



CONFIDENTIAL FEEDBACK REPORT

Avanti Political Acumen 360

Individual 360 feedback report

Prepared for: Sample Leader

Raters: 13 across five groups

Date: October 2026

Illustrative sample: all scores in this report are synthetic

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WELCOME

Welcome, Sample Leader

Thank you for taking part in the Avanti Political Acumen 360. This report is your map. It brings together your own reading of how you travel the political landscape and the views of the colleagues, members or board members and partners 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 parts of the terrain you travel with confidence, because that is where development is most effective. It then shows how others experience you, how your view compares with theirs and with each rater group, and practical ways to grow. Every leader has signature strengths and growing edges. Where your view and others' differ, treat the gap as useful information, never a judgement. Throughout, political acumen means skill used with integrity, in the public interest.

Our approach

Values-led

Integrity, the public interest and outcomes for people and places sit at the heart of every instrument. Community, lived experience and co-production are part of what we measure, not an afterthought.

Non-judgemental

We describe, we never diagnose. There are no good or bad profiles, only different starting points, and every result is offered as a perception to explore.

Difference as a positive

Different scores, views and styles are contributions. The richest conversations start where people see things differently.

Maximising potential

We look for what people and teams could become: the strengths to build on, the range not yet used and the contribution others are waiting for.

Individual to system

Each instrument connects the individual to the team, the organisation and the wider system of partners and communities.

Developmental

Every result is a starting point for growth and conversation, never a verdict. The instruments are not for selection, pay or performance management.

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 that led them to answer as they did, and what you might be missing.

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 map shows six areas of acumen, each scored on the same 1 to 10 scale as the questionnaire, as the average of its six statements. The charts show your own view alongside the combined view of all others and the view of each rater group. Results for a group are shown only where at least three people responded, except for your line manager, so individual answers stay confidential.

Each area 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 political acumen. Established (5 to below 7.5) means they are a reliable part of how you work. Growing edge (below 5) means they are present some of the time, with real potential to build on. The gap between your view and others' is shown as a number and labelled on a simple scale. Read the map as a whole: there is no ideal shape.

The Map

The Compass shows your direction; the Map shows the terrain: the contours of power, the paths between interests and the places where the ground is unstable.

The Political Acumen 360 works in the same way as the Avanti Leadership Behaviours 360. The leader rates themselves, and between 6 and 12 raters rate them, against the same 36 statements: their line manager, peers, direct reports, elected members or board members, and partners and community representatives. The report sets the leader's own view against the combined view of all others, and against each rater group in turn, so the leader can see how their political acumen is experienced in each relationship. The difference between self view and others' view is shown as a number and labelled on a simple gap scale, from closely aligned to a striking gap. The instrument is designed as a deep dive that extends the 360's Political and Stakeholder Awareness competence. It can be bought on its own, or added to the Leadership Behaviours 360 for leaders who want a fuller reading of this part of their compass.

Differences in readings are not a verdict, they are information. When your view of yourself differs from your raters', or when members see you differently from peers or partners, it tells you something useful about how your political acumen is experienced in different relationships. Members, colleagues and partners stand in different places on the map, so they naturally see different parts of how you travel it. Treat each difference as an invitation to be curious and to build bridges.

