



2021

Mentorship Survey

*Report on the need for quality
mentorship for CEO's & C-Suite
Executives in Pakistan*

About PICG

The Pakistan Institute of Corporate Governance (PICG) is the country's premier institution set up in 2004 as a not-for-profit company committed to the cause of promoting good corporate governance practices in the country. It is involved in corporate governance training and education, policy advocacy, advisory services, undertaking research and evaluations, conducting surveys as well as publishing guidelines and other research material.

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ABOUT THE SURVEY



PICG continuously seeks to help business leaders in their professional development in order to enable the creation of a larger pool of higher quality leadership in Pakistan.

We conducted this survey to determine the needs of CEO's & C-suite executives for quality mentorship, as well as to identify areas where corporate leaders require support in their roles.

The following were encouraged to fill in the survey:

- **Chief Executive Officers**
- **Other Board Members (including Chairpersons)**
- **Other C-Suite Executives**

EXECUTIVE SUMMARY



- Highest number of responses were from CEOs, followed by C-Suite Executives
- Almost 90% expressed interest in receiving mentorship, with a majority indicating preference for a mentor with both, local and international, experience.
- Strategic planning and stakeholder management skills were top priority for respondents by a large margin. In reference to leadership skills, the top choices selected were: visionary thinking, strong communication, and being perceptive and empathetic.
- Only 1 out of 32 responses stated they would not be interested in learning how to turn ideas into reality in an effective and achievable manner. All others indicated some degree of interest.
- A large majority of respondents agreed that technology can be helpful in bringing efficiency in leadership roles- with 'evaluation and reporting' being the most important tech skill, followed by project management and monitoring.

- Networking is a top priority amongst respondents, with contact creation and network expansion leading amongst other networking skills i.e., relationship maintenance and internal strengthening.
- A significant number of respondents felt the need to better manage their relationships with their Board as one of their key stakeholders
- Greatest leadership strengths respondents possess are:
 - honesty & integrity,
 - decision making capabilities
 - delegation & empowerment
- The ability to innovate and think clearly is the quality most respondents admired most in global leaders
- Respondents are willing to invest up to \$200/quarter or \$75/month to be mentored..

Areas of Concern

Stakeholder Management:

Top priority given to board of directors & shareholders

Lowest priority given to the wider community & society

Concerning as we move towards ESG & holistic governance

Limited female responses:

Less than 5/43 respondents to this survey were female

Challenges

- **Non-availability of HR expertise**
- **Finding & retaining talent**
- **Getting stakeholder buy-in and influencing law-makers**
- **Lack of useful contribution from board members**

Advice was most consistently given by:

Employer/ Boss/ Senior Manager or Executive

Followed by:

Family or Friends

What is the best professional advice you have ever received?

- Do not hesitate to speak up
- Think Big, start small but act now!
- Failures are good for you learn from them
- Accept if there is a problem so that you can solve it rather than being indifferent and in denial
- Act under the Law, according to Law and make your self compliant
- Never rest on your achievements or success, it has limited shelf-life in the fast-paced world of today
- Your curiosity will convert your challenges into opportunities if you can Learn-Unlearn-Relearn

Learn

Un-learn

Re-learn

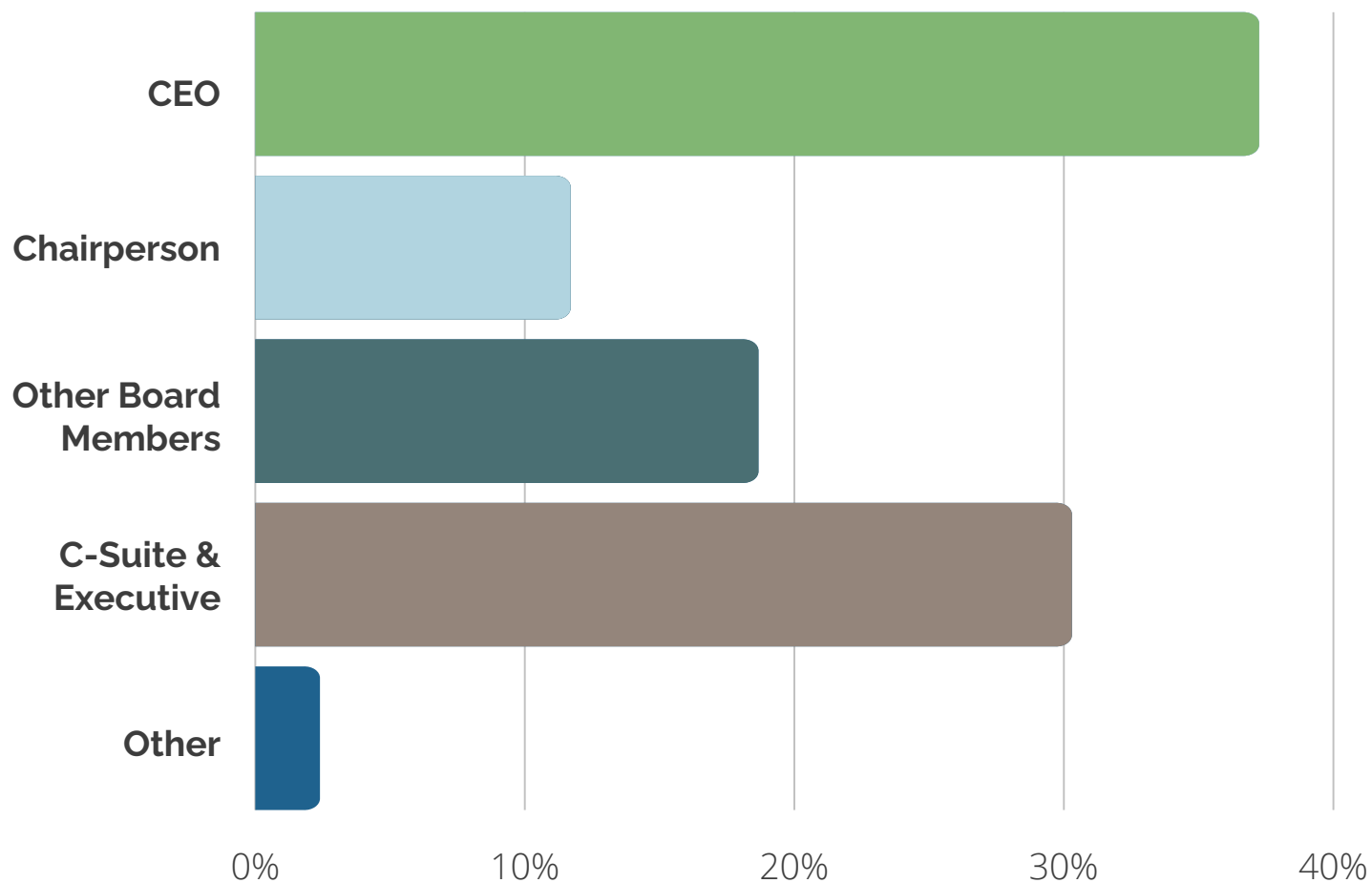
Describe your dream mentor

- A mentor should be enthusiastic about mentoring
- Has ample experience at multiple board levels and handled issues like gender balance, union management and financial management
- Is a well-rounded senior executive who is familiar with all aspects of technology, interpersonal skills & management, renewables
- Can show me the mirror and help me understand myself better and then guide towards personal satisfaction and professional success
- Has the ability to navigate through the challenges and yet remains calm and focused
- The Prophet, Nelson Mandela, JFK and Jinnah, Bernie Sanders, Dr. Shamshad Akhtar

