Avanti | Profiles

CONFIDENTIAL FEEDBACK REPORT

Avanti Team Climate

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 Team Climate. This report is yours. It describes how you read the weather your team works in, across eight climate elements, and sets your reading alongside the combined reading of everyone who took part. It starts with the conditions that are already good, because every team's climate has sunny spells worth noticing and building on.

Please read it with curiosity. The readings reflect how the weather felt at one moment, and differences between your view and the team's are among the most useful parts of the report, because each of you stands in a different place. Nothing here is a judgement of you or of any colleague. It is a starting point for a warm, honest conversation about the climate you share, the part you play in creating it and the forecast you might write together for the months ahead. Take your time with it.

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.

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READING YOUR RESULTS

How to read this report

Each climate element is scored from 1 to 10 as the average of five statements. The charts show your own reading of the weather alongside the team's combined reading. Where the two are close, you and your colleagues feel the climate in a similar way. Where they are further apart, you are standing somewhere different, and your reading is a contribution worth exploring.

Each reading falls into one of three score bands. Growing edge (below 5) marks an element where the team has the most room to create better weather together. Established (5 to below 7.5) means the element is a recognisable part of the team's climate. Signature strength (7.5 and above) means it is dependable and people can build from it. For each element you will find what your reading and the team's suggest, what your view adds, ideas for bridging with colleagues, questions for reflection and ideas to build on.

The Weather

Every team works in its own weather: it can be read, it changes, and good climate is something a team creates together.

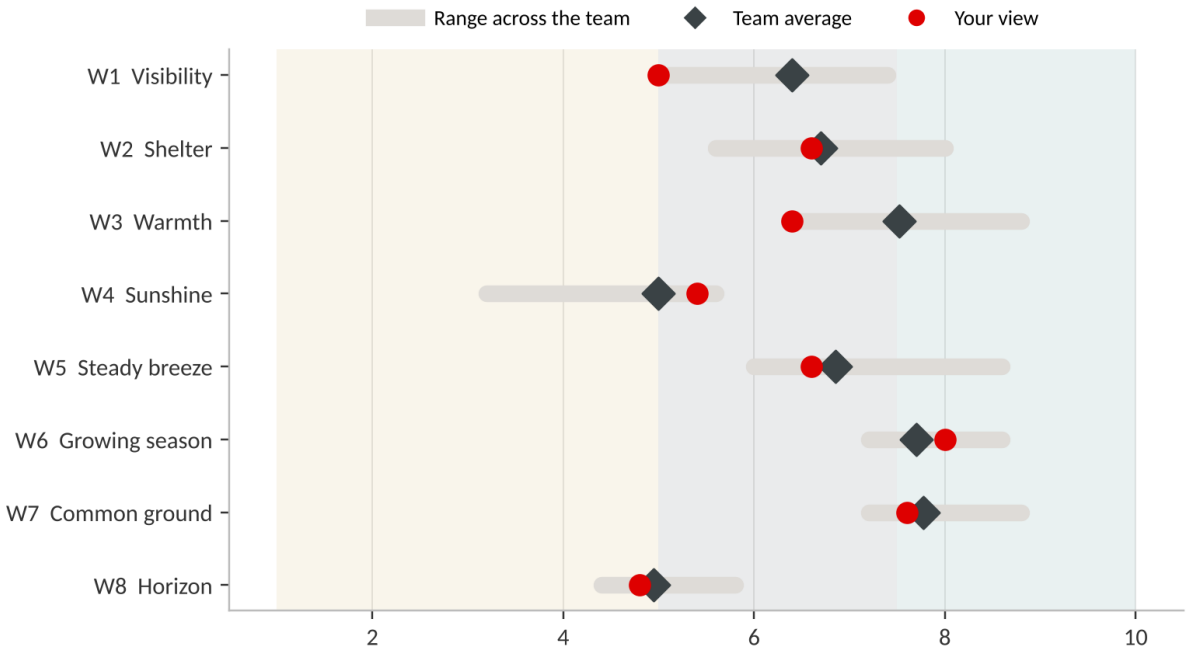
Differences in how members read the team's climate are one of the most valuable parts of this report. Each person stands in a different place, with different roles, relationships and pressures, so the same weather really does feel different. When your reading differs from the team's, it is not a question of who is right. It shows something you feel that others may not, or something others feel that you have not yet noticed. Teams that explore those differences with curiosity create a climate that works for everyone.

