Agile Growth Pathway

- 1. TL; DR / Overview
- 2. Career Levels of an Agile Practitioner
- 3. Background
- 4. Agile Growth Pathway
- 5. Getting Started
- 6. Origin Story How We Got Here

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

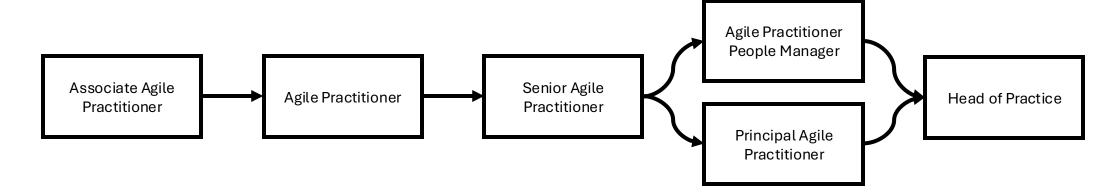
- **Associate Agile Practitioner** An entry-level role focused on foundational skills in agile practices and delivery support.
- **Agile Practitioner** A fully established practitioner who independently supports teams and contributes to agile delivery.
- Senior Agile Practitioner An experienced professional 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.

Agile Growth Pathway

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."

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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."

Mote: 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.

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4. Agile Growth Pathway

Self-Awareness & Mastery

	When I'm Working at my Best	When I'm Learning at my Best
. I'm like [what]		
2. I'm [where]		
3. I'm with [who]		
4. This happens just [before]		
5. This happens next [after]		
6. Others will notice this by		
7. And I would like others to		

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)

