



Heroes 25-MBA-Answer Interview Matrix

| MBA-Q | Question | pg | MBA-Q | Question | pg |
|-----------|--|----|-----------|--|----|
| MBA-Q1.) | Introduce yourself. | 2 | MBA-Q14.) | Why did you choose your international exchange program? | 37 |
| MBA-Q2.) | Give me ONE example of when you solved an analytical problem. | 5 | MBA-Q15.) | Why did you choose your internship? | 39 |
| MBA-Q3.) | Give me ONE example of when you showed creativity or did something out of curiosity. | 8 | MBA-Q16.) | Why did you choose your full time job upon your graduation? | 41 |
| MBA-Q4.) | Give me ONE example of when you efficiently executed a plan. | 11 | MBA-Q17.) | Any regret regarding your academic or professional decisions/choices? | 43 |
| MBA-Q5.) | Give me ONE example of when you played a leader's role. | 14 | MBA-Q18.) | Imagine yourself as a member of our B-school X community; tell me 3 activities you would get involved with. | 45 |
| MBA-Q6.) | Give me ONE example of when you had to make a decision without having all the information you needed. | 17 | MBA-Q19.) | Describe an extra-professional activity in which you have been or are still involved for a significant time. | 46 |
| MBA-Q7.) | Give me ONE example of when you questioned an established practice or a thought within a group/organization. | 20 | MBA-Q20.) | Suggest me a movie/book for my weekend. | 48 |
| MBA-Q8.) | Give me ONE example of when you persuaded someone or a group of people. | 23 | MBA-Q21.) | Mention someone you admire. | 50 |
| MBA-Q9.) | Give me ONE example of when you showed concern about people around you. | 26 | MBA-Q22.) | What are you most proud of? | 52 |
| MBA-Q10.) | Give me ONE example of when you faced a setback or a failure. | 29 | MBA-Q23.) | Tell me something about you that you would like to change. | 54 |
| MBA-Q11.) | Walk me through your resume. | 31 | MBA-Q24.) | What is the weakness of your application? | 56 |
| MBA-Q12.) | Why did you choose your undergrad program? | 33 | MBA-Q25.) | Is there any question you would like me to have asked? | 56 |
| MBA-Q13.) | Why did you choose your extracurricular activity during college? | 35 | | | |



Section 1 – Opening

MBA-Q1.) Suppose I have not read your application, tell me about you.



David, the Innovator

I really believe that personal values shape our perspectives and determine how we act in the world. I would like to share two personal stories that reveal my two evident capabilities: ability to express creativity and capacity to implement ideas that question the status quo. The search for exploring these two aspects of my binomial, creativity and inquiry, has led my personal and professional choices.

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



Sophia, the Conductor

To understand who I am, you will need to hear **TWO STORIES** about my upbringing. Two distinct life events defined my comprehension of what is important to me. With my dad, I learned that I must be the agent of change in my life; with my mother, I understood that my actions upon the world are only meaningful if they cause impact on the people around us. Can I share these **TWO STORIES** with you quickly?

The first story is about the importance of holding responsibility for my destiny. I am proud to have a father who changed his family's social conditions. As the older son of a big family, he took upon himself the responsibility as the agent of change in the social conditions that the world had apparently reserved for them. Unlike his family and friends, he chose to leave his small village and turn his life around by attending high school in a neighbor, bigger city. Later, going back and forth, he spent four years traveling every day to the capital to continue to study. Through this sacrifice, he became the first in the entire family and the only among seven children to have a college degree. Instantly, he became the positive reference in the family. My father's



William, the Doer

I really believe that both my personal and professional values are tightly connected. My best professional competences are, in one way or another, consequence of my upbringing. I am an archetypal **DOER** - a person who actively does things instead of just thinking or talking about them. Two events related to my family story shaped my pragmatic perception of life.

The first story is about recognizing the importance of knowledge. My family has always kept the tradition of Sunday lunches at my grandfather's home. The three generations sit around the huge dinner table and discuss passionately the most diverse subjects, from Nano Medicine and Genetic Therapy to the new policies by the World Trade Organization or the advance in the local production of new biofuels. In our family there are at least a dozen people whose jobs are directly related to education, research, or teaching. I am sure you are familiar with Eleanor Roosevelt's words, "Great minds discuss ideas; average minds discuss events; small minds discuss people." I can guarantee that those talks were very much like academic thesis defenses. Perhaps because part of the family built their lives around teaching and academia, I learned early to value Science, the real knowledge.



Laura, the Mentor

I believe that personal values shape our perspectives and determine how we act in the world. Two personal stories reveal my two evident strengths and, consequently, my motivations. I will tell them to you in less than three minutes, ok?

The first story is about the gratitude I feel for my family. When I was 8, I realized that my uncle Ezequiel was different. He was in his early twenties, but his behavior was similar to that of younger friends of mine. At age 10, I finally learned about Down Syndrome. My father, as the oldest child, decided to take care of my grandmother right after her husband died. I was not yet born when he brought grandma and uncle Ezequiel home. I admire the sacrifices that this man has made in order to offer everyone in the family opportunities that he could not himself enjoy. I grew up determined to pay him back for all he's done for us. My father's behavior as a family leader inspired me to care about others and to bring everyone together, not leaving anyone behind. Sacrificing his own self, my father sought to enable people to reach what he never even dreamed of. I acknowledge his effort and devotion and I will focus on rewarding him for so much he has



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| <p>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.</p> <p>Very early in life I learned two words that would always accompany me: "WHY NOT?" My necessity to get the answer to this question, which I would ask in the most diverse situations, turned me into an adult attracted to challenges to question the status quo. I learned those two words from two people who think alike yet quite differently from most people. My parents were neither fond of tradition nor willing to keep convention. Searching for answers, they were open to trying different beliefs. Ignoring their families' objection, my parents moved in together when they were very young. Soon after graduating from college, my father, an only child, chose not to join his father's successful company and instead, took my mother to the countryside, where they would build a new family in their own way. I therefore grew up surrounded by nature, enjoying fresh air, and eating healthy food: a life "far from the severe capitalism" as mom used to repeat. Although they had different tastes for activities, both my parents always encouraged me to question the status quo, to better understand how things worked. As a result, I developed an inquisitive spirit. I was never satisfied with the way things were and would thus always try to suggest a change for better. Since I was a kid, I always felt it priceless to have my parents always by my side trying to help me defend a right that I considered mine. I continue to ask "WHY</p> | <p>history taught me that courage and resilience lead you to change the status quo, apparently unchangeable, of what you go through in life. Since I was a little girl, I have heard constantly "all you need is a very clear plan showing where you are and where you want to be." By then I promised myself I would never accommodate: "I will never be mediocre."</p> <p>The second story is about the importance of understanding your responsibility upon the others. My mother taught me in the most possible realistic way to leave our selfish nature aside so that we could see what others needed. One day, all of a sudden, by my mother's influence, my parents shared their idea of adopting a child. I was barely 11 when I was told that I could have a new "sister." Not fully aware of what would happen, I shared their enthusiasm. Without any doubt, that seven-year-old orphan moved in and changed my life forever. Soon I would be sharing all I had, everything, with a stranger. But I was also able to show Maria a world of possibilities. At the time I was not aware of my action, but looking back I know I helped her question her future. Her mother did not care about sending any of the nine children to school. All of them, Maria included, should "work" to bring money some change. Maria sold candy at the traffic light or simply begged for money and food outside restaurants. My parents and I could show Maria the meaning of family. In our house, she benefited from a caring family and enjoyed the opportunity to learn. Sometimes my parents took us to Maria's former house and I could observe the harsh reality of her biological family. Maria grew up into a different person from all her siblings. A social assistant, she is fully aware of her role of transforming the lives of many children. My mother also allowed me to</p> | <p>The second story is about the real impact that ideas can cause on society. With my father, I understood that ideas can concretely influence the world. My father is a university professor who quit a promising career at Universidade de Sao Paulo, the most recognized Latin American University, to build his successful biotech company. When he took the risk of leaving a successful career for an adventure in the business world, I could understand the value of courage in a person's life - I grew up witnessing the difficulties about building a business from scratch in Brazil. The fact that I am a doer who takes the risk amidst uncertain situations helped me defined, among many options, my professional journey at the end of college - I chose Private Equity essentially because of those values.</p> <p>In sum, these two stories ended up shaping my main characteristic, which is the capacity to combine the two sides of a coin: Idea & Action. I appreciate the sophistication and rigor of analyses, but I don't stop there. I need to see my ideas implemented in the concrete world.</p> | <p>done for us.</p> <p>The second story is about my need to belong to a group. Growing up in the countryside, I had the same concerns as any other local girl - have fun and help my team beat others in soccer. However, in my ambition to make my family proud, I moved alone to attend the country's best university in Latin America. Leaving was tough: strong religious values keep families united, mainly in the countryside. But I soon formed a new family at USP as I saw professors as parents and classmates as siblings and I sought to engage extracurricular activities. During college years, besides excelling academically, I used to enjoy being involved in college community: choir, volunteer activities in asylums, student representative in some curriculum academic revisions, and goalkeeper on the handball team. I could contribute being a role model to other students. Differing from most of the students, mainly from high and mid classes, I studied there on a scholarship from Fundacao Estudar, and that made me develop a feeling of gratitude towards that community. I also joined the world's largest student organization, AIESEC, to welcome foreign students and make them feel part of our community. Also, as a student representative, I contributed to the election of a new Dean and created a campaign to criticize the school's positioning on the market - some students displayed a truly arrogant attitude during the recruiting process. This event has been going on for seven years now and is sponsored by the students' council. I could truly connect to people: colleagues, professors, administrative staff, student organizations, sport teams and a band we formed. There I made friends for life and could contribute with curriculum revisions and academic researches. Holding a "no one</p> |
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| <p>NOT?" I restlessly seek answers, solutions, and ideas. Every "WHY NOT?" I ask will help me consider possibilities before I take action or make decisions. In the end, I focus not on pure questioning but instead on what could be different, better. George Bernard Shaw has my favorite quote: "Some men and women see things as they are and say why; I dream things that never were and say "WHY NOT?"" When I was 14, I read an article about the success of Brazilians in international science competitions (Olympics). Why not having similar preparation in the school of our community? Obviously, most people there had never asked "WHY NOT?" Supported by my father and other colleagues of him, who had taught in some college entrance preparation courses in Taubate, the closest big city, we managed to put together our own test prep course in the public school in our region.</p> <p>These TWO STORIES illustrate who I am. I believe in the value of unique experiences that a person can have in life. This understanding has made the whole difference in my professional choices so far.</p> | <p>rethink my little world. She helped me place more value on my relationship with them. It is not easy to change when you feel comfortable - I had everything I wanted as a happy child, but I was somewhat alienated in a safe environment. It is difficult to see your position within a group.</p> <p>These are TWO STORIES that have had the most impact on my life. Since I was a little girl I have dreamed of doing something transformational. More recently, thanks to my mother, I learned that I can only feel fulfilled when I can influence positively people around me. I believe that my professional journey brings sound evidence that support this view.</p> | | <p>left behind" attitude, I have succeeded, but it is fostering my colleagues' development that adds meaning to my accomplishments. I know how to make people gather around a goal.</p> <p>In short, in my life my focus is toward other people, I am highly skilled in understanding others' needs and motivations when the main idea is to bring people together. Every action and motivation of mine in this world are directly related to my need to be around people I care deeply about.</p> |
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Section 2 – What do you do well? What do you not do well?

MBA-Q2.) Give me ONE example of when you solved an analytical problem.



David, the Innovator

When I face a problem, I struggle to fit all pieces together in a complete picture that keeps expanding with the continual discovery of new elements. I possess breadth of understanding, the capacity to navigate smoothly and coherently across disciplinary frontiers, with principles drawn from various disciplines. Constant questioning the way we perform our daily activities is possible when curiosity and intellectual confidence help us believe in the transformational power that only knowledge can offer.

Here comes my **STORY**: since I was a child, I was curious to read, so I would explore literally anything, from instruction on a medicine bottle to shampoo labels while I showered. Last year, at the end of my first yoga lesson, I thanked the teacher and asked her to suggest a book on the subject. Her reaction did not surprise me, “I have been teaching yoga for over 12 years now, and no one has ever made such a



Sophia, the Conductor

The greatest change from the transition from college to work life is to learn that logic alone is not enough to solve some real life problems - you will have to insert people in the process. When I face a problem, I gather both conceptual and “people information” to make my vision happen. I simultaneously build models to solve complex problems and get people to work toward concrete goals.

Here comes my **STORY**: in this specific engagement at my current employer (management consulting firm), the creation of a pricing methodology, my team was multifunctional and the twelve members did not know one another well. I had to make extra effort to earn their collaboration. Commercial, financial, and planning areas had been long known to work under a competitive almost hostile environment, with different objectives and motivations. As example, my first



William, the Doer

I just love this Friedrich Nietzsche’s quote: “If you know the **WHY**, you can live **ANYHOW**.” When I face a problem, I focus on **WHY** I want to change a specific situation. Next, I focus my attention on specifying **HOW** I want things to be - in other words, what should be the concrete positive results of the **CHANGE** process.

Here comes my **STORY**: my employer (PE Fund) chose a difficult yet amazing company in the renewable energy sector. This six-month project consisted of a turnaround - our client, which had once been truly successful, also experienced the verge of bankruptcy. The main reason was poor management. However, how would we elicit this fact before the company’s founder? Equally important, how, based on this fact, to take concrete measures to implement the turnaround plan? After spending one week interviewing all involved, I could prove that I was there to help rather than spy. I contributed to the main strategic move:



Laura, the Mentor

When faced with a problem, most people tend to dive deep down into analyses, but lose sight of the relevance that it may have for people involved. I often base decisions on what is most fitting and suitable according to the values of a group. The more people involved in solving a problem, the longer it may take, but the higher the commitment and the better the result.

Here comes my **STORY**: I have always admired leaders who believe in statements such as “I am not the brightest guy around, but in my team I make sure to have the brightest guy around”. In my first experience with a start-up, while in college, our group solved sophisticated problems related to computer programming because I kept on my team a guy who everyone, even the professors, considered the most intelligent of all engineering students at UNICAMP, a leading Engineering school in Brazil. When other start-ups



request.” Curiosity leads to new and exciting discoveries, opening new paths and allowing opportunities. Although results of my curiosity are not immediate, I enjoy investing time in exploring subjects that are apparently disconnected. As an example, plain curiosity led me to enroll Game Theory on-line classes. The ideas I had exchanged with friends who were Economic students made me curious about the idea of modeling people’s behavior by taking mathematics as foundation. I devoted to deep research until I found interesting options. On-line lessons would allow me to study whenever I had the time and to review content as often as I wanted to. I felt even more enthusiastic to find out a variety of courses free of charge. What I did not know as I began the course was that in less than three months, I would take tangible benefit from my Game Theory learning. At the time, I was a director of Innovation at college Junior Enterprise and this on-line course changed my approach to business competition. The course provided me with ideas to offer our client more adequate consulting services. Using my fresh knowledge, I proposed a few innovative recommendations for our client, a small insurance firm. The great times had gone for that kind of business. My client, particularly, had to increase market share and I would help it achieve its goal. My plan would affect every department of the company, so I found it essential to discuss the strategy and

meeting with a focal client member went badly: “Lady,”- she said - “you know nothing about our business; don’t you come with that study that worked well in Germany. Things are quite different around here. And don’t bring your manager along, unless he has more than 10 years of experience in this business.” In our following meetings, I tried to show her my logic, but she would always demoralize my arguments in a self-protective manner. The situation became worse after she asked us to show our preliminary results. She then alleged we were producing false numbers and prohibited her analysts from sharing any information. It was a fiasco for everyone. I felt like asking the partner for support, but I had to react on my own; so I changed drastically my approach. Before I could ask them for anything, I needed to integrate those people. I requested that each introduce tell me his or her name and some personal information, such as a hobby or interest: “I am Susan, from the financial area. Something I would like to share about me is that although I have done skydiving, I have never learned to ride a bike”. This initial interaction helped us all relax and know one another. To our second meeting, I brought small treats, mostly candy bars and fresh fruit they had mentioned as their favorites. Small gestures strengthened my function as an integrator and put them closer. I knew that by joining efforts and skills,

create a kind of forum to discuss every issue affecting the business. Every two weeks the company’s managers and analysts would sit together to debate results, suggest ways to improve the structure, and measure the risks involved in each step. Using that information, they would draw future scenarios and strategies. Then, they would bring the results of the debate to the board - I needed to make room for (1.) analyze the questions in an objective way; (2.) generate accountability on the basis of those analyses. It would, after all, be useless to “solve a theoretical problem” if we could not implement the respective solution (the real problems begin in the implementation phase). On thesis, this “forum” seemed perfect, but in practice, implementation looked impossible. The former owner’s resistance was based on his disbelief in our strategy, but I had to prove my point. I would rely on the managers’ capacity to gather company’s data. Next, we would sit together to structure all the information needed to make our recommendations. Clear communication helped the board of directors see the need to follow those suggestions. To convince the shareholders, I analyzed an underperforming business line. The original entrepreneur had planned to close it, but our study showed that it lacked adequate strategies. With new management and renewed focus (following our recommendation), the board recovered the division in four months. Overall, our efforts resulted in a complete turnaround in the company,

approached Gustavo with more attractive financial offers, I convinced him that although he would make less money with us, he would learn much more with us. I knew that learning was his drive. Being bright helps, but having bright people near us also does. Another story helps explain the value I give to teamwork - our band, formed in high school, rocked: Tom and I played electric guitars, Leonardo, the bass, and John, the drums. We loved playing together. At the end of college, though, Leonardo left for Japan to pursue his Doctoral program. After we fired three new bass players, the “Komodo Dragons” faced a problem: “how to find someone to replace Leonardo? For each five good guitar players in the market there is one good bass player. How would we keep our friendship alive?” Noticing we wouldn’t succeed unless we changed our line-up, I decided to put my guitar aside and to learn to play the bass. Things got easier from then on. We hired a new guitarist, one who was known to be a great musician and, most important, carried team spirit. That structural change gave us harmony and qualified us for the final round of large concerts. The ‘Komodo Dragons’ were alive. I like the quote “don’t be pushed by your problems; be led by your dreams.” Because we really enjoyed playing together, we managed to solve the problem, I guess, in a “creative” way...if we did not really enjoy together and if we did not worry so much about keeping your friendship, I would not have had



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| <p>involve everyone from the company. Initially resistant, our client did not expect such a sophisticated answer to come from a group of people in their early twenties. Mr. Marry, our college professor and mentor, played a fundamental role as his support offered the client the credibility we needed. Working together, we created an innovative price policy from scratch, using some premises from the Game Theory. We also focused on sales channels to meet the needs of corporations as well as individuals. I rely on knowledge and I enjoy translating theoretical concepts to help others ease their jobs. My greatest satisfaction was to develop an environment of constant learning, not only among Junior Enterprise members but also among client team. I could also question the old way the company operated its business.</p> <p>Looking back, I could not guess that I would ever profit from that Game Theory course, but that was not important; later, I reaped concrete benefits. And I can say I had a lot of fun.</p> | <p>we would succeed. Gradually, they took the initiative to share their findings with the other departments, going beyond our goal of creating a pricing model. They were meeting to discuss sales strategies, for example, for they noticed that this exchange favored the decision-making process. Directors noticed their integration and eventually copied that approach and started exchanging more information. My success in building a solid and united team proved that facilitating people's relationship can be crucial to their development and to the company's overall benefit. I understand that I am good at inspiring people. In the end, our new pricing policy brought the company concrete financial results. More important for me, however, was to have turned a dozen people who barely knew one another into a team of enthusiastic collaborators.</p> <p>This specific pricing model project was a turning point in my career. I came to understand a broader meaning of leadership and to regard challenges under two corresponding viewpoints: technical answers and "the people approach."</p> | <p>which achieved significant revenues and started competing overseas.</p> <p>In sum, it would be useless to make recommendations based solely on figures. The real world is complex and the business world is not black and white: numbers cannot speak for themselves - either you defend them or they will die in a folder. It was important to understand that analyses could generate concrete actions. This episode helped me confirm my first impressions: within the PE industry, I can combine the two ends of my binomial: "Idea + Action."</p> | <p>the drive to solve the problem in the way I did. When I elaborated the problem in a different way, the solution seemed obvious. It was not rocket science, just intuition and flexibility.</p> <p>This experience has molded my leadership style. Whenever I manage a group, I always take into account that sometimes the most effective lever to improve the performance of a group is not to optimize individual performance, but to change the way things are done in order to achieve collective goals.</p> |
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Section 2 – What do you do well? What do you not do well?