Can show me the mirror and help me understand myself better

OVERVIEW OF THE RESULTS

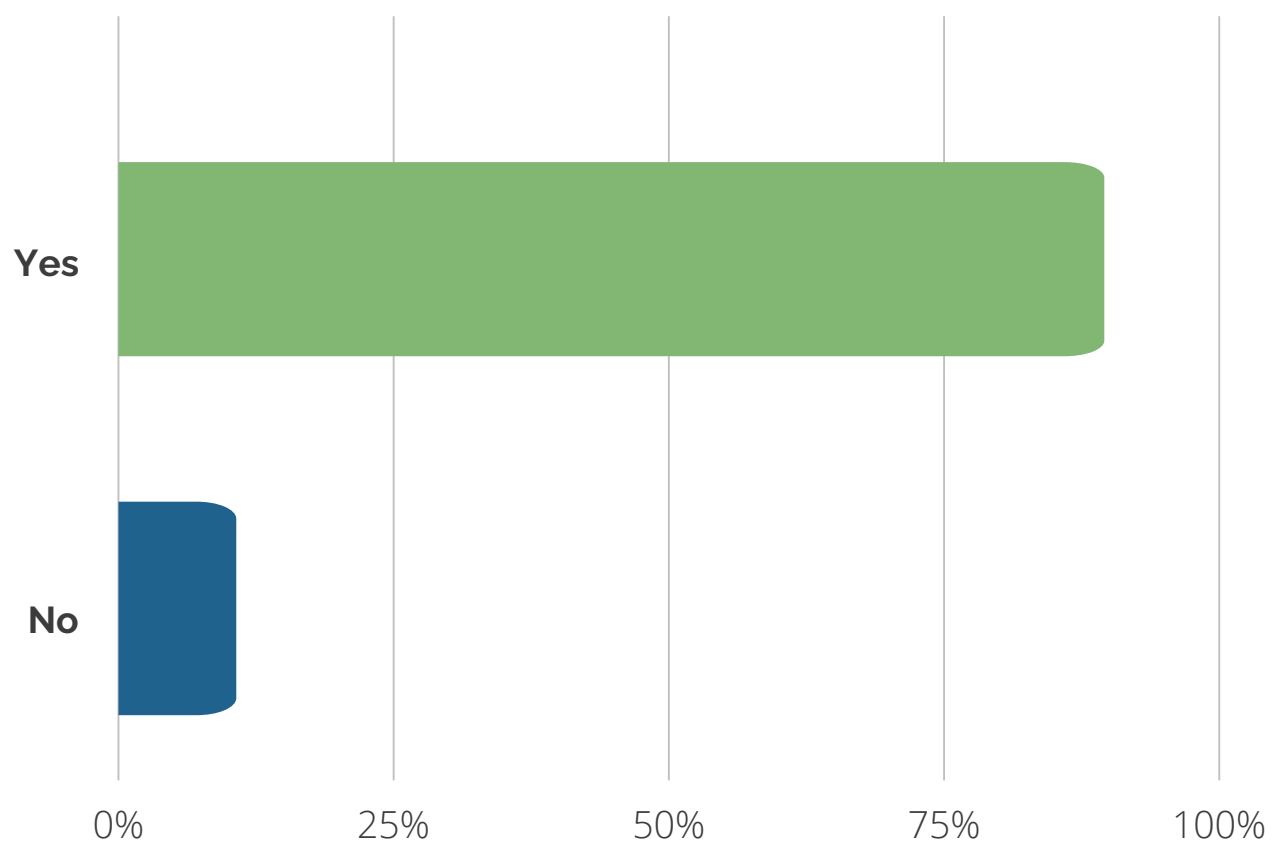
Q1: Designation/ Role of Respondent



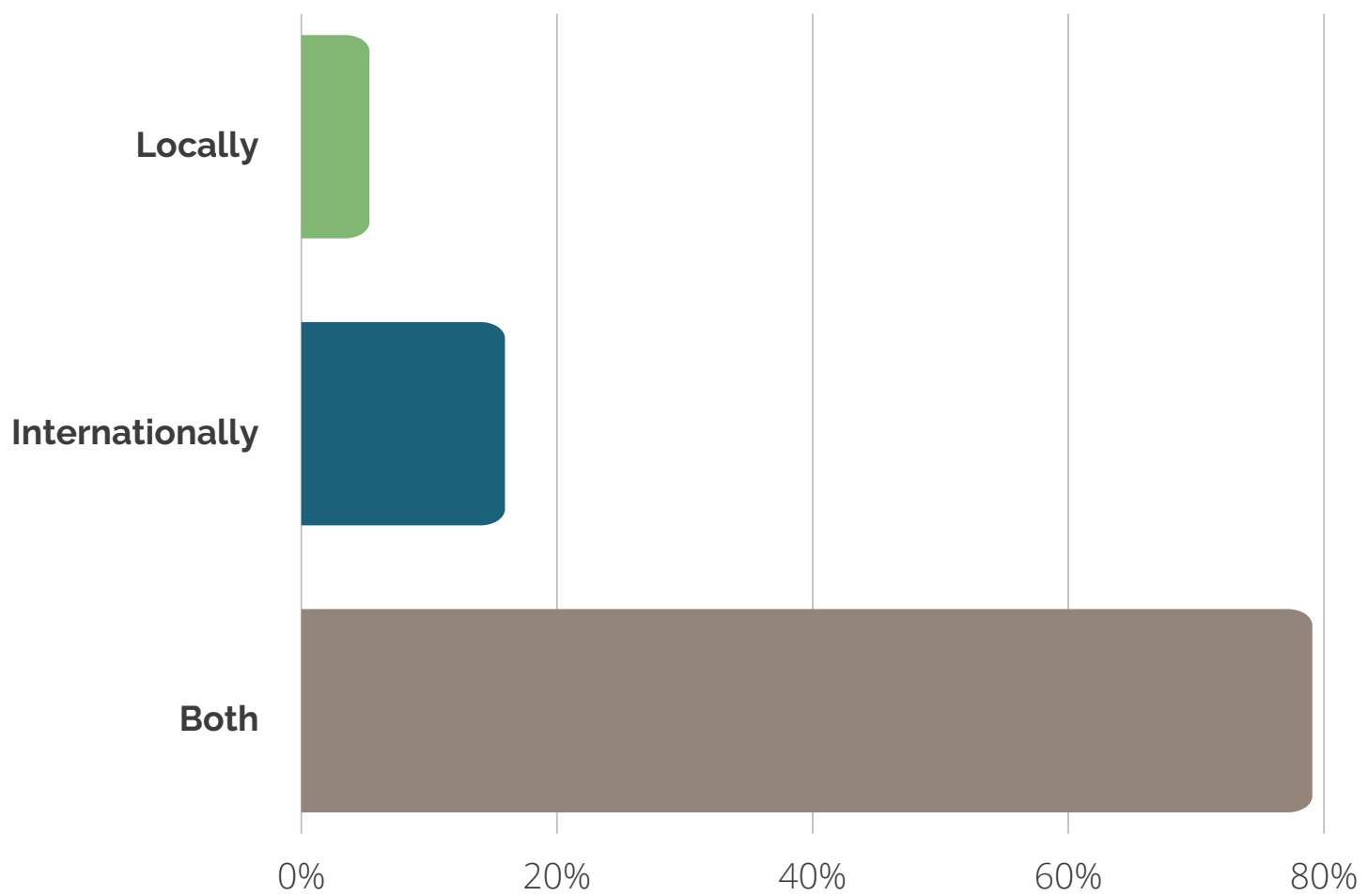
Note:
Q2 & 3 were related to personal information, hence not included in this survey, to maintain anonymity



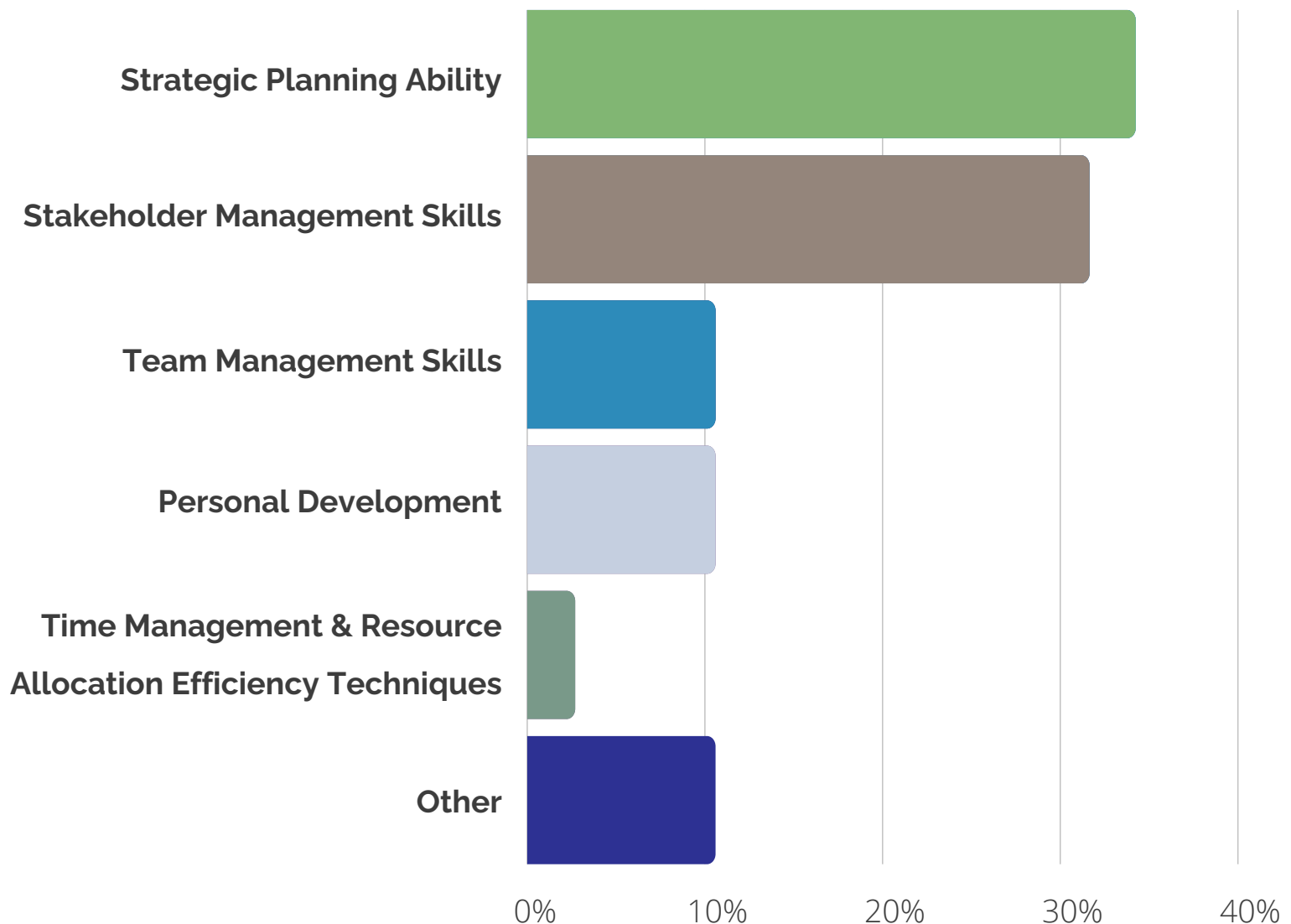
Q4: As a new CEO or a future one, would you like to be mentored and gain access to a seasoned counsel and feedback?



Q5: Would you prefer a program where mentors have experience:



Q6: What's the number 1 thing you would like to gain from a mentorship program?

