

Bruce,

Thanks again for taking the time to write these MBA letters of recommendations for me. Each school has a slightly different set of requirements when it comes to writing LORs so I want to make this process as easy and transparent for you as possible. My hope is that these LORs will convey to the business schools my strong candidacy for their MBA program through my demonstration of the six following pillars:

General Management Perspective, Analytical Ability, Cultural Awareness, Teamwork, Ethical Values, & Leadership.

I know it would be difficult to detail specific instances of my mastery in all 6 of these pillars when writing your LOR; however, my hope is that you can identify two or three pillars above and recall specific instances where I exemplified these qualities and include those in your LOR.

This Fall I will be applying to Harvard, MIT, Stanford and Univ. Of Pennsylvania. Below this message, I've listed the schools chronologically according to the due date of the application and placed the questions that school will ask regarding my candidacy. At the end of this document, I've created an appendix that contains LOR writing guidelines and a few specific instances of my time and accomplishments on SLS. I hope you'll reference this appendix when constructing your LOR! Of course, feel free to include other relevant anecdotes that you think speak to my capabilities.

I will submit my applications between August and September. At this time, you can expect to receive a formal email notification from the schools with due dates, requirements and any additional instructions on how to submit the letters.

As you know I'm working with a consulting company to build the strongest applications possible, so this next part is completely at your own discretion. However, if you feel comfortable providing me a rough draft of your recommendation, I can then relay that rough draft to my MBA consultant, Kenji Gjovig. He would use the rough draft you provide to strengthen my overall application by offering comments and suggestions. Kenji has been exceptional in working with me to get these applications prepared, and I believe his input, from your LOR, could really help in strengthening my overall applications.

I've asked for your recommendation because I believe, better than anyone else, you can attest to my abilities for success in an MBA program. So thanks again for taking the time to write these LORs. I really appreciate it! I encourage you to call me with any questions, concerns or comments you may have, and I look forward to letting you know of my admittance!

Thanks,
Nathan Sullivan

Harvard (DUE 9/7/16):

Harvard requires two questions be answered and a leadership survey:

- a.) *How do the candidate's performance, potential, background, or personal qualities compare to those of other well-qualified individuals in similar roles? Please provide specific examples. (300 words)*
- b.) *Please describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. (250 words)*
- c.) *Harvard's Leadership Survey*

<http://cdn.clearadmit.com/wp-content/uploads/2015/06/hbs-mba-recommendation-grid.jpg?187ce4>

Stanford DUE (9/21/16):

Stanford requires the completion of a Leadership Survey as well the response to three questions

- a.) *Stanford's Leadership Survey*

https://www.gsb.stanford.edu/sites/gsb/files/mba_lor_reference_0.pdf

- b.) *How does the applicant's performance compare to that of other well-qualified individuals in similar roles? Please provide specific examples. (E.g. what are the applicant's principal strengths?) Up to 500 words*
- c.) *Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. Up to 500 words*
- d.) *Optional is there anything else we should know?*

University of Pennsylvania (DUE 9/29/16):

University of Pennsylvania requires a Leadership Survey and three questions

- a.) *How does the candidate's performance compare to those of other well-qualified individuals in similar roles? Please provide specific examples. (300 words)*
- b.) *Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. (250 words)*
- c.) *(Optional) Is there anything else we should know?*

MIT (DUE 12/01/16):

MIT's requirements are slightly different asking that you answer the short series of questions below.

- a.) *How long and in what capacity have you known the applicant?*
- b.) *How does the applicant stand out from others in a similar capacity?*
- c.) *Please give an example of the applicant's impact on a person, group, or organization.*
- d.) *Please give a representative example of how the applicant interacts with other people.*
- e.) *Which of the applicant's personal or professional characteristics would you change?*
- f.) *If you are an academic/technical recommender, please tell us how well the applicant mastered the subject you taught or supervised and in what ways did the applicant demonstrate this mastery.*
- g.) *Please tell us anything else you think we should know about this applicant*

APPENDIX

WHEN FILLING OUT LEADERSHIPS SURVEYS:

These schools are expecting to see a SUPERLATIVE candidate with these leadership surveys! Stanford only admits 7-8% of the applications they receive, and last year they received 7900 applications. Basically they are looking for those candidates who's leadership survey is filled with 5's and the occasional 4's! I know I couldn't expect you to mark a 5 for leadership in every category based entirely on my role as an analyst. My hope, however, is that while filling out these leadership surveys, you'll evaluate my leadership and potential for leadership on more than just my role as an analyst. I hope you'll consider my extra-curricular involvement: my leadership in REACH, my involvement with the mentoring program, my work with the interns, my relationships with my coworkers, and my service in the community. With these items under consideration, I'm confident you'll give me the marks necessary to compete and stand out from these 8000 applicants! I truly believe, with your help, I can earn admission to any one of these top MBA schools, which is paramount for the next phase of my career!