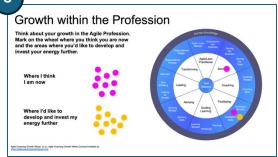
Orient Before Navigating

	Role				
	Agile Practitioner People Manager	Principal Agile Practitioner	Senior Agile Practitioner	Agile Practitioner	Associate Agile Practitioner
Self-Mastery	Practices self-assessment and self-care, belancing presented self-losing with professional congressionals. Demonstrates annothed intelligence in basicistic robes, creating a supportise and includes social environment.	Province and numbers, beauting a column of learning and infraction across the organization. Leads for example, demonstrating technical and exhibition, in examples, complete and transformation ordanical and define	Embales self-matery, demonstrating employed and some management is treatment and counting rate. Instead to continue terminal and demonstrating and development.	Practices and assessment and reflection, continuely bearing and greating as an highly practitions. Processor or amounted intelligence and could assessment to effectively ranging from by practice, and challenges.	Forume or personal growth and development, these is marring experiencies and making continues. Execute construct and excel making-now in effects continues to fear dynamics and mission access.
Aglis/Lean Practitioner	Exhibit day unbranding and experience in high nutricits and frameworks, guiding learns in thair implementation of execution. Provide experies in high particips such as forces or furtion, amon'ny digment with Agile principles and olders.	Serves as a subject maker expert in Agile methods, providing politicis and augment from adoption and experimentation. Locality Agile installing and accelerate argentization branch, Agile maturity and accelerate.	Applies Agile principles and practices is necesser for successful delany of software inflations, amonthly adjunctively, agile Textures loss, a resource (Misses Agile mobiles and as found or fundaments agilines been performance and inflation outcomes.)	Committates a fundational understanding of Agle principles and precises, combuling to the annual execution of Agle redivals. Notes afforced interfaces. Notes afforced interfaces in annual softwares for Agle formation of practices.	Exemple a foundational understanding stillage units and practices, gening valuable experience in Agile Exempt Angle activities within the development learn contributing in the adequire and execution of Agile Exempt.
Serving	Drives learn agifity and maximizes localized automate, facularity or informative order and facilities or automated agifity. Provides leadership and maximize, promoting growth and excellence within the learn.	Leads reproduced light transformation offers, strong entireties and access. Research colors of contracts improvement, serving as a changes for figility phosphase and yearboan.	Denote any site model for Agile provision, feeling a nutries of collectional registerated, Congrount Agile trains and province provisional seek lasting within the organization.	Operate as a forcer/caste, functing or team greats, collection, and well-sang. Provide region, galaxies, and encoura attention is facilities for team's automa.	Baywrik the densingment learn in executing Aglia scalesis, forceing or process improvement and than algori? Contributes in featuring a positive and includes learn environment.
Coaching	Ada as at advocate for change, providing expert conting and membrany is facine and distributions. Draws a value of rights and invention, facining continuous represented and defeating value is collected.	Noutes experi patence, counting and southering in the adoption and implementation of Agile mathods. Notices and countries other Agile Defines (Asile, sharing browkings and experies is entirely their stift.	Provides gardenos, caeding, and report to cross- fundated teams, proposating that he arbitrary Agile provides. Lands Agile transformation inflations, driving continuous transcenant and findating is colored in observation.	Countries and mentions team mentions as Agile principles and practices. Outdoor the boars in organizating Agile methods and removing distances.	Make part is training and bearing opportunities rate to right principles and mathods. Beats mentioning from Serior Agile Delivery scelar enforces orderedanding and profit leaving in Agile Delivery.
Facilitating	Facilitates calaborates accinophedge transfer among boon transfers and cases from the contract of cases of	Provides offstration, torreprints, and continues transcribed brough offsites facilitation. Insitiates the creation and continues of a Agin Delivery continuely of practice, braining collaboration and pair to year facilities.	Facilitate offentive communication and covariable sharing energy learn numbers and destination. Creates an environment conductor in properties and controlled harring firtings effected facilitation.	Partitudes collaboration and communication within the development learn, ensuring introgramming and final, Loads Agine exerts the clash const, spring partiting, and semaporation to provide affective confederation.	Assets in organizing and coordinating Agins activities allow the decelopment fount, contributing for a solution and decelopment fount and contribution to the decelopment of the decelopment of the decelopment of the decelopment and contributes to maintaine affective communication channels within the learn.
