



MIT Sloan

(Note: Please draw upon experiences which have occurred in the past three years.)

Essay 1: The mission of the MIT Sloan School of Management is to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice. Discuss how you will contribute toward advancing the mission based on examples of past work and activities. (500 words or fewer)

Essay 2: Write a professional letter of recommendation on behalf of yourself. Answer the following questions as if you were your most recent supervisor recommending yourself for admission to the MIT Sloan MBA Program: (750 words or fewer)

- How long and in what capacity have you known the applicant?
- How does the applicant stand out from others in a similar capacity?
- Please give an example of the applicant's impact on a person, group, or organization.
- Please give a representative example of how the applicant interacts with other people.
- Which of the applicant's personal or professional characteristics would you change?
- Please tell us anything else you think we should know about this applicant.

Optional Information: The Admissions Committee invites you to share anything else you would like us to know about you, in any format. If you choose to use a multimedia format, please host the information on a website and provide us the URL.

<http://mitsloan.mit.edu/mba/admissions/apply-here/instructions/?admissions/applicationinstructions.php>

Content	P
David	2
Victor	4
William	6



David

Essay 1: The mission of the MIT Sloan School of Management is to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice. Discuss how you will contribute toward advancing the mission based on examples of past work and activities. (500 words or fewer)

(Note: Please draw upon experiences which have occurred in the past three years)

A new situation or an unfamiliar subject always challenges me to get to know first the **WHY** behind the **WHAT**. My usual approach is to find out whether the established **WHAT** makes sense. It is simple advancing management practice: all of us should just ask probing questions.

In college, after I studied in-depth Statistical Physics, Information Theory and Non-linear Dynamics, I simply could not accept the way to predict the market evolution for styrene at XXX company in Brazil. Historically, in the Brazilian chemistry industry, the traditional method to obtain such data was by using GDP (Gross Domestic Product) as forecasting basis. During college, I came to admire the unpredictable behaviors of fundamentally complex systems, so I questioned the validity of the GDP method. Before I could take any action, though, I needed “proof.” I decided to test my ideas on the field - I found out that my hypothesis was correct through historical data - correlations between the GDP and the status in the market of styrene are actually insufficient in a few given years. The result was incorrect forecasts and budgeting. I would look for my solution by adopting a scientific approach. At home, I spent the night in front of my laptop. I also ordered three books from Amazon and in the following morning, I called a former professor from USP, the most prestigious university in Latin America. He studied Non-linear Dynamics - I needed a highly sophisticated model or those people would rather keep the “mediocre yet functioning” tool. To my surprise, he invited me for coffee and, witnessing my enthusiasm, raised a possibility: develop a consumer-based model, linking the growth of styrene market with the increase in the number of consumers of plastic components. However, he insisted on warning me: “it will be no piece of cake.” He recommended that I invite two of his former students to join me in the task. Before I met them, however, I had to show that I was up to that challenge. I read those three books cover to cover. But they were initially defiant. I explained that although their areas of expertise were different from the topic, they would be useful to establish the premises that would support the model. Realizing that their main drive was intellectual challenge, I motivated them with additional challenges in other areas of my company. They accepted: I had two geniuses onboard. For six months, I supervised my two “partners” and the people from the business units until we concluded our new forecast model. The time to test it finally came - I felt like a scientist who is about to question his model of the world through empiricism. Once they saw it work, people grew excited about its flexibility. However, I still had to show the company’s high management that my model was feasible. My strategy was to share the results with the BU managers, who, in turn, defended the model when we showed it to the BU presidents. The Executive Committee - CEO and all VPs of XXX had already heard of my model even before I showed it, so their approval was almost immediate. Now, the term GDP elasticity is history.

My experience motivated me further to apply to MIT Sloan MBA and continue to explore my desire to bring innovation into companies while continuously questioning traditional ways to do business. Brazil needs businessmen who believe that, in the long run, it will be worth investing in innovation.



Essay 2: Write a professional letter of recommendation on behalf of yourself. Answer the following questions as if you were your most recent supervisor recommending yourself for admission to the MIT Sloan MBA Program: (750 words or fewer)

- **How long and in what capacity have you known the applicant?**

I first met David Zago when I interviewed him to be the Planning Manager of XXX, where I am the General Director, responsible for a US\$ 450 million business (strategy, R&D and production). David and I have interactions on a daily basis.

