### *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)

### At 18, I sat in the lobby of a psychiatry clinic and 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. 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 feel ready to use the Kellogg MBA to transition into product management in healthcare. As a product manager, 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. In NUVention: Medical Innovation, I will help my teammates develop medical technology prototypes. In return, I will grow my expertise beyond product development and gain experience presenting ideas to real healthcare executives. In Medical Technology Financing and Commercialization, 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 process so 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.

### I look forward to joining the Kellogg MBA community and advancing my healthcare impact as a product manager.

### *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. Now, I consciously try to avoid becoming defensive of 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.