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 on your own, a foundation to adapt, or inspiration to create something similar in your 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 Agile Growth Pathway



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, enabling colleagues to deepen their expertise or broaden their scope through people management responsibilities.

Colleagues can join Generic Inc. at various levels based on their experience, with pathways to deepen their practice or transition into people management and leadership roles.

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

The term 'Agile Practitioner' is used here as a role term, similar to Individual Contributor, and should not be confused with the 'Agile/Lean Practitioner' stance as defined in the Agile Coaching Growth Wheel.

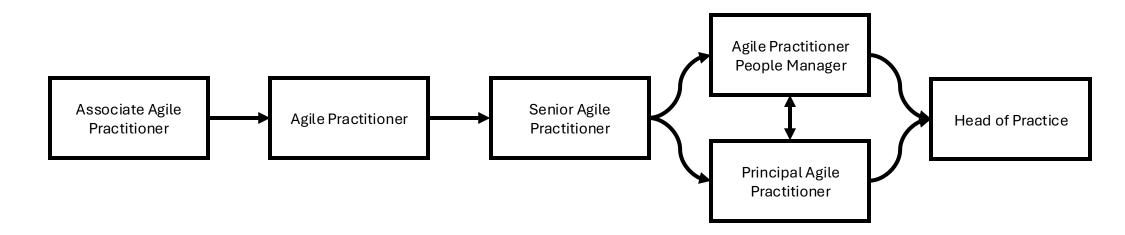
2.2. Career Levels of an Agile Practitioner

- 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.
- It's Not Linear: Practitioners can move between roles as their goals evolve. A Principal Agile Practitioner can transition into People Management, and vice versa, to align their career with their growth and aspirations.



3.1. Background - Common Questions

Common Questions from Agile Practitioners:

- "How am I doing right now? What's expected of me?"
- "Where should I focus my energy and 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 could 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."

CC D O BY SA

3.2. Background - What's Changed

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.
- Agile Delivery Growth Pack Allows practitioners to assess their current skills, track time and energy allocation, and plan their professional growth.
- Human API A tool and facilitated event enabling individuals and teams to articulate their needs for optimal performance.
- 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 by leveraging the expertise of the community and colleagues to create learning experiences.
- 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 - Capability Development

Investing in the skills, capabilities, and careers of Agile Practitioners and People Managers is crucial for increasing adaptability, resilience, and growth. Supporting their development not only helps to shorten the lead time to value but also unlocks greater potential across teams, leaders, and the organisation.

As practitioners grow, so does the value they bring. They amplify the capabilities of those around them, becoming accelerators for delivery, collaboration, and innovation - shaping the organisations they serve today and the ones they will build tomorrow.

Empowered with clear career plans, supportive networks, and the right resources, practitioners drive change, enhance team performance, and help create resilient, high-performing organisations.

3.4. Background - The Opportunity

Wouldn't it be beneficial if Agile Practitioners and Agile Practitioner People Managers had a clear way to understand where they are on their journey, envision their next steps, and create a pathway for growth within the company? Imagine supporting colleagues to grow and develop in a focused way, with tailored resources and experiences that not only help them thrive but also drive the company's growth and success.

And wouldn't it be even better if they had a resource to prepare and support their development, enabling them to make a greater impact wherever their journey takes them?

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

This pathway is designed to equip practitioners with transferable skills across various contexts and organisations. Work with your People Manager and mentor to align it with your role, team and context.

4. Agile Growth Pathway

Self-Awareness & Mastery

	When I'm Working at my Best	When I'm Learning at my Best
1. 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 People Managers and colleagues. There are lots of tools out there to help you.