- **How does the applicant stand out from others in a similar capacity?**

As a former consultant, I have worked with almost one hundred analysts (pre and post-MBA). I cannot recall having worked with a young professional as promising as David. David is a fast tracker when compared to others with the same age: at the age of 26, he is already “acting as a manager.” David’s main distinction is his capacity to promote innovative changes in an environment filled with uncertainties.

I hired David mainly (i.) to help me analyzing and making all major business decisions; (ii.) to lead the division’s key projects; and (iii.) to coach two analysts that also worked with me in the Strategy Planning and R&D divisions. I had never worked with a young professional who achieved excellence in three such difficult capabilities as (i.) ability to put all of the project pieces together and understand the properties, behaviors, and characteristics of a system as a whole; (ii.) ability to create a learning environment of constant innovation across people, processes, and technology; and (iii.) assess innovative plans, gather lots of information to base decisions on the “how” in terms of effectiveness - he is great at developing ideas into functional and innovative applications.

- **Please give an example of the applicant’s impact on a person, group, or organization.**

Besides possessing all desirable qualities to serve my division, e.g., strong technical knowledge and analytical and problem structuring skills, David distinguishes himself for his noticeable capacity for master a new knowledge in order to solve a problem - definitely he is very good at synthesizing findings and building strong arguments. Chemicals, petroleum, and electricity and pulp and paper sectors in Brazil, for instance, have let him to delve in studies like no other. He therefore became the go-to person for cross-functional teams and a reliable support for senior members. He even supported the development of knowledge documents on the electrical and petroleum sectors. He has the ability to discuss multiple aspects and impacts of issues and project them into the future. For several times, when we were discussing how to present our findings to the CEO, he impressed him by quickly structuring, in a sheet of paper, presentations that easily explained the conclusions of very complex analyses.

- **Please give a representative example of how the applicant interacts with other people.**

Interpersonal relationship is clearly one of David’s differentials.

David has showed increasing maturity to handle senior members. He engaged in discussions and was proactive to resort to leaders, earning their respect and recognition. As an example of this, he would participate in practice meetings to which only directors and senior were invited. He thinks through situations and issues for himself and he rejects unjustified authorities while recognizing the contributions of reasonable ones.



He builds constructive and effective relationships, not restricted to the work environment. Like David himself, more than half of the analysts in our company come from other cities. This real empathy with the joys and pains of others has enabled him to set strong relationship with at least one person of each cell in the department, creating a feeling of belonging. Last year, for instance, he persuaded some co-workers to assemble a team to participate in a match race, further strengthening their friendship.

- **Which of the applicant's personal or professional characteristics would you change?**

David has the noticeable ability to push things forwards while being tough-minded. Having said that, I think David could develop even more his political abilities. David gets great satisfaction when he can engage in verbal debates and it can be a problem.

I remember when he once defied XXX, our R&D manager, and even asked for my intervention to lessen the political conflicts that followed that situation. Having his end career goal of becoming a leader in innovative business settings, he should understand that one of the most important attributes of a senior person is to build solid relationships and adapt his behavior to different environments.

In a short period, he managed to correct his mistake. I can now observe that he tries to recognize differences of opinion, brings them out into the open for discussion, and look for win-win solutions. Last week, for instance, I noticed his change of attitude in a meeting filled with political tension.

- **Please tell us anything else you think we should know about this applicant.**

David holds a series of personal values that support a promising career inside an innovative company.

I admire his intellectual curiosity. Even in a highly demanding professional environment, he can find time to devote to his favorite subject, Philosophy of Science. I have mentioned that because I have witnessed his "dissemination" effort - every month, he is carrying a different book on the subject that he tries to discuss with his colleagues. Following his recommendation, I read two books. His diverse cultural background combined with an approachable and easygoing personal style allows him to rapidly connect with people. He has a smile on his face even at the hardest of "crunches" in the wee hours of the morning. People like to be around him.

Optional Information: The Admissions Committee invites you to share anything else you would like us to know about you, in any format. If you choose to use a multimedia format, please host the information on a website and provide us the URL.

