


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

Colleagues can join at different levels based on their experience, with pathways to advance 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.

 Note: 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.

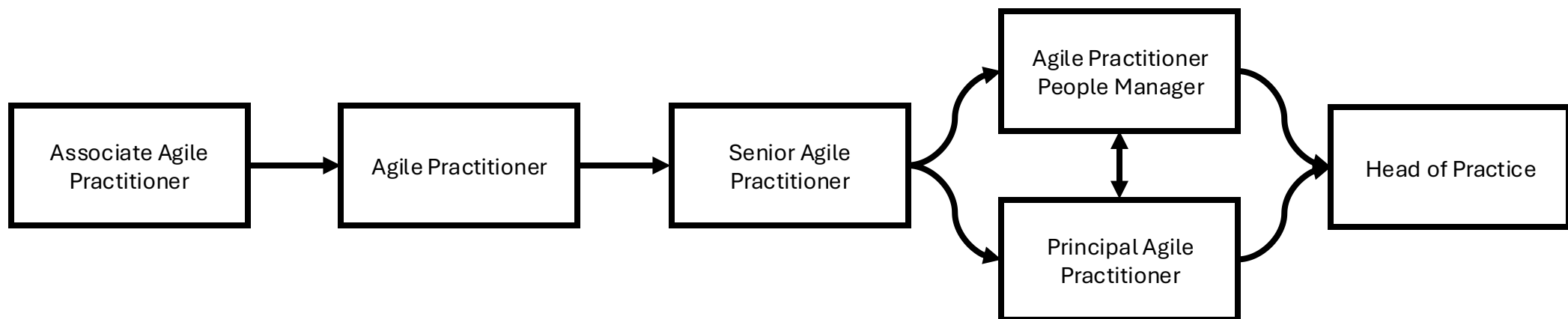
2.2. Career Levels of an Agile Practitioner

- **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 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."*

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.
- **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 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.”

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

4. Agile Growth Pathway

1 Self-Awareness & Mastery

When I'm at my Best

	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 line managers and colleagues. There are lots of tools out there to help you.

[Agile Growth Pack \(Slide 1+2\)](#)

2 Orient Before Navigating

	Associate Agile Practitioner	Agile Practitioner	Senior Agile Practitioner	Principal Agile Practitioner	Agile Practitioner People Manager
Self-Mastery					
AgileLean Practitioner					
Servant					
Coaching					
Facilitating					
Guiding/Learning					
Advising					
Leading					
Transforming					

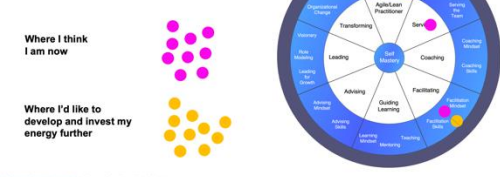
Understand where you are now, review where you'd like to progress to or what skills to deepen. **Set yourself a goal**, discuss it with your manager or mentor.

[Agile Practitioner Role & Stance Matrix](#)

3 Focus Your Development

Growth within the Profession

Think about your growth in the Agile Profession. Mark on the wheel where you think you are now and the areas where you'd like to develop and invest your energy further.



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

Agile Coaching Growth Wheel with Course, Qualification and Learning Layer

What's happened?

After exploring the different options, participants shared the courses, qualifications, and other learning opportunities that they had identified. During the session, participants were introduced to the Agile Coaching Growth Wheel and the Agile Coaching Growth Wheel Learning Layer.

What's next?

The Agile Coaching Growth Wheel will continue to develop this year, adding more courses, qualifications, and other learning opportunities.



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

[ACGW + Courses & Resources](#)

5 Build and Execute a Plan

What would you like to have happen?

I could do all these things, but this is what I'm going to try ...