MBA-Q3.) Give me ONE example of when you showed creativity or did something out of curiosity.



David, the Innovator

I have the ability to synthesize lots of information. I believe my creativity is aroused when apparently non-related frameworks of understanding are juxtaposed. Taking two or more models of thought and integrating them to reveal a more holistic and better-defined essence is personally fulfilling. I am the one who surprises others with my probing questions in combining things in new and refreshing ways. And, most important, I can obtain concrete repayment from this capacity.

Here comes my **STORY**: my desire to explore my creativity gave me the strength to explore an area that has a great potential for development based on academic rigor and sophisticated analysis. In college, after I studied in-depth Statistical Physics, Information Theory and Non-linear Dynamics, so I could no longer 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. I feared that it could affect a company's



Sophia, the Conductor

Innovation begins with filling the needs of people. You have to get curious about the met and unmet needs of people around you. While thinking skills are essential for identifying problems, strategies, patterns, opportunities and new ideas, a big part of innovation is getting other people on board.

Here comes my **STORY**: at first, XXX (my college) seemed remarkable - various integration activities, fascinating people, and top-tier infrastructure - an incredible learning environment. A few weeks later, though, I learned about some classmates' difficulty integrating. Feeling embarrassed by hazing activities, they would sit away from the crowd and were the first to leave school after class. Coming from a huge and close-knit family from the countryside of Brazil, I could not stand that situation. I saw right there an opportunity to reinvent integration initiatives - I knew it could impact the



William, the Doer

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" - the more alternatives we consider the more likelihood of finding the most effective solution.

Here comes my **STORY**: 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



Laura, the Mentor

I witness my creativity rise when I exchange ideas. Since creativity implies risks, it also demands that we become responsible for our actions. In other words, reflecting upon the necessities and expectations of a group, I must be honest with myself before I can grow responsible for my team.

Here comes my **STORY**: acting is fascinating yet scary, but my curiosity always spoke louder than my fear. At age fourteen, I would face the audience and pretend to be someone else. In the school's theater group, we studied hard to build believable characters. Despite exhaustive rehearsal, each presentation on stage was unique; in a collective effort, we corrected mistakes before the audience noticed. Five straight years acting helped me overcome my introspective personality and prepared me for larger audiences, even when I have no script. Three years ago, when XXX sent my manager and me in different planes to a recruitment presentation, his



planning and investments - I just could not accept such a mediocre assessment. Even worse, everyone was aware of that, but no one asked: "why not change that?" 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. The professor might be willing to give me a hand, since I had been his TA. 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." Appreciating my attraction to the intellectual challenge, 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. I left open the possibility of future engagements. They accepted: I had two geniuses onboard. My subsequent challenge

whole college experience - how can someone share knowledge if he/she does not share the same values? Reflecting upon the values that college hazing represented, I realized that the proposed actions involved no social component. Perhaps change would involve the need to integrate students with social activities. Armed with a solution-based approach, I sought my new friends to test my hypotheses. I decided to build an environment where innovation could thrive. To earn cooperation, I fostered an open environment, inviting suggestions to build our plan of social volunteering. Excited with the possibility to engage in a new environment, freshmen made a lot of suggestions. When they saw me, members of the college management felt surprised by the broad scope of our proposal. As I said, it is always difficult to change the status quo through novelty. But we were determined to prove the seriousness of our intention. We trimmed a bit our proposal: the group centralized activities in a specific in-need public school. At XXX, we would renovate deteriorated infrastructure, mainly classrooms, during weekends. All students, senior and newcomers, had fun together while sharing something in which they believed. After the success of the first version, I made sure that the initiative persisted. It was important to align goals with passions to drive better long-term results. I called all those who had shown more

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

flight was cancelled. Over the phone, he asked me to replace him. I panicked. But then it hit me: it was just another performance. Recalling my old times on stage, I delighted the 200 students with an enthusiastic speech. Also rewarding were the over thirty e-mails inquiring about my firm. Interest in our company - a result of my effort - showed in students flying to Sao Paulo to participate in our recruiting process. I felt confident that I could speak to any size audience. I must acknowledge how five years of theater have shaped my leadership style. My theater director used to say that "the greatest actors are not those who stand out from the cast, but those who make solid bridges to make the whole group shine harmoniously". It requires a lot of poise and maturity to give up the spotlight. In a management context, to coach people and help them shine was key to connect with the most resistant stakeholders and excel in results.

Intellectual confidence to defend an idea before a group comes from an exercise of self-awareness. You earn the group's trust when you trust yourself.



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| <p>consisted of persuading our business units to help me. I needed their historical data to build my model. I made clear the importance of devising strategies for growth. For six months, I supervised my two “partners” and the people from the business units until we concluded our new, high-level 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. Our model would clearly benefit the business units. 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. In the following year, therefore, XXX took my model as the basis to build their business plan. This method showed that for some styrene, production could be postponed whereas for others, it should be anticipated. Equally important, the term GDP elasticity is now history at XXX, at last.</p> <p>My experience motivated me further to apply to an MBA and continue to explore my desire to bring innovation into companies while continuously questioning traditional ways to do business. Innovative solutions in business demand that managers show a multidisciplinary approach. Brazil needs businessmen who believe that, in the long run, it will be worth investing in innovation.</p> | <p>initiative and we discussed wins and losses. Everyone felt motivated to visualize that the following year’s version would be even better. We then put together a committee that would be responsible for transfer the values to the future students. It is important to leave a legacy in university. One decade has passed and my colleagues and I feel proud. What started as a small spark in a cafeteria has become a college tradition. Every year, at least 1,000 freshmen volunteer in social cause. There is even a prize for best ideas to social hazing.</p> <p>It feels good to do the good, huh? But I knew that before promoting this initiative. The main benefit was to grow confident in my belief that I have the potential for managing an innovation process within a group dynamics. People are naturally creative. All they need is someone who stimulates the expression of creativity within a group.</p> | <p>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.</p> <p>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 - in the PE industry, you will be recognized for your creativity and your capacity to explore your curiosity while achieving concrete results from your pragmatic actions.</p> | |
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Section 2 – What do you do well? What do you not do well?

MBA-Q4.) Give me ONE example of when you efficiently executed a plan.



David, the Innovator

I look toward the broadest possible view of any issue. I can easily pose future scenarios while discussing multiple aspects and impacts of issues and project them into the future. When I devise a plan, I concentrate on grasping the key interdependencies among system components.

Here comes my **STORY**: when you develop a ship, every single task involved in the process depends on cooperation. The integration of different areas of engineering calls for what we call interdisciplinary environment. From the first draft on paper to production and then maintenance, collaboration is essential to a successful resulting product. Once, as we were in the development phase, I noticed that there was not as much room as it was needed to install a number of pieces and systems in a given area of the ship. To me, it did not seem possible that the design people had yet realized that issue. I felt I should do something to solve that



Sophia, the Conductor

Although I know the value of hard work and resilience in order to reach a goal, I must recognize that efforts have a limited effect if I cannot involve the people surrounding me. One must be able to see the multiple leadership opportunities surrounding her. I like to execute plans in which I work as a catalyst of changes within a group.

Here comes my **STORY**: as someone attracted to the practice of sports, I would not easily accept the fact that my college lacked structured sports activities. Always enthusiastic in the practice of sports and envisioning the opportunity to play a leader, I invited a couple of classmates to build a sports and recreation department at XXX. While the plan did not meet strong resistance by the management, it would nevertheless depend on a lot of dedication if we wanted it to succeed. Most important, I believed, was to attract members, so the first imperative



William, the Doer

In every project I get involved I grow more confident from each hands-on experience with people by my side. I base decisions on what is happening in the immediate, external world that is relevant to get the job done. I meet challenges head-on and how to get things accomplished. I am not afraid of running risks - I make fast decisions that concretely affected the result of my analyses.

Here comes my **STORY**: After being nominated to lead the strategic projects at the biggest portfolio company at this PE fund I was working at I had to make my way into the organization, gain everybody's trust and quickly implement a few changes that would help preparing the company for an IPO. I had a real mission: I had a set of 12 strategic projects to put back on tracks. I ranked them in such a way that I could try to assess which one could bring the best results for the company and also



Laura, the Mentor

I manage in a very personal way focusing on the individuals in the organization. I know that organizations are necessary vehicles to accomplish goals, but in my mind and heart, it is people who make things happen. My management style is democratic and participative. The nature of my modus operandi is likely to be people-oriented.

Here comes my **STORY**: I convinced two classmates to construct a website through which users could download music. The reputation of our business was clear when a famous magazine, Veja, asked to write an article about it. Unfortunately, the organization in charge of copyright protection threatened us, so we closed down our "company." But the most amazing of this experience was to allow people to choose what to do with music. I felt we were able to change the way music was offered and enjoyed. Children learn from seeing examples rather than listening to explanations. Show them and they will absorb it. My father was my greatest inspiration for my first but certainly not last attempt in entrepreneurship. The new business incubator in my college and my



problem. It is almost instinctive: whenever I get involved in a project, in order to keep myself motivated, I have to dive into its complexity. More than once, I had been warned that “as engineers, we are not supposed to interfere in the designers’ job”. However, the intellectual challenge involved in that issue spoke more loudly than did my fellow engineers’ advice. After all, I would involve diverse knowledge areas in the definition of the problem at hand. Strategically, I approached the designers one by one and offered help with some analyses. I proved capable of supporting them and thus, earned their trust. In exchange, I could learn all there was about their systems. Next, I suggested meeting to study particular aspects of the installation process. We took each system into account. Then we analyzed the structural design. After contemplating the complexity of that phenomenon, we broke the problem into smaller pieces and distributed individual tasks among ourselves. As the only engineer working with those four designers, I could share my knowledge and experience, making important contributions and easing their work. We spent almost one semester together and our sense of accomplishment peaked when supervisors, managers and directors alike recognized our effort. My curiosity and my initiative culminated in the company’s acknowledgment of my approach as benchmark in the design process.

I would never have done any of that alone.

move was to gather supporters. We had to earn the buy-in of management, but, mainly, by many students or we would have empty courts. My motivation to do so came from my desire to turn my idea into concrete action. My two friends helped me create a stunning presentation explaining the benefits of our project to the school and the students. Approval obtained, we had to work on finance issues. Management agreed to let us use a small room that we turned into an office. Now we needed to fix the old courts or no one would be able to practice sports. Once we started seeking sponsors, we also promoted our idea and, in this way, found collaborators. For six months straight, I devoted three days a week to making my dream come true and never once did I fail to deliver my academic tasks. I felt the rewards of our efforts when we finally had one male and one female team for each sport - basketball, volleyball and handball. Equally fulfilling was to motivate the players to seek sponsors for equipment and uniforms. They shared my dream and enthusiastically worked on their goal. Beside the college logo on the shirts, each team had a different brand of sponsor companies - a food company, a health products manufacturer, and a sports goods store. Negotiating with the executives of a supermarket chain, we had full sponsorship for a three-day sports tournament out of town. To persuade those businessmen to buy our idea, I had to anticipate their

wouldn’t take a lifetime to be implemented. A significant problem came up: the selected project to be initially developed involved changing the way the company operated a couple of it business segments. Huge challenge: “how am I supposed to sell this project internally and make it come true?” Before rolling up my sleeves and get my hands dirty, I have to look at the big picture and keep in mind the details that define the success of a plan. The first thing that came to my mind was to prove that this project could be very beneficial. So I ran a series of tests in a few branches and found out that this project’s potential was huge - if fully implemented we could improve the net margin in more than one percentage point, which would ultimately add more than US\$13.5 million in value. The path was set. Now I had to find a sponsor - it would be useless to have the “best numbers” without someone to defend them. I asked for a meeting with one director of the PE fund and showed him what I had found. Anticipating his resistance to my proposal, I trained the rationale of my speech with a former college classmate. The director became very excited with the results and asked me to prepare a presentation highlighting a few features of the project (which I admit I wasn’t paying too much of attention and added a great value to the final product). He then offered to bring the issue to the weekly partners’ meeting, which would define if the project would fly. A few

determination to take concrete benefit from my final paper pushed me to draw a business plan that I could put in practice. Teaming up with a classmate, I found us an idea and its problem: Vamus would be the first sale company of its kind in Brazil and we had absolutely no idea how to build it. We did however have the courage to try. Full disclosure: I had never heard of that kind of commerce before our first meeting. I am not the kind of person who has great ideas, but as I said before, I want to be in a group that encourages people to have great ideas. So we hired software developers and decided to share the work between ourselves in all other fronts. From raising funds to doing research to promoting the brand - everything would be done by four hands. Since we wanted to be ahead of Groupon, which would soon enter the Brazilian market, we grew obsessed with the goal of launching the company quickly. We had to be fast, so we had to work non-stop. But not everything was under our control, so I could not do much when I noticed that the software development was taking long to evolve and its efficiency was not so clear. Clearly, motivation vanished. Insisting on that insane routine would lead us nowhere but frustration. I suggested taking a break and invited my friends to escape our “automatic mode.” Away from the work place, we would be more relaxed to think about the project. I told them how deeply I believed in that dream and I knew that it would pay off. Of course, my speech would not end differently: “But I will need everyone’s hard work and commitment”. I then shared an emergency plan. I understood that I did not need to understand anything about the technology employed in the software. I had to motivate the people whose expertise was in that software. Holding the big picture, with a clear and objective view of the situation, I could also envision what we



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| <p>The knowledge and the expertise required in all disciplines came from a precious joint effort. Throughout this project I kept one book on my night table: "The Knowledge - Creating Company: How Japanese Companies Create the Dynamics of Innovation" It confirmed that knowledge creation is becoming a competitive advantage in most businesses. This is the knowledge era, which is significantly different from the "industrial society" and which sees knowledge acquisition and application as competitive factors. I will prepare myself to join this new society.</p> | <p>expectations and thoughts. After all, we were a bunch of youngsters asking for their money. The first year of success would further encourage me to continue to work hard on behalf of the college. I found it important to have the younger students to continue what we had built. Again, motivation was imperative and clear communication helped us form a new team of supporters who in turn worked on attracting new players and so on. Recognizing our effort - and our results in tournaments against other colleges - management decided to make a monthly investment in the sports department. I felt proud to transform an idea into a plan that yielded significant benefits and results to everyone - school, management, students, and players. I succeeded in involving others to assure the achievement of goals.</p> <p>This episode showed me the value of understanding and taking advantage of people's strengths. I could also taste the power of turning people into a motivated and enthusiastic team. Real transformation takes place when those involved devote heart and soul to their goal.</p> | <p>days later he came to me and said I had received the green light, but with one condition: "go ahead, implement that, but be prepared, for the branch managers will give you a hard time". There was no consensus on what had to be done. The numbers would never prove anything. But I could not stand still. The next day I was at one of the branches talking to the manager in order to get everything working the way we planned, and in a matter of two weeks this whole branch was already operating under the new model. After that it was a piece of cake. One branch after another were adopting the new model in a much more natural way than I could ever imagine, and before three months all of our thirty four branches had already made the proposed changes, which in my point of view will probably be the industry's new paradigm for the coming years.</p> <p>I grow more confident from each hands-on experience with people by my side.</p> | <p>wanted to reach. I understood that leaders communicate the vision and support others to turn it real. Once I aligned my friends' expectations with mine, we focused on one goal: catch up with the project. We had recovered our confidence in the plan and we would each offer our best to achieve our objective. I realized my capacity of influencing people and I resorted to that whenever I noticed something was off the track. In the end, we built Vamus. I am proud to look back and say that back then, we, a bunch of college students, were the precursors of Groupon, at least here in Brazil. Regarding our final paper, we presented it to the committee members while they accessed our "shopping experience" website in their own smartphones. Besides obtaining the highest grade, we motivated many other students to take the most out of their final paper.</p> <p>This episode introduced me to the challenges of working as a team and helped me realize my way to lead - building inspiring teams.</p> |
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Section 2 – What do you do well? What do you not do well?

