

MIT Engineering Leadership Programs

# Industry Advisory Board Meeting

May 5, 2025



# Agenda

## Welcome

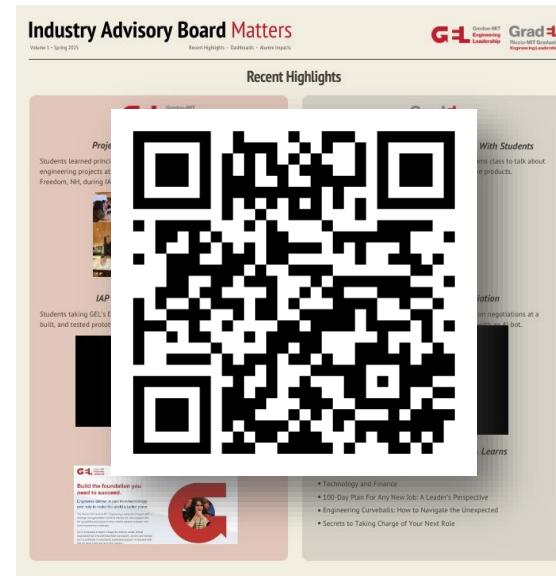
## GEL Update

## GradEL Update

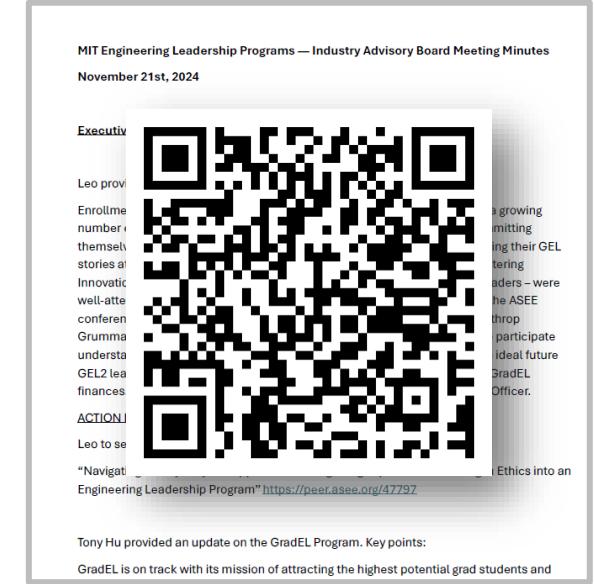
## Subcommittee Updates

- **Understanding Workforce and Workplace Change**
- **Strengthening Our Enhanced Internship Programs**

Industry Advisory Board Meeting May 5, 2025



*Scan to view:*  
**Industry Advisory Board Matters**  
Spring 2025



*Scan to view:*  
**Executive Summary**  
Nov. 21, 2024, IAB Meeting

# GEL Program Update

## Annual Program Recruiting & Admissions Status:

### GEL1:

- 268 GEL1 applicants— most since program inception in 2008 (225 last AY). Exceeded our 200 applications goal
- 24% of SoE sophomores applied to GEL1
- 47 Wellesley College applicants
- Applicant pool represents nearly all SoE majors (Course 1), with excellent diversity
- An exceptional GEL2 core leadership team helped to drive this success
- Will offer admission to 195-200 students

**GEL2: 54 applications —** most since program inception. Will offer admission to 38-40

### Current Enrollment:

- 98 GEL 1
- 35 GEL 2s

# GEL Program Update

*Program Academics – evaluations, continuous improvement, enhancement opportunities*

## **Design & Innovation Leadership (D&ILR) course requirement:**

- Modifying the schedule of D-TILE for AY25-26: offering two sections, Fall-only, based on student scheduling feedback
- Adding seats in GradEL's LP3 course for AY25-26 as a new Spring alternative design course for GEL students

**Project Engineering Course will remain IAP-based for GEL students; added a new Spring section in '25 as a back-up**

## **Other:**

### **2025 Impactships (summer 2025):**

- 1 to Apple (ongoing since February); 2 or 3 to Northrop Grumman
- Company executive sponsorship and supervisor/mentor understanding of GEL continues to be a challenge

# GEL Program Update

## Other (cont):

- GEL continues to be sought out by / collaborate with other universities developing or engaged in EL programs
- Completed GEL logo and website redesigns ([gel.mit.edu](http://gel.mit.edu))
- Nearly zero staff turnover in 10+years, with new team members added

## Upcoming Events:

- Program Completion Ceremony (May 14)
- ASEE Annual Conference, Montreal, CA (June 22-25): Jim Magarian presenting (co-authored with Alex Rokosz) a methods overview on GEL's longitudinal assessment approach

## Upcoming Summer Professional Education (PE) Courses:

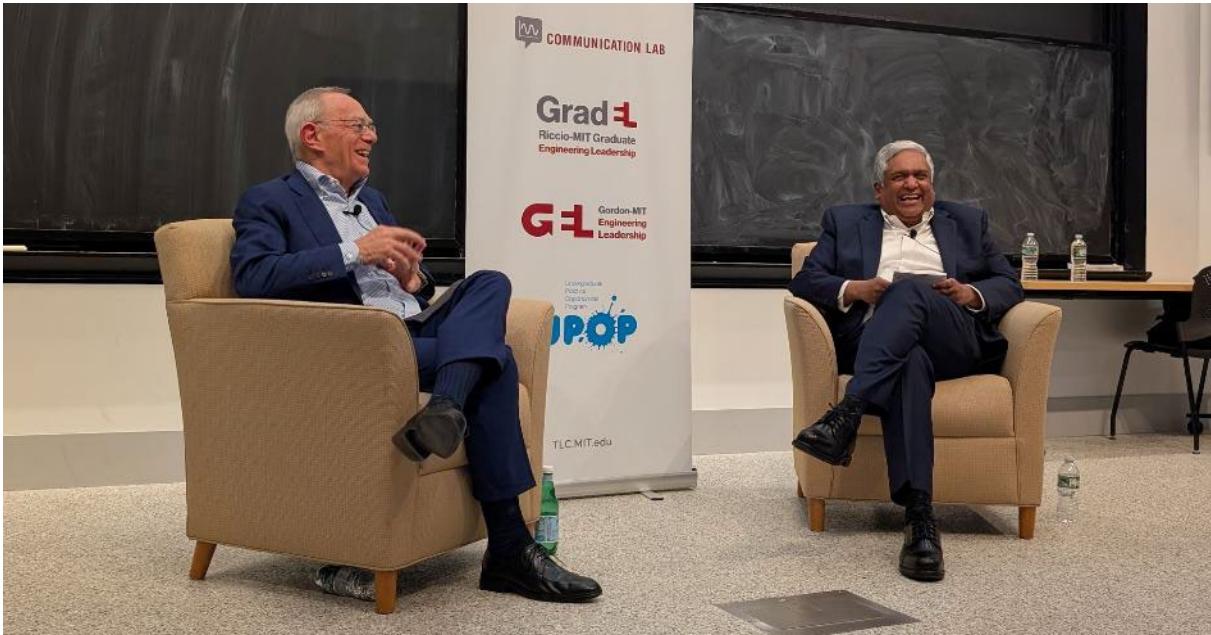
- “Design Thinking and Innovation for Technical Leaders” (July 14-16)
- “Engineering Leadership for Emerging Leaders” (July 21-25)



# GradEL Update

# TLC Distinguished Speaker Series

April 29, 2025: Rafael Reif hosted by Anantha Chandrakasan



# North Star

Develop graduates who become recognized for leadership at every stage of their careers

