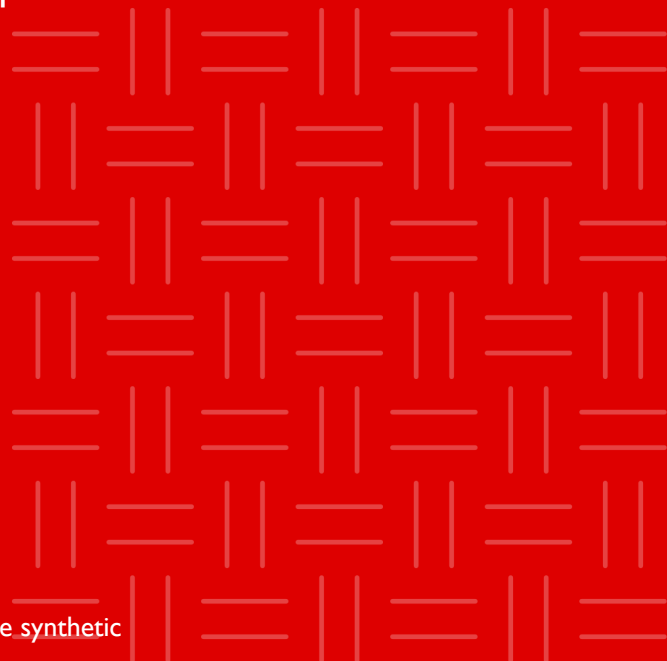




CONFIDENTIAL FEEDBACK REPORT

Avanti Strategic Team Behaviours

Individual and team feedback report



Prepared for: Sample Participant

Team: Sample Leadership Team

Date: October 2026

Illustrative sample: all scores in this report are synthetic

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WELCOME

Welcome, Sample Participant

Thank you for taking part in Avanti Strategic Team Behaviours. This report is yours. It describes how you see your team's cloth, woven from twelve threads in four bands, and sets your view alongside the combined view of everyone who took part, starting with what is already holding well.

Please read it with curiosity. The scores reflect perceptions at one moment in time, and differences between your view and the team's are among the most useful parts of the report, because each of you feels the weave from a different place. Nothing here is a judgement of you as a leader or of any colleague. It is a starting point for a positive, honest conversation about how your team's threads hold together, how your own strengths add to the cloth, and how that shapes what changes for the people and communities you serve. You may find it helpful to read the report once quickly, then return to the sections that stand out before your team session.

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.

READING YOUR RESULTS

How to read this report

Each thread, or behaviour, is scored from 1 to 10 as the average of four statements. The charts show two things side by side: your own view of the team's cloth, and the team's combined view. Where the two are close, you and your colleagues feel the weave in a similar way. Where they are further apart, you are feeling the cloth from a different place, and that perspective is a contribution worth exploring.

Each score falls into one of three score bands. Growing edge (below 5) marks a looser thread, a place where the team has a clear opportunity to strengthen the weave. Established (5 to below 7.5) means the thread is a recognisable part of the cloth. Signature strength (7.5 and above) means it holds firmly and others can rely on it. For each thread you will find what your view and the combined view suggest, what your perspective adds, ideas for bridging with colleagues, questions for reflection and ideas to build on, along with where the thread sits in the four bands of the weave.

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.