Agile Growth Pack (Slide 1+2)

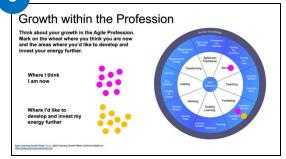
Orient Before Navigating

	Role				
	Associate Agile Practitioner	Agle Practitioner	Serior Agile Practitioner	Principal Agile Practitioner	Agile Practitioner People Manage
Self-Mastery	Pount in proced and probabled development, treating in terming application and susting materials Theretonia Theretonia and social medigenes in effectively settlished to ben-funded and intelligence in effectively settlished to ben-funded and intelligence in effectively.	Pauline and assertion and otherior, continuely serving and principles or again providence Pousse or annother intelligence and contil assertion is afficiently socially serving and order particles of the providence of the particles of th	Invision out making demonstrate and sould religious in hasherful and making other thresh in particular and published profit and sets large, sensor and published profit and sets large, sensor as a lot book for collection belong and development.	Priorition and communics and and manifes, which belong a nature of serving and reflection across the properties. Least by committe demonstrating explanals and elegated by the leaguing complex and resolution inferiors and distinction.	Produce and promotion and executions and sufficient institutions, belowing promoting and being with professional supervisions. Service supervisions. Service supervisions of temperaries in bestieving also crediting a supervision and institution such annotation.
Agile/Lean Practitioner	Standage of including colorisating of agin principles, garing coloris experience in agin process. Supports agin activities and abbony called the Sean, colorisating in the colorists and abbony called the Sean, processing to the colorisation and agin process.	Springer and the processing of aging processing and processing and processing and an extraction from some or trapped charge. This basis have an article about a supplier of aging approaches, makes the processing actions.	busedel, aples also propes out probes in eager the foliony of relation, which yield appear for the right parties. Unless appearing to habiting three and further in patients have been performed and colorine.	Serves do a sulport native expertire agint methods, againme has any practices, providing patients and againt in their adaption and implementation. Intelligent hereafficiently offers group the experiments fewer the agint methods and exceptions.	Indian desp untersproding phagin matient, purity spann in fine regionnelation and execution. Provides operation it agint agreement such as librar factors, capaciting from digment with agint provided and whose
Serving	Supports for development over in conceiling right matricle, forcess or processor of sizes support Conceilable in Statistics a position and includes bears with conceil The conceilable in the concei	Species a s Server Leafer Novemp or that grads, softwares, and set leafe. Provide support patients and immuno delasticity factions for training colors.	Server or a not incoming aging processes, foreign or solves of exhausted continuous representational and section and representation. Surpress of agin factors and promotes proofs and section and write the originat	Lineb organizational colonal equations of affice, makinging and drong the adaptive of and organization. Finder is subtilized an international processors, saving all scales make an internation for processing practices and expent Services and extensions.	Since bein lighty and namentes batteres activate forward or advanting under and floating a culture of darks. Resultes bedonling and nandarday in Servant (underlay active providing grant and Serf linguist active dates.)
Coaching	Takes pain training exclusioning agentyrates resided to agin principle, markets and conting. Nation controlling that Security Paralleles is extend principle of publication in agent conting agency in agent conting	Standard and freedom bear manchest on agifur principals and provided. Standard for last in implementing agifur malmole and services principals.	Coaches and outpoorts cross functional beams, sensitively from to emission and finite self-legits procletic. Coaches deplic interactions of bittering as others of emissions or other or other or other or other or	Process eyem conting, and knowing it the otherworks, adoption an important and upper various, process and information. Regularly continue and information. Regularly continue professional and process to design and otherworks.	Asia as advanted to change, counting the terms augment and elementation. Strate a color of agility and encoders, foreign and the complete and all discounting state to continuous foreign than seed.
