The path from Director to CTO

How to follow it, or how to mentor it

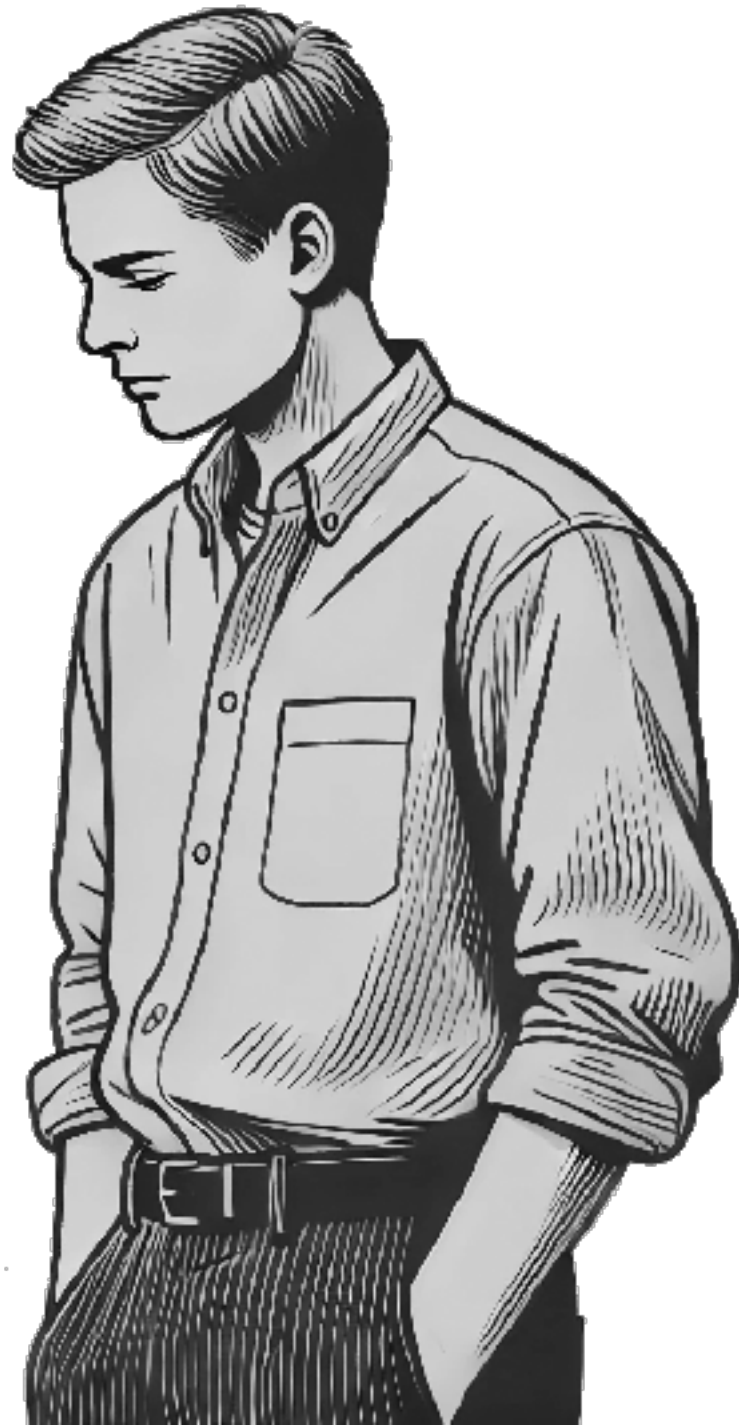**Kevin