



Megaron Rec Letters_Bad vs Good

00.) Name /details:

WRITER 1 - BAD	WRITER 2 - GOOD
John Travolta, supervisor of applicant's boss.	Bruce Wayne, applicant's direct supervisor for 3.5 years X MBA class of 20XX.

01.) How long have you known the applicant and in what connection?

WRITER 1 - BAD	WRITER 2 - GOOD
I have known him for 2 years. I was his mentor at COMPANY once and worked directly with him in one assignment for one week.	<p>APPLICANT joined COMPANY1 in XXX and worked for me until I left the XXX in February, 20XX. After almost a decade in the XXX industry, I am now a vice president to COMPANY2, the world's leading manufacturer of XXX. Well aware of this young man's potential, ambitions, and professional qualities, I feel confident to refer him to SCHOOL.</p> <p>APPLICANT and I have enjoyed deep and close connection. I was assigned to be his career counselor and we worked together in three major deals, interacting daily for long periods. I have thus observed his progress. From the beginning, he proved highly mature. In fact, his easiness to learn new subjects enabled him to stand out quickly among his peers. Attracted to challenges, he enjoys earning from the more experienced. I therefore feel proud to recommend him to SCHOOL.</p>



02.) What do you consider the applicant's talents and strengths?

WRITER 1 - BAD	WRITER 2 - GOOD
<ul style="list-style-type: none"> • Problem solving: APPLICANT contributes actively in all steps of problem solving. He can properly identify issues of the analysis, cross check any data, and prepare highly structured analysis. • Autonomy: APPLICANT effectively handles his tasks. In serving CLIENT K, we studied the Brazilian and Greek markets for sugarcane. Then, he compiled the data and analyzed them. • Confidence: APPLICANT does not fear to ask for help, but when he is not, it seems that everything is alright and he will deliver his job in time and with quality. • Commitment: APPLICANT is available to work until late. Once we had to work two weekends. I told him that it was not necessary to come. He said he would be available; he also called twice to offer help. 	<p>I have been in the XXX industry for almost twenty years now and I met few dedicated employees like APPLICANT. As a top performer, APPLICANT proved collaborative, "hands-on", and focused. Overall, he was continually evaluated as "outstanding" at COMPANY1.</p> <p>His collaboration shows in his initiative to welcome and teach new analysts and interns. Also, at COMPANY, our analysts join client's peers to perform projects. APPLICANT helped others finish their jobs and built fruitful relationships within all hierarchical levels. I remember when XXX.</p> <p>I appreciate his hands-on approach to his tasks. When we centralized operations of a client in Sao Paulo, he took the initiative to interview everyone, from staff to high management, adding value to our final recommendation.</p> <p>Focus is another trait of APPLICANT. Planning his moves, he enjoyed opportunities to grow. I supported his decision to study XXX in order to better understand the intricacies and deal with clients of a specific field. Moreover, in serving a major XXX manufacturer, for example, he adjusted the work plan to fit all deadlines. Always focused on the client's goals, he spent an extra weekend working and convinced client peers to join him.</p>



03.) What do you consider the applicant's weaknesses or developmental needs?

WRITER 1 - BAD	WRITER 2 - GOOD
<p>I think APPLICANT could improve his financial background. Because he is an engineer, his analyses that require strong financial knowledge are not so great; he needs help from someone more experienced sometimes.</p>	<p>I regard APPLICANT as an excellent analyst who strives to overcome his weaknesses and is not afraid to ask for feedback in order to grow continuously. In that sense, I understand that he can further improve his writing and listening skills.</p> <p>I would like to see APPLICANT improve his ability to synthesize his line of reasoning when writing. Our high management has correctly praised his oral communication, but the same would not go for his writing skills. He seems to assume that everyone can follow his thoughts, so won't report important details in writing. I know he's working to improve, and I am optimistic that his reports will soon be covering the whole story line, with objective conclusions.</p> <p>Another trait that deserves improvement is directly related to his outstanding oral ability. Initially, in his eagerness to expose his inputs, APPLICANT was seen as disrespectful. Sometimes he will still talk too enthusiastically, preventing others from providing their ideas. I have worked with APPLICANT in several processes, so I can tell his ability to listen has already made some progress.</p>



04.) How would you rank this applicant comparative to their peer group?

