



8 Competences + Why School X

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Competence 1 - SP1 - Ability to Think Analytically & Why School X

“What’s your greatest motivation to pursue an MBA? And why School X?”

[Thesis - WHY MBA] I seek an MBA experience in which I can boost my **ANALYTICAL REASONING capabilities**. I have nurtured a career path that values professionals able to provide intellectually sophisticated services or products. I appreciate the analytical rigor that only Knowledge can provide in business. I have explored environments in which I took the lead in solving problems - by challenging conventional wisdom, generating new insights, and uncovering premises. I have always looked forward to be part of a group of people who share a passion and curiosity for intellectual questionings – going beyond their comfort zone and emerging on the other side stronger, more self-aware, and self-assured. I welcome the culture of inquiry and innovation. During my MBA, I will continue to explore new ways of analyzing business conundrums. From what I learned from my colleagues or friends, MBA alumni, an MBA program is much more than conceptual frameworks. I want to be encouraged to think critically about these frameworks. **[Thesis - WHY School X]** In my MBA at X, I intend to explore my curiosity and my freethinking spirit. **[to be continued: XXX]**

Examples

[XXX] I believe the assignment XXX (essay 1) proves that I can navigate amidst complex environments. MBA School X is my natural choice for its exceptional academic content. Delving into comprehensive real-life business cases and viewing situations from various standpoints, I will improve my finance, strategy, and decision-making skills. Serving XXX (my current employer), I observed that MBA School X’s alumni were always distinctive for approaching problems from unusual and complementary angles, a feature also highlighted by a coworker at XXX, MBA’05. Since June 2009, I have also been in touch with a Brazilian member at XXX Club - I wish to understand how the MBA School X experience can help me bring my Brazilian values to the MBA School X community. As a future XXX member, I also see myself participating in the Eric Thonn Center and the XXX Club, and I believe that my finance background will add to the all-around deliberations in marketing, supply chain management or consumer behavior.

[XXX] Aiming to get back to the XXX industry I am thrilled with School X’s opportunities to expand my education in a technologically-oriented environment through programs like the School X’s GPS or the McNunsen Center for Digital Strategies. The post-MBA career that I aspire in XXX calls for the combination of perspectives and techniques gained from different disciplines or backgrounds. MBA School X’s superior faculty and extensive set of courses will allow me to tailor my program, while still providing me strong fundamentals, especially within its notorious finance core curriculum. I value very much the possibility of going deeply in terms of financial knowledge. Now I want to solidify bases in branches like “Mega Capital Markets”, and also learn from new theoretical frontiers, such as “Behavioral Finance.” Talking to XXX and XXX MBA’12, XXX MBA’13, I’ve learned that XXX is the MBA School X with more presence in Brazilian PE houses. Hopefully, I will continue the tradition that began with XXX (my current employer)’s best consultants: XXX (MBA’02), XXX (MBA’06) and XXX (MBA’08) are the proof of the fit between our company and MBA School X’s philosophies of analytical and rigorous thinking to problem solving.

[XXX] The post-MBA career that I aspire at XXX calls for the combination of perspectives and techniques gained from different disciplines or backgrounds. I am attracted by MBA School X unique educational attitude, which stresses equipping students with solid theoretical foundation, business concepts, and deep-seated analytical skills to be applied to a wide range of business possibilities. The flexibility in the curriculum suits me - I can focus on advanced and specific issues of my interest, such as XXX and XXX, critical for my aspiration of XXX. The outstanding and worldwide distinguished faculty will assure me the



opportunity to taste state-of-the-art business practices. XXX will broaden my vision of finance and accounting representing the missing link between my current career path and the one I plan to nurture after my MBA.

[XXX] Having dealt with many segments of the Brazilian financial market, I gained exposure to venture capital and real estate. However MBA School X will help me with its expertise in futures and options, two areas key for me to excel in order to deliver cutting-edge performance in such a competitive environment such as the Brazilian stock market. Networking and the contact with leading experts on portfolios will allow me to learn from people's experiences with other industries and companies, to broaden my strategic vision, and to access a range of solutions to build optimal portfolios.

[XXX] I believe the assignment XXX (essay 1) prove that I value the rigor that only Knowledge can provide. At XXX I want to learn more about Finance, having a great preference for a quantitative-oriented business school. During my time at XXX (current employer), I became acquainted with a number of different industries, and the one most alluring to me was Financial Services. The more analytical nature of the business is highly appealing to me. MBA School X's well-known quantitative focus is highly appealing to me, and I look forward for classes such as "Regression Analytical Scrutiny for Crazy Businesses" and the renowned "Mega Corporate Finance" class taught by Woody Allen.

[XXX] I have a passion for questioning the impossible (essay 1). It is something that drives me, and made me achieve great accomplishments personally (essay 3) and at the corporate world. I go after my ideals and dreams and I believe that School X will develop my analytical thinking, giving me the knowledge to structure those dreams into reality in the business world.



Competence 2 - SP2 - Ability to Think Creatively & Why School X

“What’s your greatest motivation to pursue an MBA? And why School X?”