Band	Range	What it signals
Growing edge	1 to under 5	This element of the climate is felt at times, and it offers the team a clear opportunity to create more of it together.
Established	5 to under 7.5	This element is a recognisable part of the team's climate, felt by most people much of the time, with room to deepen it.
Signature strength	7.5 to 10	This element is a dependable feature of the team's climate that people can feel, 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 weather map: how the team's climate feels to you

	Behaviour	Your view	Team	Difference	Your band
W1	Visibility	5.0	6.4	-1.4	Established
W2	Shelter	6.6	6.7	-0.1	Established
W3	Warmth	6.4	7.5	-1.1	Established
W4	Sunshine	5.4	5.0	+0.4	Established
W5	Steady breeze	6.6	6.8	-0.2	Established
W6	Growing season	8.0	7.7	+0.3	Signature strength
W7	Common ground	7.6	7.8	-0.2	Signature strength
W8	Horizon	4.8	4.95	-0.2	Growing edge

YOUR STRENGTHS

The team's strengths, as you see them

This section starts with the sunshine. It brings together the climate elements you read most positively, and those the team's combined reading highlights, so you can see the conditions the team already enjoys. Strengths deserve careful attention: understanding why the weather is good in one place helps the team create the same conditions elsewhere, and shows the part you play in making it.

Growing season

We make room to learn, develop and try new things.

In a team

Strength in Growing season keeps a team adaptable and fresh. People build skills, ideas are tested sensibly and the team develops the leaders of tomorrow. For whoever leads the team, it means a group that can rise to new challenges rather than being caught out by them.

In a project or piece of change

On a project or programme, a growing season means trying ideas on a small scale, learning quickly and adjusting. It makes room to learn from communities and people with lived experience, and to build their ideas into the design from the start rather than at the end.

Common ground

Everyone belongs here, and our differences make us stronger.

In a team

Strength in Common ground lets a team draw on the full range of its members' knowledge and experience. Decisions are better informed, blind corners are fewer and people stay. For whoever leads the team, it means a group whose Rich Diversity becomes a real strength in serving diverse communities.

In a project or piece of change

On a project or programme, common ground means people with different professions, organisations and lived experience can work as equals. It makes co-production genuine, because community members are welcomed as partners rather than consulted at the edge, and their knowledge shapes what is built.

Shelter

It feels safe to speak up, ask questions and learn from mistakes here.

In a team

Strength in Shelter means a team hears about problems while they are still small, learns from mistakes instead of repeating them and draws on everyone's knowledge. For whoever leads the team, it brings honest information and the confidence that people will raise what matters before it becomes a crisis.

In a project or piece of change

On a project or programme, shelter means risks and doubts are raised early, when they are easiest to address. It also creates space for community members and people with lived experience to say what is not working, so the work changes course in time to serve them well.

YOUR RESULTS IN DETAIL

Your results, climate element by climate element

Each climate element 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 climate elements that catch your attention.

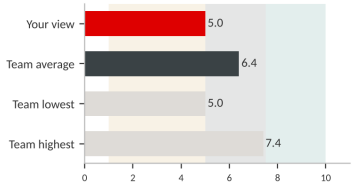
W1 VISIBILITY

Your view 5.0, Established | Team 6.4

We can all see where we are heading and who does what. *Good visibility lets everyone see the road ahead, so the team can move with confidence instead of feeling its way through fog.*

Your band: Established. You read the team's visibility as generally clear, and that clarity is already helping people work with confidence. There may be particular stretches, such as new pieces of work, changing guidance or work shared with partners, where the view becomes hazier. Compare your reading with the team's. Whether yours is brighter or cloudier, it helps show where the road is easy to see and where a short conversation about priorities or roles would clear the air for everyone.

How others may experience this: *Colleagues are likely to experience you as someone who appreciates the clarity the team has while staying alert to the hazy patches. Your view helps the team recognise what is already working and pinpoint the moments where a quick conversation about priorities or roles would help.*



Reflect

- When has your team had a really clear view of where it was heading, and what helped create that clarity?
- What helps you see how your own work connects to the team's purpose?

