Agile Growth Pathway

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While structured around a scenario at Generic Inc., the Agile Growth Pathway is designed as a flexible resource for all. Use it as a pathway to follow, a foundation to adapt, or inspiration to create something similar in your own teams, communities, or organisations. Feel free to adopt, adapt, or disassemble it to best support your unique goals in agile professional development.

1. TL;DR / Overview

At Generic Inc, we've developed a career growth pack and pathway for Agile Practitioners and People Managers, based on an industry-recognised competency model to support professional development. The pack is complemented by tools and templates proven effective across various teams and organisations.

This resource is designed to be lightweight and user-friendly, supporting colleagues at all experience levels in enhancing self-awareness and identifying the skills and resources needed to grow as agile professionals at our company and beyond.

Skip to the Growth Pathway

⚠️ Note: Using this pack does not guarantee promotion or role progression. Collaborate with your line manager to align this pathway with your specific role and team context.

2.1. Career Levels of an Agile Practitioner

Generic Inc. consists of multiple divisions with agile delivery colleagues distributed throughout. Within each division, the Agile Practitioner career path is standardised and includes multiple levels, allowing colleagues to either deepen their expertise or expand their scope through people management responsibilities.

Colleagues may enter at different levels depending on their experience, with pathways available to advance in practice or transition into people management and leadership.

Each division is typically led by a Head of Practice, who oversees the development of both Practitioners and People Managers, ensuring alignment across teams and maintaining a high standard of agile delivery.

2.2. Career Levels of an Agile Practitioner

- **Associate Agile Practitioner** – An entry-level role focused on foundational skills in agile practices and delivery support.

- **Agile Practitioner** – A fully established practitioner who independently supports teams and contributes to agile delivery.

- **Senior Agile Practitioner** – An experienced professional demonstrating advanced agile competencies, often guiding teams and mentoring associates.

- **Agile Practitioner People Manager** – A role focused on both agile practice and people management, overseeing the development and performance of practitioners within a team.

- **Principal Agile Practitioner** – A highly skilled expert responsible for leading strategic agile practices and developing agile maturity across teams.

- **Head of Practice** – This senior role oversees groups of Agile Practitioner People Managers and their practitioners, shaping agile delivery practices, managing talent development, and ensuring alignment with the organisation's strategic goals.

2.3. Career Levels of an Agile Practitioner

Pathways for Progression:

- **Practice-Focused Path**: Practitioners focused on deepening expertise can progress towards the Principal Agile Practitioner level, leading high-impact initiatives and influencing strategic decisions.

- **People Management Path:** Practitioners interested in leadership can transition to the Agile Practitioner People Manager role, with opportunities to manage teams, ultimately progressing towards the Head of Practice role.
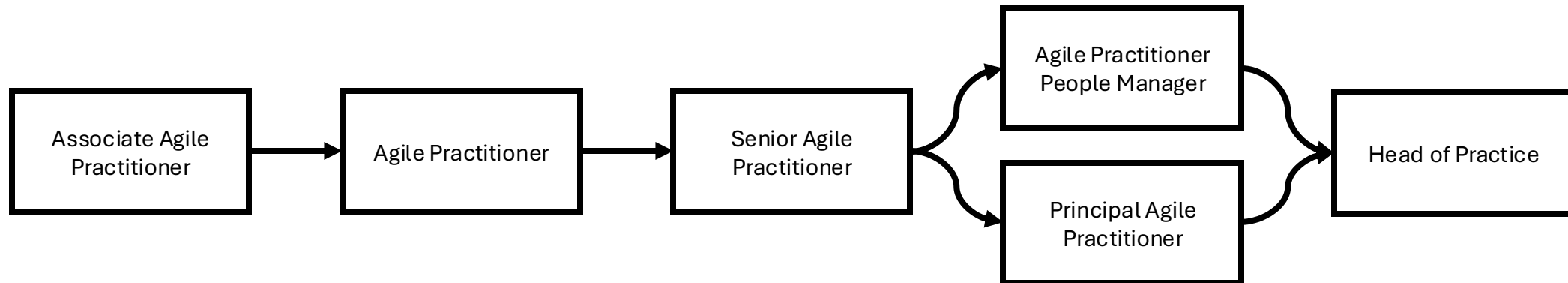
3.1. Background - The Challenge