[Thesis - WHY MBA] I seek an MBA experience in which I can boost my **SYNTHETIC REASONING** capabilities. I have nurtured a career path that values professionals able to relate different knowledge areas in business. I am good at cross-pollinating ideas from a wide range of disciplines, to combine and recombine these ideas and build new ones. I am good at synthesizing new ideas and exploring new intellectual frontiers. Throughout diverse experiences in life, I have taken advantage that only a cross-functional approach can leverage expertise from people with completely diverse backgrounds. Business is getting more and more complex. During my MBA, I will continue to explore opportunities to leverage on multidisciplinary collaboration across the university’s schools, which encourages iterative thinking by bringing together diverse perspectives. Taking advantage of different academic resources, I will learn to combine, for instance, history, psychology, and neuroscience in order to make innovative moves. **[Thesis - WHY School X]** In my MBA at X, I intend to explore my creativity. [to be continued: XXX]

Examples

[XXX] My core interest - XXX - requires that I develop analytical and business skills that span multiple management disciplines, including finance, marketing, operations and strategy. Additionally my profile is sound evidence that I will excel in a learning environment that relies on the Case Method approach. Interconnected reasoning is a pre-requisite of courses such as XXX, or XXX - the efficient integration of management, technology and marketing.

[XXX] My favorite movie has long been “Lorenzo’s Oil”, in which a father does what he can to save his ill child. The intelligent father grasped that the problem required multiple approaches, so he put together several brains (biologists, biochemistries, and physicians) to find a solution to his problem. Taking advantage of MBA School X’s integrative thinking approach, I can acquire the tools to be better prepared to understand my clients’ needs and to go after ideal solutions for them. As an integrative thinker myself, I feel enthusiastic about studying XXX and XXX. The opportunity for students to take classes outside of the Business School, in programs like International Affairs, fits perfectly with my developmental needs. I plan to take advantage of the fact that MBA School X is part of XXX University. The opportunity to enrich my education through classes in Physics, Psychology or History is something I look forward to, as I feel this would allow me to develop a multi-disciplinary creative approach that will provide be with a better framework to achieve my goal of XXX.

[XXX] I simply enjoy reasoning in dynamic environments where facts are incomplete or changing - my hobbies XXX and XXX reveal my easiness working with processes that are always changing. According to XXX, MBA’06, at XXX, much beyond purchasing tools for my tool kit, the school will teach me to build those tools for solutions are still inexistent. I was further encouraged learning about the “Center for Creative Businesses,” and with courses like Prof. Keith Richard’s “Managing Depressing Businesses” and “Financing the Old Venture.” I believe the Center and courses like John Lennon’ “Ingenious Ventures” would help me identify global trends and opportunities to press forward my vision of XXX.

[XXX] Given my need of XXX, I will benefit from small class size of MBA School X gives several advantages such as bidding and studying the courses I need, networking and learning from all my classmates and much better attention from the faculty. Recent student-initiated courses such as “Mega Social Entrepreneurship in Alaska”, and “Crazy Life as an Entrepreneur” clearly shows how much MBA School X is committed to bringing fresh perspectives to its learning environment.



[XXX] Coming from a multidisciplinary background which combines undergraduate studies of Computer Science and Biology, as well as experience in technology, sales, marketing and business development, I hope that School X's multidisciplinary approach will enable me to better utilize my knowledge. The D-School course, for example, will help me apply the knowledge I have gained as XXX to my future decisions as CEO of a XXX, responsible for a full range of developmental needs.

[XXX] Through XXX (essay 4) I learned that Innovation requires an inquisitive mindset, critical thinking, maturity to hold the pressure that comes with the potential rejection of ideas, and a sounding method. Questioning helps create or improve solutions. Critical thinking is imperative, as new ideas result from questioning previous ones. Ideas are worthless unless they are put into practice. At School X I can improve my capacity to innovate, joining new ideas with strong financial knowledge, planning and motivated teams. School X unites practical with analytical concepts, leadership and entrepreneurial lessons with solid financial basis. Mixing the Entrepreneur-in-residence Program, the Communal Finance Class and the PE/VC Club, I can boost the chances of success of good ideas.

[XXX] Since I intend to XXX (essay 3), I need School X, a university which challenges the status quo and the student's beliefs. In twenty years, business will definitely be different, and the School X soul stands out in breaking from the "business as usual" way-of-thinking. The structure of the new curriculum, launched even before the burst of the financial meltdown, is a clear example of the school's commitment to forming tomorrow's innovative leaders.

[XXX] Since I intend to become XXX, I will to benefit from the practice of shifting my view on an event as I am presented manifold perspectives. With my concentration in science and technology, I will bring a fresh viewpoint to the business world and a critical approach to standard concepts. Along with providing a holistic view of the server industry, I will bring to MBA School X my extensive insights into microprocessor design. As the moderator of my company's technical reading group and as a speaker at XXX, I have learned how to innovate and lead in a mutually rewarding environment. I hope to use these skills as a facilitator in study groups and as a panelist at business conferences. MBA School X offers several ways for me to share my strengths and learn from the diverse experiences of my fellow classmates. By pursuing my own ventures and supporting those of others, I will lend my creative spark to a new world of innovation.



Competence 3 - SP3 - Ability to Get Things Done & Why School X

“What’s your greatest motivation to pursue an MBA? And why School X?”