Facilitating	Continue is represent which comprision manner who he app. I have a represent continue on building after extent of the continue of the continue of continue of the continue of continue of continue of the continue of th	Toulings unbanded any computation effectly be ton maring transporting and test. Toulings agreement the day syns, permits and enhancement is proved wholes collectation, although for effectiveness.	Publishe which commonths and consider strong array from motion or described. Coales and remain admired to investigate and continues serving though effective formation publics.	Facilities for readin and vorking of an Agin. Community of healthing growing indicated and pair to are interrupt among contact or indicate. Overcome haldness shallness and increases desirely. Overcome haldness shallness and increases to all to are of the origination.	Surface unbervales and hospings reside on born harden and asserbition, belong a collection annual property. Depoise and leafface breaking whole general age offset least to provide continuous regimes are supprefer text.
Guiding Learning	Takes part to making and secring operations restant to age principles and proclams, sealing restaurable to extract destroy and profitation;	Surface begin reproduce in teaching agine processes and practices, analong from to develop completion and concentrations. Supports in relative and teach and discontinuous, concentra- eduction bearing methods to anhear secting algorithms.	Trains per develope agle preditiones with the opposition, providing effects in printing in agle predition and followings. Training and conditional deprint and provide, excessingly bank to expect that with and conditions.	Support Inhabitation, agin harms and program to spirmed their performance through inharmon searcing, continuous throughouth and extraorered. Sharms deep knowledge and experted to enhance supportion, promoting excellence in aging and aging a different.	Suppris to presignant plags performing agint is providing galaxies and temporal to enhance delicity completences. Temporal reasons students as solven and page on provide publishes to enhance or other teams.
Advising	Samo equipments altering describers on agine processes and processes, contracting to the process understanding of agine colone and placeful. In the agent colone is governed to agent and other colone in agent colone in process may be and other colone. In agent charter in a freezing colonection runner. In agent charter in a freezing colonection runner.	Provide potence and magnitude explanations on the sale of ages nations and practices, suggested that sales as explanation and practices. Suggested social above to applicable and store ordered only of agile provided and that sales of the control of the cont	Minus stabilities or agle topolymater relation, poolig from twent o shear report dispressions socials. Substitute and stabilities and starting providing property and providing stabilities and starting property pages august and patients to show authorised states.	Scale improbleme leading in unknowning the object of ages individually precises, happing that shall instructed charge. Sole as it handle above, investing in the current of charge and traveling language and statements but on much of the six of collection.	Advisor como reclamino in agre prispino, helpino enferimentale sensite un relació d'agre restros. Buildo reus enferimentales agrecados, procesos procesos en engales la segunta describino en enferimentales agrecados de colores procesos enferimentales agrecados de colores.
Leading	Suppris behavi reprogramati pari contributo in the traval conjustrit principies abbreviate, permit valuate apprenies in aglic solutionis; Index propries arbitraries arbitrate to entire to	Look agin lame and dress consected challes about, reports office to arriver agin prospect is actively paster conserved. Involve according and political is arrived alignment with representating past and dispolition.	Lookingsmidere agin reprinciple distri- tioning a solve of integration and polinical injuriese. Impres agin territo action relating gods and material solutions imped and relat.	Lines the successful defining of complex and transformers intellines to drugst environment, strating and developing registrate and registed appears of male Continues grantle and recommission, string a commente, registed of drugst access the progression.	Looks agin learn and purificial, mannessy learn solutions and driving organizations change Provides shallow foreign and parties, arracing algorithm for features appoints.
Transforming	Separtic spin traditional in relatives and continues to cross in processor of the file development from the processor in the development of relative to other spin or processor in the continues of the conti	Draw agin territorator ritidose, proving a colore of contrava intercented and subpositio. State Same I replacement gain furbiosis and province in the comprehensive charge.	Draw agis transformation of an organizational level, providing agin values and principals. I lead in this level is of their level in the control of the control of their level in the control of their level.	Loads organishmat agin introduces of these brings about and colored across other branchings and selections and colored across organization of aging and selections. Provides a culture of aging and selections, and confined across the desired across organization of their branching.	Direct a solute of continuous improvement and reconstruction right frame and access the organic included frames of the continuous and particular and direct rights in continuous.

