



Professional Competencies for Business Agility V3

Please email cpd@agilebusiness.org with any queries.

| Level | Underpinning Knowledge | Agile Competencies | Business Competencies | Personal Competencies |
|-------------------|---|---|--|--|
| 1 Explorer | <ul style="list-style-type: none"> ▶ Has basic factual knowledge related to business agility | <ul style="list-style-type: none"> ▶ Can address very simple agile problems; requires assistance with unexpected problems | <ul style="list-style-type: none"> ▶ Can organise own work ▶ Can carry out routine activities in an agile environment ▶ Has sufficient communication skills for effective teamwork and collaboration with colleagues | <ul style="list-style-type: none"> ▶ Follows code of conduct, ethics and organisational standards related to business agility ▶ Is aware of health and safety issues ▶ Complies with essential organisational and personal security practices |
| 2 Practitioner | <ul style="list-style-type: none"> ▶ Has basic knowledge and understanding of facts, procedures and ideas related to business agility | <ul style="list-style-type: none"> ▶ Can apply generic agile knowledge to solve straightforward problems ▶ May contribute to routine issue resolution using agile techniques | <ul style="list-style-type: none"> ▶ Can use agile techniques and practices to organise and prioritise own work within an agile environment ▶ Can work with others using basic agile frameworks, tools, and processes ▶ Has sufficient communication skills for effective collaboration with customers, suppliers, and partners | <ul style="list-style-type: none"> ▶ Contributes to identifying own development opportunities related to business agility |
| 3 Master | <ul style="list-style-type: none"> ▶ Has factual, procedural, and theoretical knowledge and understanding of business agility and its application to a field of work | <ul style="list-style-type: none"> ▶ Can use agility to address problems that while defined, may be complex and non-routine ▶ Uses discretion in identifying and responding to complex agile issues and assignments | <ul style="list-style-type: none"> ▶ Can collaborate with others to work competently within a particular approach to prioritization ▶ Works under general levels of empowerment and understands their level of authority within a particular scenario ▶ Can demonstrate delivery of business value | <ul style="list-style-type: none"> ▶ Identifies and negotiates own development opportunities related to business agility ▶ Can reflect on their personal engagement with business agility ▶ Able to successfully mentor others |

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| Catalyst | <ul style="list-style-type: none"> ▶ Can apply their knowledge effectively in unfamiliar situations in the context of business agility and actively maintain own knowledge ▶ Understands and can evaluate different perspectives and frameworks related to business agility and justify their use in context | <ul style="list-style-type: none"> ▶ Is able coach and/or train agile frameworks in context ▶ Performs an extensive range and variety of complex technical and/or professional work activities using agile techniques ▶ Undertakes work which requires the application of fundamental values and principles related to business agility in a wide and often unpredictable range of contexts | <ul style="list-style-type: none"> ▶ Can select appropriately from agile principles, frameworks and tools ▶ Can review and reflect on how effective agile approaches and actions have been ▶ Is able to build and develop effective teams, working in an agile environment ▶ Is able to deliver business value in a wide range of contexts within the organisation | <ul style="list-style-type: none"> ▶ Maintains an awareness of developing agile practices and their application and takes responsibility for driving own development ▶ Able to successfully coach others |
| Thought Leader | <ul style="list-style-type: none"> ▶ Promotes the application of generic and specific bodies of knowledge related to business agility in own organisation ▶ Has developed business knowledge of the activities and practices of own organisation and those of suppliers, partners, competitors, and clients ▶ Critically analyses, interprets, and evaluates complex information, concepts and theories related to business agility in order to produce modified conceptions | <ul style="list-style-type: none"> ▶ Performs highly complex work activities covering technical, financial and quality aspects of business agility ▶ Has advanced cognitive and practical skills to address problems in an agile way that have limited definition and involve many interacting factors ▶ Inspires the organisation with respect to business agility, and influences developments within the industry at the highest levels | <ul style="list-style-type: none"> ▶ Demonstrates creativity, innovation and ethical thinking in applying agile solutions for the benefit of the customer/ stakeholder ▶ Leads on the formulation and implementation of strategy associated with business agility ▶ Makes decisions critical to organisational success ▶ Demonstrates thought leadership in context | <ul style="list-style-type: none"> ▶ Demonstrates good intellect, emotional intelligence, energy and an agile growth mindset ▶ Can recognise and promote these characteristics in others |