**Develop leadership skills through theory and experiential learning**

- Grew from 3 to 6 courses
- Working on 2 additional courses
- Updated list of electives
- Evolving certificate requirements to broaden capabilities coverage

**Focus leadership skills on understanding and creating impact from technology**

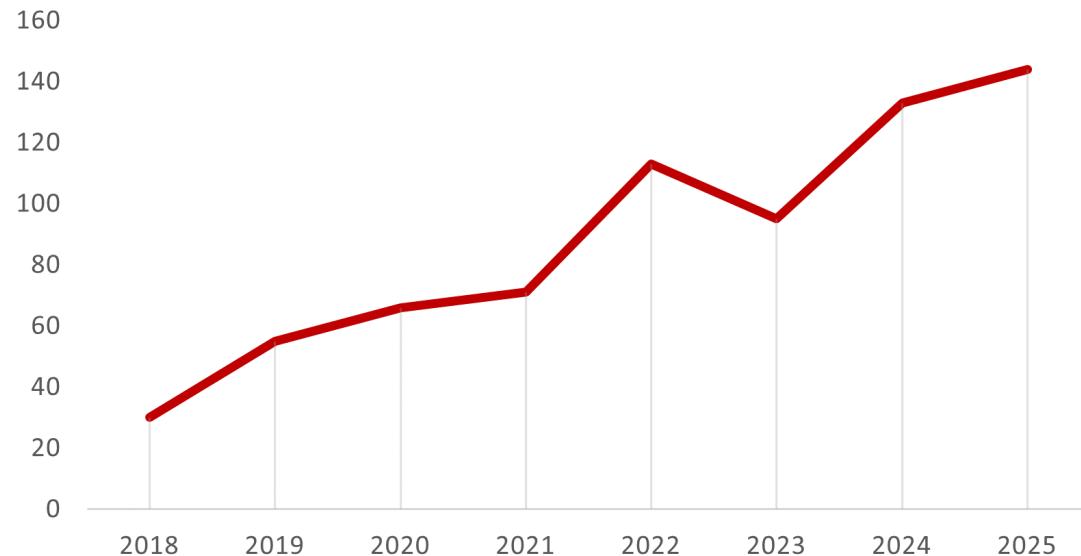
- Petitioning course on assessing real-world impact of research as permanent subject
- Broadened capabilities coverage including tracking and assessing new technologies

**Practice and further develop leadership skills in real-world environment**

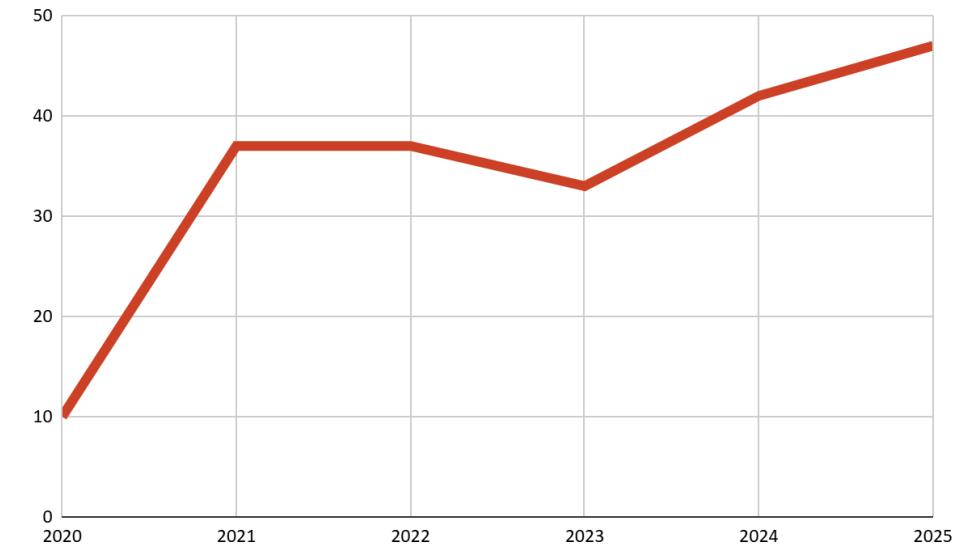
- 1<sup>st</sup> Residency cohort landing job offers
- 2<sup>nd</sup> Residency cohort preparing for summer
- IAB subcommittee advising on enhanced internships

## Students and Certificates

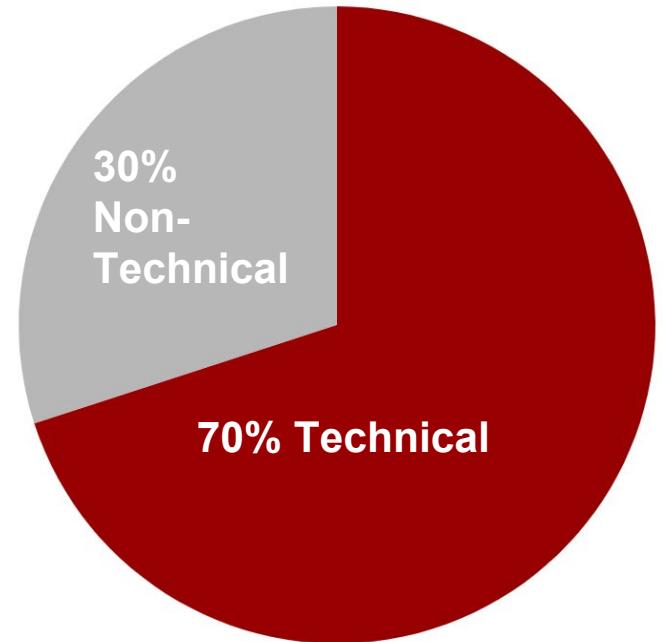
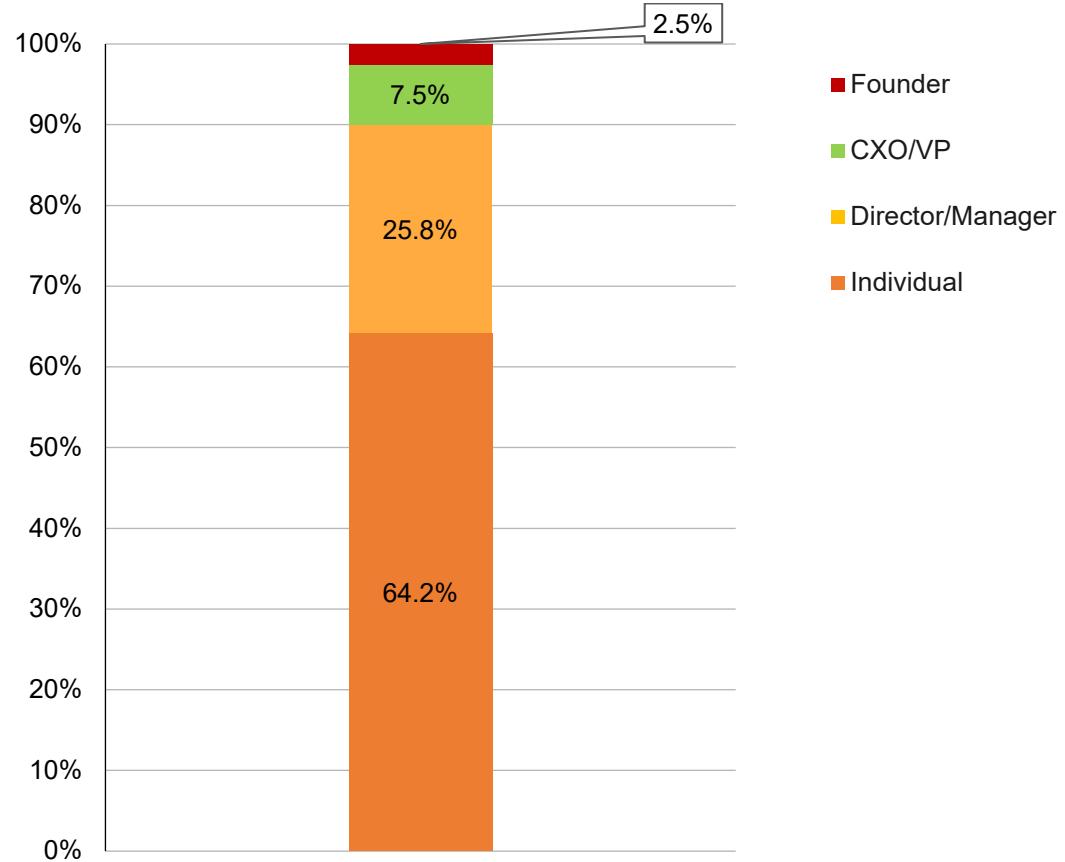
Unique Students in GradEL Courses



