

What makes an outstanding intern? What behaviors do they display that are different from less effective interns? How do successful interns perform assigned tasks differently from others?

Category	Comments
Communication Skills	<p>Written</p> <ul style="list-style-type: none"> • Great writing skills. • Distinguishing characteristics include writing ability, communication skills • writing ability • Outstanding written communication skills. • Verbal and written communication skills, the ability to translate complex statistical results into layman’s terms • Good verbal and written communication skills • Write clearly and succinctly. • strong oral and written communication skills • good communicators (written and spoken) • excellent writing skills, • good writing skills, good oral presentation skills <p>Verbal</p> <ul style="list-style-type: none"> • Good presentation skills. • Verbal and written communication skills, the ability to translate complex statistical results into layman’s terms • Communication skills • Good verbal and written communication skills • strong oral and written communication skills • strong communications • good communicators (written and spoken) • Outstanding interns also possess good communication skills • excellent writing skills, • excellent communication • good writing skills, good oral presentation skills <p>Communicate Complex Information</p> <ul style="list-style-type: none"> • ability to communicate complex information to a lay (business audience); • Learns to talk everyday English again • They are able to present technical information in a way that makes sense even to those with no technical background • Verbal and written communication skills, the ability to translate complex statistical results into layman’s terms • Ability to communicate and actively engage with management and leadership without sounding academic or overly formal • Ability to take a raw dataset, analyze it, identify unique data-based insights that will impact the HR/OMD policy or agenda and communicate these to their supervisors in a polished presentation format
Positive Attitude	<p>Willing to Take on Work</p> <ul style="list-style-type: none"> • Accept all kinds of assignments, , desire to get involved in any type of engagement

	<ul style="list-style-type: none"> • Eager to do the job... Willing to figure out what needs to be done... • Willingness to roll up his/her sleeves and get involved • willing to get involved in a number of projects • willing to take on new and difficult assignments • Willing to take on challenging tasks and boring tasks - we don't promise glamour in our own jobs, much less in the job of an intern. We do our best to give them a good experience, but even we have to check data sometimes. • They don't mind doing whatever needs to get the job done. They meet deadlines and take responsibility/ownership for their projects. • willingness to put in extra effort on a consistent basis <p>Perseverance</p> <ul style="list-style-type: none"> • Perseverance • persistence is crucial. • Reporting solutions rather than problems <p>Enthusiasm</p> <ul style="list-style-type: none"> • Enthusiasm and interest. • Good attitude and hard work. • sense of humor
Specific Interest in Area	<ul style="list-style-type: none"> • Outstanding interns have had a clear focus on particular study addressing topic of interest within our overall research program: scope, hypothesis, technical approach including data collection and analyses planned • Strong interest in the work tasks/domain • Interest in the art and practice of I/O psychology • Interest expressed frequently • Successful interns understand the value of applied experience and how it enriches the academic experience. For example, taking a true interest in the operation and success of the business, as opposed to, "this is just some requirement I have to fulfill." • Interest in the type of work we do • An intern's practical knowledge and interest in business is critical. • enthusiasm for the research
Autonomy	<ul style="list-style-type: none"> • Able to complete projects with minimal direction and have better idea of when to ask questions. • Distinguishing characteristics include being proactive • Initiative to get things done without a great deal of one-on-one supervision • They do their work with little supervision (and they do it right - I don't have to check to make sure the SPSS dataset was "cleaned" or that the syntax was right or that the report includes the right facts, etc.) • Less successful interns need close supervision (constant feedback, clear directions on how to do things, review of their work for errors, etc.) • Requiring minimal supervision with trivial stuff • Able to work autonomously

