

Tuck students can articulate how the distinctive Tuck MBA will advance their aspirations. Why are you pursuing an MBA and why Tuck? \*

I'm on a hot pace to become one of the youngest store managers ever at Walmart – my boss wrote in my last evaluation that I should be ready in a year, and I am already supervising 115 associates (approximately half of a store). Becoming a store manager is extremely lucrative (netting salaries upwards of \$250k) but I am choosing to pursue a career in hospital operations.

I've always wanted to believe in my work. I believe in what I do now (because I see the obvious positive impact of my management on my teams) but when I get home I want to know I've positively impacted my community too. I want to know that my team has healed and developed and cared for people, because how could anyone go to a job for 40 years if they don't believe in the value of what they're doing?

I need an MBA to gain that critical healthcare management knowledge I'll need in hospital operations. This was half of my reasoning for choosing your program - Tuck offers access to the Dartmouth-Hitchcock Medical Center, a fantastic GHI program, and most importantly extensive access to operations-centered electives. I want to customize and grow in my experience, not just take the guided tour at Tuck, and I can see I'll be given the opportunity.

But the far more important reason for applying is that I want to grow as an emotionally intelligent leader. I've noticed that Tuck values people. It encourages sensitivity and loves to see leaders that care. Your team has realized that people will go above and beyond for a supervisor who actively cares for and develops them. I chose Tuck because I came to that realization too - without that deep love and care for our employees we hurt ourselves!

Tuck students recognize how their individuality adds to the fabric of Tuck. Tell us who you are.

I am an experienced operations manager, I have been managing people for years. I bring to the table very high-intensity and upper-level operations experience. I've hired hundreds of people, had to fire a few, I've managed countless operational outlets (e-commerce, features, in-stock, processes, people management, etc.). I believe in leading from the front, if you came into my workplace you'd never find me hiding out in an office. I'm out there helping my department managers and supervisors succeed by building features, ordering, planning conversions. That mentality will be a great addition to Tuck – I have a lot of experience with people management, training, and I can bring that hard experience with what works and what doesn't work.

I am also someone who has made a friend of adversity, and through that I have overcome past failure. Every step that I've taken towards my MBA over the past 4 years, from raising my GPA, to taking 24 units in a semester, to studying for months for the GRE, to taking on Black Friday has been difficult, and I saw tremendous adversity. And I did see failure, I failed in some small way every day, but that failure developed in me a strong mental toughness. I overcame. I earned a 3.7 GPA in my last 60 units, I aced those 24 units, and I operated Black Friday flawlessly with a massive team of 240 people. The path to success is paved by taking a hit, dealing with it and addressing it, and moving on. That's what a good manager does, and that's the leader I am. A team relies on a leader who will not quit on them and will come back for more. I will not just be a student throughout my MBA at Tuck, I will lead from the front.

Tuck students invest generously in one another's success even when it is not convenient or easy. Share an example of how you helped someone else succeed. \*

Last November, I volunteered for and was given the enormous responsibility of running black Friday, an event that sees about 5 thousand of customers and is run by 240 associates at my store. There were so many things to do from staffing the frontend, organizing queue lines, to staging and pricing 2 million dollars worth of inventory. I am telling you - this event was massive, and could have gotten messy quickly. Here's the floorplan, for scale. Link: <https://joshuajolly.github.io/blackfriday.pdf>

I truly believe that individuals fail, but teams succeed. General Patton in World War Two wrote "Plans must be simple and flexible. Actually they only form a datum plane from which you build... they should be made by the people who are going to execute them." I took his words to heart and got to work.

How an individual would plan this event is by writing staffing plans, operational duties, and micromanaging the event into the ground. I decided instead that I'd create 15 independent teams and assign one team leader each. Together we created a staffing plan, added all the duties into one document, and decided on the standards of execution. All I provided was the goal and the followup, NOT how to do it. After all, I wasn't the one who could run each team, for each leader to be successful he or she merely needed to be trained on basic leadership principles and the task to be accomplished. Here's a picture of the scope of this event.

They ran all of the trainings, scoured the training documents, and developed as leaders. Their success was helped by my empowerment and training, but make no mistake – this was their victory. Together we ran a great event, and increased our sales by 8.4% over the previous year, a tremendous success.

Please provide any additional insight or information that you have not addressed elsewhere (e.g., atypical choice of evaluators, factors affecting academic performance, unexplained job gaps or changes). Complete this question only if you feel your candidacy is not fully represented by this application.

I wanted to set aside a separate part of my application to address my performance at the beginning of college. I know it is clear that I am a highly successful manager and student now, evident through my excellent GRE scores (in the 94th percentile in Verbal and in the 83rd percentile in Quantitative) and my significantly increased GPA throughout college. However, when I first started college, I experienced significant opportunity for improvement in classes that were easy enough I should have been able to blow them out of the water. At the time I was coping with the recent death of my father, and although I don't want to make any excuses for my performance during that time it had a significant effect on my grades.

I was ultimately able to overcome that challenge, and in my last 2 years at UC Merced I performed extremely well, in one semester even taking 150% of a normal course load and still averaging over a 3.7. When I started full time salaried work as an assistant manager I performed very well and was quickly given more and more responsibility in recognition of my strength as a manager.

I believe that I have proven that I can perform very strongly, and I am incredibly determined to complete an MBA at Tuck. I know that I will be successful at your university, and I am absolutely confident that it is what will get me to the next level.