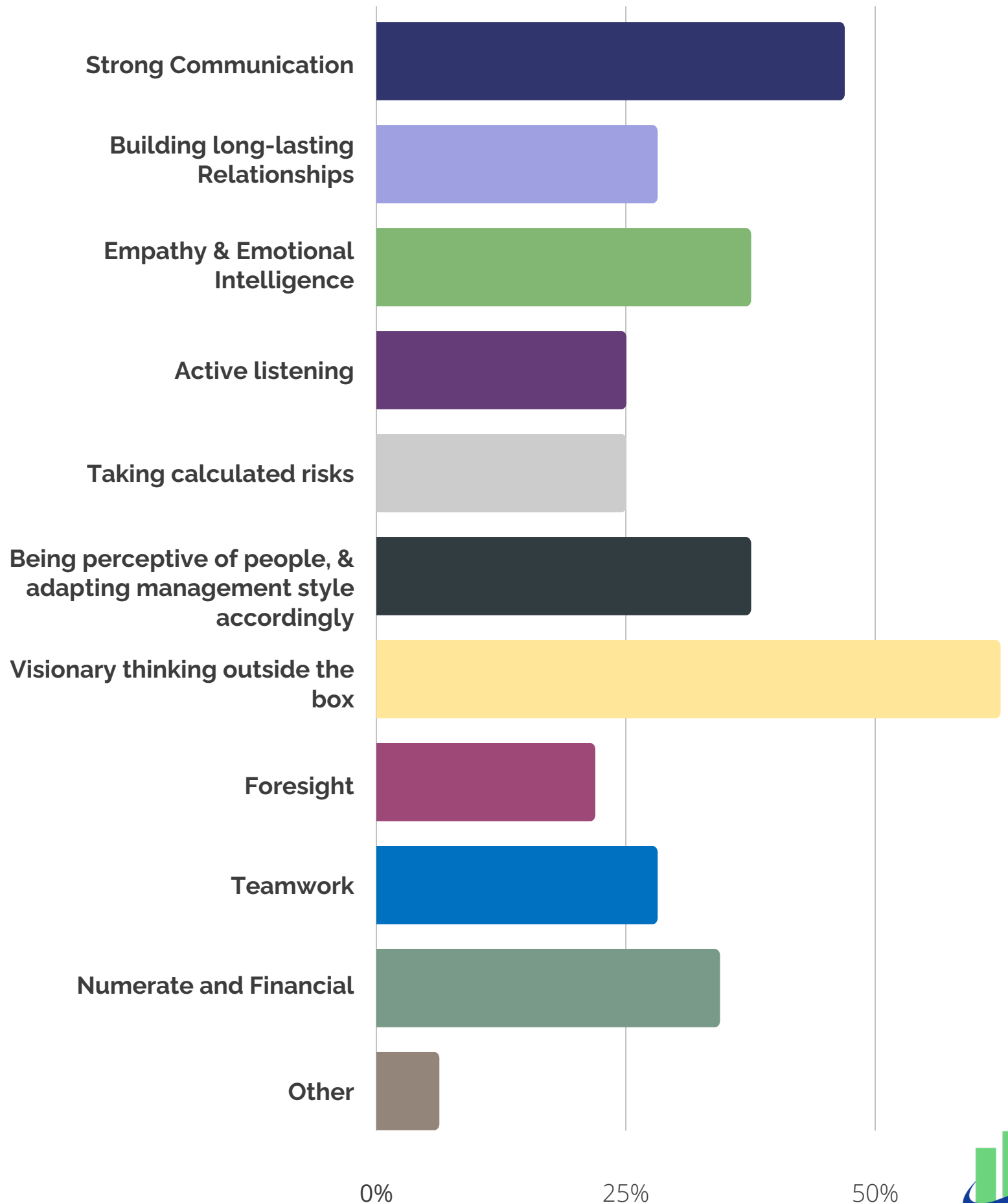


Other:

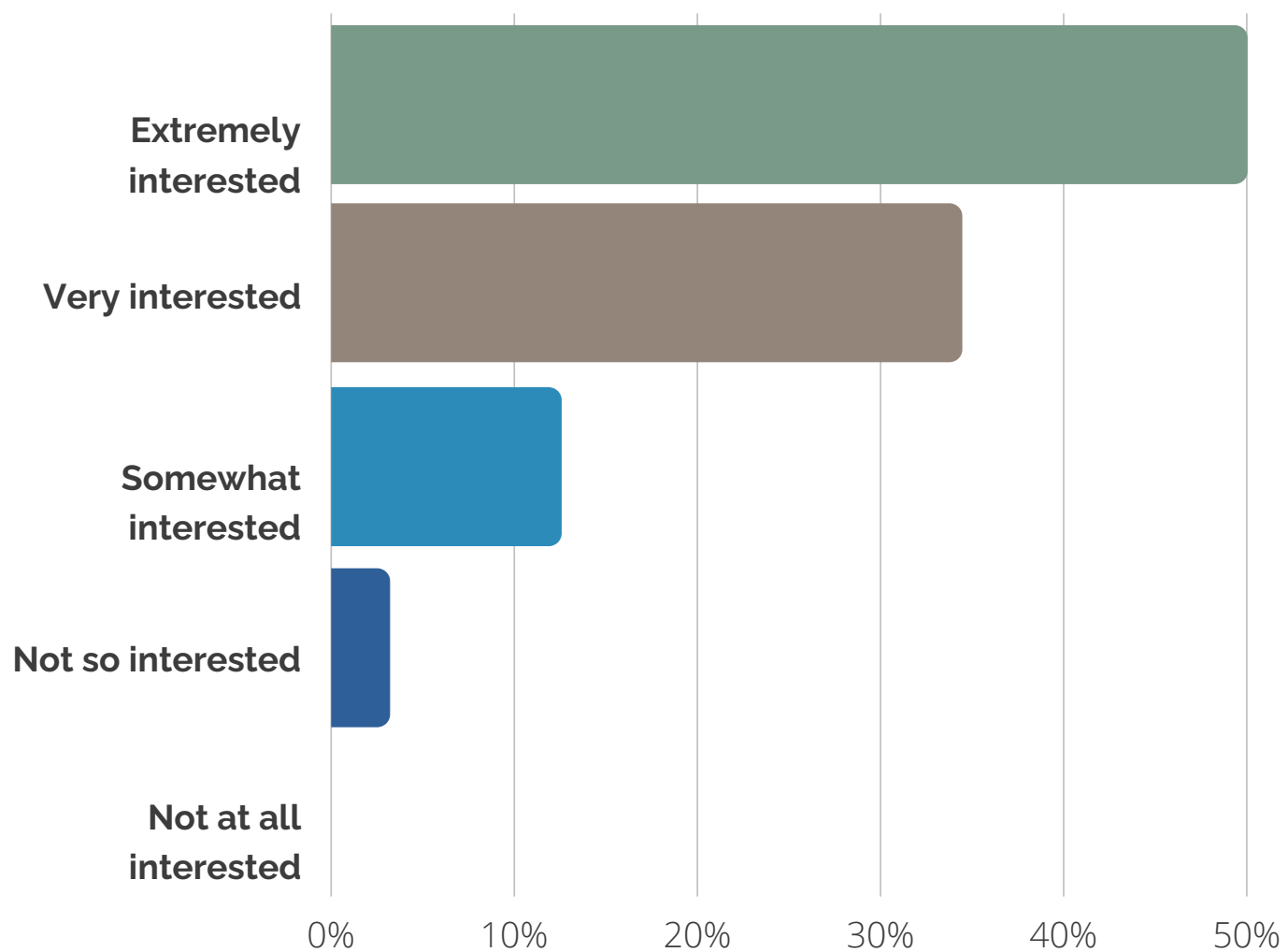
- Board Management
- An expert view & opinion on the tasks or jobs
- Working effectively in a fragmented & undocumented market
- Managing my board & long term thinking



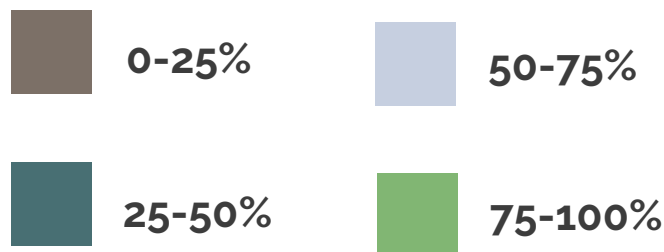
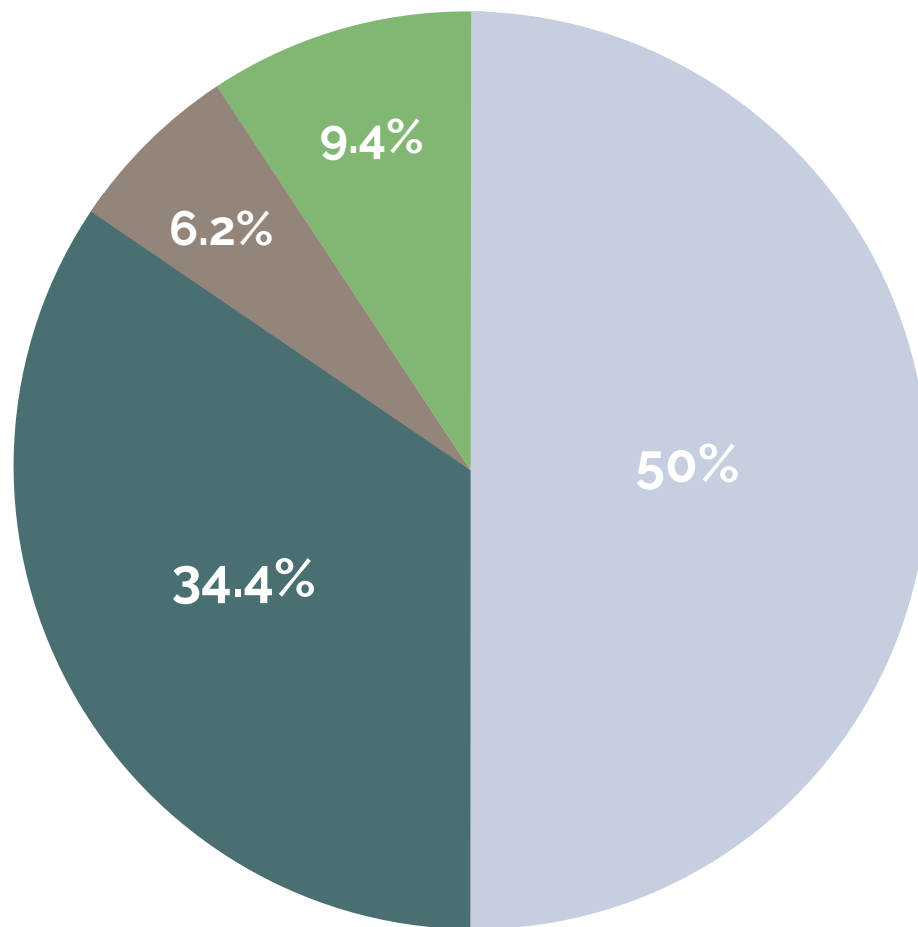
Q7: What leadership skills or areas of expertise would you like to gain or enhance? (select all that apply)