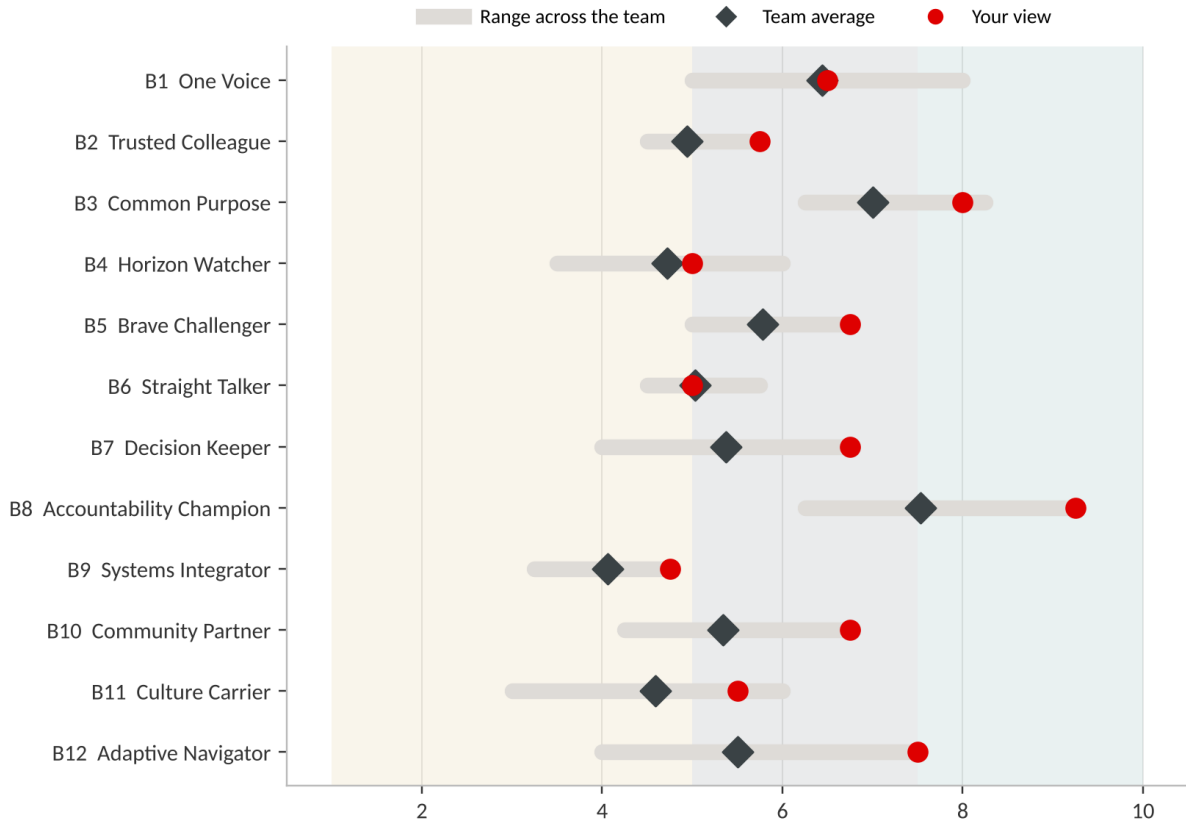
Differences in how members see the team are one of the most valuable parts of this report. Each person experiences the team from a different seat, with different relationships, responsibilities and conversations outside the room. When your view differs from the combined picture, it is not a matter of right or wrong. It shows something you are noticing that others may not, or something others see that you have not yet. Teams that explore those differences with curiosity learn far more about themselves than teams that agree on everything.

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.

AT A GLANCE

Your profile at a glance

This chart shows your view of the team (red dot) against the team's combined view (charcoal diamond) and the full range of views across the team (grey bar).



Your weave: your view of the team

Each thread is one behaviour, woven into its band. The deeper the colour, the stronger the thread in your view.



	Behaviour	Your view	Team	Difference	Your band
B1	One Voice	6.5	6.4	+0.1	Established
B2	Trusted Colleague	5.8	4.9	+0.8	Established
B3	Common Purpose	8.0	7.0	+1.0	Signature strength
B4	Horizon Watcher	5.0	4.7	+0.3	Established
B5	Brave Challenger	6.8	5.8	+1.0	Established
B6	Straight Talker	5.0	5.0	0.0	Established
B7	Decision Keeper	6.8	5.4	+1.4	Established
B8	Accountability Champion	9.2	7.5	+1.7	Signature strength
B9	Systems Integrator	4.8	4.1	+0.7	Growing edge
B10	Community Partner	6.8	5.3	+1.4	Established
B11	Culture Carrier	5.5	4.6	+0.9	Established
B12	Adaptive Navigator	7.5	5.5	+2.0	Signature strength

YOUR STRENGTHS

The team's strengths, as you see them

This section starts with what is holding well. It brings together the threads you see as strongest in your team's cloth, and those the combined view highlights, so you can see the foundations the team is already weaving from. Strengths deserve careful attention: understanding why a thread holds firm makes it easier to keep it strong under strain and to carry its pattern into other parts of the team's work.

Accountability Champion

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

In a team

Peer accountability means a team does not depend on hierarchy or external scrutiny to notice when things drift. It supports colleagues early, keeps commitments real and frees team leadership from being the only source of challenge. Combined with learning, it makes a team both dependable and adaptive.

In a project or piece of change

In change work, accountability keeps a programme honest about progress, distinguishes wise adaptation from avoidable slippage and focuses attention on outcomes for people. Visible commitments to communities, reported on openly, build credibility and lasting trust in the work over time.

Common Purpose

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

In a team

A shared purpose gives a team a common reference point when interests pull apart. It makes trade-offs easier to discuss, helps members support decisions that cost their own area something, and gives team leadership a way to focus energy on outcomes for people rather than on structures or reputations.

In a project or piece of change

In change work, a clear purpose rooted in outcomes keeps a programme focused on what matters to people rather than on milestones alone. It helps engage communities, because they can see what the change is for, and it gives everyone a test for whether the work is succeeding.