Goldsmith, ConFoo - February 2026**
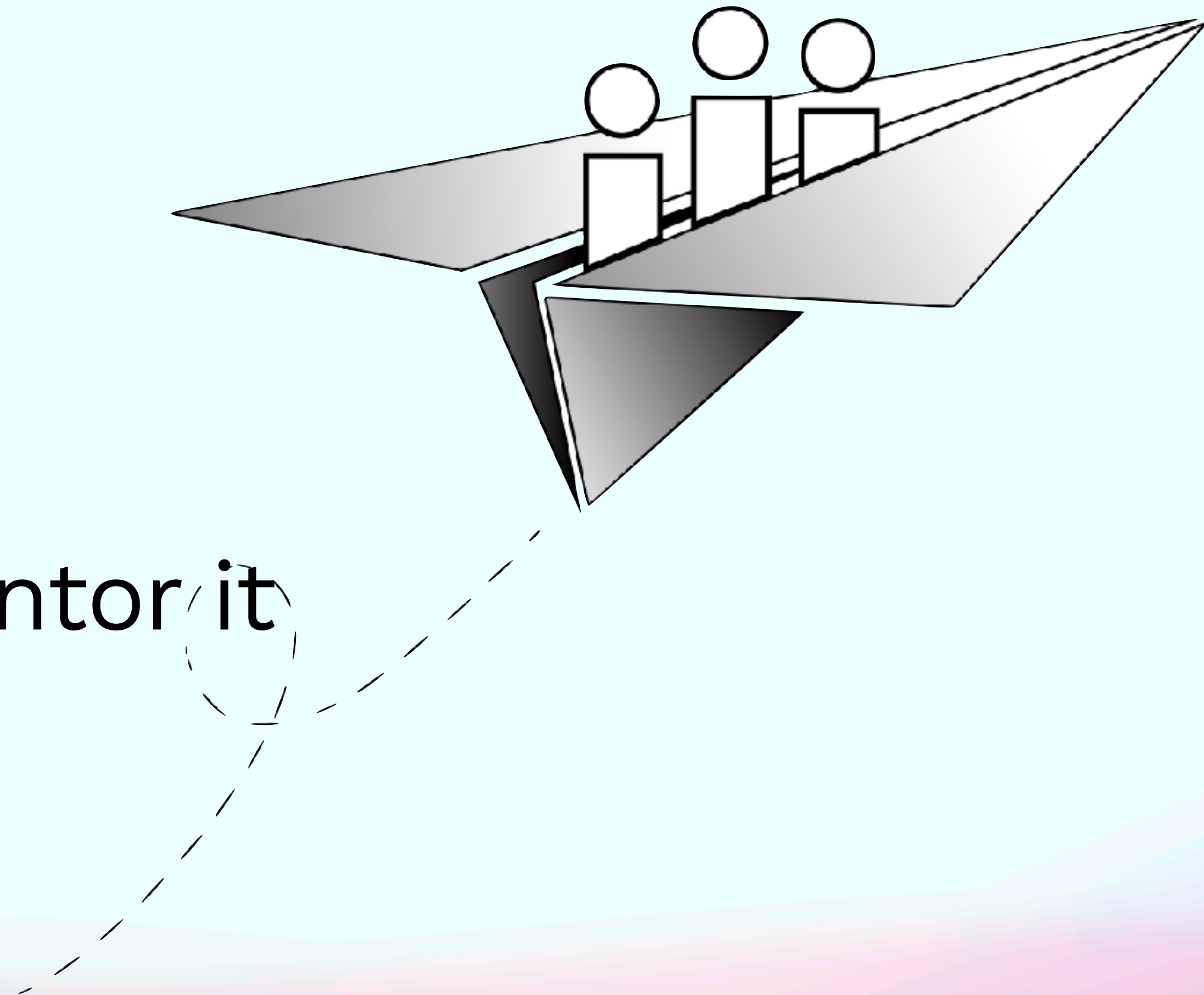
Before we begin...