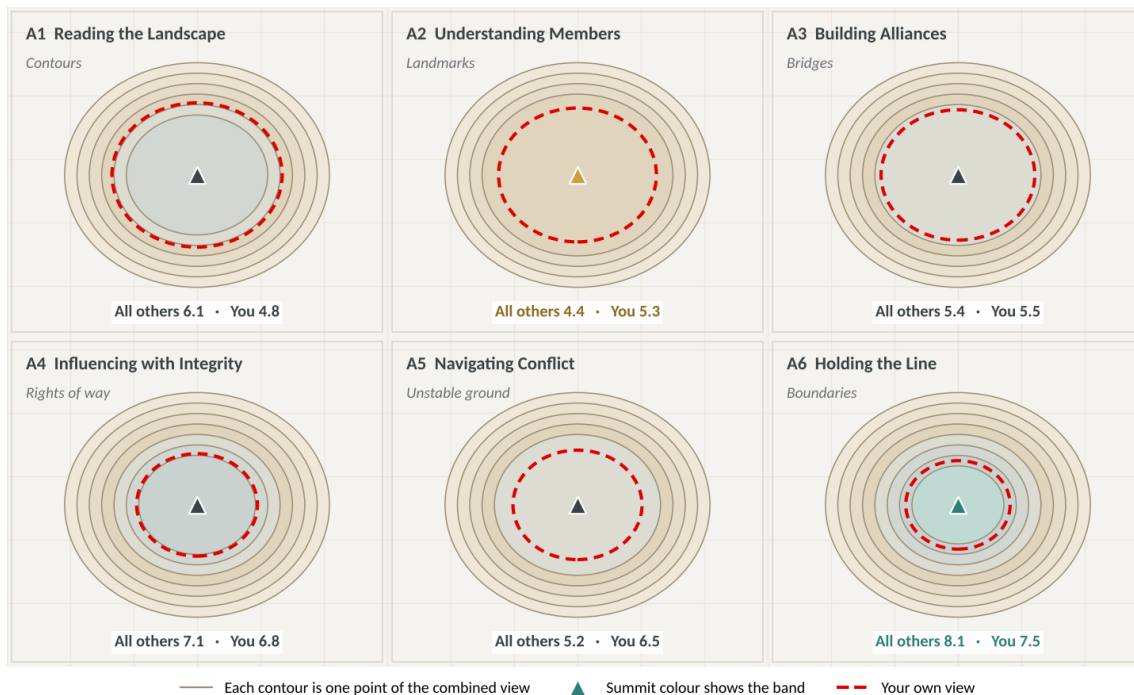
Band	Range	What it signals
Growing edge	1 to under 5	These behaviours are already part of how this leader reads and travels the political landscape some of the time, with real potential to build on them.
Established	5 to under 7.5	These behaviours are a reliable part of how this leader works with politics and stakeholders, with room to extend them into harder terrain.
Signature strength	7.5 to 10	Others consistently experience these behaviours as a defining part of this leader's political acumen, practised with integrity.

AT A GLANCE

Your profile at a glance

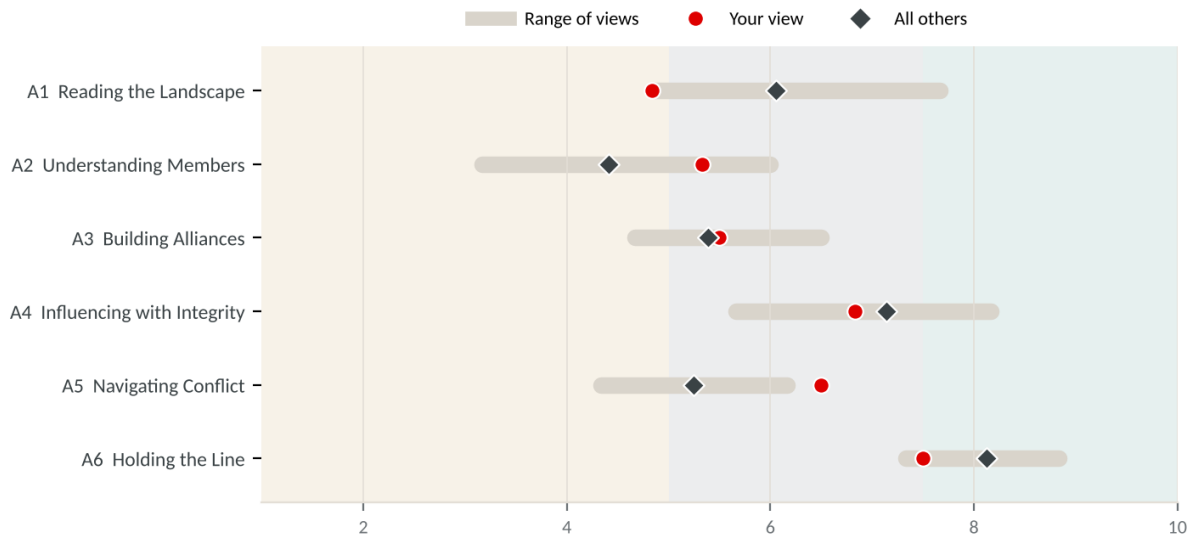
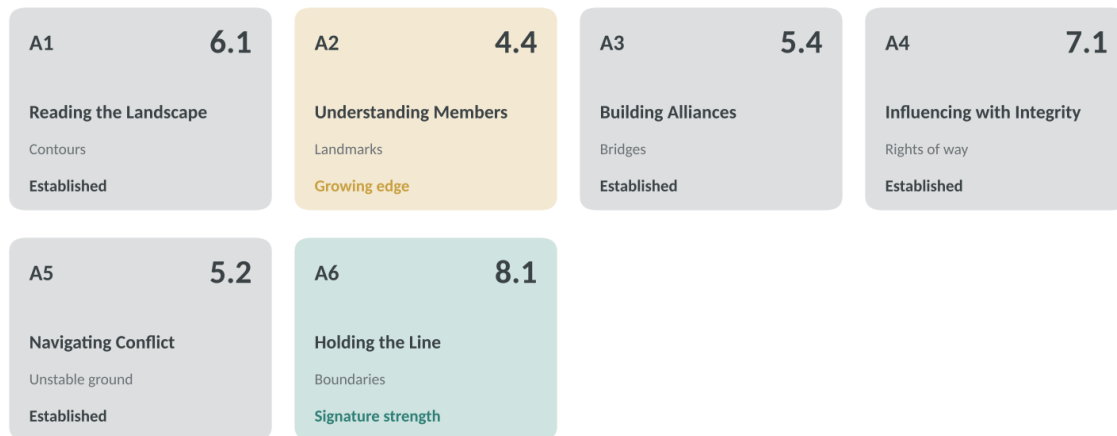
Your picture: The Map