“To believe your own thoughts, to believe that what is true for you in your private heart is true for all men - that is genius.”
Ralph Waldo Emerson

If I move to Cambridge next year, I have no doubt which personal possession I will pack to take along.



Since elementary school, drawing, painting, and everything related to colors on paper were my favorite activities. A bit older, I longed for my weekly Arts class. Later, as I attended one semester of high school as an exchange student in England, I could devote more to arts as an elective course. I felt motivated to find out that I could submit one piece of work to an arts competition. I chose to mix pastel and watercolor techniques in my work, but unfortunately, in the middle of the job I made a mistake. I accidentally spilled paint and part of my ocean was really blotted. I would not be able to fix the mistake in time for submission, so I decided to finish it freely and without worrying about the competition. In the end, I decided to submit it and was awarded second prize among almost two hundred works. This was not the most significant competition I enrolled and that was not my best work of painting, either, but I saw that award as a symbol of my self-discovery. At age 16 and all alone on foreign grounds, I kept faith in my own opinion of aesthetics. I felt brave and I exercised my creativity freely. It felt good.

I believe in the value of unique experiences that a person can have in life. I believe we must fight to explore in our journey moments at which we could only have acted in a given way. When I am 90 and look back, nothing will have given me more pride than having lived a life in which I can explore all the creativity I feel I carry. I hope that in August next year I can show you my painting. I can guarantee that the colors are much brighter than what the computer screen shows.



Victor

Essay 1: The mission of the MIT Sloan School of Management is to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice. Discuss how you will contribute toward advancing the mission based on examples of past work and activities. (500 words or fewer)

(Note: Please draw upon experiences which have occurred in the past three years)

The goal for initiating a real change is to find a tangible way to align resources for maximum ease, and functioning. I enjoy creating efficiently structured systems and setting priorities to achieve transformational objectives. The following story reveals my way of questioning the status quo.

I am knowledgeable about how organizations work. I know how to get things done through both formal channels and informal network. I understand the origin and reasoning behind policies, practices, and procedures. I have carried this ability since my first day at XXX Strategic Planning department. The first project I was assigned when I started working was about the "Industrial Configuration" that best suited company future plans (US\$1.3 billion investment). In order to accomplish such an ambitious goal we had 13 departments involved, from sales to supply going through logistics, engineering and environment. As strategic planning, we were the leaders of the project and I was the analyst responsible for it. My job was to keep the work coherent, make sure that the communication flow was working well, control the project evolution and, at last, set up the document that would go to board. I remember not being able to fall asleep the night before the project began - the challenge was huge, but I felt that it would require my best competence - the capacity to organize information, ability to give order to chaos. An investment as big as the one we were discussing if not done correctly could mean a huge financial problem. The coherence of the numbers given by all the involved areas was also a difficult subject. I had to keep everyone updated with other areas results. At last, our delivery date was always at the doorstep. Nobody could rest, and the project was always competing for the analyst and specialists' attention. I adopted a more "close to the areas" approach. I designed the workflow for the project (which area was supposed to what and when), shared it with the team, and then I focused on facilitating each department analyses. Even with all our effort organizing information, the various departments could not see the complexity of the project and, therefore, I could not move on with it. At night, after an exhausting workday, I had the idea of drafting what I generously called "our intranet." Thanks to a college classmate and my programming lessons, I could build a friendly interface in which the multiple agents could interact. That also came two other benefits. First, each time I discussed and helped about a subject I could learn more about it and eventually contribute to the development of the activity as well. Second, I got closer to the people on the team and fought for them when needed. Those actions really showed the team about the necessary commitment. As the project advanced, people started recurring to me whenever they had a problem and I realized that although I was not a formal leader I had earned that role.

I have nurtured a career path that values professionals who can couple strategic/analytical rationale and at same time promote effective changes. Bringing together my ability to rethink current reality with my analytical background makes me confident to lead a group to change established assumptions.



Essay 2: Write a professional letter of recommendation on behalf of yourself. Answer the following questions as if you were your most recent supervisor recommending yourself for admission to the MIT Sloan MBA Program: (750 words or fewer)

- **How long and in what capacity have you known the applicant?**

I know Victor Muller since 2008, when we worked in a post-merge optimization project of the Procurement Department of a leading Brazilian consumer goods company. Victor was the analyst of the XXX team while I was the project manager. We interacted together for long hours in a daily basis for four months.