Certificates Earned



## Alumni Roles



# Courses & Workshops

## GradEL Electives: New student-facing topic categories

Leadership Fundamentals

Communicating and Negotiating

Understanding and Shaping Organizations

Strategic Thinking and Visioning

Leading Design and Development Projects

Implementing and Deploying Solutions

# GradEL Courses

## Original courses

6.9280: Leading Creative Teams  
(fall & spring)

6.9270: Negotiation & Influence Skills  
for Technical Leaders (fall)

6.9260: Multi-Stakeholder Negotiation  
for Technical Leaders (spring)

## New for Fall 2024

6.S650: Innovating for Improvement

## Spring 2025

6.9250: Leadership - People, Products,  
Projects (new permanent subject)

6.S640: Unpacking Impact: Transforming  
Research into Real-World Solutions  
(petitioning for permanent subject)

## Future exploration

Persuasive Communication for  
Engineering Leaders

Leadership in the Age of AI



# Workshops, Spring 2025



## Resolving Non-Technical Showstoppers in Complex Systems

**Joel Schindall, Prof Emeritus, Sr. VP & Chief Eng Globalstar**

Work through challenges in design, collaboration, and strategy with a Globalstar satellite system case study.



## 100-Day Plans for Any New Job: A Leader's Perspective

**Linda DuCharme, former President ExxonMobil Tech & Eng Co**

Learn from the Hiring Manager's perspective how to prioritize between gaining job knowledge, developing a peer network, and exceeding expectations.



## Technology and Finance

**Oli de Weck, Prof AeroAstro, Assoc Dept Head AeroAstro**

Practice aligning technology strategy with business success to gain a competitive edge in the market.



## Engineering Curveballs: How to Navigate the Unexpected

**Monica Pheifer, Principal Lecturer and Panel**

Apply problem solving techniques to real, unexpected challenges posed by industry guests who guide students through developing solutions.

# Engineering Residency

## North Star: Real-world environment

# Engineering Residency 2024 Cohort

Finished December



**Alan Cao, Northrop Grumman**

1<sup>st</sup> yr PhD ME  
NG Guidance Navigation & Control  
Summer return offer

Finished September



**Denise Tellbach, Apple**  
5<sup>th</sup> yr PhD ME  
Apple iPhone PD residency  
Apple EPM AI/ML FTE offer

Finished December



**Peter Fisher, Northrop Grumman**

3<sup>rd</sup> yr PhD ME  
NG Guidance Navigation & Control  
Summer return offer

Finished February



**Katie Chen, Apple**  
3<sup>rd</sup> yr SM CS, IDM  
Apple Data Science & Visualization  
Apple PM Health SW FTE offer

Finished March



**Somu Dhulipala, Apple**  
4<sup>th</sup> yr PhD ME  
Apple Material PD  
Return offer planned

## What is the data telling us?\*

- Resident self-assessment of **all capabilities increased (average 10%)** over course of experience
- On average, **Supervisors rated Residents as high or higher** on capability assessment than Residents themselves
- Supervisors indicate **all Residents are exceeding some to all expectations**
- Residents & Supervisors indicated positive perception of program support and organization, with most indicating **Extremely Pleased overall rating of GradEL**

## What are supervisors saying?



"[The Resident] is as dependable as a full-time employee."

- Apple Supervisor

"The IRAD they worked on got re-funded for this year because of their work – that doesn't always happen."

- Northrop Grumman Supervisor

"It's rare to see an intern come in with such a clear mission to learn on so many levels: technical, interpersonal, strategic."

- Apple Leadership

## North Star: Real-world environment

# Engineering Residency 2025 Cohort

Finishing January



**Ben Arocho, Northrop Grumman**  
1<sup>st</sup> yr SDM  
BS EE & Ops Research, USCGA  
USCG Officer  
Avionics Startup Production Manager  
**NG Systems Engineering**

Finishing January

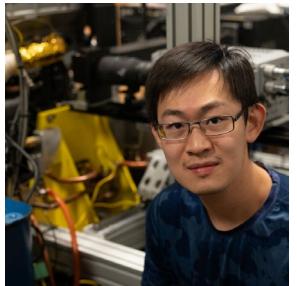


**Grace Mao, Northrop Grumman**  
2<sup>nd</sup> yr PhD AeroAstro  
SB SM AeroAstro MIT  
Boeing Aero Models Design, Operational Efficiency  
GM Automated Driving & Data Analytics  
**NG Guidance & Navigation Control**

## Preparation Highlights

- Residents have kicked off **6-week prep programming** with GradEL coaching staff
- Manager Orientations** at Apple & Northrop Grumman planned prior to Residency internship start dates
- Enhancements** for this year:
  - Start date alignment (per host company)
  - NG specific: planning ahead for 2<sup>nd</sup> half remote (deliverables & time expectations)
  - Piloting reflection guide, final presentation approval processes, and feasibility of course requirements prior to internship

Finishing Summer 2026



**Mo Li, Apple**  
5<sup>th</sup> yr PhD ME  
BS in Vehicle Engineering,  
Tongji University  
**Apple iPhone Product Design**

Finishing January



**Hiroki Ogasawara, Apple**  
2<sup>nd</sup> yr SDM & EECS  
BE Physical Science and Engineering, MEng CS, Nagoya U.  
Toyota Asst Mgr Body Design Eng  
**Apple iPad Product Design**

Finishing January



**Vaishnavi Ramaswamy, Apple**  
5<sup>th</sup> yr PhD AeroAstro  
BT ME NIT-Trichy  
MS AeroAstro MIT  
**Apple Thermal Product Design**

Finishing August



**So-Yoon Yang, Apple**  
6<sup>th</sup> yr PhD EECS  
MS EE Caltech  
BS EE Seoul National U  
EE, ME, biosensors  
**Apple Watch Architecture**

## Updated Certificates: Fall 2025 Launch

### Foundational

#### Cert Level 1

- Leading Creative Teams (Leadership Fundamentals)
- 2 additional courses from different Elective Topic Areas:

Communicating & Negotiating	<input checked="" type="checkbox"/>
Leading Design & Development Proj	<input type="checkbox"/>
Strategic Thinking & Visioning	<input checked="" type="checkbox"/>
Understanding & Shaping Orgs	<input type="checkbox"/>
Implementing & Deploying Solution	<input type="checkbox"/>

