## Competency Framework

<table>
<thead>
<tr>
<th>Level</th>
<th>Underpinning Knowledge</th>
<th>Agile Competencies</th>
<th>Business Competencies</th>
<th>Personal Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Explorer</td>
<td>▶ Has basic factual knowledge related to business agility</td>
<td>▶ Can address very simple agile problems; requires assistance with unexpected problems</td>
<td>► Can organise own work&lt;br&gt;► Can carry out routine activities in an agile environment&lt;br&gt;► Has sufficient communication skills for effective teamwork and collaboration with colleagues</td>
<td>► Follows code of conduct, ethics and organisational standards related to business agility&lt;br&gt;► Is aware of health and safety issues&lt;br&gt;► Complies with essential organisational and personal security practices</td>
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<td>2 Practitioner</td>
<td>▶ Has basic knowledge and understanding of facts, procedures and ideas related to business agility</td>
<td>▶ Can apply generic agile knowledge to solve straightforward problems&lt;br&gt;► May contribute to routine issue resolution using agile techniques</td>
<td>► Can use agile techniques and practices to organise and prioritise own work within an agile environment&lt;br&gt;► Can work with others using basic agile frameworks, tools, and processes&lt;br&gt;► Has sufficient communication skills for effective collaboration with customers, suppliers, and partners</td>
<td>► Contributes to identifying own development opportunities related to business agility</td>
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<tr>
<td>3 Master</td>
<td>▶ Has factual, procedural, and theoretical knowledge and understanding of business agility and its application to a field of work</td>
<td>▶ Can use agility to address problems that while defined, may be complex and non-routine&lt;br&gt;► Uses discretion in identifying and responding to complex agile issues and assignments</td>
<td>► Can collaborate with others to work competently within a particular approach to prioritization&lt;br&gt;► Works under general levels of empowerment and understands their level of authority within a particular scenario&lt;br&gt;► Can demonstrate delivery of business value</td>
<td>► Identifies and negotiates own development opportunities related to business agility&lt;br&gt;► Can reflect on their personal engagement with business agility&lt;br&gt;► Able to successfully mentor others</td>
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| Catalyst   | ► 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                                                                                                                                                                                                                                                                                                                                                                           | ► Is able to 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 | ► 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                                                                                                                                                                                                                                                                                                                                                                                   | ► Maintains an awareness of developing agile practices and their application and takes responsibility for driving own development  
► Able to successfully coach others                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Thought Leader | ► 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                                                                                                                                                                                                                                                                                                                                                     | ► 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 | ► 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                                                                                                                                                                                                                                                                                                                                                                                         | ► Demonstrates good intellect, emotional intelligence, energy and an agile growth mindset  
► Can recognise and promote these characteristics in others                                                                                                                                                                                                                                                                                                                                                                                                                                                 |