



ABOUT THE INSTRUMENT

Avanti Strategic Team Behaviours

Twelve threads, one strong cloth: how your leadership team holds together.



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INTRODUCTION

What this instrument is for

Most leadership development focuses on individuals. Yet in public services the decisions that shape people's lives are usually made by teams: executive teams, boards working with their executives, and partnership groups that bring councils, health, housing, policing, the voluntary sector and communities together. How those teams behave together, especially under pressure, matters as much as the capability of any single leader within them.

Avanti Strategic Team Behaviours is a structured development tool built around the image of a weave. Twelve behaviours form twelve threads, woven in four bands: Standing Together, Thinking Together, Deciding Together and Working With Others. Like a Welsh carthen, the team's cloth takes its strength and its pattern from how the threads cross and hold each other, not from any single thread. Each member rates how the team actually behaves now, and each receives a report setting their view of the cloth alongside the team's combined view. Differences are welcomed as contributions, because every member feels the cloth from a different place, and together those views show what the team could become.

The instrument draws on Avanti's practice with senior teams across public services and on the research of Dr. Jonathan Huish (Cranfield University) on top team leadership and Dr Amanda Milliner (University of South Wales) on community engagement in public services. It is woven around what matters most in public service change: integrity, outcomes for people and places, communities as partners and lived experience as real expertise. It describes rather than diagnoses, and it is a starting point for growth and conversation, never a verdict. It is not a clinical or selection test, and it does not grade teams against one another.

A strengths-based team profile that shows how the twelve threads of a senior team's behaviour weave together, as seen by the people inside it.

Built around values and outcomes

Avanti Strategic Team Behaviours is built on a simple belief: leadership teams in public services exist to improve the lives of people and the places they live. Values and integrity sit at the core of every behaviour. One Voice and Straight Talker are about honesty; Trusted Colleague and Culture Carrier are about treating people with dignity; Common Purpose anchors the whole framework in social outcomes and public value rather than structures or reputations.

The instrument also treats communities as partners rather than audiences. Community Partner draws directly on co-production and Arnstein's Ladder, and the values lens for every behaviour asks how lived experience, community insight and people-centred design can strengthen the team's practice. People who use services and people who live in communities hold expertise about their own lives. A team that recognises this makes better decisions, leads more legitimate change and builds trust that lasts beyond any single programme.

Values	Integrity, honesty and the public interest come first. Each instrument asks how people behave when values are tested, not only when they are easy to live.
Social outcomes	We look past activity and outputs to what actually changes for people and places, and ask leaders to hold themselves to that test.
Community	Communities are partners in public service, not audiences for it. Every instrument has a view beyond the organisation's own boundary.
Lived experience	People who use services, and those who have been failed by them, hold expertise that no professional can replace. We treat it as evidence.
Co-production	Designing and delivering with people, not for them. We use Arnstein's Ladder of Participation to be honest about where practice really sits.
People-centred change	Change is something people live through. How it is led shapes trust, wellbeing and whether the change lasts.

OUR APPROACH

How every Avanti instrument works

The Weave describes how a team holds together without judging it: every thread counts, a looser thread is a place to grow, and different views of the cloth are treated as contributions. It keeps integrity, social outcomes and the communities the team serves at the centre of the pattern.

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.

