team see itself as part of a wider system, and give change a human story. In team leadership they build the coalitions and trust that let ambitious work happen across organisational boundaries.

In a project or piece of change

In a project, a Civic Connector builds the case for change, brings partners and communities in from the start and keeps momentum going. They are especially valuable in co-production, where trust and shared purpose need to be built before anything can be designed together.

Strategic Developer (20.6%)

Takes promising ideas and works out, with others, how they could really work

In a team

A Strategic Developer helps a team move from strategy to something workable. They bring constructive challenge to new ideas, design ways to test them, and keep the team honest about what the evidence shows. In team leadership they make it safe to experiment while keeping a clear eye on results.

In a project or piece of change

In a project, a Strategic Developer shapes the approach, designs pilots and builds in evaluation from the start. They make sure ideas are tested with the people who will use them, so what is eventually rolled out has been shown to work in real conditions.

Systems Innovator (10.7%)

Imagines genuinely new ways of doing things, anchored in purpose

In a team

A Systems Innovator gives a team the capacity to rethink, not just improve. They notice connections others miss and bring considered, original ideas to stubborn problems. In team leadership they help the team hold a long view and remember why change matters, especially when pressures pull towards quick fixes.

In a project or piece of change

In a project, a Systems Innovator is most valuable at the start: framing the problem, seeing it as a whole and generating genuinely new options. They help a programme ask whether it is solving the right problem for the people it serves before effort goes into delivery.

FITTING ALONGSIDE YOU

How colleagues can work best with you

This page is written for other people. It is worth sharing: most of what follows is invisible from the outside, and colleagues are usually guessing at it. None of this is a demand. It is simply what tends to get the best from you, strongest preference first.

How firmly each is put depends on how pronounced the preference is. Where you sit close to the middle, there is little for anyone to adjust to, and the report says so.

THINKING Strategic **STRONG** 88.9%

A strong preference, and the one most worth knowing about. Working with it brings out my best; I can work the other way, but it takes much more of my energy.

- Lead with why this matters and where it fits
- Bring the pattern, not only the incident
- Leave room to connect this to the wider picture

ENGAGEMENT Active **CLEAR** 83.3%

A clear preference. These make a real difference to how well the work goes.

- Talk it through with me rather than sending a long note
- Expect me to test ideas out loud, early
- Book a conversation instead of waiting on a written reply

JUDGEMENT Values-Driven **CLEAR** 72.2%

A clear preference. These make a real difference to how well the work goes.

- Say what is at stake, and for whom, before showing the analysis
- Be straight about the trade-offs
- Expect a position held on principle to need more than a spreadsheet to move it

ADAPTABILITY Adaptive **MODERATE** 69.4%

A noticeable lean. Working this way helps me give my best, though I can flex easily when the work needs it.

- Do not over-plan; expect the approach to change as we learn
- Be explicit about what has been decided and what is still open
- Treat a change of route as new information rather than a setback

WHERE THE EDGES CATCH

What your preferences cost

Every preference has a cost as well as a contribution. What follows is not a list of flaws. It is the predictable consequence of leaning a particular way, and it only appears where your lean is pronounced enough to matter.

Strategic: strong preference, 88.9%

When this lean is pronounced, practical detail can go unattended, and colleagues may leave a conversation clear about direction but less sure about what happens on Monday morning. In delivery-heavy settings, a plan can look unfinished even when the thinking behind it is sound. Pairing your ideas with one or two concrete next steps, or with a grounded colleague, helps your vision travel.

Active: clear preference, 83.3%

When this lean is pronounced, you may reach a view in the room before quieter colleagues have formed theirs, and silence can be read as agreement when it is really thinking time. In meetings you chair, the predictable cost is that decisions settle before the people most affected have had their say. Leaving a pause, or inviting written views afterwards, keeps the benefit of your energy and widens the voices behind it.

Values-Driven: clear preference, 72.2%

When this lean is pronounced, a position can be held after the evidence has moved, and disagreement can feel like a challenge to what you stand for rather than to an argument. In a governance setting that can make a reasonable case harder for others to hear. Naming the value behind your view, and separating it from the specific proposal, makes it easier for colleagues to engage with both.

Questions worth taking into conversation

- Does this match how colleagues would describe what you bring? Where might they see it differently?
- Where in your current role are you working against your preferences, and is that costing you energy or usefully stretching you?
- Who around you covers Governance Guardian, and how could you draw on them more deliberately?
- What would you like to be asked to do more often?
- How could your piece add more to the communities and people your work serves?