[Thesis - WHY MBA] I seek an MBA experience in which I can take the most of **EXPERIENTIAL LEARNING** opportunities. I have nurtured a career path that values professionals who can apply their analytical rationale while rolling up their sleeves to make things happen. I am a “do it” kind of person. My professional accomplishments have shown that I need to get into the nitty-gritty of things. I look forward a hands-on learning environment instigated by world-class professors. I want to be immersed in an environment where you don't just talk about doing things, you don't just think about things; you actually do them. I look forward to studying real-life case cases with diverse people from all around the world. During my MBA, testing the skills and knowledge I will gain in a practical setting will stretch and prepare me for diverse business settings. I am looking for experiences that place everything I've learned into focus - theory, practice, expertise, and talent all come to one point. I look forward to ‘Learning through Experience’. **[Thesis - WHY School X]** In my MBA at X, I intend to explore my driven desire to get things done through concrete experiments. **[to be continued: XXX]**

Examples

[XXX] As an experience-oriented guy, I embrace fulfilling opportunities that enable me to XXX (essay 2). The School X’s experiential learning program will give me hands-on exposure to evaluating companies in the face of business uncertainty. MBA School X has one of the best developed and most innovative management programs, stressing on learning from the real world through such courses as the shadowing project.

[XXX] For three years in a row during college, I would leave home at 7 am and ride my bicycle to XXX, returning home only after 10 p.m. I spent most of my time in classes and on extra-curricular events. I greatly enjoyed working on the recruiting season for XXX, assisting XXX as a T.A., and representing XXX. At School X I will be actively involved in the Finance Club, helping organize seminars on the challenges facing businesses today. Leveraging the school’s industry connections, I will also help organize workshops on professional training programs focused on XXX.

[XXX] At School X, the emphasis is put on the students. Fortunately I share this vision (please refer to essay 4). The way the learning model is organized through interactive means as study groups, analysis of actual real life business cases, classes and workshops provides the ideal learning environment for people with an experience to share. Curriculums, perfect combination of theory and practice, are updated with current techniques and technologies, and moreover, can receive inputs from students.

[XXX] My XXX colleagues also confirmed the networking benefits of School X’s XXX Club, and Otto Preminger, MBA’07, confirmed the real-world value of School X’s location and its particular advantage to my future career, XXX. Most importantly, School X’s location (at the international news nexus) would expose me to industry leaders and trail-blazers to help launch my career. Additionally MBA School X keeps a learning lab center that evidences the spirit of innovation of the school. The Investment Simulator and Online Trading (ISOT) and the XXX Securities Exchange (XSX), all hosted by the center, will teach me, through a reliable understanding, a set of financial management skills that will prepare me to XXX (essay 2).

[XXX] Given my professional needs (essay 1), I need to gain the practical and academic expertise to develop an even more customized financial solutions to my future clients. In my view, the practical experience and networking opportunities offered by AP (Action Program) as a tremendous addition to my MBA education. I appreciate OT’s progressive efforts to keep students involved in the business community during the two-year MBA program, and working on one of AP’s market analysis or entrepreneurship projects in Lynn



Park Institute would provide an excellent opportunity to apply newly acquired skills within the XXX (School's hosted city) business community. Additionally, the hands-on environment instigated by the world-class faculty member and cutting-edge practitioners (several with current careers on XXX) will add immensely to my experience of XXX (essay 3).

[XXX] I am thrilled by the real-world context of School X's opportunities and I believe School X is the perfect launching ground to translate my experience in XXX to a larger scale with an eye to establishing my own XXX venture in the future. The practical courses and options such as "Developing and Funding Your Venture", the Swartz Entrepreneurial Leadership Speaker Series and the Donald H. Jones Center for Entrepreneurship are a great fit for my preference for learning through practical and "hands on" experiences (please refer to essay 3). I'm interested in further developing the skills I learned while writing a business plan for my start-up this year - something I could accomplish by participating in "Entrepreneurship Business Planning."

[XXX] I believe my search for the a way of consolidating execution and high level strategy in decision-making will both benefit from the School X academic environment and contribute to its enrichment. Furthermore, during my professional life, I believe I have nurtured an independent view on how management should be conducted. When I worked at XXX, I felt our recommendations were impaired by our lack of implementation experience. My father was a successful engineer who never left the technical area for management, and he always used to tell me about how damaging it can be for a company when the managers do not know the day-to-day routine of the company that happens on the lower layers of the hierarchy. I could witness this with my own eyes at XXX, and it fueled my desire to find a way to consolidate both worlds: high level strategy and day-to-day operations.

[XXX] Through MBA School X I want to test my ideas XXX and XXX (essay 3). Working for XXX, I have understood that the current management practice in most organizations is ineffective. The strategic decisions taken at the executive level are often short-sighted regarding the day-to-day operations. Afterwards, when I was put in charge of the implementation of a main strategic project for XXX, I reaffirmed my belief that deep knowledge of the day-to-day execution is essential for deciding on high-level strategy. At MBA School X I hope to be able to experiment my ideas with classmates from diverse backgrounds. I trust the MBA School X experience will allow me to deepen my understanding of how Strategic Planning should work and hopefully even provide me with new ways of consolidating the execution component with high level strategic thinking.

[XXX] **Serving** an advertisement agency, I deeply enjoyed studying people's motivations; naturally, I absorbed the influence of my father, a devoted psychologist. XXX's distinctive educational philosophy attracts me. The school provides students with solid theoretical foundation, business concepts, and essential analytical skills to be used in multiple concrete and practical business situations. Through such courses as XXX and XXX I can further understand XXX, much beyond classroom while witnessing theory applied into practice.