Ideas to build on

- Write the team's purpose in one or two sentences together and keep it visible at team meetings.
- Agree a short list of current priorities and name what can wait this season.

When this strength is overplayed: A very clear plan can become hard to adjust, and the team may hold to its chosen road a little longer than the changing weather suggests.

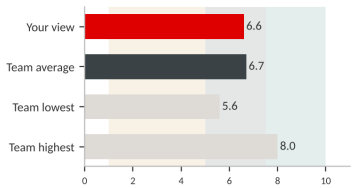
W2 SHELTER

Your view 6.6, Established | Team 6.7

It feels safe to speak up, ask questions and learn from mistakes here. *Shelter is the safe harbour a team builds together, where people can speak up, admit mistakes and ask questions without being caught in the wind.*

Your band: Established. You read the team as offering good shelter much of the time, and that safety is already helping people speak up and learn. There may be particular conditions, such as high-pressure moments, senior visitors or sensitive topics, when the wind picks up and people hold back. Compare your reading with the team's. Your view helps show where the shelter is reliable and where a little more reassurance would help everyone speak freely.

How others may experience this: *Colleagues are likely to experience you as someone who values the safety the team already offers and notices when it thins. Your view helps the team recognise what is working and identify the particular moments when a little more reassurance would help people speak freely.*



Reflect

- When have you felt most able to speak freely in this team, and what made that possible?
- What helps you respond well when someone raises a concern you had not expected?

Ideas to build on

- Open meetings with a short round where everyone is invited to name one concern or question.
- Hold a regular, blame-free review of something that did not go as planned.

When this strength is overplayed: A strong wish to keep everyone comfortable can soften the challenge a team needs, so concerns are welcomed but not always followed through.

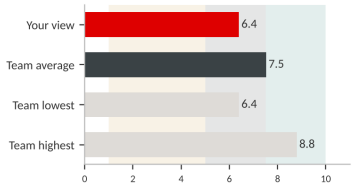
W3 WARMTH

Your view 6.4, Established | Team 7.5

We trust, care for and respect one another. *Warmth is the trust and care that make a team a good place to be, much as a warm day makes it easy to linger and talk.*

Your band: Established. You read the team's warmth as real and generally dependable, and that goodwill is already helping people share work and support each other. There may be relationships, pressures or moments where the temperature drops a little. Set your reading beside the team's. Whether yours is warmer or cooler, it helps the team see where trust is strongest and where a little more attention to care and respect would help everyone feel at home.

How others may experience this: *Colleagues are likely to experience you as someone who values the goodwill in the team and notices when it is under strain. Your view helps the team appreciate the trust it has built and see where a little extra care would make a difference.*



Reflect

- When have you felt most cared for in this team, and what did colleagues do that made the difference?
- Which small acts of trust or care do you most appreciate from others?

Ideas to build on

- Begin some meetings with a brief personal check-in, kept light and optional.
- Make a habit of closing the loop on commitments, even when the answer is 'not yet'.

When this strength is overplayed: The wish to protect relationships can make it harder to raise difficult issues, so warmth becomes a reason to stay comfortable rather than a base for honest conversation.

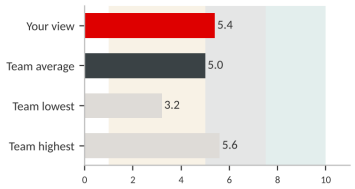
W4 SUNSHINE

Your view 5.4, Established | Team 5.0

We notice each other's contribution and say thank you. *Sunshine is the recognition that lights up good work, so that people's efforts are seen and appreciated rather than left in the cold.*

Your band: Established. You read the team as offering a fair amount of sunshine, and that appreciation is already helping people feel valued. There may be people or kinds of work that receive less light, perhaps behind-the-scenes tasks or colleagues in less visible roles. Set your reading beside the team's. Your view helps the team see where recognition flows easily and where it could reach a little further, so that everyone's work, seen and unseen, is warmed by the same light.

How others may experience this: *Colleagues are likely to experience you as someone who values the appreciation in the team and notices where it could reach further. Your view helps the team see whose work is well recognised and whose might benefit from a little more light.*



Reflect

- When have you felt most appreciated in this team, and what made the recognition meaningful?
- Whose contribution do you most admire, and have you told them?

