

Not only at the level of practices, but also at the level of the principles and values that underlie the practices enabling appropriate application as well as innovation

# Ability to apply business strategy and management frameworks, product innovation techniques, six sigma or other business process management approaches, and other techniques that relate to innovating products, processes or operations in the business domain.

Mastery is often paired with Educating, Mentoring or Facilitating.

Business Transformation

# Teal / Agile / Lean / Change

Ability to facilitate, catalyze and (as appropriate) lead organizational change and transformation. This area draws on change management, organization culture, organization development, systems thinking, and other behavioral sciences.

Mastery is frequently paired with Coaching and Facilitating, plus Educating in some instances.

## Organizational Transformation

Ability to get your hands dirty architecting, designing, coding, test engineering, or performing some other technical practice, with a focus on promoting technical craftsmanship through example and

Professiona

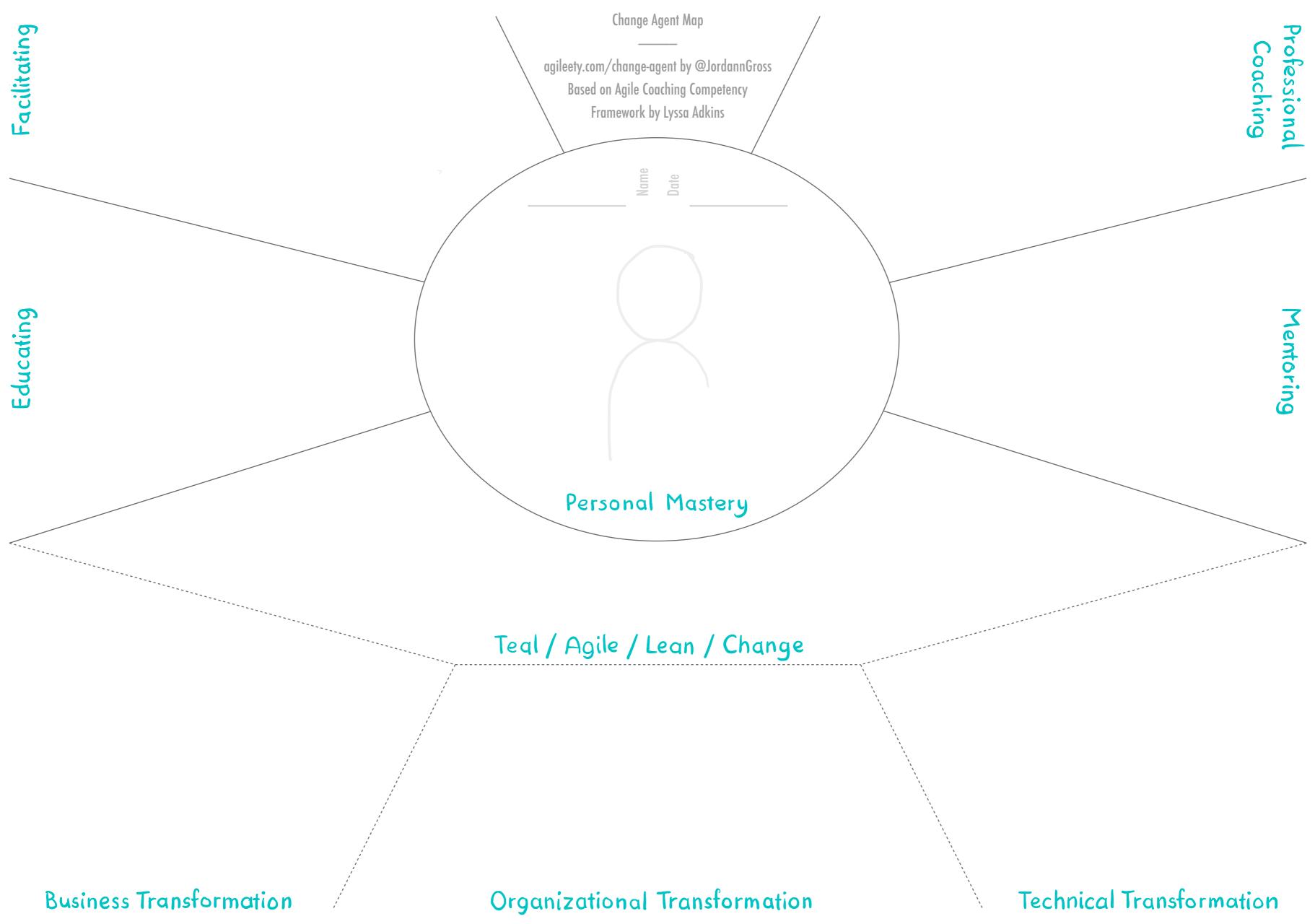
Mentoring

teaching-by-doing

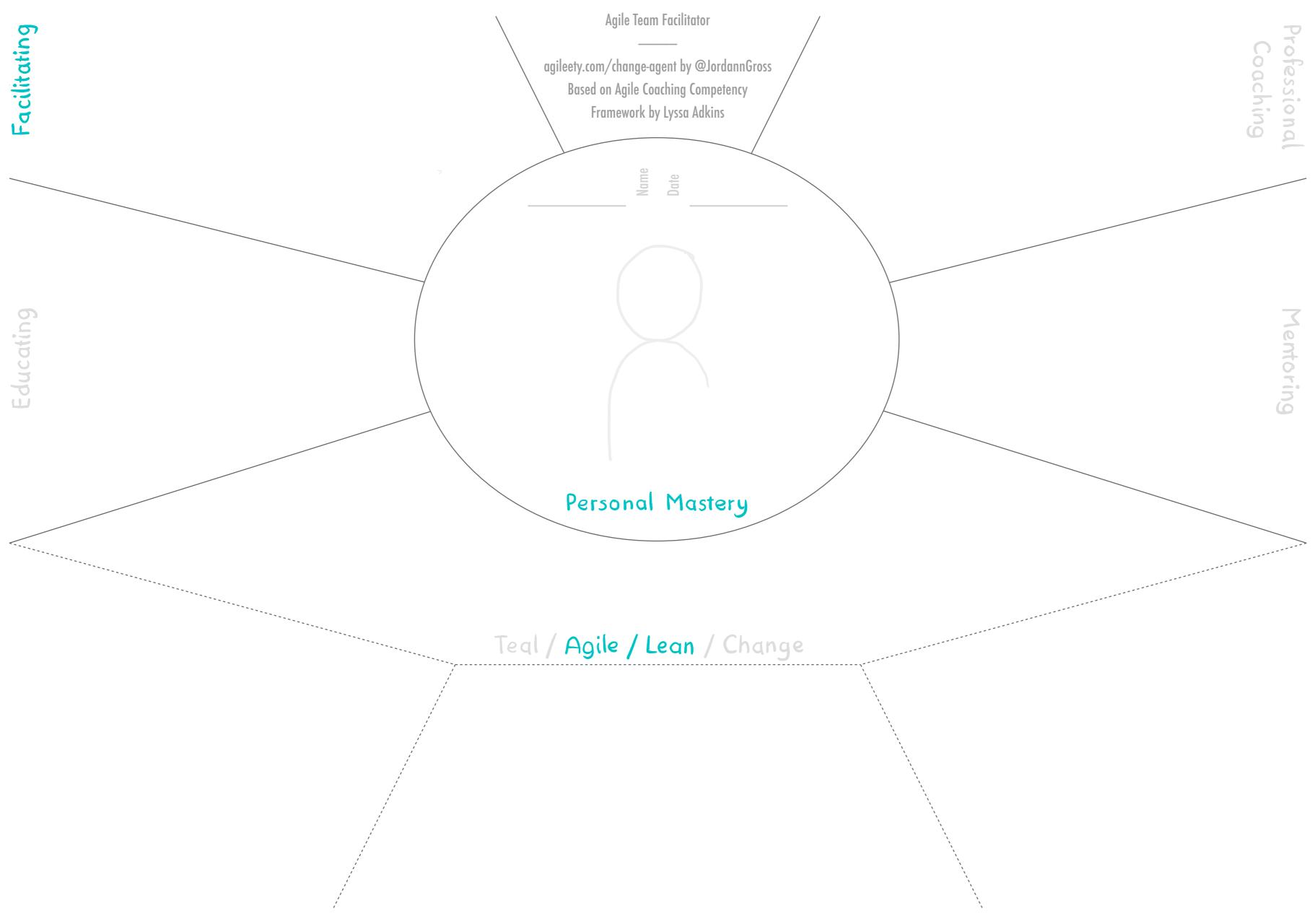
Coaching

Mastery is typically 'delivered' through Mentoring or Educating.

Technical Transformation







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Mentoring

Coaching

Ability to impart one's experience, knowledge and guidance to help grow another in the same or similar knowledge domains.