Our project presented some unpredicted challenges - the client's organization was highly politicized and the agenda of key stakeholders was never clear.

- **How does the applicant stand out from others in a similar capacity?**

In my eight years of work experience, I have managed dozens of management consulting analysts. Victor is without any doubt among the top three. His problem solving capabilities and team spirit are worth mentioning, but he goes far beyond.

His previous experience running small businesses at Endeavor, non-profit organization pioneering the concept of high-impact entrepreneurship in emerging markets, gave him a unique systemic vision and a keen capacity to find innovative solutions that big enterprises do not normally consider. For instance, when we needed to design a new committee structure for the client's Procurement Department, Victor insisted on shrinking the number of committees based on a pragmatic vision that committees only work if they are vital and attractive to participants. I would never have thought about that, but the client was highly satisfied with the recommendation. I observe that many young people lack a practical sense at the time they have to approach specific problems.

- **Please give an example of the applicant's impact on a person, group, or organization.**

Victor's performance was exceptional in terms of competence to get things done in uncertain and political business settings.

Even within scenarios of extreme political uncertainties, Victor is good at devising a strategy, give structure, and establish plans to reach distant goals dictated by a strong vision of what is necessary in the end. His work stream was extremely complex with several moments of data crunching, but he was able to reconstruct the viewpoints and reasoning of others and to reason from premises, assumptions, and ideas others than his own. He shows a lot of enthusiasm and passion for analyzing, discussing and solving intricate issues. I remember when XXXX, he easily mastered the XXX process, from developing hypothesis, running analyses and discussing with senior clients and convincing them. He mobilized a team of clients to help, and together with the tough controller, he designed improvements. He built it all within an adverse political environment. I admire professionals who can extract the most out of few available resources.

- **Please give a representative example of how the applicant interacts with other people.**

Our project together involved all sorts of organizational relations, so it easily suits the answer to this question. Victor was good at involving stakeholders to support team goals through participation and dialogue. He was masterful at building cooperative relationships that enhance the "social glue" of the team.



With his peer and interns, Victor kept respect and genuine collaboration. More experienced than the others, he learned to coach and provide support without seeming to be doing so - what soon allowed him to lead the whole team. Acknowledging that strength, I delegated to him the duty of leading and following the team's delivery. As a passionate for soccer, Victor partially addressed the firm's concern about its consultants' health by convincing the office leadership to sponsor a once-a-week soccer match for consultants. Excited with the tournament, a partner mentioned Victor's attitude during his semiannual review. Even though Victor was warned at the beginning that others had already tried similar initiatives with little success, he showed resilience to reach his goal.

- **Which of the applicant's personal or professional characteristics would you change?**

I believe that Victor can further advance his conflict management skills. Because of his conciliatory personality, he is not good at communicating urgency.

Victor received well the feedback and asked for support. I believe his great self-awareness will help him mature quickly.

- **Please tell us anything else you think we should know about this applicant.**

Victor is very good-humored person, with strong character and attitude. He has a very warm personality and it is a pleasure to spend time with him in the team room. As the PMO, he had to be rigid with deadlines and quality of work from other consultants. However, I heard feedback from many consultants that deeply enjoyed working with him. He proved distinctive maturity and process management skills, as there was high pressure to capture savings quickly and several multitasking initiatives at same time.

Optional Information: The Admissions Committee invites you to share anything else you would like us to know about you, in any format. If you choose to use a multimedia format, please host the information on a website and provide us the URL.

I love talk shows. Particularly, at the very end, when the interviewer asks objective questions. I see it as a fun way to get to know the other. How do you feel about knowing a bit more of me?

1. WHAT IS THE BEST MOMENT OF A REGULAR DAY?

Half an hour before I fall asleep every night - it is the time where I reflect, contemplate and think about my life or that day.

2. HOW MUCH SLEEP DO YOU GET?

Five to six hours.

3. WHAT TIME DO YOU GET UP?

I am usually up by 6am, but wake earlier. I love that sense of quiet first thing in the morning as the world wakes up.

4. WHAT INSPIRES YOU?

People who are dedicated with the full heart to something they are doing.

