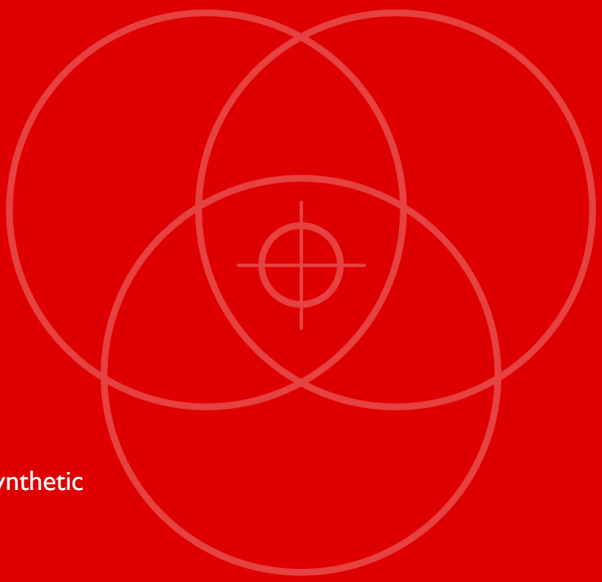
Avanti | Profiles

CONFIDENTIAL FEEDBACK REPORT

Avanti Role Lens

Your role through three lenses



Prepared for: Sample Participant
Role: Head of Service (illustrative)
Team: Sample Leadership Team
Date: October 2026
Illustrative sample: all scores in this report are synthetic
Avanti Change Ltd | www.avantichange.com

WELCOME

Welcome, Sample Participant

Thank you for taking part in Avanti Role Lens. This report brings your role into focus through three lenses: your own view, your line leader's view and the views of colleagues who work closely with you. It is about your role and what it calls for, never about how well you perform it. The people who contributed gave their time because they value your role and want it to work well for you and for the people you serve.

The report starts with the shape of your role: the demands at its core, those that are regular and those in the background. It then shows where the three lenses share a focus and where they see the role from different angles, and how your current time and energy compare with the role's call. Differences are not mistakes; each lens is showing a real part of the picture. Your coach will help you read it, and you will finish with a few practical points to take into a conversation with your leader and colleagues.

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.

© Avanti Change Ltd 2026

READING YOUR RESULTS

How to read this report

Each of the eight role demands is scored on the same 1 to 10 scale as the questionnaire, as the average of its four items. The charts show your lens, your line leader's lens and your colleagues' combined lens, together with the consensus view, which is the average of all three. Colleagues' views are only shown where at least three people responded. Each demand is placed in a band on the consensus view: Core (7.5 and above) sits at the heart of the role, Regular (5 to below 7.5) is a steady part of it and Background (below 5) is called for from time to time. Every band is a legitimate part of a role.

The focus scale shows how closely the three lenses agree, based on the spread between the highest and lowest lens: Shared focus (up to 1.0), Different angles (above 1.0 and up to 2.0) or Wide angle (above 2.0), always shown with the number. A final view compares where your time and energy currently go with the consensus, showing where you are in step with the role and where you give it more or less than it calls for. Read the lenses together; no single demand tells the whole story.

The Lens

Three lenses on one role: where they line up the role comes into sharp, shared focus, and where they differ each shows something real.

How much the role calls for it	Range	What it signals
Background	1 to under 5	The role calls for this from time to time: it sits in the background, supporting the core of the role without defining it.
Regular	5 to under 7.5	The role calls for this regularly: it is a steady, expected part of how the role contributes.
Core	7.5 to 10	The three lenses see this at the heart of the role: it is central to what the role is for.