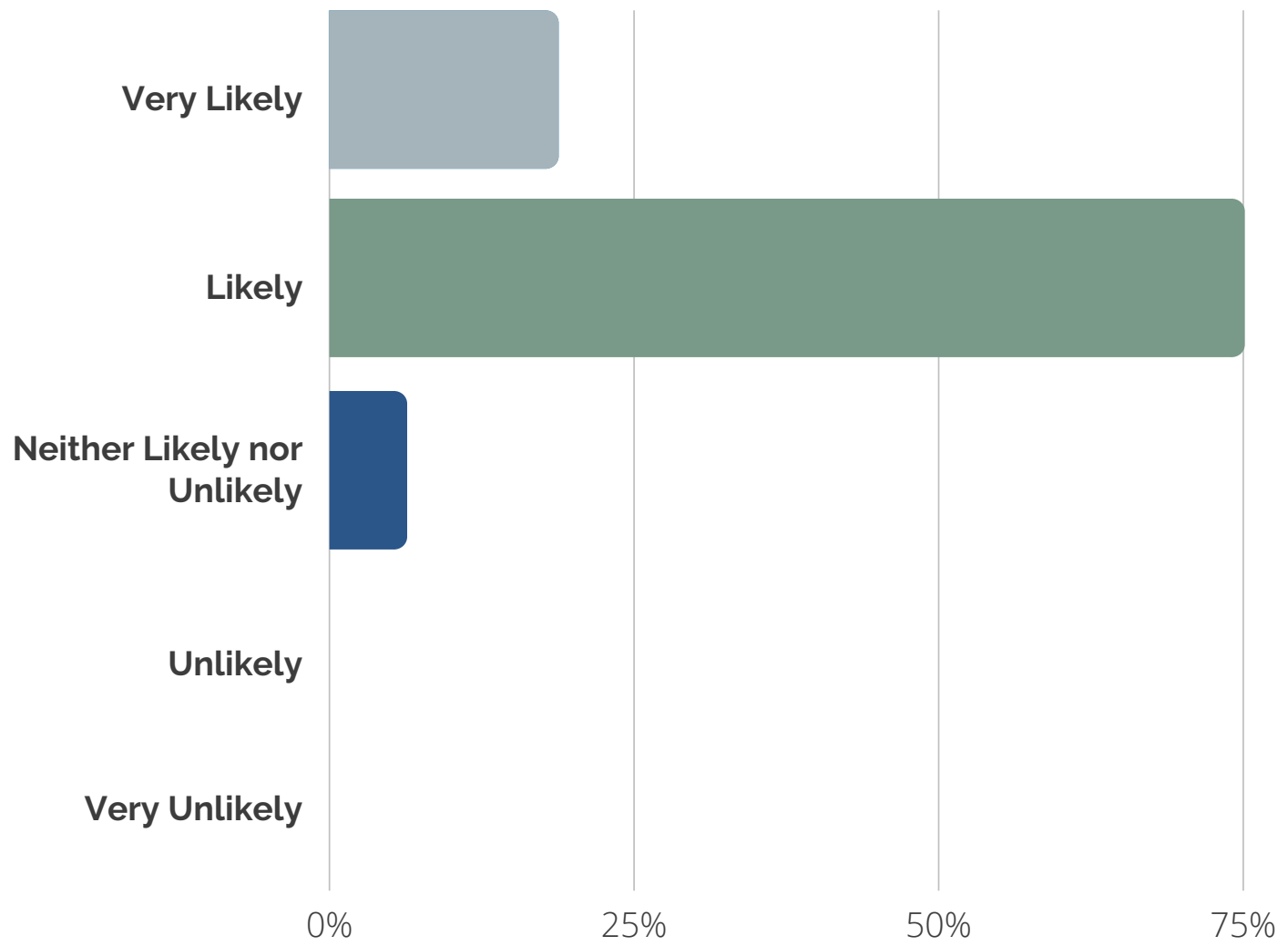
Q8: CEOs routinely think of new ideas and pitch it to their teams. Often they can take a long time to execute and commonly get lost at some stage in the work stream. In this regard, would you be interested in learning processes that may turn your ideas into reality in an effective and achievable manner?



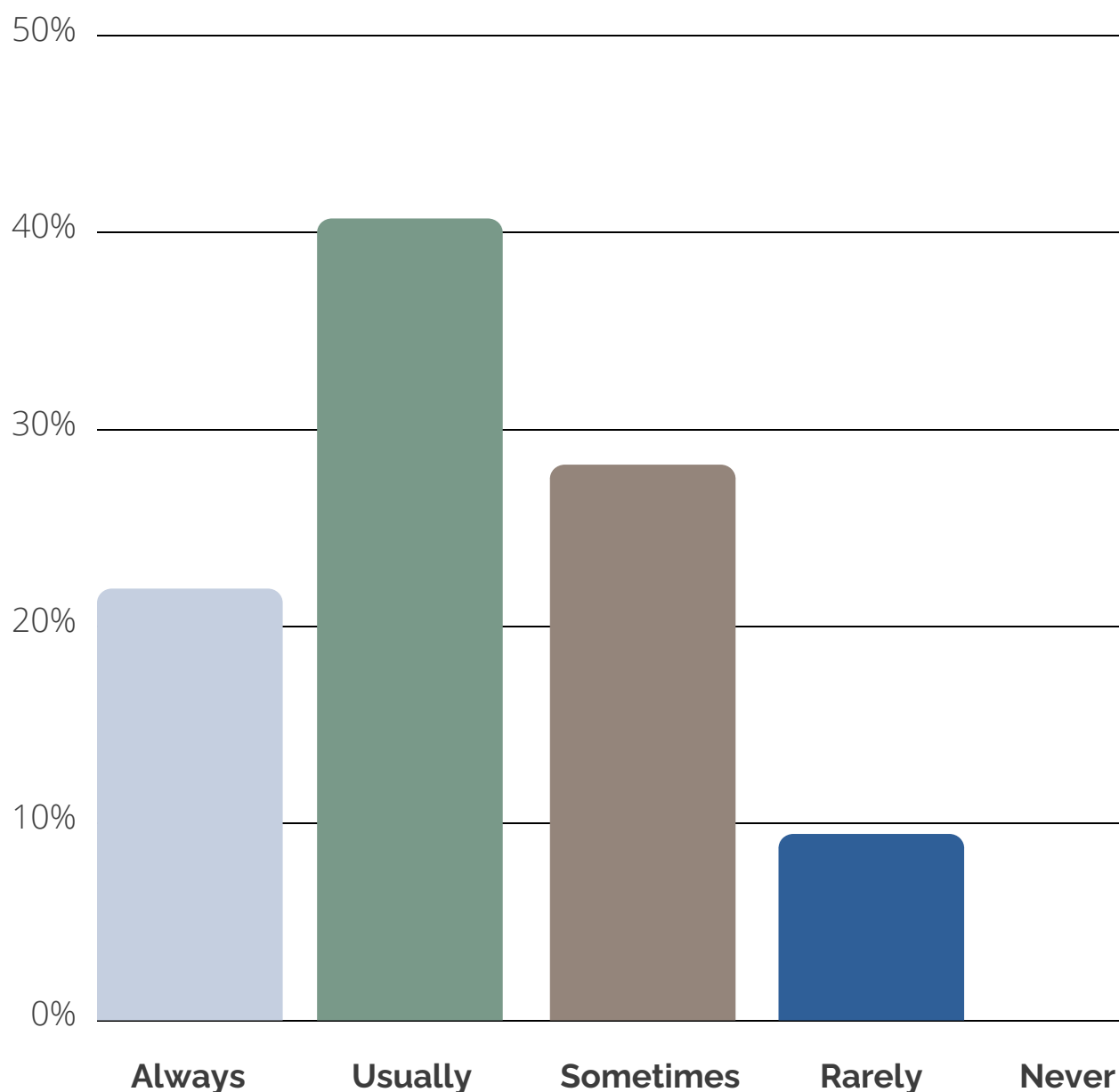
Q9: How much time do you spend on high impact matters (as a percentage of your total time) at work ?



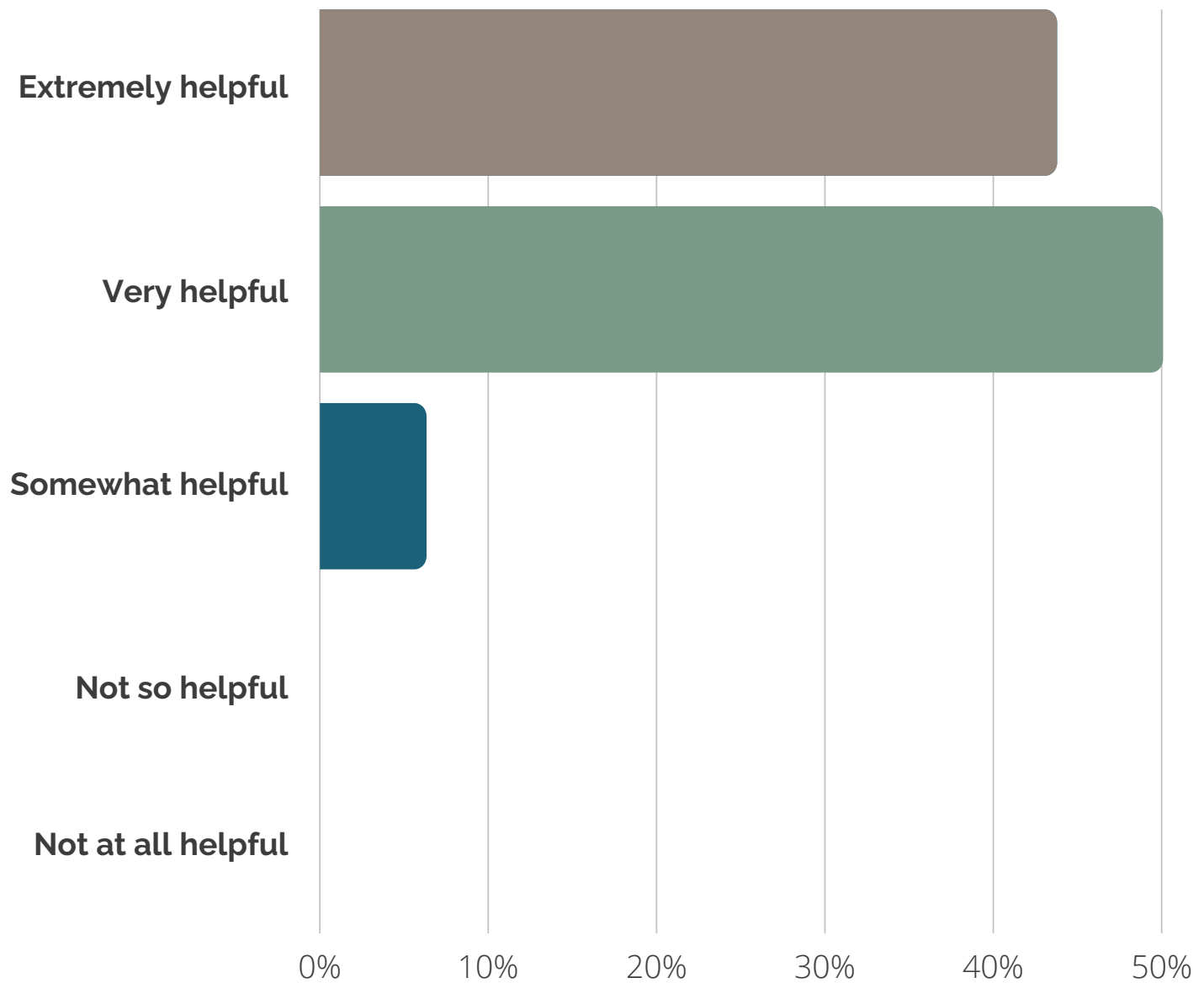
Q10: To what extent are you able to assess risks?



