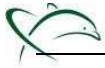




Table of Contents

1 BEFORE THE INTERNSHIP/PROJECT	2
1.1 CHOOSE THE TOPIC/THEME OF YOUR INTERNSHIP/PROJECT	2
1.2 HAVE REALISTIC EXPECTATIONS.....	2
1.3 CONFIRM YOUR ASSIGNMENT IN WRITING:.....	3
1.4 BE INFORMED: GATHER AS MUCH INFORMATION AS POSSIBLE.....	3
2 DURING THE INTERNSHIP/PROJECT	3
2.1 AT THE BEGINNING OF THE INTERNSHIP/PROJECT.....	3
2.1.1 <i>Introduce yourself and make yourself known</i>	3
2.1.2 <i>Always keep in mind your objective</i>	4
2.1.3 <i>Organize and plan your internship/project</i>	4
2.1.4 <i>Keep your "Progress Report" up to date</i>	4
2.2 DURING THE INTERNSHIP/PROJECT.....	5
2.2.1 <i>Respect personnel</i>	5
2.2.2 <i>Take initiative</i>	5
2.2.3 <i>Always stay within the context of your assignment</i>	5
2.2.4 <i>Meet as many people as possible</i>	5
2.2.5 <i>Organize your workspace</i>	5
2.2.6 <i>Act professional</i>	6
2.2.7 <i>Show an interest for everything</i>	6
2.2.8 <i>Have a positive and constructive attitude</i>	6
2.2.9 <i>Give the impression of a serious person</i>	6
2.2.10 <i>Don't measure or quantify your efforts</i>	6
2.2.11 <i>Be ready to give your services</i>	6
2.2.12 <i>Offer your time generously</i>	6
2.2.13 <i>Listen carefully to what people tell you</i>	7
2.2.14 <i>Give feedback</i>	7
2.2.15 <i>Structure your work</i>	7
2.2.16 <i>Take notes continually and write your report as early as possible</i>	7
2.2.17 <i>Analyze your gaps in relation to your work plan</i>	7
2.3 AT THE END OF THE INTERNSHIP/PROJECT	8
2.3.1 <i>Leave an excellent impression of yourself</i>	8
2.3.2 <i>Thank everyone that you have met</i>	8
2.3.3 <i>Present the draft of your report to whomever it concerns</i>	8
3 AFTER THE INTERNSHIP/PROJECT	8
3.1 THANK IN WRITING EVERYONE WHO HAS HELPED YOU.....	8
3.2 TURN IN YOUR REPORT ON TIME TO YOUR SCHOOL, INSTITUTE, OR UNIVERSITY	8
3.3 INVITE KEY PEOPLE TO THE ORAL DEFENCE OF YOUR REPORT	9
3.4 KEEP YOUR PROMISES.....	9
3.5 MAKE INVENTORY OF EVERYTHING THAT YOU HAVE LEARNED	9
3.6 STAY IN TOUCH WITH YOUR CONTACTS	9



1 BEFORE THE INTERNSHIP/PROJECT

1.1 Choose the topic/theme of your internship/project

The most difficult thing, which determines the success of your internship/project is defining its objective.

This has to be a topic for discussion and negotiation. If appropriate, the two parties can sign this document to make it official.

One of the simplest and most effective techniques to defining an objective consists in completing the following sentence:

- *"At the conclusion of my services, you will have/know/will be able to..."*

If possible, conclude with a sentence that has:

- an observable action verb with an object;
- criteria for a performance measure;
- where appropriate, conditions for achieving it.

It is also good to specify:

- the resources that you are going to use;
- the time that you will be able to allocate to each phase of your internship/project and/or for the entire internship/project;
- your "contact person" in the organization.

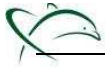
1.2 Have realistic expectations

Experience shows that the objective of an internship/project is often too ambitious and takes twice as long as expected to achieve. This can come from:

- your inexperience in the subject matter;
- the euphoric spirit in which negotiations are undergone;
- and other unexpected reasons...

Before pursuing its objective:

- meet with people that have completed an internship/project similar to yours;
- discuss with internship/project managers or with professors;
- read through reports of internships/projects that you can access that are written by your predecessors.



1.3 Confirm your assignment in writing:

Once the details of your services have been confirmed, make a written agreement with your future employer, which confirms the verbal agreement that you have made.

