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

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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.

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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.

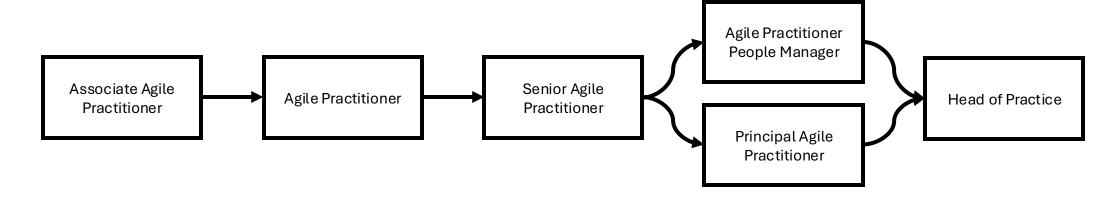
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Agile Growth Pathway

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."

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

Agile Growth Pathway



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.

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)

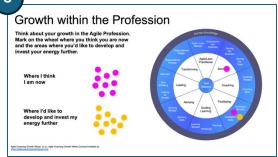
Orient Before Navigating

			Role		
	Agile Practitioner People Manager	Principal Agile Practitioner	Senior Agile Practitioner	Agile Practitioner	Associate Agile Practitioner
Self-Mastery	Practices self-inversance and self-care, belancing personal self-large self-publicational respectations. Comprehense anotheral Halfspreau in Seatenting Vales, changing a supportine and includes with environment.	Province will never be reprinted. Individual will be to particular. Individual will be to particular. Individual will be to the superior of separate of separate of separate of separate will be to the superior of separate of separate will be to the superior of separate of separ	Entode sell-nettry, behandstelly enotional and some distingence it technicies and sealing sells. Inseek in personal growth and well-being, serving as a role mode for continuous learning and development.	Practices self-assessment and reflection, continuely bearing and growing as an light practitions. Process or amobined intelligence and cooled assessment to effectively resigns bean infrarrior, and challenges.	Forume or personal growth and development, must be securing appointed and excellenge continues. Executing amounted and excell reading-covirs effect contribute to them dynamics and children business.
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Coaching	Ada as an advocate for change, providing expert conting and membrany is feature and determinant. Draws a value of rights and invention, featuring continuous represented and determiny value is collective.	Noutes equit potents, coating and teachedge is the adoption and implementation of Agile mathods. Notices and coatine other Agile Onlines Leads, sharing brownings and expertise is entangle that other.	Provide garbonic, centring, and report to cross- functional teams, expressing that he enhance Agins practices. Leads Agin transformation interface, driving continuous transcensors and forlanging a column of collectedors.	Countries and mainters team maintens on Ayler principles and practices. Outdoor the boars in organizating Ayler mathods and removing distances.	Make part in training and barring apportunities on to highly principles and mathesis. Seales mentioning from Series Agine Series y Leads enforces understanding and professing in Agine Se
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Guiding Learning	Basseris the development of high performing Agina basine, privative pulsarian and resources to enhance with and competitions. Designs aboring inflations is address still agent and promote professional development within the basin.	Engreson light learn to opticize that performance through freehoodig, coaching and still phoregotise! Stiffactus. Engreson should be a stiffactus the learn's opposition and promote delivery excellence.	Berton and donlings Agile procificners within the organization, providing forming and continues Agile practices and doctorious. Feature a couldness of doctorious interring and provide, ancomaging learns in expensions of the anni-opposition.	Cubbs born nonlines in borning Agile principles and produce, analysis from to densigo corpolines; and recognitiones. Buggerts hashdull and learn still densisprons, choosing whether borning codinate is achieve borning pigestree.	Takes part in training and learning apportunities rais fagls principles and notificial, spectra restorants to enhance learning and profession.
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Leading	Lask fight teams and professor, maintaining business maleures and draining organizational charge. Provides already: directors and gradenia, amounts alligement with business alignature.	Loads the successful delivery of complex and brandom plate in the first transforment. Colorpee growth and conception, driving exclamates strongs derive for experience.	Leads organisational Agile transformation offices, featuring a colone of incidentalization and continuous improvement. Improvement of actions into the great and defined value to coloners.	Look Agis borns and drives successful attitude althory regardly often to ordinate Agis principals. Provides bedinning and publication source eliginate aftir organizational goals and objections.	Reports Agile festives reprogramment and contribute for levely completion of initiative delicensists, pain soluble experience in Agile teachersity. Yakes pain in professional development artificial to enhance beautinative development artificial to enhance beautinative paids and professionally in Agile C.
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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

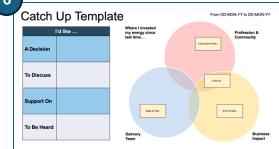
Build and Execute a Plan



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)