	<ul style="list-style-type: none">• Able to work autonomously, but to check in at appropriate times to make sure they're on track -- be proactive in ensuring they get the time they need from their supervisor and others in the firm without being too needy and high-maintenance. Good clarification of expectations and follow-through.• They seek assistance when needed and keep their project managers informed of progress on critical deliverables.• Self-monitor his or her work to ensure issues are identified for discussion that impact on the quality of the eventual deliverables to a client.• bring initiative and new ideas to project• work require minimal direction on tasks required to complete the job - given a direction, develop and execute plan to accomplish• Initiative• able to work independently• Self-motivation• Ability to add value beyond what is asked.• Resourceful. Think about the big picture rather than being guided step by step.• Proactive behaviors such as proposing ways to improve business processes.• Initiative• Initiative - when they are given a task, they go to it and ask questions when they need help; they don't wait for their manager to come to them to see if they need questions• Take initiative to figure things out on their own or suggest alternative approaches• able to solve problems on their own• self-motivated and display initiative• self-starters• not attention-seeking• good judge of when to take initiative and when to support other's initiatives; independent worker that demands advice and supervision immediately as needed• independent but willing to ask for help• Demonstrates initiative, is proactive Tries to work out solutions on his/her own first before going to senior staff for solutions.• take initiative• Take initiative• Outstanding interns tend to perform relatively independently following direction from project leads.• taking initiative to do more work when assigned tasks are completed• In a consulting firm, requires being self-directed, actively seeking out work assignments and feedback• Ability to deliver high quality content and products in a timely manner with a minimum of direction• ensures their own understanding of the required task and checks that understanding as the task nears completion• performs assigned duties independently• checks own work thoroughly to ensure accuracy
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	<ul style="list-style-type: none"> • They are self-starters. • Initiative
<p>Interpersonal Skills / Team work</p>	<ul style="list-style-type: none"> • Ability to interact well with management. • Ability to work independently while keeping others informed of progress. • ability to influence others • team player • values other employees for what they know and can do, rather than for their highest level of educational attainment • Having the social skills to handle interactions with clients. • An outstanding intern has both the technical and interpersonal skills to get things done in a large organization. We see quite a few interns who have one or the other, but not both. • They can interact well with everyone from senior leaders to plant technicians • (Less successful interns) have difficulties interacting with a diverse workforce • Interpersonal skills • Display professionalism and interpersonal perceptiveness in most internal/external contacts. • Empathetic • They have good interpersonal skills, actively participate in team meetings • Have excellent social skills, are easy to work with through long hours and difficult clients. • Interpersonal skills are the biggest differentiator. Most of our interns have been technically competent, but some lack basic social skills needed to be successful in team oriented environments. • Respectful of other's contributions; • Strong interpersonal skills,. • Good interpersonal skills. • Willing to contribute as a full member of the team • Good team player • An outstanding intern has excellent interpersonal • Strong interpersonal skills • Interpersonal skills • Ability to get along with others
<p>Technical I/O Knowledge</p>	<p>Advanced Statistical</p> <ul style="list-style-type: none"> • Knowledge of advanced statistical analyses and ability to apply that knowledge to analyze data or create models. • Capability of dealing with sophisticated analyses and databases • Beyond exceptional statistical abilities • Research interest Technical background, Statistics knowledge • good basic data manipulation and analytic skills • Are careful to review basics (frequency distributions, sample sizes, data edits) before leaping into more interesting statistical analyses. • understanding of job analysis, and. Basic understanding of

	<p>statistics is essential.</p> <ul style="list-style-type: none"> • Ability to take a raw dataset, analyze it, identify unique data-based insights that will impact the HR/OMD policy or agenda and communicate these to their supervisors in a polished presentation format • advanced quantitative skills <p>Research Methods</p> <ul style="list-style-type: none"> • strong knowledge of research methods • Research interest Technical background, Statistics knowledge • Excellent research skills, applied experience in key areas of I/O psychology • On the other hand we always need solid research skills as they are often conducting lit reviews, etc. <p>Core I/O</p> <ul style="list-style-type: none"> • An outstanding intern has both the technical and interpersonal skills to get things done in a large organization. We see quite a few interns who have one or the other, but not both. • (Less successful interns) lack technical skills or knowledge • An effective intern has mastery over the "book" knowledge of I/O psychology. • Excellent research skills, applied experience in key areas of I/O psychology • Current knowledge of I/O research and methodologies. • technical skills <p>Miscellaneous</p> <ol style="list-style-type: none"> 1. Successful interns take advantage of our willingness to pay for conferences to present their work and to publish through our technical reports as early steps to peer-review publication.
<p>Work Ethic</p>	<p>Conscientious</p> <ul style="list-style-type: none"> • Conscientious, Agreeable • Is motivated and conscientious about completing assignments • Responsible • Displays high levels of conscientiousness, attention to detail, and willingness to go beyond stated expectations • Responsibility, ethical • Are careful to review basics (frequency distributions, sample sizes, data edits) before leaping into more interesting statistical analyses. • They seek out work during slack times, are willing to put in extra hours when necessary to meet deadlines • Conscientious • Reliability and dependability • Conscientiousness • He or she is responsible and dependable • dependability and commitment to quality work • Hard work, conscientiousness