Adaptive Navigator

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

In a team

Adaptive teams avoid both rigidity and constant change. Regular reflection helps them notice what is working, adjust early and stay effective as conditions shift. For team leadership, it creates a habit of learning that the wider organisation can see and follow.

In a project or piece of change

In a programme of change, adaptation keeps the work responsive to what is actually happening. Small tests, quick feedback from communities and honest reviews help the project improve as it goes and explain changes of direction with confidence to everyone involved.

YOUR RESULTS IN DETAIL

Your results, behaviour by behaviour

Each behaviour below shows your scores, what your band means, how others are likely to experience it, questions to reflect on and ideas to build on. Start with the behaviours that catch your attention.

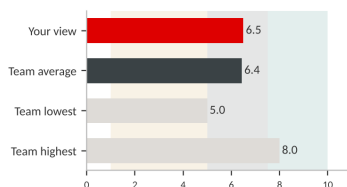
BI ONE VOICE

Your view 6.5, Established | Team 6.4

Once we decide, we stand behind it together, inside and outside the room. *One Voice is the thread that keeps the cloth's pattern clear, so people outside the team see one design rather than competing ones.*

Your band: Established. You see a team that usually stands behind its decisions, and that consistency is already giving staff and partners something to rely on. There may be particular moments, such as politically sensitive choices or decisions that land hard on one area, where the line is harder to hold. Compare your view with the combined picture. Whether you rate it higher or lower than colleagues, your perspective helps the team see where its unity is strongest and where a little more agreement in advance could help.

How others may experience this: *Colleagues are likely to experience you as someone who values coherence while staying realistic about the pressures on it. Your view helps the team recognise what is already working and pinpoint the specific moments where a little more agreement in advance would make a difference.*

**Reflect**

- When has this team spoken with one voice in a way that made a real difference, and what made that possible?
- What helps you carry a decision you argued against with integrity?

Ideas to build on

- Close each significant decision by agreeing, in one or two sentences, how everyone will explain it.
- Agree a simple protocol for reopening decisions when evidence changes, so it happens in the room.

When this strength is overplayed: A united front can become so polished that genuine reservations go unspoken and the team is slow to notice when a decision needs revisiting.

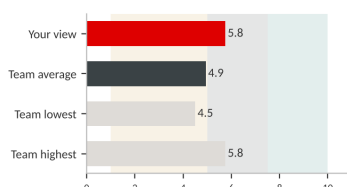
B2 TRUSTED COLLEAGUE

Your view 5.8, Established | Team 4.9

We protect each other's integrity and do not let blame land quietly elsewhere. *Trusted Colleague is the thread that binds the others closely, so the cloth holds when it is pulled hardest.*

Your band: Established. You see a team where trust is real and colleagues usually back each other, which is a solid foundation for difficult work. There may be particular relationships, topics or moments of scrutiny where people become a little more careful. Compare your view with the combined picture. Your perspective, whether more or less positive than colleagues', helps the team see where trust is already strong and where it could be deepened further.

How others may experience this: *Colleagues are likely to experience you as someone who values mutual support and is realistic about where it is tested. Your view helps the team appreciate what is already working while staying alert to the relationships and moments where a little more care would help.*

**Reflect**

- When have you felt most backed by this team, and what did colleagues do that made the difference?
- What helps you raise a concern with a colleague directly?

Ideas to build on

- Agree a simple team norm that concerns about a colleague go to that colleague first.
- After a demanding public moment, take a few minutes as a team to talk about how well you supported each other.

When this strength is overplayed: Mutual support can tip into closing ranks, shielding colleagues from feedback they would value or treating external challenge as an attack.

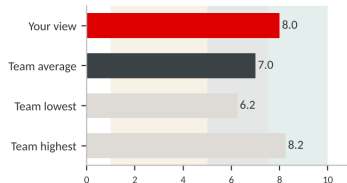
B3 COMMON PURPOSE

Your view 8.0, Signature strength | Team 7.0

We anchor every choice in what changes for people and communities. *Common Purpose is the warp the whole cloth is strung on: the people and communities the team exists to serve.*

Your band: Signature strength. You see Common Purpose as a signature strength of your team. The team is anchored in outcomes for people and communities, which gives it energy and legitimacy and helps it explain difficult choices. Check this against the combined view. One way to build on it is to share ownership of the purpose more widely, asking communities and people with lived experience to help define it and judge whether it is being achieved.

How others may experience this: *Colleagues are likely to experience you as someone who keeps the people the team serves firmly in view. You probably help others connect their own work to the bigger picture, and your clarity can be a steadying influence when decisions are difficult.*



Reflect

- When has this team made a choice that clearly put people first, and what helped?
- What draws you personally to the purpose the team serves?