Focus: how closely the three lenses agree

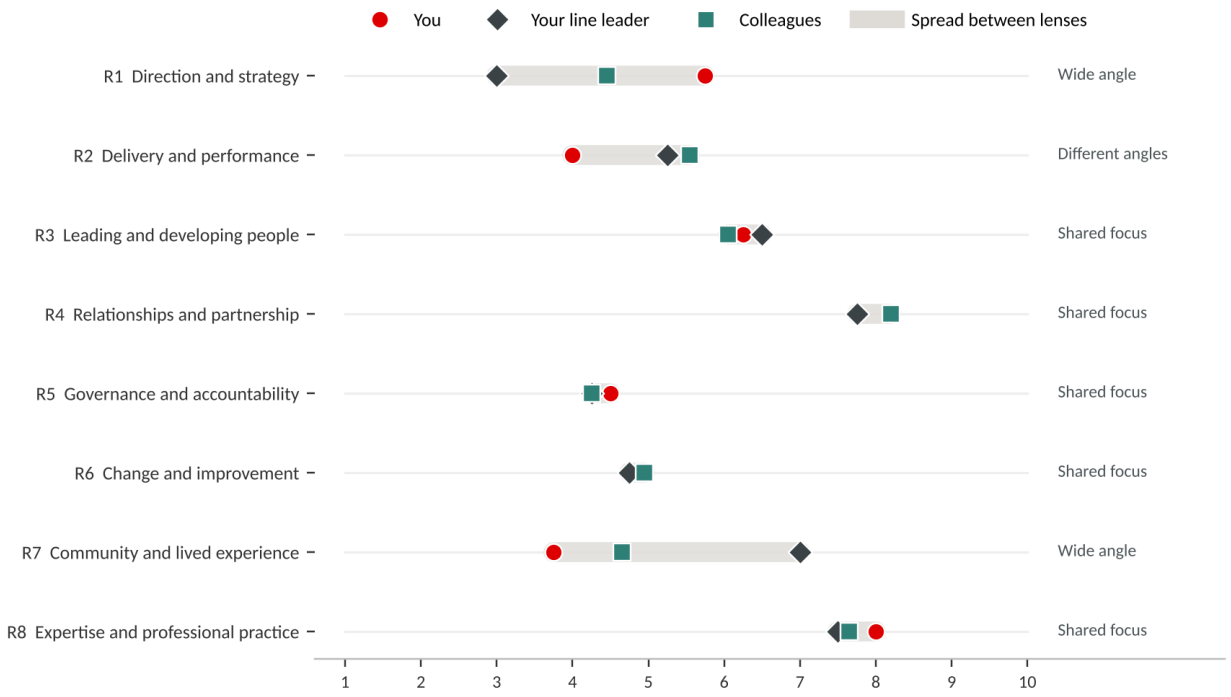
The focus scale describes how closely the three lenses agree about how much the role calls for each demand. We measure the spread: the highest of the three lens scores minus the lowest. A spread of up to 1.0 is Shared focus, where the lenses line up and the role is in sharp, shared focus. Above 1.0 and up to 2.0 is Different angles, where the lenses are looking at the same demand from different positions. Above 2.0 is Wide angle, where the pictures differ markedly. The number is always shown alongside the label. A wider spread never means a lens is wrong: each is picking up a real part of the picture, and the spread simply shows where a conversation will do most to bring the role into shared focus.

Different pictures of a role are not a problem to solve; they are information. The role-holder sees the role from inside, the line leader from above and alongside, and colleagues from the places where the role meets their own work. Each lens has its own angle and depth of field, and each picks up something the others may miss. Where the lenses differ, the role is being experienced in more than one way, and talking about that is how a role comes into shared focus.

AT A GLANCE

Your role through three lenses

Each row is one role demand. The red circle is your view, the diamond your line leader's and the square the combined view of 5 colleagues. The grey band shows how far apart the lenses sit.