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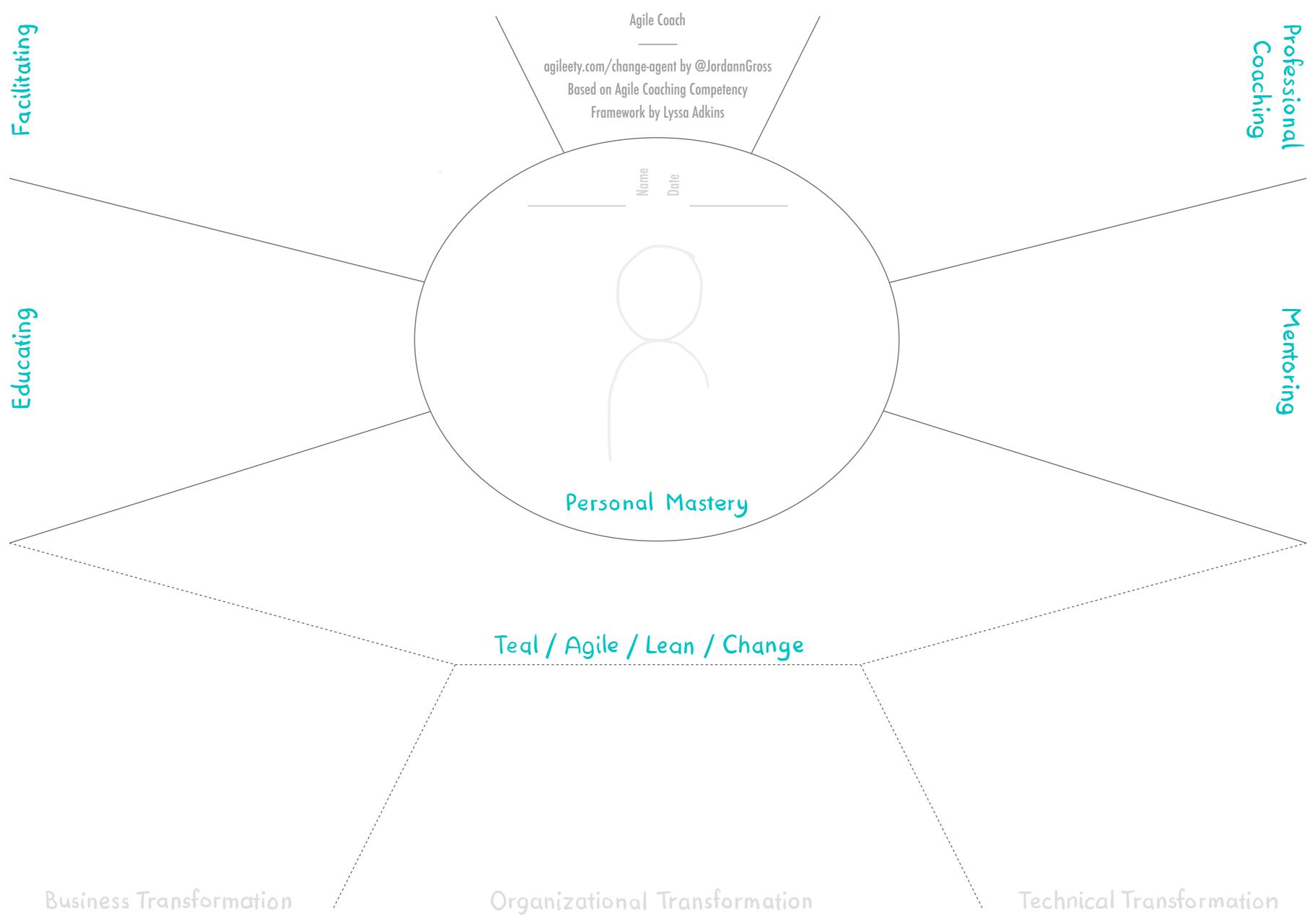
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the direction, rather than the coach's expertise or opinion.