Ideas to build on

- Start or end team meetings with a short round of specific thanks.
- Keep a shared record of thanks and good news from the people and communities you serve.

When this strength is overplayed: Praise can become so frequent or general that it loses meaning, or the focus on celebrating can make it harder to talk openly about what needs to improve.

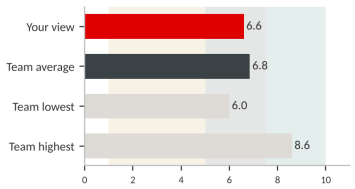
W5 STEADY BREEZE

Your view 6.6, Established | Team 6.8

We keep a healthy pace, share the load and look after our wellbeing. *A steady breeze keeps a team moving at a pace it can sustain, carrying it forward without the storms of pressure that leave people exhausted.*

Your band: Established. You read the team's pace as generally sustainable, and that steadiness is already helping people stay well and keep going. There may be seasons, deadlines or particular roles where the wind picks up into something stronger. Set your reading beside the team's. Your view helps the team see where its rhythm is healthy and where a conversation about workload or recovery would help keep the breeze steady for everyone, especially those carrying the most.

How others may experience this: *Colleagues are likely to experience you as someone who appreciates the team's momentum while staying alert to signs of strain. Your view helps the team recognise its healthy rhythm and spot the seasons when the load needs sharing a little differently.*



Reflect

- When has the team's pace felt just right, and what made it sustainable?
- What helps you keep your energy over a demanding season?

Ideas to build on

- Include a short workload check at regular team meetings and act on what it shows.
- Plan ahead for predictable busy periods and agree how the load will be shared.

When this strength is overplayed: A strong wish to protect pace and wellbeing can make the team hesitant to step up when a genuine surge in need calls for extra effort for a while.

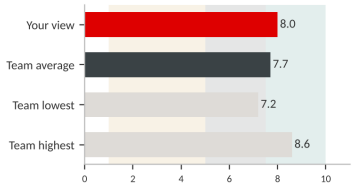
W6 GROWING SEASON

Your view 8.0, Signature strength | Team 7.7

We make room to learn, develop and try new things. *A growing season is the mild, light-filled time when new things take root, just as a team grows when it makes room to learn and try.*

Your band: Signature strength. You see Growing season as a signature strength of your team. People learn, develop and try new things, and the team adapts well as a result. Set this alongside the combined view to see whether everyone feels the same room to grow. One way to build on it is to make sure learning reaches every role, and that the lessons from experiments are shared generously with partners and colleagues beyond the team.

How others may experience this: *Colleagues are likely to experience you as someone who is growing and open to new ideas, and who probably helps others learn too. That curiosity is infectious, and your view reminds the team how much its learning contributes to better services.*



Reflect

- When have you learned most in this team, and what made that possible?
- What new approach would you love the team to try?

Ideas to build on

- Hold a short learning review after each significant piece of work.
- Agree one small experiment the team will try and how you will judge it.

When this strength is overplayed: Enthusiasm for new ideas can run ahead of the team's capacity, so experiments multiply before earlier ones have been finished or learned from.

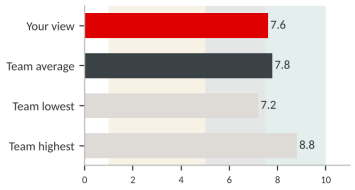
W7 COMMON GROUND

Your view 7.6, Signature strength | Team 7.8

Everyone belongs here, and our differences make us stronger. *Common ground is the shared land where everyone can stand together, whatever direction they have come from and whatever weather they bring with them.*

Your band: Signature strength. You see Common ground as a signature strength of your team. People feel they belong, difference is valued and lived experience is respected as expertise. Set this alongside the combined view with particular care, because belonging can feel different to those in a minority. Your sense of belonging is an asset to share. One way to build on it is to keep asking, gently and regularly, who might still be at the edge, inside and outside the team.

How others may experience this: *Colleagues are likely to experience you as someone who feels at home in the team and welcomes difference. That openness helps others feel included, and your view reminds the team how much its Rich Diversity contributes to better decisions and better services.*



Reflect

- When have you felt most at home in this team, and what helped you feel you belonged?
- Whose perspective has most changed your thinking at work, and how?

