## How do you plan to use the Wharton MBA program to help you achieve your future professional goals? You might consider your past experience, short and long-term goals, and resources available at Wharton. (500 words)

### Pre-writing

When I was 18, I sat in the lobby of a psychiatry clinic. I watched as the local fire department entered the building, walked through the lobby to one of the back rooms, and escorted my dad out of the building to involuntarily commit him to a psychiatric facility for in-patient care.  
  
The experience with my dad made me want to eventually start a business to improve people's health -- to reduce suffering, etc.  
  
Post-mba, I want to go into product management and stay in the healthcare/medtech industry. Two potential employers would be Pfizer or Redesign Health.  
  
Key ingredients:  
  1. Taking risk by leaving Rincon and joining Dexcom  
  2. Getting CEP to market (view of product lifecycle)  
  3. Taking lead of CEP  
  4. Starting to write CEP in GoLang  
  
Majors:

* **Health Care Management**
  + Management and Strategy in Medical Devices and Technology
    - "software as a medical device" - perfect fit for my computer science background and trajectory
  + Health Care Entrepreneurship
    - how to conceptualize a health care entrepreneurial venture
* **Entrepreneurship and Innovation**
  + Product Management
    - Agile development processes (in regulated industry)

Global experience:

* San Fransisco campus second fall semester
  + Focus on tech and entrepreneurship
  + curriculum
    - scaling operations
    - influence

Leadership experience:

* Venture lab - join as an "explorer"
  + Get exposure and experience in the world of entrepreneurship in a way I couldn't on my own or without B-school
  + Venture Capital and the Finance of Innovation
    - How to finance R&D-intensive innovation in the health care industry
  + Influence course
    - Building, protecting and using influence is critical for achieving your goals. This requires good personal decision making as well as understanding others' decision-making, proficiency at the negotiation table as well as with the tacit negotiations before and after sitting at the table. In this course, we focus on building your facility with a wide range of influence tools to help with these efforts. Topics include power and status, informal networks, coalitions and persuasion.
  + Negotiations
    - This course will integrate theory and practice to improve your conceptual understanding of negotiation processes and refine your practical negotiation and conflict resolution skills. It will help you become a better negotiator as well as a more intelligent negotiation analyst and strategist. We will spend a significant amount of class time engaged in negotiation simulations and exercises. We will combine this learning with readings, lectures, discussions and extensive individual and small group review sessions. I encourage you to approach this course with an open mind and a willingness to experiment! More specifically, the objectives of the course are: 1. To enhance your awareness of negotiation theory and behavior; 2. To increase your ability to analyze negotiation processes, professionally and personally; 3. To build your confidence and competence through the regular practice of negotiation; 4. To help you identify different types of negotiations and gain a strong understanding of the benefits, disadvantages and appropriateness of each in different settings; and 5. To provide you with tools for continued growth and development as a negotiator.

Clubs:

* Digital health club

### First draft

When I was 18, I sat in the lobby of a psychiatry clinic and watched as the local fire department entered the building and escorted my dad out of the building to be involuntarily committed to a psychiatric facility. Many years earlier, my dad had suffered a series of mini strokes that had damaged several key parts of his brain and left him with a severe personality disorder. My experiences with my dad instilled into me the desire to alleviate in others the suffering that my family had to endure. I often wonder what new medical therapies will be discovered that could have helped my dad and his condition.   
  
My experience with my dad helped me form my long-term goal of starting a venture that delivers a new medical therapy to patients to reduce their suffering. However, I don't have any previous experience in entrepreneurship and I don't have a network of like-minded, ambitious people who share my goal. While I have strong experience from a technical, engineering perspective, I need experience as an innovator in the entire product lifecycle and with all aspects of business before I feel that I would be ready to launch a venture. I will use the Wharton MBA to pivot from software engineering to product management in the healthcare/medtech industry, possibly at a company like Pfizer or Redesign Health, and build a network I can later use as a platform to launch a venture.  
  
While at Dexcom, I've had several valuable experiences that have prepared me to make the transition from software engineering into product management. First, I took a backlogged project from concept to MVP and delivered tangible business value. From this, I gained valuable insight into the product lifecycle from the perspective of an engineer. Second, as my software platform gained momentum, I sought the opportunity to lead the project for the period of a few months. While leading the project, I worked closely with my product manager and persuaded him to grant the development team an additional release cycle so that I could address some critical architecture stability changes. My work during this time enabled my team to develop features at an accelerated rate. Third, I wasn't happy with the programming language that my platform was written in, so I developed some software prototypes and presented them to my leadership, who granted me the "ok" to begin developing in that language. I next had to strategize on how I would get the rest of the team onboarded to this language and developing at an accelerated rate while not disrupting existing code. After developing a strategy, I worked with my team to implement it and we were successful. I know how to be an innovator for engineers, but I do not yet know how to be an innovator for products--much less conceptualizing disruptive innovation. For this, the Wharton MBA and the product management role will be invaluable.  
  