5. WHICH NEWSPAPERS OR MAGAZINES DO YOU READ?

The Economist, Exame, Valor, Wired (and sometimes MIT Technology Review), Car Magazines, History Books, and Science books for lay people - I am big fan of Carl Sagan, Steve Pinker, Oliver Sachs, and Richard Dawkins among others. Concerning online publications, there might be too many to mention here.

**6. WHICH FILM BLOWS YOUR MIND?**

Definitely: The Scent of a Woman. As for other films, I truly hate romantic love comedies... but I like watching good-mood movies like "Little Miss Sunshine."

7. WHAT DO YOU LOVE ABOUT YOUR CITY?

I love Sao Paulo for being my home - the place, where I fell in love with the woman of my life, met wonderful friends, found my occupational challenges and enjoy the adventurous nature of life.

8. WHAT SOUND IS MOST LIKELY IN YOUR EARS THESE DAYS?

HBS Working Knowledge and The Guardian Science Weekly podcasts.

9. A PIECE OF MUSIC?

"O que é, o que é?" by Gonzaguinha. It is a shot of optimism in your vein. The lyrics describe the importance of learning from the hardships of life.

10. IS THERE ANY FICTION CHARACTER THAT YOU EMPATHIZE WITH BECAUSE, IN A CERTAIN WAY, HE/SHE REVEALS YOU PERSONAL VALUES?

Julien Sorel, "The Red and the Black" (Stendhal). This book tells the story of a young ambitious plebeian that dreams in entering the French high society. He tries to preserve his romantic illusions during his journey, however when he meets his desires, he also meet his flaws. First, like him, I am a romantic - I believe in human goodness, true love and dreams. Second, I am very ambitious. Third, I have the same conflict, because this romanticism and this ambitious cannot live peacefully together in real world.

11. WHAT SUPERPOWER WOULD YOU LIKE TO HAVE?

I'd love to be able to manipulate space & time. Imagine being able to be any place you want, anywhere in the world at any time in a matter of seconds? Happiness.

12. WHAT ARE YOUR FAVOURITE CITIES AROUND THE GLOBE?

NYC (melting pot), Paris (walking), Tokyo (even though I've never been), Singapore (specifically for the food), and definitely Uberaba (family and peace).

13. FIVE THINGS WE WOULD FIND IN YOUR SUITCASE?

Pocketknife, leather boots, my glasses, a book, laptop, iPhone, Moleskine notebook, camera and my shades.

14. WHERE WOULD YOU TRAVEL TO IF IT WAS THE LAST JOURNEY IN YOUR LIFE?

I'd travel home to my family.

15. YOUR LIFE PHILOSOPHY?

"Skate to where the puck is going, not where it is," Wayne Gretzky

We can continue this chat in an interview. How do you feel about that?



William

Essay 1: The mission of the MIT Sloan School of Management is to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice. Discuss how you will contribute toward advancing the mission based on examples of past work and activities. (500 words or fewer)

(Note: Please draw upon experiences which have occurred in the past three years)

I appreciate sophisticated analysis as long as I have the chance of testing them in the concrete world. The best way to have a good idea is to have many ideas and test them empirically. Contrary to what most people think, innovation does not come from a “big Idea” wrapped in a generic strategy. Innovation arises when several ideas are tested on the real field of practical experiences. When I face a problem, I use a “multiple solution approach.”

