

Enable Students to Experience Inspiring Leadership

No matter why you're creating a program, you cannot underestimate the significant impact and pivotal role that your people managers will have on the overall experience. Work with your people managers to create an environment which offers inspiring leadership and you'll have the makings of a great experience.

Organizational culture is important to all employees, but it's especially important to early in career individuals like interns, students and recent graduates.

This generation flourishes in a dynamic environment with a clear purpose, which is diverse and inclusive, and fosters innovation.

Work with people managers to ensure they are confident articulating the organization's purpose and how it connects to the internship experience. They can also reinforce how day to day work aligns with the success of the team, providing much needed context of how the work interns are doing is having a positive impact.

Organizational culture is about how people behave and how work gets done. What are the behavioral norms and expectations? Depending on your current state, you may need to do some work to make your organizational culture more welcoming to young people. Recognize that although culture is not easy to change, you can have a large impact by working directly with people managers of your interns to focus on creating inclusive teams with shared purpose that welcome new ideas.

Support your interns in understanding and navigating the culture in your organization through orientation, coaching and mentorship.

Consider capitalizing on your internship, and the energy and innovation of young people, to drive broader change by encouraging the best facets of the company culture, bringing out the best in leaders and teams.

There is no shortage of information on how the newest entrants to the workforce grew up in a time of disruption and change, and how they are early adopters who thrive in social collaboration. Encourage and reward innovation including suggestions for better, smarter ways of working and offer opportunities to develop solutions. Acknowledge and support behaviours that demonstrate truly 'living the culture.'

Some helpful questions:

- What aspects of the company culture are critical for interns to understand?
- How can people managers continue to evolve their style and support understanding of the "way we work" as part of the interns' onboarding and work day to day in the team?



Excerpt from the [RBC Launching Careers Playbook – A Guide to Creating Internships](#). To download the full guide, please visit the [I Create Internship](#) module on www.rbc.com/launchingcareers.