From individual to team, organisation and system

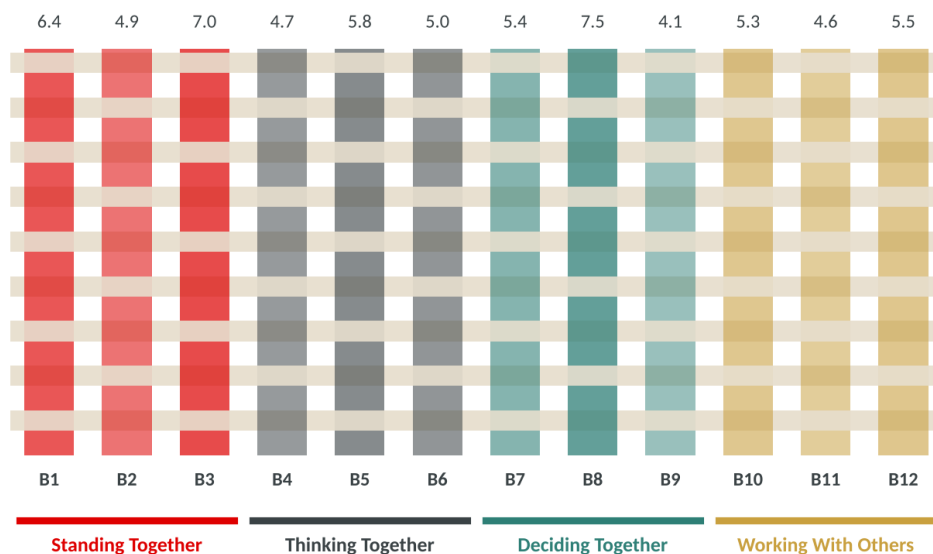
Each member's view is one strand and the team's combined view is the cloth. That cloth shapes the culture of the wider organisation and joins the larger fabric of services, partners and communities that make up the system.

THE METAPHOR

The Weave

Your team is a cloth of twelve threads: its strength comes from how they cross and hold each other, not from any single thread.

Strategic Team Behaviours imagines a leadership team as a woven cloth. The twelve behaviours are twelve threads, woven in four bands: Standing Together, Thinking Together, Deciding Together and Working With Others. No single thread makes the cloth. Its strength comes from how the threads cross and hold each other, which is why a close weave holds under strain. Where a thread sits looser, that is simply a place to strengthen, a growing edge rather than a fault. Each member of the team feels the cloth from a different place, so your view and the combined view will rarely be identical, and those differences show where the cloth feels different to different hands.



Wales has a long tradition of woollen weaving, and the carthen, the Welsh woollen blanket, shows what this metaphor means. Its bold patterns are made of many plain threads, each doing its part, crossing and recrossing until the whole is warm, strong and distinctive. A senior team works in a similar way. Trust, challenge, honest talk, clear decisions and partnership with communities are not separate skills held by separate people; they are threads that run through every meeting and every choice. Reading your report as a weave invites you to ask not which thread is best, but how the threads work together, and which ones, gently tightened, would make the whole cloth stronger.

FOUNDATIONS

Where the thinking comes from

The instrument is Avanti's own design. It is informed by established research and practice, credited below, and by more than two decades of the founders' work with leaders and teams in public service. All questionnaire items are original to Avanti.

Kakabadse: top team development

Andrew Kakabadse's research on top teams shows that the quality of dialogue and the willingness to raise uncomfortable issues at the top shape organisational performance. The behaviours in Standing Together and Thinking Together draw on this work, including his emphasis on shared vision and on discussing the undiscussable.

Edmondson: psychological safety

Amy Edmondson's work on psychological safety and team learning shows that teams learn and perform better when members feel able to speak up, admit mistakes and question others. It informs Brave Challenger, Straight Talker and Adaptive Navigator.

Snowden: the Cynefin framework

Dave Snowden's Cynefin framework distinguishes situations that call for expert analysis from those that call for experiment and sense-making. It informs how the instrument treats decision-making, accountability and adaptation under uncertainty, particularly in Decision Keeper, Accountability Champion and Adaptive Navigator.

Arnstein: the Ladder of Participation

Sherry Arnstein's Ladder of Citizen Participation offers a clear way to ask how much power is genuinely shared with communities. It underpins Community Partner and the instrument's wider emphasis on co-production and lived experience.

Schein: leadership and culture

Edgar Schein showed that organisational culture is shaped by what leaders pay attention to, reward and model, especially in moments of difficulty. His work informs Culture Carrier and the idea that a senior team's behaviour is itself a message to the organisation.