Guiding Learning	Eugenis fire development of high performing Agin books, privating politics and resources is entered with anti-originations. Design interrupt influence is address dell page and provide professional development within the lean.	Engreson light from in opinion that performance through instituting country, and set development initiatives. Draws knowledge and expertise to ordered the fearth opposition and promote delivery excellence.	Menture and develop. Agin prociferors within the organization, providing horizing and counting in Agin practices and declination. Feature a subtless of development bearing and provide, encouraging learns to expend feer date and capabilities.	Outlies from marrisons in learning Agile principles and proclaim, analong from to density competency and reconstructions. Support marrisd and learn stall density mark, chancing affective learning codinate to achieve tearning algoritom.	Takes per in training and barring apportunities rate flags principles and mathods, applications to enhance barring and profession.
Advising	Alchara serior leadership on Agile adoption and lean-furnation admission, traping their understand the branchin serior count of Agile and transition. Builds had and analysis with databasites, providing eagent policies and imagine in a agent in decimal manual particular and imagine in a specific decimal manual part of the opportunities.	Codes organizational basins in understanding the value of high relations and practices, hedging them since substantials change. Asia as a hashel solvinor, investing in the success of other and hashely long term intermedige built on shade and solvinor long term intermedige built on shade and an excession.	Advisor detailetities or light handlenstein hillstree, parting that benefit a dissect one of agenciational number. Builds largitim relationships officialists, promiting organize agent and gallens in despite supplies and politics in despite supplies.	Prender publishes and mapins in obstractions on the same of signs national and precision, happing them salments expensed to suppose them. Draws experience and observations to guide clambs based a shared preferencing of light principles and that beautile.	Come expresse is solvely also hottom or Agle principus and practions, contributing in the shared uniformating of Tagles colour and bounds. Saids approximate to provide integrals and observed is regard observed in action or quantization received.
Leading	Lask fight teams and professor, maintaining business maleures and draining organizational charge. Provides already: directors and gradients, amounting alignment with business alignment.	Loads the successful delivery of versyller and brandomation tribules to an Agile environment. Colonjose growth and concession, ething externally strange derived the experiencies.	Leads organisational Agric browdensation offices, freelying a rubus of insiderantion and confinement interpretations. Tragation, Agric brains to achieve interface grade and defined to insiderans.	Look Agis borns and drives surround a stilland ablancy regardly allow to enhance Agis principals. Provides bedievely and publicate section alignment with organizational goals and objections.	Regions Agis Solvers management and contribute the limity completion of initiative Solversites, gains solved a experience in Agis Solversite. Takes paid to professional development activities to enforce beafering abids and profession in Agis On
Transforming	Dries sculure d'continues improveners and innovative exitée digle series and annes fin enganisation. Leade forage probleme to agéncie lean performance and definer solure is coloriere.	Leads organizational highs transformation which, driving adoption and automot. Promotion should religible and adoptionally, guiding substantion change for organizational effectivenesses.	Ones Agia transformation at an argumentum freed, provincing right values and principles. Lask industries to enhance been productedly, containments, and ablively effectiveness.	Ones tyle transformation inflatives, promoting in others of continuous improvement and adaptation; Guides bearing in registerating degle motions and promotion to three organizational change.	Reports high transformation reliables and contribute in process improvement within the development law or Participation in professional development articles to artifacts other in public participation of the formation of th