- 4 workshops

### Advanced (builds on Foundational)

#### Cert Level 2

- 1 additional course in Leadership Fundamentals category
- 3 additional courses from different Elective Topic Areas:

Communicating & Negotiating	<input type="checkbox"/>
Leading Design & Development Proj	<input checked="" type="checkbox"/>
Strategic Thinking & Visioning	<input type="checkbox"/>
Understanding & Shaping Orgs	<input checked="" type="checkbox"/>
Implementing & Deploying Solution	<input checked="" type="checkbox"/>

- 2 additional workshops

### Practical

#### Residency Experience

- 6 month internship experience
- Must have completed or be enrolled in LCT with plans to complete Cert Level 1 to be considered
- Not considered an additional certificate, but given a representative title (i.e. Fellow, Practitioner, Wizard)

## Redesigned Certificate



## Honoring Founding Cohort



# Marketing

## Marketing

- GradEL and GEL websites launched
- New TLC website launching soon
- Newsletters
- Social Media
- TLC speaker series
- American Society for Engineering Education – Engineering Leadership Development Division
  - Reza on planning committee for Montreal conference in June
  - Jim and Alex presenting paper, Monica on panel



## TLC speaker series

Fall 2025:

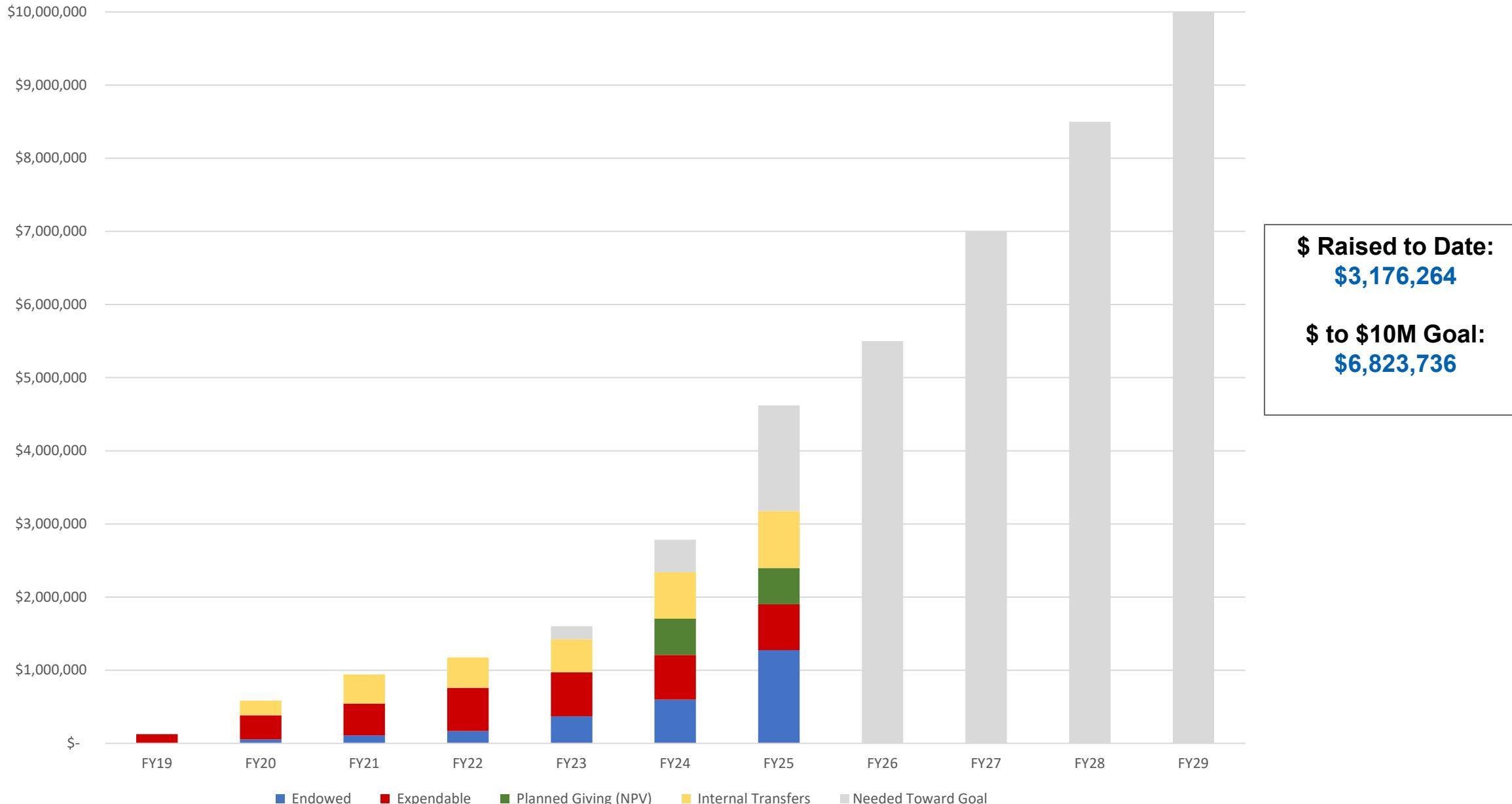
Lisa Su  
AMD



# Fundraising

# GradEL Fundraising Progress Toward \$10M Goal

(Excludes Riccio gift)



# Fundraising Update

## ❑ Recent Highlights

- ❑ Successful participation in 2025 24-Hour Challenge, bringing in 56 mostly new annual fund donors
- ❑ Reza, Tony, and Joel working with development team on continued outreach to individual and corporate prospects
- ❑ Discussions with Anantha and leadership of MIT HEALS, MITHIC, and upcoming manufacturing initiative on synergies

# Understanding Workforce and Workplace Change

## IAB Subcommittee

*Aligning on Priorities, Pain Points, and Programmatic Response*

## Subcommittee members

- Eileen Milligan – MIT GEL
- Monica Pheifer – MIT GradEL
- Terence Calloway
- Tang Tan
- Ed Trautman
- Peter Zeeb

# **Subcommittee Two**

## **Understanding workforce and workplace change**

### **What does the latest generation of students now need to thrive when they start work?**

Getting insights from front line company personnel (e.g., recruiters, managers of entry level employees,...) on:

- How are the skills and abilities expected of engineering professionals changing with the changing nature of industries and of engineering work
- How are engineering professionals today delivering on those changing needs?
  - Do they appear to possess particular strengths that should be spotlighted as key enablers of success?
  - Are there skills and abilities that stand out as opportunity areas for us to supplement?
    - Do you have examples of failure or near-failure? In what skills and capabilities was the lack of proficiency responsible?
  - Are there differences between our MIT graduates and engineering graduate more generally?

## Goals

This subcommittee will gather feedback from front-line company personnel (e.g., recruiters, managers of entry-level employees) to...

- Gain insight into the ways today's graduates' compare to those from previous generations in terms of their readiness to handle the challenges of engineering work in today's world
- Ensure that future GEL/GradEL graduates are prepared and will succeed in a rapidly changing engineering landscape

# Kickoff Brainstorming Activity

What are the top three challenges keeping you up at night regarding hiring, onboarding, and training today's graduates?