MBA-Q5.) Give me ONE example of when you played a leader's role.



David, the Innovator

I am a masterful manager of complexity in implementing a plan that moves a group toward a vision of the future. My leadership style is characterized as promoting engaged team members committed to the same vision. I am masterful at facilitating and understanding of a vision and gaining interpersonal commitments toward fulfillment of that vision.

Here comes my **STORY**: I try to bring this perspective into every assignment I take part in. Dealing with resistant client members and persuading them to think through a different perspective their business, I understood the way I lead a team. I'll explain. A chain of stationery and office supply stores hired XXX (my management consulting firm) to improve their commercial performance - they needed to question their previous assumptions and establish new parameters to support negotiation with their suppliers. They needed to replace the purchasers' intuitive behavior with a more scientific approach to negotiation. But first, I would have to contextualize the



Sophia, the Conductor

I cannot deny: I enjoy taking charge and command. My leadership style is strategic-oriented with a vision and direction that are plan fully executed and problem focused. I excel at directing others in reaching the goals dictated by my strong vision of the group and thrive on marshaling forces to get plans put into action. Efficient leadership, as I see it, must be based on values of commitment rather than compliance from followers.

Here comes my **STORY**: for over 15 years, José Silva (fictitious name) followed a routine: he drove his tanker truck to supply the few gas stations in his hometown. While the diesel oil was poured into the pumps, he would chat with the staff. One day, our consulting firm suggested that instead of just taking product orders at gas stations, salespeople become "business developers." Changing their conventional way of work was the core proposition of



William, the Doer

There are many leadership opportunities in the business world and in the gap that exists between "having a good idea" and "having the attitude to take that idea off the paper - there are many excellent professionals in both ends, but few trying to link them." My leadership style is characterized by action-oriented attitude. Often energized by variety and change, I am incisive and demanding of a sense of urgency of those around me. With a hands-on orientation, I delegate to those I perceive share sense of commitment to get the job done. I take charge and command with such assurance that others usually follow easily.

Here comes my **STORY**: Working for the PE Fund XXX, I read those endless reports and my instinct would tell me that something was wrong. Despite my busy life in the office at Faria Lima, I insisted that my boss let me go to the battlefield. He resisted. He did not see the need to allocate me in the war front. I asked him for a week. I had to test my hypotheses. On the very first day in a sell-



Laura, the Mentor

My leadership style is characterized by empowering others to accomplish what needs to be done by nurturing relationships and making personal appeals. I tend to position myself as the spokesperson for the core values and ideals of an organization. As a gifted collaborator, I organize and facilitate action by building extensive networks and support for a given goal or mission.

Here comes my **STORY**: in the year I graduated, I worked as an intern at XXX (management consulting firm). XXX rated my performance as excellent. Brazilian market was thriving, and companies were hiring consulting projects. But I felt it was about time to put into practice the career plan I had dreamed of. I longed to pursue an entrepreneurial path. It was time to move on. Instead, I moved back. Lucas, my former partner, wanted me to return to XXX, the company I had co-founded through the college incubator



problem. Although my manager would prefer a pretty much top-down approach, I thought it was fundamental to explore those purchasers' hypotheses and to question the premises on the format of their negotiation. My boss agreed, yet "as long as you find the time to perform the analyses I have requested." I could not just ignore my curiosity. I would leave the office at least two hours later than "the necessary," but I had to explore the hypotheses of those professionals. Stimulating those people with the right questions, I could define the problem. Of course, there was resistance. After all, I was promoting a new way to think about old problems - a new view was needed since there was a new definition to the problem. Some purchasers even tried to intimidate me with their "years of experience and knowledge of the subject". Here my humble behavior, reflected on my questions, showed I was there to learn from those seasoned professionals. However, I managed to break that resistance - using the inputs of the company's purchasers, I could design a tool to meet their real needs. My tool was a novelty, but it would not be worth if it were not put in practice. I had to sell the idea that my model was only a tool for them to become even better negotiators - the man controlling the machine and not otherwise, as they feared. In an innovative maneuver, I devised a game for them to learn through practice (full disclosure: I adapted a game that I had learned from an online class about Game Theory). They played different roles in the simulation, and explored the new tool. I broke resistance as I showed those purchasers that they would benefit from our tool. Then, I taught them strategies to deal with each specific supplier. To lower their

an ambitious sales transformation program for a leading fuel retailer. I was responsible for controlling the implementation and the training of salespeople. My few years as a consultant have shown me that my greatest satisfaction is to promote, through my recommendations, a change in the heart and mind of the clients, but how would I change their mindset? I had to leverage on their knowledge, draw controls for implementation and at the same time bring a sense of urgency in professionals twice, even three times my age. For the program to succeed I had to engage people and take advantage of their knowledge. Initially, middle management, pressed for short-term results, strongly resisted our recommendations. I suffered extra resistance because most of the salesmen I had to train had more working years than my own age. Moreover, mobilizing 100 salespeople in this environment was huge responsibility for a second-year consultant. I developed and delivered five training sessions to prove the benefit of changing their work routine. I earned trust and collaboration when I showed the content of the training was a synthesis of their best practices. I could also collect their suggestions to enhance productivity. They perceived that training as favored their professional development. Behavior must be measured, captured, and stored. The client had no mechanisms to control the implementation. I designed the concept and process to track performance,

side procedure, I confirmed what none of those reports had ever shown. The person chosen by my employer as new CEO had brought his own team along and turned old and experienced employees into reports. I met both teams amidst war: young directors against seasoned managers. Obviously, that situation favored no sale. I recalled the old days of basketball to solve our issue. Awareness of our differences, weaknesses, and strengths, I imbued in our team a sense of belonging. We ended up taking part in a tournament for all other schools in the state. But my job now was to turn experienced yet reluctant professionals into an aligned team. I put them all together and proposed not leaving the meeting until we had a sturdy plan. I saw the need to be assertive when my project required. I had to say NO to many people. My father's words came to mind: "learning to say "no" can earn you respect from those around you." By communicating goals clearly and recognizing everyone's talents, I built rapport. With a different attitude, everyone worked effectively on delivery. When all those senior executives showed they trusted me, I felt confident to move on. I turned a war environment into a pleasant atmosphere of collaboration. Soon after solving that conflict, I saw the movie, "We Were Soldier". I felt I was much like General Hal Moore, played by Mel Gibson. The character graduated from West Point and, together with his career in the Army, earned a master's degree in international relations at Harvard University. Despite his academic credentials, he was not an "office" general. He felt he needed to be beside his men in order to make his war strategy work.

two years earlier. For divergences in negotiations on how investments should be made in the second round, I had left the partnership together with two other partners. For me, however, going back would only make sense if it were to turn his organization upside down. I would have to prove that Lucas's one-man-show mentality would not get the business any farther. Moving forward required a strong team with bold ambitions. Unfortunately, Lucas did not share my rationale. He could not care less about this element in the reshaping of the business. It was a dead end. "Lucas, nowadays, the 'Money Factor' has lost importance; what matters is the team that will make the idea take off, that will lead operations." Negotiations on hiring me back ceased when I convinced him that I would build the dream team. Recruiting talents for a tiny company with unproven track record would be tough. I contacted my friends, the two bright and competent ones who had been in the initial venture. It felt like returning to our old rock band. But in order to make them quit their positions at a top consulting firm and IB, I needed to share my dream. For weeks that was all I did. They felt initially skeptical, but over beer, I told them about how far we could go and how big the company could get. I highlighted our chance for entrepreneurship with a steady cash flow. I motivated them with the prospects of getting things done and gaining responsibility for our decision.



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| <p>resistance, I adapted the “class” to suit the goods they would negotiate (from pencils to computers) and tried to understand each purchaser’s mindset. I concentrated my effort to help the ones less motivated see the efficiency and benefits of the tool. Building on the relationship established in our sessions, I gradually conquered their trust. Those people understood that I showed genuine interest in their needs and expectations. Later we could all realize amazing results: suppliers agreed to give significant discounts, reacting positively to the strategies applied. The US\$XXX million in EBITDA was as rewarding as the purchasers’ increased self-confidence and enthusiasm to work. I resorted to my analytical skills, which were always highlighted at the firm, to construct a powerful tool that allowed purchasers to negotiate with the suppliers. After two months working hard, I saw this tool show detailed data that supported negotiations. My action caused double impact: (i.) our client’s commercial margin rose significantly; (ii.) tens of purchasers become better negotiators. In the future, I intend to work in a corporation where employees are constantly involved in learning experiences.</p> <p>Vision is the bridge between Idea and Action. At the end of that long project, I understood that the combination of my analytical strength with the ability to make those purchasers to rethink the way they negotiated made me confident to lead. Equally important, I decided to follow my goal of working in environments where I can bring a new way of thinking the reality that people have lived for years - I want to lead visionary projects.</p> | <p>resorting to client interviews to capture the key operational indicators. But the individual must absorb control measures not in the raw-data form in which it was captured but in a context that makes it emotionally resonant. I took emotional relevance into account. The tool I created was so efficient and user-friendly that it became company-standard. Companies that fail in implementation phase usually underestimate the difficulties of producing change and thus the importance of a powerful guiding coalition. As implementation was lagging, I identified that even program supporters were facing problems: bureaucratic activities not related to our project were blocking the implementation. I suggested taking in hands an independent client effort, the time liberation project. With top management approval, I began supervising a client team member, while conducting the other work fronts.</p> <p>I learned through this experience the importance of leveraging on people’s best skills and knowledge and the power of effectively motivating people towards a common goal.</p> | <p>His hobby was to analyze old wars. I lead in the same way: I value the academic rigor, but I like it coupled with a pragmatic attitude towards life.</p> <p>Like Moore, I value the rigor that only knowledge can offer, but I aim at developing a career in which I can work with something highly sophisticated, yet concrete. I enjoy seeing my ideas gaining shape. I like to have my ideas challenged: people will tell me what I am doing wrong or what the opportunity is.</p> | <p>They missed those elements in their employers. After that, getting to the signatures became easy. We had a goal and a team. We quit our jobs and joined XXX as managing partners. Since then, the company has evolved significantly. Revenues have risen every single quarter. Our team has grown from 6 to 34 members. Also we have secured US\$XXXMM with VC’s in order to develop a service extension.</p> <p>Looking back, I know that the key to success was to build a strong and committed team from day one.</p> |
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Section 2 – What do you do well? What do you not do well?

MBA-Q6.) Give me ONE example of when you had to make a decision without having all the information you needed.



David, the Innovator

I feel at ease with complexity. In order to understand and promote innovative and at the same time pragmatic solutions you have to appreciate complexity and ambiguity. Decisions in ambiguous settings are difficult, for all the agents involved must see and share the complexity of the phenomena analyzed.

Here comes my STORY: my father is an agronomist passionate about Ecology, not only its social and political aspect but also regarding the scientific study of interactions among organisms and their environment, such as the interactions that organisms have with each other and with their environment. Since I was a child, he would question me, mainly at meals. “Do you know how this honey reached our table?” His explanations delighted me and I paid attention to the whole complex system involving flowers, bees, beehives, harvests, honey producers, truck drivers, and finally me. My dad always put complexity into the context of my small world. Our walks - and talks - in the woods behind our winter cottage greatly influenced the choices I have made in life. Since I was very young, I have observed the complexity in which we, human beings, are inserted. I



Sophia, the Conductor

Usually I am good at analyzing conceptual and factual information to make my vision happen and find what is motivating to team members. Nonetheless, when the team members have different profiles from mine, I find more difficulty exercising my leadership style, but I don't give up - I must learn and practice empathic listening skills - I must first understand how one thinks and feels so that I can influence him.

Here comes my STORY: during a short two-week intense consulting assignment in Turkey I had a culture shock. Passionate about traveling, I always study the place I will visit, so I can fully enjoy it. So, before flying to Turkey, I read ‘Istanbul’, a book by Orhan Pamuk, recipient of 2006 Nobel Prize in Literature. I like to say that when I travel I am not a mere tourist. Thus, before my consulting assignment, I was careful to read a book on business etiquette in several different countries



William, the Doer

In an environment of many uncertainties, I have the courage to take bold steps and the drive to reach pragmatic results.

Here comes my STORY: through the years I learned to take advantage of the power that change brings to people's lives. That may even help explain why I joined a PE fund that works closely with the management of portfolio companies. I need to be involved with dynamic environments where people dare to question their own premises - I like to question my beliefs - I like to promote changes. It is never easy to pick up the dynamics of an established group, in that case, the companies in the portfolio of my employer. I remember particularly the case in which I gradually conquered the trust of all the members of XXX, except of Mr. Martins, who actually stopped relating with the member of his former group. He considered them traitors who had not banned me, an element he saw as harmful to the team. I felt prepared to face his resistance. Inspired by my father, I would play Mr. Martins's game.



Laura, the Mentor

I like to be involved with and surrounded by people. And you know, whenever there are gathering of people, there will be a lot of problems I actively engage people in democratic decision making and in efforts related to their values of promoting growth and well-being. I like to be involved in situations where emotional context is the lever for problem solving.

Here comes my STORY: my father died when I was 13, but in a way or another, he will always be near me. Like him, I am proud of being a serial entrepreneur. At moments of great difficulty, I find myself talking to him. I am sure I would make my father proud if he could follow the beginning of my entrepreneurial career. Fortunate is how I felt when my best friend accepted my invitation to become my partner at Rhodes. Susan and I had been classmates, attended the same church, and done community work together. I trusted she would also make a loyal and collaborative business



have learned that many times it is more important to enjoy the questions than the answers. I love the quote by poet Rilke: "Be patient toward all that is unsolved in your heart and try to love the questions themselves." Many years later, during college, again the need to understand complexity encouraged me to follow a career in the Academia. Discussing my future plans with my supervisor, one of the Brazilian leading professors in the Computational Linguistics area, I learned about his old wish: create an interface capable of identifying emotions and acting upon them with verbal reactions. The main hardship in this endeavor was to insert "emotions" in the platform. In plain English: "how could we make synthesized voices sound neutral, sad or happy?" I took that challenge wholeheartedly. The goal of the project was to build unit selection voice that could portray emotions in various intensities. There were many challenges, among which the fact that no one had ever come to satisfactory results regarding emotional speech synthesis. Another challenge was the language - no attempt whatsoever had been made in Portuguese. When I accepted the job, my professor was willing to give up this aspect and just let the machine release robotized sounds. I convinced him to let me try and told him that we could not simply translate existing models. I ignored the already published methods and went after innovative yet plausible solutions. I had no idea where all that would head, but I did not care. Just as it happens with Science, if we knew all the answers beforehand, there would be no experimentations and reformulations of the hypothesis initially proposed. So that is when we chose to reconstruct particular traits of the Portuguese language and modify them one by one. Looking back, we took upon

and shared it with my manager who would travel along. I would have no further surprises after studying that book. But I was wrong. In Istanbul, we were taken to a large room, where our client would deliver a presentation of their business. We were offered some local (and strange, I must say) "candy", which I ate even though I was not willing to have that "experience", but my manager politely refused it. For some reason, I knew that accepting that offer was "the right thing to do." During the presentation, none of our questions was answered accordingly while the general atmosphere felt somewhat tense. I could not understand that situation, for I knew how friendly the Turkish are. I needed to find out the reason for that attitude, but no one was willing to explain. The insights about Turkey from Pamuk's book should have helped me. Later, during lunch, I shared with the group how much I had learned about Istanbul with that wonderful story and the author's report of his development in that city in the 1950's. I had broken the ice. Surprised by my knowledge of the Turkish history and culture and recognizing my honest concern about the peculiarity of their habits, Mr. Halil finally helped me understand my culture shock: it is customary in Turkey to trust only people who eat their food. At the end of that evening, he approached me and said "you must understand that here in Turkey, we appreciate knowing the people with

Showing myself as a humble person, I approached him in order to understand his fears. I was there to propose **CHANGES** and I knew that implied dealing with people's **FEARS**. I must admit: to this day the man still thinks I should not belong to the group, but I am sure he understands that my purpose has never been destructive as he initially thought. I was wrong to ignore the proverb: "one bad apple can spoil the whole bunch." I should have been concerned about him from day one in the project. The team's cohesion depended on Mr. Martin's posture.

