

## Famous (and Memorable!) Mentor Quotes

Source: The following list of mentor pairs was compiled by [Rey Carr](#) from a variety of sources including autobiographies, biographies, newspaper articles, personal interviews, and diligent historical research. To reference, click [http://www.mentors.ca/mp\\_business.html](http://www.mentors.ca/mp_business.html)

- Freddie Laker mentor to Richard Branson (founder of Virgin Atlantic Airways) told Branson, "Make a fool of yourself. Otherwise you won't survive."
- A.G. Lafley (Chairman and CEO of Procter and Gamble) was told by his mentor, "Have the courage to stick with a tough job."
- Meg Whitman (CEO and President of eBay) was told, "Be nice, do your best - and most important, keep it in perspective," by her mentor (father).
- Warren Bennis mentor to Howard Schultz (CEO, Starbucks) suggested to his mentee "Recognize the skills and traits you don't possess, and hire the people who have them."
- Benjamin Graham (Columbia University professor) and Howard Buffett (dad) mentors to Warren Buffett (CEO, Berkshire Hathaway) told him "You're right not because others agree with you, but because your facts are right."
- Herb Kelleher (Founder and chairman of Southwest Airlines) was mentored by his mother, Ruth, who told him, "Respect people for who they are, not for what their titles are."
- Anne Mulcahy (CEO of Xerox) was told by her mentor, "When everything gets really complicated and you feel overwhelmed, you gotta do three things: first get the cow out of the ditch; second, find out how the cow got into the ditch; and third, make sure you do whatever it takes so the cow doesn't go in the ditch again."
- Scott McNealy (Sun CEO) and Paul Austin (Chairman, Coca Cola) mentors to Jack Welch (GE CEO); Mr. Austin told Jack to "Be yourself."
- Bob Glavin (CEO, Motorola) was a mentor to Hector Ruiz (CEO of AMD) and told him, "Surround yourself with people of integrity, and get out of their way."
- Larry Ellison (CEO, Oracle) and Alan Hassenfeld (CEO, Hasbro) were mentors to Marc Benioff (founder and CEO of Salesforce.com). Alan told him, "Incorporate philanthropy into your corporate structure."

## FIVE MYTHS ABOUT MENTORING

- 1) **“Mentoring doesn’t add value.”** Research continually supports countless tangible and intangible benefits for the mentor, the mentee, and the organization. Organizations have a powerful tool for succession planning, improving retention and recruitment, managing organizational change and encouraging professional development. Mentors experience a sense of organizational trust and commitment to fostering professional and personal development. In addition to ongoing career development and increased job satisfaction, mentees enjoy increased productivity since they have the access and support to information, an outlet for bouncing critical decisions and an opportunity to emulate role models.

Also, you are never too old, too smart, too seasoned, nor too “wise” to not need a mentor. Almost all CEOs and world leaders could tell you one person they actively use as a mentor to this day. Follow this link ([http://www.mentors.ca/mp\\_business.html](http://www.mentors.ca/mp_business.html)) to view a list of over 200 famous ‘mentor-mentee’ pairs from Business, Industry, Education, and Science).

- 2) **“There’s no one who could/would be interested in mentoring me.”** Mentoring is an extremely mutually beneficial relationship for both parties. Many people look forward to being a mentor, but they won’t do it until they are asked. Mentors feel entrusted with helping foster career and professional development, an expanded purpose within the organization, and sharing learned business principles and perspectives. Many of the people you might have your eye on as a potential mentor have likely been mentored themselves at some stage of their career.
- 3) **“My company doesn’t provide mentoring.”** The vast majority of companies support mentoring, and 71% of Fortune 500 companies have mentoring programs. While some companies might not have formal processes in place, that doesn’t mean they don’t want you to seek mentors from within/outside the organization. Informal mentoring can be just as beneficial as formal mentoring. Seek out colleagues and organizational leaders with the specific skills you are seeking to acquire/develop and approach them individually about an informal mentor relationship. Alternately, you can discuss with your manager or someone in your company’s HR organization or Training & Development group how to get started.
- 4) **“I don’t have time.”** Mentoring does not have to be a time vortex. It can be as simple as a weekly 5-minute discussion. It can occur over a much-needed lunch away from the office. The critical point to remember is it is not the time spent in the mentoring sessions, but the consistency of the sessions. One-off meetings every six months are not going to grow and develop the relationship or produce any type of sustainable benefits.
- 5) **“I don’t know how to get started.”** The best way is to identify someone who has a skill set you admire, a job you’d like to have, or a strength you’d like to develop. Approach that person and let them know you feel that way – they will be complimented, to be sure! Then ask them if they might be able to help you develop skill sets, competencies, etc. by being a mentor. Come equipped with a specific list of your goals from the relationship and be sure to prioritize them. Also be concrete and specific about what you are looking for re: time spent, frequency of contact, etc. Ask your mentor if he/she is comfortable using other communication tools – ie. e-mail, LinkedIn, Twitter, or the like- in addition to meeting in person. You may also find that you have to do a lot of the initiating to keep

mentoring active. It is not a lack of desire from your mentor but simply the ability to keep it on the radar. The more active you are, the more invested they will be.