To know "who does what," use this kind of sentence:

"Would you like to confirm the terms of our agreement in a document (letter, email) or would you prefer that I do it?"

Or

"Could we please confirm our agreement in writing and would you like me to prepare the document?"

1.4 Be informed: gather as much information as possible

Gather as much information as possible by reading books, professional magazines, annual report, journal articles..., surfing the web (search engines and/or social networks), or by discussion.

This information generally relates to:

- the topic of your services;
- the host organization;
- and its field/sector.

When you begin your assignment, you will know:

- the organization chart of your employer;
- the names and titles of the persons with whom you will be in contact;
- the field jargon (there are between 50 and 150 specific words for every sector or job);
- key ratios of the profession (you should know between 5 and 10);
- names of the main competitors;
- the declining products/services and those which are in a growing phase.

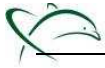
2 DURING THE INTERNSHIP/PROJECT

2.1 At the beginning of the internship/project

2.1.1 Introduce yourself and make yourself known

Introduce yourself to the different people that you will work with. To avoid making a faux-pas, first meet your "contact person" and ask him or her how you should proceed.

After you introduce yourself, don't hesitate to repeat your name twice and specify the topic and objective of your assignment/internship/project.



2.1.2 Always keep in mind your objective

Post your objective on the glass pane of your desk and/or in your planner and/or on your bathroom mirror...

2.1.3 Organize and plan your internship/project

Divide your objective into sub-objectives, then under these sub-objectives, sub-sub-objectives.

For each of these, set three target dates:

- an optimistic date;
- a realistic date;
- and a pessimistic date that you can in no circumstance go past.

Put your action plan on a micro-computer table, which will allow you to keep it up to date.

Present your project and action plan to your contact person to look at, confirm (or not), and finally approve.

2.1.4 Keep your "Progress Report" up to date

The progress report is a very simple tool that you can put onto a spreadsheet (in Excel). A model "Progress report" appears at the end of the dossier and has two parts:

- Upper part

During the first weeks of the internship (until the mid-point or second half of your internship), fill out the upper part of this report ("Ongoing tasks/Assignments")

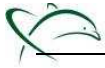
Do this systematically:

- fill it out at the end of the week (every Friday);
- think about it every weekend (Saturday and Sunday);
- eventually modify it (Sunday evening or Monday morning);
- send it via email to your manager every Monday (preferably after 2pm to prevent it from getting lost in mass emails);
- or better yet, if you can, turn it in personally as a paper copy to receive immediate feedback during a brief interview;
- lower part.

Then when you are at the mid-point (or second half) of your internship/project, begin to fill out the lower part entitled: "Ideas/Suggestions/Proposals/Other."

Write down the proposals and suggestions of things that you could implement within the department or division where you work (don't propose radical and strategic changes to the entire company!).

If your manager is interested in your proposed changes, he or she will tell you.



Then, you only need to tell him that you can implement them immediately and that you would be happy to do it in the context of a longer contract!

You can then get a foothold in the future. The negotiations are open.

2.2 During the internship/project

2.2.1 Respect personnel

Maintain good relationships with all personnel. Each one plays an important role in how the company runs. Remember that there is no big or small job. There are people that do bigger things than others.

2.2.2 Take initiative

You will be evaluated primarily on the initiatives that you take.

At the beginning, only take small initiatives (without requesting prior agreement!) If these are successful, present the results to your contact person.

Then, once you have built a good amount of confidence and a good opportunity comes up, ask your manager to hand it over to you.

2.2.3 Always stay within the context of your assignment

Every time a question or new task comes up, ask if it is within the context of your internship/project. This does not mean having a minimalistic attitude but rather it means keeping you from getting lost or committing a faux-pas on territory that is not yours.

If someone ask you for a service, it is, of course, good form to accept it.

If this poses any problem (too important, political dimension, source of possible conflicts), ask your "contact person" what he or she thinks.

2.2.4 Meet as many people as possible

Meet as many people as possible during your internship/project.

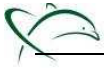
Always introduce yourself by stating your name and the topic and objective of your internship/project.

Write down immediately or when you have returned to your desk, the names and functions of the people you meet and the topic of your discussions.

It is best to store this information on the hard drive of a computer (preferably on your PC).

2.2.5 Organize your workspace

Make sure to find out the room in which you are supposed to work and, where appropriate, the desk that you have been given.



2.2.6 Act professional

Carefully respect the time.