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 growth in your development area(s). Consider a coach or mentor too.

ACGW + Courses & Resources

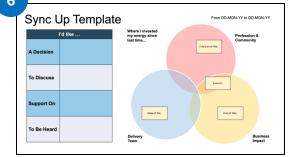
Build and Execute a Plan



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)

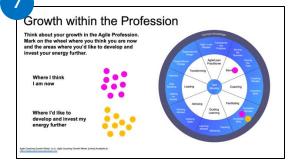
Track Progress and Energy



Use the Sync 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					
		Associate Agile Practitioner	Agile Practitioner	Senior Agile Practitioner	Principal Agile Practitioner	Agile Practitioner People Manager	
Agile Coaching Growth Wheel Stance	Self-Mastery	Passes in passed and politopinal disaloguest, transfer, in serving appointment and sating national and sating nationals. Transfer analogue are sood management in affections sumbles to ben-function and other screen.	Practical self-assertion and officially, continuity terring and principle or explainment or excit assertion. Process of environment before and excit assertion to destinate and excit assertion.	Embodies will nesting, determining emotional and model realizates in hashering and manking order. Investible in proceeding and and seek lasting, emoting at a filter free collection bearing and development.	Number of service and off-mater, while being a submit feeting and offension action for improved. Look to complet decontribing extension and exhausting transpling complex and materials in the purpose and materials.	Produce of provide all exercises are self-use arrive have, lettering provid self-leng of publishers regardation. Sensettine arrivated retrigence is bestering nice moding a segenthe and include such anaroman.	
	Agliel.ean Practitioner	Invalida e funciónses protectionally of agin principies, partir y disable equitarios i agin protection. Insperir, agin actividas and advanty offer for time, continuida y the soluções and advant actual agin protection.	Temporation a formational professioning of right principles and profession and not whose final radio and public death; Technologies are as amount of facilitie exception of right agreement, methods and practices.	Successful, applies apply program and practical in appeal for Advisory of Holphon, satisfing the upin approach for the right content. Officer approaches including forms and further in applicate search party performance and continues.	Serves as a subject matter appertur appe methods, approaches and prodoms, providing partients and experience and experience produces and implementation. I cause apple transferration officer, acting the organization beautiful apple metally, and excellence.	Entité less uninvendry of agle nation, partiry bann in flar regimentains sel seculies. Provide regime et agle agreemes suit as librar- fation, capacitiq less digeneral all agle procipe and value.	
	Serving	biggins for energinal term is excelling agin method, browing or prison improvement are some segon! Combines to bearing a produce and include bears excellent.	Species as a forward water, forward or than growth, softward parties, and storage Provides August (publicus and immunes distriction to be for than 1 account.	Server, or a nice received a ages practices, fundancy or solder and collectional communical representational and expensation. Strengtons agic force and promotes proofs and sold basing within the organization.	Loads approximate outcome reprotection offers, montpage and driving the extents of and organization. Asserts a cubic of continuous expressions, soming one price and company for principles, provides four expect Served Leadership.	Elines tern light, and manness business advantes, brusing or delivering value and framery, a culture of lights Frenche technicis and mentioning in Serveri, sections, while providing providing and first Engineer	
	Coaching	Types pat in terming and learning-operationise resided to sight principles methods and practing. Sealer systematics from Specializing Productions in common contemporary and productions in spirit sealing approach	Courtee and healths bets standed on apply program and produce. Courtee the beat in implementing agin methods and sectioning abbasiss.	Coaches and expends once brothers bears, announcing from to unboard with the wift right president. Coaches' right than dismalant risksholes, whose confirmation improved and fallowing a culture of inflamentary.	Provide viper oschrip ast kelening in the unknowning author and impressible of age traffich provide and impressible of age traffich provides and information. Propinty contract of an information of propinty of officers professional and information and information professional inspetting astic and expertise.	Asia as all advanta for change, coming the serior in augmost and advantage Compare colors of aging and recorders, feeting and transcription and advantage size in colories through there and	
	Facilitating	Continue to common principe communication channels when the sales. Assets or common contributing spike accesses when the sales contributing to a color of collection and security.	Facilities obligated in pic comprisation with the base, who my family with the family Facilities again which he dely notes planning, and strangenists to provide which is obligated in opinioning that official ways.	Suchas electra comunicator est ecologie starriq amusi son contant au assenzator. Oresta entremente aplicade la inscalan and protocos territo finagle electra funcione protoco.	Facilities for relation and columns of an Agin Community of healths growing columns and part for the columns columns. Oversions havings columns of receives ordering tool directly columns columns or receives to all parts of the approximate.	Facilitate collecturates are transmitting a transfer among team framework and assemblers, following a collecturate according to the collecturate and buildings broading making assembler and buildings to principle conference or proportion and principle conference or proportion and principle conference or proportion and principle conference or principle conferen	