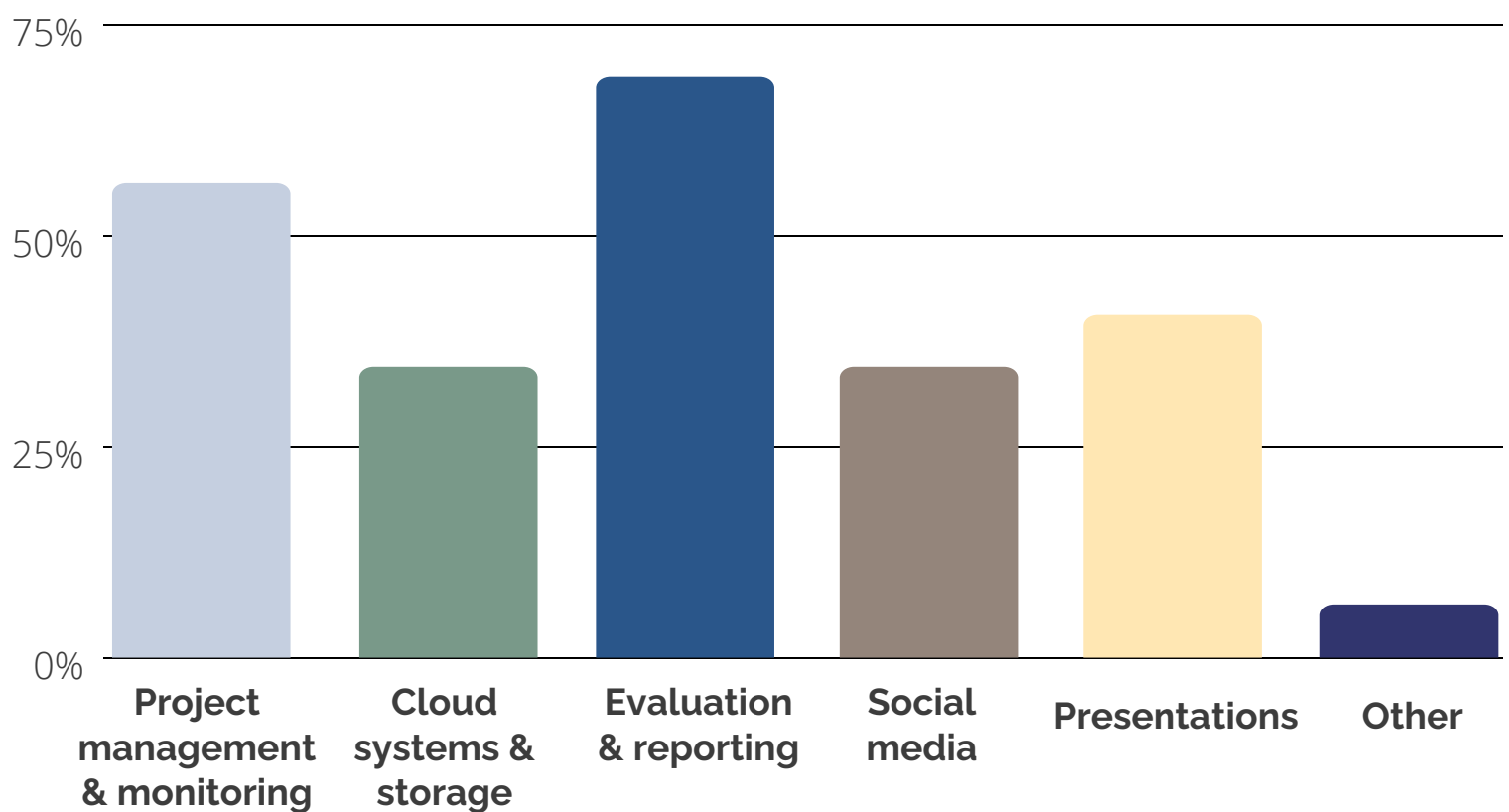
Q11: Are you able to assess the right time to make significant capital improvements to give your business the sustainable advantage in the future?



Q12: How helpful do you think the use of technology could be in bringing efficiency to your role as a leader?



Q13: What kinds of technological knowledge would you like to become fluent in using? (choose all that apply)

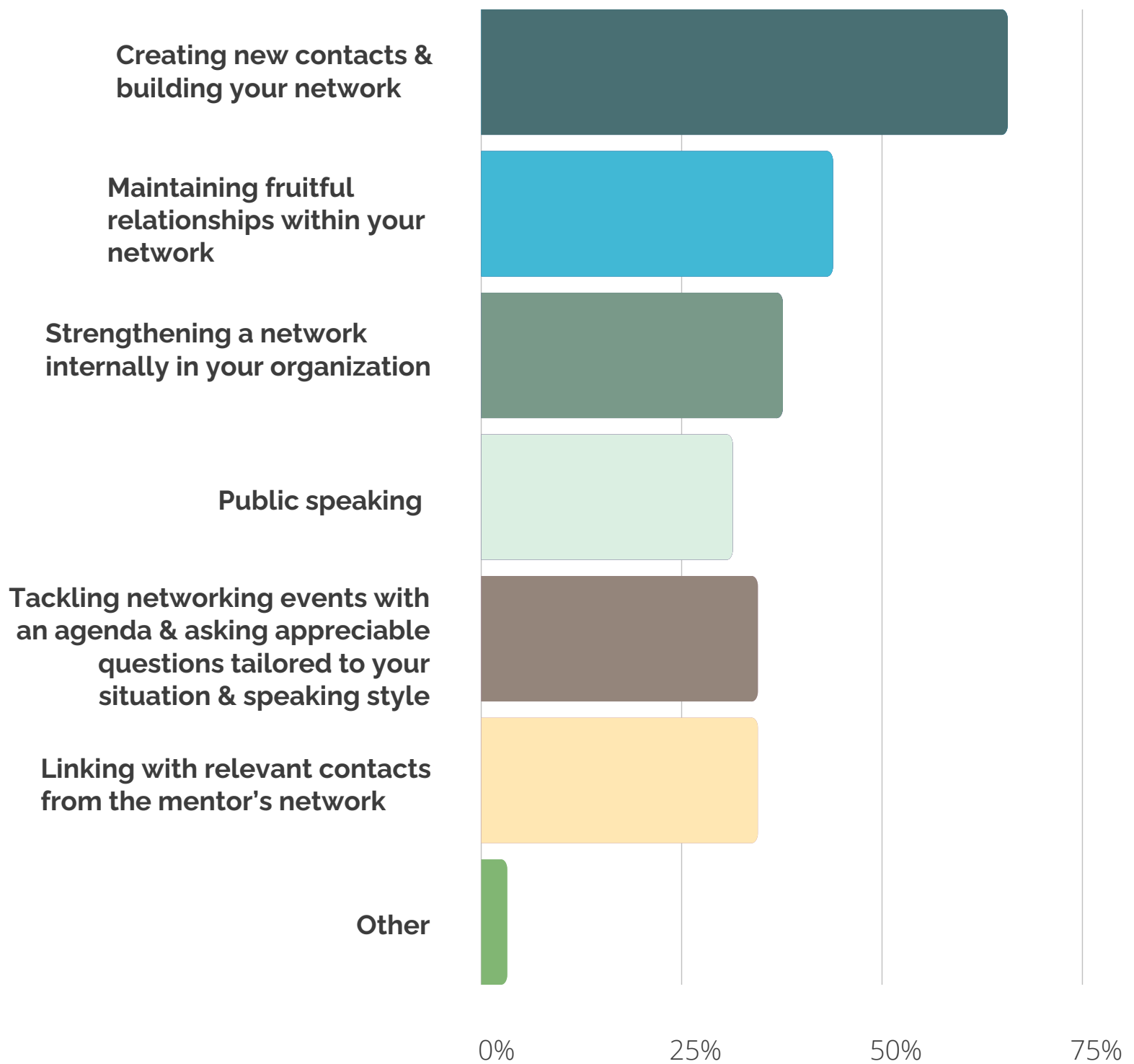


Other:

- Data analytics
- Product development issues



Q14: Networking skills are critical to business leadership. In which areas would you utilize & appreciate mentorship support in this regard? (select all that apply)