Avanti practice and research

The twelve behaviours were developed through Avanti's work with senior teams in public services and through the doctoral research of Dr. Jonathan Huish on top team leadership and Dr Amanda Milliner on community engagement. The framework and all questionnaire items are original Avanti work.

Design principles

The team, not the individual	Every item describes what 'we' do together. The focus is on shared behaviour, so no one is singled out and the conversation stays on how the team works.
Actual, not ideal	People rate how the team behaves now, including under pressure, rather than how it intends to behave. Honest current pictures lead to useful conversations.
Difference is data	Reports set each person's view against the combined view. Where views differ, that difference is treated as valuable information about what members experience, not as error.
Outcomes for people at the centre	Every behaviour is framed by its contribution to outcomes for people and communities, so the instrument keeps asking what changes for the public, not just how the team feels.
Strengths first, development always	Results start from what is working and what each person brings. They are for reflection and growth and are never used to rank teams, assess performance or make selection decisions.

THE MODEL

The 12 behaviours at a glance

Standing Together	How the team holds together, protects trust and stays anchored to the people and communities it serves.
Thinking Together	How the team makes sense of what is coming, tests its own thinking and tells itself the truth.
Deciding Together	How the team reaches decisions, owns their consequences and acts for the whole system.
Working With Others	How the team shares power with communities, shapes culture by example and adapts as conditions change.

	Behaviour	In a sentence
B1	One Voice	Once we decide, we stand behind it together, inside and outside the room.
B2	Trusted Colleague	We protect each other's integrity and do not let blame land quietly elsewhere.
B3	Common Purpose	We anchor every choice in what changes for people and communities.
B4	Horizon Watcher	We pool what we each see into one view of what lies ahead.
B5	Brave Challenger	We test each other's thinking constructively, especially when agreement comes too easily.
B6	Straight Talker	We are honest about what we think, know and do not know.
B7	Decision Keeper	We decide properly, commit clearly and act, even without the full picture.
B8	Accountability Champion	We hold each other to account for delivery and for learning.
B9	Systems Integrator	We decide for the whole system, not just our own part of it.
B10	Community Partner	We involve communities early, honestly and as equals in shaping change.
B11	Culture Carrier	We model the values we ask of others, especially when it is hardest.
B12	Adaptive Navigator	We step back, learn how we are working and change course when needed.

B1 ONE VOICE

Once we decide, we stand behind it together, inside and outside the room.

One Voice is the discipline of holding disagreement inside the team and presenting a coherent position once a decision is made. It does not mean everyone agreed. It means everyone had a fair hearing, the team reached a view, and each member now carries that view with integrity, whatever their personal starting point.

In public service the hardest decisions are often the most contested: closing a service, shifting money between priorities, changing how people get help. Staff, partners and communities watch closely for cracks. When leaders quietly signal distance from a shared decision, people stop trusting the decision and start lobbying individuals instead.

One Voice still leaves room to reopen a decision when the evidence genuinely changes. The test is whether that happens openly, through the team, rather than in corridors.

Why it matters

Change in public services depends on people believing that leaders mean what they say. Mixed messages from the top slow delivery, invite workarounds and leave frontline staff explaining contradictions to the public. A team that speaks consistently gives people something stable to organise around.

Through a values lens: Speaking with one voice is a form of respect for the communities affected by a decision: they deserve a clear, honest account rather than competing versions. It should never become a reason to silence what people with lived experience have told you.

When it tips too far: A united front can become so polished that genuine reservations go unspoken and the team is slow to notice when a decision needs revisiting.

B2 TRUSTED COLLEAGUE

We protect each other's integrity and do not let blame land quietly elsewhere.

Trusted Colleague describes a team in which members can rely on each other when things go wrong. Concerns about a colleague are raised with that colleague, directly and privately. Nobody distances themselves from a shared decision to protect their own position, and nobody lets a colleague take the fall for something the team owned.

Public service leadership happens in public. Scrutiny committees, regulators, inspectors, the media and social media all create moments when it is tempting to step back from a colleague. Teams that give in to that temptation teach each other to be guarded, and guarded teams share less, risk less and learn less.