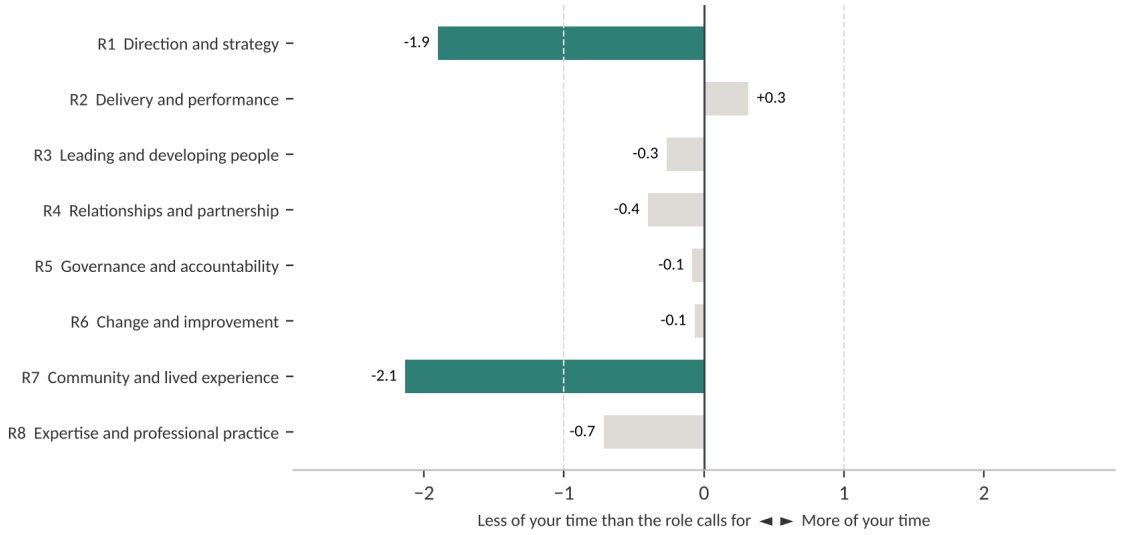


	Role demand	You	Leader	Colleagues	Shared view	Call	Focus
R1	Direction and strategy	5.8	3.0	4.5	4.4	**Background**	Wide angle (2.8)
R2	Delivery and performance	4.0	5.2	5.5	4.9	**Background**	Different angles (1.5)
R3	Leading and developing people	6.2	6.5	6.0	6.3	**Regular**	Shared focus (0.5)
R4	Relationships and partnership	7.8	7.8	8.2	7.9	**Core**	Shared focus (0.4)
R5	Governance and accountability	4.5	4.2	4.2	4.3	**Background**	Shared focus (0.2)
R6	Change and improvement	4.8	4.8	5.0	4.8	**Background**	Shared focus (0.2)
R7	Community and lived experience	3.8	7.0	4.7	5.1	**Regular**	Wide angle (3.2)
R8	Expertise and professional practice	8.0	7.5	7.7	7.7	**Core**	Shared focus (0.5)

WHERE YOUR TIME GOES

Your time and the role's call

Now rate each item a second time, on the same 1 to 10 scale, for how much of your own time and energy currently goes into it, so you can see your present focus alongside what the role is seen to call for. The chart compares where your time and energy go now with what the three lenses together say the role calls for.



	Role demand	Your time now	Role's call	Reading
R1	Direction and strategy	2.5	4.4	Less of your time than the role calls for
R2	Delivery and performance	5.2	4.9	In step with the role
R3	Leading and developing people	6.0	6.3	In step with the role
R4	Relationships and partnership	7.5	7.9	In step with the role
R5	Governance and accountability	4.2	4.3	In step with the role
R6	Change and improvement	4.8	4.8	In step with the role
R7	Community and lived experience	3.0	5.1	Less of your time than the role calls for
R8	Expertise and professional practice	7.0	7.7	In step with the role

YOUR STRENGTHS

Where your role is in sharp focus

This section starts with what the role is for: its core demands, seen through all three lenses. It brings together the demands where your lenses share a focus and where your time and energy are already in step with the role. These are the foundations of a clear, confident role. As you read, notice which core demands draw most on your strengths, and think about how you might give them even more of your best energy, for your team, your projects and the communities you serve.

Change and improvement

Shared focus (0.2)

In a team

A role with a clear part in change helps a team stay open, curious and ready to improve. It brings fresh ideas, encourages learning from experience and helps colleagues through uncertainty. Shared well, it builds a team where improvement belongs to everyone, not only to one role.