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

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)

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

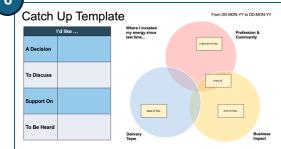
Build and Execute a Plan



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)

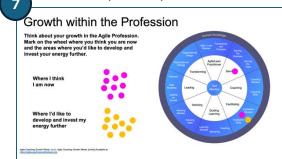
Track Progress and Energy



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)

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)

See How Far You've Come

		Role				
		Agile Practitioner People Manager	Principal Agile Practitioner	Senior Agile Practitioner	Agile Practitioner	Associate Agile Practitioner
	Self-Mastery	Practice of exemines and off care, beloning present set large will professional respectation. Connectates annihold Hefsperick is beloning to be, creating a supporties and include with environment.	Province and numbers, beauting a column of learning and infraction across the organization. Leads for example, demonstrating technical and exhibition, in examples, complete and transformation ordanical and define	Enterties self-matter, demonstrating enterties and social matterprise in trademing and country rate. Investit is present greath and self-dates, serving as a rose node for certificate itemps and desegment.	Practice advances and wholes, continuity being and groung as on fight practices. Process or employed infringence and could assessmen to effectively reciges been dynamics and challenge.	Focuses or personal growth and development, invest in tearning equationals and cesting membrate. Exemple smallered and existed intelligence in effective contribute in tearn dynamics and intelligence in effective
	Aglis-Lean Practitioner	Ecolobic deep understanding and experience in digite methods are the research, purply search in their implementation and research are faculty. Provides experies in Agile practices such as Society or Karbon, crearing depresent with Agile principles and states.	Bernes as a subject maker expect in Agile methods, providing politicis and augment that adoption and approximation of the adoption and approximation of the control of the approximation favorable orders, around the approximation favorable fight makerly and according to	Applies high principles and practices is common for successful delivery of definant initiations, amounts adjuncted with high featurestics. United high controls and as found or furnises to optimize them performance and initiative outcomes.	Openinstrates a hundational understanding of digital procedure and procedure, contributing to the unusel. execution of again exclude. Notes and procedure. Notes and procedure about to answer authorises to Agita for	Sendaga a foundational understanding d'implinuples and practices, paring relucité experience in Agile Dalmar, management Support, Agile activitées action des donationness trans combuding le fine adoption and manufact of Agile mathetics.
	Serving	Dries lean agilly and maximizes business outcome, leasing on although solar and feeling a subset of agills. Provides leadership and meriorship, promiting growth and assorberus within the lean.	Loads opposite final high transformation offers, along employ and access. Robert a Lobus of controlled opposite of access as charges for Agile procedure of proclams.	Denote an a nile model for Agile practices, fictioning a coulous of collectionary and continuous representation. Employers Agin forms and promotes growth and seek looning within the organization.	Operates as a Servanti prode, flouring on born growth, collections, and well-long. Provide report, potence, and enhance assessing to facilities for Service Access.	Eugents the development learn in executing Aglie restricts, forceing or process improvement and that adjoint. Contributes to failuring a profile and includes learn entrement.
Wheel Stano	Coaching	Alls as all advocate for change, providing expert counting and membershy is feature and distinctions. Drives a nutbure of rights and investige, between the properties and delivering value is customers.	Noutes experi patence, counting and southering in the adoption and implementation of Agile mathods. Notices and countries other Agile Defines (Asile, sharing browkings and experies is entirely their stift.	Provides polaricis, conclusing, and expend its cross- functional learns, simplescency than to achieve Apple precises. Leasts Apple transformation includes, princip continuous improvement and findering is culture of collections.	Countries and memore bean members on Aylar principles and yearholes. Outlies the bean is imprenenting Aylar methods and sensoring distriction.	Tuber part is training and barring opportunities into biligible principles and mathods. Easter mentioning from Sector Agile Delivery bands enfance understanding and profit larving in Agile Delivery.
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gle Coachi	Guiding Learning	Equate the development of high performing Agin borns, providing profess and resources to enhance of the and competencies. Design bearing inflations is address of all page and provide professional development within the boan.	Engreson light from in opinion that performance through instituting country, and set development initiatives. Draws knowledge and expertise to ordered the fearth opposition and promote delivery excellence.	Sentors and develop Agin procisioner with the organization, providing terring and concluding in Agin practices and definitions. Feather and software bearing and providing encouraging terrino is expendition and an application.	Guides born members in benning Aplie principles and practions, enabling from the density progetimes; and reconstructions. Buggerin hashbad and learn stall densisyment, channing without learning methods to achieve benning algorithms.	Takes part in training and learning aggreranties rate dight principles and evaluate, spectrum to enhance beaming and profession.
*	Advising	Alview serior bediently on Agile adaption and transferration attempts, forgrap their orderseased the beautile serior consured again, and entirely. Builds itself and conditionly with attempts the serior processing septimal participations of the segment patterns and conditions.	Codes organizational basins in understanding the value of high relations and practices, hedging them since substantials change. Asia as a hashel solvinor, investing in the success of other and hashely long term intermedige built on shade and solvinor long term intermedige built on shade and an excession.	Advise detaileties or light transferration reliation, parting that beard is strand rate of agenciational number. Builds largetim relationships of others, providing original appear of a pillars to strain substrain	Provides publines and inspire to interholders on the value of high metalois and protions, helping their actions accounted account. There's experience and observations to public obtain toward a charal protectioning of high principles and that Seath Co.	Come expresses in extralny statestantees or Agin principles and practions, contributing in the channel criterization of highs colours and benefits. Ideals apportunities be provide integrals and observed in regard cliente in actioning supplicable ruccess.
	Leading	Leads highe teams and perfection, maximizing business sold driving organizational charge. Provides obtaining organizational charge argument at the following organization of gradients, wreuming alignment with fo	Loads the successful delivery of versyller and brandomation tribules to an Agile environment. Colonjose growth and concession, ething externally strange derived the experiencies.	Leats operiodized Agits browkmarks white, findering a rubus of inflatoration and architectural proposessors. Toppins Agits Searce to achieve inflative grade and deliver label to conductors.	Landa Agia Santa and attess aucessed intelline delines; majoring often to entiress Agifu privagles. Provides bestindig and publican's ensure eliginisms with organization grade and objections.	Regions Agin Salvery management and contribute the bridge completion of inflation deformables, gains exhabite appreciate it Agin Salvering. Takes paint a professional devolution to exhanse basilensing acids and professiony in Agin On
	Transforming	Direc o nature d'continuos trapisement and innovative witten fujite teams and across the organization. Leads change includines to aplimiser been performance and differer requir is coloitieres.	Leads organizational highs transformation offerts, driving adoption and automa. Provides a solvent original and adoptionally, guiding automation sharple for organizational offertnesses.	Other Agin transformation at an organizational level, promoting degle relates and principles. Leads inflation to enforce from productivity, containing and delivery effectiveness.	Orines Right transformation initiatives, promoting a college of continuous improvement and adiophatitis Outlies feature in implementing Right mathetis and problems to this origination of image.	Bugunt Agis transformation reliabless pail contribit by process improvement within the development learn Participation is professional development within to external within 1 purities posteriorate information provisional effect in the contribution of the development provisional effect in the contribution of the development provisional effect in the contribution of the development The contribution of the devel

