

Name: _____ Company: _____
E-mail: _____ Phone #: _____

MENTOR APPLICATION ASSESSMENT

In order for us to better fit you with the appropriate Protégé, please provide the following information:

1. Have you ever been in a Protégé/Mentor relationship/program?

No.

Yes, but it was an informal relationship.

Yes, but it was in a formal program: _____

2. If you have been in a Protégé/Mentor relationship/program in the past, what did you find valuable? What wasn't valuable about the relationship/program?

3. What do you plan to achieve as a result of this program? Please include professional, academic, personal, leadership, extracurricular, and any other goals you plan to accomplish via this program.

4. Do you want to be matched with someone within the security industry?

Yes, I would like to be matched with a Protégé from my field of security.

No, I would like to be matched with someone from a different field of security.

I do not care if the Protégé is in my field or in a different field of security.

5. What is your primary area of expertise within the security industry?

6. What other areas within the security industry would you feel comfortable providing mentoring and guidance.

7. What is your educational level? You may select more than one, if applicable.

High School

2-year College

4-year College/University

Certification(s)

PhD Graduate level degree

Other Education: _____

8. What is your highest professional experience?

Entry Level Manager
(1-10 employees, one program)

Mid-Level Manager
(10-20 employees, several programs)

Advanced Level Manager
(20+ employees, multiple programs & sites)

Program Manager

Director, Senior Director, Executive Director

Vice President, Senior V.P., Executive V.P.

President

CEO/COO

CSO, Corporate Director

Consultant

Other: _____

9. Select all areas below you would feel comfortable proving mentoring assistance with to a Protégé?

On-going career development

Used to solve a long-term project

Skill improvement

Company/Industry cultural comprehension

Educational foundation expansion

Broader quality performance

Enhance/Increase professional visibility

Practice strategies

Networking

Area specialty development and practice

Guidance on job searches

Résumé critiques

Mock interviews

Informational interviews

Project collaboration and/or critique

Other: _____

10. What mechanisms of communication do you have available to you to interact with your Protégé? Supply information on those you wish to use.

Business Phone: _____

Cell Phone: _____

Business e-mail: _____

Personal e-mail: _____

Go-to-meeting capabilities: _____

Live chat: _____

Video conferencing: _____

Face-to-face meetings: _____

Other: _____

11. Are you willing to provide both verbal and written feedback to the Protégé and/or the Protégé's manager (if the Protégé requests manager's inclusion into the program)?

Yes, I am willing to provide both verbal and written feedback to the Protégé.

I am willing to provide only verbal feedback to the Protégé.

I am willing to provide only written feedback to the Protégé.

I am willing to provide verbal and written feedback to the Protégé's manager, if requested by the Protégé.

I am willing to provide only verbal feedback to the Protégé's manager, if requested by the Protégé.

I am willing to provide only written feedback to the Protégé's manager, if requested by the Protégé.

No, I am not willing to provide feedback to the Protégé's manager. I wish to work with the Protégé exclusively.

MENTOR READINESS ASSESSMENT

1. Am I qualified and ready to commit to mentorship?

To help determine if you are ready to become a Mentor, please complete the following questions. Using the scale provided below, rank each item to reflect your confidence and ability in meeting the item.

Not Sure = 1, Certain = 2, Highly Confident = 3

	Not Sure	Certain	Highly Confident
Genuine interest in another's career			
Willing to share insights			
Flexible to accommodate Protégé's needs			
I'm a good listener			
I'm a catalyst for ideas/discussions important to the Protégé			
Can accept Protégé's differing opinions			
Willing to share and introduce industry contacts			
I can keep my Protégé's conversations confidential			
I'm willing to commit time and energy			
My insight and experience will benefit a Protégé			

A score of 20-30 suggests that you are ready to enter into a protégé relationship. A score of less than 20 suggests that you will want to learn more about the Mentoring Program before making a commitment to yourself and the Protégé

Yes **No**

2. I have had previous mentoring experience?

If you answer "Yes," was the program successful? If so, what was the greatest value to you?

3. Mentor Readiness Assessment

Yes **No**

I am committed to completing the Program		
I am comfortable with a virtual mentoring relationship		
My immediate manager is aware of my participation		

4. Match Factors

To increase the mentorship experience, please indicate five (5) areas that you believe are important to discuss with a Protégé.

Exploring learning opportunities	Gaining visibility and exposure	Managing upwards
Internal influence	Developing business knowledge	Managing personal biases
Aligning personal and company goals	Handling difficult situations	Navigating organizational culture
Business management skills	Identifying career goals	Networking skills
Business/Industry information	Negotiating skills	Risk-taking
Career planning	Leadership skills	Showing results in a new position
Conflict management	Leveraging technology	Strategy development skills
Continuing education	Managing and dealing with change	Time management and prioritizing
Driving company innovation	Managing a global workforce	Work life balance

THREE/SIX MONTH SELF-ASSESSMENT

Three and six month assessments are a critical part of our ongoing process improvement process. Please take a few minutes and answer the five questions regarding your mentoring experience.