- Initiated brainstorming to gather real-world insight
- Members engaged with frontline managers to validate themes

# Emerging Themes

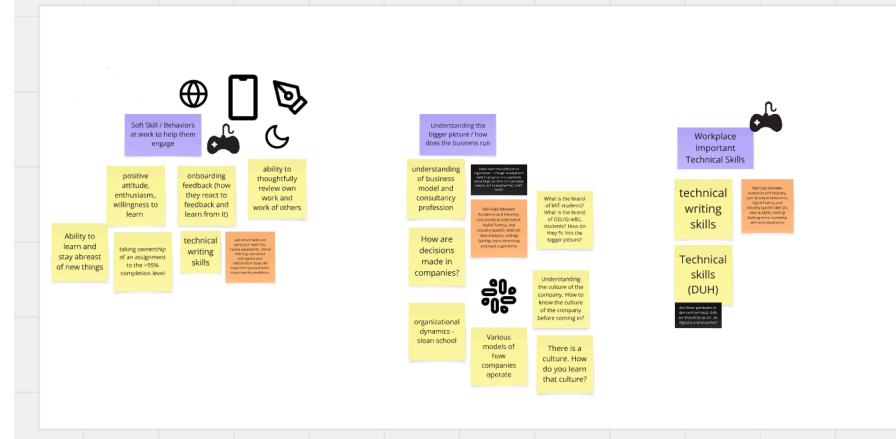
## Nine Common Themes Identified:

- Retention challenges
- Adapting to hybrid work
- Communication skills
- Cross-disciplinary skills
- Project skills
- Balancing experience vs. self-gratification
- Soft skills / behavioral engagement
- Understanding business operations
- Workplace technical skills

Insights gathered from Sub-Committee Members on Monday, January 27, Affinized into themes



Open Space to add additional insights gathered from first line managers



# Prioritized Focus Areas

## Top 4 themes selected and refined:

- Communication Skills → *Persuasive Technical Communication*
- Soft Skills → *Habits of an Effective Colleague*
- Project Skills → *Resilient Project Leadership*
- Importance of Cross-Disciplinary Skills + Understanding the Bigger Picture → *Interdisciplinary Participation and Facilitation*
- **Solicited examples of themes in action, including related “pain points,” from subcommittee members**
- **Explored current, in-work, and future/proposed educational elements**
  - Identified gaps and opportunities where current offerings could be bolstered
  - Revisited priorities to pull related content to the forefront
  - Validated with members that proposed priority elements addressed the themes and pain points

# Timeline of Initiatives to Add to Program Coverage in Theme Areas: Active, In Development, and Future

Prioritized Theme	Spring 2025	Summer/Fall 2025	Spring 2026
<b>Persuasive Technical Communication</b>	<ul style="list-style-type: none"><li>Piloting course content from new GradEL course "Persuasive Technical Communication" in current LP3 course</li></ul>	<ul style="list-style-type: none"><li>Exploring ways to establish a seamless pathway for students to leverage resources from the GEL/GradEL sister program, "SoE Communication Lab," which specializes in storytelling with data</li></ul>	<ul style="list-style-type: none"><li>Piloting new GradEL course: "Persuasive Technical Communication"</li></ul>
<b>Resilient Project Leadership</b>	<ul style="list-style-type: none"><li>Expanding the existing 4-unit GEL Project Engineering course to 6 units and renaming it "Engineering Project Management (EPM)." <ul style="list-style-type: none"><li>Piloted the new version of the course in Spring 2025 and plan to offer it multiple times a year moving forward</li></ul></li></ul>	<ul style="list-style-type: none"><li>Exploring creating a project management course as a GradEL elective</li><li>Note: the recently introduced "Leadership- People, Products, Project" (recurring Spring course) includes integral project management coverage</li></ul>	<ul style="list-style-type: none"><li>Offering GradEL course "Leadership – People, Products, Projects" (9 units) as an option for GEL 1 students to fulfill the Design and Innovation Leadership Requirement</li></ul>
<b>Habits of an Effective Colleague</b>	<ul style="list-style-type: none"><li>Plans to enhance and refine existing scenarios within the GEL "Inquiry and Dialoguing" Engineering Leadership Labs</li></ul>	<ul style="list-style-type: none"><li>Plans to develop a "Personal Leadership Development Plan" for GradEL students, building on the existing model in GEL</li></ul>	<ul style="list-style-type: none"><li>Exploring IAP and summer workshops or activities to develop tactical non-curricular skills in this category.</li></ul>
<b>Interdisciplinary Participation and Facilitation</b>	<ul style="list-style-type: none"><li>Existing GEL Engineering Leadership Lab on navigating organizational subcultures (across departments)</li><li>Existing GradEL course focused on "Unpacking Impact: Transforming Research into Real-World Solutions" <ul style="list-style-type: none"><li><b>Piloted in Spring 2024 and Spring 2025</b></li></ul></li></ul>	<ul style="list-style-type: none"><li>Exploring creating GradEL pilot workshop focused on organizational barriers</li><li>Exploring collaboration with Comm Lab to create opportunities for students to practice cross-disciplinary communication</li></ul>	<ul style="list-style-type: none"><li>Opportunity for seminars from different disciplines</li></ul>

# Discussion

- **Board member feedback & comments**
  - Subcommittee collaboration process
  - Outcomes/recommendations achieved
- **Next steps**
  - Seek subcommittee input on refined plans for enacting near-term proposals
  - Given the educational themes identified, would any other IAB members like to be involved either by providing related ideas/examples/content or by joining the subcommittee?

# Strengthening Our Enhanced Internship Programs

## Subcommittee Update to IAB

# Agenda

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- Subcommittee goals
- Team Members
- Our Approach
  - Existing enhanced internship programs & challenges
  - Insights gathered
  - Prioritization
  - Ideation for “differentiation”
- Next Steps
  - Review and prioritize with Subcommittee and Internship Program Leadership



## Subcommittee Goals: Strengthening our Enhanced Internship Programs

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- Leverage IAB member connections and experience to identify actionable recommendations for GEL and GradEL enhanced internship programs around:
  - How to improve and sustain partnerships with current host companies
  - How to establish and sustain new partnerships with future host companies
- Out of scope:
  - Significant changes to academic components of the programs (for now)
  - Identify future host companies to target partnerships with (for now)

# Committee Members

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## Core Team Members

- Monica Pheifer – MIT GradEL
- Eileen Milligan – MIT GEL
- Jim Cuseo
- Ken Languedoc
- Simon Pitts
- Rahul Saha (NG Rep)

## Extended Team Members

- Kate Bergeron
- Mindy Gallo
- Melody Kuna (Apple Rep)
- Ben Pope (Apple Rep)

# Understand our existing enhanced internship programs and the unique challenges we currently face

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Gordon-MIT  
Engineering  
Leadership

## *Engineering Impactship*

For Undergraduate Students



Riccio-MIT Graduate  
Engineering Leadership

## *Engineering Residency*

For Graduate Students

### Challenges

- People / organization changes without transferring responsibility or knowledge of our program (HR, Hiring Manager, Sponsor / Champion)
- Funding for students to stay enrolled at MIT while away on internship during semester (**GradEL specific**)
- Host company hiring manager readiness to take on high potential intern, understanding difference from typical internship
- Coordinating / aligning start time and duration

Gather insights from IAB members, and their extended networks, on characteristics of other impactful internship programs

## We asked...

- What are characteristics of how other impactful internship / talent development programs operated?
- Why did they leave you with a positive impression or the impression that they were “well-established”?