Each area of acumen is a hill: every contour is one point of the combined view of everyone who gave you feedback, so higher ground means more rings. The red dashed contour is your own view.



The detail: every view and the range

This chart shows your own view of each acumen (red dot) against the combined view of everyone who rated you (charcoal diamond), with the range of raters' views (grey bar).



	Acumen	Your view	All others	Difference	Band (others' view)
A1	Reading the Landscape	4.8	6.1	A gap worth naming	Established
A2	Understanding Members	5.3	4.4	A modest gap	Growing edge
A3	Building Alliances	5.5	5.4	Closely aligned	Established
A4	Influencing with Integrity	6.8	7.1	Closely aligned	Established
A5	Navigating Conflict	6.5	5.2	A gap worth naming	Established
A6	Holding the Line	7.5	8.1	A modest gap	Signature strength

STRENGTHS

Strengths to build on

This section starts with what you bring: the parts of the political landscape you travel most confidently, as others see them. It draws together the areas and statements your raters see most consistently, and the places where your view and theirs agree you are at your best. These strengths are the foundation for everything else, and they matter most when they are used with integrity in the public interest.

	In the team	In a project or piece of change
Holding the Line Protects impartiality and professional integrity, advises candidly and respects the boundary between political and professional roles.	Strength in holding the line gives a leadership team a firm ethical foundation. Members and boards can rely on its advice, colleagues feel protected from improper pressure, and the organisation's decisions stand up to scrutiny.	On a project or programme, holding the line means keeping professional advice honest, decision making proper and public resources used for their intended purpose, even under pressure to deliver. It protects the work, the people delivering it and the communities it serves.
Influencing with Integrity Persuades through evidence, relationship and timing, never manipulation, and is honest about what is unresolved.	Strength in influencing with integrity helps a leadership team win support for change without spending its trust. It gives members, boards and partners confidence that the team's advice is honest, which makes difficult decisions easier to take and to explain.	On a project or programme, influencing with integrity means making an honest case for the work, being clear about risks and unknowns, and adapting the message for each audience without changing its substance. It builds support that holds when the work meets difficulty.
Reading the Landscape Understands the political, organisational and community context and how it is moving.	Strength in reading the landscape helps a leadership team anticipate rather than react. It shapes better timing, fewer surprises and advice that fits the real pressures members, boards and partners face. It also helps the team protect colleagues from being caught out by changes they could have seen coming.	On a project or programme, reading the landscape means planning around the timetables that matter, anticipating where support may waver and noticing early when community feeling is shifting. It helps the work land at a moment when it can be heard and makes room for communities to shape it before positions harden.