Ideas to build on

- Open key agenda items with one question: what will be different for people if we get this right?
- Ask service users or community members to describe what good would look like, and bring their words into the room.

When this strength is overplayed: Shared purpose can be invoked in ways that make legitimate concerns harder to raise, as if questioning a decision meant not caring about outcomes.

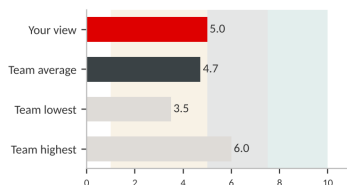
B4 HORIZON WATCHER

Your view 5.0, Established | Team 4.7

We pool what we each see into one view of what lies ahead. *Horizon Watcher is the thread that lets the team glimpse the pattern ahead before it is woven.*

Your band: Established. You see a team that does look ahead, perhaps with some members especially skilled at reading particular signals. The opportunity is to bring those individual insights together more consistently. Compare your view with the combined picture. A useful question is whose perspective is most often missing from the team's sense of what is coming, and how it could be brought in. Shared foresight is only as good as the range of voices feeding it.

How others may experience this: *Colleagues are likely to experience you as someone who values looking ahead and recognises the team's progress. Your view helps the team see where its foresight is already strong and which voices, inside or outside the organisation, could make its picture of the future richer.*



Reflect

- When has this team seen something coming in good time, and what helped it do so?
- What signal are you noticing at the moment that the team might value hearing?

Ideas to build on

- Add a short standing item where each member brings one early signal, however uncertain.
- Hold a periodic horizon session with partners or community representatives in the room.

When this strength is overplayed: Scanning and exploring can continue for so long that the team delays acting on what it already knows.

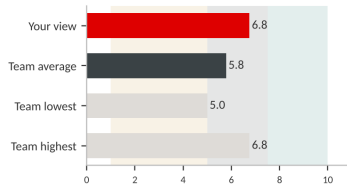
B5 BRAVE CHALLENGER

Your view 6.8, Established | Team 5.8

We test each other's thinking constructively, especially when agreement comes too easily. *Brave Challenger is the thread that tests the tension, so the cloth is firm enough to hold rather than merely smooth to look at.*

Your band: Established. You see a team where challenge happens and is often valued, though perhaps more easily on some topics or with some people than others. Compare your view with the combined picture. It is worth noticing who challenges and who tends to stay quiet, because a team can feel open to its most confident members while others hold useful thoughts back. Inviting those quieter perspectives can quickly add depth to the team's thinking.

How others may experience this: *Colleagues are likely to experience you as someone who appreciates challenge and is realistic about how evenly it is shared. Your view helps the team see where its thinking is already well tested and where inviting other voices into the conversation would add real value.*



Reflect

- When has a challenge in this team led to a much better decision, and what made it work?
- What helps you raise a different view in the room?

Ideas to build on

- Before major decisions, run a short pre-mortem: imagine it has not worked and ask why.
- Rotate a named challenger role for significant items so challenge is expected and shared.

When this strength is overplayed: Challenge can become a habit that tires colleagues and makes it harder for the team to reach and commit to a decision.

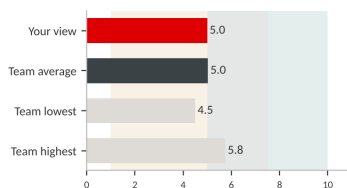
B6 STRAIGHT TALKER

Your view 5.0, Established | Team 5.0

We are honest about what we think, know and do not know. *Straight Talker is the thread that keeps the colours true, so the team sees its cloth as it really is.*

Your band: Established. You see a team that is often honest with itself, with perhaps some topics, settings or moments where people still soften the message. That is a good base to build on. Compare your view with the combined picture. A helpful question is which subjects feel harder to speak plainly about, because those are often where the most important insights are sitting. Small signals of welcome when someone speaks plainly can make a big difference.

How others may experience this: *Colleagues are likely to experience you as someone who values honesty and understands why it is sometimes hard. Your view helps the team appreciate its candour while staying curious about the few topics where it could speak more plainly with each other.*



Reflect

- When did honest conversation in this team lead to a better outcome, and what made it possible?
- What helps you say what you really think in the room?

Ideas to build on

- Introduce a simple check at key moments: what do we know, what do we think, and what do we not know?
- Agree that difficult news is welcomed early, and visibly thank people who bring it.

When this strength is overplayed: Plain speaking can come across as blunt, or every doubt can be voiced in ways that unsettle colleagues more than they inform them.

