

PROGRAM PROPOSAL GUIDE

Based on twenty years of Leadership Fellows, the program has determined the below best practices and key elements that lead to a successful Fellowship year. Please keep in mind the following as you consider applying and complete your proposal.

1 DETERMINE IF YOUR ORGANIZATION IS A FIT FOR THE PROGRAM

2 ENSURE THE POSITION MEETS PROGRAM REQUIREMENTS

3 PROVIDE A DESCRIPTION OF THE ROLE

4 EXPLAIN HOW THE MBA SKILLSET WILL BE APPLIED IN THE ROLE

1 DETERMINE IF YOUR ORGANIZATION IS A FIT FOR THE PROGRAM

The Leadership Fellows program has found Fellows to be most successful at organizations with:

- An understanding of the role of an MBA and the capacity for utilizing leadership and management skills
- The necessary funding and resources. Organizations with budgets below \$10 million and less than 25 full-time employees are unlikely to be selected
- Leadership that has significant management experience and is committed to the success of the Fellow

Does the work of your organization and the scope of the position align with student interests?

- Your organization is a leader or an emerging leader in its field with demonstrated impact and recognized innovation in its sector
- Your organization is effectively carrying out its mission and can speak to the impact that it is having
- The position reports to the CEO or a parallel C suite executive or leader at the organization. Positions that do not report to the CEO are unlikely to be selected

2 ENSURE THE POSITION MEETS PROGRAM REQUIREMENTS

Does the position meet the program goals of access, impact and leadership?

- **Access** – Meaningful engagement with senior leaders in the organization and in the field via a direct reporting relationship to the CEO or other senior executive along with regular meetings with the CEO
- **Impact** – Ability to work on and influence projects of key strategic importance to the organization
- **Leadership** – An experience that involves management and leadership development activities distinct from a full-time position and tailored to advancing post-MBA skill set

Does the position focus on a discrete, strategic project or set of responsibilities critical to the organization's success?

- Focus directly aligns with the strategic plan and/or strategic goals of the organization and on project(s) that are of significant priority to the senior leadership of the organization
- Includes opportunity to gain exposure and insight to work being done at the highest levels of the organization
- The position allows students to apply skills learned during their MBA course of study

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The Leadership Fellows Team can be contacted at lfp@hbs.edu or 617-495-6232 with any questions.

The strongest proposals are those that:

3 PROVIDE A DESCRIPTION OF THE ROLE

Where in the organization will the fellow be working?

- Specify the team, department or initiative the Fellow will be working in
- Lay out the primary goals of this department/team/initiative (include high-level strategy and/or strategic goals)

Who in the organization will the fellow be working for?

- Describe the person(s) the Fellow will be reporting to and working with on a day-to-day basis
- Outline internal and external stakeholders whom the Fellow will engage with: board members, trustees, constituents, etc.
- If position does not report to the CEO, include how Fellow will have meaningful interactions: attend key meetings where the CEO will be present, 1:1 mentoring conversations, etc.

What projects and/or initiatives will the fellow be responsible for?

- Explain what the Fellow will be responsible for developing, managing, and supporting
- If specifics are not yet available at the time of application, elaborate in more detail on the strategic goals of the team or initiative most closely aligned to the anticipated work of the Fellow
- Include how the contributions of the Fellow will impact the organization during and beyond the 1-year Fellowship
- Provide insight into anticipated deliverables of the Fellow or the team with whom they will be working

4 EXPLAIN HOW THE MBA SKILLSET WILL BE APPLIED IN THE ROLE

Focus on the application of the MBA skillset in crafting the position and determining preferred qualifications, including:

- Quantitative Skills
- Analytical Skills; Data Analysis
- Strategic Thinking and Planning
- Communication Skills; Presentation Skills
- Project Management
- Problem Solving
- Entrepreneurial Skills; Entrepreneurial Spirit
- Innovation; New Product Development
- Critical Thinking
- Financial/Budgeting
- Leadership
- Consensus Building

APPLICATION RUBRIC

The rubric below describes the aspects that will be considered as we assess your proposal and alignment with the Leadership Fellows program.

SECTION 1: QUALITY OF LEARNING EXPERIENCE

| Component | Score (1-5) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Direct Supervisor and other mentors (their background, familiarity with MBA, relationship with HBS, seniority within organization, access to CEO) | |
| Project Scope aligns with MBA skillset and utilizes skills at a high level; clear outline of position | |
| Strategic Alignment: effectively outlines strategic goals of organization and/or senior leadership and how the Fellow's position aligns with those goals | |
| Resources and team are in place to support work of Fellow (including revenue evaluation of organization) | |
| Balance of Proposed Work: task-oriented work vs. strategic project work | |

SECTION 2: OVERALL ORGANIZATIONAL FIT WITH PROGRAM; ALIGNMENT WITH STUDENT INTERESTS

| Component | Score (1-5) |
|---------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Location of Position (areas of higher populations tend to have more appeal, strong alumni population, major city, international) | |
| Organization's established leadership in the field (grants or awards received, key partnerships, community or national recognitions) | |
| Alignment with student interests (based on student application trends, survey results, HBS team insights) | |

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