YOUR RESULTS IN DETAIL

Results, acumen by acumen

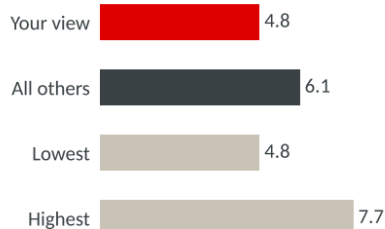
AI READING THE LANDSCAPE

All others 6.1, Established | Your view 4.8

Understands the political, organisational and community context and how it is moving. Contours show the shape of the land before you set foot on it: where the ground rises steeply, where it levels out and where the going will be hard.

Band, from others' view: Established. Others see you as someone who reads the context well and is seldom caught out. You understand the timetables and pressures that shape decisions, and you take them into account. You might build on this by looking further ahead, to the next election, budget or board cycle, and by widening your view to include communities and partners whose concerns are less visible. Set your own reading beside the combined view to see where your sense of the landscape is shared and where others see the ground differently.

How others may experience this: Others are likely to experience you as aware and well informed about the context, someone who rarely misjudges the moment. Some raters may value hearing more about what you are noticing, especially on longer timescales and in communities further from the centre.



Reflect

When did you read the landscape well and bring something forward at just the right moment? What helped you see the ground clearly?

Which timetables, pressures or histories shape your work most, and which do you find hardest to keep track of?

Whose view of the landscape, perhaps in a community or partner organisation, would most improve your own?

Ideas to build on

Keep a simple forward map of the elections, budget rounds, board cycles and deadlines that affect your work over the next eighteen months.

Spend time with a partner or community group each quarter with the sole aim of understanding the pressures they are facing.

Before a significant proposal, ask how similar ideas have been received in the past and what people will remember.

Open team meetings with a two minute round on what each person is noticing in the wider landscape.

When this strength is overplayed: Constant scanning of the landscape can delay action, or lead a leader to wait for a perfect moment that never comes.

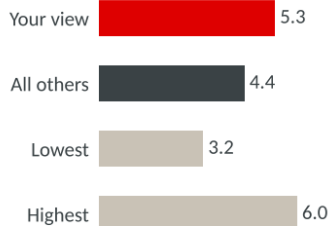
A2 UNDERSTANDING MEMBERS

All others 4.4, Growing edge | Your view 5.3

Understands the mandates, motivations and pressures of those who hold political or board authority. Landmarks are the fixed points travellers steer by: the democratic and governance mandates that give decisions their legitimacy and shape every route across the map.

Band, from others' view: Growing edge. Your raters see a leader with professional standards and a clear commitment to good work, and that is a firm foundation. Understanding members is a growing edge for you at this stage. That is common for leaders whose roles have been closer to services than to governance, or who are new to working with a particular council, minister or board. One way to begin is to learn about two or three members in depth: what they want to achieve, what pressures they carry and how they like to receive advice.

How others may experience this: Colleagues are likely to experience you as professional and focused on sound advice. Members may know you less well, and some may feel your advice does not always reflect the pressures they face. Spending time understanding what each member is trying to achieve helps your advice land as intended.



Reflect

Which working relationship with a member or board member has gone well, and what did you do to build it?

Which members do you know least well, and what might you be missing about their priorities or pressures?

How could you help members hear more directly from the communities and people with lived experience their decisions affect?

Ideas to build on

Choose two members you know less well and arrange a conversation to understand what they want to achieve.

Review a recent briefing from the member's point of view and ask what would have made it easier to use.

Read the manifesto, corporate plan, programme for government or strategy your members are committed to, and note where your work connects.

Arrange for members to meet a community group or people with lived experience connected to a decision ahead.

When this strength is overplayed: Close attention to members' wishes can lead a leader to soften advice they ought to give plainly, which Holding the Line helps to balance.

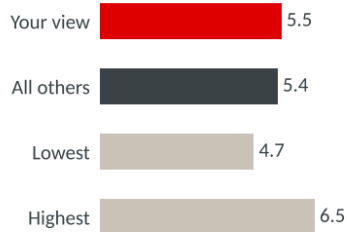
A3 BUILDING ALLIANCES

All others 5.4, Established | Your view 5.5

Builds relationships and coalitions across interests to move shared work forward. Bridges carry people across rivers that would otherwise divide them, and the best are built before anyone needs to cross in a hurry.