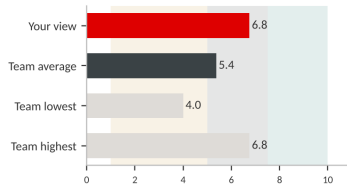
B7 DECISION KEEPER

Your view 6.8, Established | Team 5.4

We decide properly, commit clearly and act, even without the full picture. *Decision Keeper is the thread that sets each row in place, so the weave moves forward rather than being unpicked and restarted.*

Your band: Established. You see a team that generally decides and commits, with perhaps some types of decision, often contentious or politically sensitive ones, that take longer or get revisited. Compare your view with the combined picture. Your perspective may reflect how close you are to acting on decisions once they are made, which is valuable insight for the team. Patterns of delay usually point to a specific source, which can be named and addressed together.

How others may experience this: *Colleagues are likely to experience you as someone who values clear decisions and understands why some take time. Your view helps the team see what is working in how it decides and where a little more clarity would help everyone move forward.*



Reflect

- When has this team made a clear decision that really helped people move forward, and what made it work?
- What helps you feel ready to decide when information is incomplete?

Ideas to build on

- Map together which decisions sit with the team, which it advises on and which sit elsewhere.
- End every substantive item by reading back the decision, owner and next step.

When this strength is overplayed: Commitment to a decision can harden into defending it after the evidence has clearly moved on.

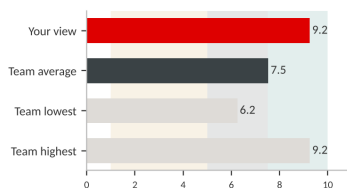
B8 ACCOUNTABILITY CHAMPION

Your view 9.2, Signature strength | Team 7.5

We hold each other to account for delivery and for learning. *Accountability Champion is the thread that checks each row as it is woven, noticing early where the tension needs adjusting.*

Your band: Signature strength. You see Accountability Champion as a signature strength of your team. Members hold each other to account fairly and directly, and learning and adapting are part of the deal. That is a strong position for leading complex change. Check this against the combined view. One way to build on it is to extend accountability outward, so communities can see what the team committed to and what changed, and to keep standards feeling fair to everyone.

How others may experience this: *Colleagues are likely to experience you as reliable, fair and clear about expectations. You probably help others feel that commitments matter, and your openness to being held to account yourself makes it easier for colleagues to raise things with each other.*



Reflect

- When has holding each other to account helped this team deliver something important for people?
- How would you most like colleagues to hold you to account?

Ideas to build on

- Review team commitments regularly in the room, with each owner giving a candid update.
- Agree how you want to be held to account, and invite colleagues to do so.

When this strength is overplayed: High standards can begin to feel like blame, and colleagues may become cautious about adapting or admitting difficulty.

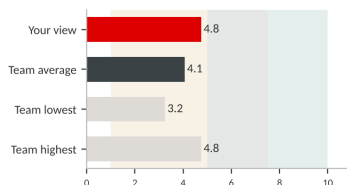
B9 SYSTEMS INTEGRATOR

Your view 4.8, Growing edge | Team 4.1

We decide for the whole system, not just our own part of it. *Systems Integrator is the thread that crosses between bands and joins the team's cloth to the wider fabric of services around it.*

Your band: Growing edge. Your view suggests whole-system thinking is a growing edge for your team. That is very natural: structures and budgets are usually designed around separate functions, and each member brings deep knowledge of their own area, which is a valuable foundation. The opportunity is to connect those areas more deliberately. Set your view alongside the combined picture, and consider which recent decision might have looked different through the eyes of a person moving across several services.

How others may experience this: *When you see system thinking as a growing edge, colleagues are likely to experience you as someone who notices the joins between services. Your perspective helps the team see how decisions ripple across boundaries and reminds everyone of the people whose lives cross many services at once.*



Reflect

- When has this team solved a problem by working across boundaries, and what made that possible?
- Which partners does your own work depend on most?

Ideas to build on

- Add a standing question to decision papers: who else is affected, and have we spoken to them?
- Walk through one person's real experience across services, with their consent and involvement where possible.

When this strength is overplayed: System thinking can become so broad that the team finds it hard to focus and to take clear responsibility for concrete action.

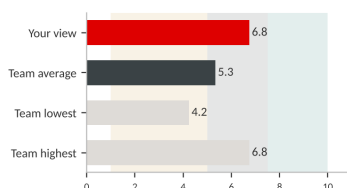
B10 COMMUNITY PARTNER

Your view 6.8, Established | Team 5.3

We involve communities early, honestly and as equals in shaping change. *Community Partner is the thread that brings colours from beyond the loom, weaving communities and lived experience into the design itself.*

Your band: Established. You see a team that values community involvement and does some of it very well, perhaps in particular services or programmes. Compare your view with the combined picture. A helpful question is where power is genuinely shared and where involvement still stops at informing or consulting. Communities notice when partnership depends on which service they meet, so agreeing a shared standard for involvement is one practical way to build on what already works.

