

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

PROTÉGÉ APPLICATION ASSESSMENT

In order for us to better fit you with the appropriate Mentor, 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 are your career objectives?

4. What is your area of expertise/field of employment? Please list all experience or job description.

5. 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.

6. Do you want to be matched with someone in your area of expertise?

Yes, I would like to be matched with a Mentor 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 Mentor is in my field or in a different field of security.

7. What do you see as the purpose of your mentored experience? Select your three most important mentoring needs at this time.

- | | |
|--|---|
| On-going career development | Networking |
| Used to solve a long-term project | Area specialty development and practice |
| Skill improvement | Guidance on job searches |
| Company/Industry cultural comprehension | Résumé critiques |
| Educational foundation expansion | Mock interviews |
| Broader quality performance | Informational interviews |
| Enhance/Increase professional visibility | Project collaboration and/or critique |
| Practice strategies | Other: _____ |

8. 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: _____

9. What type of feedback do you expect from your Mentor?

- I would like to receive both verbal and written feedback from the Mentor.
- I would like to receive only verbal feedback from the Mentor.
- I would like to receive only written feedback from the Mentor.
- I would like my manager/supervisor to be a party to both my verbal and written feedback from the Mentor.
- I would like my manager/supervisor to only receive written feedback from the Mentor.
- I would not like my manager/supervisor to receive any feedback from the Mentor. I wish to work with the Mentor exclusively.

10. Do you want your manager to participate in the program with you?

Yes, I would like feedback to my manager from my Mentor on my progress.

No, I do not want my manager to participate in the program with me. I will share my progress as I feel necessary.

11. How long do you feel participation in this program will take to achieve your stated goal?

6 months or less—i.e., specific project

1 year or less—i.e., general plan

Longer than 1 year—continuing enhancement

Important: Please include your résumé or curriculum vitae with your application.

PROTÉGÉ READINESS ASSESSMENT

1. Am I ready to become a Protégé?

To help you determine if you are ready to become a Protégé, 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
I have a genuine interest in developing myself			
I appreciate and understand the attributes of a Mentor and would like to pursue a mentoring relationship			
I want to expand my contacts throughout the security industry			
I have been told that I am a good listener. I hear what the other person is saying to me.			
I am willing to engage in constructive discussions with my mentor which include both giving and receiving feedback			
I am willing to accept and act on my Mentor's guidance, if it is appropriate			
I can keep conversations with my Mentor confidential as appropriate			
I can commit to a mentoring partnership and feel I would benefit from one			
I'm willing to commit time and energy			

A score of 16-24 suggests that you are ready to enter into a mentoring relationship. A score of less than 16 suggests that you will want to learn more about the Mentoring Program before making a commitment to yourself and Mentor.

2. Protégé 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		

3. Match Factors

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

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

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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 |
|--------|-----------|--------|------------|

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.