Common Questions from Agile Practitioners:

- *"How am I doing right now? What's expected of me?"*

- *"Where should I focus my efforts to grow and develop?"*

- *"What's the difference between Role A and Role B?"*

- *"I'm currently in Role X but want to move toward Role Y. What should I develop to help me get there?"*

Common Questions from People Managers and Heads of Practice:

- *"I want to develop Person X but am unsure of the best courses to recommend."*

- *"How can I encourage my team to articulate their development needs?"*

- *"My team is strong in Competency A but needs growth in Competency B to improve service quality."*

- *"I'd like my team to apply their certifications and theoretical knowledge practically."*

3.2. Background - Capabilities and Context

Over recent years, **the following resources have become widely available**, providing greater support for agile practitioners:

- **Aligned Role Descriptions at Generic Inc.** – Define clear expectations for individuals and roles within the organisation.

- **Human API** – A tool and facilitated event enabling individuals and teams to articulate their needs for optimal performance.

- **Agile Delivery Growth Pack** – Allows practitioners to assess their current skills, track time and energy allocation, and plan their professional growth.

- **Agile Coaching Growth Wheel (ACGW)** – An industry-recognised guide outlining key competencies for agile professionals.

Community-Developed tools and practices have also been adopted and used within Generic Inc:

- **Co-Piloting** – Practitioners pair to transfer skills, share knowledge, and build resilience.

- **Find a Facilitator –** An internal tool allowing teams to request and be matched with independent facilitators, helping Agile Practitioners stay engaged with their teams while others hone facilitation skills.

- **ACGW + Courses and Certs** – A resource hub with relevant training, certifications, and resources for practitioners planning their professional development.

- **Community Menu** – A repository of colleague-led workshops and courses fostering skill development and knowledge sharing across teams.

3.3. Background - The Opportunity

Wouldn't it be beneficial if Agile Practitioners and Agile Practitioner People Managers had a straightforward way to understand their current position, envision their next steps, and access a clear pathway for growth?

The next slide compiles existing templates, tools, and resources into one central place – introducing the "Agile Growth Pathway."

⚠️ Note: This pathway is designed to equip practitioners with transferable skills across various contexts and organisations. Collaborate with your line manager to align it with your role and team context.

4. Agile Growth Pathway

1 Self-Awareness & Mastery

Understand what you need to be at your best, what you need from line managers and colleagues. There are lots of tools out there to help you.

Agile Growth Pack (Slide 1+2)

2 Orient Before Navigating

Understand where you are now, review where you'd like to progress to or what skills to deepen. **Set yourself a goal,** discuss it with your manager or mentor.

Agile Practitioner Role & Stance Matrix

3 Focus Your Development

Increase your focus by assessing where you (and others) think you are now and **immediate development areas.** A Johari Window can be useful here.

Agile Growth Pack (Slide 3)

4 Find Courses & Resources

Identify courses, qualifications, books and resources to support your journey and growth in your development area. Consider a coach or mentor too.

ACGW + Courses & Resources

5 Build and Execute a Plan

Build a Development Plan to help you get there, with courses, certificates, experiences and opportunities to grow. Think about how you'll get feedback.

Agile Growth Pack (Slide 5)

6 Track Progress and Energy
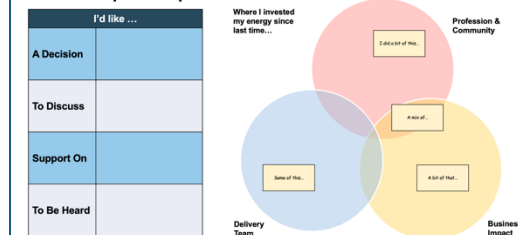
Use the Catch Up to **track where you are spending your time**, if you're getting what you need to grow, and if this is contributing to your Development Plan.