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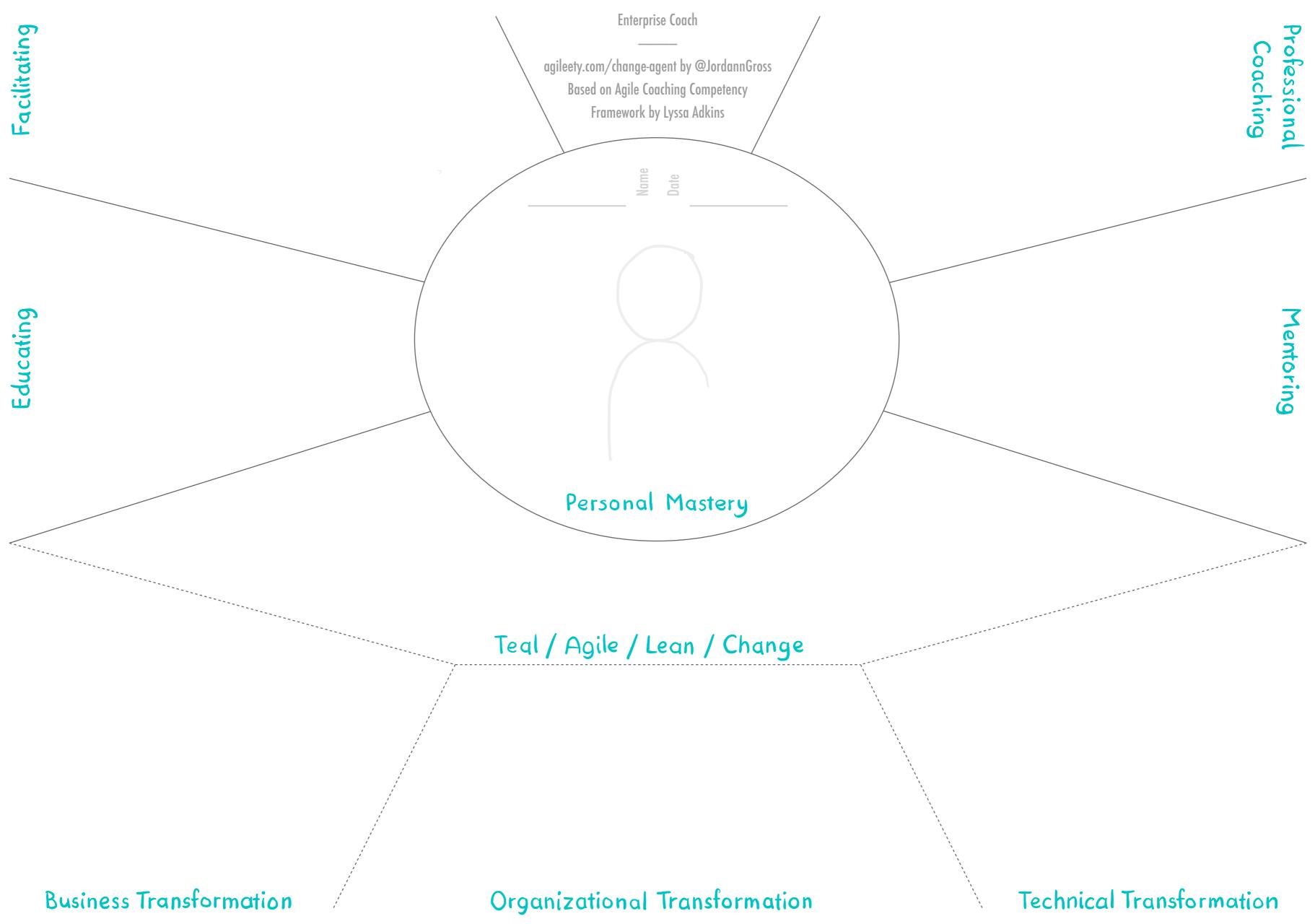
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# Applying skills

# agileety.com/change-agent by @JordannGross Based on Agile Coaching Competency Framework by Lyssa Adkins

Personal Development Map

### Applying skills

Up here the focus is much more on soft skills which are related to what you're doing. They might be harder to describe as well as harder to develop. There will often be some hard skills backing up these soft skills.

### Applying knowledge

On both sides of you are the core ways of applying your base knowledge. This is often a healthy combination of adding value with your hard skills. That value multiplies when you add the right soft skills to it.

### This is you! :)

At the center of it all. This is where everything comes together. Investing in yourself is investing in all surrounding areas. If you're 'stuck' here, you will make little to no progress on the other parts. Keep an open mind to continuously improve, but don't be too hard on yourself!

### Personal Mastery

### Applying knowledge

Here is the ground you stand and build on. This is the base knowledge/training/mindset/etc that's needed for your type of work

### Core knowledge

Down here are the deeper expertises of the core knowledge. This is mostly for senior professionals and leaders who are getting more specialized.

Deep expertise

Deep expertise

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