# Synthesized those insights into 11 themes

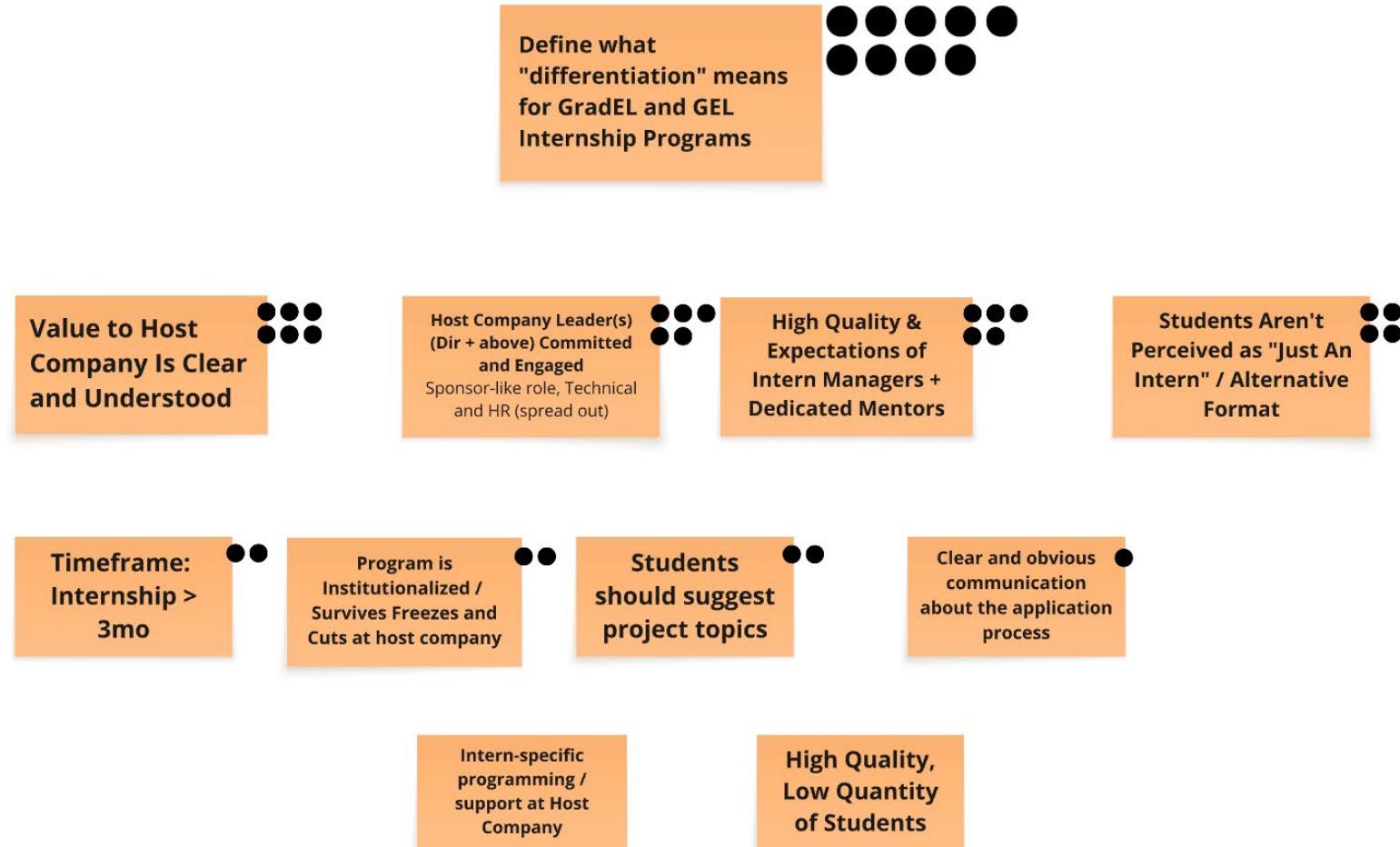


# Prioritize the 11 themes based on what is **IMPORTANT** and **FEASIBLE** for this subcommittee to focus on first

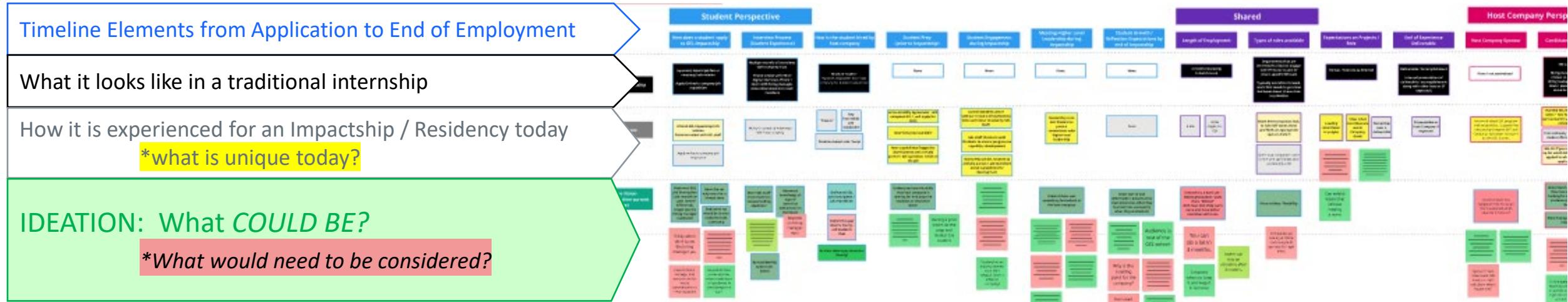
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## A clear winner!

- Subcommittee to focus initial efforts on **defining what “differentiation” means for GradEL Engineering Residency and GEL Impactship** as compared to traditional student internship experiences
- Will work to ensure other themes are captured within our ideation for top priority



# Ideate on defining what “DIFFERENTIATION” could mean for both internship programs



## 28 Ideas Generated

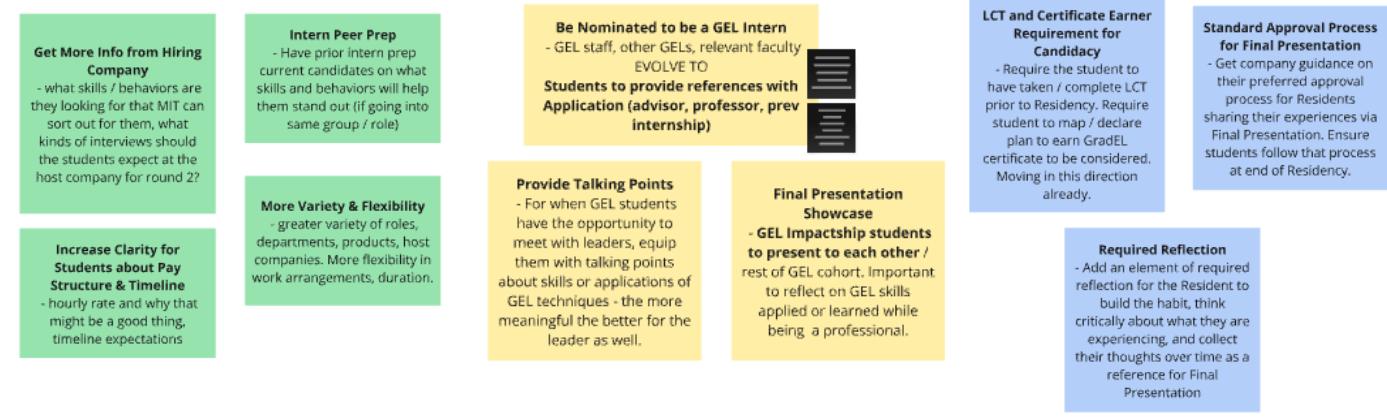
- 9 applicable to GEL Impactship
- 10 applicable to GradEL Residency
- 9 applicable to BOTH