	<p>Dedicated</p> <ul style="list-style-type: none"> • Strong dedication and commitment to work. Work beyond the expected quality. Unusual attention to detail. <p>Results Oriented</p> <ul style="list-style-type: none"> • focuses on the outcome and not the process • Is motivated • (Less successful interns) take much longer to complete things (either because they don't prioritize or multi-task well, or because they don't know how to do it, or because they check things over and over) • Highly motivated and curious. Pride in doing a good job. • Is motivated and conscientious about completing assignments • gets the work done quickly and well enough to meet client and practice expectations • Complete assignments on time • Hard work and curiosity • Bias for action • timely & quality completion of work • Willing to put forth the effort to get the job done • giving each assignment 110%, meeting deadlines, • Ineffective interns can't manage their time effectively, just do their tasks and go home at the end of the day without looking to see how they can get more involved. • Ability to deliver high quality content and products in a timely manner with a minimum of direction <p>Work Ethic</p> <ul style="list-style-type: none"> • strong work ethic - "hungry" • Work ethic is extremely important. • Strong work ethic
Continuous Learning	<p>Quick Learner</p> <ul style="list-style-type: none"> • Ability to learn • Ability to quickly grasp complex problems <p>Ask Questions</p> <ul style="list-style-type: none"> • They ask questions and check for understanding • Ask questions when they don't understand something • and seek out information on their own or ask questions when they do not understand an assignment • Hard work and curiosity • willing to ask for help and/or clarification when needed • They ask for help when they need it and are willing to speak up at meetings <p>Willing to Learn</p> <ul style="list-style-type: none"> • Is eager to learn how I-O psychology is applied in the workplace • Willingness and ability to learn. Successful interns dedicate themselves to personal and professional development. Speed of learning new responsibilities

	<ul style="list-style-type: none"> • Display a willingness to develop their skills. Take on projects that may stretch their skill sets as well as their own training. • ability to learn quickly • Show continuous performance improvement throughout internship, as this is a developmental experience; s/he does not "plateau." • Successful interns are eager to learn and willing to try new experiences, and ask for diverse assignments. • Willingness to learn and try areas that are new. • Motivated to learn • willingness to learn new things <p>Understand He/She Doesn't Know it All</p> <ul style="list-style-type: none"> • Quickly realizes that his/her "applied" education is just beginning • Those interns who perform more poorly generally try to prove how much they know and, as a result, make significantly more errors. <p>Able to Accept Feedback</p> <ul style="list-style-type: none"> • Ability to take constructive criticism • open to feedback and self-development • They are open to feedback and coaching, learn from their mistakes, and seek guidance from the internal consultants they support. • Willingness to take direction from the principal investigator. • Take feedback well, are not defensive. • responsive to feedback (take corrective action)actively seek out feedback • Willing to learn and accept feedback
<p>Business Savvy / Apply Knowledge in Business World</p>	<p>Understands Constraints of Business World</p> <ul style="list-style-type: none"> • Quickly accepts the fact that frequency distributions, means, and standard deviations encompass 95% of the statistics needed in business/HR • understands that businesses do not conduct basic research and that managers have no interest in hearing about basic research • Does not become disillusioned upon realizing the gap between I-O psychology as taught in universities and as applied in the workplace • willingness to understand and incorporate the very applied constraints on our research <p>Practical Application of I/O</p> <ul style="list-style-type: none"> • Ability to stretch beyond the book knowledge to practical application • Able to take coursework and apply it to actual organizational problems. • An effective intern has mastery over the "book" knowledge of I/O psychology. They are able to make connections on how to apply that knowledge.