Ideas to build on

- Review how the team meets, such as timing, format and language, with inclusion in mind.
- Invite colleagues to share how their background or experience shapes their view of the work.

When this strength is overplayed: A strong wish for everyone to feel included can lead the team to seek agreement for too long, or to avoid naming differences openly in case they unsettle the common ground.

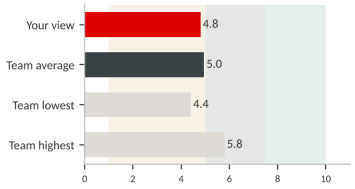
W8 HORIZON

Your view 4.8, Growing edge | Team 4.95

We can see how our work makes a difference to people and communities. *On a clear day the horizon shows where you are heading, and a team with a clear horizon can see the difference its work makes for people and communities.*

Your band: Growing edge. Your reading suggests Horizon is a growing edge for your team, and noticing it is a sign of how much purpose matters to you. Teams often find themselves here when the volume of work fills the view and the people it is for drift out of sight, even though they care deeply. The opportunity is to bring the horizon back into view: sharing stories of difference made, looking at outcomes as well as tasks, and hearing directly from communities. Compare your reading with the combined view, and consider what would help everyone see further.

How others may experience this: *When you read Horizon as a growing edge, colleagues are likely to experience you as someone who cares deeply about purpose and wants the work to make a real difference. Your perspective helps the team lift its eyes from the task list to the people it serves.*



Reflect

- When have you seen most clearly the difference this team's work makes, and what did that feel like?
- What helps you stay connected to purpose during a busy week?

Ideas to build on

- Begin some team meetings with a story or piece of feedback from the people you serve.
- Add one outcome measure, alongside activity measures, to how the team reviews its work.

When this strength is overplayed: A strong focus on the big picture can make day-to-day detail feel less important, or the team's sense of purpose can make it slower to hear when communities see success differently.

WORKING WITH OTHERS

How others experience you, and bridging difference

Everyone feels the weather from where they stand, so colleagues will sometimes describe the same climate in very different ways. This section offers practical ideas for bridging to people whose reading differs from yours, for bringing your strengths to the team and to projects with partners and communities, and for working well with others as you create a better climate together.

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.

Visibility **Below the team average (-1.4)**	If you read Visibility less brightly than the team, you may be standing where priorities meet in practice and the joins are easiest to see. That is valuable. Offer specific examples of where the road felt unclear, so the team can clear the view together rather than wonder who is at fault.
Warmth **Below the team average (-1.1)**	If you read Warmth less positively than the team, you may be noticing cooler patches that others have not felt. That is useful to know. Offer your view in terms of what would help, such as more time together or more follow-through, so the team can respond without anyone feeling criticised.

Bridging to people who see or work differently

Visibility	Some colleagues like a clear plan before they move; others are comfortable finding the way as they go. You can bridge the two by agreeing a small number of fixed points, such as purpose, top priorities and who leads what, while leaving room for adjustment in between. With colleagues who see the road differently, ask them to describe what they are looking at before you describe your own view.
Warmth	People show care in different ways: some through words and check-ins, others through practical help or simply doing what they said they would. You can bridge these styles by naming the care you notice, whatever form it takes, and by asking colleagues what support looks like for them. With colleagues who feel less warmth than you, a one-to-one conversation and a reliable follow-through often matter more than a team gesture.

Working well with others

Growing season	Ask a colleague to teach you something they do well.
Horizon	Share a story of the difference the team's work has made.

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SHAREABLE PAGE

Things others should know about me

This page is designed to be shared. It gathers short statements about what you value in a team's climate, drawn from the elements that matter most to you. You might use it in a team session, with a new colleague or with your manager, as a simple way to talk about the weather each of you does your best work in and how you can help create it for one another.

Sample Participant

Team Climate | my lead climate elements: Growing season, Common ground, Shelter

- “ I value it when we make time to learn from what we have done.
- “ I value it when we can try new things without needing to get them perfect first.
- “ I value it when we make room for everyone to take part in their own way.
- “ I value it when we treat lived experience as real expertise.
- “ I value it when we can raise a worry without it being taken as criticism.
- “ I value it when we treat mistakes as learning and talk about them openly.

