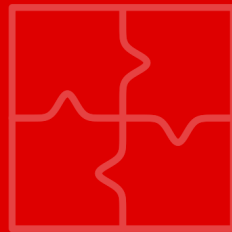




COMBINED OFFER

Avanti Preferences and Behaviours

The piece and the compass: how you prefer to lead, and how your leadership lands



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WHY BRING THEM TOGETHER

The Piece and the Compass

Your jigsaw piece shows where you start from: the ways of working that come most naturally. Your compass shows where your leadership travels and how others experience it. Together they show which strengths flow, which you have learned, and which are waiting to be seen.

Leaders often receive two kinds of insight and are left to join them up on their own. A preferences profile tells them how they like to work. A 360 tells them how others experience their leadership. Each is valuable. The most useful questions, though, sit between them: why some strengths come easily and others take effort, why people see some qualities more clearly than others, and where to focus development so that it works with the grain of who the leader is.

Avanti Leadership Preferences and Avanti Leadership Behaviours 360 are designed to be read together. Leadership Preferences shows a leader's natural lean across four pairs, drawn as moons, and the jigsaw piece those moons form. The 360 shows eight points of leadership on a compass, as the leader and their colleagues see them, with Emotional Intelligence as the needle. This combined offer brings the two into one conversation.

The distinction between preference and behaviour matters. Preferences describe what feels natural, not what a person can do, and capable leaders work across every piece of the jigsaw. Behaviour is what others can see. Building on natural preference tends to be energising and sustainable. Leading beyond preference is entirely possible, and often admirable, but it draws more energy and deserves to be recognised and supported. Our thinking here is informed by strengths research that separates realised strengths, unrealised strengths and learned behaviours (Linley, Willars and Biswas-Diener, 2010).

Your piece is where you start. Your compass is where your leadership travels.

THE TWO INSTRUMENTS

Two instruments, one conversation

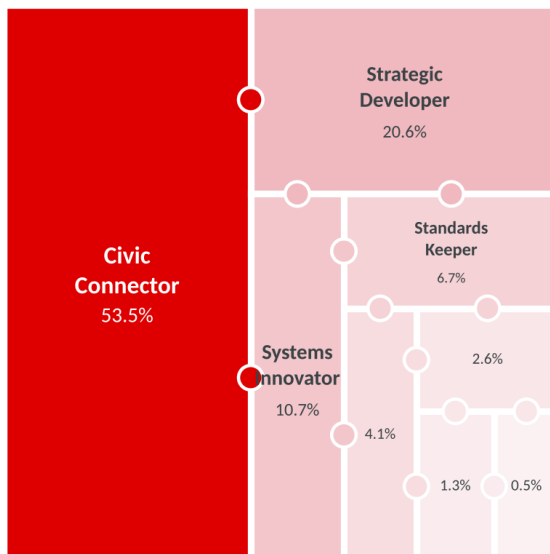
Avanti Leadership Preferences

How a leader prefers to work. Four preference pairs (Active and Reflective, Strategic and Grounded, Values-Driven and Evidence-Led, Adaptive and Structured) drawn as moons, which combine into eight jigsaw pieces, from Civic Connector to Governance Guardian. Every pole and every piece is valuable.

Avanti Leadership Behaviours 360

THE COMPASS

How a leader's leadership lands. Eight points of a compass, from Strategic and systems thinking to Values and integrity, rated by the leader and by 8 to 15 colleagues, partners and community contacts, with Emotional Intelligence as the needle and declination showing where self-view and others' view differ.



Sample data, for illustration.

HOW THEY LINK

The preference map

Each compass point tends to draw on particular preferences. The map below shows where we most often find that support. It is a conversation map, not a formula: preference and behaviour are distinct, and any leader can show any behaviour strongly.