	<ul style="list-style-type: none"> • The ability to effectively apply what is learned in the classroom to the workplace. • translate theory into practical applications. • Ability to APPLY book knowledge to real world situations and not just recite textbook answers to problems • applying what is learned in class to on the job tasks <p>Business Interest/Knowledge</p> <ul style="list-style-type: none"> • Interest in business • able to generate business for the firm (by leveraging the firm's sales processes and from own sources) • Successful interns take the time to learn about the company, not just the tasks at hand. • They recognize that their internship is more about building their professional skills than gaining content knowledge. • understanding of business concepts, commitment to business values <p>Business Savvy</p> <ul style="list-style-type: none"> • An effective intern has some sense of how a corporation operates and organization hierarchies and protocol. In other words, he/she doesn't embarrass themselves or their department through either arrogance or ignorance. • Able to relate to business people without coming across as too academic. • ability to converse in business language/non-I/O jargon • organizational savvy • Ability to understand and navigate political and social situations • Ability to communicate and actively engage with management and leadership without sounding academic or overly formal
Flexibility	<ul style="list-style-type: none"> • Ability to flex • Flexibility in dealing with both complex computer-based tasks as well as having the social skills to handle interactions with clients. • Flexibility • flexible to do many things in our small general practice, gains quick comfort and facility with our client service tools and processes, sense of humor, comfort working in the owners house around family members (home-based office), willing to first learn how we do things and then contribute to improving these things after a few months (not trying to reinvent our wheel too quickly or not at all) • Willing to live with ambiguity - sometimes work is done and then no one cares to see it; sometimes we don't have all the answers or know the 'why' behind what we have been asked to do; sometimes the environment or work changes very quickly and means a complete shift in work and priorities • open-minded • Adaptable • Flexibility in thinking • flexibility

<p>Quality</p>	<p>Quality / Error Free</p> <ul style="list-style-type: none"> • high quality work • They do their work with little supervision (and they do it right - I don't have to check to make sure the SPSS dataset was "cleaned" or that the syntax was right or that the report includes the right facts, etc.) • (Less successful interns) don't turn out the same quality of work. • Produces great deliverables. Identifying problems no one else notices. • timely & quality completion of work • delivering quality work • Ability to deliver high quality content and products in a timely manner with a minimum of direction • They do high quality work that rarely needs to be redone. • Check their work rather than leaving me to do that. • committed to quality products/reports <p>Attention to Detail</p> <ul style="list-style-type: none"> • attention to detail • attention to detail • attention to detail • high detail orientation • Demonstrate high level of attention to detail and pride in their work. • Has great attention to detail
<p>Organized</p>	<ul style="list-style-type: none"> • Good interns have great project management skills, they juggle multiple tasks and priorities • task management • manage a project successfully to completion • Successful interns are also timely and organized. • good management skills • Organized in their tasks • project management skills - He or she is always keeping a project moving while at the same time keeping people informed about it. • multi-tasking
<p>Problem solving / Creativity</p>	<ul style="list-style-type: none"> • The key differentiator is whether the intern can think through a task to understand fairly completely what is expected, and then self-monitor his or her work to ensure issues are identified for discussion that impact on the quality of the eventual deliverables to a client. • Excellent analytic skills. • Demonstrate relatively high levels of analytical/problem-solving ability • creativity, critical thinking ability • Ability to thinking outside of the box and go above and beyond the call of duty are the qualities that make an outstanding intern. • logical thinking skills • Good critical thinking skills

	<ul style="list-style-type: none"> • strong analytical skills • displays creativity in approaching tasks and work • creativity
Professionalism	<ul style="list-style-type: none"> • Display professionalism and interpersonal perceptiveness in most internal/external contacts. • Maturity, professionalism, punctuality • Have neat, clean appropriate dress when meeting with clients. • Professional
Experienced	<ul style="list-style-type: none"> • Diverse set of international work and school related experiences • Because we provide external consulting I find it helpful to have interns who have had some "real world" work experience prior to grad school. Judgment and approach tend to be better.
Intelligent	<ul style="list-style-type: none"> • Intelligent • Emotional intelligence • Smart
Generate Ideas	<ul style="list-style-type: none"> • Truly outstanding interns bring new ideas, current knowledge of the literature and their own relevant research, and creativity to bear on assignments. • offer suggestions for improving current processes • Process improvement
Keep Others Informed (Rolled into Interpersonal / Teamwork for report)	<ul style="list-style-type: none"> • Alert me to problems, inconsistencies, or complications that may compromise a project or a deadline. Keep good records of time and expenses. Can always be reached during business hours except by prior arrangement. • regularly offers clear, specific communication about progress of work.
Computer skills	<ul style="list-style-type: none"> • IT skills (analytical, Excel, Powerpoint)
Miscellaneous	<ul style="list-style-type: none"> • Can't tell difference between them and any other employee
Customer Focus	<ul style="list-style-type: none"> • Offer suggestions to meet customer needs. Customer focus