In a project or piece of change

In a project or programme, clarity about this role's part in change helps the work move from idea to lasting practice. It helps test ideas safely, draw in the people affected and capture learning, so that improvements last beyond the life of the project.

Governance and accountability

Shared focus (0.2)

In a team

A role with a clear part in governance gives a team confidence that decisions are sound and can be explained. It helps colleagues know where advice and assurance come from, and frees them to act with confidence. Shared openly, it builds a culture where accountability is welcomed rather than feared.

In a project or piece of change

In a project or programme, clarity about this role's part in governance helps decisions get made at the right level, keeps risks visible and makes progress easy to explain to boards, funders and communities. It protects the integrity of the work when pressures rise.

Relationships and partnership

Shared focus (0.4)

In a team

A role with a clear part in partnership gives a team a window onto the wider system. It brings in insight, opportunities and early warning, and helps the team see itself as part of something larger. Shared well, it spreads relationships across the team instead of holding them with one person.

In a project or piece of change

In a project or programme, clarity about this role's part in partnership helps the right organisations and communities come together early. It reduces duplication, eases tensions between partners and helps the work reflect what people need across services, not just within one.

The core of your role, as all three lenses see it

- Relationships and partnership: Building the trust across boundaries that public service now depends on.
- Expertise and professional practice: Bringing the knowledge, skill and judgement that others rely on.

YOUR RESULTS IN DETAIL

Role demand by role demand

For each demand: how much the role calls for it, how closely the lenses agree, how your time compares, and questions to take into a conversation with your leader and colleagues.

R1 DIRECTION AND STRATEGY

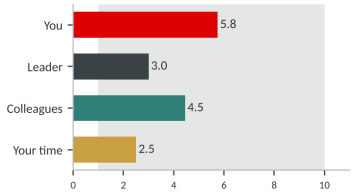
Shared view 4.4 | Background | Wide angle (2.8) | Less of your time than the role calls for

Seeing where the work needs to go, and helping others see it too.

How much the role calls for it: Background. The lenses see direction sitting in the background of this role. That usually means the course is set elsewhere and your contribution is to understand it, carry it well and feed back what you notice from the ground. That is a valuable place to stand: people closest to the work often see first when a direction needs adjusting. A background demand is not a lesser role; it frees your focus for what the role calls for most.

Focus: Wide angle. The lenses show a wide angle on direction: there are quite different pictures of how much the role is expected to set the course. Each lens is showing something true about how the role is experienced. This is a valuable place for a three-way conversation, starting with examples of recent decisions and asking who was expected to shape them, and why.

Your time: less of your time than the role calls for. Your time and energy currently go into direction less than the role is seen to call for. That is common when delivery is pressing. You might protect a small, regular space for looking ahead, or ask your leader which strategic conversations would most benefit from your involvement.



Questions for the conversation

- Which strategic decisions do you see this role leading, and which should it contribute to or simply be informed about?
- Where would you most value this role's view on the future of the work?

Ideas to build on

- Write a one-line statement of the role's part in direction and test it with your leader and two colleagues.
- Agree a short list of strategic conversations the role leads, joins or is kept informed about.

When this demand is overplayed: Constant attention to the future can leave colleagues unsure what to do today, so it helps to link direction to the next practical step.

R2 DELIVERY AND PERFORMANCE

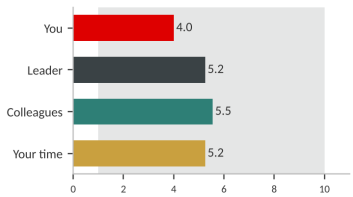
Shared view 4.9 | Background | Different angles (1.5) | In step with the role

Making sure the work happens, reliably, for the people who depend on it.

How much the role calls for it: Background. The lenses see delivery sitting in the background of this role. Others are likely to carry day-to-day delivery, while your role shapes direction, relationships, expertise or governance around it. That is a legitimate and valuable shape for a role, and a background demand is not a lesser role. The opportunity is to stay close enough to delivery to understand its realities, so your contribution remains grounded in what people experience.