Compass point	Preferences that often support it	Why the link
C1 Values and Integrity	Values-Driven	Weighing what is right for people comes naturally.
C2 Accountability and Governance	Grounded, Evidence-Led, Structured	Detail, evidence and order support sound, transparent decisions.
C3 One Team Leadership	Active, Adaptive	Energy for connection and flexibility across boundaries.
C4 Strategic and Systems Thinking	Strategic	A natural interest in patterns, possibilities and the whole system.
C5 Political and Stakeholder Awareness	Reflective, Adaptive	Reading the room carefully and adjusting to it.
C6 Communication and Influence	Active	Thinking out loud and engaging others readily.
C7 Change Leadership	Strategic, Adaptive	Comfort with what is new and still taking shape.
C8 Community, Co-production and Lived Experience	Values-Driven, Active	Care for people and energy for reaching out.

The needle. Emotional Intelligence, the compass needle, is what lets any leader work skilfully beyond their preference: noticing what a situation needs and choosing to offer it.

Four zones

Placing each compass point by how far your piece leans towards it, and how strongly others already see it, gives four zones. Every zone is valuable, and none is a problem to fix.

Natural strength	Compass points your piece leans towards and others already see strongly. These are the strengths that flow: energising to use and visible to others. Lean on them, and use them to help others grow.
Learned range	Compass points others see strongly although your piece leans elsewhere. You have built real skill here, often through experience and commitment. Honour it, and notice what it asks of your energy so you can sustain it.
Quiet potential	Compass points your piece leans towards that others do not yet see as strongly. This is often the contribution colleagues are waiting for, and small, visible steps can bring it into view.
Open space	Compass points that are neither your natural lean nor yet a strong part of how others see you. Space to grow at your own pace, or to share with colleagues whose pieces fit naturally there.

WHAT THE COMBINATION REVEALS

What you see when you read them together

Read together, the two instruments show things that neither shows on its own.

Strengths that flow	Which strengths are both natural and visible, so the leader can use them with confidence and pass them on.
Effort worth honouring	Where a leader leads well beyond their preference, so that effort can be named, valued and sustained.
Potential waiting to be seen	Where preference is strong but not yet visible to others, which is often the quickest route to growth.
The story behind declination	Why self-view and others' view differ, read through the leader's natural lean rather than as a judgement.
Where to partner	Which colleagues' pieces fit naturally where the leader has open space, so development can be shared.

How the zones are worked out

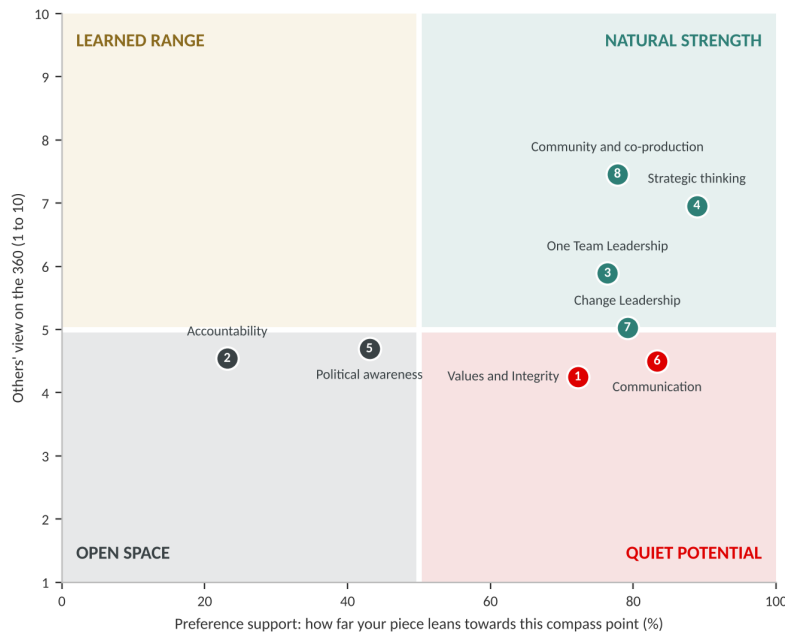
Step	How it works
Preference support	For each compass point, the average of your percentage lean towards the preferences linked to it in the map. 50 or more means your piece leans towards that point.
Others' view	Your average rating from all others on the 360. 5 or more (Established or Signature strength) means others already see it strongly.
The zone	The two together place each compass point in one of the four zones. The zone is a prompt for conversation, always read alongside the full reports.