### The ROI of Mentoring

**77% of companies** report that mentoring programs are effective in increasing employee retention and performance.

*(Sources: Center for Creative Leadership; Business Finance)*

**88% increase** in managerial productivity when mentoring is involved, versus only a 24% increase with training alone

*(Source: ASTD 1998)*

The loss of an employee **costs the corporation 150% of departing employee's annual salary** (recruitment, selection, training, lost productivity).

*(Sources: American Society for Training and Development)*

**35% of employees** of companies without a regular mentoring program plan to look for another job within 12 months.

*(Sources: 1999 Emerging Workforce Study Business Week March 1999)*

**62% of employees** who have received mentoring say they are likely to stay with their current employer.

*(Source: Yellowbrick)*

**Instruction and advice given by a mentor is 100% relevant** because tailored to specific needs, compared to 15-20% relevancy of standard formal training designed to train the masses.

*(Source: ASTD 1998)*

## Presidential Proclamation - National Mentoring Month

### A PROCLAMATION

Every day, mentors in communities across our Nation provide crucial support and guidance to young people. Whether a day is spent helping with homework, playing catch, or just listening, these moments can have an enormous, lasting effect on a child's life. During National Mentoring Month, we recognize those who give generously of themselves by mentoring young Americans.

As tutors, coaches, teachers, volunteers, and friends, mentors commit their time and energy to kids who may otherwise lack a positive, mature influence in their lives. Their impact fulfills critical local needs that often elude public services. Our government can build better schools with more qualified teachers, but a strong role model can motivate

students to do their homework. Lawmakers can put more police officers on our streets and ensure our children have access to high-quality health care, but the advice and example of a trusted adult can keep kids out of harm's way. Mentors are building a brighter future for our Nation by helping our children grow into productive, engaged, and responsible adults.

Many of us are fortunate to recall a role model from our own adolescent years who pushed us to succeed or pulled us back from making a poor decision. We carry their wisdom with us throughout our lives, knowing the unique and timeless gift of mentorship. During this month, I encourage Americans to give back by mentoring young people in their communities who may lack role models, and pass that precious gift on to the next generation.

NOW, THEREFORE, I, BARACK OBAMA, President of the United States of America, by virtue of the authority vested in me by the Constitution and the laws of the United States, do hereby proclaim January 2010 as National Mentoring Month. I call upon public officials, business and community leaders, educators, and Americans across the country to observe this month with appropriate ceremonies, activities, and programs.

IN WITNESS WHEREOF, I have hereunto set my hand this fourth day of January, in the year of our Lord two thousand ten, and of the Independence of the United States of America the two hundred and thirty-fourth.

BARACK OBAMA

[www.cioupdate.com/career/article.php/3645601](http://www.cioupdate.com/career/article.php/3645601)

10 Good Reasons for Having a Mentor

By [Rajesh Setty](#)

November 27, 2006

There is a good chance that you don't have a mentor right now and are not even considering entering into such a relationship in the near future. Yet athletes have mentors, actors have mentors and business leaders have mentors. Why not technology professionals? Here are a few reasons why you might want to consider engaging a mentor:

### **1. The structure provides automatic accountability**

I have three mentors and I am fortunate for having each one of them. This always happens: A few days before my meeting with each of my mentors, I start attending to several of my pending matters. My mentors don't even have to ask me about things I promised to act on. I will take care of these things because I want to be ready with a "good" answer if they do ask me. The mentoring relationship in a way has built-in accountability.

### **2. They may ask you questions that you may never ask yourself**

Sometimes you may put off answering some questions just because you can. You will do this even typically for questions where you know the answers are not pretty. By postponing asking the hard questions you are not solving any problem, you are just avoiding the short-

term pain. Your mentor may not be so nice to you. He or she has no problem asking those hard questions and actually prompting you to start doing something about those questions.