### Simplified Proposals for Impactship / Residency Enhancements



# Immediate value of initial proposals and subcommittee next steps

- 10 ideas were identified as low-hanging fruit for GEL / GradEL internal teams to immediately pilot for the next available round of enhanced internships
- **Remaining 18 ideas** will be reviewed and prioritized with Subcommittee and Internship Program Leadership
  - Further exploration needed to determine *what would need to be true* for these to be supported at current partner companies and be compelling for future partnerships



## Categories of Remaining 18 Ideas Include\*:

- Host company sponsor role
- Host company logistics (e.g. job requisition, fee structure)
- MIT program logistics (e.g. assessments, applications)
- Industry mentorship
- Value proposition to Host Company (e.g. pre-vetted candidates)

# Discussion

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- Board member feedback & comments:
  - Subcommittee collaboration process
  - Outcomes / recommendations achieved
- **What you can expect from us at next IAB:**
  - Subset of enhancements to pursue to improve and sustain our partnerships with host companies
  - Data collection on “*what would need to be true*” both from existing partners and non-partners
  - Action plans with progress, if not complete, towards draft elements that can be leveraged by GEL / GradEL for existing and future partnerships

# Thanks for your support!

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# Backup Slides

# Subcommittee One

## Strengthening our enhanced internship programs:

**Getting insights from companies on what it takes to make our Impactships and Residency programs sustainable for them.**

- How do we get one established?
  - What kind of high-level contacts are best to initiate?
  - Setting and documenting expectations especially around differentiation from normal internships
  - What kind of organizational understanding and support is needed to operationalize?
  - How do we ensure that the right managers are assigned?
- How do we make these programs sustainable?
  - How do we ensure that the agreements on the programs are documented appropriately (within/for the companies)?
  - How do we ensure continuity as key players within companies rotate out of their positions, so our programs continue to be appreciated, championed, and supported?
  - How might we work with companies to support the financial needs of students who may need to pay for tuition, insurance, or other expenses while working on an extended internship.

# Zoomed in View of 10 Ideas Considered to be Low-Hanging Fruit

## GEL Impactship & GradEL Engineering Residency piloting in next available cycle

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### Get More Info from Hiring Company

- what skills / behaviors are they looking for that MIT can sort out for them, what kinds of interviews should the students expect at the host company for round 2?

### Increase Clarity for Students about Pay Structure & Timeline

- hourly rate and why that might be a good thing, timeline expectations

### Intern Peer Prep

- Have prior intern prep current candidates on what skills and behaviors will help them stand out (if going into same group / role)

### More Variety & Flexibility

- greater variety of roles, departments, products, host companies. More flexibility in work arrangements, duration.

### Be Nominated to be a GEL Intern

- GEL staff, other GELs, relevant faculty

EVOLVE TO

### Students to provide references with Application (advisor, professor, prev internship)

### Provide Talking Points

- For when GEL students have the opportunity to meet with leaders, equip them with talking points about skills or applications of GEL techniques - the more meaningful the better for the leader as well.

### Final Presentation Showcase

- **GEL Impactship students to present to each other / rest of GEL cohort.** Important to reflect on GEL skills applied or learned while being a professional.

### LCT and Certificate Earner Requirement for Candidacy

- Require the student to have taken / complete LCT prior to Residency. Require student to map / declare plan to earn GradEL certificate to be considered. Moving in this direction already.

### Standard Approval Process for Final Presentation

- Get company guidance on their preferred approval process for Residents sharing their experiences via Final Presentation. Ensure students follow that process at end of Residency.

### Required Reflection

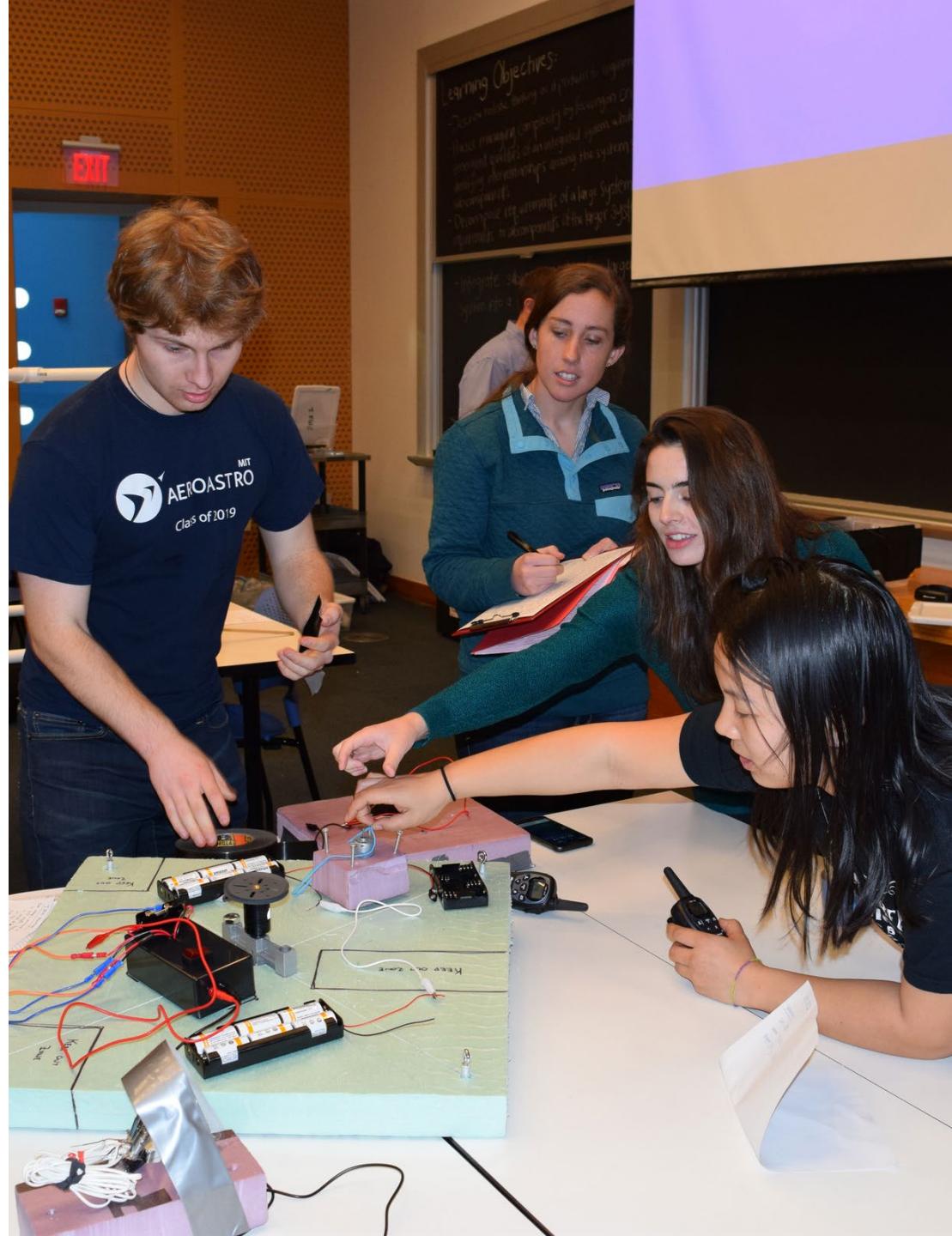
- Add an element of required reflection for the Resident to build the habit, think critically about what they are experiencing, and collect their thoughts over time as a reference for Final Presentation

# What is a GEL Engineering Impactship?

Engineering impactships are specialized internships distinguished by their ...