I appreciate Darwin's words: "It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change." The business world is changing. Organizational change implementation is thus 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? Today, I know more about my strengths and shortcomings, and I am more aware of the effect that I can have on others - I am sure that I will maximize my best professional competences in the Private Equity industry.

partner. And I was not wrong. Teamwork was the basis of Rhodes and synergy was evident in every move. Together we chose four other people to be part of a group that had commitment, hard work, and good ideas to share. At the time, each of us was serving a different employer, so we devoted to Rhodes at weekends and three evenings per week. We also spent every holiday on our project. Finally, as we launched the mobile application, one that enabled users to find, share, and comment on the best social events happening in town, we started receiving tons of emails with suggestions for improvement and many words of compliments. Things started to get really serious and soon Rhodes became very popular. To keep up with the new features, we had to work quickly and efficiently. We hired three more people with expertise in technology and with the same willingness to take a project off the paper. Coincidentally, though, my partner and I both were offered promotions by our employers. We had a tough decision to make regarding the future of Rhodes, but I did not want to face it. I hate confrontational situations and I run away from any kind of conflict. In this case, it was even more delicate - we were partners and best friends and even worse, we were responsible for seven other people. When we make no decision, someone will. And that happened through a huge offer by a European investor. It was so soon that we had barely any time to think. They



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| <p>ourselves a huge challenge. Concretely, what we did was to embed the emotions on-the-run, something incredibly innovative. I have to say my language skills improved greatly through this project. Later, promoting our partial success, we could partner with international researchers and obtain their support. A renowned professor from Universidade de Minho (Portugal) helped us understand more about the speech blocks. In the end, we could present a novel and daring approach. Deconstruction and reconstruction of the language shed light on various aspects of the speech synthesis, enabling colleagues to continue that endeavor with higher confidence. Our action made our department stand out internationally.</p> <p>This entire episode reinforced my belief that we must explore in depth the fields of knowledge. Real innovation shows itself in the gray zones. As my final paper demonstrated, I had to make it my goal to look into those gray zones, and enjoy them fully. I no longer have an interest in pursuing an academic career. But now, I am doing the same in the business setting. I know it is more difficult to find a domestic company that shares my view, since the greatest challenges of Brazilian companies still lies in operational issues. But things are changing, even in my country. After all, would say that today we have global Indian or Chinese companies? Brazil is changing and is in need for global leaders.</p> | <p>whom we do business; when you refused our gift, you simply did not show interest in knowing us.”</p> <p>I feel at ease with complexity. The main problem of complexity is the difficulty that team members have to see the whole, the big picture. In order to understand and promote comprehensive and innovative solutions you have to appreciate complexity and ambiguity. Decisions in ambiguous settings are difficult, for all the agents involved must see and share the complexity of the phenomena analyzed.</p> | | <p>wanted to purchase part of our company and they wanted the full commitment of the main partners. They were talking about millions of dollars provided that Susan and I both quit our jobs. We stared at each other in silence. The following seconds looked like an eternity. My instinct was to seek an answer from Susan. I was very enthusiastic about the whole thing, but I could not read her. I had to be strong and say, “Let’s do it”. But we never discussed that because I had avoided such conversation. Knowing Susan well, I refused the offer. “I am sorry, but we are not fully prepared for such a leap.” Then I observed the feeling of relief on Susan’s face. The two other member of our team also seemed to feel relieved as I said that. We lost an opportunity, but I understood that none of us was really prepared to make such a decision. We were all beginning our careers and it was not time to interrupt them.</p> <p>I grew aware of how influential I can be on others. I understood that postponing a decision is a way of positioning myself about a situation. There is a difference between feeling guilty and feeling responsible for the lives of other people. As a leader, I must feel responsible for my team members and think about what is best for them.</p> |
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Section 2 – What do you do well? What do you not do well?

MBA-Q7.) Give me ONE example of when you questioned an established practice or a thought within a group/organization.



David, the Innovator

I am bold enough to question what others have often taken for granted. I fight the “mob mentality” - I can challenge the beliefs collectively held by co-workers. Confident that my vision and mission are important, I will invest whatever energy is necessary to encourage, support, and organize efforts related to that vision.

Here comes my **STORY**: after a tough selection process in college, I conquered one of the few scholarships to attend the XXX Engineering School. My enthusiasm increased when I learned about the school’s focus on teaching theoretical models, so I enrolled a number of practical classes. As an example, observing the prompt applicability of Mechatronic Engineering theory into a motorcycle, I could understand how the braking system would allow the bike to perform on various tracks. Restlessly curious, I experimented with automation technology as an intern at the R&D area



Sophia, the Conductor

Change energizes me. In order to question the status quo, I need to understand human behavior and break resistance by showing that the benefits of a group extend to each member. When proposing changes, I cannot just do sophisticated analysis and point out mistakes, for, most of the time, the clients that live the problem are aware that the solution lies on people and not on processes.

Here comes my **STORY**: from day one at XXX (my consulting firm), I did what I could to be staffed in an engagement with the challenge of changing the client’s perspective about his own business. I had a mission: change the perception of managers about their company’s investment portfolio. The client was a large XXX company, with US\$XXX annual revenues. There was no discipline in investment prioritization. I had to transform the way managers saw investments: from “my project” to



William, the Doer

Part of a leader’s job is to inspire the people to push themselves. To do this, I can see no shortcut: You must show them the way by doing it yourself. When you lead by example, you create a picture of what is possible. People can look at you and say, “Well, if he can do it, I can do it.” I draw pleasure from trying to change the way people think or act. I draw pleasure from, getting your hand dirty, and showing people that something is possible to be achieved.

Here comes my **STORY**: at XXX (PE Fund), I evaluate companies, interact with their owners, and learn from the mindset of experienced professionals. This routine encouraged me to seek my father and offer him advice on his company. I have always admired my father as a natural leader who handled his company well. Nevertheless, my PE experience allowed me to see a few issues in the company’s business model. This business had one client and operated without long-term



Laura, the Mentor

It is tough to bring people together; it is tougher to bring completely different people together. When you gather two different persons to work on the same team, at first, each will pinpoint to the weakness of the other. But the strength of the alliance is to have people say, “he’s doing things differently from me. What can I learn from him?”

Here comes my **STORY**: right in my first week in college, I sought the Sports department. I wanted to engage in some way. Being realistic, the only sport I could be part of was soccer, not for my technical capacity but mainly because most girls played as badly as I did. It did not matter. Most important for me was to join a group that reinforced the values of my college, my community. But months went by and I would spend much more time on the bench than on the field. So I started performing the role of coach’s assistant. To my surprise, I enjoyed my new function. In the third year, I



of XXX, a car manufacturer in Sweden. Upon returning to my college in Sao Paulo, I could not believe to find unmotivated classmates. Why had they changed so much in a few months? Soon I realized that the change was in me. All those practical lessons abroad enabled me to apply the equations they had only seen in theory. My classmates were therefore unable to understand how numbers could leave the paper and function in practical reality. With that perception, I believed, those people would excel as engineers. I also believed that our college could offer opportunities for students to apply theory into practical action, encouraging them to complete their knowledge and grow into self-confident professionals. Immediately I volunteered to share my experience. I approached management and suggested reviving the automation lab in partnership with the school I had attended. I also became a T.A. at this lab. Eventually, in command of the Entrepreneurship Center, I had my team members excel. I helped them see the importance of non-intellectual yet important actions and earned their contribution. In my final college paper, I planned a course that could prove to students the value of relationships between equations and actual engineering devices. Relying on my experience at Sweden, I sought to demonstrate that we could promptly use theory in practical, concrete purposes. No one had focused on education as the theme for a final paper - ever.

“company’s projects.” All I had a complex tool developed inside XXX (my consulting firm): “XXX Methodology”; but that is not enough when “changing minds” is on table. I faced several initial resistances from the project managers in adopting our new investment prioritization process. However, the reason for such resistance was deeper and I had to learn to identify the motivations and overcome conflicting interests. Promptly, I designed criteria and parameters with a multifunctional team from the client to characterize projects in line with the company’s specificities. In this way, we could compare projects under a pattern. I discussed with project managers how to evaluate projects through the new system. The criteria development went smooth, and second phase would, too. I was, however, wrong. One of the general managers in the plant approached me to say that he would not let me “waste” his managers’ time in filling the project’s characterization form. I was dismayed. “What? This project was bought by the CEO.” I would not lose my poise and professionalism. Perseverant and patient, I listened to his worries, understood his reasons for not cooperating, and finally realized what aspects of his mentality needed to be changed. He was too concerned about losing what he considered his best investments. I was determined to make him realize that his projects might not be the best for the company. Later,

contracts - high risk and low revenue predictability. In childhood, we lived this instability: seasonal economic crises would deeply affect family income. At the time, I had some ideas how to help my father, but I always believed that one must gain credibility in the real world before one can make some practical recommendation. Years later, more experienced, mainly after working with PE, I felt I was up to the challenge. I offered to help my dad shift the company’s direction, but I did not succeed in my advice. Without giving up my idea, I approached my brother, who had been helping dad for years. I shared my idea of diversifying the client base and assuring a few business contracts. Initially, my brother was reluctant: “It is easy for you to come and say that.” I knew he was right. How could we find new clients? I offered assistance. Together, we identified potential clients and researched client base to choose the best “candidates” for long-term negotiation contracts. Naturally, we also worked together to obtain my father’s authorization to run the company in a different way. My dad acknowledged our success when revenues increased dramatically. In a reunion, I heard dad call me an amazing entrepreneur. He acknowledged my persistence and strategic vision. Changes require courage. Any wrong suggestion might have harmed the economic situation of my family. More than once, while discussing with dad, I felt nervous and anxious: I was, after all, responsible for

volunteered to be coach. I knew that managing egos would be part of my job. So during the triage, I identified a talent. Fabiana held the same position as the veteran Julie, one of our old stars (a bit fading, I must say). When I proposed replacement, I heard an emotional burst: “Since my first kick-off, I had been playing as a forward; I can see myself succeed as a defender - I will quit if you place me on the defense.” Assigned to the “least competitive position”, Julie understood she was no longer contributing to the team, and her motivation vanished immediately. But as a coach, I had to convince her otherwise. As a defender, she would actually be of better help to the team: “you have the rare combination of physical gaming and ball control” I explained. Rational arguments did not work in my speech. So, in one of the games out of town, I spoke to Julie, who finally opened her heart. “You know that I hate XXX (college name). Playing soccer is one of the very few activities that make me feel part of a group.” The need to belong to a group is very strong in some people. I shared with her that I was greatly enjoying my experience at the Jr. Enterprise, showing that there were other ways to integrate in the community. She followed my advice to enroll, but the deadline to sign in had passed. The new members had done one month of training. I spoke to the coordinator and offered to train Julie. I relied on a friend who felt touched by Julie’s situation. Three months later, before I determined the



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| <p>Such experience reinforced my certainty that there is room to develop an innovative career in technology. Unlike my classmates, who believe that most challenges in the company are related to operations, I think that effort, commitment, and a long-term view of Research & Development (R&D) will allow Brazilian companies to thrive on global grounds. I feel prepared to take over a challenge in such dimension.</p> | <p>while training the project leaders, I faced another, even higher resistance: everybody was complaining about the extra work. I soon learned they meant: “don’t tell me what to do with my project, this is the best investment and I will do everything to approve it.” I had a tight schedule and no cooperation, so I had to adapt myself, rearranging my agenda in order to train the 123 managers in 6 different plants. I convinced those leaders through the same approach as I used with the general manager. Client managers felt concerned about the company’s portfolio of investments: seeing one manager stating that another manager’s project was better than his, I helped the client optimize its portfolio of investments: the return on investment of the selected portfolio of projects increased by XXX% compared to the portfolio of projects before the prioritization. Through this experience, I was able to persuade the managers and change the organization’s misconception regarding investments.</p> <p>I realized that there is often an abyss between the way an employee considers the company and the way the company sees individuals. After this event, I grew savvy about how an adequate organizational structure can narrow this abyss.</p> | <p>their future. Once my boss confessed, “I do not know if you realized it, but you are in the business that required you to “convince others”. As any teenager can attest, persuade your father, mainly a stubborn one like mine, is one of the hardest things you can achieve.</p> <p>Looking back, despite my fear, I can say that the ability to make decisions amidst uncertainty will underlie my professional choices. I am certain that I am in the industry that explores my best capabilities.</p> | <p>positions in a tactic match, I convinced Julie to give it another shot and play in the defense line. She practiced hard to adapt to her new post before the season began. In the end, she said it felt great to be part of the team again. We won the regional qualifying and Julie was highly praised. She would certainly shine in the state championship. We all saw that a team needs balance between individual initiatives and team accomplishments. Many years later, putting together my company, I realized how difficult it would be to deal with my partners’ expectations.</p> <p>What moves people is not only the desire for power, but often the need to belong to a group. Understanding this and working the individual expectations towards the wellbeing of the group is not easy, but I promise you that it is worth.</p> |
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Section 2 – What do you do well? What do you not do well?

MBA-Q8.) Give me ONE example of when you persuaded someone or a group of people.



David, the Innovator

I have broad understanding of issues related to the cognitive, cultural, technological and economic contexts for design a solution. I am good at creating and developing alternative ways like visual response to communication problems. Knowledge arises naturally from experience making it easier to understand, remember and apply. When I communicate, I try to provide my team with a motivating, engaging, learning experience.

Here comes my **STORY**: at age 12, I was given my first desktop. I felt I could do so much with it and, indeed, I eventually launched a website that offered free download of songs. It was such a hit that it became news in papers and magazines. My business did not last long, though, since I had to give it up because of laws regarding copyright protection. I could however taste the amazing feeling of changing (completely!) the way to provide people with music. I still recall the emotion of



Sophia, the Conductor

I draw enormous pleasure from placing an idea in someone else’s mind. I am a highly successful negotiator and promoter. I will easily and quite effortlessly push all limits to achieve the desired outcome. I constantly review and reset desired goals and objectives in all areas. I like the excitement and challenging of negotiating, selling, and making deals.

Here comes my **STORY**: I was a shy child until I was 10. Adults saw me as a well-behaved girl. Actually my family knew my behavior was somehow “passive-aggressive”. Everyone else saw me as a sweet kid, but I had to make a huge effort to control my aggressiveness. As a pragmatic person, my mother enrolled me in drama lessons at school. Looking back, I believe all I needed was indeed room to express my individuality. I felt a huge need to interact with others, but I could not simply understand how that feeling irritated me. Thus, I felt anguish. Through theater classes, I



William, the Doer

I understand that real changes happen through people. Nowadays, everything that contains real value is built in group. It is necessary to know how to gather people through their ideas. It is useless for a businessman to perform sophisticated analyses if he cannot communicate his ideas. I draw enormous pleasure from placing an idea in someone else’s mind.

Here comes my **STORY**: learning to communicate is something that we cannot achieve exclusively through theory. At some point, you need to go out and open your mouth. I learned a lot when I set up a business to sell orange juice at the beach. Although it was not my responsibility, sometimes I just had to go out and sell. I don’t mind doing more than I have to. If necessary, I will roll up my sleeves and get my hands dirty. In Brazil, unfortunately, there is prejudice against the figure of salesman. That may have originated in the colonial times, when the slaves did the dirty job. Selling oranges at the beach when I was a teenager helped me establish trust-based relationships with people around me.



Laura, the Mentor

When I try to convince someone, I always recall what Dale Carnegie taught us: “When dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion.” I value approval of others and positive feedbacks motivate me.

Here comes my **STORY**: following my role model, I stick to the principle that no one should be left behind and tried to go out of my way to help people around me. They, in exchange, recognize me as a committed and dependable individual. In a recent project, I resorted to collaborative leadership in order to prevent the layoff of tens of employees. It was not about numbers and figures, I thought. It was about people whose families depend on those jobs. My analytical capacity gave some room to the feeling of responsibility for those lives and I took some measured risks when I designed a model aimed at profitability yet without any drastic measures in headcount. A well-crafted presentation and sound



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| <p>finding out that my “company” had its first client. It was fascinating to interact with a person through a quite unusual means. It was fascinating to empower users to decide what, when, and how they wanted to listen to their music. I have always been fascinated by new ways to establish communication. Even nowadays, in the professional environment, I still believe that we must explore new ways to transmit our messages. After I guaranteed my sponsorship, I decided to dare. I had always observed more senior people selling projects. They mastered the art of storytelling. It was my time to dare. Here comes my STORY. “We’re on TV”, someone from the client’s team exclaimed. They were all excited as they identified one another watching our fifteen-minute film about XXX, which would enhance the innovation strategy and approach of XXX, our client. In the end, my idea worked because I was able to rely on the support of two client analysts. I resorted to creativity while guiding and motivating my team members in order to enhance the innovation strategy and approach of that specific XXX company. The result was a fifteen-minute video that pleased all involved. Initially, my manager had resisted my idea of investing time on a peripheral idea”, but once I persuaded him to support us, I edited a film of the whole idea generation work front, showing the team’s research, interviews, and workshops, so that the results of their</p> | <p>learned to listen to my voice and, mainly, to listen to my friends’ voices on the stage. It is, after all, impossible to perform if you are alienated, if you are not connected with the other actors. It is always important to seek mentors in life - It is always important to seek other voices in the world. My older cousin had just graduated in the college I would attend. During my first year at college, when I sought him for some tips, he felt resistant: “I think I don’t have any value to add in that case”. Nevertheless, I convinced him to help me. Always alert and asking adequate questions, I realized that my cousin was much more enthusiastic about describing his new career in the consulting industry. I found out the source of his success. Being a member in the Sports Department helped him pass the selection process. Since I have no aptitude for sports, I looked for something aligned with my values. I chose XXX, the prep course for college entrance tests that our school held. XXX had 50 volunteers and operated in the evening in a private school building who lent a few classrooms. The lack of physical space was the biggest constraint for us to cope with the demand of 250+ students every year. As a teacher for one year and a marketing director for another, I had listened a lot and spoken little, and I felt ready to contribute. I set a simple vision: in one year, we should raise enough money to build a school with double the capacity. Resistances abounded, but by creating</p> | <p>Just last week, I borrowed my dad’s car to drive to work. It was raining, but I had left both my umbrella and my wallet in my car. I stopped at the traffic light, greeted the guy, and asked how much he wanted for an umbrella. “Only 12 Reais”, he said. In less than three minutes I bought two for 8 Reais each and would pay on the following day. I had never purchased anything from that guy, but we had chatted at the same light a few times before. People hear this story and get surprised. I answer that bizarre would be if no business had happened. I need to buy and the man needed to sell. Why not do business? “Assumptions are the termites of relationships” Henry Winkler. Most people would assume that the umbrella man would never make a sale under that condition and therefore would not even try to ask him. Of course, I have heard many NO’s in similar situations. Nevertheless, I feel great pleasure when I can place an idea in a person’s mind.</p> <p>It is almost a personal challenge to convince others of my views. I do that with the doorman at my building, with my grandmother, and, naturally, with my boss on a daily basis. It is almost an obsession to sell my idea and this trait has helped me a lot in the PE industry. Many peers, also analysts like me, show an analytical approach towards issues in life. When the day comes for them to perform the role of a VP, they will feel quite challenged.</p> | <p>arguments helped me persuade the experienced vice-president to change XXX. He even supported me to redesign a sales contract. In the end, the board approved my decision of not shutting down the branch. Modified prices, a sound management model, and the new clauses on the sales contract improved the performance. That very branch became a model to the others. I like to think that much beyond achieving the company’s improved financial condition we caused huge positive impact on many lives. In my collaborative approach to leadership, I focus on involving people and, mainly, not leaving anyone behind.</p> <p>I believe that every high-achiever entrepreneur is a natural-born salesman.</p> |
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| <p>efforts could be more efficiently spread. The three of us went through the main steps of creating and implementing our tool, from planning to execution. Our short film was shown in various workshops. Later, our project was subtitled to be used in some countries, mainly in Europe and USA. Over delivering, in this case, meant proposing a very new approach to a regular problem.</p> <p>Even in the beginning of my Engineering program, business called my attention. In order to prepare myself to succeed in my future career, I worked on my ability to communicate. I attended related elective courses in the Communication College of my University. I also developed my 'business sense by enrolling such electives as Persuasion and Marketing. Later, as a consultant, I benefited from my capacity to plan, elaborate, and deliver presentations. This story reinforced my desire to attend an MBA that tests my power to innovate as a future leader of a large company. Business solutions involve communication. After all, is Google an IT or TIC company?</p> | <p>a compelling vision on how to “take the school to the next level”, I managed to create a sense of urgency to our mission - I knew that the initial hype would be soon gone if we didn't have our first victory. To keep the team motivated, thus, I enrolled XXX in a Social Entrepreneur Competition that I believed we could win. There, we won only about one-sixth of the amount needed, but enough to skyrocket their commitment to our project. By the end of the year, having convinced private sponsors to support our mission, we had met our target and the school was built over the following year. It felt amazingly rewarding to sit in front of “our new building” and observe students arrive for classes.</p> <p>Having great ideas is only part of a consultant's job. Another significant part - usually the most important and challenging one - is being able convey that idea and build followers within the client, thus leading to successful implementation and substantial improvements. As I had anticipated four years before, the partners of my consulting firm simply loved to hear this story on leadership.</p> | | |
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Section 2 – What do you do well? What do you not do well?