	Guiding Learning	Table and it making and learning operfunding stated to appropriate and practices, seeing necessary to achieve seeing and publishing.	Number layer manches in teering agin process and procless, enabling from to decode completing and exact officers. Number of contrast and decoderate of maning effects beining mattack to achieve terring objective.	Trains and develope spike profilerant within the organization, principle effective training in spike profilerant microsopers. Training a color of continuous training and principle. Accordingly before the opposition with and openitions. The openity of the continuous training and principle. The openity of the continuous training and principle.	Support industrials, again battle and groups for patients they partitioned strongly-interests searching, positioned development and exposers read. Support they increasely and expertise to enhance capabilities, subjections, promoting exceptions in again and expertise for experiment in again and experiments.	Buyers for designant phage performing agint the providing galance and resources in ordered ability or competitions. Testign reasoning relations is delicated and page and provide problems to designant within term.	
	Advising	Tomo approve is softeny deadlesses on agine prompts and prottent, controlling is the shared controlled by degle views and leading. I have supervised to provise supple and deam-alone is appeal chefts in achieving explanation scores. It appeal chefts in achieving explanation scores. On the company of the company explanation scores. On the company of the company explanation scores.	Provide pulseria and majoria is adjustration on the label of ages include and practices, suprag from authors included to come. Provide approving and observations to gains closely benefit and approving and observations of gain provided and first facilities.	Money absolutions or agin recoloration relations, puring their treats a street copy of representation scales. Mode largeters relationships with closely, providing original appropriate purposes of process or produce or puring scales and purposes of process or process or produce or process.	Come improved and leaders in continuously the right of special region relations and provision, happing their drive incommission strange. Advance in husball definition, incoming in the success of colors and fragment programs institutioning in half or included and in the colors and incoming in half or in the colors and in the colors and in the colors and incoming in half or in the colors and in the	Advancement destination on aging adjusters, leading the ordered to foreign activates of aging controls. Builds hout and controls, with assemblers, providing assemblers and implement to support destination and drive organizational business.	
	Leading	Buspiris delivery reprogrammed pais contributes in the transplantage of residence deliverations, garring valuable experience in agine selecting. Takes pair in combination designation antifetic for enterior bestimpts, each and professing in agine delivery. **Total pair in combination and combination of agine delivery. **Total pair in combination and combination of agine delivery. **Total pair in combination of the pair combination of agine delivery. **Total pair in combination of the pair in c	Logic agin some and drow uses and other street, reports offers to efficiency agin prospers to solve posterior some publics to street proposed with reported and adjustment. In this industries are published to street proposed with reported and published to street proposed and disposition.	Loads impartitularie apple installermediate officials framework of schools of individuals and post-roads and post-roads and post-roads. Replace apple to some in actions including grads and individual apple some individual and roads.	Loads the assignable delivers of complex and transformables ordering or de sign environment, shading and beneging signature and malater agreems of walk Complex growth and streams, although accounting, proposition of	Look spin term and publish, necessary between solutions and thong representative design. Provide challeng deather and publish, arracing algorithm of features objection.	
	Transforming	Nason agin involvestor intales are contined to cross inprocessor ofter to designed sen- ter involvestor political designed activities to others delice applications compared or regression of deciment.	Drom, agin transformation militatives, promoting a column of communities extended by the columns of communities and particular and promotion and communities of communities of columns.	Drum agin transformation at an experimental least, proceduring right robust and principles. I cook information enhance the productions of the cook information and principles.	Loade experienced ages breakmasse effore, along adoption of a scotter action of the disease act when the control of the disease act when the control of	Dress solve of continues representated consider with representative and access the organization is basis though their the continues that performance per principles of the continues.	

