




---

---

MEMORANDUM

**TO:** League Alliance CEOs

**FROM:** Mark David Milliron   
President and CEO

**RE:** Survey Results: "*What Do CEOs Want to Know About . . . Mentoring?*"

**DATE:** July 12, 2000

Enclosed are the results of our recent survey of League Alliance CEOs about mentoring. Thank you for your good insights.

Here are some highlights of the findings:

- 77 percent of CEOs had mentors that helped guide their early personal and professional development, and 96 percent of those felt their mentors had a moderate to high level of influence on their success
- 73 percent of CEOs serve as mentors, while only 24 percent of CEOs currently have mentors
- Less than 35 percent of CEOs surveyed have **employee** mentor programs at their colleges, yet 90 percent of those employee mentor programs are reported to have a moderate to highly positive influence on employee retention and effectiveness
- 43 percent of CEOs surveyed have **student** mentor programs at their colleges and 95 percent of these programs are reported to have a moderate to highly positive influence on student success

League Alliance CEO's were also asked what was the best advice given to them by their mentors. We were swamped with high-quality responses, which we will share more fully in another publication in the coming year. The most frequently reported "words of wisdom" fell in six core categories: (1) Human Touch—focus on and pay attention to people, students, and relationships; (2) Flexibility—be ready to adjust to current situations and be open to moving if you want to move up; (3) Integrity—be honest and lead from principles; (4) Communication—listen intently and communicate clearly; (5) Achievement—strive for improvement in yourself and the organization, and be persistent about it; and (6) Ways of Work—love your job, think big picture, dog the details, seek balance, and always set the example.

We hope that you find these data useful, and thank you for your responses and continuing interest in the CEO survey service!

# What Do CEOs Want to Know About . . .



## MENTORING?

*A Quarterly Survey of League Alliance CEOs.*

*The survey results are composed of the responses submitted by your fellow CEOs as part of the Alliance quarterly CEO survey service. The response rate to the survey was 32% (n=212)*







1. Did you have a mentor(s) who helped guide your early personal and professional development?	(YES)	(NO)
	<b>77%</b>	<b>23%</b>
If you circled "YES," to what extent did your mentor's guidance influence the level of success you have achieved to date?	Low Influence → → → High Influence	
	(1) (2) (3) (4) (5)	
	<b>1% 3% 16% 45% 35%</b>	
2. Currently, do you have a mentor(s)?	(YES)	(NO)
	<b>24%</b>	<b>76%</b>
If you circled "YES," how often do you communicate with your mentor(s)?	(Daily) ⇒ (Weekly) ⇒ (Monthly) ⇒ (Occasionally) ⇒ (Not Often)	
	<b>4% 17% 21% 54% 4%</b>	
Is your mentor(s) your same gender?	(YES)	(NO)
	<b>71%</b>	<b>29%</b>
Is your mentor(s) your same ethnicity?	(YES)	(NO)
	<b>79%</b>	<b>21%</b>
3. How did your mentor relationship initiate?	Formal/ Structured	Informal/ Unplanned
	<b>24%</b>	<b>76%</b>
4. Do you serve as a mentor?	(YES)	(NO)
	<b>73%</b>	<b>27%</b>
If you circled "YES," how often do you communicate with your protégé(s)?	(Daily) ⇒ (Weekly) ⇒ (Monthly) ⇒ (Occasionally) ⇒ (Not Often)	
	<b>8% 39% 28% 24% 1%</b>	
5. Does your college have an employee mentor program?	(YES)	(NO)
	<b>34%</b>	<b>66%</b>
If you circled "YES," to what extent do you believe this program has positively influenced employee morale?	Low Influence → → → High Influence	
	(1) (2) (3) (4) (5)	
	<b>0% 9% 37% 45% 9%</b>	
To what extent do you believe this program has positively influenced employee retention and effectiveness?	Low Influence → → → High Influence	
	(1) (2) (3) (4) (5)	
	<b>4% 6% 31% 52% 7%</b>	
6. Does your college have a student mentor program(s)?	(YES)	(NO)
	<b>43%</b>	<b>57%</b>
If you circled "YES," to what extent do you believe this program has positively influenced student success?	Low Influence → → → High Influence	
	(1) (2) (3) (4) (5)	
	<b>2% 3% 24% 49% 22%</b>	

Thank you for taking the time to complete this survey.

Survey #18: MENTORING







**SURVEY RESULTS**  
**QUESTION SEVEN**

What is the best advice given to you by your mentor(s)?