Don't be the last to arrive or the first to leave.

Don't let yourself be embarrassed by things that can show your lack of professionalism.

Moreover, avoid:

- borrowing cigarettes or forgetting your wallet;
- to make untimely judgments on situations or people;
- to receive or make personal phone calls (turn off your cell phone during working hours).

2.2.7 Show an interest for everything

People with curiosity are always appreciated. Without becoming like an inquisitor, ask questions and show that you have interest for everything that is shown to you (topics, practices, procedures, customs...). Whenever appropriate, take notes or make photocopies while making sure to receive permission beforehand. It is possible that you will already know some things that are shown to you. It is wise to not show it and to let them know discreetly.

2.2.8 Have a positive and constructive attitude

Be open to suggestions. Put them immediately into practice. This will encourage your colleagues who will be happy to help you when the need arises.

2.2.9 Give the impression of a serious person

Be serious at all times but don't lose your sense of humor. It will serve you well to overcome transitional difficulties in the first weeks. Keep your word. If you make a small promise, be sure that you will keep it (take note of it and confirm it in writing, if this seems appropriate to you)

On the day that you deliver what you have promised, be careful with how you speak. If for some reason, you have a problem, let your supervisor know and get advice from your contact person. Explain clearly the situation, all your excuses, and offering one or two alternative solutions.

2.2.10 Don't measure or quantify your efforts

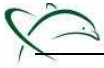
Don't count your hours or the time that you have invested in certain tasks. Don't forget that you are in the process of learning many things and that it will take time.

2.2.11 Be ready to give your services

Some managers have a policy of answering "Yes" when one of their subordinates or colleagues asks them for a service. This practice has a corollary: be sure to answer them with "yes" when they ask you for a service or favor

2.2.12 Offer your time generously

Many people will evaluate you on the basis of your respect for time. This is certainly not a perfect measure, but it certainly says a lot. Also avoid being late for a few minutes here and there to avoid being evaluated irrevocably. Every day, arrive 5-10 minutes before. Avoid counting your hours at the end of the day (without making systematic additional hours)



2.2.13 Listen carefully to what people tell you

There are two groups of people:

- those who have nothing to say. They generally talk a lot;
- those who have something to say. They speak less and rarely repeat the same thing twice. They like to be heard and understood the first time. They can be very helpful.

In order to follow and learn from them, there are two techniques:

- Ask the people around you about who to listen to in the organization;
- Then, when you are in his or her presence, L.I.S.T.EN. to her or L.I.S.T.E.N. to him or her.

2.2.14 Give feedback

Give feedback in return to people or friends that you have helped or advised. Don't forget to do this verbally or in writing. Do this continually and not only when you have to. The effect would be less important and you would risk forgetting to do it.

2.2.15 Structure your work

Have a daily planner on which you write your objectives, daily plans, your priorities, and attach post-it notes on which you write your to-do list. During the day, write down how much time it took for each task, ideally in increments of 15 minutes or for each hour, as lawyers do. At the end of the day, add up the times. Compare them with what you anticipated. Make corrective decisions based on them.

2.2.16 Take notes continually and write your report as early as possible

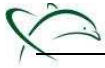
Take notes every day, write down again and always write. Enter all information into your computer. You will organize it later. Taking notes continually for two reasons:

- the tendency to forget is always strong when you enter into a new environment;
- the writing of your final report for your internship/project/assignment will be easier and more natural.

2.2.17 Analyze your gaps in relation to your work plan

As you continue, make it a point every day (or at least once a week) to analyze the gaps in relation to your plans.

If the difference is too great, don't hesitate to meet with your "contact person" to ask him to help you. In the worst case scenario, start over and redefine your objectives. It is good to confirm this in writing.



2.3 At the end of the internship/project

2.3.1 Leave an excellent impression of yourself

Make sure to leave behind an excellent impression. If your paths crossed once, it is highly likely that they will cross again.

Don't leave any open or pending file. Be sure to respond to all questions that have been asked of you and that have served you well in all the tasks that you have been given.

Make sure your desk is empty and clean and that your walls don't have any of your documents, photos, or graphics.

2.3.2 Thank everyone that you have met

Ask to see every person that you have met and who have helped you during the course of your internship/project/assignment.

For each one, write a small note with a personal touch. If they are absent or very busy, write them a small card that you will leave at the corner of their desk.

