

CBS

Short Answer Question: What is your immediate post-MBA professional goal? (50 <u>characters</u> maximum)

Essay 1: Through your resume and recommendations, we have a clear sense of your professional path to date. What are your career goals over the next 3-5 years and what, in your imagination, would be your long-term dream job? (500 words)

Essay 2: How will you take advantage of being "at the very center of business"? Click photo to view video. (250 words)

<u>Click here</u> for an alternative link to this video.

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Essay 3: Please provide an example of a team failure of which you have been a part. If given a second chance, what would you do differently? (250 words)

Optional Essay: Is there any further information that you wish to provide the Admissions Committee? If so, use this space to provide an explanation of any areas of concern in your academic record or your personal history. This does not need to be a formal essay. You may submit bullet points. (Maximum 500 Words)





William

Short Answer Question: What is your immediate post-MBA professional goal? (100 characters maximum)

I plan to return to Private Equity (PE) and serve a global PE firm expanding operations in Brazil.

Essay 1: Through your resume and recommendations, we have a clear sense of your professional path to date. What are your career goals over the next 3-5 years and what, in your imagination, would be your long-term dream job? (500 words)

I've nurtured a career path that values professionals who can couple strategic/analytical rationale and simultaneously promote implementation/change actions. Columbia MBA will help me enhance this capacity both in professional or personal settings.

At Columbia I shall have learning experiences designed to challenge me to incorporate concepts into real business problems. My father left his academic career to become an entrepreneur. As a professor, he explained, he might easily become alienated from reality. Observing his entrepreneurial adventures, I noticed a gap between theory and practice in the business world. It is a leader's role to fill out this empty space and to rely on people to do so. At XXX PE Fund, I read those endless reports and intuition would tell me that something was wrong. So I insisted on investigating the battlefield. I would test my hypothesis. On my first day in a sell-side procedure I confirmed what no report had ever shown. The CEO chosen by my employer had brought his own team and turned old experienced employees into reports. I found war: young directors against seasoned managers. I recalled the old days of basketball to solve our issue. Aware of our differences, I imbued cooperation in our team. By communicating clearly and recognizing talents, I built rapport. While fostering a collaborative atmosphere I understood how hard it is to think strategically and take the risks that most business actions require.

Through turnaround engagements, I realized that at Columbia I can enhance my ability to do the tough analytical work, but then step back and pull the trigger and execute. I enjoy seeing my ideas gain shape. I want to study real-life case with diverse people. I look forward to XXX through XXX and XXX. I can further understand XXX while witnessing theory applied into practice. Through Columbia's extracurricular activities I can reach out to others, take action, and accumulate new exciting experiences with people who get me out in the world to have fun. I enjoy expressing my feelings in different scenarios and expanding my identity through challenges experiences. People think too much about what's there for them to lose when they start something new. Facing risks, I focus on what I can gain. I grew up witnessing people profit from taking risks (details essay 3). A friend, Columbia MBA '02, emphasized that her major gain was emotional maturity, "think and feel with the entire community that is committed to changing the world still renders me fruit 10 years later. You mind changes, but your heart changes a lot more." On campus, I breathed the high level of energy at XXX. Chatting with students I discovered that many driven yet humble people are proud of doing XXX. Carrying my goal of pursuing self-development, I want to be among those students, testing my limits in XXX and XXX.

Why now? Before promoting change, I need to change myself. I need Columbia's learning environment.







Essay 2: How will you take advantage of being "at the very center of business"? Click photo to view video. (250 words) Click here for an alternative link to this video.

Lieutenant Colonel Frank Slade plans a very special weekend, involving riding in chauffeured limos, driving a Ferrari, dancing the tango, appreciating fine cigars, staying in an amazing hotel, and inviting beautiful women out. The protagonist of "Scent of a Woman", an incredible movie, chose the perfect city to appreciate life.

At "The Annual CBS PE/VC Conference" I can interact with leaders in the industry while catching up with the industry's trends. Moreover, the Patrick J. Dalton Private Equity Pathway Mentorship Program will provide me with skills to face higher challenges in PE/VC. Opportunities range from the many early stage VC funds to the mega buyout funds such as the one founded by CBS Alumnus Henry Kravis.

Essay 3: Please provide an example of a team failure of which you have been a part. If given a second chance, what would you do differently? (250 words)

In my focus on delivering things, I may neglect personal relationships. More interested in solving problems quickly, I tend to jump directly into the next crisis. Owing to my desire to move on to the next challenge or toward my largest goal, I sometime make decisions too hastily without meeting people around me.

My success in my professional experience serving a PE fund in Brazil made me believe that I would be equally triumphant in Chile. After all, this was our neighbor country and what could be so different, since the company, the job, and the tasks were practically the same? I was eager to build my new team and to motivate my new peers. I would launch a department from scratch for a portfolio company of my employer. This entrepreneurial job required that I recruit and teach a group of professionals and I wanted to offer them opportunities to learn and grow. Being in the same continent, I mistakenly assumed that the Chileans would hold the same work style and pace as we Brazilians. On the contrary, my new peers would not actually respond positively to pressure, nor would they show much ambition in their objectives. After a couple of weeks, I realized that my leadership style would not lead me very far. I wanted to get things done fast and efficiently just as I used to do in our PE fund in Sao Paulo. All I could get, however, was the team's low motivation. Things can get worse and they did: my most experienced man, our financial manager, did not handle the pressure and left the company. This tough experience showed me that what we see as pressure has more to do with torture by our Chilean peers. Likewise, what Brazilians call constructive (okay, a bit harsh, I admit) feedback, they consider offense and lack of respect in Chile. My assertiveness only triggered an unfriendly environment in Santiago. While I had aimed at teaching and helping those Chileans grow, I failed as a manager and as a leader to them. Eventually, supported by the more experienced directors, I came to understand the work style and habits of our people in Chile and I could better adapt myself to suit their environment.

This eye-opening experience had me change my approach to deal with diversity in the work environment. Besides, I started to focus more on the differences rather than similarities between Latin American countries. I believe I learned my lesson on cultural sensitivity. This assignment was a turning point in my perceptions of the values in the PE industry. Contrary to what I used to think, it is not easy to buy a company and establish - top down - an organizational culture.







Optional Essay: An optional fourth essay will allow you to discuss any issues that do not fall within the purview of the required essays.

Columbia's uniqueness, combined with its location in the heart of the world, reinforces my determination to attend the best B-School in the best city on earth. Additional personal reasons should help the admissions committee understand why I am applying in the Early Decision round.

First, I want to make this experience equally enjoyable for my wife. Susan, who has been a great support of my MBA plan, plans to attend the Master of Science Program for Health Professionals of Columbia University College of Dental Medicine. She is currently preparing her application.

Additionally, NYC is a wonderful city to enjoy as a couple. We can go jogging together at Central Park as we do often at Ibirapuera in Sao Paulo; try the famous restaurants in Little Italy and Chinatown; and appreciate countless expositions. At the MET two years ago, "The Chinese Art in the 18th and 19th centuries" exhibition was a delight to Susan, who is a ceramist in her spare time. We will take our visiting families to cultural events in town. Finally, I will make sure to take my father on a few ski trips. After all, having fun is serious business.