

100
YEARS
1908-2008



Social Enterprise Initiative

Preparing for Your Internship

UNDERSTANDING THE ORGANIZATION

- The sub-sector (characteristics of the sub-sector; competitive landscape; other players in the field).
- The mission (is it clearly articulated and understandable? is it reinforced by the strategy?).
- The organizational structure and culture (internal organizational structure; board/staff relationship and role of board; cultural norms).
- The key issues facing senior management (for example, performance measurement/management and accountability; sustainability/growth/income-generating strategies; capacity building; collaboration within or among sectors).

YOUR ROLE WITHIN THE ORGANIZATION

- How does your proposed project tie-in with the key organizational issues?
- What will be your formal and informal reporting relationships?
- What are your own personal/professional development goals for the summer?
- What do you hope to achieve for the organization? What is the intended impact/result of your project?
- What won't be included within this project?
- What strengths do you bring to the table? (for example, objectivity, data-driven approach, focused attention, industry or disciplinary expertise)
- What resources will you need from the organization/others to succeed? (for example, sector-specific knowledge, understanding of stakeholders, existing data)
- What will happen with your work when you leave?

Making the Most of Your Internship

TRANSITIONING AND SETTLING IN

- Invest in relationship building early and often. This speeds learning of organization and sub-sector, provides insight to various stakeholder viewpoints, and builds trust and credibility.
- Seek out mentor(s) within the organization early on, and use that relationship throughout the summer.
- Create a detailed workplan, which clarifies goals, objectives, and deliverables up front; identifies required resources; and formalizes reporting relationships/check-in points.
- Leverage available resources, including those internal to organization, HBS resources, and your summer fellowship community.
- Exercise thoughtfulness with managers *as well as* peers and subordinates, since your success is determined by a broader team.

THINKING BEYOND THE INTERNSHIP

- Continue to network and build relationships. Set goals for yourself (for example, one networking lunch a week) and check in with contacts about your summer experience.
- Refine your career goals. Think about how you will update your resume.
- Be open to new experiences. New projects and collaborative opportunities with partner organizations may provide good contacts and learning opportunities.

Leveraging Your Internship

- Stay connected with the organization, including formal follow-on work, informal contact, and connecting others with the organization.
- Pursue further related study or field work through SE courses and Field studies in your second year.
- Continue to network and utilize available resources including SE Career Coaches, faculty, and the HBS Alumni Network.

Resources

Career Resources: www.hbs.edu/socialenterprise/careers/careerresources.html

Resources by Topic: www.hbs.edu/socialenterprise/resources

Harvard Business School
Social Enterprise Initiative
Soldiers Field
Boston, MA 02163

www.hbs.edu/socialenterprise