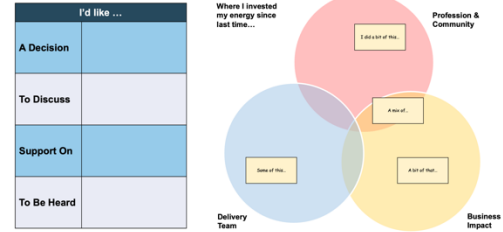
Ideas & Actions	What's Next	In Progress	Blocked	Done	Abandoned
Start a new project	Get a new qualification	Complete a project	Blocked	Done	Abandoned
Get a new qualification	Complete a project	Complete a project	Blocked	Done	Abandoned
Complete a project	Complete a project	Complete a project	Blocked	Done	Abandoned
Blocked	Blocked	Blocked	Blocked	Done	Abandoned
Done	Done	Done	Done	Done	Abandoned
Abandoned	Abandoned	Abandoned	Abandoned	Abandoned	Abandoned

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

Sync Up Template



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 \(Slide 6\)](#)

7 Reflect, Pivot, or Persist

Growth within the Profession

Think about your growth in the Agile Profession. Mark on the wheel where you think you are now and the areas where you'd like to develop and invest your energy further.



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








	Associate Agile Practitioner	Agile Practitioner	Senior Agile Practitioner	Principal Agile Practitioner	Agile Practitioner People Manager
Self-Mastery					
AgileLean Practitioner					
Servant					
Coaching					
Facilitating					
Guiding/Learning					
Advising					
Leading					
Transforming					

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) 
 - 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 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 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.

 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				
		Associate Agile Practitioner	Agile Practitioner	Senior Agile Practitioner	Principal Agile Practitioner	Agile Practitioner People Manager
Agile Coaching Growth Wheel Stance	Self-Mastery	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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	<ul style="list-style-type: none">Develops a foundational understanding of agile principles, gaining valuable experience in agile practices.Supports agile activities within the development team, contributing to the adoption and execution of agile methods.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.
	Serving	<ul style="list-style-type: none">Supports the development team in executing agile methods, focusing on process improvement and team support.Contributes to fostering a positive and inclusive team environment.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">Leads organizational agile transformation efforts, driving adoption and success.Fosters a culture of continuous improvement, serving as a champion for agile principles and practices.	<ul style="list-style-type: none">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.
	Coaching	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">Coaches and mentors team members on agile principles and practices.Coaches the team in implementing agile methods and removing obstacles.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">Provides expert coaching, and leadership in the understanding, adoption and implementation of agile methods.Coaches other Agile Practitioners, sharing knowledge and expertise in coaching practices to enhance their skills.	<ul style="list-style-type: none">Acts as an advocate for change, providing 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	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">Facilitates effective communication and knowledge sharing among team members and stakeholders.Creates an environment conducive to innovation and continuous learning through effective facilitation.	<ul style="list-style-type: none">Promotes collaboration, transparency, and continuous improvement through effective facilitation.Facilitates the creation and nurturing of an Agile Community of Practice, fostering collaboration and peer-to-peer learning.	<ul style="list-style-type: none">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.
	Guiding Learning	<ul style="list-style-type: none">Takes part in training and learning opportunities related to agile principles and methods, seeking mentorship to enhance learning and proficiency.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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 excellence in agile and agility.	<ul style="list-style-type: none">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.
	Advising	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">Leads the successful delivery of complex and transformative initiatives in an agile environment.Catalyzes growth and innovation, driving sustainable change across the organization.	<ul style="list-style-type: none">Leads agile teams and portfolios, maximizing business outcomes and driving organizational change.Provides strategic direction and guidance, ensuring alignment with business objectives.
	Transforming	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">Drives agile transformation initiatives, promoting a culture of continuous improvement and adaptability.Guides teams in implementing agile methods and practices to drive organizational change.	<ul style="list-style-type: none">Drives agile transformation at an organizational level, promoting agile values and principles.Leads initiatives to enhance team productivity, collaboration, and delivery effectiveness.	<ul style="list-style-type: none">Leads organizational agile transformation efforts, driving adoption and success.Promotes a culture of agility and adaptability, guiding sustainable change for organizational effectiveness.	<ul style="list-style-type: none">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.

This resulted in the content on [this slide](#)