How others may experience this: *Colleagues are likely to experience you as someone who values community involvement and recognises the good practice already in place. Your view helps the team build on that practice and consider where it could share influence more fully with the people it serves.*



Reflect

- When has involving a community early led to a better outcome, and what made it work?
- Where on Arnstein's Ladder would you like the team's next piece of engagement to sit?

Ideas to build on

- Choose one forthcoming decision and involve people with lived experience from the very start.
- Map who you usually hear from and plan deliberately to reach those you do not.

When this strength is overplayed: Frequent engagement can place heavy demands on communities' time and goodwill unless it brings them real influence in return.

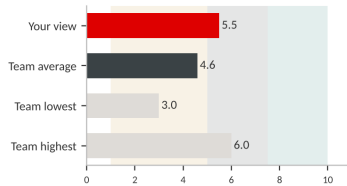
B11 CULTURE CARRIER

Your view 5.5, Established | Team 4.6

We model the values we ask of others, especially when it is hardest. *Culture Carrier is the thread whose pattern repeats across the organisation, as others take their lead from the team's design.*

Your band: Established. You see a team that generally models the culture it wants, with some moments under pressure where that is harder to sustain. Compare your view with the combined picture. A useful question is which values are easiest to live and which are most tested when time, money or reputation are at stake, because staff notice those moments most. Consider too whether the team treats staff as it hopes staff will treat the public.

How others may experience this: *Colleagues are likely to experience you as someone who values consistency between words and actions and understands the pressures that test it. Your view helps the team recognise its good example and the moments when a little more attention would make a difference.*



Reflect

- When has this team's example made a visible difference to the wider organisation?
- Which of your values do you find it most natural to live, and how does it show?

Ideas to build on

- Agree two or three specific behaviours the team will model and review them together regularly.
- Ask a cross-section of staff what they notice about the team's behaviour, and listen with curiosity.

When this strength is overplayed: Attention can shift to how values look rather than how they are experienced by staff and the public.

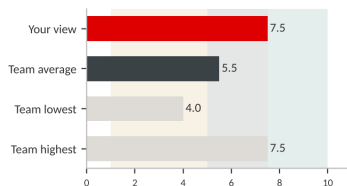
B12 ADAPTIVE NAVIGATOR

Your view 7.5, Signature strength | Team 5.5

We step back, learn how we are working and change course when needed. *Adaptive Navigator is the thread that lets the weavers step back, see the cloth whole and adjust the pattern as conditions change.*

Your band: Signature strength. You see Adaptive Navigator as a signature strength of your team. The team learns and adapts well, and treats changing course as good leadership, which is a real asset in uncertain conditions. Check this against the combined view. One way to build on it is to keep adaptation grounded in evidence and in feedback from the people you serve, and to bring staff and partners with you by explaining clearly what has changed and why.

How others may experience this: *Colleagues are likely to experience you as flexible, curious and comfortable changing course when evidence calls for it. You probably help others see adaptation as leadership, and your confidence makes it easier for the team to try new approaches and learn from them.*



Reflect

- When has this team changed course well, and what made it work?
- What would you most like the team to keep doing as it adapts?

Ideas to build on

- Build a short review of how the team is working into every meeting cycle and agree one change each time.
- Use a small test-and-learn approach for one uncertain initiative before committing fully.

When this strength is overplayed: Frequent changes of direction can make it hard for staff and partners to keep up or to trust that today's plan will last.

THE FOUR GROUPS

Your view by group

6.1

Standing Together

5.2

Thinking Together

5.7

Deciding Together

5.1

Working With Others

Standing Together: your view 6.8, team 6.1 (Established)

How the team holds together, protects trust and stays anchored to the people and communities it serves.

Thinking Together: your view 5.6, team 5.2 (Established)

How the team makes sense of what is coming, tests its own thinking and tells itself the truth.

Deciding Together: your view 6.9, team 5.7 (Established)

How the team reaches decisions, owns their consequences and acts for the whole system.

Working With Others: your view 6.6, team 5.1 (Established)

How the team shares power with communities, shapes culture by example and adapts as conditions change.

A looser thread is a place to strengthen, not something to hide.

WORKING WITH OTHERS

How others experience you, and bridging difference

A weave depends on threads that run in different directions, and a team depends on people who see things differently. This section offers practical ideas for bridging to colleagues whose view or way of working differs from yours, for adding your strengths to the team's cloth and to programmes of change, and for weaving in partners and communities.