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

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YOUR TEAM

Your team's results

This section shows the team's weather map as a whole. It brings together everyone's readings, with the combined reading for each climate element and how widely views were spread. No individual responses are shown. Look first for the elements where the weather is brightest, then notice where readings differ most, because that is often where the richest conversations about the team's climate begin.

The team's weather map: every member's view combined.

The team's forecast

Alongside the reading of today's weather, the report invites the team to write its own forecast: a short, shared description of what the climate could feel like in six months if the team acts on what it has seen. A forecast is not a promise and it is not a target imposed from above. It is a picture the team draws together, element by element, of the weather it wants to create: clearer skies where priorities feel hazy, more shelter where speaking up feels exposed, more sunshine where good work goes unseen. Writing the forecast turns insight into intent, and returning to it after six to twelve months lets the team see how far the weather has changed and who helped change it.

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The range of perspectives in the team

	You	Member B	Member C	Member D	Member E	Member F	Member G	Member H
W1 Visibility	5.0	7.2	6.2	5.8	6.6	7.4	7.2	5.8
W2 Shelter	6.6	6.6	5.6	6.0	6.4	7.2	8.0	7.2
W3 Warmth	6.4	7.2	6.6	7.8	7.0	8.6	8.8	7.8
W4 Sunshine	5.4	5.6	3.2	5.0	5.4	5.0	5.6	4.8
W5 Steady breeze	6.6	7.0	6.0	6.8	6.0	7.2	8.6	6.6
W6 Growing season	8.0	7.4	7.8	7.8	7.6	7.2	8.6	7.2
W7 Common ground	7.6	7.2	7.4	7.2	8.0	7.6	8.8	8.4
W8 Horizon	4.8	5.0	4.4	4.8	4.8	5.6	5.8	4.4

What the team results suggest

	Climate element	Team	Band	In a sentence
W1	Visibility	6.4	**Established**	We can all see where we are heading and who does what.
W2	Shelter	6.7	**Established**	It feels safe to speak up, ask questions and learn from mistakes here.
W3	Warmth	7.5	**Signature strength**	We trust, care for and respect one another.
W4	Sunshine	5.0	**Established**	We notice each other's contribution and say thank you.
W5	Steady breeze	6.8	**Established**	We keep a healthy pace, share the load and look after our wellbeing.
W6	Growing season	7.7	**Signature strength**	We make room to learn, develop and try new things.
W7	Common ground	7.8	**Signature strength**	Everyone belongs here, and our differences make us stronger.
W8	Horizon	4.95	**Growing edge**	We can see how our work makes a difference to people and communities.

Common ground
Signature strength

The combined reading describes a team where people feel they belong and difference is valued. That is a strong base for co-production and for serving diverse communities. The opportunity is to keep extending that welcome to partners, newcomers and people with lived experience.

Horizon
Growing edge

Taken together, the team's reading points to Horizon as a shared growing edge. The team's care for the people it serves is evident. A helpful next step is finding regular ways to bring outcomes, stories and community voices into the team's conversations, so everyone can see the difference being made.

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Questions for your team conversation

Bring these into the room

- Horizon: When have you seen most clearly the difference this team's work makes, and what did that feel like?
- Sunshine: When have you felt most appreciated in this team, and what made the recognition meaningful?
- Visibility: When has your team had a really clear view of where it was heading, and what helped create that clarity?
- Differences in how members read the team's climate 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 elements of your team's climate do you most enjoy, and how could you help them grow?

Where does your reading differ from the team's, and what does your view add?

What would you like the team's weather to feel like in six months?

What one thing will you do to help create that climate?

Who could you talk to about how the weather feels from where they stand?

Shelter is built together, one honest conversation at a time.

NEXT STEPS

Where next

Teams that take time to read their weather together, with openness and care, are already creating a better climate. Whatever the readings, this report gives you and your colleagues a shared language and a clear sense of the conditions you already enjoy. The most useful next step is usually small and specific: a forecast for the next six months, two or three elements to focus on, and one thing you will personally do to help create that weather.

Bring your reflections to your team session and use the planning page to note your own part in the forecast. If you would like support, Avanti offers individual and team coaching to help turn insight into everyday 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.

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