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Some caveats

The path

Director

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

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Vice President

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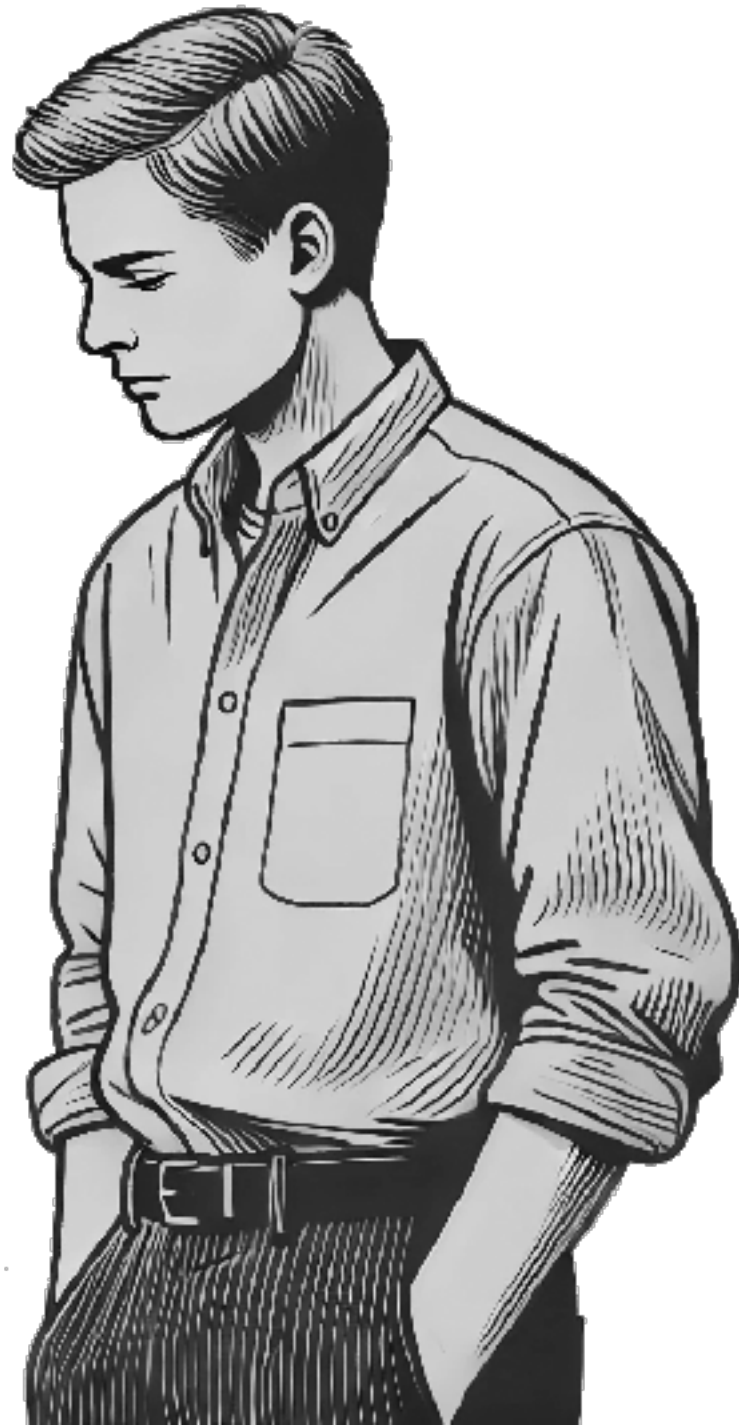Mid-term strategic
Intermediately technical

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Execution-oriented
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Narrowly technical