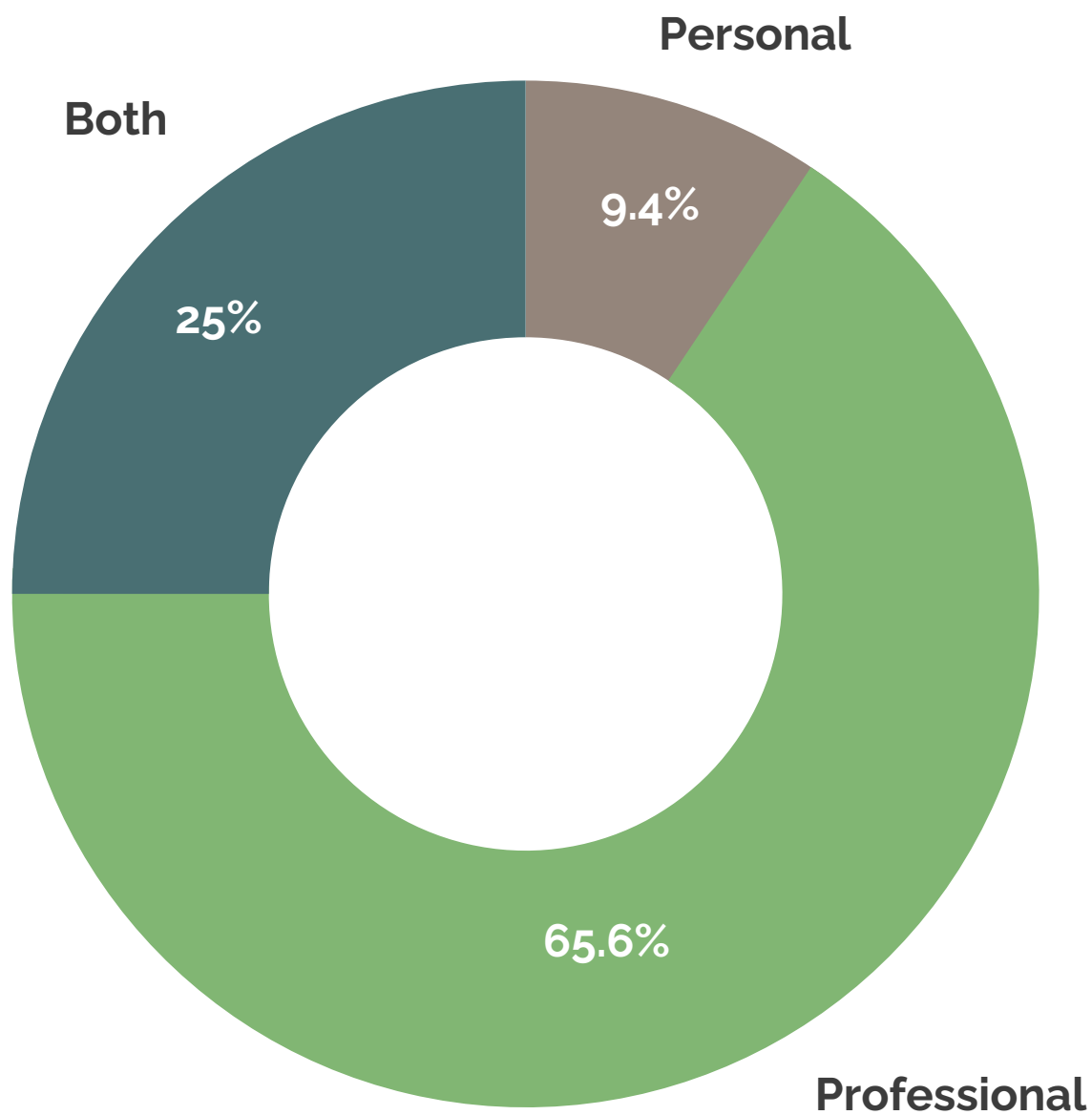


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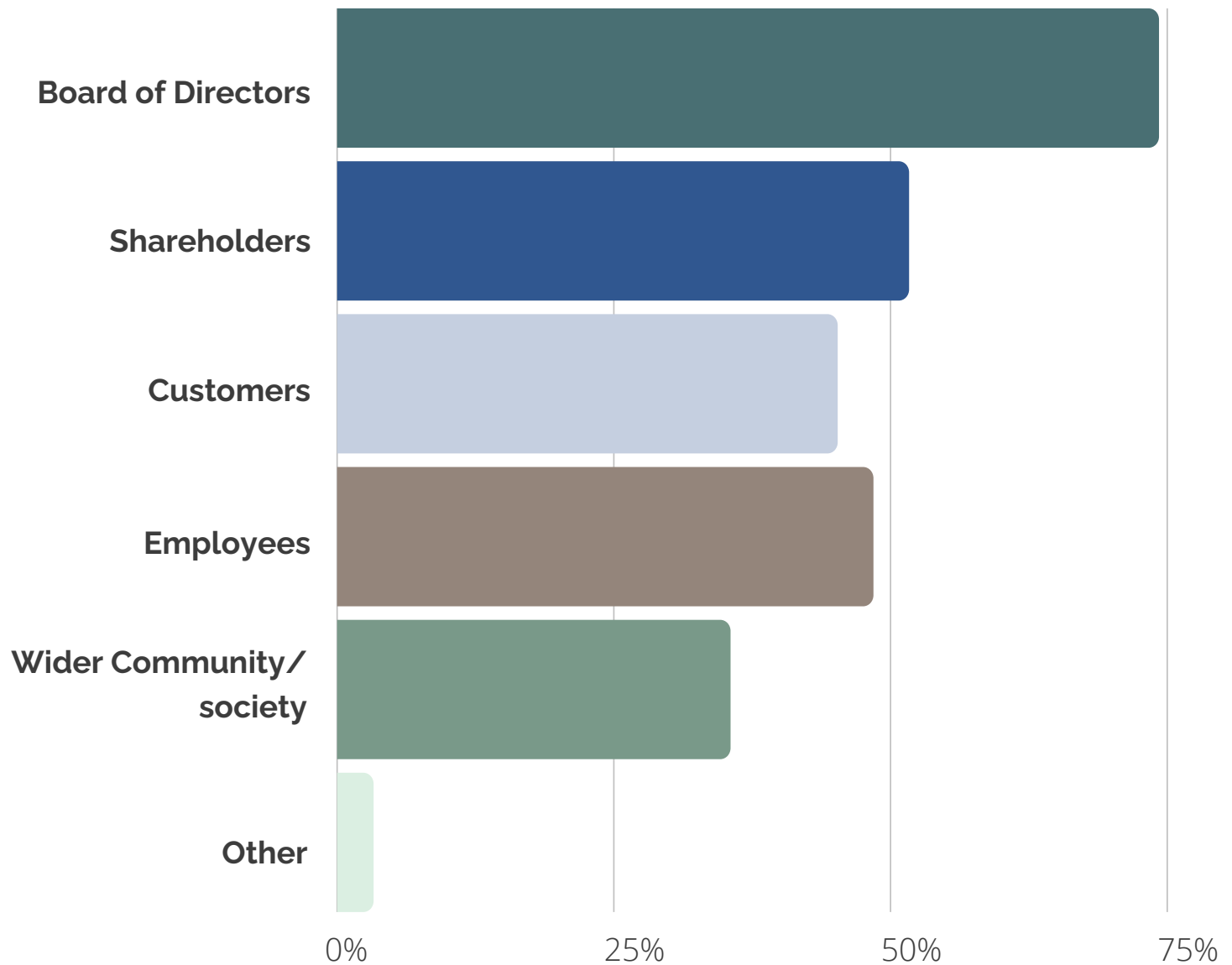
- Taking an acquaintance to the level of a contact where you have a fruitful relationship



Q15: What major challenges are you experiencing in your role at the moment, and what problems stand in the way of achieving long term targets?



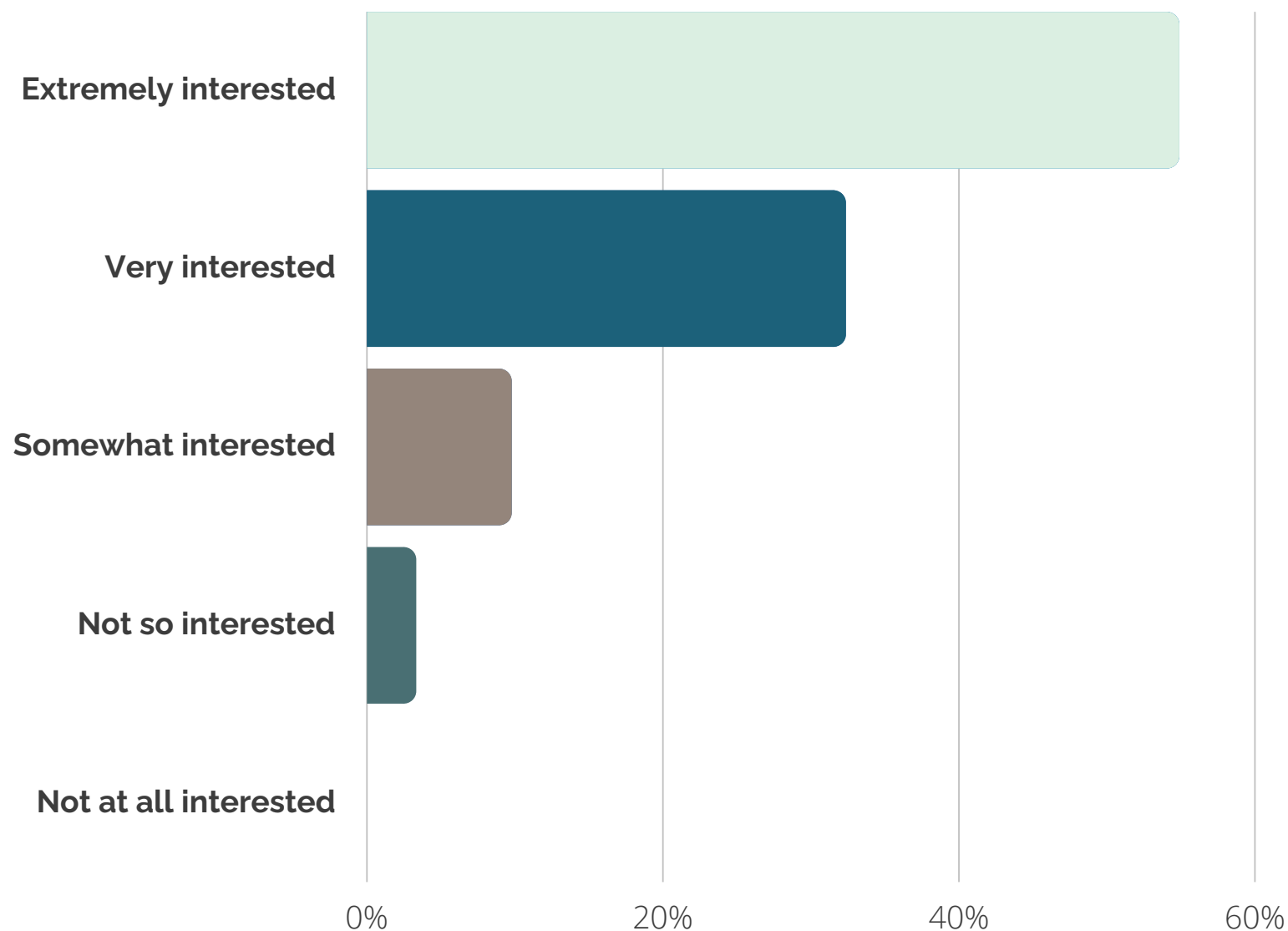
Q16: Managing stakeholders is a critical component of a CEO's role. Which ones can you improve on? (select all that apply)



