

Please refer to the [competency framework](#), to decide which level best describes how you work. Use this level to write a synopsis that explains how your day-to-day work has demonstrated each of the competencies.

This is for illustration purposes only, showing what we mean by reflective piece

Professional 2: suggested word count 1000 words

I first joined an agile team in 2015, after my employer went through a restructuring and brought consultants in to improve our workflows. As a bank we were used to very rigid processes, partly because it's expensive to make mistakes. I think that's why we started off with the intention of following any agile frameworks to the letter. Our first attempt was Scrum, where we made sure we went through all of the ceremonies, like daily scrums, retrospectives and sprint planning. It didn't fit what everyone in my team did as it's difficult to break our work down into small chunks, so we brought in coaches and mentors to help us adjust how we use Scrum.

As a team leader, I was trained and have 5 years of experience as a Scrum Master. I'm responsible for liaising with other teams working on similar or overlapping projects as well as reporting upwards to a programme manager. I spend a lot of time checking whether there are miscommunications inside and outside of my team as this is one of the main causes of misunderstanding resulting in late delivery or poor quality. Most of the time, timeboxing is straightforward, because our projects are similar, but sometimes my manager insists on adjustments to our timeboxes which goes against agile values breaking our rhythm of working, makes estimation difficult and undermines the team's empowerment.

As a very large bank bound by regulations, we don't have many big changes in strategy from the top, but we still have to produce new products such as updated documentation relating to insurance or investment products. It takes a lot of planning to ensure everyone who needs input, from legal to marketing, has a say before anything is rolled out worldwide. It's also important that everyone understands the purpose, the why, of what we're doing. The objectives are set as part of strategy by the leadership but the team needs the freedom to work out the 'how'.

When sprint planning, we prioritise quality and descope where necessary to stick to deadlines, as a more agile team we've cut lead times in getting documents to market. Getting the right people involved at the right time has saved time during every phase of development. We avoid misunderstandings in the early stages by using visuals and prototyping to check our assumptions. We check in regularly to make sure we're on track and we have fewer surprises when we present the final product for approval.

As ScrumMaster, part of my role involves working with the team on 'what went well', 'what not so well', and 'how to improve', also making notes at the end of each project of where team members didn't have the skills and tools they needed to get the job done, then request relevant training from our HR team. We often use things like YouTube tutorials and my team have setup a shared area

where we swap findings with other teams. Everyone agrees this sharing is very useful but it's hard to keep it going when our annual performance review only focusses on individuals with no incentive to share knowledge or work productively as part of a team working

Notes from an assessor:

This example is intended to be an indication of how to write in the first person to reflect on actual experiences you have had, what you have learnt and your plans to develop in the future.

- Has basic knowledge and understanding of facts, procedures and ideas related to business agility
- Can apply generic agile knowledge to solve straightforward problems
- May contribute to routine issue resolution using agile techniques
- Can plan, schedule, and monitor own work within an agile environment
- Can use basic agile frameworks, tools, and processes
- Has sufficient communication skills for effective collaboration with customers, suppliers and partners.
- Can timebox own work competently within a particular approach to prioritisation
- Contributes to identifying own development opportunities related to business agility