Through the years I learned to take advantage of the power that change brings to people’s lives. I go after opportunities. Understanding how business works and keeping both my eyes and my mind open, I can succeed in my findings even when I go shopping. Once in a hardware store, I perceived something interesting and different - a new brand of special glue for the construction industry was occupying most of the space in that point of sale. Immediately I wondered who the manufacturers were. What else did they offer? I looked around for other products under that same unknown brand and, placing that heavy container in my shopping cart, I began to establish connections. I figured out that with its know-how as well as values as a company, XXX (my PE Fund) might be interested in that new and apparently groundbreaking company. Meticulous paper work and round figures convinced my bosses, but my challenge lay in approaching the shareholders, Chilean entrepreneurs living in Sao Paulo. As my boss often reminds me, “in our industry the greatest tool is persuasion.” My idea could be brilliant, but it had to sell. I could not just call the shareholders, so I did my research. One of the owners was also an importer of Chilean wines. I needed someone to put us closer, and I remembered a former college classmate who worked in retail. He gave me the phone number of a wine connoisseur who, in turn, told me that a major wine event was to happen. Without worrying about getting a “NO” as an answer, I showed up. Most wine importers were there and so was my guy. I found an occasion to show him the investment thesis that had begun in my mind while I purchased some glue. “Mr. XXX, I know nothing about wines or glues, but one thing I know and that is business. All I ask you for is 5 minutes. I believe that he was caught by surprise by a bold twenty-four-year-old. He smiled, “I’ll give you six, kiddo”. Promptly, I replied, “I’ll be brief, but I must tell you I make no deal under the effect of alcohol”. Every salesman must be friendly, right? I had prepared my three-minute elevator pitch. Our talk lasted 15 minutes and he ended it with an invitation for lunch. Eventually, I convinced him and his partners to study the possibility of a joint venture with XXX. I went far beyond my position, so by working on a systemic perspective, a quick visit to a hardware store culminated in a favorable deal for which I am currently responsible.

This experience not only resulted in an accelerated promotion to associate at XXX but also mainly reassured me that I was doing something well aligned with my personal values.



Essay 2: Write a professional letter of recommendation on behalf of yourself. Answer the following questions as if you were your most recent supervisor recommending yourself for admission to the MIT Sloan MBA Program: (750 words or fewer)

- **How long and in what capacity have you known the applicant?**

I work in Chronos Investment, a Private Equity (PE) firm which has the best record, in terms of returns and exit in Brazil. I joined Chronos in 1995 and have been a partner thereof since 1999. I have known William Mattos since he worked as IB analyst for XXX on an M&A deal for a company that today is part of our portfolio.

Now William's main responsibility is to evaluate new investment opportunities, but he actually goes way beyond, coordinating due diligences, evaluating transaction documents, interacting, supporting M&A activities, and building two-way relationships that enhance the "social glue" of our firm.

- **How does the applicant stand out from others in a similar capacity?**

I can say that I do not remember having worked with a PE analyst with the same high potential as William.

He already performs functions of a well-seasoned post-MBA PE associate. In light of his accomplishments, we also offered him to coordinate the divestment from Big Heart, a health company. Our investment in the company involved several co-investors and a complicated structure.

- **Please give an example of the applicant's impact on a person, group, or organization.**

William's main strengths are related to his capacity to (i.) communicate urgency to improve whatever is in front of him; (ii.) define objectives and strategies to meet requirements and organizational objectives; (iii.) disposition to work his way through intellectual complexities despite the frustration inherent in the task.

I am impressed by his quick reasoning and mainly his ability to work under extreme pressure when we worked on the same deals, the evaluation of the merger of retail companies early this year and on the acquisition of health companies later on. His development of a financial model for Chronos Investment while he worked at XXX illustrates this fact very well. Although he had only basic knowledge of financial statement analysis, he took the best of the situation and learned by himself the subjects through studying his CFA books.

His capacity to organize, synchronize, and mobilize is a fair demonstration of leadership in my view. One good example was the coordination of the 2005 Annual Meeting of our investors in London. He was responsible for the execution of the entire event: from notifying our investors, tracking responses and preparing the presentation to defining the place to be rented and choosing the food menu. Another example was the closing of our divestment from ZigZig, another portfolio company. After reaching an agreement towards the selling price, the partner in charge let the entire execution of the closing to William.

- **Please give a representative example of how the applicant interacts with other people.**

William is very pragmatic and proactive to reach the objectives of a project, delivers high quality written output, maintains a positive attitude, and shows remarkable ability to work in diverse group settings.



William has developed relationships with people from all levels within Chronos Investment. He knows every member of our staff, having earned the respect of every single one of them. Among the private equity team, he has made very good friends, who treat him with tenderness as the youngest member. His maturity, integrity and honesty are among his most salient personal strengths. I always appreciated his comfort around senior management. While he was able to deal with them if as they were his peers and would not be afraid of exposing his opinions and ideas, he demonstrated full respect for theirs. For instance, William participated on the weekly board of directors during the integration period. He constantly contributed to the management team in several different subjects, without looking like an outsider. At Chronos' annual event, I could witness William's abilities with different ranks of people. He was probably the only person in the entire company that could transit comfortably among the different groups of people. He could move around from the CEO's to the secretaries' table, and in all of the tables, he was welcomed and liked.