MBA-Q9.) Give me ONE example of when you showed concern about people around you.



David, the Innovator

My sensitivity to others is aroused when I feel the need to share knowledge. I look for people who I can play with, generate ideas and share expertise. When people around me need help, I make an effort to provide them with an innovative conceptual framework to solve their concerns. The following story shows my favorite approach to help people.

Here comes my **STORY**: I always thought about acting upon social or community work, through which I could use my skills to the most. The opportunity came up when I managed to have XXX (a management consulting firm where I did my internship during college last year) staff perform pro-bono activities despite their hectic lifestyle. XXX impressed me since I joined it for sharing my strong community principle. Notwithstanding XXX people presented an individual social absence for their intense and irregular workload. While carrying small pro-bono initiatives on the office's behalf I realized a special energy coming from



Sophia, the Conductor

I tend to be proactive in relationships, that is, I take the first step in defining the relationship. In order to teach, lead, and work with others to accomplish something involve understanding others' needs, create a vision and find the exact words to inspire them. I am good at providing recognition for achievements and competency.

Here comes my **STORY**: outside work, I have always been lucky to count on my father and on grandmother's support. Since my parents' divorce when I was three, I remember little about my mother. Raised by my grandmother, I was emotionally affected last year when she was diagnosed with cancer. My father and I took turns sleeping with her at the hospital. Although I felt exhausted, at each little improvement in her condition, I found the motivation to spend the day working at the firm's client. That was when I learned best how to prioritize and delegate tasks so that my team and I could be productive. And I am grateful to my team members, for their collaborative attitude did not let me give up. My grandmother's disease made me deeply concerned but at the same time happy to know that I had built solid friendship at my consulting firm. Gradually,



William, the Doer

I know the value of people around me. I can identify talents within a group. I am aware of each person's goals and I construct compelling development plans and execute them. I am good at providing challenging and stretching tasks and assignments. I push people to accept developmental moves in which I monitor progress and results.

Here comes my **STORY**: I faced a challenge at XXX, my current employer (PE Fund). When three on our team of four agreed that Johnny was "our guy", I decided to stick to my position. I was the fourth element, the one against hiring Johnny. He was really a promising young man, but I did not feel he would grow towards his ambitions. Hiring is more than simply identifying talents. We must understand people's motivations. At the end of his second month with us, however, my peers acknowledged that they had made a mistake by choosing someone who did not deliver as promised and arrived late every other day. Now



Laura, the Mentor

As a catalyst that draws out the best in others, I succeed through empathic connections. I tend to position myself as the spokesperson for the core values and ideals of an organization. I organize and facilitate action by building extensive networks and support for a given goal or mission. I am masterful at showing appreciation both verbal and non-verbal giving frequent feedbacks and abundant praise. I know just what to say and to make other people feel appreciated. My friends see me as a good judge of talent - after reasonable exposure, I can articulate the strengths and limitations of people.

Here comes my **STORY**: in my building, I interact with everyone, from the valet parker to the company's CEO. That's how I met Alexandre, the doorman who does the night shift. During the long hours in his lonely job, he devoted to drawing. I am no expert, but I recognized some unexplored talent right there. He would always show me the works from the



volunteer members who showed discomfort for not performing any community activity. That goodwill fueled my inspiration putting myself to design a manner for a consultant to comply with the regularity required from community actions. Chasing success examples among also busy friends who practice pro-bono I came up with an innovative solution: working within a pool. In a 70-consultant pool, the chances increased substantially of having three/four consultants every month to perform a pro-bono working day. I quickly merchandised the concept along those engaged members who promptly bought in my idea, spreading it out to the office. After some research with my co-workers, we made a list with five institutions that welcomed monthly volunteers. While the consultants feel proud and rewarded I feel the same for them and for the children.

The satisfactory result of my initiative reinforced my belief in the power of ideas. I love Drucker's words: "If you want something new, you have to stop doing something old." When I had the idea, many consultants (1.) complained that they felt guilty for not having time to devote to socially responsible actions; (2.) continued to try to engage through a model that demanded time and dedication that because of their busy life as consultants, they could not offer. Why not rethink the models? I bring this status-quo-questioning attitude into every assignment I am involved with. In the Knowledge Era, there are various

my grandmother's health deteriorated and I spent more time with her. Everyone from the firm did all they could to help me change my appointments; a few colleagues offered to replace me in some meetings. Two of them even came to the hospital a few times so that we could finish an important presentation. Thanks for my friends' support I did not have to leave my grandmother alone and I was with her until her last days, four months later. Surprisingly, at the end of this period, I received my best performance feedback ever. I believe one of the main benefits of beginning my professional life in consulting is that from day one I could realize that intelligence, determination, and resilience alone would lead me nowhere. Each consultant peer of mine displays both intellectual gift and a lot of drive. What makes the actual difference is to know how to work in team dynamics. And to know how to "build people" is one of the secrets to follow a successful career. Earning both a promotion and my MBA sponsorship naturally made me happy, but also made me question: "and now, what can I do differently between today and the beginning of my MBA program next year?" I felt prepared to perform the difficult art of coaching and the opportunity came up. To my surprise, however, I would coach not a rookie analyst fresh out of college, but a peer living the worst days of his life. Antonio's immediate reaction was to refuse my offer. Only after some time, when I realized that we had similar profiles, I understand he felt humiliated: "how can't I do what someone so like me can? I must be incompetent!" I discovered we had similar careers and experiences, which made it difficult for me to teach him something new. Our aspirations and even profiles were also quite alike. While I tried to figure out

that they wanted to fire Johnny, I took the chance again: I voted against and took it as a personal challenge to have him change. I invited him to a happy hour one day and provoked him. I needed to understand how he felt. After a couple of beers, things became clear: he felt "underused". In the following week, to everyone's surprise I assigned him with the most critical part of my project. Among the very difficult tasks was the building of a highly complex financial model. I had read Johnny's restless behavior, but I had also perceived his need and his desire to be challenged. Boring activities and routine made him lose focus and, worse, motivation. I kept pushing difficult jobs and, in this way, making him interested in his job. Of course I would also reward him every time he did something right. I coached Johnny for a few months when it became obvious that our department could not retain such talent. He would take a full-time position as a XXX analyst. Understanding Johnny's strengths and weakness, coaching and being an example, I helped him conquer his promotion.

This experience reinforced my desire to work within a corporate culture that values the learning of my team members in the long run. We live in the Knowledge Era - everything is related to people. Another important point was to mature a latent ability: the capacity to read the potential of people surrounding me. This skill is essential to the success of PE

previous night. Motivated by the collection of old comic books that I had given him, Alexandre was now working on comics. Eventually I suggested that he send that material for specific appraisal. He grew excited and decided to seek some advertisement agencies. Two weeks later, when I asked, "Have you sent the drawings?" he felt ashamed He could not afford the stamps to post the material. I felt even more ashamed, for I would never have imagined that this could be a problem. A few days later, I remembered to contact an old college friend. His father had a mailing list company. Cutting the story short, recommended my friend's dad, Alexandre ended up getting a job as assistant at an advertisement agency. Recognizing Alexandre's potential, his employer sponsored a technical drawing course for him.

Nowadays, where I work, I understand my ability to empower others as one of my best contributions. I can generally find time to pause and help, affirm, listen, or do whatever else is needed to get someone unstuck and back into the swing of things. I know how to motivate and invigorate through inspiration, enthusiasm, and unyielding attention to personal relationships.



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| <p>innovative ways to promote a collaborative environment for people who share the same interests. I really appreciate help people with their personal development plans.</p> | <p>how I could play a leader to Antonio, I learned that he was under a lot of pressure. The firm had just announced my promotion and, simultaneously warned him that he should either improve or leave. Shocked by the news, I made it my goal to help him change the situation. My strategy was to help him recognize the reasons behind his low productivity. For two weeks, I asked Antonio tons of questions about his former performance evaluations. I helped him realize his difficulty interacting with the client and with our team. The others did not perceive him as a competent person. Then, I offered to work on his specific needs so he could overcome his challenges, mainly 'communication issues'. Trust was sealed when I delegated additional responsibilities to Antonio even though some fellow consultants thought I was wasting my time on someone who would soon leave. My goal required twice as much time and energy, as I had to do my share of the job and go over each one of Antonio's moves. Every minute I spent was worthwhile. As he grew more confident in his capacity, I made sure he gained visibility within the firm and the client. A few weeks later, although Antonio was still working on improvements, he had recovered great part of his self-esteem. At the end of two months, always dedicated and enthusiastic about learning and making progress, Antonio had a much better evaluation. It was far from excellent, I admit, but it was more than enough to encourage him to move on. This was a rewarding opportunity because usually pre-MBA analysts manage client members, but never other pre-MBA analysts.</p> <p>Once I tasted the power of coaching, I came to pay closer attention to the opportunities of exercising this great capacity to lead people in need.</p> | <p>professionals. I cannot achieve anything alone.</p> | |
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Section 2 – What do you do well? What do you not do well?

MBA-Q10.) Give me ONE example of when you faced a setback or a failure.



David, the Innovator

In general, designing and theorizing take precedence over the effect of my actions. I am inclined to oversize the importance of the rational aspect in decision making. More often than not, I overlook the emotional aspect. The following story reveals the pattern of my failures within a group context.

Here comes my **STORY**: on my sixth birthday, my grandfather bought me a chessboard and taught me the movements of the pieces. Of course, I did not know that then, but by patiently playing with me, he forced me to think strategically. I developed such a taste for the game that I would play against computer programs. At age 10, I asked to have a teacher. I knew I could improve my moves. I organized competitions, involving friends from my building and later, classmates. The longer a game, the more fun I had. I will always remember the day I won a two-hour game against my teacher. When I turned 13, he signed me up in a “serious” tournament, with hundreds of players. I won three of my first five matches and, as I had feared, would now face the champion. Knowing that it would not be easy, I focused my game on defense. I was struggling to keep up when he suddenly moved one piece and intrigued me. “There is no logic



Sophia, the Conductor

Sometimes it is difficult to understand that “what goes in your mind is not necessarily what you will find in the minds of those working with you”. People think and feel differently from the way you do. Sometimes I find it hard to leave aside my teenager’s thoughts that the world goes around my interests.

Here comes my **STORY**: in one of such occasions, I prevented a couple of hundred teenagers from enjoying some specific benefits. In this kind of competition run by XXX, various NGOs should develop business plans for social projects and the best plans would be awarded prizes to fund their projects. Brazilian students from all colleges participate by supporting those NGO’s. The NGO to which I was assigned aimed at making an organization self-sustainable. As the leader of our group, I was eager to explore my peers’ innovative ideas. Establishing a collaborative



William, the Doer

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.

Here comes my **STORY**: 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



Laura, the Mentor

I usually avoid or smooth over conflict even when issues need to be addressed within a group context. Since I value harmony so highly, I tend to avoid conflict rather than deal with problems head-on. Because I tend to try to please many people at the same time, I find it hard to stand up for an unpopular decision. I hesitate to criticize others, and I have a hard time saying no. When I don’t express my negative opinions about ideas and plans, I may mislead others into thinking I agree with them. I need to develop more assertiveness, and can benefit from learning how to offer honest criticism of others when needed.

Here comes my **STORY**: my story of failure begins on the day that my mother told my father that she was leaving our house. The reason, according to her, was that he had been unfaithful. They had been together for 25 years and everyone who knew our family would see them as the “perfect couple in a perfect marriage”. I remember how devastated I



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| <p>in that move”, I thought. “But, then, again, no wonder he is the champion. I won’t fall for that”. Accepting his “tease”, I attacked. It was my turn to surprise him. Clearly, his facial expression betrayed him. I noticed a certain lack of emotional stability and confirmed - my opponent had mistakenly moved that pawn and, by doing so, opened the way for me to move on further. While his huge error put me in advantage, my management of my emotional state would be paramount to decide the end of that battle. I had spent all my energy on a defense strategy. He realized I was nervous and adopted my strategy of playing defensively. I had to think fast and redesign my moves. Few people know that it is possible to defeat your opponent by using some strategies. In a way, he was provoking me, as if saying, “If you want to beat a champion, act like a champion... run the risk”. Thus, my material advantage (pawn) turned into disadvantage. I had wasted too much time defending myself, for I had never imagined that he would make a silly mistake. Now I had to accelerate and, because of one imprecise move, he was able to win. I failed. Although I knew we had both delivered a spectacular match (everyone around applauded), I felt disappointed with myself. Had I kept calm and, mainly, had I played as usual, not fearing the champion, I know I would have made it.</p> <p>I would like to say that I have learned that the “emotional factor” can (easily) win over rational thinking. Even after this event, I still have difficulty putting emotion into social context. Trusting logic and reason, I can be quickly annoyed when others appear illogical, thus hindering the whole effort. Despite my difficulty, keeping my heart open, recognizing this issue and struggling to approach the subject has been improving the way I handle a group dynamics.</p> | <p>atmosphere, we analyzed the company properly and found feasible solutions to make its funding possible. However, I was so busy with academic duties, search for internships, and other activities that I stopped devoting to the NGO project.</p> <p>I mistakenly assumed that my team members would work with autonomy. To overcome this issue, I have engaged in pro-bono actions at XXX. I believe it is important to understand the motivations of people that think differently from me.</p> | <p>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.</p> <p>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. At the outset of my career in PE, in a crisis, I found it challenging to consider just one thing at a time and therefore make decisions. I would often make poor choices or pay attention to several details at once.</p> | <p>felt. If, at least I had witnessed some kind of marital conflict all along, I might have digested that more easily. Instead, I had never once seen them fight. I was in shock. My mistake? In the two years following that event, I never once stopped to listen to my father. I never asked him how he felt or what was going on. I was simply incapable of looking at him in the eyes and try to understand what he had to tell me. I was not prepared to confront the reality and I could not accept my father’s behavior. By having another relationship, my father broke what is most precious in the eyes of society - family ties. I owe a lot to my boyfriend, Paulo, who supported me all along and eventually convinced me to forgive my dad. Paulo helped me through the most difficult situation in my life - seek my father and apologize for my own selfish behavior.</p> <p>People are not perfect. The world is not perfect. I learned to be tolerant with people who make mistakes. I learned not to be too hard on my own self.</p> |
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Section 3 – Where are you? Where do you want to be?

MBA-Q11.) Walk me through your resume.



David, the Innovator

I believe it is impossible to “place order in the chaos” in my professional life by following a timeline. As someone once said: “You can’t connect the dots looking forward; you can only **connect** them looking backwards.” If you allow me, I intend to change the order of this exercise. Instead of explaining my journey from the past to the present, I would rather explain first my post-MBA career plan and then tell your 3 events from resume that will help you understand my rationale behind my choices from the perspective of the future.

My ultimate career goal is to become a leader in a really innovative Brazilian company. I have already talked about my personal values. Can I tell you how some experiences during college helped me confirm my career aspirations?



Sophia, the Conductor

With the hindsight perspective benefit, I can tell you that the countless bullets on my resume can be put into context of my post-MBA career dream. I have been building a professional journey that is coherent with my desire to lead a Brazilian company in its international expansion project. I believe that **THREE EVENTS** were fundamental for my decision on my professional future.

During college, I decided to dive right in and enjoyed the analytical rigor that I regard as essential to build the foundations of a career in business. I appreciate business people who bring sophistication in the analyses of their problems. I witness this process on a daily basis at the consulting firm - I observe how easily consultants with a background in engineering can define, structure, and solve problems of various complexities.

The second event happened overseas. During my exchange program in France,



William, the Doer

I believe it is important to put into context the various bullets points from my resume on the basis of my post-MBA career project, do you agree? As I have said, in the short term, I intend to return to my MBA sponsor, XXX, a PE Fund; in the long term, I intend to found a PE Fund with a corporate culture and investment philosophy aligned with my own values.

I started building this journey even before I entered college. Studying the market and diving into a sophisticated process of self-awareness, I was able to identify my best professional competences aligned with my personal values.

Always keeping in mind my objective of becoming a manager in PE, I would like to “connect the dots” of my resume since my college experience. Can we do that? Even at that time, I was already looking to combine the two sides of a coin: “Idea and Action.”



