

HBS LEADERSHIP FELLOWS PROGRAM: 2018-19 PROPOSAL GUIDE

HBS LEADERSHIP FELLOWS GIVES NONPROFIT AND PUBLIC SECTOR ORGANIZATIONS THE OPPORTUNITY TO MAXIMIZE THEIR EFFECTIVENESS BY LEVERAGING THE EXPERIENCE, ENERGY, AND ANALYTICAL SKILLS OF HBS MBAS FOR ONE YEAR.

INTERESTED IN LEARNING MORE? USING THIS DOCUMENT FOLLOW THESE STEPS

- 1 EVALUATE FIT WITH THE GOALS OF THE LEADERSHIP FELLOWS PROGRAM (PAGE 1)**
- 2 REVIEW BEST PRACTICES AND PAST PARTNERS (PAGE 2-3)**
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STEP 1: EVALUATE WHETHER THE ORGANIZATION AND THE POSITION ARE A FIT WITH THE GOALS OF THE LEADERSHIP FELLOWS PROGRAM

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 another senior executive along with regular meetings with the CEO
- Impact** – Ability to work on and influence projects of key strategic importance to the organization with the potential to help build organizational capacity
- Leadership** – An experience that involves management and leadership development activities distinct from a full-time position and tailored to advancing post-MBA skill sets for the benefit of the Fellow and the organization

DOES THE POSITION FOCUS ON A DISCRETE, STRATEGIC PROJECT OR SET OF RESPONSIBILITIES CRITICAL TO THE ORGANIZATION'S SUCCESS?

- Focus of proposed position directly aligns with the strategic plan and/or strategic goals of the organization
- Proposed role is focused on project(s) that are of significant priority to the senior leadership of the organization
- Fellow will have the opportunity to gain exposure and insight to work being done at the highest levels of the organization as a function of the work assigned

DOES YOUR ORGANIZATION HAVE THE CAPACITY TO SUPPORT AN MBA WORKING AT A STRATEGIC LEVEL?

- The organization has significant impact in the field in which it operates
- The organization understands the role of an MBA and has the capacity for utilizing leadership and management skills as well as providing the necessary resources
- The leadership of the organization has significant management experience and is committed to the success of the Fellow

DOES THE WORK OF THE ORGANIZATION AND THE SCOPE OF THE POSITION ALIGN WITH STUDENT INTERESTS?

- The organization is a leader or an emerging leader in the field in which it operates
- The organization is effectively carrying out its mission and can speak to the impact that it is having on the constituents being served
- The position allows students to apply many skills learned during their MBA course of study

AS YOU DEVELOP THE OPPORTUNITY AT YOUR ORGANIZATION, THE LEADERSHIP FELLOWS STRONGLY ENCOURAGES YOU TO SCHEDULE A PHONE CALL TO DISCUSS YOUR PROPOSAL IN ADVANCE OF SUBMISSION. EMAIL LFP@HBS.EDU TO SET UP A TIME.

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STEP 2: PROGRAM BEST PRACTICES FOR BUILDING AN OPPORTUNITY

When establishing the Fellow's role and crafting the job description, we strongly encourage you to consider the following:

- **Content of Role:** The position description should be thoughtful and fully developed and include the following, where applicable:
 - **WHERE** in the organization the Fellow will be working, specifically the team, department or initiative. What are the primary goals of this department/team/initiative (include high-level strategy and/or strategic goals) and how the specified team/department/initiative aligns with the overall organization.
 - **WHO** in the organization will the Fellow be working for and who the Fellow will work with on a day-to-day basis, including staff who will play a key role in supporting the work of the Fellow on a regular basis. Consider sharing internal and external stakeholders whom the Fellow will be exposed to as well as have an opportunity to engage and interact with through their work. If the Fellow is not reporting to the CEO, then please consider how they can have meaningful interactions, including opportunities to attend key meetings together, mentoring conversations, etc.
 - **WHAT** projects and/or initiatives the Fellow will be responsible for developing, managing, and contributing to. If specifics are not yet available at the time of application, organizations are encouraged to elaborate in more detail on the strategic goals of the team or initiative most closely aligned to the anticipated work of the Fellow and how the skills of the Fellow will directly support the defined goals and strategy. Include information on how the contributions of the Fellow will impact and/or will be utilized by the organization.
- **Application of MBA skillset:** Focus on the application of the MBA skillset when crafting the position and determining the preferred qualifications for the role. Successful positions in the past have typically sought a variety of the following skills:

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

- **Excerpts from successful past proposals include:**

Excerpt #1: As core member of our Innovation Center, the Fellow will be responsible for developing and driving game-changing innovation and support the implementation of this work across the broader organization. The Center is led by our Chief of Innovation (who will serve as the Fellow's direct supervisor) and is at the center of the CEO's vision for the future of the organization. The work of the Fellow will be driven through three primary areas of responsibility, based on the strategic goals of the Innovation Center:

- Conduct strategic analysis of existing program offerings internally, identifying areas of greatest opportunity for growth and innovation.
- Development of new products & models that will drive efficiency and increase impact based on research and input from stakeholders across the organization.
- Evaluate other industry leaders and potential partners including technology solutions that will enable the organization to more effectively pursue and achieve its mission. Evaluate effectiveness of potential partnerships.

The Fellow will have the opportunity to regularly engage with the CEO and entire senior leadership team to report findings, determine possible projects and monitor ongoing efforts.

Excerpt #2: Reporting directly to the Chief of Transportation, the Advisor to the Chief of Transportation will focus on the development of strategies and programs focused on the following core initiatives of the agency:

- Working directly with the Chief and key stakeholders essential to the success of the organization, analyze and evaluate areas of opportunity for implementation of the 10-year vision for the City
- Work directly with senior leaders across the City to implement strategies identified in the Mayor's outlined plan focused specifically on the improvement of internal systems, a key focus of the Chief of Transportation.
- Provide project management advice and leadership to internal and external constituents including the Chief Officer and direct reports, focused on the improved assessment and evaluation of work and the development of more measurable outcomes.

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Excerpt #3: Reporting directly to the Chief Operating Officer, the Fellow will be responsible for analyzing and evaluating all current activities and programs of the organization as well as developing recommendations that will drive the quality, efficiency and profitability of existing programs. The goal of this work is to provide guidance in the development of new programs that will reach new audiences as defined in the existing strategic plan. The Fellow will then work with senior leadership across the organization and with key stakeholders to outline and begin the implementation of approved recommendations. Areas for greatest opportunity include:

- Evaluate current use of technology, assess market offerings and recommend tools and best practices from other industry leaders to improve organization's operations through application of recommended technology.
- Explore pathways toward the creation of new business development including potential new partnerships in order to effectively reach new constituents and target markets as identified by senior leadership. Develop pilot programs to assess potential.
- Analyze existing core programs to determine opportunities for further growth and improvement.

Senior leadership across the organization have committed to a change agenda, led by the CEO and reflected in the existing strategic plan. Leadership is eager to bring a fresh perspective into the organization who deeply believes in the mission and is committed to working with all stakeholders to ensure the organization is poised to succeed in a dynamic, changing field.

PAST PARTNER ORGANIZATIONS *HBS Leadership Fellows participating organizations since 2001*

The Leadership Fellows Program aims to create a diversity of opportunity and reflects the broad range of interests of our students.