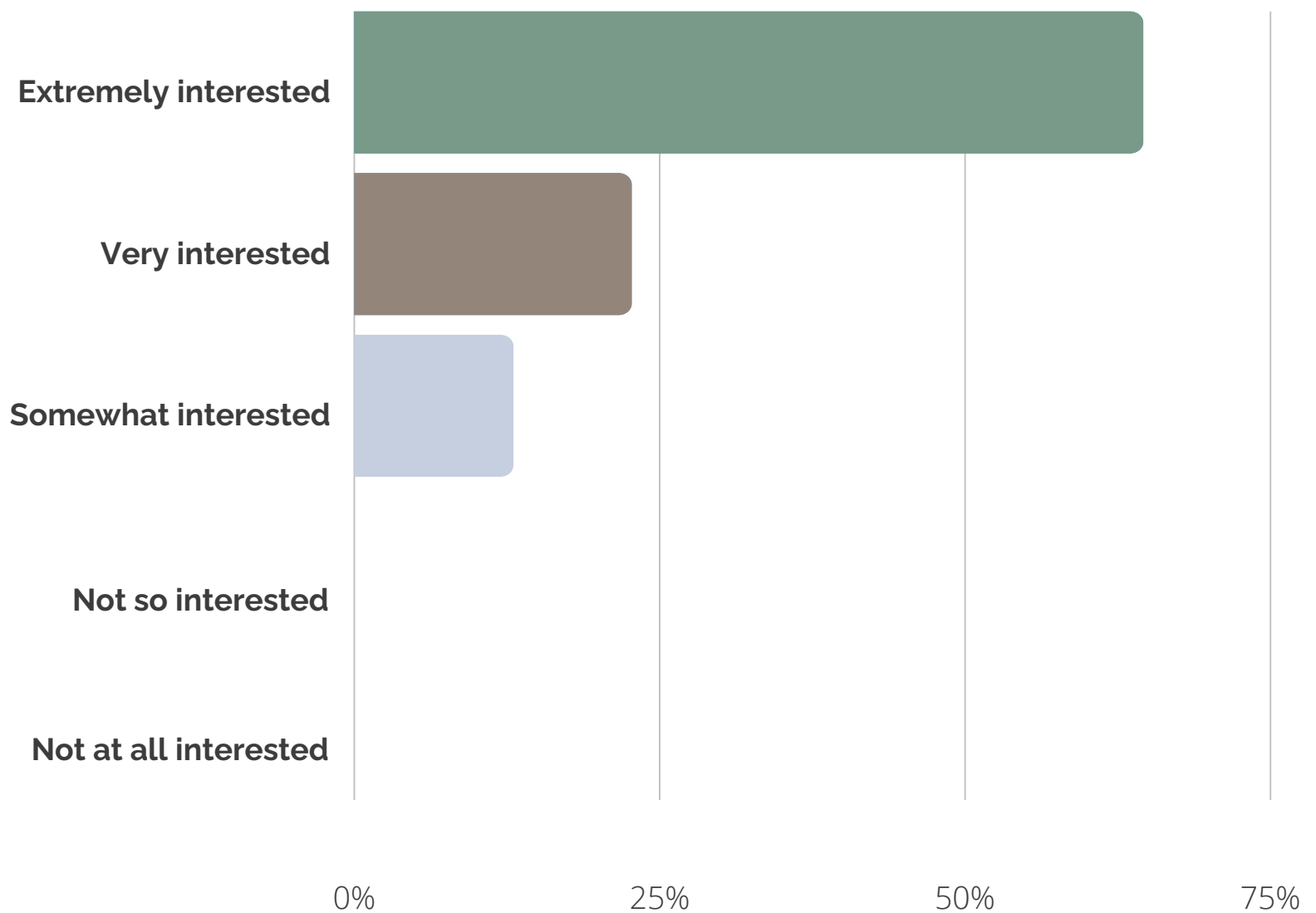
Other:
- Government



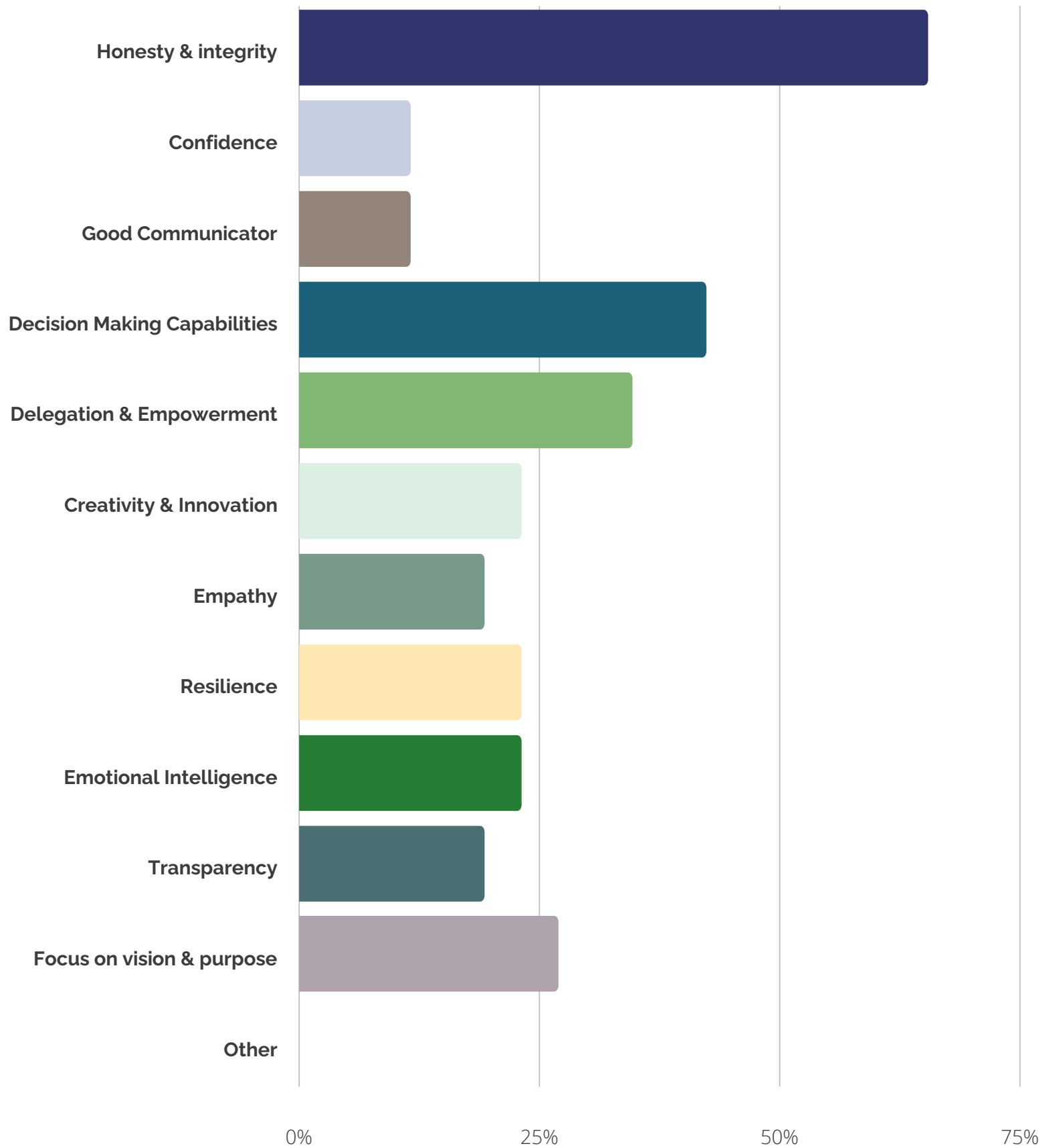
Q17: To what extent are you inclined towards building a stronger, more strategic and active board of directors?



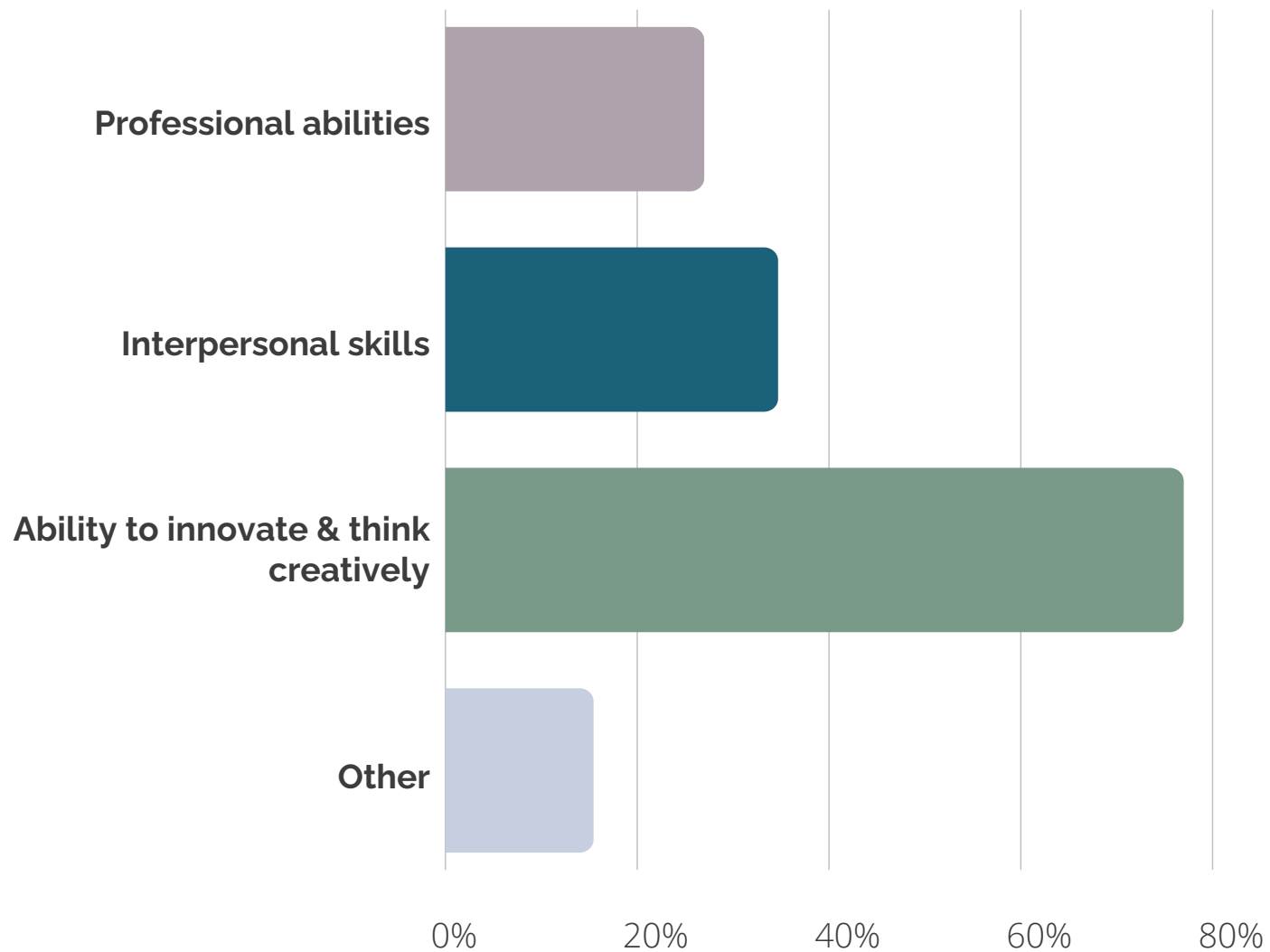
Q18: Would you like to learn how your business could help society and the environment in a way to create a win-win for you and all stakeholders?