Where your perspective is distinctive

These are the areas where your results differ most from your team's. Difference here is useful: it is where you can add something others may not be seeing, and where their view may add to yours.

Adaptive Navigator
Above the team average
(+2.0)

If you rate adaptation more positively than the team, you may be close to the places where the team learns well. Share what helps that learning happen, and ask colleagues where they feel the team is holding on to familiar approaches, so the team can see both sides.

Accountability Champion
Above the team average
(+1.7)

If you rate accountability more positively than the team, you may experience follow-through in your own area as strong. Share what makes that work, and ask colleagues whether they feel equally supported and held to account, especially those carrying the most demanding briefs.

Bridging to people who see or work differently

Adaptive Navigator

Some colleagues enjoy change and experiment; others value stability and want to see a plan through before altering it. Both protect the team in different ways. Bridge them by agreeing in advance what evidence would prompt a change, and by testing new approaches on a small scale first. That gives stability-minded colleagues reassurance and gives experimenters a safe way to try something new.

Accountability Champion

Colleagues experience accountability differently. For some it feels like support and clarity; for others, especially under pressure, it can feel like scrutiny. You can bridge this by agreeing openly how each person likes to be held to account, by starting conversations with curiosity ('what is getting in the way?') and by being visibly open to being held to account yourself. Fairness and warmth make directness much easier to receive.

Working well with others

Accountability Champion

Agree how each person likes to be held to account.

Systems Integrator

Ask who else is affected before a decision is made.

SHAREABLE PAGE

Things others should know about me

This page is designed to be shared. It gathers short statements about what you value in how a team works, drawn from the threads you see as most important. You might use it in a team session, with a new colleague or partner, or simply as a prompt to talk about how each of you helps the cloth hold. Edit it freely: it is yours.

Sample Participant

Strategic Team Behaviours | my lead behaviours: Accountability Champion, Common Purpose, Adaptive Navigator

- “ I value it when we follow through on what we agree.
- “ I value it when we raise slipping commitments early and kindly.
- “ I value it when we judge decisions by what changes for people.
- “ I value it when we are open about our own loyalties and still choose the shared goal.
- “ I value it when we step back regularly to see how we are working.
- “ I value it when we change course in response to evidence.

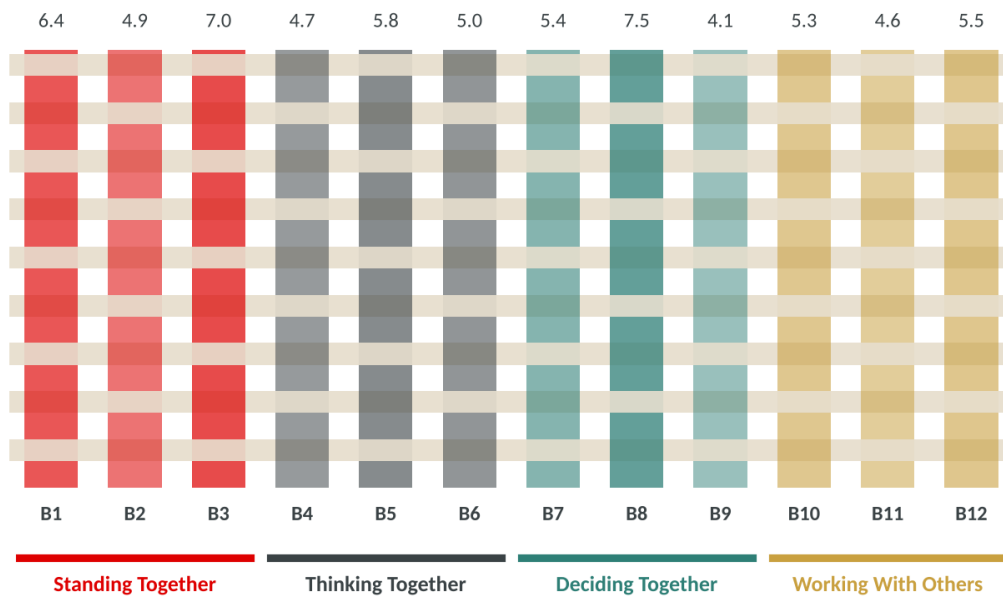
Anything else you would like colleagues to know about how you work best?

YOUR TEAM

Your team's results

This section shows the team's cloth as a whole. It brings together the views of everyone who took part, with the combined score for each thread and each band of the weave, and how widely views were spread. No individual responses are shown. Read it alongside your own scores, noticing where the weave holds strongest and where members feel the cloth differently, which is often where the richest conversations lie.