WORKING WITH OTHERS**Bridging to people who work differently**

Every leadership team holds people who see and do things differently, and that is where much of its strength lies. This section is about using difference well. It shows how colleagues can work best with you, what your preferences can cost when they are pronounced, and practical ways to link and bridge with colleagues who lead from a different piece.

Connecting with colleagues who lead with Governance Guardian

If this is your open edge, you can connect with Governance Guardians by giving them accurate information and time to review it properly. Invite their questions early rather than at the last moment, and explain your reasoning clearly. Recognise the value of their assurance; when they know they are heard, they help the team move forward with confidence.

- Give them accurate information and time to review it
- Bring them in early, not at the final sign-off
- Explain your reasoning and assumptions clearly

Connecting with colleagues who lead with Values Champion

If this is your open edge, you can connect with Values Champions by asking what matters to them about a decision and listening carefully to the answer. Explain change in terms of its purpose and its effect on people, not only its efficiency. Give them time to reflect, and take their concerns seriously; they usually point to something important.

- Explain the purpose behind a change, not just the plan
- Give them time to reflect before deciding
- Ask how a decision will feel for the people affected

Where your view adds something different

Differences in how people lead are not something to smooth over: they are one of a team's most valuable resources. A colleague who leans the other way on a pair is likely to notice what you might not, and the pieces you hold lightly are often the ones a colleague holds most strongly. A team that understands its picture can share the work so that everyone contributes from strength, hear challenge as useful information, and invite partners and communities in where its own range is lighter. This is what we mean by Rich Diversity and Positive Challenge.

Working well with others

- Talk it through with me rather than sending a long note
- Lead with why this matters and where it fits
- Say what is at stake, and for whom, before showing the analysis
- When has a relationship you built opened a door for the people your work serves?

SHAREABLE PAGE

Things others should know about me

This page gathers short, first-person lines drawn from your profile, along with tips on how others can get the best from you. It is designed to be shared. You might use it when joining a new team, at the start of a partnership, or simply to help colleagues understand what you bring and how you work best. Edit it freely so it sounds like you.

Sample Participant

Leadership Preferences · A-S-V-N · leading piece: Civic Connector

- “ I do my best work out in the system, with partners and communities.
- “ If I am talking an idea through, I am still shaping it, not announcing it.
- “ I value colleagues who help turn the conversations I start into plans.
- “ I do my best work when there is an idea to develop and test.

To get the best from me

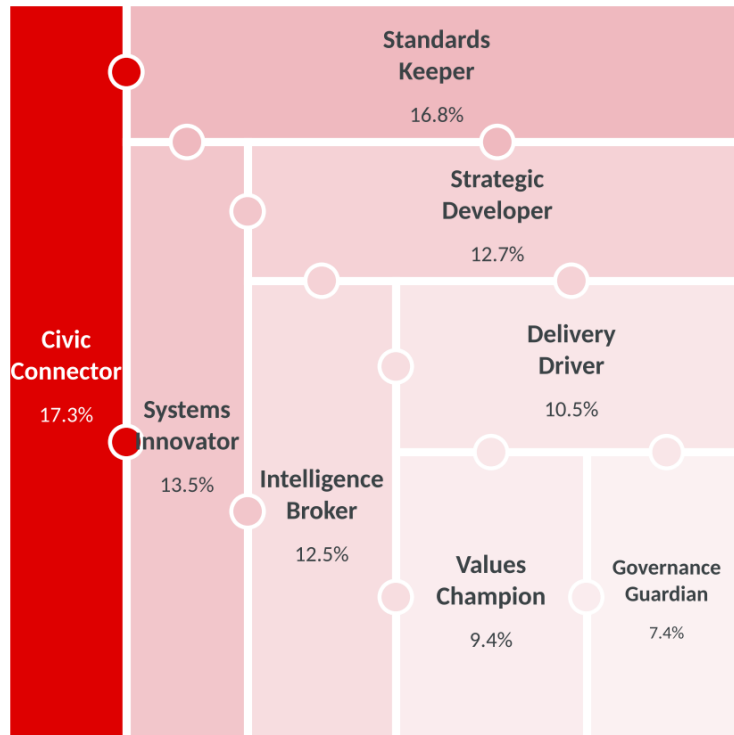
- Lead with why this matters and where it fits
- Talk it through with me rather than sending a long note
- Say what is at stake, and for whom, before showing the analysis