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) 📝
 - Sync 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 People 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 People 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 People 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 through the ACGW + Courses & Certs tool. Leverage resources like Find a Facilitator or Co-Piloting to develop and practice skills, especially when you prefer hands-on learning "in the work" or encounter budget constraints.
- 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 Sync 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.

The matrix does not imply that acquiring a specific number of competencies guarantees promotion. It is designed to illustrate different competency levels across roles, helping practitioners reflect on, broaden, or deepen their expertise.

The matrix is based on the characteristics and role requirements of Generic Inc. Users of the Agile Growth Pathway can adapt or create a similar matrix tailored to the roles and levels within their organisation.

Author: Tom Hoyland | Version 1.7

Agile Growth Pathway



6.2. Agile Practitioner Role & Stance Matrix

		Role				
		Associate Agile Practitioner	Agile Practitioner	Senior Agile Practitioner	Principal Agile Practitioner	Agile Practitioner People Manager
ig Growth Wheel Stance	Self-Mastery	Focuses on personal and professional 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 and professional growth and wellbeing, serving as a role model for continuous learning and development.	Prioritises self-awareness and self-mastery, whilst fostering a culture of learning and reflection across the organisation. Leads by example, demonstrating resilience and adaptability in navigating complex and transformative initiatives and deliveries.	Practices and promotes self-awareness and self-care across teams, balancing personal well-being with professional responsibilities. Dem onstrates em otional intelligence in leadership roles, creating a supportive and inclusive work environment.
	Agile/Lean Practitioner	Develops a foundational understanding of agile principles, gaining valuable experience in agile practices. Supports agile activities and delivery within the team, contributing to the adoption and effective use of agile practices.	Demonstrates a foundational understanding of agile principles and practices and can articulate their value and impact dearly. Works within teams to ensure effective adoption of agile approaches, methods and practices.	Successfully applies agile principles and practices to support the delivery of initiatives, selecting the right approach for the right context. Utilises approaches including Scrum and Kanban to optimise overall team performance and outcomes.	Serves as a subject matter expert in agile methods, approaches and practices, providing guidance and support in their adoption and implementation. Leads agile transformation efforts, driving the organisation towards agile maturity and excellence.	Exhibits deep understanding of agile methods, guiding teams in their implementation and execution. Provides expertise in agile approaches such as Scrum or Kanban, supporting team alignment with agile principles and values.
	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 obstacles to facilitate the team's success.	Serves as a role model for agile practices, fostering a culture of collaboration continuous improvement and team self-organisation. Empowers agile teams and promotes growth and well-being within the organisation.	Leads organisational cultural transformation efforts, developing and driving the adoption of self-organisation. Fosters a culture of continuous improvement, serving as a role model and champion for principles, practices that support Servant Leadership.	Drives team agility and maximises business outcomes, focusing on delivering value and fostering a culture of agility. Provides leadership and mentorship in Servant Leadership, whilst promoting growth and Self Organisation across teams.
	Coaching	Takes part in training and learning opportunities related to agile principles, methods and coaching. Seeks mentorship from Senior/Agile Practitioners to enhance understanding and proficiency in agile coaching approaches.	Coaches and mentors team members on agile principles and practices. Coaches the team in implementing agile methods and removing obstacles.	Coaches and supports cross-functional teams, empowering them to embrace and thrive with agile practices. Coaches' agile transformation initiatives, driving continuous improvement and fostering a culture of collaboration.	Provides expert coaching, and leadership in the understanding, adoption and implementation of agile methods, practices and behaviours. Regularly coaches other colleagues and groups, to develop and enhance professional and personal capabilities, skills and resources.	Acts as an advocate for change, coaching the teams they support and stakeholders. Drives a culture of agility and innovation, fostering continuous improvement and delivering value to customers through their staff.