Laura, the Mentor

Entrepreneurs don’t often have the habit of writing or updating a resume, do you agree? But believe me, to my surprise it was relatively easy to list all the bullets on my resume; after all, all of them in a way or another reveal my entrepreneurial side. My actions and motivations have always been guided the need to belong to a group.

I am the kind of entrepreneur who believes that nowadays in the knowledge era, the main differential of a business venture is to build a team of talented people willing to do a challenging project. Success of a venture depends on feasibility - not just the idea itself, but the people. Building an entrepreneurial team is important when starting a venture. I really believe that good entrepreneurs focus first on building a strong executive team. It’s through the team, through that group of incredibly talented people, bumping up against each other, having arguments, having fights sometimes, making some noise,



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| | <p>I engaged in a series of extracurricular activities in which the challenge would be to solve any problem within a group of people with different perceptions. I came back with a different view of my country and of my own values.</p> <p>The third event was in my career at XXX in the past two years. Here I could somehow unite the two universes, the analytical rigor explored in college, and the group dynamics provided by the Project.</p> <p>I expect to dig deeper into each of these THREE EVENTS in this interview.</p> | | <p>and working together they polish each other and they polish the ideas and what comes out are these really beautiful stones. It is hard to explain and it is certainly not the result of one person.</p> <p>If you allow me, I would like to explain my resume by telling you three stories that reinforced my desire of continuing as a serial entrepreneur following my understanding that what really makes the difference is the capacity to attract talented people to your project.</p> |
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Section 3 – Where are you? Where do you want to be?

MBA-Q12.) Why did you choose your undergrad program?



David, the Innovator

During college I often wore a black T-shirt proclaiming “I ♥ Complexity”. In place of the heart is a Mandelbrot set, a fractal pattern widely recognized as a symbol for complexity at its most beautiful. I was always fascinated by complex systems. I chose to study Naval Engineering because of my passion (1.) for sailing; and (2.) machines, “the most complex tools that man can invent.”

Until the third year of my engineering program, my dream was to build boats and ships. And there was I pursuing my dream in my first internship at Naval Research Enterprise Internship Program (NREIP) at XXX. When you develop a ship, every single task involved in the process depends on cooperation. The integration of different areas of engineering calls for what we call interdisciplinary environment. From the first draft on paper to production and then maintenance, collaboration is essential to a successful resulting product. Once, as we were in the development phase, I noticed that there was not as much room as it was needed to install a number of pieces and systems in a given area of the ship. To me, it did not seem possible that the design people had yet realized that issue. I felt I should do something to solve that problem. It is almost instinctive: whenever I get involved in a project, in order to keep myself motivated, I have to dive into its complexity. More than once, I had been warned that “as engineers, we are not supposed to interfere in the designers’ job”. However, the intellectual challenge involved in that issue spoke more loudly than did my fellow



Sophia, the Conductor

Since I was a teenager, I knew I wanted to work in business. Right before high school graduation, all I would think about was how to prepare me for this career. Even today, I believe that engineering would be the best platform to a career in business.

Since I was a little girl, I would feel comfortable with subjects that demanded sophisticated critical thinking - I have always admired the scientific method to the approach of problems. I would not imagine another place to develop this capacity other than an engineering school. So I was quite pragmatic in my choice when I was 17 - engineering was the answer to my questioning. The dominant academic discipline behind the “science”, or art, if you prefer, of management has been engineering. Some of the most famous management gurus trained as engineers first. Many of the most influential business leaders were also engineers, including Alfred



William, the Doer

Even in high school, I was already aware that I should have a generalist education, so I sought a college program that could provide me with two competences at the end of the course: a broad view of how the world worked coupled with a practical sense for a professional life.

I’m not sure if you know that in Brazil, we cannot explore various knowledge areas. Those programs are, unfortunately, structured to form competent yet exclusively technical experts. So I chose a program that privileged a formation in which I were forced to navigate various knowledge areas and, more important, to put those dimensions into context in order to solve concrete problems. So in college, I had to study Psychology, Anthropology, Political Science, Sociology, and, of course, Economics, Finance, and Accounting. Added to this, I really believe that knowing how to work with people is the main secret in the business



Laura, the Mentor

Looking back, I see two benefits of attending Computer Science at UNICAMP. One is the possibility of studying in an environment that encourages students to think by relating various areas of knowledge. The other is the possibility of working hands on in group experiences since the beginning of the program.

Why Computer Science? Well, it has nothing to do with using programs for practical things; it has more to do with using them as a mirror of your thought process. To actually learn how to think. I think everyone in this country should learn to program a computer. Everyone should learn a computer language because it teaches you how to think. Today I bring my professional field the countless benefits provided by this program. 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. Business



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| <p>engineers' advice. After all, I would involve diverse knowledge areas in the definition of the problem at hand. Strategically, I approached the designers one by one and offered help with some analyses. I proved capable of supporting them and thus, earned their trust. In exchange, I could learn all there was about their systems. Next, I suggested meeting to study particular aspects of the installation process. We took each system into account. Then we analyzed the structural design. After contemplating the complexity of that phenomenon, we broke the problem into smaller pieces and distributed individual tasks among ourselves. As the only engineer working with those four designers, I could share my knowledge and experience, making important contributions and easing their work. We spent almost one semester together and our sense of accomplishment peaked when supervisors, managers and directors alike recognized our effort. My curiosity and my initiative culminated in the company's acknowledgment of my approach as benchmark in the design process.</p> <p>Even in the beginning of my Engineering program, business called my attention. In order to prepare myself to succeed in my future career, I worked on my ability to communicate. I attended related elective courses in the Communication College of my University. I also developed my 'business sense' by enrolling such electives as Persuasion and Marketing. Later, as a consultant, I benefited from my capacity to plan, elaborate, and deliver presentations. In sum, I found in the program everything I was looking for - some room to explore empirically my curiosity about the study of complex systems.</p> | <p>Sloan and Jack Welch. Their training taught them to divide things up into small pieces, make each piece better and then put them all together again.</p> <p>I have no doubt when I say that the 5 years in college were the best of my life. I owe a lot to the engineering program. As I said before, I appreciate business people who bring sophistication in the analysis of problems in which they are involved. I witness this process on a daily basis, observing how easily consultants with a background in engineering can define, structure, and solve complex problems.</p> | <p>world.</p> <p>Business Education seems to be the best place to explore "idea plus action" since the beginning of the course. The generalist and pragmatic formation that I obtained at FGV-EAESP certainly benefited me in various dimensions in the professional field. I could explore this statement if you allow me.</p> | <p>is getting more and more complex. I expect to become a leader well acquainted with several disciplines. A cousin of mine had already done Science Computer at UNICAMP. Nowadays he is an entrepreneur in the baking security business. His company was literally born in the college incubator. That is not all - he met all his business partners right there. I knew, thus, that I would soon have my chance of building a group or a business.</p> <p>The greatest benefit of studying Computer Science at UNICAMP was to be able to explore my desire of breathing complexity and of doing that not amidst books but together with classmates. The concrete benefit is that the years I spent in college were essential to determine my choice of an entrepreneurial career.</p> |
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Section 3 – Where are you? Where do you want to be?

MBA-Q13.) Why did you choose your extracurricular activity during college?



David, the Innovator



Sophia, the Conductor



William, the Doer



Laura, the Mentor

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After I returned from France, I was determined to get involved in activities in which the challenge would be to solve any kind of problem under a group context. The experience at the Jr. Enterprise was the perfect learning opportunity before the beginning of my professional path. The questioning was clear: where could I maximize my willingness to solve complex problems within a group context?

While at the Jr. Enterprise, I made sure I could participate in the HR board - how could we mobilize tens of young engineers who believe deeply in their hearts that “process and method” is the core of the solution of a company’s problems? I can tell you it was not easy. But every effort I made was worthwhile. After all, from day one at XXX (consulting firm), I had a clear perception of how to define and solve a problem with people - whether a manager or a client member. I credit the Jr. Enterprise with my comprehension that the most important single ingredient in the formula of success is to know how to get along with people.

Unfortunately, I did not find, at the beginning of college, a learning environment that allowed me to tie effectively “theory” and “practice”.

Well, truth is I started working too early, for I wanted to try in the real world everything that I was learning in class. It is very strong in me the need to combine both.

I think university must be a place where young adults can explore several ideas through concrete actions, preferably in the context of a group. It is not always easy to reach the perfect balance between “theory” and “practice”. I imagine, thus, that it is also difficult to define what kind of experience a student must have in his MBA program, right? I could fortunately correct my route through an Exchange Program in France.

I think that it is only through introspection, observation, connecting the head and the heart, making meaning of experience and finding an organizing purpose that you build a unique individual self. This process often begins in college, the interval of freedom when a person is away from both family and career. During that interval, the young person can throw himself with reckless abandon at other people and learn from them. I found at UNICAMP the ideal room to satisfy my need to belong to a group of people united by common goals.

Growing up in the countryside, I had the same concerns as any other local girl have fun and help my team beat others in soccer. However, in my ambition to make my family proud, I moved alone to attend the country’s best university in Latin America. Leaving was tough: strong religious values keep families united, mainly in the countryside. But I soon formed a new family at UNICAMP as I saw professors as parents and classmates as siblings and I sought to engage extracurricular activities. During college years, besides excelling academically, I used to enjoy being involved in college community: choir, volunteer activities in



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| | <p>Nowadays, inside the corporations, there is a need to change the old-fashioned classic command-and-control type of management. Today, a new model is needed in which we can assume that people will exercise self-direction and self-control in the achievement of organizational objectives to the degree that they are committed to those objectives. In the current Knowledge Era, we need, above all, understand PEOPLE. Today's new organizations must challenge employees to innovate, to discover new ways of organizing and directing human effort.</p> | | <p>asylums, student representative in some curriculum academic revisions, and goalkeeper on the handball team. I could contribute being a role model to other students. Differing from most of the students, mainly from high and mid classes, I studied there on a scholarship from Fundacao Estudar, and that made me develop a feeling of gratitude towards that community. I also joined the world's largest student organization, AIESEC, to welcome foreign students and make them feel part of our community. Also, as a student representative, I contributed to the election of a new Dean and created a campaign to criticize the school's positioning on the market - some students displayed a truly arrogant attitude during the recruiting process.</p> <p>This event has been happening for seven years now and is sponsored by the students' council. I could truly connect to people: colleagues, professors, administrative staff, student organizations, sport teams and a band we formed. There I made friends for life and also could contribute with curriculum revisions and academic researches. Holding a "no one left behind" attitude, I have succeeded, but it is fostering my colleagues' development that adds meaning to my accomplishments. I know how to make people gather around a goal.</p> |
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Section 3 – Where are you? Where do you want to be?

MBA-Q14.) Why did you choose your international exchange program?



David, the Innovator

Unfortunately, I did not have the opportunity to do an international exchange program during college.



Sophia, the Conductor

I think I have talked enough about France. Can I reveal another extracurricular activity during college? I can explain why I took theater lessons during college. As I said, those extracurricular activities helped me understand how I work in a group context. Theater is a great choice to test this ability. In the end, what really matters is the reaction of the audience. As an actor, you can be deeply touched while performing, but if the audience is not touched, then you have failed.

I was a shy child until I was 10. Adults saw me as a well-behaved girl. Actually my family knew my behavior was somehow “passive-aggressive”. Everyone else saw me as a sweet kid, but I had to make a huge effort to control my aggressiveness. As a pragmatic person, my mother enrolled me in drama lessons at school. Looking back, I believe all I needed was indeed room to express my individuality. I felt a huge need to interact with others, but I could not simply understand how that feeling irritated me. Thus, I felt anguish. Through theater classes, I learned to listen to my voice and, mainly, to listen to my friends’ voices on



William, the Doer

According to Steve Jobs, “You can’t connect the dots looking forward you can only connect them looking backwards.” After I spent 6 months in France, I enjoyed benefits that were unthinkable at the time. At the airport, before my flight to Paris, I could simply not anticipate that I was about to live an unforgettable experience. In my Exchange Program in France, I could participate in various initiatives, both in the academic field and in the extracurricular activities, through which I could explore my ideas, mainly under the group perspective.

In one of such experiences, I could influence a couple of classmates. John and Mary were about to give up the program. They wanted to return to their towns, in Mexico and Argentina, respectively. They had been placed in a group two French girls and one Swedish boy. They would work on a long and specific project that by itself was complicated. An additional difficulty was that neither had much knowledge of the subject in hand. When I volunteered to help them, I realized that there was more than just not knowing the



Laura, the Mentor

Studying in Canada with classmates coming from various countries, I could understand and appreciate the value that diversity adds to a group work, a discussion, or a debate, forcing participants to question even their own values.

Before my exchange program abroad, I did not realize the huge value of such network. Upon my return to Brazil, therefore, all I could think of was to find a way to contact former classmates. I would share with them my idea of setting up an online network and later add people from classes before and after ours. An alma mater says a lot about its students’ values, which must, in my view, be life-long nurtured. But there is no sense of community in Brazilian colleges. I would bring together students and alumni. I knew I could do that if I observed, understood, and adapted what I had seen in the USA into a practical new tool. This initiative was the trampoline to a more recent action. Since last year, I have been on command of an initiative to create an endowment fund to XXX, my college. While such funds have long existed in the USA, that is not the case here in my country. First, I called



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| | <p>the stage. It is, after all, impossible to perform if you are alienated, if you are not connected with the other actors.</p> <p>Having great ideas is only part of a consultant's job. Another significant part - usually the most important and challenging one - is being able convey that idea and build followers within the client, thus leading to successful implementation and substantial improvements. As I had anticipated four years before, the partners of my consulting firm simply loved to hear this story in the theater.</p> | <p>project theme. They felt intimidated by the French formality and the authoritarian way of demanding cooperation. So more than teaching them about the project, I helped them understand culture diversity. The Europeans were not being rude. Once they perceived that, their motivation to participate in the project increased. I could prove that cultural differences could actually enhance an experience. In fact, John seems to have learned to appreciate the culture - he married a French girl and lives in Paris.</p> <p>Without any doubt, I came back to Brazil with an open mind to environments filled with uncertainty. And I would navigate in environments with cultures that differed greatly from my own - being open to new ideas allows me to seek and use the insights of diverse people to make progress or propitiate real changes. Additionally, I came back to Brazil with mind and eyes totally different - living in a first-world country, I could have a new perspective of my homeland; the truth is there are many entrepreneurial opportunities in Brazil.</p> | <p>a meeting in order to understand the real motivations of a group of former classmates. Second, I built my team and shared my plan of action - we would analyze other models of endowment funds. Third, we needed support from the community, so we contacted dean, former deans, alumni representatives, and potential seed donors. Our team has participated in meaningful discussions to structure the endowment fund. I love establishing and nurturing relationships, and I make friends with people everywhere I go. And I cherish each new relationship.</p> <p>Benefits? What I gained from this experience is intangible: I learned how to gather people around a value that everyone shares; more concretely, on a Saturday afternoon I met an investor for the second round of investment in my start-up company. It was fun.</p> |
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Section 3 – Where are you? Where do you want to be?

MBA-Q15.) Why did you choose your internship?



David, the Innovator

Curiosity leads to new and exciting discoveries, opening new paths and allowing opportunities. Although results of my curiosity are not immediate, I enjoy investing time in exploring subjects that are apparently disconnected.

Plain curiosity led me to enroll Game Theory on-line classes. The ideas I had exchanged with friends who were Economic students made me curious about the idea of modeling people's behavior by taking mathematics as foundation. I devoted to deep research until I found interesting options. On-line lessons would allow me to study whenever I had the time and to review content as often as I wanted to. I felt even more enthusiastic to find out a variety of courses free of charge. What I did not know as I began the course was that in less than three months, I would take tangible benefit from my Game Theory learning. At the time, I was a director of Innovation at college Junior Enterprise and this on-line course changed my approach to business competition. The course provided me with ideas to offer our client more adequate consulting services. Using my fresh knowledge, I proposed a few innovative recommendations for our client, a small



Sophia, the Conductor

Just as I appreciate the sophistication of problem analysis, so too I believe that the main difference happens when you can put this problem into the context of a group. That is, it is necessary to insert the “people” factor or variable into the equation. Solving a problem in a sophisticated manner is easy; the real challenge is to solve a problem within a team.

At P&G, I could understand my real need to work on problems that allow the contextualization of countless variables. At P&G, I was challenged to lead small teams, dealing with increasing levels of complexity.

I can say that I benefited professionally from two aspects: a first-hand comprehension of how a great company operates and I could define my pre-MBA professional journey. This experience enabled me to shift into Consulting and be one step ahead from my peers. I believe that maturity to handle the



William, the Doer

I went after an experience that could offer me a learning opportunity in which I could combine the theory acquired in college with due practice. I found out that consulting would be the best fit for my aspirations. Consulting also fulfills my desire to always be involved with teams - I have the willingness and the required traits to work with people.

Diving into various different kinds of engagements while educating myself in business issues, I would be exposed to different organizations in diverse cultures, sometimes in international scenarios.

Although I spent only 6 months as a intern at XXX, I can guarantee that this experience fulfilled all my best expectations. The main benefit, however, was to join the PE industry with a humble comprehension of the real importance of knowing how to work in group, a perception that most my peers visibly lacked. Most of them had



Laura, the Mentor

In the year I graduated, I worked as an intern at XXX (management consulting firm). XXX rated my performance as excellent. Brazilian market was thriving, and companies were hiring consulting projects. But I felt it was about time to put into practice the career plan I had dreamed of.

