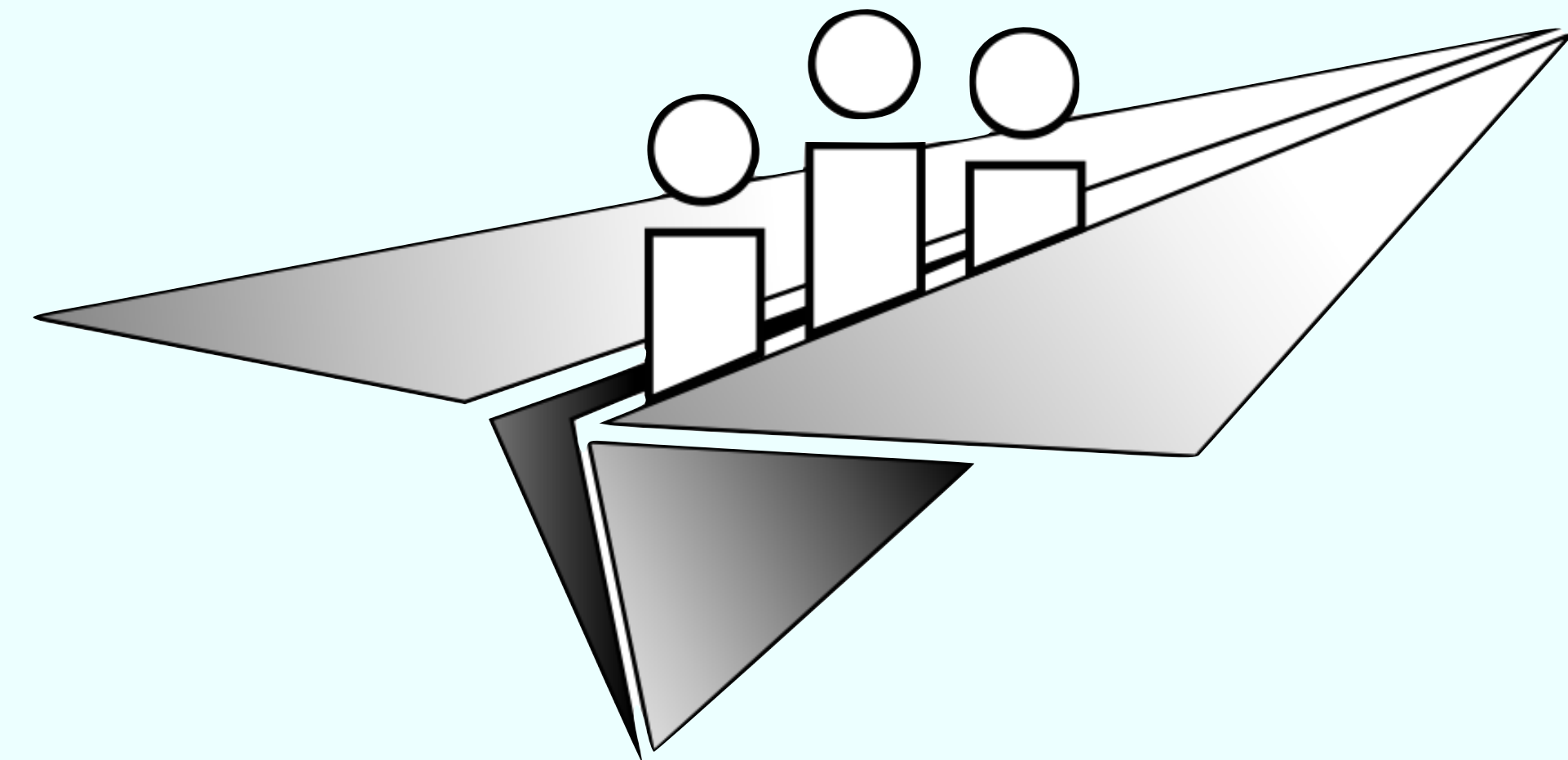


# The path from Director to CTO

How to follow it, or how to mentor it



**Before we begin...**  
**Some caveats**

# The path



## Director

Team-wide focus  
Execution-oriented  
Near-term strategic  
Narrowly technical



## Vice President

Company-wide focus  
Operationally-oriented  
Mid-term strategic  
Intermediately technical