Competence 4 - SP4 - Aptitude to Lead People & Why School X

“What’s your greatest motivation to pursue an MBA? And why School X?”

[Thesis - WHY MBA] I seek an MBA experience in which I can boost my **LEADERSHIP capabilities**. I have nurtured a career path that values professionals who know how to articulate individual actions with collective efforts. I am good at defining, establishing, identifying, and translating a direction for collective action by followers. The MBA offers experiences through which students can learn more about values of group dynamics. The MBA leadership training opportunities will challenge me go beyond analytical functions. In sum: given that post-MBA challenge involve more than the pure need to “solve a problem”, the trick is to inspire genuine problem solver become a leader. As I have heard, if you went back to the early days of MBA education, you would find people working as individuals. Today, much of the learning happens through teams. The shift is from passive classroom learning to working with other people with different profiles. I need an MBA to become a better leader. **[Thesis - WHY School X]** In my MBA at X, I intend to explore my driven desire to influence positively the people around me. [to be continued: XXX]

Examples

[XXX] At MBA School X I will strive to take a leading role in one of the student clubs and conferences. One of such initiatives has deeply attracted me: the XXX. This option comes from a passion - coaching - and from the desire to be a leader (please refer to essay 4). Through XXX I will be able to coach a small group of people and to observe the team dynamics.

[XXX] By building ethical relationships based on honesty, trust, respect and cooperation, I have built several high performance teams at Nobel Oil, and I plan to do the same at MBA School X through XXX and XXX. I will rely on “Foundations of Leadership and Teamwork” and “Management of People at Work” to help me enhance my ability to deal with and extract the most from peers, clients, subordinates, and superiors.

[XXX] My social engagement in XXX, shown in essay 2, and my political college activity detailed in essay 3 provide evidence that I can enrich the knowledge of my new classmates by sharing my experiences in emerging markets at the Latin American seminars, XXX, and at the ‘Initiative on Integrative Mind Markets’. At MBA School X I will grab every opportunity to enhance my leadership instincts through taking a leading role in one of the student clubs and conferences.

[XXX] MBA School X will help me achieve my long-term professional objective: support local companies internationalize their operations as global leaders. I expect to further develop my collaborative leadership style (please see essay 2) and to learn how to develop well-rounded perspectives in dealing with international business issues and understanding economic and social impacts of my actions. For instance, what are business and cultural aspects I must observe when negotiating in other Latin American countries? I visited the campus last February and understood how the collegial culture works at MBA School X and truly reinforces students’ collaboration. I grew excited about the students’ organization of events - from conferences and extra-curricular activities to the global initiatives in management. One activity that caught my attention was “The MBA School X Long Debates”, reinforcing the school’s ability to build collaborative solutions for global issues. Moreover, the opportunity to participate in the “Latin American Business Conference” will definitely reinforce my network.

[XXX] Since my experience at XXX, I understand that someone who fosters changes must have great interpersonal skills, to overcome all the friction that comes with change. I plan to become a better leader by taking my group skills to the next level. Therefore, I intend to join an MBA program which allows me to maximize the diversified interactions with other



people through a wide range of offerings. MBA School X's classes wide offering and its customizable major option are the best fit for my goal. Since I XXX, I intend to waive some more traditional core classes due to my past business background and enroll into the most diverse electives to reach my goal.

[XXX] The close community, the unique geographical location and the strong emphasis the MBA School X program has on team players and teamwork creates a special atmosphere. Its informality allows me to easily open up and express my opinion or risk making a mistake. I feel most comfortable learning and exchanging ideas in this type of environment (please refer to essay 5).

[XXX] At XXX, consultants are naturally thrilled to engage in intellectual challenges while solving business problems. As an entrepreneur, I will have to interact with people from the most different backgrounds and deal with complex relationships in a more unstructured environment. To hone my leadership skills, I will attend the XXX Workshop and assume leadership positions on XXX. These initiatives will help me to develop my own leadership style.

[XXX] With my multicultural background (essay 4), I will also bring a wealth of team building experience in which members have different nationalities, styles, expectations and reward systems. After years of international business travel, I am comfortable in any work or social environment. As a result, I am able to recognize and use individual differences and cultural norms to motivate team members. By building ethical relationships based on honesty, trust, respect and cooperation, I have built several high performance teams at Nobel Oil, and I plan to do the same at MBA School X through XXX and XXX.

[XXX] I feel fortunate to have lived a memorable coaching experience: upon leaving college I was chosen to implement a cost management system in a public XXX of city when I had to XXX. I feel eager to contribute to my classmates' learning experience and to the life in the school's community. Alumni XXX '02 and XXX '99 detailed the advantages of getting involved in the several student-led activities, conferences, and clubs available at XXX. I want to join the XXX, Soccer, XXX and General Management clubs that, in addition to providing fun, will help me develop my teamwork and leadership abilities.



Competence 5 - SP5 - Ability to Deal with Uncertainty, Diversity, and Frustration & Why School X

“What’s your greatest motivation to pursue an MBA? And why School X?”