This is not loyalty for its own sake. It is the recognition that a leadership team whose members undermine each other cannot ask anyone else to trust it.

Why it matters

Trust between senior leaders is the foundation for everything else in this framework: honest challenge, shared risk and joined-up decisions all depend on it. Where trust is thin, energy goes into self-protection rather than into improving outcomes for people.

Through a values lens: Treating colleagues with dignity under pressure reflects the same values we ask services to show the public. Teams that protect each other well find it easier to be honest when something has gone wrong for a person or family.

When it tips too far: Mutual support can tip into closing ranks, shielding colleagues from feedback they would value or treating external challenge as an attack.

B3 COMMON PURPOSE

We anchor every choice in what changes for people and communities.

Common Purpose describes a team that keeps returning to why it exists: better lives and better places for the people it serves. That purpose sits above departmental budgets, professional identity, organisational boundaries and, where there is political leadership, group interest.

Every senior team feels the pull of familiar loyalties. A director defends their service, a partner protects their organisation, a board member speaks for their constituency. Those loyalties are legitimate. Common Purpose asks the team to name them openly and then test each choice against the outcomes that matter to residents, patients, tenants and service users.

In practice this shows up in the questions the team asks: who will notice a difference, how will we know, and whose voice have we heard?

Why it matters

Public service change goes wrong when it becomes about structures, savings or reputations rather than outcomes for people. A team anchored in a shared, people-centred purpose makes better trade-offs and finds it easier to explain them honestly.

Through a values lens: Purpose rooted in outcomes keeps lived experience at the centre: the people closest to a service are often best placed to say whether it is achieving anything. Communities should be able to recognise themselves in the purpose the team holds.

When it tips too far: Shared purpose can be invoked in ways that make legitimate concerns harder to raise, as if questioning a decision meant not caring about outcomes.

B4 HORIZON WATCHER

We pool what we each see into one view of what lies ahead.

No single member of a senior team sees the whole picture. Horizon Watcher describes the habit of bringing partial views together: what the frontline is noticing, what partners are hinting at, what communities are saying, what national policy and funding signals suggest, and what the data is quietly showing.

Strong Horizon Watchers share signals early, including faint, ambiguous or uncomfortable ones, rather than waiting until they are certain. They build time into the team's rhythm to look ahead, not only to manage the present. They also look beyond the usual sources, because the earliest signs of change often appear in places leadership teams rarely visit.

Teams that do this well are surprised less often and act before a pressure becomes a crisis.

Why it matters

Demand, funding, workforce and community needs are all shifting at once in public services. Teams that only react end up making rushed decisions with partial information. Shared foresight gives the team time to prepare, to involve others and to choose rather than be forced.

Through a values lens: Some of the most reliable early warnings come from people with lived experience and from community groups who see changes long before they appear in the data. Treating their insight as intelligence, not anecdote, is part of this behaviour.

When it tips too far: Scanning and exploring can continue for so long that the team delays acting on what it already knows.

B5 BRAVE CHALLENGER

We test each other's thinking constructively, especially when agreement comes too easily.

Brave Challenger describes a team that expects and welcomes challenge. Members question assumptions, ask for the evidence, offer an alternative view and say when something does not add up, and they do it in a way that strengthens the decision rather than scoring points.

Time pressure, hierarchy and the wish to support colleagues all push teams towards early agreement. That is exactly when challenge matters most. Brave Challenger teams create enough psychological safety for the quietest or most junior voice to question the dominant view, and they treat dissent as useful information.

The behaviour also reaches beyond the room: challenging processes, structures and long-held assumptions that no longer serve people well, including the ones the team itself built.

Why it matters

Many troubled public service decisions were made not by people who did not care, but by groups that did not test their thinking. Constructive challenge catches risks early and leads to decisions that hold up when they meet the real world.

Through a values lens: Challenge should include asking whose experience is missing from a proposal and how it would feel to the people on the receiving end. Inviting challenge from people with lived experience is one of the most powerful forms of this behaviour.