### **3. You can learn to reflect**

A mentor does not have an alternate agenda except to help get the most out of you. So you never have to worry about any other side-effects as you discuss your life and work issues. That in itself will let you open up and reflect on things at a level that you have never seen before.

### **4. Discover the “real” problem and get help to solve it**

Sometimes we keep messing with symptoms rather than attacking the real problems. I have found time and again that I discuss a particular problem with my mentor and actually we end up solving the “real” problem. Solving the “real” problem will in turn solve the symptomatic problems that you first set out to solve.

### **5. You may escape from “short-term thinking”**

Being in the technology world, you have no option but to be “current buzz-word compliant” to ensure you are in the race. This means that you have to be running (hard) just to stay where you are. While this is great for short-term success, you can’t ignore your long-term goals. Your mentor may help you balance the time you spend between short-term and long-term goals.

#### **6. Get a “responsible” alternate perspective**

You may have other avenues where you can get alternate perspectives on a particular topic or issue. However, when a mentor provides an alternate perspective, there is a dose of responsibility that comes packaged with it. In other words, your mentor has a higher stake in the outcome than your peers and friends do.

### **7. Get into the “thinking” habit**

Every hour I spend with my mentors, my thinking will go to an overdrive mode. Most often, you get carried away and practice “thinking on the go” – meaning you will think while you are engaged in doing something. Mentoring will put a stop to that and start you on a “thinking” path. I am sure none of us will argue on the importance of the need to think.

### **8. Get ready to welcome new possibilities**

While everyone around you may be trying to “fix” things with you, your mentor will look at how you can capitalize on your strengths. Rarely can you claim to be aware of all your strengths. Even if you do, you may not be making the most of them. A mentor can work with you to ensure that you are spending most of your time in the areas of your strengths and also take care of other things (where you are not that good) by putting a suitable structure in place.

### **9. Learn to be in balance**

Mahatma Gandhi said, “One man cannot do right in one department of life whilst he is occupied in doing wrong in any other department. Life is one indivisible whole.” While you

may know this, being in the technology world, chances are that you may be neglecting several other parts of your life. With your mentor's help, you can be assured of living a more balanced life.

## **10. Get help to distinguish yourself in the marketplace**

Unless you distinguish yourself, you will be part of the commodity crowd. Not doing anything about it will only erode your value in the marketplace. Distinguishing yourself is a journey and not a destination. What is special today will no longer be special tomorrow. Your mentor can act as a catalyst here to help you rise above the commodity crowd quickly. If you are smart and disciplined, with or without a mentor you may succeed. Why not increase your odds by engaging with a mentor?

How does mentoring work?

<http://www.startups.co.uk/6678842909978209087/how-does-mentoring-work.html>

## **How does mentoring work?**

The way you choose to approach mentoring will be dependent on how much involvement you agree to, or request your mentor to have with your business. Some mentors and mentees work extremely close to each other, speaking or meeting most weeks or even days.

However, in most cases a mentor will have less of a day-to-day involvement with the business. Instead they'll provide help every few weeks or months which could take the form of phone calls, emails, face-to-face meetings or a combination of all of these.

Mentoring can be a very formal and structured process with regular meetings which follow a specific agenda and set of goals. It can also be quite a casual arrangement, where the mentee calls on the mentor as and when problems or questions arise.

The main thing to remember about mentoring is that it's not just a one-off meeting, or opportunity to pick the brain of a more experienced entrepreneur. It's an ongoing relationship where both parties must be committed to achieving certain goals and willing to live up to their end of the bargain.

There are plenty of mentoring organisations where you can request a mentor through formal channels. There is information about some of these organisations, and how to get in touch with them, [here](#).

However, you don't have to go through formal channels to bring a mentor on board to help your business. Friends, contacts and fellow entrepreneurs can end up as informal mentors, sometimes without you even realising.

## **Mentoring – Not just a one sided relationship**

By nature people are driven to help others. Helping someone (especially in a life or career changing capacity) provides an opportunity for connection, meaning, self-satisfaction, and overall improved mental health. Mentoring relationships foster a grounded and genuine sense of self and a greater ability for personal insight. Most would define mentoring as a selfless process whereby one gives back the

valuable lessons and knowledge that has been learned over time and then imparted so others can learn and grow.