[Thesis - WHY MBA] I seek an MBA experience in which I can boost my capabilities to navigate amidst complex environments. I have nurtured a career path that values professionals who have the courage to take bold steps and make decisions based on calculated risks. I am at my best when responding to crises and when I know there is an opportunity to cause impact on others. In order to understand and promote comprehensive and innovative solutions you have to appreciate complexity and ambiguity. It's one thing to learn a theory from lectures and textbooks. It is something else entirely to learn how to make decisions in the face of conflicting data, complex politics, and intense time and pressures - then defend my choices among diverse peers as motivated and intelligent as I am. I am looking for a learning environment in which I will learn to tackle some of the world’s complex business problems, taking risks, and learning from failure. **[Thesis - WHY School X]** In my MBA at X, I intend to explore my desire to implement recommendations in complex and ambiguous business settings. [to be continued: XXX]

Examples

[XXX] My experience is mainly based on large and established organizations. Hence, learning from Prof. Dobotsky on the various dimensions of new venture creation and growth in Entrepreneurship, will show me his perspective on the trail I wish to follow as a XXX. Desiring to build a sustainable company, I am looking forward to taking “Strategy and Competitive Advantage”, where I hope to learn how to create and maintain such an advantage. Learning how to identify entrepreneurial opportunities and how to exploit them where “Creating Mega Values” was contemplated, will lay a solid basis for achieving my objectives.

[XXX] As a project manager in Business and Strategic Development, I very much enjoy the challenge of uncertainty that comes with developing an idea into a business. In the near future as a XXX I will be facing more and more situations in which I had to take decisions with little available information or in which the decision was not so black-and-white. I believe that success in business comes from the capacity to bring new ideas/practices to a market, coupled with the exploration of new markets. I am certain that the knowledge gained through GEEK, when connected with other tools developed during the MBA program, will put me in the right position to have meaningful impact on companies in Brazil when resuming my career. As I mentioned, given the closed nature of the Brazilian economy in the past, most companies are still not prepared to expand internationally, even though this is the next natural step for many of them.

[XXX] Throughout high school and college, I organized and promoted charities that help impoverished families, including tutorial programs for Liberian immigrant children. After graduation, I worked as a team leader with World Collaborative, a non-profit organization that prepares low-income middle school students for success in college preparatory programs. As I performed my administrative and project management duties, I connected deeply with the students and confirmed my desire to run a non-profit organization. Yet I also acknowledged that my degree in International Business from At School X did not provide me with the expertise to resolve issues and implement new programs in a non-profit group.

[XXX] I pride myself on developing teams that are strong enough to handle the pressures of large egos, conflicting agendas, external resistance and negative feedback. I am excited about the possibility of using my skills to advance the entrepreneurial plans of my fellow students. Once team members are committed to achieving a common goal, and are



confident that they have the unconditional support of their peers, the possibilities for collaborative innovation are limitless.

[XXX] I simply enjoy reasoning in dynamic environments where facts are incomplete or changing - my hobbies XXX and XXX (Optional Essay) reveal my easiness working with processes that are always changing. I want to take advantage of my XXX' extensive business knowledge base, which can be difficult to do in a purely case-based learning environment. While there are many resources for one to learn the theory of doing business internationally, the hands-on approach of the ATP is incomparably more efficient. Since I benefited from XXX in XXX (essay 1), I believe there is no other tool for learning about another region like visiting it and directly interacting with local people.



Competence 6 - SP6 - Courage to Question the Status Quo & Why School X

“What’s your greatest motivation to pursue an MBA? And why School X?”

[Thesis - WHY MBA] I seek an MBA experience in which I can take the most of **CHANGE PROMOTION** capabilities. I have nurtured a career path that values professionals who can couple strategic/analytical rationale and at same time promote effective changes. I am good at combining two complementary skills: analytical aptitude and action-oriented attitude. Obviously much of the business education is about valuing a company, pricing an option, managing away risk, etc., but I expect much more. I want to build new, pragmatic models. Bringing together my ability to rethink current reality with my analytical background makes me confident to lead a group to change established assumptions. In my MBA I intend to explore business settings that I can positively change by influencing people to face questions toward which they have strong negative emotions. **[Thesis - WHY School X]** In my MBA at X, I intend to explore my questioning spirit. [to be continued: XXX]

Examples

[XXX] Yet my interest in At School X is not purely professional. I will also contribute to the school’s educational climate by organizing a Latin America Economic Forum to raise awareness about the trade sanctions imposed in that region. With the support of the faculty, students and staff, I can promote the benefits of free trade in my continent. Ten years from now, I hope to run a non-profit group that provides technical assistance and economic resources to ensure the self-sufficiency of Liberian entrepreneurs. As one of the poorest countries in South America, Paraguay must learn how to produce and distribute essential goods in the marketplace. I am eager to play a part in the nation’s economic revival, to ensure a better future for its next generation.

[XXX] I will definitely take advantage of learning the financial tools, for which XXX is so well known, shaping my concepts and ideas and supplying the skills, network and brand required to strive in XXX, my future career. It is my intention to keep the tradition that began with people from XXX: XXX (MBA XXX) and XXX (MBA XXX) show the fit between the firm and XXX’s philosophies of rigorous thinking and practical approach to problem solving. Working closely with them all, I can say that their values are also aligned with XXX’s values.