When it tips too far: Challenge can become a habit that tires colleagues and makes it harder for the team to reach and commit to a decision.

B6 STRAIGHT TALKER

We are honest about what we think, know and do not know.

Straight Talker is not about bluntness. It is the discipline of bringing real views into the room rather than performing agreement, and the honesty to be clear about the limits of what is known rather than filling gaps with confident guesses.

Senior leaders often feel they should have the answers. Boards, staff, partners and the public can all appear to want certainty. That pressure tempts teams to project more confidence than the evidence supports, to report good news faster than bad, and to describe risks in softened language.

Teams that cannot be honest with themselves about uncertainty and bad news cannot respond to them. Straight Talkers make sure the picture the team works from is as accurate as it can be.

Why it matters

Many serious incidents in public services have been preceded by information that was known somewhere but never spoken plainly at the top. Honest conversation inside the team is a safeguard for the people services exist to protect.

Through a values lens: Straight talking is an expression of integrity. It extends to being honest with communities about what is uncertain, rather than offering reassurance that cannot be kept.

When it tips too far: Plain speaking can come across as blunt, or every doubt can be voiced in ways that unsettle colleagues more than they inform them.

B7 DECISION KEEPER

We decide properly, commit clearly and act, even without the full picture.

Decision Keeper describes a team that makes decisions well and then lets them stand. It is clear about who decides what, uses proper processes, records what has been agreed and does not relitigate decisions without a genuine, principled reason.

Uncertainty creates two temptations: to wait for information that will never fully arrive, or to keep revisiting decisions as new pressures appear. Both leave staff and partners unsure what to do. Decision Keepers accept that most significant public service decisions are made with incomplete information, and they decide anyway, with care and with honesty about the risks.

This is not rigidity. It is the discipline that allows an organisation and its partners to move forward with confidence.

Why it matters

Drift and reversal are costly in public services: projects stall, staff lose faith and communities stop believing that anything will change. Clear, well-made decisions that hold give everyone a basis to act.

Through a values lens: Good decision-making includes being clear with communities about what has been decided, by whom and why, and how they influenced it. That transparency respects people's time and their contribution.

When it tips too far: Commitment to a decision can harden into defending it after the evidence has clearly moved on.

B8 ACCOUNTABILITY CHAMPION

We hold each other to account for delivery and for learning.

Accountability Champion describes a team that notices when commitments are not being met and says so, directly and constructively, to the person concerned. Peer accountability does not wait for the chair or the chief executive to act.

In complex public service work, accountability is wider than whether agreed actions were done on time. It includes whether the team is learning from what happens, adapting when the evidence calls for it, and being honest about results. Accountability Champions know the difference between avoidable slippage and the necessary adjustment that complex work demands, and they treat honest adjustment as good governance.

They also hold themselves to account for outcomes for people, not just outputs and process measures.

Why it matters

Without peer accountability, problems drift until they surface through complaints, inspections or harm. Teams that hold each other to account fairly and early protect both the people they serve and the colleagues who need support.

Through a values lens: Real accountability runs outward as well as inward: to the communities and people who use services, who should be able to see what was promised and what happened.

When it tips too far: High standards can begin to feel like blame, and colleagues may become cautious about adapting or admitting difficulty.

B9 SYSTEMS INTEGRATOR

We decide for the whole system, not just our own part of it.

People's lives do not respect organisational boundaries. A person leaving hospital needs housing, care and support to line up. A family in crisis meets several services at once. Systems Integrator describes a team that thinks in these terms: it considers how a decision in one area creates effects in another, and it looks for unintended consequences before they happen.

Integrating teams work across departments, organisations and sectors to build solutions that serve the whole. They notice when one part of the system is moving costs or demand onto another, and they are willing to accept a local cost for a wider benefit.

This asks something difficult: to think and act in systems, not silos, when every incentive rewards protecting your own patch.