I longed to pursue an entrepreneurial path. It was time to move on. Instead, I moved back. Lucas, my former partner, wanted me to return to XXX, the company I had co-founded through the college incubator two years earlier. For divergences in negotiations on how investments should be made in the second round, I had left the partnership together with two other partners. For me, however, going back would only make sense if it were to turn his organization upside down. I would have to prove that Lucas's one-man-show mentality would not get the business any farther. Moving forward required a strong team with bold ambitions. Unfortunately, Lucas did not share my rationale. He could not care less about this element in the reshaping of the business. It was a dead end. “Lucas, nowadays, the ‘Money Factor’ has lost importance; what matters is the team that will make the idea take off, that will



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| <p>insurance firm. The great times had gone for that kind of business. My client, particularly, had to increase market share and I would help it achieve its goal. My plan would affect every department of the company, so I found it essential to discuss the strategy and involve everyone from the company. Initially resistant, our client did not expect such a sophisticated answer to come from a group of people in their early twenties. Mr. Marry, our college professor and mentor, played a fundamental role as his support offered the client the credibility we needed. Working together, we created an innovative price policy from scratch, using some premises from the Game Theory. We also focused on sales channels to meet the needs of corporations as well as individuals. I rely on knowledge and I enjoy translating theoretical concepts to help others ease their jobs. My greatest satisfaction was to develop an environment of constant learning, not only among Junior Enterprise members but also among client team. I could also question the old way the company operated its business.</p> <p>Looking back, I could not guess that I would ever profit from that Game Theory course, but that was not important; later, I reaped concrete benefits. Constant questioning the way we perform our daily activities is possible when curiosity and intellectual confidence help us believe in the transformational power that only knowledge can offer. Besides reaping concrete benefit from this experience, I can say I had a lot of fun.</p> | <p>hierarchical structure within a corporation makes a big difference for analysts who have to interact with client people. My experience at P&G brought me benefits in my consulting routine, as in the project in Istanbul already explored.</p> | <p>come from IB, an industry that, from what I understand, does not coach team values.</p> | <p>lead operations.” Negotiations on hiring me back ceased when I convinced him that I would build the dream team. Recruiting talents for a tiny company with unproven track record would be tough. I contacted my friends, the two bright and competent ones who had been in the initial venture. It felt like returning to our old rock band. But in order to make them quit their positions at a top consulting firm and IB, I needed to share my dream. For weeks that was all I did. They felt initially skeptical, but over beer, I told them about how far we could go and how big the company could get. I highlighted our chance for entrepreneurship with a steady cash flow. I motivated them with the prospects of getting things done and gaining responsibility for our decision. They missed those elements in their employers. After that, getting to the signatures became easy. We had a goal and a team. We quit our jobs and joined XXX as managing partners. Since then, the company has evolved significantly. Revenues have risen every single quarter. Our team has grown from 6 to 34 members. Also we have secured US\$XXXMM with VC’s in order to develop a service extension. Looking back, I know that the key to success was to build a strong and committed team from day one.</p> <p>All of that was only possible because of the opportunity to “play” entrepreneurship in the college incubator XXX.</p> |
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Section 3 – Where are you? Where do you want to be?

MBA-Q16.) Why did you choose your full time job upon your graduation?



David, the Innovator

Upon graduation, although I really enjoyed the “hands-on” approach of the industry, I decided to pursue a career in consulting. But my dream of exploring my binomial, creativity and questioning, remains alive.

I see consulting as a great learning environment. I found out that the consulting would be the best fit for my short-term aspirations. While educating myself in business issues, I would be exposed to different organizations in diverse cultures, sometimes in international scenarios. Consulting also fulfills my desire to always be involved with teams - I have the willingness and the required traits to work with people.

Throughout my MBA program, I will explore opportunities to prepare myself to work in an industry where Knowledge is the fundamental drive.



Sophia, the Conductor

Of course the core of a consultant’s job is problem solving, but the abilities necessary to solve a problem inside a company go beyond analytical capacity. As an analyst at XXX, I must identify and analyze issues, develop recommendations, and achieve results through teamwork. This third requirement is my favorite: conquering partners’ trust I am working with more autonomy and strengthen my relationship even with senior clients.

I believe that the greatest benefit for a 23-year-old young woman graduating from college is to explore an element that until then he will probably neglect - the comprehension of the value of group dynamics right at the beginning of his career. Definitely, what I learned best through consulting was how to navigate in a complex environment that is the power structure in a big company. In consulting, I learned how to communicate with client and team, to be a mentor to junior analysts, to train teams, to interact with reluctant client people, and to convince a CEO to buy my idea. At P&G I was challenged to lead small teams, dealing with



William, the Doer

I think that before making a professional choice, people should do two complementary exercises - the first is quite simple: a critical analysis of the tasks essential for the success in that specific job; the second is more complicated, for it calls for self-awareness. The job applicant must know his real motivations.

In my third year at college, before I went after an internship in PE, I sought support from some mentors and did the following inquiry: “What makes a great PE professional?” I first asked what specific tasks were most critical to PE jobs. So I focused specifically on the question of key skills: “What distinguishes the person at this company who is doing a good job from the person who is doing a great job? What are the key tasks I must do well? Based on these tasks, what are the most important skills I need if I am to succeed there?” Then, I reflect on how my personal values would be related to the proper accomplishment of those tasks. The industry of PE requires professionals who are bold to defend their opinions amidst the reality of the business world. I would have to prove that I could navigate well in environments filled with uncertainty in a world in which you lack necessary information to make a decision and yet, you have to make one. I remember that during the interview at XXX (PE Fund), the



Laura, the Mentor

I think I did not have the opportunity to choose anything. Entrepreneurship is such a seducing subject that it chose me instead. Why entrepreneurship, then?

In my case, I decided to be an entrepreneur because I need to be amongst interesting people who dream of doing interesting things.

I cannot imagine another professional scenario that combines these two needs.



increasing levels of complexity. Nevertheless, I wanted to test myself in new assignments more quickly and learn from different leadership styles and industries on a faster pace. That way I changed a well-known and safe place for a new and riskier bet in consulting.

In sum, the main benefit of these 3 years in strategy management consulting was to learn in practice that what makes the big difference is to know how to interact with people. I cannot imagine a better pre-MBA experience than strategic management consulting.

partners loved it when I told them about my belt test in Kung Fu. I thought it was important to share a story in which I was “beat up” but did not “break into pieces.” Kung Fu is a school in life. Kung Fu is a combination of art, physical activity, technique, culture, and interaction. I link Kung Fu with commitment, perseverance, and teamwork. First, Masters require rigid composure. Second, it takes time to advance in the belts, and heavy practice to excel in techniques, sustain severe physical activity, and mature enough to deserve a new belt. Despite the martial bias, tests reproduce real life situations, such as confrontation, active/reactive behavior, and adaptability. In addition, they added a lot of tolerance to my life, making me able to get the best of every moment, even in difficult times. Third, classes and belt tests are held in groups. With friends I learned about human behavior, relationships, and mutual respect; and how to think with a different mindset, strengthening my capacity to understand people. I find it relevant to mention two people who were my mentors - Professor XXX and XXX.

I think that one’s first experience defines much of what will follow in the life of a young professional. I was happy to find out my affinity with professionals who were curious and good at developing analyses but who did not get satisfaction from making purely generic recommendations, you know the kind of advice that has nothing to do with the real entrepreneurship world.



Section 3 – Where are you? Where do you want to be?

MBA-Q17.) Any regret regarding your academic or professional decisions/choices?



David, the Innovator

I took too long to realize that I would not be able to achieve all my goals if I continued to work exclusively in the XXX industry. I recognize that I was naïve to believe that I would feel satisfied if I remained immerse in loose analyses without a view of a bigger picture. And this insight happened when my boss and I were showing the CEO a piece of analysis that we had taken 3 entire months to conclude.

Everything happened during lunch at the XXX, when I was still an intern. My boss and I were helping our CEO understand the impact of a change in a specific XXX in his M&A deals. We were analyzing the new rules involving restrictions imposed by OMC in the BRIC countries. The CEO appreciated our study and after staring at nothing, as if daydreaming, looked at us and said “I’m sorry, I just got distracted thinking... I wonder how this new law will affect my business now”. Then he started explaining that the entire company should be looked from a



Sophia, the Conductor

I believe I could have engaged more in extracurricular activities when I was still in high school. Only later, during college, did I realize the benefit in taking part of social activities.

Unfortunately, in Brazil, people see volunteer activity as charity. Little is discussed about the benefit to the one doing the volunteering service. Added to this is the fact that it took me a long time to realize that it is not enough to be intelligent, resilient, or hard working to succeed in life. The main secret is actually (i.) like people; (ii.) know how to work in group.

In the past 3 years I have learned a lot about my personality and my best way to work in group by doing pro-bono for XXX. I would like to have had these insights even before I started college.



William, the Doer

I think university must be a place where young adults can explore several ideas through concrete actions, preferably in the context of a group. Well, truth is I started working too early, for I wanted to try in the real world everything that I was learning in class. It is very strong in me the need to combine both. Unfortunately, I did not find, at the beginning of college, a learning environment that allowed me to tie effectively “theory” and “practice.”

I could fortunately correct my route through an Exchange Program in France. There, I could participate in various initiatives, both in the academic field and in the extracurricular activities, through which I could explore my ideas, mainly under the group perspective. I recognize that I lacked maturity in my search to conciliate “theory” and “practice”. I could try to control my anxiety and in this way not enter the market so early. I have a few friends who benefited a lot from extracurricular



Laura, the Mentor

As I said before, we had a disagreement during the development of our company during college. I admit my responsibility in this failure. I usually avoid or smooth over conflict even when issues need to be addressed within a group context.

Since I value harmony so highly, I tend to avoid conflict rather than deal with problems head-on. Because I tend to try to please many people at the same time, I find it hard to stand up for an unpopular decision. I hesitate to criticize others, and I have a hard time saying no. When I don’t express my negative opinions about ideas and plans, I may mislead others into thinking I agree with them. I need to develop more assertiveness, and can benefit from learning how to offer honest criticism of others when needed.

Naturally, I made serious mistakes regarding business decisions. In this area, my main regret was not to have given up the product earlier. We were proud of our idea and that is always dangerous. I



different perspective because of that unforeseen change. I don't know if you've seen the movie "Beautiful Mind." At some defining moment, mathematician John Nash anticipates tons of possible solutions to one single problem. The CEO, too, in his own way, presented tons of possible changes on a chess board because of a mere peon was changed. Although I just loved his rationale, I felt something weird: I felt like a mere peon in a universe of absurd complexity. The change in the XXX was the change of a simple peon. Of course, we all know that a peon can be decisive to win or lose a game. But I was not wrong: I was a simple peon. I needed to change that situation. I could barely sleep the night after that meeting. In the same week, I started planning how to make a transition to the business front. After countless selection processes, I could finally shift to management consulting, my current industry.

Business is getting more and more complex. I expect to become a leader well acquainted with several disciplines. I must continue my search for constant involvement in a professional environment that values the relationship among different areas of knowledge.

activities. Unfortunately, most of such activities were offered to third year students - and at the time I was already working. Soon after that, I went to live and study in France. And yes, I could have participated in some actions early in college. Instead, I chose to focus on my studies and to dedicate to learning French. Otherwise, I could not have been able to go to France, since I had to be among the top students in class. But I never quit sports. Unfortunately, in Brazil the culture that values social actions barely exists. Here, the young student is rewarded exclusively for his intellectual effort. To have access to the best universities, all one needs is good academic performance, which is measured by an analytical test. I recognize that I had difficult leaving behind the "high school mindset" during my first college years. In France, I clearly perceived my mistake, and I could correct it.

It is not always easy to reach the perfect balance between "theory" and "practice". I was lucky to find this balance when I chose the Private Equity industry. I imagine, thus, that it is also difficult to define what kind of experience a student must have in his MBA program, right?

wish Eric Ries had written "The Lean Start Up" before 2011.



Section 3 – Where are you? Where do you want to be?

MBA-Q18.) Imagine yourself as a member of our B-school X community; tell me 3 activities you would get involved with.



David, the Innovator

Note: this question will be answered during specific training for questions of each school.



Sophia, the Conductor

Note: this question will be answered during specific training for questions of each school.



William, the Doer

Note: this question will be answered during specific training for questions of each school.



Laura, the Mentor

Note: this question will be answered during specific training for questions of each school.



Section 4 – Who are You?

MBA-Q19.) Describe an extra-professional activity in which you have been or are still involved for a significant time.



David, the Innovator

Outside work I like to be involved in actions through which people can share knowledge. Nothing is more pleasant than acquiring and sharing knowledge at the same time.

Astronomy is a passion. I still remember seeing the first episode of Carl Sagan's series Cosmos. At age eleven, I grew fascinated with the sky and the world above. Ten years later, I would further explore the theme when I signed in to the astronomy club in the college I was attending as an exchange student in Europe. Through this community, members could share their knowledge to the general public. I was so excited that I sought a similar club to join as soon as I went back home. But I found nothing similar in Brazil, so I searched the Internet and found like-minded people who welcomed my idea of setting up a club. In Europe I had grown more confident in the possibility of gathering people around my ideas. Working as a catalyst of the interested people, I founded the XXX astronomy club. I enticed my new friends to let strangers use our telescope and be stunned by the wonders of the sky; we also delivered presentations in parks and public schools. But we could do more, I thought. The public deserved broader



Sophia, the Conductor

Once, the great philosopher Isaiah Berlin wrote an insightful essay on human-being personalities. Simply put, he divided men between foxes and hedgehogs: "the fox knows many things, but the hedgehog knows one big thing". Goethe and Aristotle were clever foxes; Dante and Proust, brave hedgehogs. I prefer to think and act as a fox. As a "fox", I have always pursued multiple interests in life. Outside work, I have been able to find the time to play hard and engage in many activities. Recently, two initiatives take most of my time during weekends.

I have been leading and coordinating a team to establish an endowment fund to the university. It may sound strange to someone familiarized to the American university system, since endowment funds are tools that were created a long time ago by most of top US universities. However, that is not the case in Brazil. I joined two undergrad students to study other endowment fund models, including the one recently established at USP's



William, the Doer

Despite my crazy hours of work, I dedicate 10 weekly hours to sports practice. Besides keeping myself physically healthy, I believe that the practice of sports give me courage to face the world.

Sports played a relevant role in my upbringing. Coming from a family of entrepreneurs, I grew up in an environment where everyone profited from taking measured risks. Risks are part of our family identity. From my family, I learned to have the fortitude to face new challenges, while understanding the inherent risks. My grandfather, running away from the Russian Revolution, arrived in Brazil at the beginning of 20th century with nothing but his clothes. After failing twice, he eventually succeeded as a daring entrepreneur. Those who lose everything in life fear no risk. My first memory of risk is of an amusement park I went with my parents. Without my mom's notice, dad put me alone in the chair of a cable car. Weeping, my mother hugged me at the end of the ride. Confused by the excitement of my adventure and her reaction, I felt, at age six, what it was like to live fully. Like my grandfather, my dad has taken his risks as an entrepreneur. Both inspire me to seek challenge at work and even in my hobbies. With dad I grew fond of scuba diving. Then I tasted hang gliding and kite surfing. And I fell in love with parachuting, which I have practiced on a regular basis. Adventures fascinate me. My father had his first ski lesson when he was over 50 and went heliskiing in Patagonia a few years ago. His example



Laura, the Mentor

Outside work, I am always involved in group activities. I love to gather my family, my college friends, and coworkers in social events. I like to be involved in actions through which I can be a catalyst that draws out the best in others. I really appreciate empathic connections. The following story pinpoints the way I have fun with people.

Studying in Canada with classmates coming from various countries, I could understand and appreciate the value that diversity adds to a group work, a discussion, or a debate, forcing participants to question even their own values. Also evident was the benefit yielded by our interaction between students and alumni. Before my exchange program abroad, I did not realize the huge value of such network. Upon my return to Brazil, therefore, all I could think of was to find a way to contact former classmates. I would share with them my idea of setting up an online network and later add people from



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| <p>knowledge. I would have to convince others to welcome my idea of teaching lessons on my favorite subject. Despite my slim chance of success, I spoke to the management of XXX, my university. We would provide the community with free scientific education, I explained in order to earn support. They lent us a small classroom on Saturday mornings. The night before my first class, I felt nervous: it would be my first time addressing a large audience. I also knew that the group's success depended on mine. As a teacher for the last four years, I have drawn valuable lessons from my classes and learned from my students. Diversity has required that I devote individually, taking into account their backgrounds. I learned that each has his pace to learn. Teaching, I finally understood what Socrates once said, "I cannot teach anybody anything. I can only make them think." Today our more than 60 students per semester can enjoy astronomy and astrophysics courses. To ensure the sustainability of our project, I trained more teachers.</p> <p>Looking back, I feel amazed by our accomplishment. Involving, motivating, and educating people, we have helped transform the way they think the world. I learned that to be part of a community, one must share just a little of his time, ability, and knowledge. In any organization, informal networks are the primary means by which employees find information, solve complex problems, and learn how to do their work. As a consultant, my 'astronomy experience' helps me to act as an enabler of effective knowledge creation and sharing in these information-sharing networks.</p> | <p>Engineering School. Next, we engaged important players in the community, such as XXX's current and former deans, alumni representatives, ITA's support foundation, and potential seed donors. As a group, we have led important discussions on the endowment fund structure, governance and <i>modus operandi</i> regulations, which are currently being registered in the fund bylaws and regulation statements.</p> <p>I have already mentioned my pro-bono activities, right? Also, I keep on playing soccer with my friends. By the way, I was surprised to realize that students do not have a female soccer club at XXX, and I intend to create it. Promoting social activities and keeping people together have nourished my interest in people and in keeping a diverse set of activities.</p> | <p>encouraged me to obtain my certification as a scuba instructor. From my adventures in radical sports I learned that besides courage to face fear, I must practice to excel if I want to take the best of what I do. I also improve from each exercise in life. We hear that we really know people when they are in extreme situations.</p> <p>Through sports that involve risks, I could better understand people and their fear and thus help them overcome it. Challenges offer the chance of evolving and succeeding. The lessons learned from my entrepreneurial family, coupled with my bold personality, have strengthened me to take risks in my professional life. All entrepreneurs have an aptitude for risk, but more important than that is their capability to accept as true their own visions, so much so that they think what they're embarking on isn't really that dangerous. Life is not black and white. To succeed in this "grey world", leaders must see opportunity in change and ambiguity, and businesses must be prepared to face risks and be less vulnerable than its competitors. I love Nike's slogan: "Just do it." Most people think too much about what's there for them to lose when they start something new. I focus on what I can gain. As stated by Nike, I just do it. I believe that taking risks is part of living fully. I bring this belief to my personal and professional lives, indistinctly. I think that physical courage and mental courage are directly related.</p> | <p>classes before and after ours. An alma mater says a lot about its students' values, which must, in my view, be life-long nurtured. But there is no sense of community in Brazilian colleges. I would bring together students and alumni. I knew I could do that if I observed, understood, and adapted what I had seen in the USA into a practical new tool. This initiative was the trampoline to a more recent action. Since last year, I have been on command of an initiative to create an endowment fund to XXX, my college. While such funds have long existed in the USA, that is not the case here in my country. First, I called a meeting in order to understand the real motivations of a group of former classmates. Second, I built my team and shared my plan of action - we would analyze other models of endowment funds. Third, we needed support from the community, so we contacted dean, former deans, alumni representatives, and potential seed donors. Our team has participated in meaningful discussions to structure the endowment fund. I love establishing and nurturing relationships, and I make friends with people everywhere I go. And I cherish each new relationship.</p> <p>Benefits? What I gained from this experience is intangible: I learned how to gather people around a value that everyone shares; more concretely, on a Saturday afternoon I met an investor for the second round of investment in my start-up company. It was fun.</p> |
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Section 4 – Who are You?