[XXX] I need MBA School X, a university which challenges the status quo and the student’s beliefs, to give the extra push towards achieving my career goal. In twenty years, business will definitely be different, and the MBA School X soul stands out in breaking from the “business as usual” way of thinking. The structure of the new curriculum, launched even before the burst of the financial meltdown, is a clear example of the school’s commitment to forming tomorrow’s leaders. Moreover, I believe new creative economic approaches will come from the periphery of capitalism, as has Muhammad Yunus’ microfinance; the innovative environment of MBA School X will help me with this challenge. Ivana Dostoevsky, Lana Kustovam, and Linda McLund, all alumnae, are examples of MBA School X’s groundbreaking experience.

[XXX] “He who has a strong enough why can bear almost any how” F. Nietzsche My “why” is strong enough and MBA School X is the best place to shape my “how” to achieve my goals: I share its values and admire its focus on leadership and other people-oriented skills. I could better understand that from alumni XXX 9x’, XXX 0x’ and XXX 0x’. On MBA School X campus, I attended a XXX class with Professor Navin Gupta and the discussion regarding paying or not a huge amount for hiring a CEO showed me that at MBA School X, I will discuss issues with no precise right or wrong; therefore, thinking, discussing, and convincing is necessary. Doing so with great professors and bright peers will develop my “how” to achieve my dreams.

[XXX] The best way to predict the future is to build it. MBA School X is the school of the future. For the last three years I have been wondering how I could prepare to make



important changes in Brazilian companies, since they have inflationary memory and are resistant to thinking their long term. In my visit to MBA School X, I understood how: curiosity, innovation, integrative thinking and an open mind: I believe I will be able to improve not only my core business fundamentals, but to align them with the possibilities that Stanford opens up through its interdisciplinary culture . The school is exceptionally welcoming and integrated. At Magnus Tower I could see the many buildings under the one red roof. I believe this is an analogy of what I am trying to do, unite business with new technologies and learn from diversity, in order to innovate.

[XXX] Born to XXX immigrants, I learned to appreciate different cultures. Living in Australia and later in the UK broadened my cultural open-mindedness. Changing my perspective of the world, I could lead people with different backgrounds at XXX. From those people I learned about a particular market and culture while I taught them technical solutions. Because of XXX's flexible curriculum and the diversity of participants per course, I can meet more people than I would in any other b-school. At XXX I can enhance my cultural knowledge and global understanding of business, preparing me to later promote the global expansion of Brazilian companies.



Competence 7 - SP7 - Aptitude to Communicate & Why School X

“What’s your greatest motivation to pursue an MBA? And why School X?”

[Thesis - WHY MBA] I seek an MBA experience in which I can boost my communication/negotiation capabilities. I have nurtured a career path that values professionals who draw pleasure from trying to change the way people think. I am a highly successful negotiator and promoter. I like the excitement and challenging of negotiating, selling, and making deals, arbitrating. I want to enhance my communication abilities delivering complex information, managing a crisis, or advocating a position. I want to explore nontraditional techniques such as theater techniques and storytelling in order to expand my repertoire as an effective communicator. I want to be immersed in an environment with people whose backgrounds, expectations, perspectives, values, and ethical standards differ from your own. Whether managing high-stakes deals, settling major disputes, or navigating through challenging negotiations, I need more than persuasive tactics to achieve the best outcomes. I need to know my strengths and weaknesses as an individual. **[Thesis - WHY School X]** In my MBA at X, I intend to explore my inner voice as a communicator. [to be continued: XXX]

Examples

[XXX] Visiting the campus, I felt inspired by the high level of energy at XXX. Chatting with students I found out that many driven yet humble people are proud of doing XXX. Carrying my goal of pursuing personal self-development, I want to be among those students, testing my limits in a dynamic and challenging environment. Persuasive leadership in a diverse environment will also allow me to further improve my communication skills.

[XXX] Enjoying a summer course with students from XXX at the XXX at XXX was an open-minding experience. Interacting with Indians and Russians in a simulation game class, I grew aware of cultural differences and their impact on the way we do business. Distinct personalities, mindsets, and behaviors challenged collaboration. Gradually, though, as we knew each other better, we became more productive. Respecting each other's culture, we benefited from exchange. I showed how to XXX through cooperation. At XXX through XXX and XXX I will gain unique perspectives on cultures, societies, and other ways to manage business.

[XXX] Amongst the activities offered by the School X Student Association, I will naturally join the Entrepreneur Association, but I am also looking forward to joining the School X Public Speaking Club as I was a passionate debater during my undergraduate degree.

[XXX] During my highly quantitative Engineering program, I ventured out in an exchange program in Economics and in a scholarship in the Institute for Youth Leaders in Canberra, where I took informal education classes such as emotional intelligence, oratory, and community leadership. I am sure I can thrive in School X' enriching experimental activities, and contribute to a philosophy that values and stimulates multiple intelligences. Choosing courses such as “Lean Start Up” and The Startup Lab, I will be pushed through my limits and be taken outside my comfort zone. From my entrepreneurial experiences, I learnt that’s where innovation starts.

[XXX] I feel inspired by School X's distinctive philosophy to engage students. According to a former handball colleague, XX, MBA'13, the friendships she developed through her Learning Teams and MOMA Club were responsible for the most significant changes she experienced. Challenging and inspiring people to achieve something greater through the Leadership Fellows will help me to develop self-awareness in my strengths and bias when connecting with people. Working with CTB+ as a mentor to more than 60 young adults over the past two years, I enhanced my ability to speak to different publics and became more aware of my country's needs in terms of education and public policies. Such experience has given me drive and purpose to become more involved in social issues in Brazil.



