Mentoring Programmes
Management Level (SFIA Level 5)
https://sfia-online.org/en/sfia-7/responsibilities/level-5

Are you a manager within information technology looking to step up to one of the following?

- *Head of Department: Development / Operations / Projects / Security / Service Management*
- *Head of Technical: Corporate Systems / Infrastructure / Networks*

Incite Insight mentoring programmes are delivered in collaboration with executive level partners to serve as Mentors, seeking to guide and assist skilled IT professionals at management level who are looking to develop leadership abilities and advance their careers within information technology.

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. This trend is commonly topical within technical roles especially where professionals are commonly recognised, rewarded and promoted 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 look to impart real life knowledge, experience and guidance from current CIOs 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, with 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 to guide on personality and leadership style with report shared with mentor if the mentee is happy to do so.

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.

<u>DETAILED MENTORING PROGRAMME STRUCTURE: SESSION COVERAGE</u>

- **SESSION 1: EXPLORE MENTEE – THE WHAT**
    - What is their leadership and influencing style
    - Defining the new role – what has changed, new responsibilities, new challenges, new perceived barriers?
    - What style of leader do you wish to become 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 a higher level with peers, seniors and direct reports – shifting to leadership, collaborating with executives, technical and non-technical.
    - Leading a broader team of reports and guiding their development in turn – how to craft an effective team that consistently delivers against expectations.
    - Influencing skills and handling business expectations, collaboration, where to advise & improve, where to challenge, how to give a "professional 'no'"
    - Ownership of a whole department and its components: structure, work streams and teams reporting in – mindset change from operational to strategic
    - Broader responsibilities to consider and master: budget management, new stakeholder relationships, holistic view of IT estate, recommending improvements, industry practices.
    - Understanding cultures: navigating global teams across multiple countries and differing local management styles.
    - Empowering IT to lead business, advising on business process change, where to automate, addressing lack of scope, cultural norms, change resistance, blame cultures.
    - Mentee skills: 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
    - Review of improvement plan and walk through of 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.