Agile Growth Pack (Slide 6)

7 Reflect, Pivot, or Persist

Use this again to **reflect on how your skills and capabilities have developed** and changed. Get feedback from others, review how you are learning and growing.

Agile Growth Pack (Slide 3)

8 See How Far You've Come

Use this again to **review your progress**, where you'd like to move next, if you've got the skills, capability and support system in place to **make it happen.**

Agile Practitioner Role & Stance Matrix

5.1. Getting Started – Get Your Resources

To begin using the Agile Growth Pathway, ensure you have access to the following resources, saving them in your personal folders:

- **Agile Growth Pack** 📁
  - Me "at My Best" (Slides 1-2) 📝
  - Growth Within the Profession Wheel (Slide 3) 📝
  - Build a Plan (Slide 4) 📝
  - Catch Up Template (Slide 6) 📝

- **Agile Coaching Growth Wheel, Courses, and Resources** 🌍

- **Agile Practitioner Role & Stance Matrix** ℹ️

These resources can be unbundled as needed and shared with line managers if that aligns with your personal growth journey.

5.2. Getting Started – Using the Pathway

1. **Self-Awareness & Mastery:** Reflect on your needs using tools like "Me at My Best" or Human API. Identify what support you need from your line manager.

2. **Orient Before Navigating:** Assess where you are and where you'd like to go. Set a clear goal and discuss it with your line manager using the Agile Practitioner Role & Stance Matrix.

3. **Focus Your Development:** Identify your focus areas with the Agile Coaching Growth Wheel. Consider using tools like the Johari Window for additional insights.

4. **Find Courses & Resources:** Explore relevant training using the ACGW + Courses & Certs tool. Consider finding a mentor or coach.

5. **Build and Execute a Plan:** Create a plan, outlining the courses, certifications, and experiences you need. Use the Agile Growth Pack for structure.

6. **Track Progress and Energy:** Use the Catch-Up Template to monitor alignment with your development plan.

7. **Reflect, Pivot, or Persist:** Regularly reassess your growth using the Agile Coaching Growth Wheel, gathering feedback and considering adjustments to your plan.

8. **See How Far You've Come:** Revisit the Role & Stance Matrix to evaluate progress and determine your next steps, ensuring you have support for future challenges.

6. Origin Story – How We Got Here

The following slides outline the method and process by which the Agile Growth Pathway and its resources were developed.

6.1. What We Did – Role & Stance Matrix

1. **Role Comparison:** We used AI to quickly compare and identify distinctions across roles within the Agile Practitioner to Agile Practitioner People Manager/Principal career levels to create a basic matrix.

2. **Aligning Role Descriptions with Stances:** We then matched Role Descriptions to the Agile Coaching Growth Wheel (ACGW) stance definitions to expand the matrix.

3. **Agile Practitioner Role & Stance Matrix**: The resulting matrix illustrates how practitioners can evolve stances and competencies, helping colleagues to identify focus areas for deepening or broadening their skills.

⚠️ Note: The matrix does not imply that acquiring a set number of competencies triggers promotion. It is designed to illustrate transferable competencies across roles and levels.

