## **Business-Minded**: Please reflect on how your experiences have influenced your career choices and aspirations and the impact you strive to make on the businesses, organizations, and communities you plan to serve. (up to 300 words)

## When I was 18, I watched as firefighters escorted my dad out of a psychiatry clinic to be involuntarily committed to a facility. Years earlier, my dad had suffered a series of mini-strokes that damaged vital brain areas, leaving him with a severe personality disorder. Healthcare professionals said that commitment was our only option. I felt helpless to fix my dad's situation, and I don't want other people to suffer similarly. I've seen how adverse health conditions can tear families apart and leave lasting scars. I want to develop treatment options to alleviate the suffering caused by health problems and give people hope.

## My long-term goal is to start a venture that delivers a novel medical therapy at scale. Out of undergrad, I took an engineering job at a government contractor company and completed a master's degree in computer science. However, I soon felt unfulfilled because I wasn't positively impacting people's health or progressing toward my long-term goal, so I joined Dexcom, trading better pay and benefits for a chance to learn about the MedTech industry's impact on health, which I can apply to my future venture.

## Then, I decided I needed experience leading people, so I asked my manager for opportunities to lead. When my team lead moved to a different project, I assumed his responsibilities: designing software architecture, production support, task delegation, supporting team software development, and coding. My team was too understaffed to deliver features on time. However, by learning to focus my effort on the most critical responsibilities, I was able to maximize my effectiveness and align my development team with product management.

## I aim to learn product innovation and gain industry experience beyond engineering. Harvard will provide the management skills and network I need to become a MedTech product manager and eventually launch my venture.

## **Leadership-Focused**: What experiences have shaped who you are, how you invest in others, and what kind of leader you want to become? (up to 250 words)

## When I started my first job, my manager gave me a toy project to work on while waiting for my government clearance approval, and I didn’t hear back for two months. His lack of leadership taught me to engage with my team actively. Years later, one of my team members burned out from working and pursuing his degree full-time. Having recently done the same with my master’s degree, I coached him on navigating his burnout and persuaded him to make behavioral changes. I will use personal experience to enhance my persuasive leadership.

## At Dexcom, I was frustrated with the time my team spent fighting our programming language. I researched alternatives and developed a proof-of-concept to convince leadership to let us use a new language. I then implemented a strategy to onboard my team to the new language while reducing development friction. I will be a leader who challenges the status quo.

## As a missionary, I met Jake, a peer struggling in many personal areas. I taught Jake regularly, and he soon began making positive changes. I integrated Jake with our congregation and introduced him to Mark Beck, an HBS grad class of 1996. Mark took Jake under his wing in a way I’d never seen. Jake had nothing to offer Mark professionally, economically, or otherwise. Mark’s influence is the principal factor in why Jake turned his life around and is now happily married with two children. Like Mark, I want my leadership influence to extend beyond the world of business.

## **Growth-Oriented**: Curiosity can be seen in many ways. Please share an example of how you have demonstrated curiosity and how that has influenced your growth. (up to 250 words)

At Dexcom, my team lead solicited designs to make our platform compliant with various global data regulations. I proposed one design, and a senior engineer suggested one that missed the mark in several critical technical areas. My solution took fewer development resources, was more efficient, had lower maintenance costs, and provided stronger guarantees than the other design. However, my team lead proceeded with my senior engineer's design.

I'm sure this more senior engineer saw the benefits of my solution. Why did he arrive at a solution contradictory to mine? I met with him to dig deeper into his logic and discovered that he had considered a bigger picture than I did. My solution had one critical flaw that his solution did not: my solution 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 did not make sense to me initially. We developed a mutual understanding, and I built a stronger working relationship by probing deeper into his reasoning. Initially, I thought my team lead gave his solution precedence because he was my senior, but by increasing my understanding, 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.