[XXX] I need to feel that I am in a constantly uncomfortable environment and so I look forward to be challenged by and challenge my classmates and faculty members at MBA School X (essay 2). Moreover, I want to synthesize knowledge from different areas, connect the dots and enhance my leadership ability. For the way that the school stimulates the people matter and entrepreneurship in the business world, the MBA School X experience will reinforce my communications skills and risk taking approach, allowing me to perform a critical role in the XXX.

[XXX] I am passionate about creating an environment that nurtures these trust-based relationships (essay 4). Through diverse experiences, I discovered that my consulting and technical tools are only successful in an environment of honesty. For managers and employees to achieve a common objective, they must be willing to build ethical relationships in which all parties share their concerns, dreams and honest opinions. Without exception, all of the intangible strengths of a great team, including creativity and cooperation, depend on open communication.

[XXX] My entrepreneurial experience at XXX (essay 2) and my political college activity detailed in essay 3 provide evidence that I can enrich the knowledge of my new classmates by sharing my experiences in XXX. At MBA School X, I am looking for passion. I am looking to belong, be inspired and inspire. Through initiatives such as Innovators@Tech and the TYU Program, I will share and be part of MBA School X's strong collaborative community.



Competence 8 - SP8 - Ability to Bring out the Best in People & Why School X

“What’s your greatest motivation to pursue an MBA? And why School X?”

[Thesis - WHY MBA] I seek an MBA experience in which I can work on my SELF DEVELOPMENT project. I have nurtured a career path that values professionals who are able to take advantage of the power that change brings to people’s lives and to their own. I am good at applying my self-awareness to improve interpersonal effectiveness in the groups I join. I must continue to devote to professional assignments that promote change in borderless, diverse, multicultural environments. The business world is changing. Organizational change implementation is an exercise that requires the effective use of power and influence. How can you be an effective change agent in your organization? What are the factors that are likely to affect success? I expect to know more about my emotional strengths and shortcomings, and to be more aware of the effect that I can have on others. I like to question my beliefs. I need to be involved with dynamic environments where people dare to question their own premises. **[Thesis - WHY School X]** In my MBA at X, I intend to go through a path of inner self-exploration. [to be continued: XXX]

Examples

[XXX] I can contribute to my classmates’ experience by sharing my knowledge of XXX and by promoting XXX. Additionally, I will be happy to invite lecturers - experienced Brazilian entrepreneurs - to discuss their successful ventures. My role in the organization of a XXX event in college will be definitely useful. Finally, since I built rapport with XXX’s XXX office, I can surely strengthen networking between XXX and XXX. I plan to participate actively in the PE/VC, Finance, and Turnaround Management Club in order to broaden my comprehension of these subjects. I can also share my experience in IB/financial planning, adding to my classmates’ knowledge. My country is becoming a target for summer and full time positions. I will join Brazil, LatAm and Emerging Markets Clubs, facilitating the communication between XXX and Brazilian companies.

[XXX] I strongly value the cohesion among students. MBA School X will help me broaden my view of the world through connecting with different people, especially by doing the Norton Global Program. Also, I will be able to stay closer to my parents, who today live in Tokyo. Having studied in France, I know that student unity is a great part of the learning experience, and I am sure that MBA School X masters this aspect. As an example, all the Mega Huddle events (XXX, XXX) will allow me to know really well people from different backgrounds. This strong interaction, also present in the Leadership Mega Lab programs will surely bring a different XXX from out of this experience.

[XXX] As a woman, I know how difficult it is for women to succeed professionally while managing our personal lives. At MBA School X, I will proactively participate in women’s clubs and activities, and help other women in balancing their career with their personal lives. I will bring my early experiences in India, where I had to challenge conservative traditions that discouraged women from working, and help my peers at XXX develop the resolve to confidently face gender-related challenges. I have met MBA School X alumni and felt strong affinity with their team spirit, leadership style, and social engagement. Interacting with these students in a global environment would develop my interpersonal abilities and self-knowledge. Improving leadership skills in an environment filled with brilliant students - with different values and personalities - is definitively challenging and requires a cooperative atmosphere.

[XXX] Visiting the school, I was overwhelmed by the campus’ atmosphere and the students’ energy. Palaick Goetzam (MBA’07) kindly invited me and my fiancé to a coffee at XXX. During my visit at School X I experienced the environment I want to have during my MBA. My wife and I are looking forward to spending our first year of marriage in Vienna. She is already making plans to be transferred to the Kitzburg office of her cosmetic company. We



are thrilled to enjoy the amazing cultural life of the city, as we experienced during our visit as tourists.

[XXX] After talking to alumni Namimura ('06) and Vazstman ('99), I clearly understood the advantages of getting involved in the numerous student-led activities, conferences, and clubs available at the school. In advance, I plan to join the XXX, XXX, SAMBA and General Management Clubs that will contribute to the development of my teamwork and leadership skills, while I can still have a lot of fun. And at last, even though I have read a lot about Vienna's eclectic restaurant culture, I cannot wait to taste and frequently enjoy an original Freud Cheese Steak, my all-time favorite sandwich.