6.2. Agile Practitioner Role & Stance Matrix

		Role				
		Agile Practitioner People Manager	**Principal Agile Practitioner**	**Senior Agile Practitioner**	**Agile Practitioner**	**Associate Agile Practitioner**
Agile Coaching Growth Wheel Stance	**Self-Mastery**	• Practices self-awareness and self-care, balancing personal well-being with professional responsibilities. • Demonstrates emotional intelligence in leadership roles, creating a supportive and inclusive work environment.	• Prioritizes self-mastery, fostering a culture of learning and reflection across the organization. • Leads by example, demonstrating resilience and adaptability in navigating complex and transformative initiatives and deliveries.	• Embodies self-mastery, demonstrating emotional and social intelligence in leadership and coaching roles. • Invests in personal growth and well-being, serving as a role model for continuous learning and development.	• Practices self-awareness and reflection, continually learning and growing as an Agile practitioner. • Focuses on emotional intelligence and social awareness to effectively navigate team dynamics and challenges.	• Focuses on personal growth and development, investing in learning opportunities and seeking mentorship. • Develops emotional and social intelligence to effectively contribute to team dynamics and initiative success.
	Agile/Lean Practitioner	• Exhibits deep understanding and experience in Agile methods and frameworks, guiding teams in their implementation and execution. • Provides expertise in Agile practices such as Scrum or Kanban, ensuring alignment with Agile principles and values.	• Serves as a subject matter expert in Agile methods, providing guidance and support in their adoption and implementation. • Leads Agile transformation efforts, driving the organization towards Agile maturity and excellence.	• Applies Agile principles and practices to oversee the successful delivery of software initiatives, ensuring alignment with Agile frameworks. • Utilizes Agile methods such as Scrum or Kanban to optimize team performance and initiative outcomes.	• Demonstrates a foundational understanding of Agile principles and practices, contributing to the smooth execution of Agile methods. • Works within a development team to ensure adherence to Agile frameworks and practices.	• Develops a foundational understanding of Agile principles and practices, gaining valuable experience in Agile Delivery management. • Supports Agile activities within the development team, contributing to the adoption and execution of Agile methods.
	Serving	• Drives team agility and maximizes business outcomes, focusing on delivering value and fostering a culture of agility. • Provides leadership and mentorship, promoting growth and excellence within the team.	• Leads organizational Agile transformation efforts, driving adoption and success. • Fosters a culture of continuous improvement, serving as a champion for Agile principles and practices.	• Serves as a role model for Agile practices, fostering a culture of collaboration and continuous improvement. • Empowers Agile teams and promotes growth and well-being within the organization.	• Operates as a Servant Leader, focusing on team growth, collaboration, and well-being. • Provides support, guidance, and removes obstacles to facilitate the team's success.	• Supports the development team in executing Agile methods, focusing on process improvement and team support. • Contributes to fostering a positive and inclusive team environment.
	Coaching	• Acts as an advocate for change, providing expert coaching and mentorship to teams and stakeholders. • Drives a culture of agility and innovation, fostering continuous improvement and delivering value to customers.	• Provides expert guidance, coaching, and leadership in the adoption and implementation of Agile methods. • Mentors and coaches other Agile Delivery Leads, sharing knowledge and expertise to enhance their skills.	• Provides guidance, coaching, and support to cross-functional teams, empowering them to embrace Agile practices. • Leads Agile transformation initiatives, driving continuous improvement and fostering a culture of collaboration.	• Coaches and mentors team members on Agile principles and practices. • Guides the team in implementing Agile methods and removing obstacles.	• Takes part in training and learning opportunities related to Agile principles and practices. • Seeks mentorship from Senior Agile Delivery Leads to enhance understanding and proficiency in Agile Delivery.
	Facilitating	• Facilitates collaboration and knowledge transfer among team members and stakeholders, fostering a collaborative environment. • Organizes and facilitates workshops and knowledge-sharing sessions on Agile-related topics to promote continuous improvement.	• Promotes collaboration, transparency, and continuous improvement through effective facilitation. • Facilitates the creation and nurturing of an Agile Delivery community of practice, fostering collaboration and peer-to-peer learning.	• Facilitates effective communication and knowledge sharing among team members and stakeholders. • Creates an environment conducive to innovation and continuous learning through effective facilitation.	• Facilitates collaboration and communication within the development team, ensuring transparency and trust. • Leads Agile events like daily syncs, sprint planning, and retrospectives to promote effective collaboration.	• Assists in organizing and coordinating Agile activities within the development team, contributing to a culture of collaboration and teamwork. • Facilitates Agile events and contributes to maintaining effective communication channels within the team.
