



COMBINED OFFER

Avanti Role and Climate

Clear roles, good weather: what each role carries, and the conditions it is carried in



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www.avantichange.com



WHY BRING THEM TOGETHER

The Lens and the Weather

The lens brings each role into shared focus. The weather shows the conditions everyone works in. Clear roles help make good weather, and good weather makes it safe to talk about roles.

Most teams that find things hard are not short of talent or goodwill. More often, people are working hard on slightly different pictures of their roles, in a climate that makes those differences difficult to name. Work falls between roles, or is quietly doubled up. Some people carry more than anyone can see. Conversations that would clear the air feel risky, so they wait, and the weather slowly turns.

Avanti Role Lens and Avanti Team Climate look at two sides of that same experience. Role Lens brings each role into focus through three lenses: the role-holder, their line leader and their colleagues. Team Climate asks every member to read the weather the team works in. Each is useful on its own. Together they show how the shape of roles and the feel of a team influence each other, and they give the team practical ways to improve both at once.

A long line of research supports the connection. Role clarity is one of the most dependable foundations of wellbeing and effectiveness at work, and unclear or conflicting expectations are among the most common sources of strain (Kahn and colleagues, 1964; Rizzo, House and Lirtzman, 1970). Teams with a climate of psychological safety find it easier to talk openly about who does what, which in turn makes roles clearer (Edmondson, 1999). The relationship runs both ways, which is why we look at both together.

Clear roles help make good weather. Good weather makes it safe to talk about roles.

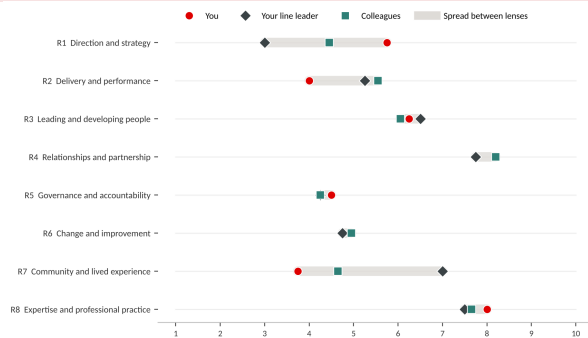
THE TWO INSTRUMENTS

Two instruments, one conversation

Avanti Role Lens

THE LENS

What a role calls for, seen by the role-holder, their line leader and their colleagues. Eight role demands, from Direction and strategy to Community and lived experience, rated for how much the role calls for each. The role-holder also shows where their time and energy go now. It explores expectations of the role, never how well anyone performs it.



Avanti Team Climate

THE WEATHER

How it feels to work in the team, as every member experiences it. Eight climate elements, from Visibility and Shelter to Horizon, rated by every member and pooled into the team's weather. Climate is something the team creates together, so it is never a judgement on any one person.



Sample data, for illustration.

HOW THEY LINK

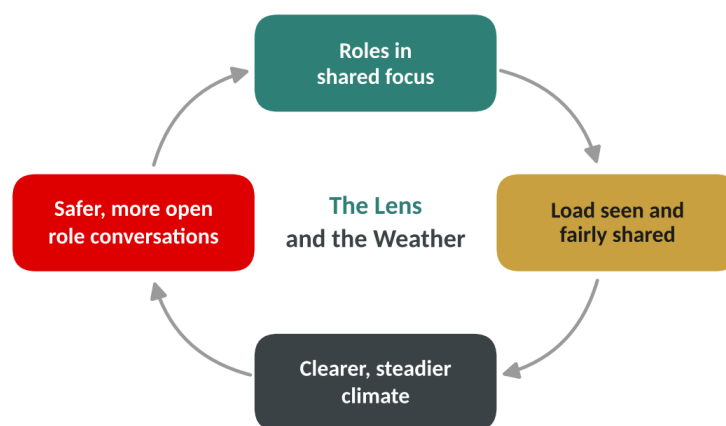
The bridge map

Each climate element tends to travel with particular signals from Role Lens. The bridge map below is the heart of the combined offer: it shows where to look across the two pictures, and the conversation each link opens.

Climate element	Role Lens signal that often travels with it	The conversation it opens
W1 Visibility	Shared focus across the three lenses, especially on Direction and strategy	Do we all see what each role is here to do?
W2 Shelter	Different angles on Governance and accountability, and on Change and improvement	Is it safe to say that I see my role differently?
W3 Warmth	Relationships and partnership as a core demand	Who do we rely on across boundaries, and do they know it?
W4 Sunshine	Background demands and expertise that others may not see	What work goes unnoticed, and how can we recognise it?
W5 Steady breeze	Time and energy compared with the role's call; demands falling between roles	Where is load gathering, and is it shared fairly?
W6 Growing season	Leading and developing people; room to craft the role	Where could roles stretch to help people grow?
W7 Common ground	Overlaps and shared ground on the team role map	Where do our roles meet, and how do we share that ground?
W8 Horizon	Community and lived experience; Direction and strategy	Whose role is it to keep communities in view?