At Wharton, I plan to major in Health Care Management, an offering that fits my goals in a way that's unique among business schools. In Management and Strategy in Medical Devices and Technology, I will learn how to treat "software as a medical device", which will help me as I seek to apply my computer science/software engineering background to the medical field to develop new medical capabilities, both as a product manager (short-term) and entrepreneur (long-term). In Health Care Entrepreneurship, I will learn how to navigate barriers to entry as I start a venture in an industry where those barriers are high.  
  
I also plan to major in Entrepreneurship and Innovation. In the Product Management course, I will reinforce my understanding of agile development processes and find ways to be agile in the regulated healthcare industry. Start-ups in healthcare are often capital-intensive, and I will need to learn how to raise that capital. So, I will take Venture Capital and the Finance of Innovation.  
  
I will apply to the Fall semester at the San Francisco campus, where I will use the firsthand experience in the Bay Area to determine what makes innovative start-ups successful and apply those lessons when I eventually start my own business. I also plan to learn how to be a disruptive innovator as a product manager at an established firm in the healthcare industry, where regulations and bureaucracy often slow down innovation. In the San Francisco campus curriculum, I will take Venture Capital and the Finance of Innovation to learn how to raise capital for a likely capital-intensive healthcare therapy when I want to start my business. I don’t have any experience being a powerful negotiator, so the Negotiations course will give me understanding of negotiation theory and practical experience that will help me as I negotiate with healthcare providers, insurance companies, and vendors in the healthcare industry.

I plan to join Venture Labs as an “explorer”. Here is where I will build my network of entrepreneurial-minded individuals who aim to solve big problems and can’t do so without the resources of the Wharton MBA. I will gain a first-hand experience of what it takes to launch a venture in a way that I cannot do alone.

## Taking into consideration your background – personal, professional, and/or academic – how do you plan to make specific, meaningful contributions to the Wharton community? (400 words)

### Pre-writing

Experience with doing hiring/performing interviews for engineers at Dexcom

    -> helping startups/businesses find good engineering talent to get their ideas created -- entrepreneurship club, technology club?

Undergrad + Grad in CS + getting CEP from nothing to market

    -> helping members of the entrepreneurship club assess the feasibility of technical business ideas because I know what it takes to launch a software platform in the cloud

Streamlining CEP regulatory document creation

    -> how to operate software orgs in regulated industries -- healthcare club

TA experience in College

    -> helping peers by teaching them difficult technical concepts

Start the chess club

### First draft

At Dexcom, I helped conduct in interviews to hire software engineers—something unusual for an early-career software engineer. From this experience, I learned that how good a candidate looks on paper does not always translate to how well that candidate will operate as an employee. For a company to be competitive, it needs to acquire top engineering talent, especially at the start-up stage. Innovators have great ideas but can stumble getting the human capital needed to build their ideas. Since I know what it takes to filter and vet software engineer candidates to identify prime talent, I can help classmates in the Entrepreneurship Club source the “builders” for their ideas. In the Healthcare Club, I want to lead a workshop on hiring practices for software engineers.

I have deep technical understanding of software engineering, especially in the areas of cloud computing. I have both an undergrad and grad degree in Computer Science, and at Dexcom I successfully took a cloud platform idea from concept to production and ongoing support. I know what it takes to get a software idea from just an idea to a useable service, including the nuances of technical intricacies and cloud computing limitations. In the Entrepreneurship Club, I will help my clubmates assess the viability of their ideas and propose technical solutions they would not have known otherwise.

When I started working at Dexcom, the amount of work required to stay accountable to government regulations almost matched that of actual development work. In other words, I would have to spend about have of a software release cycle doing documentation and regulatory work. This burden slowed down the rate at which my team could develop and innovate: shorter iteration cycles lead to more rapid continuing innovation. I decided that I automate much of our regulatory documentation creation so that we could spend more time creating actual value rather than dealing with overhead. In the Healthcare Club, I can bring these lessons to my classmates by giving a presentation at a club event on agile development practices in the regulated healthcare industry.