Focus: Different angles. The lenses see delivery from different angles. A leader may see the role as answerable for results, while colleagues experience it as hands-on, or the other way round. Each view reflects something real. Agreeing which outcomes the role owns, and how progress will be shared, would bring the picture into clearer focus for everyone.

Your time: in step with the role. Your time and energy on delivery are in step with what the role is seen to call for. That is a steady place to work from. Notice what keeps it in balance, so you can hold it when pressure or demand rises.



Questions for the conversation

- Which outcomes do you see this role as answerable for, and which does it support others to deliver?
- What would tell you that delivery in this role is going well for the people who use the service?

Ideas to build on

- Agree two or three outcome measures with your leader that describe success in terms of people's experience.
- Map the delivery tasks the role holds and check which could be shared or handed on.

When this demand is overplayed: A focus on getting things done can crowd out the thinking, listening and relationship work that make delivery last.

R3 LEADING AND DEVELOPING PEOPLE

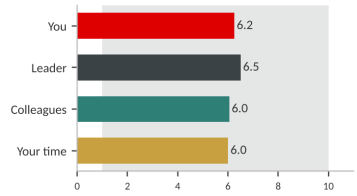
Shared view 6.3 | Regular | Shared focus (0.5) | In step with the role

Helping people do their best work and grow as they do it.

How much the role calls for it: Regular. The lenses see leading and developing people as a regular part of this role. You are likely to be expected to support, guide and grow others, alongside other demands. It helps to agree how much time this deserves, and which conversations matter most, so that people's development is given real attention and not only what is left once everything else is done.

Focus: Shared focus. The three lenses see the role's part in leading and developing people in much the same way. That gives people confidence about where to find support and guidance. Keep checking the picture, particularly as teams change or new people join, so that everyone continues to know what the role offers them.

Your time: in step with the role. Your time and energy on leading and developing people are in step with what the role is seen to call for. The people around you are likely to feel that. Consider what helps you keep this balance and how you might share it with others in similar roles.



Questions for the conversation

- Who do you see this role as leading or supporting, formally and informally?
- What would you most value from this role in helping you grow?

Ideas to build on

- Agree with your leader the people the role leads or supports, including informal mentoring.
- Protect a regular slot for development conversations and keep it, even in busy weeks.

When this demand is overplayed: Care for others can turn into carrying too much for them, so it helps to keep stretching people as well as supporting them.

R4 RELATIONSHIPS AND PARTNERSHIP

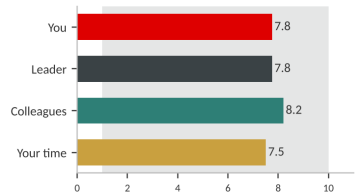
Shared view 7.9 | Core | Shared focus (0.4) | In step with the role

Building the trust across boundaries that public service now depends on.

How much the role calls for it: Core. The lenses see relationships and partnership at the heart of this role. Much of its value is created between organisations and with communities, often in ways that are hard to see from inside. That is a real strength to bring. It helps to agree the role's mandate in partnership settings, to share what you learn there with colleagues, and to make sure key relationships do not rest on you alone.

Focus: Shared focus. The three lenses see the role's part in partnership in much the same way. That shared focus helps partners and colleagues know who to approach and what the role can agree. Keep it fresh as partnerships change, so that new partners and colleagues see the same clear picture from the start.

Your time: in step with the role. Your time and energy on relationships and partnership are in step with what the role is seen to call for. That balance helps partners know they can rely on you. Consider what keeps it steady, so it holds when internal demands grow.



Questions for the conversation

- Which relationships do you see this role holding on behalf of the organisation?
- What can this role agree in partnership settings, and what should it bring back?

Ideas to build on

- Draw a simple map of the role's key relationships and share it with your leader and colleagues.
- Agree the role's mandate in two or three important partnership settings.

When this demand is overplayed: Time spent across boundaries can leave colleagues inside feeling less connected, so it helps to bring what you learn back home.