Preferences and declination

Preferences often help make sense of declination, the difference between self-view and others' view. A Reflective leader may do a great deal of thinking about communication that others cannot see. An Active leader may underestimate how much their energy lifts a room. A Values-Driven leader may feel their values so strongly that they forget to say them out loud. Each is a bridge waiting to be built, not a fault to correct.

A WORKED ILLUSTRATION

One leader, one compass



Sample data, for illustration. Numbers on the dots are compass points C1 to C8.

A sample leader

Their leading piece is Civic Connector, with clear leans towards Strategic, Active, Values-Driven and Adaptive. Others see community, co-production and lived experience just below a signature strength (7.46), and strategic and systems thinking at 7.0.

Natural strength

One Team Leadership, Strategic and Systems Thinking, Change Leadership and Community, Co-production and Lived Experience. Here the leader's piece and their colleagues agree. These are the strengths that flow, and the ones to lean on in a time of change.

Quiet potential

Values and Integrity and Communication and Influence. The leader's piece leans strongly here, yet colleagues rate them at 4.2 and 4.5. Their values and their energy for engaging are real; colleagues may simply not see them as clearly as the leader feels them. Naming values out loud when decisions are made, and creating more two-way conversation, could bring this potential into view quickly.

Open space

Accountability and Governance and Political and Stakeholder Awareness. Space to grow at the leader's own pace, and to draw on colleagues whose pieces, such as Governance Guardian or Standards Keeper, fit these points naturally.

Learned range

No compass point sits here for this leader. For many experienced public servants it is one of the fullest zones, and one of the most important to honour.

Declination

Others see more of this leader's community leadership (7.5) than they see in themselves (5.2). For a Values-Driven leader, that is worth hearing: their care for communities is landing.

THE IMPACT

What changes, and for whom

The combined offer helps leaders grow in ways that are true to who they are, and helps teams and organisations make better use of the range they already have.

For the leader

Development that works with the grain: a clear sense of which strengths to lean on, which to make visible and where to partner, with less effort spent trying to become someone else.

Sustainable leadership

Recognising learned range helps leaders pace themselves and protect their energy, rather than leading against preference for long periods without support.

For the team

Read across a leadership team, the combined picture shows which collective strengths come naturally, which rest on effort, and how pieces complement each other.

For the organisation

Coaching and leadership programmes that are better targeted, with growth that can be seen when the 360 is repeated.

For communities

Leaders who understand how their values and care for people actually land, and who make their commitment to communities and lived experience visible.

How you will know

- Quiet potential moving into natural strength when the 360 is repeated.
- Narrower declination on the compass points the leader chose to work on.
- Learned range named, valued and supported in the leader's development plan.
- Development partnerships formed with colleagues whose pieces complement the leader's.
- Values and community commitment more visible to colleagues and partners.

HOW IT RUNS

The journey

Stage	When	What happens	Who
Brief	Week 0	A conversation on purpose, confidentiality and choosing 8 to 15 raters.	Leader with Avanti
Preferences	Week 1	Leadership Preferences: 48 forced-choice pairs, about 20 minutes.	Leader
360	Weeks 1 to 3	Leadership Behaviours 360: 64 statements, completed by the leader and 8 to 15 raters, about 20 minutes each.	Leader and raters
Reports	Week 4	The Leadership Preferences report, the 360 report and the combined Piece and Compass page.	Leader
Coaching	Week 4 or 5	A 90 minute coaching conversation that joins the two pictures and agrees commitments.	Leader with Avanti coach
Team option	Week 6	For leadership teams: the team jigsaw beside the leadership team compass.	Leadership team
Revisit	9 to 12 months	Repeat the 360 to see what has grown.	Leader and raters

The coaching conversation: The piece and the compass

Your piece	Where you start from: your moons, your leading piece and the pieces beside it.
Your compass	How your leadership lands: true north, the needle and the declination between your view and others'.
The four zones	Natural strength, learned range, quiet potential and open space, compass point by compass point.
Commitments	One natural strength to use more, one quiet potential to make visible, and one partnership to build.