A virtuous circle

The link runs both ways. When roles come into shared focus, load becomes visible and can be shared fairly, and the climate steadies. A steadier climate makes it safer to talk about roles, which brings them into sharper focus still.



A virtuous circle: each turn makes the next one easier.

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.

Hidden load

Where role-holders give a demand more time than the role is seen to call for, and the team's Steady breeze is still growing, the combined picture points to work being carried that nobody has named. Naming it is often the quickest way to improve the weather.

Work between roles

The team role map shows demands that sit at the edge of several roles. Where those coincide with a quieter reading of Visibility or Common ground, the team can decide together who holds what.

Why some conversations feel hard

Where the lenses show a wide angle on a role and Shelter is still growing, people may sense a difference without feeling able to name it. The combination gives them a safe structure for doing so.

Where good weather comes from

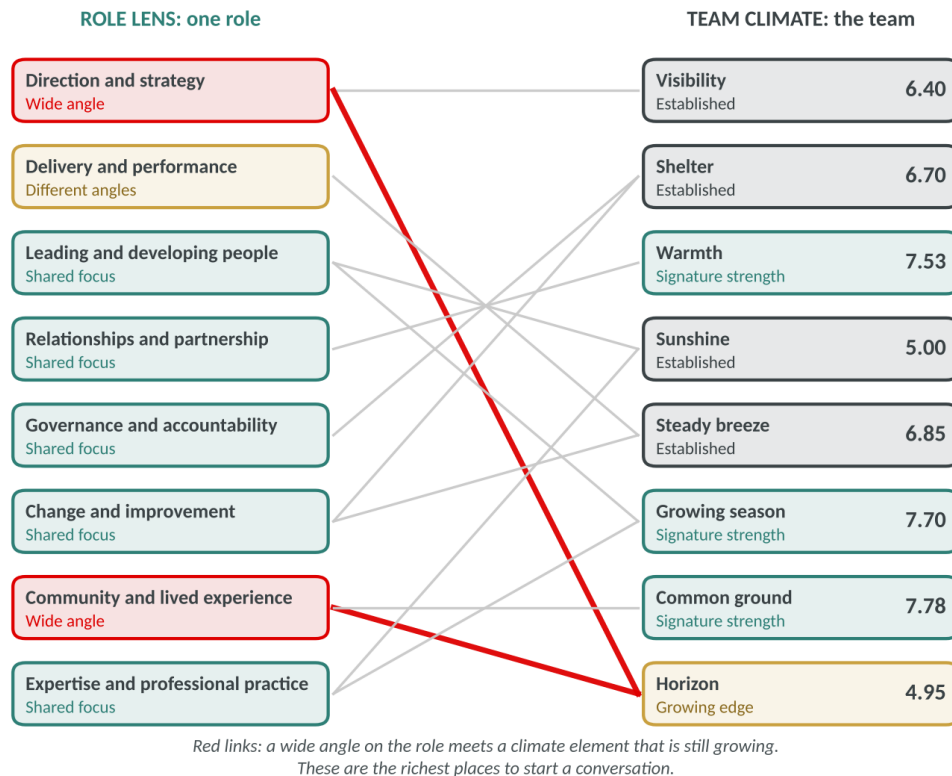
Signature climate elements often rest on roles that are already in shared focus. Seeing that connection helps a team protect what already works.

A route to the community

Role Lens shows how strongly each role is seen to call for community and lived experience. Horizon shows whether the team can see the difference it makes. Together they show whether community voice is built into roles or left to goodwill.

A WORKED ILLUSTRATION

One role, one team



Take one role in a sample team. The three lenses come into shared focus on 5 of the eight role demands, including Relationships and partnership, which all three see as core to the role. Two demands show a wide angle. On Community and lived experience, the line leader rates the role's call at 7.0, colleagues at 4.7 and the role-holder at 3.8, and the role-holder currently gives it 3.0. On Direction and strategy, the role-holder sees more call (5.8) than their line leader does (3.0).

The same team's climate is warm and inclusive. Warmth, Growing season and Common ground are signature strengths. Its growing edge is Horizon (4.95): seeing how the team's work makes a difference to people and communities, with Sunshine (5.00) just beside it.

Read together, the two pictures tell a hopeful story. The line leader sees community work as central to this role, and the team as a whole would like to see its difference to communities more clearly. One conversation about who holds the community demand, how much of the role it should take and what support it needs could strengthen the role and bring the team's horizon into view at the same time. The team's signature warmth and common ground are exactly the conditions that make that conversation possible.