 <b>Flexibility</b>	 <b>Integrity</b>	 <b>Public Relations</b>	 <b>Communication</b>	 <b>Achievement</b>	 <b>Work Standards</b>
<ul style="list-style-type: none"> <li>➤ Adjust for changes.</li> <li>➤ Be flexible.</li> <li>➤ Be mobile.</li> <li>➤ Be open to change.</li> <li>➤ Be willing to apply elsewhere.</li> <li>➤ Be willing to move.</li> <li>➤ Keep one suit case packed.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Be loyal.</li> <li>➤ Be honest.</li> <li>➤ Be honest even when it is difficult.</li> <li>➤ Be yourself.</li> <li>➤ Believe in yourself.</li> <li>➤ Do the right thing, for the right reason.</li> <li>➤ Do what you think is right.</li> <li>➤ Go with your first instinct.</li> <li>➤ Have courage.</li> <li>➤ Lead from principles.</li> <li>➤ Work hard.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Be approachable.</li> <li>➤ Be available.</li> <li>➤ Be considerate.</li> <li>➤ Be decisive.</li> <li>➤ Be fair and consitent.</li> <li>➤ Be patient.</li> <li>➤ Believe in people.</li> <li>➤ Compassion for people.</li> <li>➤ Focus on students.</li> <li>➤ Management is 90% dealing with people.</li> <li>➤ Meet people.</li> <li>➤ Pick your battles.</li> <li>➤ Resolve employee conflicts.</li> <li>➤ Respect others and their opinions.</li> <li>➤ Treat others as you wish to be treated.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Answer the question.</li> <li>➤ Answer Yes to a Yes/No question.</li> <li>➤ Be clear and perservere.</li> <li>➤ Be open, direct and forthwright.</li> <li>➤ Communicate, communicate, communicate.</li> <li>➤ Communication will always be important and challenging.</li> <li>➤ Don't always listen to mentors.</li> <li>➤ Improve public speaking abilities.</li> <li>➤ Learn to listen.</li> <li>➤ Listen and serve.</li> <li>➤ Listen before you leap.</li> <li>➤ Listen more than you talk.</li> <li>➤ Seek the advice of others.</li> <li>➤ Share your vision out loud.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Apply for a high level position.</li> <li>➤ Apply for a presidency.</li> <li>➤ Be persistant.</li> <li>➤ Do something!</li> <li>➤ Doing is the best way of learning.</li> <li>➤ Earn a doctorate.</li> <li>➤ Focus on potential assignments.</li> <li>➤ Focus your goals.</li> <li>➤ Finish dissertation.</li> <li>➤ Get a lot of diverse experiences.</li> <li>➤ Have a plan. Plan well.</li> <li>➤ I did my doctural work on mentoring. It is one of the main reasons why I am a President.</li> <li>➤ If you wait to apply for a job until your ready, it may be too late.</li> <li>➤ Keep learning.</li> <li>➤ Move forward with confidence</li> </ul>	<ul style="list-style-type: none"> <li>➤ Attention to detail.</li> <li>➤ Be true to the mission of the college.</li> <li>➤ Develop a plan of action.</li> <li>➤ Do a great job to achieve the next one.</li> <li>➤ Do intelligent work.</li> <li>➤ Do your best at anything you pursue.</li> <li>➤ Don't look back after a difficult decision.</li> <li>➤ Don't underestimate your potential and abilities.</li> <li>➤ Employ quality people.</li> <li>➤ Enjoy the process.</li> <li>➤ Exercise regularly.</li> <li>➤ Have a sense of humor.</li> <li>➤ Have all the facts before you make a decision.</li> <li>➤ Have something in your life more important than the job.</li> <li>➤ Hire good people.</li> </ul>

**SURVEY RESULTS  
QUESTION SEVEN**

What is the best advice given to you by your mentor(s)?

<b>Flexibility</b> 	<b>Integrity</b> 	<b>Public Relations</b> 	<b>Communication</b> 	<b>Achievement</b> 	<b>Work Standards</b> 
		<ul style="list-style-type: none"> <li>➤ Respect the roles of others in the organization.</li> <li>➤ Stay calm.</li> <li>➤ Teach in a relaxed atmosphere.</li> <li>➤ Try to understand the motivation of people.</li> <li>➤ You cannot please everyone.</li> </ul>		<ul style="list-style-type: none"> <li>➤ Never give up.</li> <li>➤ Never quite learning and thinking.</li> <li>➤ Pay attention to details.</li> <li>➤ Play to win.</li> <li>➤ Search for ways to achieve your goals.</li> <li>➤ Set your goals.</li> <li>➤ Stick to it.</li> <li>➤ You can do it!</li> </ul>	<ul style="list-style-type: none"> <li>➤ Keep a messy desk.</li> <li>➤ Keep up with your money.</li> <li>➤ Learn from your mistakes.</li> <li>➤ Learn the job above yours.</li> <li>➤ Look beyond the immediate decision.</li> <li>➤ Love your job.</li> <li>➤ Maintain a healthy balance between your professional and personal life.</li> <li>➤ Maintain perspective.</li> <li>➤ Prepare, organize, listen and believe in yourself.</li> <li>➤ Provide top level performance.</li> <li>➤ Review the facts.</li> <li>➤ Set the example for others to follow.</li> <li>➤ Stay determined and focused.</li> <li>➤ Stayed centered on the legacy of excellence and achievements in the African-American community.</li> <li>➤ Sweat the small stuff.</li> <li>➤ Take on challenges.</li> <li>➤ Take risks.</li> <li>➤ Think before you act.</li> <li>➤ Timing is everything.</li> <li>➤ Work with people you trust.</li> </ul>