WHEN WRITING RESPONSES TO QUESTIONS:

Bruce- when writing your responses to these questions, I hope you will address the 6 pillars I mentioned above: General Management Perspective, Analytical Ability, Cultural Awareness, Teamwork, Ethical Values, & Leadership. Of the 6 pillars I will be evaluated on, the 2-3 that I would most like for you to emphasize in your letter are: leadership, teamwork, general management perspective! While my analytical abilities speak for themselves, I'd love to strengthen and highlight some areas of my candidacy where I had fewer formal roles to demonstrate that. Here are a few situations in which I think I demonstrated command of those pillars:

- REACH Regional Chair (Leadership & General Management Perspective)
- REACH Networking Lead (Leadership & Teamwork)
- REACH Employee/Intern Camping Trip (Leadership, Teamwork & General Management Perspective)
- Go-4-Zero Putt-Putt Challenge (Teamwork)
- SLS Ice Analysis (Teamwork, General Management Perspective)
- TPS Work & NASA Relationships (Teamwork, General Management Perspective)
- REACH Mentoring Program (Leadership, General Management Perspective)
- Boeing's Habitat for Humanity Day (Leadership, General Management Perspective)
- Welcoming the employees/interns at new employee orientations every other week and introducing REACH (Leadership)
- Partnered with AIAA, BWIL, ASME and AUSA to host Several Employee Engagement Events including: Happy Hours, Donation Dinners for U.S. Veterans and several Employee Professional Development Events (Leadership, Teamwork & General Management Perspective)

Here are some anecdotes that I think would be helpful to identify:

Leadership, Teamwork & General Management Perspective:

One particular instance that stands out to me is the REACH Employee/Intern Camping Trip. I was able to bring a disparate group of employees together for an overnight camping and rafting trip. I faced adversity when I found out that our cabin reservation had been inadvertently canceled; however, I showed perseverance and leadership by mollifying the employees and quickly crafting a series of alternative plans. I showed general management perspective by collectively assessing the cost, safety and feasibility of each alternative, and I showed cultural understanding by privately assessing each individual's needs and any special accommodations. I then determined the safest most cost effective solution for the group, while also offering hotel accommodations to those campers with reservations towards camping. By carefully reallocating our cabin funds to purchase the necessary camping equipment, I was able to comfortably and safely accommodate everyone for the night! The camping alternative actually saved money from our original cabin budget... even though it took me a few tries to get that expense report through. Finally, I showed general management perspective and team building skills by creating groups of employees and divvying up the camp site responsibilities amongst those groups. This approach made optimal use of the little daylight we had remaining; provided shelter, fire, food and water; and most importantly demonstrated to everyone the value teamwork and communication. In the end everything worked out smoothly and I like to think this was attributed to my effective leadership skills, teamwork and general management perspective.

Teamwork & General Management Perspective:

For teamwork and general management perspective, I recall my first summer interning, the very first thing I noticed was a huge age and knowledge gap between myself and the other members of the team. I also think you would easily agree that every individual on our team is unique in their own way. You would probably even go so far as to say that I was the most "special" of all. But in my time there I gained a general management perspective on the importance of teamwork. I learned how important it is to be able to build relationships and establish a level understanding with everyone you come across. Honestly, I didn't share a lot in common with the guys, that summer I first started interning, but over the course of two years I made it my mission to find one common element that I could bond with each individual over. Whether it was Dudley, and our rampant paranoia of big government, Rocky, with our distaste for management types like yourself, or Mike and Joe and our interest in football, I think the relationships I built flowed over into the work we produced. I was always able to work effectively with each team member because I had a personal relationship with each and everyone on the team.