Vice President

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Intermediately technical

CTO

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

Following the path
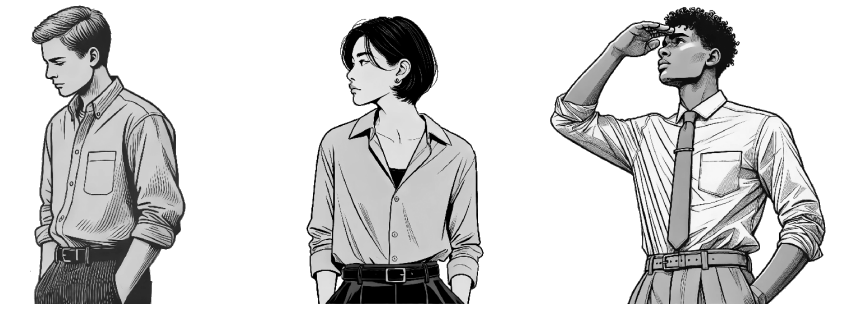
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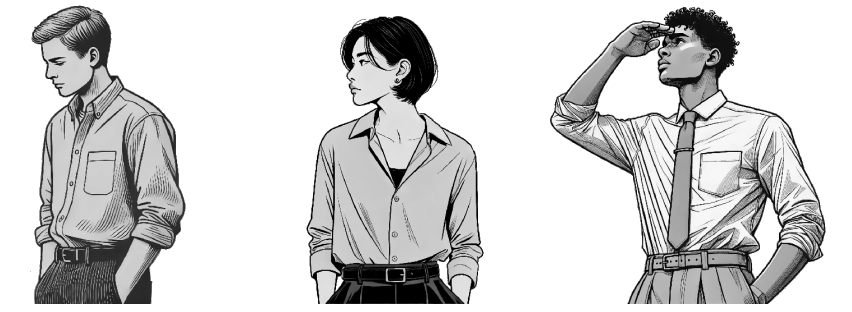
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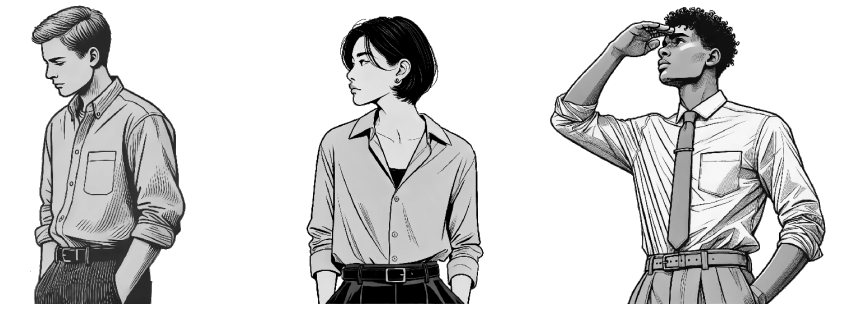- Talk to your cross-functional peers!

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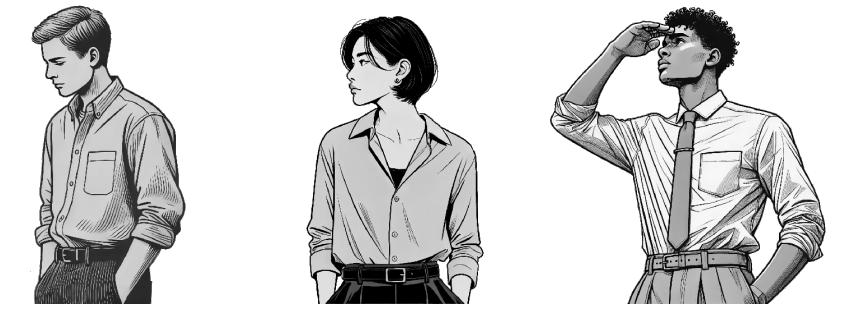
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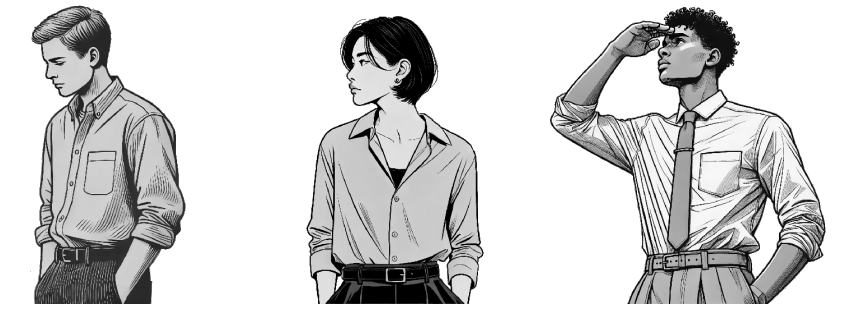
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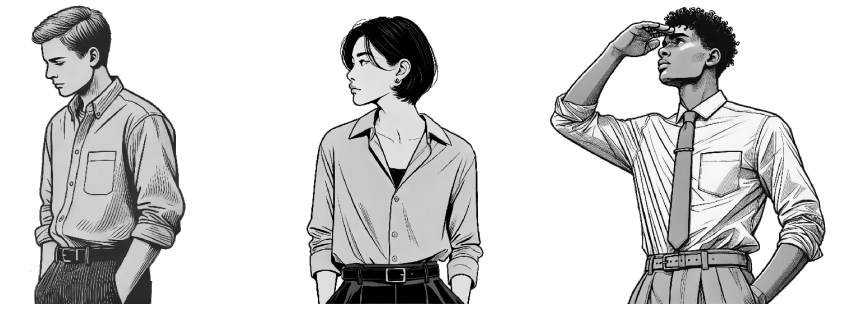
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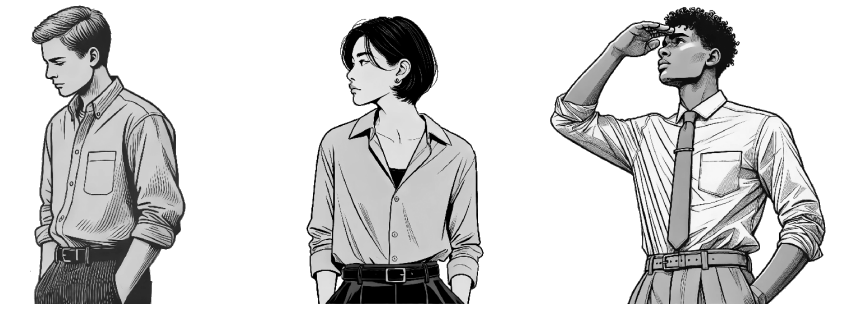
Nimble Autonomy