R5 GOVERNANCE AND ACCOUNTABILITY

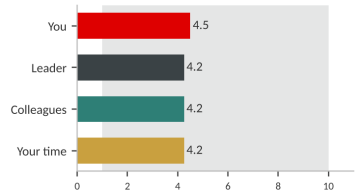
Shared view 4.3 | Background | Shared focus (0.2) | In step with the role

Helping decisions be made well, openly and in the public interest.

How much the role calls for it: Background. The lenses see governance and accountability sitting in the background of this role. Others are likely to hold the formal responsibilities, while your role works within them. That is a legitimate shape, and a background demand is not a lesser role. Knowing where governance touches your work, and who to turn to when it does, keeps you confident and helps the organisation stay sound.

Focus: Shared focus. The three lenses see the role's part in governance in much the same way. That shared clarity is valuable: people know where advice and assurance come from and who is answerable for what. Keep it current, particularly when responsibilities, structures or regulatory expectations change, so the focus stays this sharp.

Your time: in step with the role. Your time and energy on governance and accountability are in step with what the role is seen to call for. That steadiness gives others confidence. Consider what helps you keep it, so it holds steady when other pressures increase and attention is pulled elsewhere.



Questions for the conversation

- Which decisions do you see this role advising on, taking or reporting on?
- Where do you rely on this role for assurance that things are being done properly?

Ideas to build on

- Agree a short statement of the role's governance responsibilities with your leader.
- Review which risks the role holds and whether each sits in the right place.

When this demand is overplayed: Care about process can slow decisions or read as caution, so it helps to keep the purpose of governance, good outcomes for people, in view.

R6 CHANGE AND IMPROVEMENT

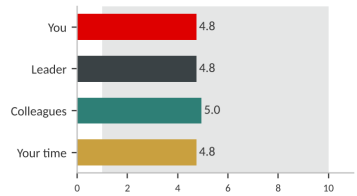
Shared view 4.8 | Background | Shared focus (0.2) | In step with the role

Making things better for people, and helping others through the change.

How much the role calls for it: Background. The lenses see change and improvement sitting in the background of this role. The role's main value may lie in stability, delivery or expertise, which change itself depends on. That is a legitimate shape, and a background demand is not a lesser role. You can still contribute by noticing what could work better and passing it on to those leading change, so your view from the ground shapes it.

Focus: Shared focus. The three lenses see the role's part in change in much the same way. That shared focus helps change move with confidence, because people know who is leading it and how they can contribute. Keep checking as priorities shift, since roles involved in change can expand quietly over time and unnoticed.

Your time: in step with the role. Your time and energy on change and improvement are in step with what the role is seen to call for. That balance between keeping things running and making them better is valuable. Notice what helps you sustain it, and share it with colleagues.



Questions for the conversation

- Which changes do you see this role leading, supporting or carrying?
- Where would you most value this role's help in improving how we work?

Ideas to build on

- List the changes the role is involved in and agree with your leader which matter most.
- Craft the role by inviting people who use the service to help test one improvement.

When this demand is overplayed: Enthusiasm for the next improvement can leave people tired or unsettled, so it helps to let changes bed in and celebrate what is already working.

R7 COMMUNITY AND LIVED EXPERIENCE

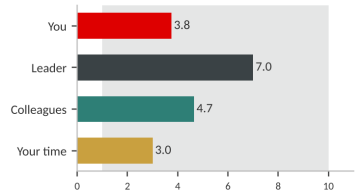
Shared view 5.1 | Regular | Wide angle (3.2) | Less of your time than the role calls for

Bringing community voice and lived experience into the heart of the work.

How much the role calls for it: Regular. The lenses see community and lived experience as a regular part of this role. You are likely to be expected to engage with communities, involve people with lived experience and reflect their views in your work, alongside other demands. It helps to agree how far up the ladder of participation the role is expected to go, and what support makes that possible.