	Guiding Learning	• Supports the development of high-performing Agile teams, providing guidance and resources to enhance skills and competencies. • Designs learning initiatives to address skill gaps and promote professional development within the team.	• Empowers Agile teams to optimize their performance through mentorship, coaching, and skill development initiatives. • Shares knowledge and expertise to enhance the team's capabilities and promote delivery excellence.	• Mentors and develops Agile practitioners within the organization, providing training and coaching in Agile practices and techniques. • Fosters a culture of continuous learning and growth, encouraging teams to expand their skills and capabilities.	• Guides team members in learning Agile principles and practices, enabling them to develop competency and resourcefulness. • Supports individual and team skill development, choosing effective learning methods to achieve learning objectives.	• Takes part in training and learning opportunities related to Agile principles and methods, seeking mentorship to enhance learning and proficiency.
	Advising	• Advises senior leadership on Agile adoption and transformation strategies, helping them understand the benefits and value of Agile methods. • Builds trust and credibility with stakeholders, providing expert guidance and insights to support decision-making and drive organizational success.	• Guides organizational leaders in understanding the value of Agile methods and practices, helping them drive sustainable change. • Acts as a trusted advisor, investing in the success of clients and fostering long-term relationships built on mutual trust and collaboration.	• Advises stakeholders on Agile transformation initiatives, guiding them toward a shared vision of organizational success. • Builds long-term relationships with clients, providing ongoing support and guidance to ensure sustained success.	• Provides guidance and insights to stakeholders on the value of Agile methods and practices, helping them achieve sustainable success. • Shares experience and observations to guide clients toward a shared understanding of Agile principles and their benefits.	• Gains exposure to advising stakeholders on Agile principles and practices, contributing to the shared understanding of Agile values and benefits. • Seeks opportunities to provide insights and observations to support clients in achieving sustainable success.
	Leading	• Leads Agile teams and portfolios, maximizing business outcomes and driving organizational change. • Provides strategic direction and guidance, ensuring alignment with business objectives.	• Leads the successful delivery of complex and transformative initiatives in an Agile environment. • Catalyzes growth and innovation, driving sustainable change across the organization.	• Leads organizational Agile transformation efforts, fostering a culture of collaboration and continuous improvement. • Inspires Agile teams to achieve initiative goals and deliver value to customers.	• Leads Agile teams and drives successful initiative delivery, inspiring others to embrace Agile principles. • Provides leadership and guidance to ensure alignment with organizational goals and objectives.	• Supports Agile Delivery management and contributes to the timely completion of initiative deliverables, gaining valuable experience in Agile leadership. • Takes part in professional development activities to enhance leadership skills and proficiency in Agile Delivery.
	Transforming	• Drives a culture of continuous improvement and innovation within Agile teams and across the organization. • Leads change initiatives to optimize team performance and deliver value to customers.	• Leads organizational Agile transformation efforts, driving adoption and success. • Promotes a culture of agility and adaptability, guiding sustainable change for organizational effectiveness.	• Drives Agile transformation at an organizational level, promoting Agile values and principles. • Leads initiatives to enhance team productivity, collaboration, and delivery effectiveness.	• Drives Agile transformation initiatives, promoting a culture of continuous improvement and adaptability. • Guides teams in implementing Agile methods and practices to drive organizational change.	• Supports Agile transformation initiatives and contributes to process improvement within the development team. • Participates in professional development activities to enhance skills in guiding sustainable change and organizational effectiveness.

6.3. Combining Ingredients

The Agile Growth Pathway brings together several resources to support Agile Practitioner career development:

- **Human API:** Understand and optimise your personal performance needs.

- **Agile Practitioner Role & Stance Matrix:** Identify your current role and aspirations.

- **Agile Delivery Growth Pack:** Track time, development needs, and the support you require.

- **ACGW + Courses and Certs:** Find resources to deepen or broaden your expertise.

- **Existing Role Descriptions:** These remain valuable from an HR perspective.

This resulted in the content on this slide