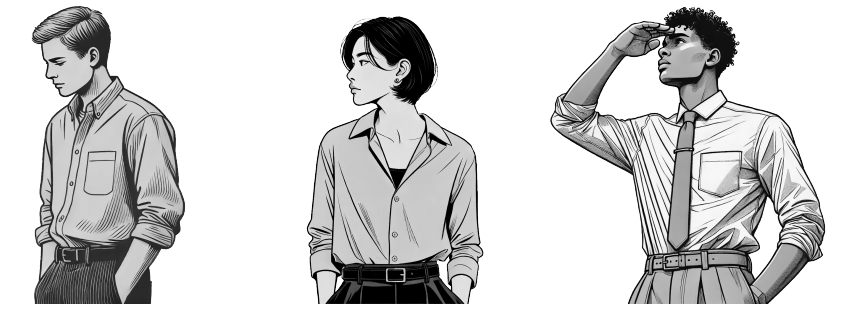
## CTO

Industry-wide focus  
Strategically-oriented  
Long-term strategic  
Broadly technical



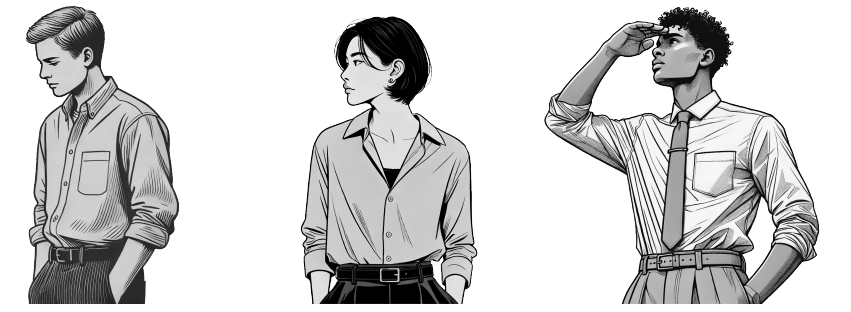
**Following the path**

# Broadening Focus



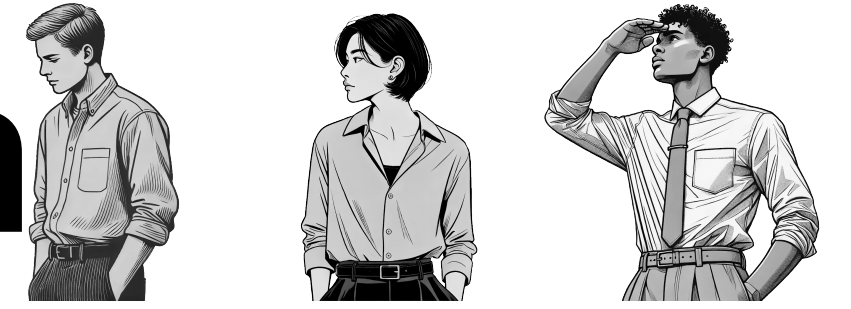
- Talk to your cross-functional peers!
- Learn more about the business of your company.
- Follow industry blogs, podcasts and trade press.
- Participate in broader organizational discussions.
- Suggest and/or volunteer for organizational improvement efforts.
- Be curious.

# Extending your strategic thinking



- Work to understand the strategy of your organization and company. How does your team's work support that strategy? How could it better support the strategy?
- Map the broader system within your organization to understand the dependencies and relationships between teams and the constraints each team has.
- Track industry trends and discuss how they may impact your company or product with your manager.
- Be curious.

# Expanding your technical breadth



- Learn more about the different disciplines you are currently responsible for within your team.
- Talk to your peers to understand the technical disciplines you don't know as well.
- Shadow teams working in areas you aren't as familiar with.
- Create side projects for yourself in new technologies.
- Be curious.



# Mentoring the path

# Identify Potential.

# Delegate.

# Explain.

# Overshare.



# Give Opportunity.

# Give feedback.

# Give Support.

Ⓒ **@KevinGoldsmith**

🌐 **<https://kevingoldsmith.com>**

📖 **<https://itdependsbook.net>**