Focus: Wide angle. The lenses show a wide angle on community and lived experience. People hold quite different pictures of how much the role engages with communities, which is common for work that happens largely outside the organisation. Each lens adds something. A three-way conversation, ideally informed by community partners, can build a shared view of this part of the role.

Your time: less of your time than the role calls for. Your time and energy currently go into community and lived experience less than the role is seen to call for. This work is easy to postpone because its value is felt outside the organisation. You might choose one regular way of meeting communities directly and protect time for it.



Questions for the conversation

- Where do you see this role meeting communities and people with lived experience?
- How far do you expect this role to go in sharing power with communities, from informing to co-producing?

Ideas to build on

- Agree with your leader and colleagues how far the role is expected to go in co-production.
- Craft the role by building one new route for seldom heard voices to take part.

When this demand is overplayed: A role can become the only route for community voice, so it helps to build connections that do not depend on you alone.

R8 EXPERTISE AND PROFESSIONAL PRACTICE

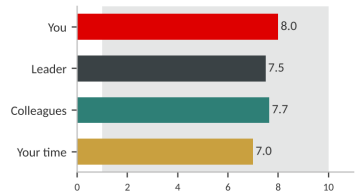
Shared view 7.7 | Core | Shared focus (0.5) | In step with the role

Bringing the knowledge, skill and judgement that others rely on.

How much the role calls for it: Core. The lenses see professional expertise at the heart of this role. People rely on it for knowledge, judgement and standards that others cannot easily provide. That is a real source of trust and influence. It helps to agree how your expertise is shared and grown in others, so that it strengthens the whole organisation, and to protect time for keeping your own practice current.

Focus: Shared focus. The three lenses see the role's professional contribution in much the same way. That shared clarity helps people know when to draw on the role and what it can offer them. Keep checking as the role develops, because expectations of expertise can change quietly as people take on broader leadership.

Your time: in step with the role. Your time and energy on professional expertise are in step with what the role is seen to call for. That balance between depth and breadth is worth holding. Consider what helps you sustain it as the role develops and changes.



Questions for the conversation

- When do you most rely on this role for specialist knowledge or judgement?
- How much should this role be an expert practitioner, and how much a leader of others' practice?

Ideas to build on

- Agree with your leader the professional contributions the role is most needed for.
- Craft the role by sharing your expertise in a way that grows others' confidence.

When this demand is overplayed: Specialist certainty can leave less room for other kinds of knowledge, so it helps to stay curious about what others, including communities, know.

BRINGING IT INTO FOCUS

The role conversation

Every role sits among other roles, and people see it from where they stand. This section looks at where your leader and colleagues see your role from a different angle, what each lens may be noticing, and practical ways to bridge those pictures. It is not about deciding who is right. It is about bringing different views into one shared focus, so that you, your leader and your colleagues can rely on the same understanding of what the role is for.

Step 1	Share the picture: the role-holder walks through the role's core, regular and background demands.
Step 2	Explore the angles: each person says what their lens notices, starting where the lenses differ most.
Step 3	Look at time and energy: compare where the role-holder's time goes with what the role calls for.
Step 4	Agree the focus: settle the role's core demands and what can be set aside, shared or crafted.
Step 5	Write it down: capture a role on a page and agree when to look through the lens again.

Community and lived experience: wide angle (3.2)

Your line leader sees more call for this than you. The lenses show a wide angle on community and lived experience. People hold quite different pictures of how much the role engages with communities, which is common for work that happens largely outside the organisation. Each lens adds something. A three-way conversation, ideally informed by community partners, can build a shared view of this part of the role.

- Where do you see this role meeting communities and people with lived experience?
- How far do you expect this role to go in sharing power with communities, from informing to co-producing?
- How should what this role hears from communities shape our decisions?

Direction and strategy: wide angle (2.8)

You see more call for this than your line leader. The lenses show a wide angle on direction: there are quite different pictures of how much the role is expected to set the course. Each lens is showing something true about how the role is experienced. This is a valuable place for a three-way conversation, starting with examples of recent decisions and asking who was expected to shape them, and why.