- **Which of the applicant's personal or professional characteristics would you change?**

I feel that he needs to deepen his negotiation skills. He will benefit from these skills, mainly in the PE business as he moves from more analytical errands to those with focus on managing people.

Since he is participating in the management of "Viva a Vida", working directly with the top management, I figured he would face challenges that will help him address his deficiency.

- **Please tell us anything else you think we should know about this applicant.**

William is reliable person. In mid-2002 we chose William define a variable compensation plan (bonuses and salaries) a sensitive subject in which I worked closely with William.

William has a great sense of humor and is a very optimistic young man. He displays a constructive attitude. He is capable to maintain a positive posture even through moments of deep pressure.

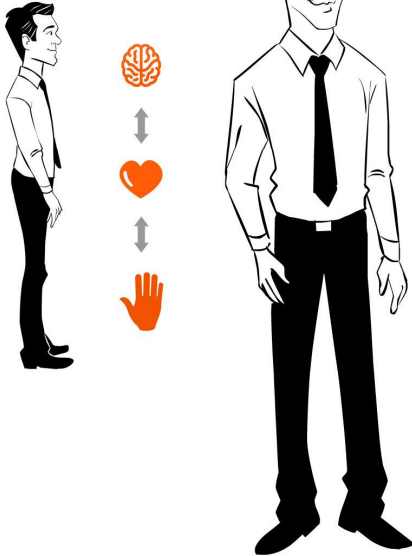
Recently, he has contaminated others in the office with the "running" virus. Because of his love of sports, he built a team with his office peers and has been planning Sunday running events. The professionalism in this endeavor was such that the team now has a physiologist and a nutritionist. They have already won a few medals in relay races.



Optional Information: The Admissions Committee invites you to share anything else you would like us to know about you, in any format. If you choose to use a multimedia format, please host the information on a website and provide us the URL.

"DO YOU HAVE THE ABILITY TO REALLY DO THE TOUGH ANALYTICAL WORK BUT THEN STEP BACK AND PULL THE TRIGGER AND EXECUTE? IT'S VERY HARD TO FIND PEOPLE WHO ARE BOTH GOOD AT THEIR STRATEGIC AND ANALYTICAL THAT THEN DON'T GET SO CAUGHT UP IN THAT, THAT THEY'RE STILL ABLE TO SAY I'LL TAKE ON SOME RISK, BECAUSE ALL ACTION, ALL BUSINESS ACTION, REQUIRES COURAGE."

THE MEDIATOR BETWEEN THE MIND AND THE HANDS MUST BE THE HEART.



AS THE SON OF A PROFESSOR WHO QUIT HIS JOB IN A COLLEGE IN ORDER TO SET UP A SMALL BIOTECH COMPANY, I WAS TAUGHT TO VALUE THE COMBINATION OF COMPLEMENTARY SKILLS: THE ABILITY TO DO THE TOUGH ANALYTICAL WORK, BUT THEN STEP BACK AND PULL THE TRIGGER AND EXECUTE. MY FATHER OFTEN SAYS THAT A PROFESSOR FROM USP WILL ONLY LEAVE THE UNIVERSITY IN A HEARSE, STRAIGHT TO THE FUNERAL PARLOR. HE WAS A PIONEER DESPITE THE ABYSS IN BRAZIL BETWEEN SCHOLAR RESEARCH AND SOCIETY. HE IDENTIFIED AN OPPORTUNITY AND WAS BRAVE ENOUGH TO LEAVE THE ACADEMIC ENVIRONMENT AND BUILD HIS FIRST COMPANY IN THE BIOTECHNOLOGY INDUSTRY. IN HIS FONDNESS OF CHALLENGES, HE QUIT A SAFE AND PROMISING CAREER I WITNESSED HIS RESTLESS DEDICATION TO EACH OF HIS VENTURES.

I HAVE LEARNED THAT COURAGE IS THE FIRST OF HUMAN QUALITIES BECAUSE IT IS THE QUALITY WHICH GUARANTEES THE OTHERS.

WILLIAM, THE DOER