Technical concepts can be especially difficult for students to learn and internalize, especially if they have no prior experience in the subject area of interest. During my undergrad program, I worked as a teaching assistant for the Computer Science department and helped hundreds of students—especially those who struggled—understand and apply difficult technical concepts. I will do the same with my classmates at Wharton.

Finally, I plan to start the MBA Chess Club at Wharton. I frankly can’t believe the Wharton MBA program has gone this long without having that club.

## How do you plan to use the Wharton MBA program to help you achieve your future professional goals? You might consider your past experience, short and long-term goals, and resources available at Wharton. (500 words)

### Second draft

When I was 18, I sat in the lobby of a psychiatry clinic and watched as the local fire department entered the building and escorted my dad out to be involuntarily committed to a psychiatric facility. Years earlier, my dad had suffered a series of mini-strokes that damaged key brain areas, leaving him with a severe personality disorder. My experiences with my dad gave me the drive to alleviate suffering caused by health conditions.

One day, I plan to start a venture that delivers a novel medical therapy. However, I have neither previous entrepreneurial experience nor a network of people who share my ambition. I plan to use my strong computer science background and the Wharton MBA to become an innovative product manager in the healthcare industry, possibly at a company like Pfizer or Redesign Health. Product management and the Wharton network will give me a platform to one day launch my own venture.  
  
While at Dexcom, several experiences that have prepared me for this transition. First, I took a message delivery platform from concept to MVP, delivering tangible business value. I know the product lifecycle from the perspective of an engineer. Second, I gained the opportunity to lead my development team for several months. During this time, I recognized that the current software architecture would restrict future development, so I persuaded my product manager to grant an additional maintenance release cycle by promising accelerated feature development. I know what it takes to get a development team working harmoniously with product management. Third, I persuaded my leadership to approve the use of a new programming language by developing a proof-of-concept. I then implemented a strategy to onboard the other engineers to the new language while reducing development friction. I know how to innovate engineering processes.  
  
At Wharton, I will major in Health Care Management and Entrepreneurship and Innovation. Management and Strategy in Medical Devices and Technology will teach me how to treat "software as a medical device” as I seek to apply my computer science background to develop new medical therapies. Health Care Entrepreneurship will prepare me to one day launch a venture in an industry with high barriers-to-entry. The Product Management course will show me how to innovate and be agile in a heavily regulated industry.  
  
I will apply to the Fall semester at the San Francisco campus, where I will use the immersive environment to learn how to be a disruptive innovator in a regulated industry and make connections that will help me transition into product management. In the San Francisco campus curriculum, The Finance of Innovation will teach me how to raise capital my future capital-intensive venture. The Negotiations course will prepare me to one day negotiate with healthcare providers and vendors in the healthcare industry.

I will join Venture Labs as an “explorer”, where I will build my network of entrepreneurial-minded individuals and gain a first-hand experience of what it takes to launch a venture in a way that I cannot do alone.

## Taking into consideration your background – personal, professional, and/or academic – how do you plan to make specific, meaningful contributions to the Wharton community? (400 words)

### First draft

At Dexcom, I asked to help conduct in interviews to hire software engineers. In my interviews, I learned how to discern top-talent and that resumes can be deceiving. Companies—especially start-ups—need to acquire top engineering talent to stay competitive, and innovators with great ideas can stumble finding good engineers to build their ideas. Since I know how to vet software engineer candidates to identify top talent, I can help classmates in the Entrepreneurship Club source the “builders” for their ideas. In the Healthcare Club, I want to lead a workshop on hiring practices for software engineers.

Given my undergrad and grad degrees in computer science and my professional experience as a cloud computing software, I know how to take software from idea to useable service while navigating technical intricacies and limitations of cloud computing. In the Entrepreneurship Club, I will help my clubmates assess the viability of their ideas, propose technical solutions, and help build prototypes.

When I started working at Dexcom, the workload requirement of regulatory accountability equaled that of actual development. In other words, I spent about half of a software release cycle doing documentation and regulatory work. This burden slowed down the rate at which my team could innovate, as shorter iteration cycles lead to more rapid innovation. I decided to automate much of our regulatory documentation creation so that we could spend more time creating actual value rather than dealing with overhead. In the Healthcare Club, I can bring these lessons to my classmates by giving a presentation at a club event on the importance of agile development while conforming to regulatory processes.

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## How do you plan to use the Wharton MBA program to help you achieve your future professional goals? You might consider your past experience, short and long-term goals, and resources available at Wharton. (500 words)

### Nicole Review

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