Eleanor the Editor in Chief of Southern Progress believes that “paying it forward” to help develop younger professionals is a key ingredient to leadership success. Other successful CEO’s and executives report the relationships with their mentors as the single most important factor in determining their success. When asked what mentoring meant to them, they described someone who knew the right people, gave good advice, and made sure they stayed on the right track. Another reported component of successful mentoring relationships is the promotion of the mentees credibility and visibility within the company, and the surrounding community. Executives who share stories of successful mentoring relationships describe having more confidence, better social skills, and self-esteem as a result of someone taking an interest in their career and promoting their success.

The purpose of mentoring relationships can be different for people but there are common elements that exist across mentoring relationships. Generosity is at the core of mentoring relationships. Mentors express their generosity by sharing their time, insight, and energy. Mentoring is typically done when a person has achieved a level of success and has the opportunity to share that success so others can enhance their personal or career development. There is an investment of time, knowledge, and effort in order to enhance another person’s growth, knowledge, and skills. The mentee benefits from the mentor’s experience and wisdom. The mentor responds to critical learning needs to help the mentee prepare for greater productivity and future achievement.

However, recently we are learning that the effects of mentoring are farther reaching than simply being a relationship designed to bring younger talent along in their careers. Mentoring involves more than a one-sided relationship. Recent research confirms that mentoring is a mutually beneficial process whereby both parties benefit deeply and experience lasting growth from the relationship. Many mentors have described their role as so rewarding and fulfilling that they believe it to be just as if not more rewarding for them as it is for those being mentored.

New York Times Best Selling Author and SHRM keynote speaker Keith Ferrazzi believes “the most generous thing a person can do is ask someone else to mentor them.” Young people being mentored can help their mentors understand the world and all the changes taking place. Offering this perspective provides the mentor better leadership skills and an ability to inspire a multigenerational workforce and people from diverse backgrounds. Sharing technology efficiencies, social networking skills, and fresh marketing approaches are examples of how mentors experience reciprocity as they mentor others.

### **Corporate Mentoring Programs – Downsides and Pitfalls of Poorly Executed Programs**

The corporate world enjoys significant benefits by fostering mentoring relationships. Research shows that mentoring relationships reduce job burnout. Role stress and workplace exhaustion are prevented through mentoring relationships. In 2004, a study found mentoring to be the most robust factor in determining career success. It was also a key factor in career satisfaction. Mentoring builds deeper

organizational bench strength and it increases the retention of a company's talent and high potentials. It increases productivity and improves customer satisfaction. The ability to recruit and retain employees from diverse backgrounds is improved through formal mentoring programs. An organization's cultural competence is enhanced through mentoring relationships. All of these benefits positively and directly impact bottom-line performance.

The organizational definition of a mentor is "a tool that organizations use to nurture and grow their talent." In the workplace mentoring involves the following:

- Opportunity to learn from others
- Ability to develop new relationships
- Transfer of knowledge and skills
- A new outlook or fresh perspective
- Increases one's stature as a leader in the company

The success of a corporate mentoring program is dependent on specific factors. Many companies have attempted to incorporate formal mentoring programs but report outcomes that failed to meet expectations.

When organizations do not experience the desired outcomes associated with mentoring the following reasons are contributing factors:

- A lack of clear expectations for the mentor and mentee role
- Failure to establish competency and outcome based programs
- Lack of accurate selection criteria and selection process of mentees
- Inadequate feedback and clear communication between mentor and mentee
- Failure in selection process of mentors (lack of traits, knowledge, and skills required to be an effective mentor)
- Not leveraging appropriate assessments and tools to understand the mentee's gaps and developmental opportunities
- Failure of mentor group to establish a consistent process for all mentees

Selection is a key success factor of a corporate mentoring program. Effective mentors possess specific personality traits. If mentors are not carefully selected, certain personality issues (jealousy, power struggles, over dependence, etc.) can emerge and impede the program's success. Therefore, mentor selection should involve a formal process with specific criteria.

The mentees must also be carefully selected. The personal fit between mentor and mentee should be considered and personalities should be appropriately matched. A bad fit can derail the process before it gets off the ground.

Tools and processes are needed to support formal mentoring programs. 360-degree evaluations and other assessment tools make mentoring programs more effective. However, failure to properly train mentors on how to use the tools can be another problem in the process.



The following suggestions will ensure success and realization of the many benefits that can be achieved through corporate mentoring programs:

1. Proper program design at the outset of the process which includes:
  - Clearly defining competencies to be developed through mentoring program
  - Establishing appropriate selection criteria for both mentors and mentees
  - Appropriate selection of development tools to be used
  
2. Proper training of mentors at the outset
  - Train the trainer programs
  - Clear expectations and commitment established
  
3. Using TQ to do all of the above!!