



## Mentoring Programmes

### Executive Level (CXO) (SFIA Level 7)

<https://sfia-online.org/en/sfia-7/responsibilities/level-7>

*Are you currently an Executive looking to enhance your leadership capability within your existing role or perhaps in readiness for a new challenge? This Mentoring Programme is relevant for:*

- CIO / CTO

Incite Insight mentoring programmes are delivered in collaboration with executive level partners to serve as Mentors, seeking to address and assist skilled IT professionals at Head of Department level who are looking to develop leadership abilities and advance their careers to Executive level within IT.

The much recognised default within information technology departments today is very much to look outwardly to solve problems and challenges rather than introspecting to find the answer from within through personal growth and development.

Often, IT professionals are promoted as a reward for tenure or service or as a result of a restructure that has left them in a new, more senior role and perhaps without the skillset required to excel at this higher level. This trend is commonly topical within technical roles where professionals are commonly recognised and rewarded but yet often lack the interpersonal capability to lead others on promotion.

Delivered over 6 hour-long sessions over a 6 week period, the Incite Insight mentoring programmes serve to assist those who might have found themselves in one of the above scenarios. Incite Insight believe that the core value of its mentoring programmes exists through imparting real life knowledge, experience and guidance from those who have walked the same path previously, covering nuances and interpersonal skills commonly missed from generic IT training and certification routes.

The approach is immersive and practical with an emphasis on searching inward, exploring individual leadership styles and challenges, introspection around perceived barriers and personalised coaching on techniques and approaches needed to advance and succeed as a leader and influencer of others.

The mentoring programmes are fully confidential and a service wrap provides an introduction to set the scene, mid-point programme review and final feedback session following programme completion, enabling continuous feedback between mentor, mentee and the sponsor (where applicable). A degree of fluidity is also allowed for within each programme to factor in specific requirements and areas of interest to cover from each mentee personally to benefit their chosen path and objective:

#### **High Level Mentoring Programme Structure: 6 X 1 Hour Sessions over 6 Week Period**

**Pre-Programme Myers Briggs Personality Profile (Optional):** Mentee to complete Myers Briggs profile questionnaire on personality and leadership style. Report shared with mentor on mentee's consent.

**Introduction Service Wrap:** Introductions between Mentor, Mentee and Sponsor (where relevant): setting the scene, understanding learning objectives, aspirations and value intended to be achieved.

### **SESSIONS 1-5 UNDERSTAND, EXPLORE & PLAN OVER A 6 WEEK PERIOD**

**Mid-Point Service Wrap (following Session 3):** Review of programme progress to date against initial scene setting with mentee and sponsor (where relevant) – make any adjustments as needed to ensure value of delivery against desired outcomes.

### **SESSION 6 REVIEW PROGRESS AND CHALLENGES, 4 WEEKS AFTER SESSION 5**

**End-Point Service Wrap:** Final programme review, incorporating mentee and sponsor (where relevant) – make adjustments for final takeaway action plan to work with beyond programme end.

### **DETAILED MENTORING PROGRAMME STRUCTURE: SESSION COVERAGE**

- **SESSION 1: EXPLORE MENTEE – THE WHAT**
  - What is their leadership and influencing style
  - Style of leader you wish to be or follow: Disrupter, Disrupt & Deliver, Deliverer or BAU Leader
  - What works well and what challenges / blocks them...where are they uncomfortable
  
- **SESSIONS 2,3 AND 4: LEADERSHIP CHALLENGES & DEVELOPMENT**
  - Communicating appropriately and effectively at the highest level with peers, seniors and direct reports – collaborating with executive level stakeholders, talk and walk like a CXO.
  - Leading multiple teams of reports and guiding their development in turn – how to craft an effective department that consistently delivers against expectations. 30/60/90 day plan.
  - Handling business expectations, collaboration, where to advise & improve, where to challenge, how to give a “professional ‘no’”, clarity of communication.
  - Taking full ownership of a department and all work streams: strategic mindset based on enterprise development, new responsibilities to consider and master across a broader scope: budget management, new stakeholder relationships, holistic view of IT estate, owning strategy and its implementation, policies, improvements and alignment to industry practices.
  - Understanding cultures: navigating global teams across multiple countries and differing local management styles. Perfecting introductions, opening lines and inclusivity, building long-term strategic partnerships across suppliers, customers and partners.
  - Empowering IT to lead business, advising on business process change, where to automate, addressing lack of scope, cultural norms, change resistance, blame cultures, inspiring others, consideration of emerging technologies, handling full accountability, championing security.
  - Mentee skills: becoming a better leader, master the art of inspiring others and foster the right culture. Adapt the current and apply the new with roleplay scenarios.
  
- **SESSION 5 : MENTEE ‘PLAN OF ACTION’ TO BE THE BEST LEADER THEY CAN BE**
  - What and how to apply with key milestones for improvement and personal growth
  - Understanding techniques to form the improvement plan – what are the components?
  - Linking plan to learning points and techniques to then review and walk through actions
  - Focus on behaviour change and a new approach to day to day work
  
- **SESSION 6 : MENTEE PROGRESS (REVIEW WITH MENTOR 4 WEEKS AFTER SESSION 5)**
  - Progress to plan...any changes? Health-check with mentee, sponsor (where relevant)
  - Talk through lessons learned, successes and areas to work on for further improvement
  - Finalise revised plan for further application for the future.