- Which strategic decisions do you see this role leading, and which should it contribute to or simply be informed about?
- Where would you most value this role's view on the future of the work?
- How will we know the direction this role sets is making a difference for the people we serve?

© Avanti Change Ltd 2026 | www.avantichange.com

SHAREABLE PAGE

My role on a page

Your role on a page is a short, shared summary of what your role is for. It draws on the three lenses and the conversation that follows: the core demands the role exists to meet, the regular demands that support them, what sits in the background, and any changes you have agreed in where your time and energy go. Write it in plain language, agree it with your leader and share it with the colleagues who work most closely with you. Revisit it whenever the role shifts, so the picture stays in focus.

Sample Participant · Head of Service

At the heart of the role

- Relationships and partnership (7.9): Building the trust across boundaries that public service now depends on.
- Expertise and professional practice (7.7): Bringing the knowledge, skill and judgement that others rely on.
- Leading and developing people (6.3): Helping people do their best work and grow as they do it.

How I see my role

“ I see building trust with partners as real work, even when it does not show up in a plan.

“ I see my professional knowledge as something to share, not something to hold.

“ I see helping others grow as one of the most important things my role can do.

Where would I like my time and energy to go over the next six months?

What will we agree, together, about this role?

YOUR TEAM

The team role map

Where a team has taken part together, this section shows a team role map: each role's core demands side by side. It shows where several roles share the same core demand, which can be a real strength or a place to agree who leads, and where a demand the team needs falls between roles, held at the core by no one. No individual ratings are shown, only the shape of each role. Different roles holding different demands is what makes a team whole. Use the map to agree together how the work is shared and how each role can add most.

	You	Role B	Role C	Role D	Role E	Role F	Role G	Role H
R1 Direction and strategy	4.4	7.2	3.9	6.4	8.2	6.5	8.3	6.4
R2 Delivery and performance	4.9	5.3	7.8	6.1	6.5	6.7	9.0	8.0
R3 Leading and developing people	6.3	4.3	4.8	5.3	7.8	7.7	4.8	8.3
R4 Relationships and partnership	7.9	4.6	7.8	7.3	4.0	4.8	3.7	4.1
R5 Governance and accountability	4.3	4.8	5.8	6.1	7.4	6.4	6.8	5.9
R6 Change and improvement	4.8	8.6	3.7	3.6	6.8	7.9	4.1	4.3
R7 Community and lived experience	5.1	4.2	3.8	6.8	8.2	6.7	8.9	5.9
R8 Expertise and professional practice	7.7	7.7	7.9	5.1	8.4	6.4	6.0	4.0

Shared ground

Demands that are core for four or more roles: Expertise and professional practice. Shared ground is a strength, and a place to agree who leads on what.

Between roles

Demands that are not core for any role: Governance and accountability. Worth checking these are held deliberately, not falling between people.

TAKING IT FORWARD

Your development plan

Use this page with your line leader or coach. The aim is a role that is clear, shared and sustainable.

Which core demands of your role do you most want to give your best energy to?

Where do the lenses see your role from different angles, and who will you talk with first?

© Avanti Change Ltd 2026

Where would a change in your time and energy make the biggest difference?

How might you craft your role so your strengths meet its core demands?

Bring the role into focus, together.

NEXT STEPS

Where next

A clear role is a gift to the person who holds it and to everyone around them. This report has brought your role into focus through three lenses. Where they share a focus, you can work with confidence. Where they see the role from different angles, you have a valuable starting point for conversation, and the chance to shape a role that fits both what it needs to do and what you bring.

We encourage you to take your role on a page into a three-way conversation with your leader and colleagues, to agree priorities together and to revisit the picture as the role changes. Your Avanti coach is available to support that conversation. Many people find it helpful to look through the lens again after twelve months, or whenever the role shifts.

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. Role Lens describes expectations of a role, not how well anyone performs it. 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 Role Lens was developed by Dr. Jonathan Huish and Dr Amanda Milliner. © Avanti Change Ltd 2026. All rights reserved.