WRITER 1 - BAD	WRITER 2 - GOOD
<p>APPLICANT is a very pro-active person. He helped me elaborate a document to the CLIENT, and I asked him for some data. Because of his curiosity, he gave me the information after he studied it. Therefore, he analyzed things without being asked to and found a solution. APPLICANT is considered one of our best analysts/managers/employees. He was last year on the top 3% list and this year he was already considered for promotion. He entered in COMPANY with no experience in the area, but has shown an outstanding performance in these two years. He evolved in all dimensions of his performance evaluation. We plan to promote him soon.</p>	<p>In my twenty years working in the XXX industry, I have coached hundreds. I definitely place APPLICANT within the select group of exceptional analysts (top 10%).</p> <p>Compared to his co-workers, he has consistently demonstrated capacity to deliver effective solutions. One example is his decision to mobilize client's analysts to do XXX and solve XXX. As a result of his action, the group could efficiently conclude the work front on XXX.</p> <p>Also admirable is his ability to influence teams. APPLICANT conquers people's trust easily. Comfortably establishing relationships, he makes friends with client people. In our project for XXX manufacturer, he became a reference for the client, who, even after project conclusion, kept calling APPLICANT for advice.</p> <p>Finally, I admire both his maturity and his organization skills. While his peers complain that they need more personal life, APPLICANT devotes part of his little free time to help the homeless.</p>



05.) Evaluate the candidate's interactions with individuals in the organization.

WRITER 1 - BAD	WRITER 2 - GOOD
<p>APPLICANT is very beloved by everybody at COMPANY: from the waitress to the partners, a quality that makes him very disputed by the managers. He can work effectively in group and he loves to participate in discussions. Personally, his self-motivation and sense of humor are admired greatly. He knows exactly how to differentiate the time to for fun from the time for serious work.</p>	<p>Deep commitment and successful delivery have allowed APPLICANT to earn credibility from whoever works with him. Without making distinctions among clients, peers, or subordinates, he adapts his speech to suit any conversation.</p> <p>I also admire applicant's comfort within hierarchical structures. In his commitment to delivery, he convinced everyone, from client's analysts and supervisors to the high management team, to help build a report on Y. Focused and collaborative, he welcomed constructive discussions and presented solid arguments to prove his views. In interviewing the financial director, he spoke respectfully while challenging his position on Y. Later, this director emphasized his professionalism and maturity.</p> <p>Applicant draws genuine pleasure in helping others. He sought the opportunity to coach interns, who, in turn, highly admire him. I was proud when I took him to CLIENT XXX. Our team was mostly partners and other high managers, and APPLICANT gave us adequate support to conduct the presentation. His contributions impressed my peers.</p>



06.) How does the applicant deal with feedback/criticism? Please provide the most constructive piece of feedback you gave him. Describe his/her reaction both immediately and subsequently.

WRITER 1 - BAD	WRITER 2 - GOOD
Really good. When we worked together, he asked for feedbacks on his performance and was concerned about improving his needed developments. As his tutor, he regularly talks to me to ask for coaching for how to improve his performance. I have been following closely his performance evaluation and I think he is really improving his weaknesses.	<p>As I explained previously, APPLICANT is not afraid to ask for feedback. He constantly seeks opportunities to sharpen his skills. He welcomes constructive criticism and wastes no time to employ what he learns.</p> <p>Although I enjoy seeing APPLICANT demonstrate his firm position and his passion in discussions, I once emphasized the need to control his talking and polish his speech with a client. He would speak uninterruptedly, so his peers could hardly express their opinions. With time and experience, he will get this fixed.</p> <p>APPLICANT shows genuine willingness to learn, as he understands acquisition of new knowledge as a tool to improve his performance. I mentioned the need to work on his knowledge of X and he sought books to study it. He also consulted experts in X. In the assignment that happened only two months after our talk, I found out he was teaching that same subject to his peers.</p>



07.) Comment on the applicant's personal features (honesty, integrity, accountability for personal actions, maturity, and sense of humor).

WRITER 1 - BAD	WRITER 2 - GOOD
<p>Because we always work with confidential information from CLIENTS, he must prove his integrity and his ethics. Last year, APPLICANT took part in an important job. Our goal was to create X to use in Z. No information could be revealed, so he kept it secret. His role was vital. And, as I said, everyone here loves him. He tells funny jokes and knows how to tell the time to for fun from the time for serious work.</p>	<p>Accountability is a noteworthy quality of APPLICANT, as his involvement with community actions in and outside COMPANY reveals. His collaborative approach, commitment, and planning skills, added to his ability to persuade, allow APPLICANT to dedicate to extra activities while excelling in his tasks at COMPANY.</p> <p>When asked to plan an integration event for the group of analysts/traders, he did such a great job that I had him implement it. Until today, people recall details of a successful music festival/dinner party/cart race that he put together. He involved many in organizing the event and attendance was of over 90%. He will find the time and make the necessary effort to achieve whatever he has given his word for.</p> <p>Very few people give out some of their already scarce time to volunteering. As I mentioned earlier, APPLICANT devotes part of his little free time to help the homeless. His dedication to the XXX NGO has enabled the institution to reap such benefits as XXX and XXX, while the number of volunteers doubled.</p>