Band, from others' view: Established. Others see you as a leader who builds good working relationships across boundaries. You find common ground and keep your commitments. You might build on this by reaching beyond familiar partners to those with less formal power, such as community groups and people with lived experience, and by investing in relationships before a particular piece of work requires them.

How others may experience this: Partners and peers are likely to experience you as constructive, fair and trustworthy across boundaries. Community partners and those further from the centre may value more regular contact and a stronger role in shaping what is agreed.



Reflect

Which alliance have you been part of that achieved something none of the partners could have done alone, and what made it work?

Which relationships do you invest in only when you need something, and what might change if you invested earlier?

Whose voice is usually missing from the coalitions you are part of, and how could you bring it in?

Ideas to build on

Map the partners who matter most to one shared outcome and note how strong each relationship is today.

Arrange one conversation a month with a partner or community organisation with no request attached.

In your next partnership meeting, open by naming what each partner has contributed.

Work with a community organisation to co-design one element of a shared programme from the start.

When this strength is overplayed: The wish to keep every partner on board can slow decisions, or blur accountability for who is responsible for what.

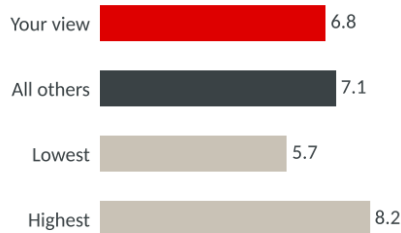
A4 INFLUENCING WITH INTEGRITY

All others 7.1, Established | Your view 6.8

Persuades through evidence, relationship and timing, never manipulation, and is honest about what is unresolved. Rights of way are the open, marked routes that anyone can see and follow: influence that travels them reaches its destination without trespassing on anyone's trust.

Band, from others' view: Established. Others see you as someone who influences honestly and effectively. Your case is usually clear and your reasoning open. You might build on this by paying closer attention to timing and to how different audiences hear a message, and by naming uncertainties even more plainly, so that people trust your case precisely because you do not overstate it.

How others may experience this: Others are likely to experience you as credible and straightforward, someone whose case can be trusted. Some may value hearing more about your reasoning and what you are unsure of, and seeing you change your view when the evidence shifts.



Reflect

When have you changed someone's mind honestly and well, and what made your case persuasive?

When have you been tempted to overstate certainty, and what helped you resist?

How could the experience of people who use services strengthen the case you are making now?

Ideas to build on

For your next important proposal, write down the evidence, the reasoning and the main uncertainties before deciding how to present it.

Ask a colleague to review a briefing for any point where certainty is overstated or information left out.

Seek out the strongest argument against your current proposal and respond to it openly.

Include the voice of people with lived experience, in their own words, in a case you are preparing.

When this strength is overplayed: A careful focus on framing and timing can be mistaken for positioning, so it helps to keep reasoning and uncertainties visible.

A5 NAVIGATING CONFLICT

All others 5.2, Established | Your view 6.5

Works through competing interests and disagreement constructively, finding workable ground. Every map has its marshes and loose scree: unstable ground that cannot be avoided, only crossed with care, a steady pace and a firm idea of where the safer footing lies.

Band, from others' view: Established. Others see you as someone who handles disagreement constructively and keeps relationships intact. You might build on this in the most contested or public settings, where conflict is hardest to hold, by naming competing interests earlier and by helping groups reach a clear next step even when differences remain.

How others may experience this: Others are likely to experience you as fair, calm and constructive in disagreement. Some may value seeing you engage earlier with conflicts that are building, and holding steady in the most public or heated settings.

Your view  6.5

All others  5.2

Lowest  4.3

Highest  6.2

Reflect

When did you help a group move through a difficult disagreement, and what did you do that made the difference?

Which current conflict are you working around rather than through, and what is holding you back?

Whose interests tend to carry least weight when disagreements are resolved in your setting, and how could you change that?