Q19: What are your greatest leadership strengths? Choose your top 3



Q20: What qualities do you find yourself admiring the most in global leaders?

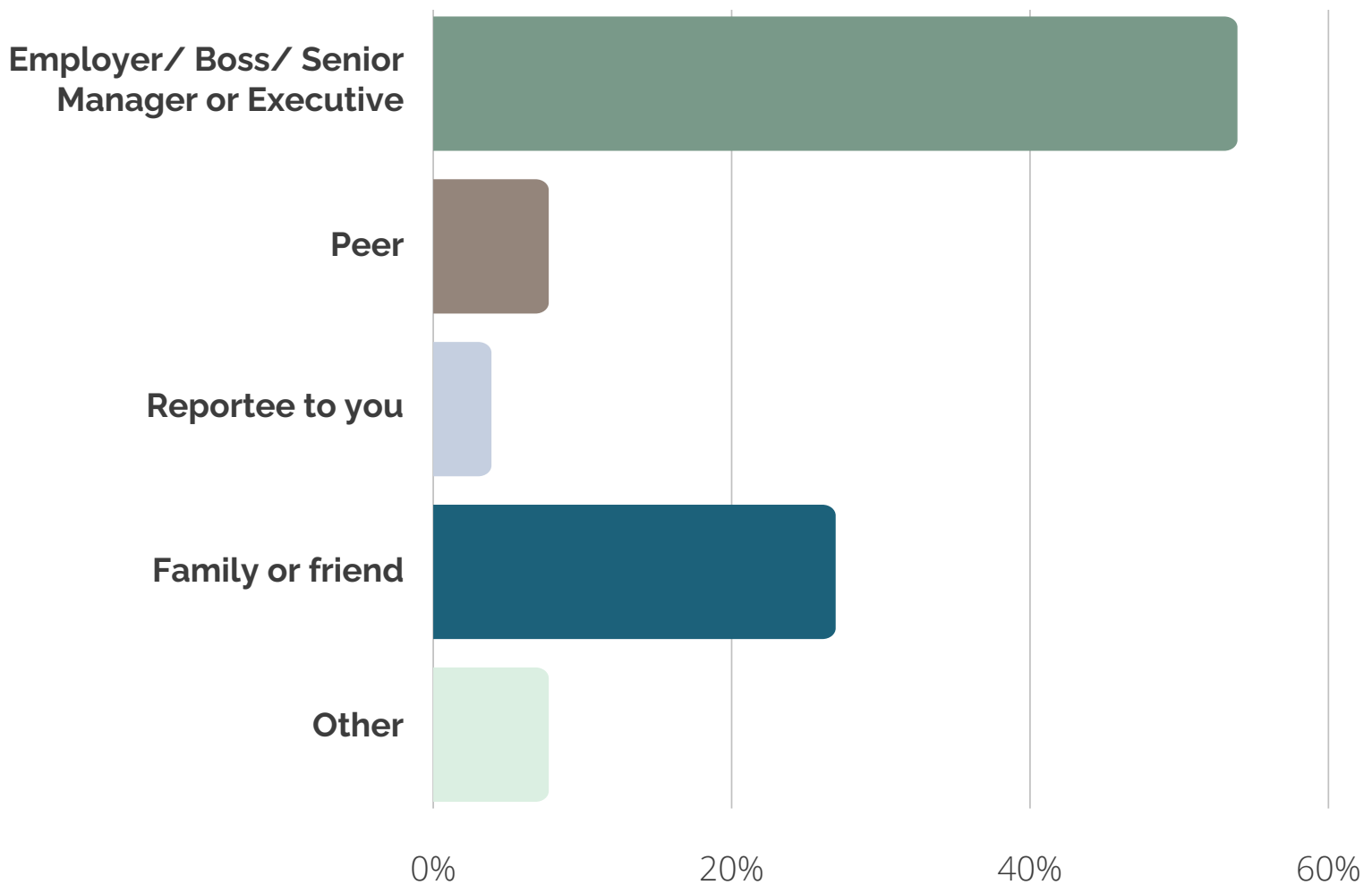


Other:

- Empathy
- Integrity
- Intelligence & courage
- Credibility & strategic alignment with organization purpose



Q22: What position did the person giving the advice (referred to in the previous question) hold at the time?

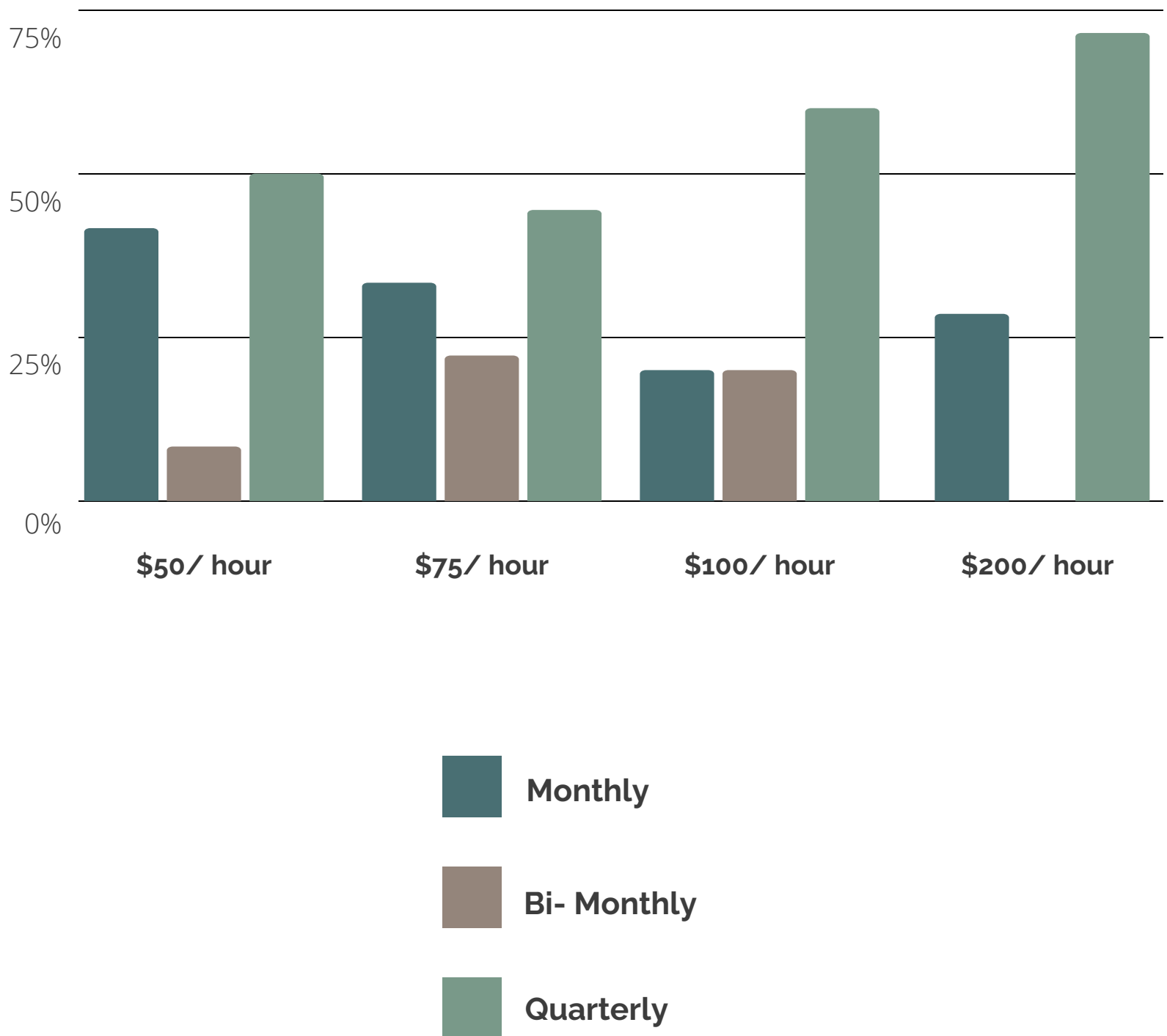


Other:

- Mentor
- Advisor



Q24: How much are you willing to invest for one-on-one time with your dream mentor?



Acknowledgements

We would like to thank Chris Underhill for his invaluable input in the preparation of the questionnaire and Suroor Ansari for analyzing the results and drafting of this report.

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Note

All information has been tabulated and analysed based solely on responses received.

While due care has been taken to compile the results, the possibility of any unintentional error cannot be ruled. Kindly inform the Research Team of errors, if any, noted at: info@picg.org.pk

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