1. To what extent is this mentoring relationship helping you grow?

- To a great extent
- To some extent
- To little extent
- Not sure

2. To what extent have you and your Mentor established developmental goals and objectives that you are working on?

- To a great extent
- To some extent
- To little extent
- Not sure

3. How frequently do you meet in person or electronically?

- More than once per month
- Once per month
- Less than once per month
- We have not met in the last two months
- Other: _____

4. Who initiates the meeting?

- I, the Protégé, initiate and schedule all meetings
- Both my Mentor and I set the schedule
- My Mentor initiates the meetings
- We don't meet regularly

5. What concerns, if any, can we resolve in your mentoring relationship?

6. What can we do to improve the Mentoring Program?

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POST MENTORING SELF-ASSESSMENT

1. Please indicate to what extent the Mentoring Program helped in each of the following areas:

	To a great extent	To some extent	To little extent	Not at all
Develop personally				
Develop professionally				
Achieve your goal(s)				
Enhance your current employment				
Increased productivity				
Gained new skill & knowledge				

2. How often did you meet either in person or virtually?

More than once per month	We have not met in the last two months
Once per month	Varies
Less than once per month	

3. Please indicate the effectiveness for each of the program components:

	Extremely Effective	Very Effective	Somewhat Effective	Not at all
Mentor/Protégé matching				
Program introduction				
Networking opportunities				
Expectation and Alignment tools				
Frequently Asked Questions (FAQ's)				
Mentor/Protégé partnership				

4. Were the scheduled meetings honored?

Always	Sometimes	Seldom	Not at all
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5. What did you like most about the program and did it meet your expectations?

6. What would you change or improve in the Mentoring Program?

Mentor/Protégé Study Questions

Questions for the Mentor to Protégé

1. What is the scope of your present responsibilities?
2. Why did you choose the security profession?
3. What is the motivation for you to participate in a mentoring program?
4. Do you feel you are lacking any skills or knowledge for your present position?
5. What skills and/or knowledge do you think you need to improve to prepare you for advancement with your present company or another company?
6. What is the scope of your present professional network (law enforcement, security professionals, business professionals, etc.)
7. Describe the relationship between your department and the IT security function.
8. Describe the inter-departmental relationships between your department and IT, HR, business operations, Legal, public relations, facilities, real estate.
9. Do you develop or give presentations and do you feel comfortable when public speaking?
10. How does your department measure its success?
11. What are your professional goals over the next 3 – 5 years?
12. What areas of professional study do you have yet to complete?

Questions for the Protégé to Mentor

1. What career path got you to your present position?
2. What education prepared you for your present position?
3. Where are you in the corporate structure and what is the scope of your responsibilities?
4. Tell me about your professional, business and law enforcement networks.
5. What organizations would you recommend to help me increase my network?
6. How do you initiate communications with the C-suite if there is no present relationship?
7. How do I be a leader if I am a one man show?
8. What legal and regulatory requirements should I be most familiar with as a generalist? (This question can be specific if both mentor and protégé are in the same industry).
9. Where do I begin on developing a budget?
10. What are the different methods or metrics you use to show your value to the company?
11. How important is public speaking / giving presentations?
12. What areas of professional study do you have yet to complete?
13. How do you manage technology vendors if you don't have a technology background?

Defining the Mentor/Protégé Roles & Skills

Mentor Roles

1. **Guide:** Guides lead the protégé on a journey of discovery by leveraging their knowledge and reflecting on their own journey through the organizations they have worked for and their career.
2. **Ally:** Allies are honest and direct supporters of the protégé. They provide feedback based on their perspective and point of view. Allies also serve as a sounding board for communicating feelings and frustrations.
3. **Advocate:** Advocates foster the growth of the protégé. They may serve as champions and use their position to help the protégé gain visibility and exposure. They may serve as a strong voice and go to bat for the protégé.

They have the ability to connect the protégé with others who may be able to enhance his/her learning on a specific topic or area.

4. **Change Catalyst:** Change catalysts use their skills and knowledge to engage the protégé in exploring and learning about the security industry.

Catalysts for change foster an environment that provides opportunities for the protégé to discuss new ideas or feelings.

Mentor Skills

1. **Inspiring:** Inspiration can foster the protégé's desire to take risks, explore new learning, try new things and take their development to the next level. This can be done by challenging the protégé to improve, role modeling inspiring actions, introducing the protégé to, or showing them examples of others who are also inspiring and have accomplished great things.
2. **Providing Coaching and Feedback:** Coaching and feedback given in the spirit of helpfulness and progress is appreciated and acted on it is specific and direct, solicits the protégé's input and points the way to change in the future.
3. **Business Acumen:** Mentors bring to the relationship knowledge of the business and the organization they work for. Mentors have the luxury of being distant from the protégé's day to day work issues and this distance can be used to provide a big picture of the daily routine.
4. **Interpersonal Skills:** Mentors have a history of strong positive relationships with a broad scope of individuals. They are trusted and respected people within their organization who are comfortable sharing their knowledge and experience with others in the spirit of growth and development of themselves, others and the organization.

Protégé Roles

- 1. Learner:** Learners proactively grasp learning opportunities. They view the mentor as a valuable and knowledgeable resource and engage him/her as an active partner in their development.
- 2. Contributor:** Contributors share their knowledge, ideas and approaches with the mentor. They view the relationship as a partnership existing within an environment where reciprocal learning can occur.
- 3. Change Agent:** Change agents want to experience positive change from the mentorship relationship. They use active learning, take risks and practice what they learn based on the guidance and wisdom of the mentor.

Protégé Skills

- 1. Learning Quickly:** Protégés show initiative. They ask questions. They seek answers. They observe and model the actions of mentors and apply the knowledge and skills presented to them. They integrate new concepts into their conceptual framework.
- 2. Following Through:** Protégés keep agreements made with their mentors, try out suggestions and report back results. They explain in advance when they want to change or discontinue an agreement. They display persistence with difficult or challenging tasks when discouraged.
- 3. Managing the Relationship:** Even if the mentor takes a strong lead, the protégé is responsible for managing the relationship. The relationship is about the protégé's development and the protégé should take responsibility for the process and outcomes. Protégés do this by ensuring they are on the same page when it comes to expectations, goals and ground rules, and that there are no miscommunications or misunderstandings within the relationship.