Ideas to build on

Choose one unresolved disagreement and arrange a conversation to understand each party's concerns before proposing anything.

In your next contested meeting, summarise each position fairly before offering your own view.

After a conflict is resolved, check in with each party about how the process felt to them.

Make sure community or service user perspectives are heard directly in the next contested decision you are part of.

When this strength is overplayed: The search for common ground can delay a necessary decision, or soften a difference that should be stated plainly.

A6 HOLDING THE LINE

All others 8.1, Signature strength | Your view 7.5

Protects impartiality and professional integrity, advises candidly and respects the boundary between political and professional roles. Boundaries are marked on every good map so that travellers know whose land they are on: the line between political and professional roles keeps everyone's journey safe and lawful.

Band, from others' view: Signature strength. Holding the line is a signature strength. Members, colleagues and partners trust your advice because it is candid and impartial, and they know where the boundaries lie when they work with you. One way to build on this is to help others develop the same confidence, and to explain the boundary as something that protects everyone, including members and the public.

How others may experience this: Others are likely to see you as a guardian of integrity: someone whose advice is candid, whose impartiality is beyond question and who helps everyone understand and respect the boundaries of their role. Colleagues may turn to you when they feel pressure to cross a line.



Reflect

When did you give advice that was unwelcome at the time but right in the end, and what helped you do it?

Where is the boundary between political and professional roles least clear in your setting, and how could it be made clearer?

Which colleagues might be under pressure to cross a line right now, and how could you support them?

Ideas to build on

Revisit the codes, protocols or governance documents that set out your role, and discuss any grey areas with a trusted colleague.

Before your next difficult piece of advice, write down exactly what needs to be said, then say it plainly and courteously.

Agree with your team how members of every party or group will be offered the same briefings and access.

Make time with a colleague who is under pressure to talk through how they might hold the line with confidence.

When this strength is overplayed: Firm attention to boundaries can come across as distance or resistance, so it helps to pair candour with visible support for members' goals.

WORKING WITH OTHERS

How others experience you, and bridging difference

Political work happens in relationships, and people relate to politics very differently. This section looks at how others are likely to experience you, what your view adds where it differs from theirs, and practical ways to bridge to colleagues, members and partners who see or work differently. It is not about changing who you are. It is about helping your strengths reach more people, honestly and openly.

Where your perspective is distinctive

Navigating Conflict (+1.3)

If your own reading sits above others' combined view, people may experience your handling of conflict differently from how you intend. Disagreements you see as settled may still feel open to others. Asking those involved how the outcome felt to them will show you where to focus.

Reading the Landscape (-1.2)

If your own reading sits below others' combined view, people may rely on your sense of the context more than you realise. You might own that strength more confidently and offer your reading of the landscape earlier, when it can shape decisions rather than explain them afterwards.

Understanding Members (+0.9)

If your own reading sits above others' combined view, look at the Members or board group in particular. Your intentions may be clear to you but less visible to members themselves, and asking two or three of them how your advice could serve them better will show you where to focus.

Bridging to people who see or work differently

Navigating Conflict

Some colleagues meet conflict head on; others prefer to smooth it over. With those who are direct, agree how to keep respect for people at the centre. With those who prefer harmony, show how naming a difference early can protect the relationship rather than threaten it.

Reading the Landscape

Some colleagues focus on the work in front of them; others are always scanning the horizon. Both matter. With colleagues who are deep in delivery, offer a short, practical reading of what is coming and how it might affect them. With those who love the wider picture, ask them to turn it into one or two clear implications for the work.

Working well with others

Holding the Line

Give difficult advice early, plainly and courteously.
Treat every member and every party or group with the same fairness.
Back colleagues publicly when they hold the line under pressure.

Influencing with Integrity

Say what you are unsure about as clearly as what you are confident about.
Ask others what would change their mind, and what would change yours.
Check that you would be content for anyone to see how a case was made.

SHAREABLE PAGE

Things others should know about me

This page is written to be shared. It gathers short statements about what you value in how political and stakeholder work is done, drawn from the areas that matter most to you. Edit the lines so they sound like you, then consider sharing them with your team, a new colleague, a member or a partner. Small insights like these help people work together with more trust.