WHAT PEOPLE RECEIVE

What is included

- A Leadership Preferences report of about 15 pages, with moons, jigsaw and bridging guidance.
- A Leadership Behaviours 360 report of about 20 pages, with the compass, the needle and declination.
- The combined Piece and Compass page: every compass point placed in one of the four zones.
- A 90 minute coaching conversation with an Avanti coach, and a development plan.
- For teams, the team jigsaw beside the leadership team compass.

Learning outcomes

By the end, participants will be able to:

- Describe their natural preferences and how these shape the way they lead.
- Understand how colleagues, partners and communities experience their leadership across the eight compass points.

- Distinguish natural strength, learned range, quiet potential and open space in their own profile.
- Use their preferences to make sense of differences between their self-view and others' view.
- Plan development that works with their grain, including where to partner with others.
- Lead in ways that make their values and commitment to communities visible.

When to use it

Leadership programmes	The individual spine of a programme, revisited at the end to show growth.
Executive coaching	A rich, balanced starting point that respects who the leader is.
New appointments	Understanding how a leader's natural style is landing in a new role and setting.
Leadership teams	Seeing the team's collective strengths, and which rest on effort.
Leaders feeling stretched	Naming learned range and finding ways to sustain it.

OUR APPROACH

The suite principles, in this combination

The six Avanti Profiles principles shape both instruments. In the combined offer they show up like this:

VALUES-LED

Values and integrity, and community, co-production and lived experience, are compass points, and Values-Driven and Evidence-Led are equally valued poles.

NON-JUDGEMENTAL

No piece is better than another and no zone is a problem. Open space is simply space, and every compass point is read as a perception to explore.

DIFFERENCE AS A POSITIVE

Different pieces fit together to make a team whole, and the gap between self-view and others' view is treated as a bridge to build.

MAXIMISING POTENTIAL

Quiet potential is named first as the contribution others are waiting for, and learned range is honoured as real capability.

INDIVIDUAL TO SYSTEM

From one leader's piece and compass, to the team jigsaw and leadership team compass, to how leadership lands with partners and communities.

DEVELOPMENTAL

Commitments are built on natural strengths and partnerships, and the 360 is repeated so growth can be seen.

Informed by Jung's work on psychological type and the wider tradition of four-pair preference models, strengths research on realised, unrealised and learned strengths (Linley, Willars and Biswas-Diener), multi-rater feedback practice, emotional intelligence (Goleman), and Avanti's own practice with public service leaders.

A PRACTICAL TOOL

My piece and my compass on a page

A one-page summary each leader completes in their coaching conversation, and can share with their team.

My leading piece, and the pieces beside it



Natural strengths I will lean on

Learned range I want to honour and sustain

Quiet potential I will make visible, and how

Open space I will share with others, and with whom

Things others should know about how I lead

GOOD PRACTICE AND ABOUT US

Looking after people

Consent and purpose

Everyone knows why they are taking part, how results will be used and who will see them, before they begin.

Confidentiality

Individual reports belong to the individual and their coach. Team results are shared in aggregate, and rater groups only where enough people have responded to protect anonymity.

Proper use

Results are never used for selection, pay, promotion or performance management.

Please note

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 the authors

Dr. Jonathan Huish

Jonathan is a founding director of Avanti. His doctorate from Cranfield University studied top team leadership in local government: the conditions under which senior teams become genuinely effective and the things that quietly stop them. He is CIPFA qualified, has coached and mentored for more than twenty years, from first-line supervisors to chief executives, and brings a Tavistock grounding in group relations and reflective practice to how Avanti designs and facilitates its work.

Dr Amanda Milliner

Amanda is a founding director of Avanti. Her PhD from the University of South Wales studied community engagement in public services: what it takes for engagement to move beyond consultation into genuine co-production and partnership with communities. Her practice spans engagement strategy, leadership development and organisational design, with a particular focus on the relationship between organisational culture and the communities it serves.

Let us help your organisation move forwards

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