

*Intentionality is a key aspect of what makes our graduates successful Kellogg leaders. Help us understand your journey by articulating your **motivations** for pursuing an MBA, the **specific goals** you aim to achieve, and why you believe **now** is the right moment. Moreover, share **why you feel Kellogg is best suited to serve as a catalyst for your career aspirations** and **what you will contribute** to our community of lifelong learners during your time here? (450 words)*

When I was 18, I sat in the lobby of a psychiatry clinic. I watched as firefighters entered the building and escorted my dad to be involuntarily committed to a psychiatric institution. Healthcare professionals said that commitment was our only option. Many years earlier, my dad suffered a series of mini-strokes that damaged critical areas of his brain, leaving him with a severe personality disorder. I felt helpless to fix my dad's situation. Having witnessed the pain my family endured due to my father's condition, I feel deeply that no one should ever have to experience such hardship. I am determined to develop groundbreaking medical technologies to alleviate the suffering of those affected by neurological conditions and deliver those technologies at scale.

Before joining Dexcom, I struggled to see how a computer scientist could improve people's health. However, I learned to use my skills to improve the health of people with diabetes. I built a platform to increase company engagement with millions of users worldwide, bringing more people to our life-saving therapies. For a time, I led my team of developers to realize my product manager's vision. I've gained enough technical and industry experience that I now feel ready to transition into product management, where I will leverage my technical abilities to amplify my impact on those affected by neurological disorders. Product management will prepare me to start a neurological technology venture.

At Kellogg, the Healthcare at Kellogg pathway will help me succeed as a product manager at a company such as Johnson & Johnson or Pfizer. The Healthcare Entrepreneurship track will equip me with the tools to start my medical technology company. The experiential offerings within these paths are the most compelling to me. In NUvention: Medical Innovation, I will help my teammates develop prototypes. In return, I will grow my expertise beyond product development and gain experience presenting ideas to real healthcare executives. In the Medical Technology Financing and Commercialization course, I will work with a real healthcare company, which will help me network into a position post-MBA.

Drawing from my experience at Dexcom conducting interviews to vet software engineer candidates, I can help my Entrepreneurship & Venture Capital Club classmates source the "builders" for their ideas. In the Healthcare Club, I want to lead a workshop on hiring practices for software engineers.

At Dexcom, I spent about half of each software release cycle doing documentation and regulatory work. I decided to automate much of our regulatory documentation creation so that we could spend more time creating value. In the Healthcare Club, I can teach my classmates how to maintain agile development while conforming to regulatory processes.

Kellogg leaders are primed to tackle challenges everywhere, from the boardroom to their neighborhoods. Describe a specific professional experience where you had to make a difficult decision. Reflecting on this experience, identify the values that guided your decision-making process and how it impacted your leadership style.
(450 words)

At Dexcom, my supervisor solicited designs to make our platform compliant with various global data regulations. I proposed one design, and a senior engineer suggested one that I thought missed the mark in several critical technical areas. Our team would feel the ramifications of whichever design was chosen for years to come. After a week of debate, my supervisor proceeded with my senior engineer's design.

Rather than become frustrated because my supervisor didn't pick my solution, I knew I had to fully support the idea because I would be the only one implementing it. I decided I valued being a team player and having good team dynamics more than being right technically. So, to fully support the team's chosen plan, I decided I needed more insight into the underlying reasoning behind my senior engineer's design. I met with him to dig deeper into his logic and discovered that he had considered a bigger picture than I did. My solution was flawed because it created a dependency on other teams, likely reducing team agility. With that understanding, I felt more empowered to develop his solution.

In this situation, I sought to understand my senior engineer's choices when they initially did not make sense to me. We developed a mutual understanding, and I built a stronger working relationship by probing deeper into his reasoning. I learned we could disagree on technical points and still function well as a team. I helped to create a team dynamic that welcomes technical opposition while not taking anything personally. Initially, I thought my supervisor gave my senior engineer's solution precedence because he was my senior. However, by increasing my understanding of my senior engineer's rationale, I learned to value his experience and not become disgruntled. I've decided to never get defensive about my ideas. Instead, I seek first to understand the perspectives of others so that we can more effectively arrive at workable solutions.

Ironically, several months later, after I finished implementing the chosen solution, we gained new data that led my supervisor to decide to undo my work and implement my original idea. However, because I had previously helped foster an attitude of unity in my team, the team had no contention about making the reversal. We all understood that it's not engineers against each other; it's engineers against the problem. Technical implementations are more easily changed than team culture. As a leader, I will work to develop cultures of mutual respect and open collaboration so that the organizations I lead will be more unified and productive.