- a.) high-impact assignments
- b.) substantial level of responsibility
- c.) Industry sponsor who helps coordinate opportunity with GEL Industry Impactship Coordinator
- d.) Company supervisor/mentor who understands GEL and is willing to provide mentorship to students

The Impactship experience also includes reflection and personal development components facilitated by the GEL Program.



# General guidelines for employers

*Employers hosting impactships should....*

Offer high - impact assignment opportunities to participants, marked by:

as

Pair committed and passionate sponsors with participants. Such sponsors:

- Participants can see the “big picture” of how their work contributes to company success
- Assignments include opportunities to practice the capabilities from among Capabilities of Effective Engineering Leaders
- The output of the assignment will be of tangible value to the company

- Have several years experience in their field and viewed as high-potential technical leaders by the company
- Possess a balance of strong technical and social skills
- Engage with the participant to set goals and discuss progress towards those goals
- Most importantly: are excited (and able) to commit time to a mentoring relationship

Offer serious responsibility to participants, such as ...

- Presenting to key stakeholders
- Possession of schedule or budgetary responsibility on a project
- Interacting with external partners/vendors
- Having ownership over a key work product or deliverable
- Being tasked with leading a small team or coordinating the efforts of others

## Engineering Residency



## Real-world experience. Real-world impact.

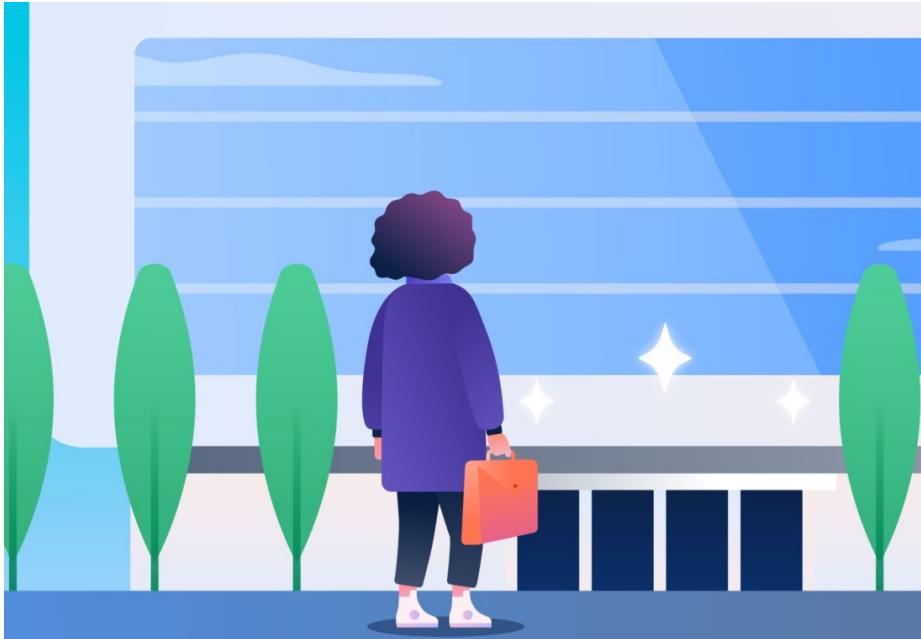
The GradEL Engineering Residency is a six-month, high-impact internship experience that allows students to put their classroom learning into practice as a team member at a leading company. Current partners include Apple and Northrop Grumman.

Participants not only gain valuable real-world on-the-job experience during their internship—they are also supported by supplemental learning programs and one-on-one coaching to help them learn and apply key engineering leadership capabilities in real time.



# What kind of work do we expect the Residents to do with you?

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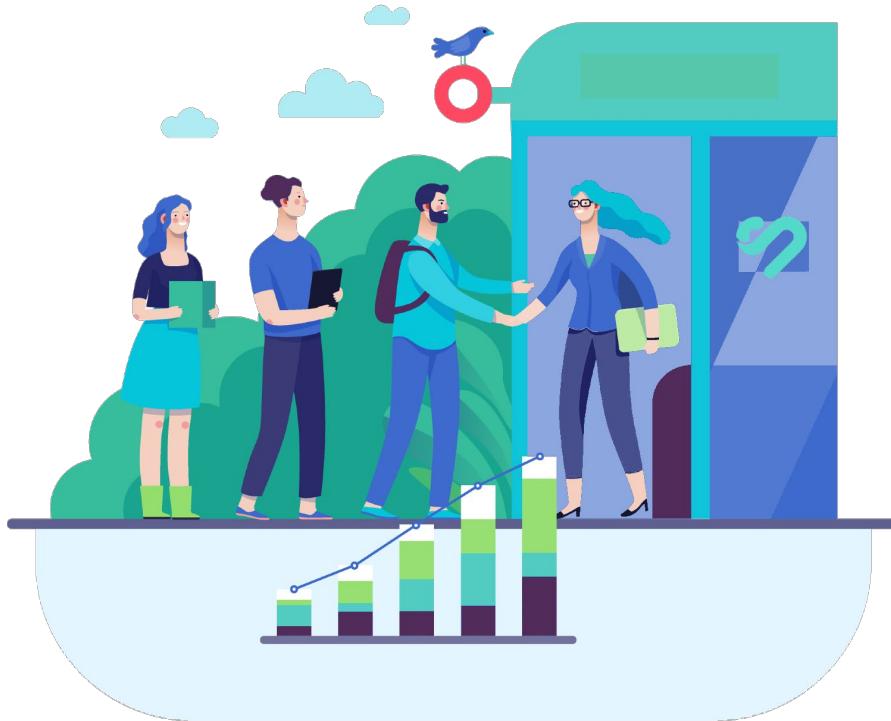


- Project team member on cross-functional team
- Leading a project / portion of a project
- Own multiple technical deliverables
- Communicate with various internal stakeholders
- Understand how their work & objectives translates to a Key Performance Indicator for the business they support
  - e.g. Financial impact
- Can see the impact of their work / some results during their Residency time frame

**Not just 'another intern' – treat them like a high potential FTE**

# Who do we expect the Residents to work / meet with?

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## **On a regular basis throughout their experience:**

- Team members within their function – on the job mentorship
- Cross-functional team members – teambuilding & collaboration
- Global partners – remote / international teaming
- Internal Mentor – technical & ways-of-working mentorship
- And you! Regular 1:1s with your direct report – performance feedback & guidance

## **Sometime during their experience:**

- 2-3 one-on-one conversations with Dir, Sr Dir, VP
  - At least their reporting line skip level
  - 1-2 other cross-functional departments
  - Understand the leader's scope, how they make decisions
- 1-2 Fireside Chat events with all company Residents + VP or above
  - Small group conversation on culture of leadership within technical organization
- 1-2 Lunch or Networking events with all company Residents + multiple leaders

**Consider inviting Residents to other networking / exposure events being held on the campus**

# What behaviors do we expect the Residents to exemplify?

And that you can provide feedback on?

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**These are the Engineering Leadership Capabilities we expect them to practice:**

- Taking initiative
- Upholding responsibility
- Exercising resourcefulness
- Understanding group and organizational cultures
- Ascertaining the needs of customers and beneficiaries
- Advocating and influencing
- Building relationships and networks
- Identifying and defining issues & problems
- Thinking creatively
- Exercising project/solution judgment

**We also want to understand how well they adopt your company culture and values**