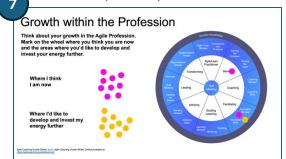
Track Progress and Energy



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 exements and off care, beloning present set large will professional respectation. Connectates annihold Hefsperick is beloning to be, creating a supportion and includes with anniholass.	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 theremented, pushing twent in their implementation and execution pushing the second and force in Fundamentation of cleaning adjunction with Agile principles and states. Provides experies in Agile practices such as Society or Section (Agile principles and states)	Serves as a subject maker expect in Agile methods, providing politicis and appears from adoption and appeared above. Localité Agile insulationaliste offents, among the experiments beautiful Agile maturity and excellence.	Applies high principles and practices is comment for successful delivery of definant initiations, amounts adjuncted with high featurestics. United high conduction and an Europe or Fundam to optimize them performance and initiative automates.	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	Seatings of hunderload understanding of inglinusing and practices, pering valuable experience in Agric States; management Support, Agric solicities within the development trees contributing to the adoption and execution of Agric statistics.
	Serving	Dries lean agilly and maximizes business outcome, focusing on all mining value and findering a subset of agills. Provides leadership and mentioning, promiting growth and assorbance within the lean.	Loads opposite final high transformation offers, along employ and access. Robert a Lobur of controlled opposite of access a charge of agency of access and access of access and access of a	Denote an a nile model for Agile practices, fictioning a coulous of collectionary and continuous representation. Engineers Agin forms and promotes growth and seek looning within the organization.	Operates as a Servanti prode, fecuning on born growth, collections, and well-long. Provide report, potence, and enhance assessine is facilitate for Servin Automa.	Eugents the development learn in executing Aglie restricts, forceing or process improvement and that adjoint. Contributes to featuring a profile and includes learn entrement.
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ng Groweth W	Facilitating	Facilitate obliderator ancinowings transitr among test number of observation, foreign a substantial foreign or substantial exchange of insulating anti-transit exchange and insulating sometimes according to the provide particular symposium of the provide particular symposium.	Provides offstration, torreprints, and continues transcribed brough offsites facilitation. Assistance for continues and continues of a Agin Delivery continuely of practice, braining collaboration and pair to year facilities.	Facilitate offentive communication and countries finaling energines members and destination. Creates an environment contained to broaden and contracts between the broaden and	Pacificia subdenible and communicates with the development laws, shouling françaisming and task. Loods Agin exerts the labs cyrus, spirit proving, and recognitions to proving effective collegions.	Assets in organizing and coordinating Agins activities within the decelopment fours, contributing to a solution of interestrict activities and interestrict activities and interestrict activities to interestrict places are contributed to interestrict places activities ac
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. Bussels inhalited 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 exhause learning and profession.
*	Advising	Alview serior bediently on Agile adaption and transferration attempts, forgrap their orderseased the beautile serior could regard conducts. Builds trail and conducts, with attempts the serior perceiving septimate and conducts, with attempts decisions, providing and affine and conducts, and attempts to septimate decisions making and affine applications of consens.	Codes organisational 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 a stransic race of organizational nucleas. Builds long-term relationalities officially, providing organization and pattern to strain sustained nucleas.	Provides publines and inspire to interholders on the value of high metalois and protions, helping their actions accounted account. There experience and observations to public oberts toward a chant protectioning of high principles and that Sealing and their second and t	Come expresses in extending obtainables or Agile principles and practions, contributing in the channel collections of highs colours and bounds. Deads opportunities be invested integrate and observed in regional collections actionsing supportunities in colours.
	Leading	Leads highe teams and perfection, maximizing business sold driving organizational charge. Provides obtaining organizational charge argument with fourness objections.	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, feelings in what of inflationalist and artificials in proposed in the proposed in the control to actions inflation grads and defined label to confirm to.	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.	Reports Agin Salvery management and contribute the bridge completion of inflation deformables, gains exhabite apparatus in Agin Salvering. Takes paint a professional devolution to exhance beatlering aside and profession in Agin Ce.
	Transforming	Direc o nature d'continuos trapisement and innovative witten fujite teams ant across the organization. Leath change initiatives to aplimiser been performance and differer requir is coloratives.	Leads organizational highs transformation offerts, strong adoption and automa. Provides a survival original and adoptionally, guiding automation sharple for organizational offertnesses.	Other Agin transformation at an organizational level, promoting degle relates and principles. Leads infollation for enforces from productivity, containing and advisory effectiveness.	Orines Right Handbrindon Hildres, promiting a colore of certification improvement and admissibility. Outlies former in implementing Right mathetis and profition to this origination of image.	Bugunt Agis transformation reliabless pail contribit by process improvement within the devalupment laws Participates in professional devalupment within to external within 1 purities and immediate orders and experienced effect devalupment change and experienced effect devalupment.

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

6.3. Combining Ingredients

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

- Human API: Understand and optimise your personal performance needs.
- Agile Practitioner Role & Stance Matrix: Identify your current role and aspirations.
- Agile Delivery Growth Pack: Track time, development needs, and the support you require.
- ACGW + Courses and Certs: Find resources to deepen or broaden your expertise.
- Existing Role Descriptions: These remain valuable from an HR perspective.

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