	Facilitating	Contributes to maintaining effective communication channels within the team. Assists in organising, coordinating and facilitating agile activities within the team, contributing to a culture of collaboration and teamwork.	Facilitates collaboration and communication within the team, ensuring transparency and trust. Facilitates agile events like daily syncs, planning, and retrospectives to promote effective collaboration, optimising their effectiveness.	Facilitates effective communication and knowledge sharing among team members and stakeholders. Creates environments optimised for innovation and continuous learning through effective facilitation practices.	Facilitates the creation and nurturing of an Agile Community of Practice, growing collaboration and peer-to-peer learning across networks. Overcomes business challenges and increases strategic focus through providing expert facilitation services to all levels of the organisation.	Facilitates collaboration and knowledge transfer among team members and stakeholders, fostering a collaborative environment. Organises and facilitates knowledge-sharing sessions on agile-related topics to promote continuous improvement across supported teams.
Agile Coaching	Guiding Learning	Takes part in training and learning opportunities related to agile principles and practices, 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.	Trains and develops agile practitioners within the organisation, providing effective training in agile practices and techniques. Fosters a culture of continuous learning and growth, encouraging teams to expand their skills and capabilities.	Supports individuals, agile teams and groups to optimise their performance through immersive learning, continuous development and empowerment. Shares deep knowledge and expertise to enhance capabilities, behaviours, promoting excellence in agile and agility at all levels.	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 teams.
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 organisational success. Builds long-term relationships with dients, providing ongoing support and guidance to ensure sustained success.	Guides organisational 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, 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 organisational success.
	Leading	Supports 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 to achieve positive outcomes. Provides leadership and guidance to ensure alignment with organisational goals and objectives.	Leads organisational agile transformation efforts, fostering a culture of collaboration and continuous improvement. Inspires agile teams to achieve initiative goals and maximise customers impact and value.	Leads the successful delivery of complex and transformative initiatives in an agile environment, creating and developing responsive and resilient systems of work Catalyses growth and innovation, driving sustainable, impactful change across the organisation.	Leads agile teams and portfolios, maximising business outcomes and driving organisational 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 organisational effectiveness.	Drives agile transformation initiatives, promoting a culture of continuous improvement and adaptability. Guides teams in implementing agile methods and practices to drive organisational change.	 Drives agile transformation at an organisational level, promoting agile values and principles. Leads initiatives to enhance team productivity, collaboration, and delivery effectiveness. 	 Leads organisational agile transformation efforts, driving adoption and success across value streams and networks. Promotes a culture of agility and adaptability, and continuous feedback, guiding sustainable change for organisational effectiveness. 	Drives a culture of continuous improvement and innovation within agile teams and across the organisation. Leads change initiatives to optimise team performance and deliver value to customers.

Agile Growth Pathway Author: Tom Hoyland | Version 1.7

6.3. Combining Ingredients

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

- **Me at My Best and Human API:** Understand and optimise your personal performance needs as a foundation for growth.
- Agile Practitioner Role & Stance Matrix: Identify your current role and aspirations.
- Agile Delivery Growth Pack: Track energy, development needs, and the support you require.
- ACGW + Courses and Certs: Find resources to deepen or broaden your expertise.
- **Supportive Networks:** Use Communities of Practice, Co-Piloting, and Find a Facilitator to create practice opportunities and share knowledge.
- Existing Role Descriptions: These remain valuable from an HR perspective.

This resulted in the content on this slide