2.3.3 Present the draft of your report to whomever it concerns

If you prepare a report or a dossier on the internship/project/assignment that you have been given, be very careful with your tone and your remarks.

Meet with your "contact person" while following a planned agenda:

- to obtain his or her approval on the structure of your report, your confidentiality agreement, and the content of your recommendations;
- to continually review the drafting of your final document.

Be careful to not publish the final version of your dossier/report until after it has been approved by everyone involved.

3 AFTER THE INTERNSHIP/PROJECT

3.1 Thank in writing everyone who has helped you

As soon as your assignment is completed, thank in writing different people who have helped you during your time.

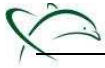
Do this preferably in writing (on paper rather than email), rather than by phone. You will leave a remarkable legacy.

Several formats are possible. You can use a small greeting card or an A4 sheet. Make sure your letter is something other than a polite form of address. Include one or two notes that specify how the recipient helped you. Make it "content" over "substance." You can address the letters to their workplace or their home.

3.2 Turn in your report on time to your school, institute, or university

Your internship/project requires very hard and intense work. Don't devalue it by neglecting your exit.

Take precautions (send by "certified mail", doubling the usual time) so that your report reaches its recipients in time.



3.3 Invite key people to the oral defense of your report

If you make a formal presentation of your report, invite your contact person and the people who have contributed to your work. Do this in a typed letter, email, or even a handwritten note.

3.4 Keep your promises

If you are assigned to provide a service, keep your word. Don't only respect your commitments but also maintain your image.

3.5 Make inventory of everything that you have learned

Every evening or each week you have documented in your planner or your logbook everything that you have learned.

Now make a summary. Based on your notes, go back and list the 2 or 3 things that you have learned from your experience.

You can include them in your report or cite them if your report is the subject of an oral defence before a jury.

You can also communicate them to your contact person in recognition of what he or she has done for you.

3.6 Stay in touch with your contacts

Later, be sure to stay in touch with people with whom you have established links. Contact them from time to time. Send them a photocopy of an article that might interest them. Write them on your greeting card list. Find the time to visit them or have a meal with them. This plays into the management of your career and upkeep of your "visibility."



Progress Report

To	<i>Alain BRAT</i>	Week of <i>Monday March 12 20XX</i>
From	<i>Françoise DUBARTE N :6</i>	

1	Ongoing tasks/assignments	Date of the request	Importan ce 1=Low 4=High	% Complete	Complete d on	Comments/Notes
1.01	Aaaaaaaaa aaaaaaaaaaaaaa aaaaaaaaaaaaaa aaaaaaaa a	XX.YY.20XX	4	100%	XX.YY.20X X	
1.02	Bbbbbbbbbb bbbbbbbbbbbbbb bbbbbbbbbbbbbb b	XX.YY.20XX	2	20%	XX.YY.20X X	rrrrrrrrrrrrrr rrrrrrrrrrrrrr
1.03	Cccccccccccccccccc ccc cccccccc	XX.YY.20XX	1	50%	XX.YY.20X X	
1.04	Dddddddd ddddddd dd dd d dddddddddd	XX.YY.20XX	3	100%	XX.YY.20X X	Ssssssss ssssssssss
1.05	Ffff fffff ff fffff ffffffff ffffffff f fff	XX.YY.20XX	1	80%	XX.YY.20X X	
1.06	Gggg gggggggggggggg ggggggg gggggggggggg	XX.YY.20XX	3	0%	XX.YY.20X X	Tttttt tttttttt ttttttt
1.07	Hhhhhhhhhhhhhh hhhhhhh hhhhhhh hh	XX.YY.20XX	1	100%	XX.YY.20X X	Uuuuuuu uuuuuuu
1.08						
1.09						
1.10						
2	Ideas/Suggestions/Proposals/Other					
2.01	Xxxxxxxxxxxx xxxxxxxxxxxx xxxxxxxxxxx xxxxxxxx	XX.YY.20XX				Ggggggggggggggggggg ggg
2.02	Yyyyyyyyyyyy yyyyyy yyyyyyyyyyyyyyy yyyyy	XX.YY.20XX				
2.03	Zzzzzzzzzzzzzz zzzzzzzzzz zzzzzzzzz zz	XX.YY.20XX				Hhhhhhh hhhhhhh hhhh
2.04						
2.05						

Excerpt from "Everything to know about the future role." By D. Porot, edited by the Porot Group. Contact: daniel@porot.com.