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

YOUR TEAM

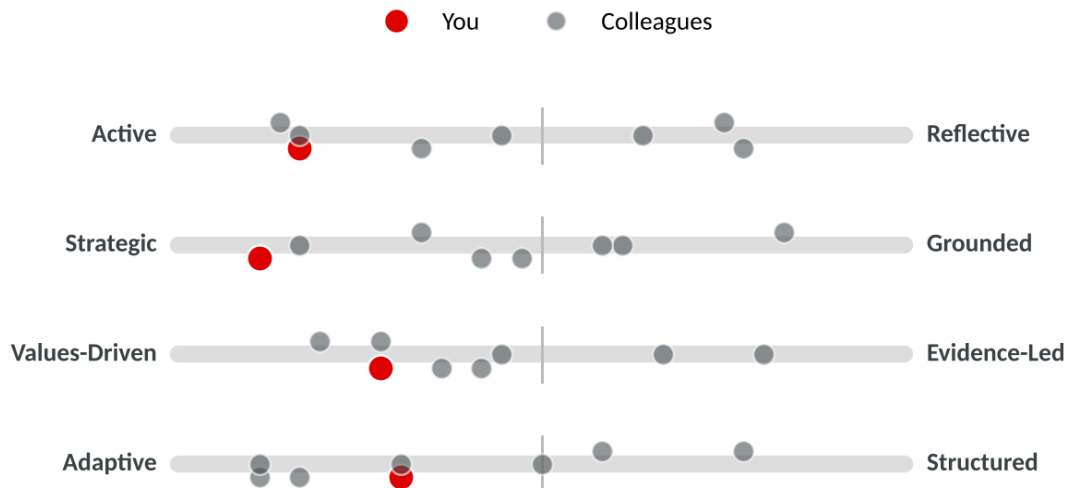
The team picture

This section brings your team's pieces together. It shows how many people lead with each piece, how the team's preferences cover the whole picture, the team's open edge (the piece with the smallest share across the team) and any pieces nobody leads with. A team's open edge is not a problem. It is simply the part of the work the team will need to approach deliberately, whether by drawing on a colleague's second piece or by inviting partners and communities in.



The team picture averages everyone's pieces. It shows where the team as a whole is most likely to go first, and which pieces it will need to cover deliberately.

Where each of you sits



Piece	People leading with it	Team share
Civic Connector	2	17.3%
Standards Keeper	2	16.8%
Systems Innovator	2	13.5%
Strategic Developer	0	12.7%
Intelligence Broker	1	12.5%
Delivery Driver	1	10.5%
Values Champion	0	9.4%
Governance Guardian	0	7.4%

The team's open edge: Governance Guardian

This is the piece with the smallest share across the team, so the one the team as a whole is least likely to reach for first. It is worth naming who will cover it, and drawing in colleagues or partners who lead with it. You can connect with Governance Guardians by giving them accurate information and time to review it properly. Invite their questions early rather than at the last moment, and explain your reasoning clearly. Recognise the value of their assurance; when they know they are heard, they help the team move forward with confidence.

Nobody in the team leads with Strategic Developer, Values Champion or Governance Guardian. That is not a gap in ability: it means these pieces are nobody's first instinct, so the team will need to cover them deliberately.

Each person's lead piece is shown by name only when everyone in the team has agreed. Without that agreement, the team picture shows only how many people lead with each piece, because in a small team a list of codes and lead pieces can identify people even without names.

TAKING IT FORWARD

Your development plan



Build from your strengths. One or two commitments you will genuinely act on are worth more than a long list.

The strength from my lead piece I most want to use more deliberately is...

I will notice one of my preferences is costing the team something when...

The colleague who covers my open edge, and how I will draw on them, is...

Something I want colleagues to know about how I work best is...

Ideas to build on from your leading piece, Civic Connector

- Pair with a colleague who enjoys structure to turn your next idea into a clear plan.
- Bring one community voice directly into a decision-making meeting this quarter.
- After key conversations, note what you heard and share what will happen next.

When this strength is overplayed: Enthusiasm can run ahead of what has been agreed, and conversations can multiply faster than decisions.

NEXT STEPS

Where next

Your profile is a snapshot of how you prefer to work today, and it shows real strengths. Preferences can shift as roles, contexts and experience change, and you can always choose to work from a piece that is not your first instinct. The most valuable next step is to talk about what you have read: with a coach, with your team, and especially with colleagues who lead from a different piece, because that is where some of the richest learning lies.

Use the development planning page to note one or two strengths you want to use more deliberately, and one way you will bridge with others. If you would like support in exploring your profile further, or in using it with your team, we would be glad to help. Contact us at www.avantichange.com.

About this instrument

Avanti Leadership Preferences is a self-report questionnaire. It reflects how you described yourself on one occasion, and a different week or a different role might shift it. It is designed to open a conversation about how a team works together. It is not a selection tool, a performance measure or a clinical assessment, and it should not be used as one.

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