The team's weave: every member's view combined.



The range of perspectives in the team

	You	Member B	Member C	Member D	Member E	Member F	Member G	Member H
B1 One Voice	6.5	7.5	5.0	6.2	5.0	6.8	6.5	8.0
B2 Trusted Colleague	5.8	5.5	4.5	4.5	4.5	4.5	4.8	5.5
B3 Common Purpose	8.0	7.0	6.5	7.0	6.2	6.2	6.8	8.2
B4 Horizon Watcher	5.0	6.0	5.0	3.8	3.5	4.5	4.5	5.5
B5 Brave Challenger	6.8	6.8	5.2	5.0	5.2	5.5	5.2	6.5
B6 Straight Talker	5.0	5.8	5.2	4.5	4.8	4.8	5.2	5.0
B7 Decision Keeper	6.8	6.5	4.2	5.5	4.0	4.5	5.8	5.8
B8 Accountability Champion	9.2	7.8	7.2	7.0	6.8	6.2	7.5	8.5
B9 Systems Integrator	4.8	3.8	3.2	3.5	4.0	4.2	4.2	4.8
B10 Community Partner	6.8	5.0	4.8	4.8	4.2	5.0	6.5	5.8
B11 Culture Carrier	5.5	6.0	3.5	5.2	3.0	4.0	4.2	5.2
B12 Adaptive Navigator	7.5	5.8	4.8	4.5	4.0	5.5	6.0	6.0

What the team results suggest

	Behaviour	Team	Band	In a sentence
B1	One Voice	6.4	Established	Once we decide, we stand behind it together, inside and outside the room.
B2	Trusted Colleague	4.9	Growing edge	We protect each other's integrity and do not let blame land quietly elsewhere.

	Behaviour	Team	Band	In a sentence
B3	Common Purpose	7.0	Established	We anchor every choice in what changes for people and communities.
B4	Horizon Watcher	4.7	Growing edge	We pool what we each see into one view of what lies ahead.
B5	Brave Challenger	5.8	Established	We test each other's thinking constructively, especially when agreement comes too easily.
B6	Straight Talker	5.0	Established	We are honest about what we think, know and do not know.
B7	Decision Keeper	5.4	Established	We decide properly, commit clearly and act, even without the full picture.
B8	Accountability Champion	7.5	Signature strength	We hold each other to account for delivery and for learning.
B9	Systems Integrator	4.1	Growing edge	We decide for the whole system, not just our own part of it.
B10	Community Partner	5.3	Established	We involve communities early, honestly and as equals in shaping change.
B11	Culture Carrier	4.6	Growing edge	We model the values we ask of others, especially when it is hardest.
B12	Adaptive Navigator	5.5	Established	We step back, learn how we are working and change course when needed.

Questions for your team conversation

Bring these into the room

- Systems Integrator: When has this team solved a problem by working across boundaries, and what made that possible?
- Culture Carrier: When has this team's example made a visible difference to the wider organisation?
- Horizon Watcher: When has this team seen something coming in good time, and what helped it do so?
- Differences in how members see the team are one of the most valuable parts of this report.

TAKING IT FORWARD

Your development plan

Use this page in your feedback conversation or with your coach. Build from your strengths: one or two commitments you will genuinely act on are worth more than a long list.

Which of your team's strongest threads would you most like to build on, and why?

Which behaviour, if strengthened, would make the biggest difference to the people and communities your team serves?

Where does your view differ from the combined view, and what does your perspective add?

What strength of your own could you offer the team more fully?

Who could you build a stronger bridge with, and what is one first step?

Changing course in response to evidence is leadership.

NEXT STEPS

Where next

Teams that look at how their threads hold together, with openness and curiosity, are already strengthening the weave. Whatever the scores, this report gives you and your colleagues a shared language and a clear sense of where the cloth is strongest. The most useful next step is usually small and specific: one or two threads to strengthen together, a few agreed actions and a way of noticing what changes, for the team, the organisation and the people you serve.

Bring your reflections to your team session and use the planning page to note what you personally will do. If you would like support, Avanti offers individual and team coaching to help you turn insight into practice. We would be glad to work alongside you. www.avantichange.com

Talk it through

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

Share what helps

Consider sharing your 'things others should know about me' page with your team or line manager.

Practise

Pick one idea to build on and try it in a real situation this month. Notice what changes, for you and for others.

Revisit

Repeat the instrument in six to twelve months to see what has grown, for you and for your team.

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. 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 Strategic Team Behaviours was developed by Dr. Jonathan Huish and Dr Amanda Milliner. © Avanti Change Ltd 2026. All rights reserved.