THE IMPACT

What changes, and for whom

The combined offer is designed for change that people can feel, at every level from the individual role to the communities a team serves.

For each person

A role that they and others understand in the same way, time and energy spent where the role most needs it, and recognition for the parts of their work others had not seen.

For the team

Fewer gaps and overlaps, load that is visible and fairly shared, and a climate in which differences are raised early, before they become friction.

For leaders

A clear picture of what each role in their team carries and of the conditions they are helping to create, with practical steps for both.

For the organisation

Teams that absorb restructures, new duties and new ways of working more smoothly, and the conditions that support wellbeing and retention.

For communities

Community voice and lived experience held clearly within roles rather than left to goodwill, by a team that can see the difference it makes.

How you will know

- More role demands in shared focus when Role Lens is repeated.
- Movement in the climate elements the team chose to work on.
- A role on a page agreed for every role in the team.
- Fewer moments of uncertainty about who does what, judged by the team itself.
- Community and lived experience named clearly within at least one role.

HOW IT RUNS

The journey

Stage	When	What happens	Who
Brief	Week 0	A 45 minute team briefing on purpose, confidentiality and how results will be used.	Whole team with Avanti
Read the weather	Weeks 1 to 2	Every member completes Team Climate: 40 statements, about 15 minutes.	All members
Bring roles into focus	Weeks 1 to 3	Each role-holder, their line leader and three to eight colleagues complete Role Lens: 32 statements, about 15 minutes.	Role-holders, leaders, colleagues
Personal feedback	Week 4	A 60 minute conversation with an Avanti coach on each Role Lens report.	Each role-holder
Team day	Week 5	Clear roles, good weather: the team's climate, the team role map, role agreements and a climate forecast.	Whole team, Avanti facilitated
Revisit	Six months	A climate re-read and a refresh of each role on a page, to see what has grown.	Whole team

The team day: Clear roles, good weather

The weather we work in	The team's climate report: signature elements to protect, growing edges to work on, and the range of experience across the team.
Our roles through three lenses	Each person shares their role on a page: where the lenses already agree, and the different angles they want to explore.
The team role map	Core demands side by side: shared ground, work that falls between roles, and where load is gathering.
Role agreements and a forecast	Agreements for each role and a climate forecast: what the weather could be like if the team acts on what it sees.

WHAT PEOPLE RECEIVE

What is included

- A Role Lens report of about 15 pages for each role-holder, with a role on a page and conversation starters.
- A Team Climate report of about 17 pages for every member, with the team's combined weather.
- A Role and Climate team summary: the bridge map completed for the team, the team role map and the climate forecast.
- A facilitated team day and a debrief for the team's leader.
- The option to repeat both instruments, so the team can revisit them and see change over time.

Learning outcomes

By the end, participants will be able to:

- Describe their own role as they, their leader and their colleagues see it, and agree where it should focus.
- Recognise how role clarity and team climate shape each other in their own team.
- Name hidden load and work that falls between roles, and share it more fairly.
- Hold open, respectful conversations about different views of a role.
- Agree practical role agreements and climate commitments, and know how to revisit them.
- Place community voice and lived experience clearly within the team's roles.

When to use it

A new or restructured team

Roles are being drawn afresh and the climate is still forming.

A new leader

A fast, respectful way to understand each role and the conditions the team works in.

After a merger or redesign

Bringing different role traditions and different weather into one shared picture.

A team under pressure

Seeing where load is gathering and what would help the climate steady.

New duties

Building new responsibilities, such as co-production, into roles rather than around them.

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

Both instruments look beyond the team: Community and lived experience is a role demand, and Horizon asks whether the team can see the difference it makes.

NON-JUDGEMENTAL

Role Lens explores expectations of a role, never performance. Climate is created by the whole team, never a verdict on one person.

DIFFERENCE AS A POSITIVE

Different angles on a role are real parts of the picture, and different readings of the weather show the range of experience in the team.

MAXIMISING POTENTIAL

Roles can be shaped, within what the work needs, to make the best use of what each person brings.

INDIVIDUAL TO SYSTEM

From one role, to the team role map, to the organisation's capacity to absorb change and serve its communities.

DEVELOPMENTAL

Role agreements and the climate forecast are revisited, so the team can see what has grown.

Informed by role theory (Kahn and colleagues; Katz and Kahn), research on role clarity and role ambiguity (Rizzo, House and Lirtzman), job crafting (Wrzesniewski and Dutton), team psychological safety (Edmondson), research on team and organisational climate, and Avanti's own practice with public service teams.

A PRACTICAL TOOL

Our role agreement

A one-page agreement each role-holder completes after the team day, shared with their line leader and colleagues.

What this role is here to do



Core demands we agree on

Background demands that still matter

Work at the edge of this role, and who shares it

What helps me do this role well in our team's climate

How we will know it is working

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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