ACCION International	Dillard University	New Sector Alliance
Acumen	Draper Richards Kaplan Foundation	NewSchools Venture Fund
African Comprehensive HIV/AIDS Partnerships (ACHAP)	Endeavor Global	Nonprofit Finance Fund
American Ballet Theatre	Environmental Defense Fund	Oxfam America
Association of Latino Professionals for America (ALPFA)	Federal Bureau of Investigation	Partners In Health
Bill & Melinda Gates Foundation	Ford Foundation	Phipps Houses
Boston Ballet	Girl Scouts of the USA	ProNicaragua
Boston Children's Hospital	Grameen America	Right To Play International
Boston Community Capital	Grassroots Business Fund	Robin Hood Foundation
Boston Medical Center	Habitat for Humanity International	Rocky Mountain Institute
Boston Redevelopment Authority	Harlem Children's Zone	Save the Children
Boston Symphony Orchestra	Health Leads	Sesame Workshop
BRAC USA	Hospital for Special Surgery	Single Stop USA
Calvert Foundation	Initiative for a Competitive Inner City	Social Finance
The Children's Investment Fund Foundation	International AIDS Vaccine Initiative	Special Olympics
Citizen Schools	Junior Achievement	Teach for America
City of Boston Mayor's Office	KaBOOM!	The Boston Foundation
City of Boston, Department of Neighborhood Development	Kresge Foundation	The Nature Conservancy
City of Sacramento Mayor's Office	LA's BEST After School Enrichment Program/Mayor's Office	Trust for Governors Island
City of San Jose Mayor's Office	L.A. Unified School District	United Nations World Food Programme
Civic Builders	Lincoln Center for the Performing Arts	United Negro College Fund
Clinton Foundation HIV/AIDS Initiative	Massachusetts Bay Transportation Authority (MBTA)	U.S. Department of Education
Coalition for Queens	Massachusetts Department of IT	WGBH Educational Foundation
Consumer Financial Protection Bureau	MassHealth	Whitney Museum of American Art
Detroit Economic Growth Corporation	Mercy Corps	Women's Educational and Industrial Union
	Millennium Challenge Corporation	World Wildlife Fund
	New Profit	Year Up

STEP 3: 2018–2019 LEADERSHIP FELLOWS PROGRAM: KEY RECRUITING DATES

FALL 2017 RECRUITING PROCESS

AUGUST 24, 2017

Deadline for organizations to submit a proposal

SEPTEMBER 6, 2017

Organization selection by HBS

OCTOBER 30 OR NOVEMBER 1, 2017

Organizations interview candidates at HBS

NOVEMBER – DECEMBER, 2017

Timeline for completing second round interviews and making offer(s)

SPRING 2018 RECRUITING PROCESS

JANUARY 17, 2018

Deadline for organizations to submit a proposal

JANUARY 24, 2018

Organization selection by HBS

MARCH 6 OR 6, 2018

Organizations interview candidates at HBS

MARCH – APRIL, 2018

Timeline for completing second round interviews and making offer(s)

START DATE: JULY 15 TO AUGUST 31, 2018 Date range in which Fellows may start one-year Fellowship term

STEP 4: PREPARE PROPOSAL

- **DOWNLOAD APPLICATION:** [HTTP://WWW.HBS.EDU/RECRUITING/RECRUITING-GUIDE/PAGES/APPLY-FOR-LEADERSHIP-FELLOW.ASPX](http://www.hbs.edu/recruiting/recruiting-guide/pages/apply-for-leadership-fellow.aspx)
- **REVIEW PROPOSAL QUESTIONS AND DEVELOP DRAFT PROPOSAL AND FELLOW POSITION DESCRIPTION**
- **SCHEDULE CALL WITH LEADERSHIP FELLOWS PROGRAM TO RECEIVE FEEDBACK ON DRAFT OF PROPOSAL AND DISCUSS NEXT STEPS:** Email lpf@hbs.edu to set up a time to review proposal.
- **SUBMIT YOUR FINAL PROPOSAL VIA EMAIL TO LFP@HBS.EDU.** Email confirmation of receipt will be sent within one business day.

ANY QUESTIONS? CONTACT THE PROGRAM STAFF AT LFP@HBS.EDU OR 617-495-6232

HBS LEADERSHIP FELLOWS PROGRAM CONTACTS

MARGOT DUSHIN

SOCIAL ENTERPRISE INITIATIVE

MDUSHIN@HBS.EDU

617-495-6633

BETSY EDWARDS

CAREER AND PROFESSIONAL DEVELOPMENT

BEDWARDS@HBS.EDU

617-495-4912

SARAH MURPHY & CASEY O'CONNOR

CAREER AND PROFESSIONAL DEVELOPMENT

LFP@HBS.EDU

617-495-6232