Why it matters

Many of the most stubborn public service challenges, such as homelessness, mental health crisis and preventable demand, sit between organisations rather than inside them. Teams that integrate across boundaries are far more likely to improve outcomes that matter to people.

Through a values lens: Seeing the system through the eyes of the person moving through it is the most reliable way to spot gaps and duplication. People with lived experience are often the system's best map-makers.

When it tips too far: System thinking can become so broad that the team finds it hard to focus and to take clear responsibility for concrete action.

B10 COMMUNITY PARTNER

We involve communities early, honestly and as equals in shaping change.

Community Partner goes well beyond consultation. It describes a team that involves people before directions are set, is honest about what has and has not been decided, and works with communities as partners in designing and delivering services.

Drawing on co-production and Arnstein's Ladder of Participation, the behaviour asks how much real power is being shared. Strong Community Partners treat lived experience as expertise, reach people who are seldom heard rather than relying on the usual voices, support people to take part as informed equals, and keep relationships going between projects, not only when the team needs something.

It also means being straight with people about constraints and uncertainty, and showing what changed because they took part.

Why it matters

Services designed with people work better, last longer and earn more trust than those designed for them. Community partnership also brings knowledge that no leadership team can generate on its own.

Through a values lens: This behaviour sits at the heart of Avanti's values: dignity, humility and service mean recognising that people and communities hold expertise about their own lives and places.

When it tips too far: Frequent engagement can place heavy demands on communities' time and goodwill unless it brings them real influence in return.

B11 CULTURE CARRIER

We model the values we ask of others, especially when it is hardest.

The culture of any organisation is shaped at the top, less by what leaders say than by what they do. Culture Carrier describes a team that holds itself to the standards it asks of others, models the tone it wants to see, and does not exempt itself from the values it promotes.

People watch senior teams most closely when things are difficult: how leaders treat each other under pressure, how they respond to mistakes, whether they listen to staff, and whether stated values survive contact with tough budgets. Small actions carry large messages.

In periods of change, when people are being asked to work differently, a team that visibly lives the new way of working, even when it is inconvenient, gives that culture a real chance to take root.

Why it matters

Culture determines how services feel to the people who use them. Staff tend to treat the public in the way they themselves are treated, so a leadership team's behaviour reaches people far beyond the boardroom.

Through a values lens: Living values of dignity, humility and service in everyday leadership is what makes them credible. A people-centred culture starts with how leaders treat staff and each other.

When it tips too far: Attention can shift to how values look rather than how they are experienced by staff and the public.

B12 ADAPTIVE NAVIGATOR

We step back, learn how we are working and change course when needed.

Adaptive Navigator describes a team that makes regular, deliberate space to step out of operational pressure, look honestly at how it is working, and adjust. It reviews its own effectiveness, learns from what has happened and changes its approach as conditions shift.

Public service change rarely follows a plan. Funding moves, demand changes, policy shifts and communities respond in unexpected ways. Drawing on ideas from complexity thinking, such as Snowden's Cynefin framework, Adaptive Navigators recognise when a situation calls for careful analysis and when it calls for safe experiments, quick feedback and learning in real time.

They communicate changes of course with confidence and honesty, treating course correction as leadership rather than a setback.

Why it matters

Teams that cannot adapt either cling to plans that have stopped working or lurch from one initiative to the next. Thoughtful, visible adaptation keeps change on track and sets an example for the wider organisation.

Through a values lens: Some of the best signals that a team needs to adapt come from people using services and from community partners. Building their feedback into regular reflection keeps adaptation grounded in what matters to people.

When it tips too far: Frequent changes of direction can make it hard for staff and partners to keep up or to trust that today's plan will last.

USING THE INSTRUMENT

How it is completed

Every member of the leadership team completes the same 48-item questionnaire, rating how the team actually behaves on a scale of 1 to 10. Most people take around 15 to 20 minutes. It can be completed online or on paper, and is usually completed individually and in confidence in the week or two before a facilitated session.