MBA-Q20.) Suggest me a movie/book for my weekend.



David, the Innovator

“You can recognize youth in two essential signals: the intellectual curiosity and the courageous spirit” Anonymous. The words of this quote come from a book of quotes that I bought when I was ten; they remained for years scotch-taped on a mirror in my bedroom, where I could read them every day. The movie “Flash of Genius” is about the adventures of inventor Robert Kearns in his fight against Chrysler and Ford on patent rights of the intermittent windshield wiper.

Courage have greatly helped me satisfy my intellectual curiosity. Together, this element gives me the strength to evolve continuously through a constant process of pursuits. A person’s life can fairly demonstrate and inspire youth as the case of Kearns. His courage to confront the giant automobile manufacturers got my attention. Rather than sell his idea, Kearns had plans for his own company to supply automobile manufacturers with his product. His curiosity led him to create the solution to his rainy driving issue.



Sophia, the Conductor

I like happy endings. I am an optimistic person. I feel touched by stories in which a group of people share the same needs, but face conflict because of the divergence in their opinions.

“Remember the Titan” with Denzel Washington brings, in a brilliant way, everything that I like to see in a movie - the black coach that must take white and black students to victory. Our better selves can triumph over our worst prejudices.

I like movies that bring the hero who reminds the group that “Diversity is the one true thing we all have in common - celebrate it every day.”



William, the Doer

Wow, I could stay here for hours discussing inspiring movies. But if I am to mention only one title, I would say 21. I think that the drama that Ben Campbell lives brings to light my real beliefs - it is not enough to be intellectually strong if you want to live an inspiring life. It is necessary to get your hands dirty and take the risk.

You have probably seen it. Oh, no? Well, MIT senior math major Ben Campbell is accepted into Harvard Medical School, but cannot afford the \$300,000 tuition fee. Despite his stellar academic records, Ben faces a fierce competition for the prestigious Robinson Scholarship. The first scene of the movie shows his interview with the admissions director, who tells him that the scholarship would go to the student who could “dazzle” him. He returns home reflecting, “being smart is not good enough.” That is when Professor Micky Rosa invites Ben to join his blackjack team. The system involves card counting. Ben reluctantly joins the team, telling Rosa he is only doing so until he can pay for



Laura, the Mentor

Before I visit a given country, I have the habit to read a book of a local writer. I try my best to explore the place under the perspective of a local. However, the task is always difficult. First, it is important to understand the person’s values. Then, before I recommend a title, it would be helpful to understand that, as Tom Jobim once said, “Brazil is not for beginners.” If I had no opportunity to get to know the person and make a more precise recommendation, I would suggest the biography of Barão de Mauá. That, I mean, in the case the visitor is a businessperson.

At a time when Brazil was dominated by government-protected landowners who prioritized exports in a slave-based economy, Mauá defended free enterprise, liberalism, industrialization and the abolition of slavery. At his peak, Mauá controlled eight of the country’s ten largest companies (the remaining two were state-owned); his banking interests stretched over to Britain, France, the United States and Argentina. Despite all the restriction imposed by the



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| <p>I know that holding a youth attitude towards life is like walking on the wire, as a courageous attitude can end up in obsession; intellectual curiosity can easily become pride. However, the risk in maintaining this fragile equilibrium is what makes this life worth living - a challenge that I have tried to keep in all my life.</p> | | <p>medical school. Well, the rest of the movie is quite predictable. He goes to Las Vegas, makes a lot of money, and lives an amazing story to dazzle the Admissions Director.</p> <p>The “moral lesson” of the movie is very dear to me: being smart is not good enough - if you take no risk, you will not stand out in the crowd. Well, at least I see the movie that way.</p> | <p>Brazilian state to individual initiatives, since my country was a colony under Portugal, Brazil always had an entrepreneurial DNA. Oh, and that reminds me of another excellent book under the same theme, “Brasil com Empreendedores” (“Brazil with Entrepreneurs”). For Jorge Caldeira, the author, the Brazilian history in the colonial period must be retold. In that way, it would reveal the existence of an internal market that was latent and dominated by a character that is still today neglected - the entrepreneur.</p> <p>I was 15 when I read the biography of Barão de Mauá and I couldn’t help getting optimistic about the potential of my country for growing into a barn of entrepreneurs.</p> |
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Section 4 – Who are You?

MBA-Q21.) Mention someone you admire.



David, the Innovator

“Why doesn’t Brazil construct aircraft?” Asking this question still as a student in the countryside of Brazil, Ozires Silva challenged the development of the country through aviation. He is the founder of EMBRAER, the 3rd largest aircraft manufacturer worldwide. He dared to dream of a Brazilian technological industry.

Ozires Silva is a unique person also because of his focus on education. Currently, as Dean at Universidade Unimonte, Ozires maintains his concern about building a society through education. With so many negative indicators in the country, his example must be remembered and applied. We must display persistence and rigor with the education theme in all levels. I remember that Ozires Silva once said to a reporter, “Think the whole chain. Human and knowledge have capacities for the whole, not for part of it”. When I think about that, I remember that many sectors in Brazil focus exclusively on “a



Sophia, the Conductor

Many women point to the lack of female role models as a major barrier to success. After all, if women aren’t represented at the higher levels of an organization, it becomes difficult for others to identify themselves as capable of a seat at that table. Often, it’s a lack of belief in our own ability that affects women more than men. Thus, I believe that having a role model is essential, mainly for a young female executive. Particularly I appreciate leaders who apply to the real world their belief in developing the human potential. In that context, I admire Luiza Trajano, partner and superintendent of Magazine Luiza, third largest retailer in the country.

She created a business model that develops the best out of their collaborators. I think that holding this kind of attitude, a leader feels rewarded with great results and so do his team for offering their skills to the company’s benefit. In the past 13 years, Luiza has relied on the motivation of her teams as the basis for the company’s growth. The model created in the stores was turned into a



William, the Doer

Every boy wants to see his dad as a superhero. I was lucky to have a brave father. I know it may sound a little cheesy, but he is the professional I truly admire. [Oh, would you prefer a public figure?] I can mention Fernando Reinach. Like my dad, Reinach left the position of Biochemistry Professor at USP in order to become an entrepreneur. I appreciate both his wisdom and courage.

He was a renowned scientist, actually the youngest professor at USP. He chose entrepreneurship and since 2011 he has been a managing partner of Pitanga Fund, a venture capital fund based in Brazil. He also served as a consultant to Votorantim Novos Negocios Ltda., the private equity arm of Votorantim Group since June 2010. From 2001 to May 2010, Dr. Reinach was a General Partner at Votorantim Novos Negocios Ltda. Before joining Votorantim, he was involved in the creation of two companies, Genomic Engenharia Molecular Ltda., a molecular diagnostic laboratory, and .ComDominio S/A, a datacenter



Laura, the Mentor

I have always felt in debt with my father. I grew up witnessing his herculean efforts to support my sick grandparents while giving my brothers and me a comfortable life and every opportunity to enjoy education.

When I was 8, I realized that my uncle Ezequiel was different. He was in his early twenties, but his behavior was similar to that of younger friends of mine. At age 10, I finally learned about Down Syndrome. My father, as the oldest child, decided to take care of my grandmother right after her husband died. I was not yet born when he brought grandma and uncle Ezequiel home. I admire the sacrifices that this man has made in order to offer everyone in the family opportunities that he could not himself enjoy. I grew up determined to pay him back for all he’s done for us.

My father’s behavior as a family leader inspired me to care about others and to bring everyone together, not leaving



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| <p>part” and not on the productive chain, and for a simple reason - lack of knowledge or lack of capacity to apply education to form this knowledge.</p> <p>Fifty years ago, in a country that was essentially agricultural, who would think about building a factory to assemble airplanes? Our society needs more innovative leaders that think like Ozires. Like him, I believe in a typically Brazilian “Industry of Knowledge.”</p> | <p>case study at Harvard (EUA), in 2006. The scholars came to Franca, SP, to understand the employees’ routine. The study is officially part of one of the courses nowadays.</p> <p>As a future leader, I will face some challenges: How to conduct people to conciliate his short term goals and long term consequences? How to deal with empowered employees that many times do not want a simple direction but different alternatives to succeed? How to build deep interpersonal connections in a scenario where people have ever less time to know and trust each other before starting to work together? How to provide guidance to the team without losing the consistency in my acts facing an unstable environment? Those are the questions that I need answers to. Learning from classroom teaching and experts advices, I will get in touch with examples that can drive me to alternatives solutions.</p> | <p>company.</p> <p>Fernando Reinach holds a combination of abilities that is rare in the Brazilian scenario. He is the person who can tie the two ends of a process - sophisticated idea and implementation.</p> | <p>anyone behind. Sacrificing his own self, my father sought to enable people to reach what he never even dreamed of. I acknowledge his effort and devotion and I will focus on rewarding him for so much he has done for us.</p> |
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Section 4 – Who are You?

MBA-Q22.) What are you most proud of?



David, the Innovator

I am definitely proud of my freethinking spirit. My favorite quote is by Ralph Waldo Emerson: “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.”

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. 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 accidently spilled paint and part of my ocean was really blotted. I would not be



Sophia, the Conductor

My mother taught me in the most possible realistic way to leave our selfish nature aside so that we could see what others needed.

(I will repeat a STORY, ok?) One day, all of a sudden, by my mother’s influence, my parents shared their idea of adopting a child. I was barely 11 when I was told that I could have a new “sister.” Not fully aware of what would happen, I shared their enthusiasm. Without any doubt, that seven-year-old orphan moved in and changed my life forever. Soon I would be sharing all I had, everything, with a stranger. But I was also able to show Maria a world of possibilities. At the time I was not aware of my action, but looking back I know I helped her question her future. Her mother did not care about sending any of the nine children to school. All of them, Maria included, should “work” to bring money some change. Maria sold candy at the traffic light or simply begged for



William, the Doer

I am proud of being a courageous person. I explored this in my professional stories. Personally, as well, for I believe that my passion for sports is evidence of my thesis, but I could tell you a very personal story of which I am really proud.

I was lucky to grow up at the beach, where I interacted with people from the most diverse social classes. Playing soccer by the ocean, I met Lucas and Jefferson when I was seven. Poor kids from the outskirts, they did not attend school and would probably enjoy no professional opportunities. Unlike them, I would have less and less time for soccer, as I engaged in many educational activities. I also perceived the social abyss that separated us. Many years later, already in college, I could turn my idea into reality. I’d use my summer vacation, but how could I help them? Perhaps I could encourage them to become owners of their lives through entrepreneurship. Why not? I always had a hands-on profile. In childhood, I built and sold customized kites; as a teenager, I



Laura, the Mentor

I admire each of the 8 people in our company. I admire them as individuals and as team members.

The father of one of our employees found out that he had cancer about three months ago. Ever since, she has been working twice as hard in order to keep up with her duty of taking her dad into chemo and so on. I do not know who suggested and how things happened, but today she works at the company from 8:00 to 13:00 and everyone literally expels her from the office if she stays after 13:01.

I am proud of the team we built.



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| <p>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 14 and all alone on foreign grounds, I kept faith in my own opinion of aesthetics.</p> <p>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.</p> | <p>money and food outside restaurants. My parents and I could show Maria the meaning of family. In our house, she benefited from a caring family and enjoyed the opportunity to learn. Sometimes my parents took us to Maria's former house and I could observe the harsh reality of her biological family. Maria grew up into a different person from all her siblings.</p> <p>A social assistant, she is fully aware of her role of transforming the lives of many children. My mother also allowed me to rethink my little world. She helped me place more value on my relationship with them. It is not easy to change when you feel comfortable - I had everything I wanted as a happy child, but I was somewhat alienated in a safe environment. It is difficult to see your position within a group. I bring this perception to every project I join.</p> | <p>would spend hours at my father's business of refurbished engines; and as a young adult, I produced epoxy resin handcrafts. I would share with my friends my idea of creating a business. I borrowed money to rent a store in the suburbs and to buy industrial equipment and an old pickup truck. I hired my friends and offered them profit share. Through extensive work and effort, I had a production of packed natural orange juice according to my plans and a juice stand on XXX beach, where around 40 peddlers would get our products to sell on a consignment basis. Sales were not so good when Jefferson saw an opportunity to increase revenues. He observed that the peddlers who bought my juice also sold mineral water, iced tea, and other beverage from other suppliers. Learning that these other suppliers' profit was more than 100% a piece, Jefferson suggested that we sell those other beverages on a lower margin. His strategy attracted the peddlers, who would make higher profit and conveniently get all products from one single place. Profits finally increased. We survived the first summer.</p> <p>Truth is that our business lasted only two seasons, but partial success of our enterprise imbued all of us an "it-can-be-done" feeling. I learned a lot by selling juice at the beach. I believe that everyone whose ambition is to grow as businessman should at some point sell anything on the street.</p> | |
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Section 4 – Who are You?

MBA-Q23.) Tell me something about you that you would like to change.



David, the Innovator

I would like to be a bit less analytical. In which sense? I feel somewhat lazy to test my ideas. I will better illustrate my answer by discussing the Brazilian entrepreneurial environment.

Many startups do not succeed in Brazil because of the ingenuity of the entrepreneurs. They cannot create business models. Nor they resist to three levels of questions on how their target market works. They don't understand that an innovative business is made not of ideas but of execution. The great businesses that we know are the third or fourth execution of one idea. The first social network was created in 1995. Facebook came much later.

I am positively sure that what makes the real difference is execution not idea. But that is a statement issued by the rational side of my personality. Deep inside, I still focus on the idea rather than the execution. That is perhaps explained in the past, back in teenage years when I had scientists as my idols. Unfortunately, a lot of value is given to the scientific facts, to the theory that changed the world. Little is discussed about the long and hard process of application of scientific methodology - there is a



Sophia, the Conductor

I must practice Dalai Lama's words: "In the practice of tolerance, one's enemy is the best teacher."

Last month I was waiting to be seated in a restaurant where the client must choose from various options to combine them into a meal, you know, like the Subway system? Well, right before me this lady in her seventies would take forever to make the choices. Whether she had all the time in the world to stay there or she just could not make up her mind, it does not matter... I was losing my patience. I refrained from saying anything, but that situation bothered me a lot and late, I felt terrible. "Aren't you ashamed of your reaction?" I kept saying to myself. I felt I was betraying my values.

My dad used to repeat, "Never lose faith in people. Not to believe in the power of people is not to believe in you." My family has taught me countless values, but nothing compares to growing into an individual who places man in the center of his world.



William, the Doer

In general, we were raised to believe that having a good idea is a major challenge in a business venture. That began back in school, at least here in Brazil, where the exclusive focus is the capacitating of the student to solve problems. Consciously, I know that a great idea isn't enough, but I have to absorb these perceptions in my day-to-day actions.

In my daily routine interacting with entrepreneurs, I realized that the process of creating a product requires a lot of work to juggle trade-offs and find a way to fit concepts together into something that will work. Products never come out the way you first thought they would, so having the idea isn't enough. Designing a product is keeping 5,000 things in your brain, these concepts, fitting them all together and continuing to push to fit them together in new and different ways to get what you want. Every day you discover something new, that is a new problem or new opportunity to fit these things together a little differently. It's that process that is the magic. It's through the team bumping up against each other: having arguments, having fights sometimes, making some noise. Working together, they polish each other. In other words, the idea is just the beginning. Then the hard work starts.



Laura, the Mentor

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| <p>huge gap between raising a hypothesis and defend a theory.</p> | | <p>It is the "disease of thinking in business" that a really great idea is 99 percent of the work, and that if you just tell all these other people, here's this great idea, then of course they can go off and make it happen. And the problem with that is that there's just a tremendous amount of craftsmanship between a great idea and a great product or service. In sum, I believe I must learn how to control my first instinct of overestimating the importance of the ideas when evaluating the success of a business. From my interactions with entrepreneurs, I understand their skepticism, "poor guy... this spoiled kid thinks that his idea alone will do... he should go out into real life before opening his mouth." I think the MBA holds this responsibility - address the complexity of the business world. We all, students, must eventually leave behind this mindset of analyst to understand that professional success does not depend exclusively on intellectual capacity, effort, and resilience.</p> | |
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Section 5 – Closing

MBA-Q24.) What is the weakness of your application?

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|  David, the Innovator |  Sophia, the Conductor |  William, the Doer |  Laura, the Mentor |
| n/a | <p>The MBA application process was an amazing opportunity for me to explore my values and real motivations in life. I believe that the weak point in my application is directly related to my main regret. We've already covered that, right? I would like to share additional extracurricular activities or volunteering actions.</p> <p>In my MBA, I intend to go through a path of inner self-exploration. 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.</p> | n/a | n/a |

Section 5 – Closing

MBA-Q25.) Is there any question you would like me to have asked?

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|  David, the Innovator |  Sophia, the Conductor |  William, the Doer |  Laura, the Mentor |
| n/a | n/a | n/a | n/a |