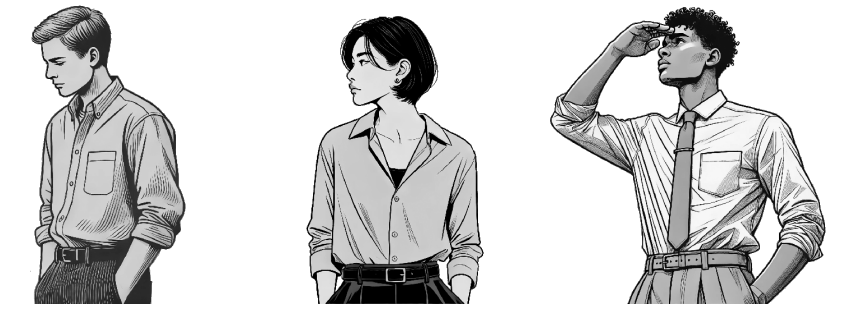# Widening your orientation

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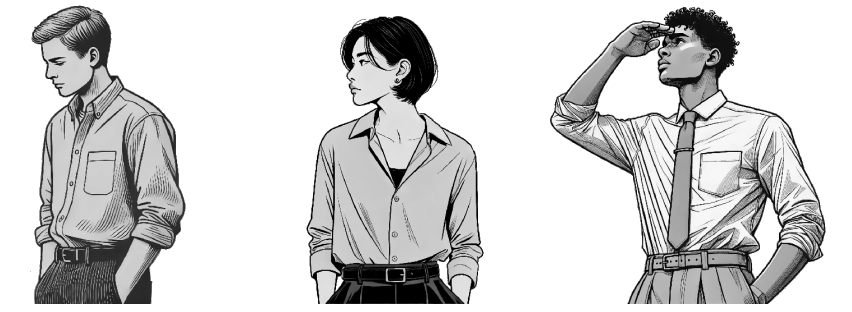# Extending your strategic thinking

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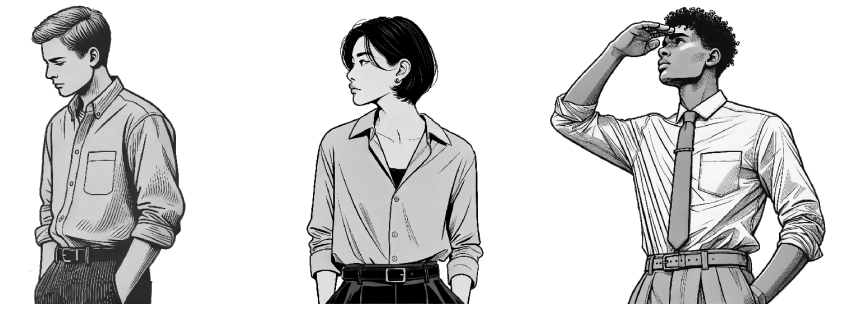
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Mentoring the path

Identify Potential.

Delegate.

Explain.

Overshare.

Give Opportunity.

Give feedback.

Give Support.

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