The team can be an executive team, a board working with its executive, a political and executive leadership group, or a partnership leadership group drawn from several organisations. For the combined view to be meaningful and to protect confidentiality, we recommend a minimum of four respondents. Avanti agrees with the team in advance who will take part and how results will be shared.

Rating	What it means
1	Rarely how we behave
4	Sometimes, but not reliably
7	Usually how we behave
10	Consistently how we behave, even under pressure

Instructions given to participants

Each statement describes something a leadership team might do. Rate how your team actually behaves now, not how it would like to behave or how it behaves on a good day. Answer for the team as a whole, and go with your first considered judgement.

How it is scored

Each of the twelve threads has four statements. A person's score for a thread is the average of their four ratings, giving a number between 1 and 10. Each of the four bands of the weave is scored as the average of its three threads. The team's combined score for each thread is the average of all members' scores, and together these form the picture of the team's cloth.

Scores fall into three score bands: Growing edge (below 5), Established (5 to below 7.5) and Signature strength (7.5 and above). Each report also shows the spread of views across the team, so you can see where members feel the weave in a similar way and where their perspectives differ. Because this is a development tool, there is no pass mark and no 'good' or 'bad' profile. Comparisons with other teams build up as the instrument is used more widely, and are offered only as context.

Band	Range	What it signals
Growing edge	1 to under 5	The behaviour is present at times and offers the team a clear opportunity to build further.
Established	5 to under 7.5	The behaviour is a recognisable part of how the team works, with room to deepen it under pressure.
Signature strength	7.5 to 10	The behaviour is a dependable feature of the team that others can count on and build from.



Using the results

Results are explored in a facilitated session with the whole team. Individuals first spend time with their own report, noticing where their view of the team matches the combined view and where it differs. The team then looks at the combined picture together, starting with strengths, then areas where views differ most, and then the behaviours the team most wants to develop.

The aim is a small number of shared commitments, typically two or three behaviours to focus on, with practical actions and a way of noticing progress. Many teams repeat the profile after six to twelve months to see what has shifted. Avanti can support this through coaching, team development sessions or as part of a wider leadership programme.

When to use it

A new or changing leadership team

When a team forms, gains new members or takes on new responsibilities, the profile helps it agree early how it wants to work together.

Leading significant service change

Before or during major redesign of services, the instrument checks whether the team is ready to lead change that staff and communities can trust.

Building a partnership leadership group

Where several organisations share leadership of an outcome, such as homelessness prevention or mental health, the behaviours give the group a common language for working as one system.

After a difficult period

Following an inspection, a public challenge or a period of strain, it provides a structured, safe way to reflect honestly and reset.

Boards and executive teams together

When trustees, non-executives or elected members and senior officers want to strengthen how they work together, the profile can be completed across both groups.

Ethics and good practice

Participation is voluntary and based on informed consent. Individual responses are confidential: they are never shown to other team members, and combined results are only reported when enough people have responded to protect anonymity. Data is held securely, used only for the agreed purpose and handled in line with UK GDPR. The instrument is a development tool, not a clinical or selection test, and results must not be used for recruitment, performance management or disciplinary purposes. Avanti agrees in advance with the team how results will be shared, and with whom, before anyone completes the questionnaire.

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.

Part of the Avanti suite

Avanti Cultural Dimensions

Cultural Dimensions explores the culture of the wider organisation, current and aspired. It shows the context the team is shaping through behaviours such as Culture Carrier and Common Purpose.

Avanti Leadership Behaviours 360

The 360 looks at individual leadership behaviour as seen by self and others. Used together, the two show how individual strengths combine to shape the team's collective behaviour.

Avanti Leadership Preferences

Leadership Preferences shows how each member prefers to contribute. Set alongside Strategic Team Behaviours, it helps explain why certain behaviours come naturally to a team and others benefit from deliberate attention.

Avanti Development Framework Profile

The Development Framework Profile looks at leadership development across team, partnership, leadership and system levels. Strategic Team Behaviours offers a focused starting point for the team level of that work.

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.

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.

Let us help your organisation move forwards

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