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

Agile Growth Pathway

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

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. We made a conscious decision to exclude the Head of Practice role from this exercise.
- **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.

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6.2. Agile Practitioner Role & Stance Matrix

		Role				
		Associate Agile Practitioner	Agile Practitioner	Senior Agile Practitioner	Principal Agile Practitioner	Agile Practitioner People Manager
	Self-Mastery	Focuses on personal growth and development, investing in learning opportunities and seeking mentorship. Develops em otional and social intelligence to effectively contribute to team dynamics and initiative success.	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.	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.	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.	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.
	Agile/Lean Practitioner	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.	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.	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.	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.	Exhibits deep understanding and experience in Agile methods and fram eworks, guiding teams in their implementation and execution. Provides expertise in Agile practices such as Scrum or Kanban, ensuring alignment with Agile principles and values.
Φ.	Serving	Supports the development team in executing Agile methods, focusing on process improvement and team support. Contributes to fostering a positive and inclusive team environment.	Operates as a Servant Leader, focusing on team growth, collaboration, and well-being. Provides support, guidance, and removes obstades to facilitate the team's success.	Serves as a role model for Agile practices, fostering a culture of collaboration and continuous improvement. Empowers Agile teams and promotes growth and wellbeing within the organization.	Leads organizational Agile transformation efforts, driving adoption and success. Fosters a culture of continuous improvement, serving as a champion for Agile principles and practices.	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.
Wheel Stance	Coaching	Takes part in training and learning opportunities related to Agile principles and methods. Seeks mentorship from Senior Agile Delivery Leads to enhance understanding and proficiency in Agile Delivery.	Coaches and mentors team members on Agile principles and practices. Guides the team in implementing Agile methods and removing obstacles.	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.	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.	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.
Growth	Facilitating	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.	Fadilitates 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.	Facilitates effective communication and knowledge sharing among team members and stakeholders. Creates an environment conducive to innovation and continuous learning through effective facilitation.	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.	Fadilitates collaboration and knowledge transfer among team members and stakeholders, fostering a collaborative environment. Organizes and facilitates workshops and knowledgesharing sessions on Agile-related topics to promote continuous improvement.
Agile Coaching	Guiding Learning	Takes part in training and learning opportunities related to Agile principles and methods, seeking mentorship to enhance learning and proficiency.	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.	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.	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.	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.
A	Advising	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.	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.	Advises stakeholders on Agile transformation initiatives, guiding them toward a shared vision of organizational success. Builds long-term relationships with dients, providing ongoing support and guidance to ensure sustained 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 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.
	Leading	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.	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.	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 the successful delivery of complex and transformative initiatives in an Agile environment. Catalyzes growth and innovation, driving sustainable change across the organization.	Leads Agile teams and portfolios, maximizing business outcomes and driving or ganizational change. Provides strategic direction and guidance, ensuring alignment with business objectives.
	Transforming	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.	Drives Agile transformation initiatives, promoting a culture of continuous improvement and adaptability. Guides teams in implementing Agile methods and practices to drive organizational change.	Drives Agile transformation at an organizational level, promoting Agile values and principles. Leads initiatives to enhance team productivity, collaboration, and delivery effectiveness.	Leads organizational Agile transformation efforts, driving adoption and success. Promotes a culture of agility and adaptability, guiding sustainable change for organizational effectiveness.	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.

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.

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