Sample Leader

- “ I value it when advice is candid, even when it is unwelcome.
- “ I value it when everyone is clear about whose decision something is.
- “ I value it when colleagues stand together to protect integrity and impartiality.
- “ I value it when people tell me plainly what is still unresolved.
- “ I value it when a case is made with evidence I can examine.
- “ I value it when people change their view openly because the argument was better.

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

YOUR RATERS

What your raters see

This section shows how each group of raters sees your political acumen: your line manager, peers, direct reports, members and partners. A group is shown on its own only where at least three people responded, except your line manager, whose view is shown as theirs, so individual answers stay confidential. Differences between groups are often the most useful part of a 360: they show where your acumen travels well and where it is experienced differently.

	Line manager	Peers	Direct reports	Members or board	Partners and community
A1 Reading the Landscape	5.3	5.9	5.4	6.5	7.7
A2 Understanding Members	3.7	4.0	4.8	3.6	5.6
A3 Building Alliances	5.0	6.0	5.0	5.2	5.3
A4 Influencing with Integrity	5.7	6.8	7.4	7.1	8.2
A5 Navigating Conflict	4.3	4.8	5.3	6.0	5.6
A6 Holding the Line	7.8	8.6	8.1	7.6	8.0

What the results suggest

	Acumen	Score	Band	In a sentence
A1	Reading the Landscape	6.1	Established	Understands the political, organisational and community context and how it is moving.
A2	Understanding Members	4.4	Growing edge	Understands the mandates, motivations and pressures of those who hold political or board authority.
A3	Building Alliances	5.4	Established	Builds relationships and coalitions across interests to move shared work forward.
A4	Influencing with Integrity	7.1	Established	Persuades through evidence, relationship and timing, never manipulation, and is honest about what is unresolved.
A5	Navigating Conflict	5.2	Established	Works through competing interests and disagreement constructively, finding workable ground.
A6	Holding the Line	8.1	Signature strength	Protects impartiality and professional integrity, advises candidly and respects the boundary between political and professional roles.

Holding the Line Signature strength

The combined results describe a team trusted for its candour and impartiality. To keep this strength fresh, keep explaining the boundary positively, help newer colleagues find their confidence, and keep the public interest at the centre of every piece of advice.

Understanding Members Growing edge

Across the team or cohort, understanding members is a shared growing edge. Relationships with members may rest with the most senior one or two people. A shared picture of members' priorities and pressures, and more opportunities for colleagues to work with members directly, would build confidence across the team.

Questions for your conversation

Bring these into the room

When did you give advice that was unwelcome at the time but right in the end, and what helped you do it?

Which working relationship with a member or board member has gone well, and what did you do to build it?

When have you changed someone's mind honestly and well, and what made your case persuasive?

When did you read the landscape well and bring something forward at just the right moment? What helped you see the ground clearly?

TAKING IT FORWARD

Development plan

Use this page in your feedback conversation or with your team. Build from strengths: choose one or two commitments you will genuinely act on.

Which part of the political landscape do you travel most confidently, and how could you use that strength more deliberately?

Where is the gap between your view and others' most interesting, and whose view would help you understand it?

Which one or two growing edges would make the biggest difference to the outcomes you are working towards?

Which relationship with a member, board member or partner will you invest in, and how?

Where might you need to hold the line in the months ahead, and who will support you?

How will your development make a difference to the people and communities your work serves?

NEXT STEPS

Where next

Political acumen is a craft, developed through reflection and practice. This map gives you a clearer reading of the terrain you travel well and the places where the going is harder. Where you head next is your choice. We encourage you to build from your strengths, choose two or three priorities, start small and keep integrity at the centre of every step.

Consider thanking your raters and telling them what you will work on, and sharing your 'Things others should know about me' page with colleagues. Your Avanti coach is available for follow-up conversations, and many leaders repeat the 360 after twelve to eighteen months to see how their map has changed.

www.avantichange.com

The Compass shows your direction. The Map shows the terrain.

Talk it through

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

Share what helps

Share the parts of this report that will help colleagues work well with you, if you wish.

Practise

Pick one idea and try it for a month. Notice what changes, for you and for others.

Revisit

Repeat the 360 in twelve to eighteen months to see how things have grown.

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.

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.