[XXX] Beyond helping me become a better professional, School X will enable me to meet and interact with interesting people in the next two years. My visit to the campus last September was decisive in my choice. Some first-years, who are great friends of mine made my experience really enjoyable. I visited the apartment where most Brazilians live on Marin Street, rode the trolley to campus, had lunch with students at Monaistrini, and explored the University and the city of Vienna. Unfortunately, however, I missed the Brazilian party that happened the day I left! I also attended Professor Navin Gupta Marketing 621 class, whose dynamics and deep discussions truly amazed me. I was impressed by the students' different perspectives and approaches to discuss Brands and Brand Equity. I realized why School X works so intensively to create a diverse class and how it reflects on the learning process.

[XXX] I want to develop myself as a person, by moving to a new environment and dealing with a different perspective. During the MBA program, I will be forced to review my beliefs in the light of the opinion of extremely gifted faculty and diverse student body. That will help me become a more versatile consultant with a broader background view of XXX and XXX.

[XXX] The career I am nurturing is tightly aligned with a strong credo: "people matter". Through my professional assignments, I have kept alive a passion about causing impact on lives, undoubtedly my most relevant personal characteristic.

[XXX] The school's location in the heart of Vienna, a city I love and have visited several times, is appealing for both my partner and me. I am relocating with my wife, and her interests and career opportunities are a significant factor in my program selection. She has many professional and academic opportunities in the city.

[XXX] Be it in the professional or in the personal life, I could realize the key element that people represent. I believe every meaningful change begins within. It starts through people and experiences significant enough to make us go deeply on our foundations and question our essence. An MBA is paramount in my unceasingly search for meaning and self-development. People have always made the difference in my life and so have I in theirs (essay 1). I want my classmates at School X to really know who I am and in the same way I want to establish a deep connection with them.

[XXX] Experiencing meaningful purpose shared by a group completely transformed the way I regard my career (essay 1). I have built my own vision of organizations based on their principles, values and global impact. I view entrepreneurship as the creation of common purpose, and innovation as the means to keep me continuously aware that the best is not here yet. It is still to come. School X is the bridge between who I am and who I want to achieve.

[XXX] When I get to School X, I intend to organize a Tandem club. Tandem is an activity in which students exchange language lessons, usually each student's mother language. I took part in this activity in Russia and later organized in Brazil and I found it an extremely fun and efficient way to learn a foreign language. I believe that the School X environment is perfect for promoting this kind of activity. I imagine I will easily find a Russian native speaker who is eager to learn or practice his Portuguese and will easily find others willing to connect and make such a trade.



[XXX] I believe high-quality human interaction is essential to professional success. I enjoy working with and learning from other people. In XXX I worked as a volunteer in the XXX for two years both in XXX and in XXX. One of my most important experiences was helping the distribution of supplies to villages in XXX. I aspire to improve myself as person by further enhancing my interpersonal skills. In the “People Matter” I intend to better understand how my actions affect others, while also contributing to the course with my example of overcoming adversity and how my personal experience taught me the value of deeper XXX.

[XXX] My family has always been an important part of my life. I will move to Vienna with my wife and the city has a special meaning for her too. Very committed to her professional career she has clear plans to take advantage of this opportunity. She is currently working in NASA and already started the process to get transferred to company headquarter in Salzburg. Also, she is very interested in attending some of the Executive Education’s Programs such as “Pricing Analytics and Synthetics” and “Strategic Marketing Management.”

[XXX] I want to grow acquainted with different cultures, learn from new ways of thinking, and improve my leadership skills. I was amazed at the diversity of students at School X info session in Sao Paulo. I spoke to Maria Salgada, who came from a social enterprise and I was very excited about the possibilities in the School X Community. I will “learn by doing” and explore the combinations of different majors and extracurricular activities. School X has the best MBA program for empowering women, with activities such as School X Women in Business. While I believe I can contribute to the program, it will help me to overcome the obstacles in my path.

[XXX] But my time at School X will not be a one-way street. As I did in the past (essay 1), I intend to be fully engaged in the School X community and be a significant contributor to the learning experience of my peers. Sharing different perspectives as we address issues in the classroom will help to expand my understanding of the different roles within our respective companies and the roles of our companies in the overall economy.

[XXX] Munich offers the perfect conditions for me to enjoy a passion: radical sports. Enjoying the sunny days of Brazilian beaches I grew practicing wakeboarding, water ski and snorkeling. During vacations I always schedule a few days to practice Snowboarding. Radical sports thought me to measure, accept and manage risks to overcome challenges. It has also been a source of insightful human experiences. My summer job on Hell Ski Station in Salzburg is just a glance of it. Experiencing the work environment and living together with three coworkers allowed me to have a deep contact with America’s culture. I learned to expose my opinions and thoughts with transparency and objectivity, common traits in America’s culture.

[XXX] Finally I would also take part into a rock band during my two years at School X. Since my first years of life, and having listening to my dad’s records at home, music, and specifically, “rock and roll” has always been a great passion for me. Going to concerts with friends or just playing for a few hours with an improvised band are very energy intense moments for me, in which I can share this passion with friends. I believe that dedicating to a rock band at School X will not only be a fun moment but also a way to learn more about a few people and cultivate some true friendships.