



## Wharton Essays

---

**Essay 1:** What do you hope to gain professionally from the Wharton MBA? (500 words)

**Essay 2:** Teamwork is at the core of the Wharton MBA experience with each student contributing unique elements to our collaborative culture. How will you contribute to the Wharton community? (400 words)

<http://www.wharton.upenn.edu/mba/admissions/application-requirements.cfm>

Content	p
Thomas	2
David	4
Victor	7
Sophia	9
William	12
Igor	15
Marcus	16
Laura	19



## Thomas

---

### Essay 1: What do you hope to gain professionally from the Wharton MBA? (500 words)

In my MBA at Wharton, I intend to explore my curiosity and my freethinking spirit.

I have nurtured a career path that values professionals able to provide intellectually sophisticated services or products. I appreciate the analytical rigor that only Knowledge can provide in business. I have always looked forward to be part of a group of people who share a passion and curiosity for intellectual questionings. The probability of increasing the assets under management of XXX, my current firm, reminded of what my previous employer experienced. I had studied the trade-off between liquidity and pricing, so I could predict serious consequences from such unsettling move. Naturally, productivity should soar and demand that we have scalability. No one asked me for it, but for two months, I put aside two daily hours in order to analyze my employer through the eyes of an investor. Hours of extra work enabled me to create a new model to measure productivity. "We have always done that way. Let's stick to it, ok?" - My boss and co-workers' view confirmed that it is just easier to follow what is established. My argument was "what worked in the past may not work in the future - let's define the problem to fit a new reality". The modus operandi was to play a fire fighter - answer the demands of a problem that had been defined in the past. Finally my boss welcomed my studies and invited me to test them. He even insisted that I have a junior analyst to help me with what he called "Thomas's Experience." After successful empirical implementation of my model, I grew further aware of the leader's role in redefining the way team members must define problems.

I draw pleasure from trying to change the way people think. During college, I would find satisfaction whenever I managed to establish a connection between theory and practice: through this approach, I could take the most out of the Public Administration and the Economics programs. It also enabled me to look for or come up with innovative solutions to problems. Unfortunately, not everyone felt the same. Some even admitted to attend the program just to have a diploma. Later, as I joined the financial markets, I witnessed that many people were unable to link their practical actions with what they had studied. In that sense, the superficial research of Brazilian portfolio managers is the result of the poor connection, if any, between what they learn in college and what they do in their professional routine. Consequently, they do not always make their best bets in the markets. I resort to a lot of reading about finance before I can handle foreign exchange or interest rates markets and, in this way, offer sound products and services to my clients. My focus on the long term also proves advantageous in the positive results I have so far achieved for those clients. Unlike my competitors, I value deep research and unlike them, I seldom feel lost in my recommendations. Gradually, I began to enjoy this feeling of shock and my position of "outsider" compared to my peers. As an example, after I was hired by XXX, I sought to learn further through specific books. I also attended an event in Chicago related to finance and investments. Lastly, I have shared my new knowledge with my peers - I co-founded the "Graham Buddies" group with some colleagues.

I intend to replicate such situations, but with a broader repercussion. I intend to set up a financial institution whose step stone lies on the rigor of analysis that only Knowledge can provide. At Wharton, I want to go beyond the study of new tools - I want to learn to build new tools.



**Essay 2: Teamwork is at the core of the Wharton MBA experience with each student contributing unique elements to our collaborative culture. How will you contribute to the Wharton community? (400 words)**

"No one learns as much about a subject as one who is forced to teach it."  
Peter F. Drucker

My professional relationships are about sharing knowledge. Aware of people's needs, I make an effort to provide them with a conceptual framework to solve their concerns. When people around me need help, I creatively construct personal development plans. At Wharton I intend to explore my driven desire to influence positively the people around me.

To this day, I carry a vivid image of something that happened when I was thirteen. A great feeling: "it is great to make money using my intellectual capacity." My aunt paid me for the one-hour math private class I taught to my twelve-year-old cousin who needed higher grades. I was always curious about the learning process and, later, my interest extended to how people reason. Why could my cousin learn something that was quite easy for me? I offered to help him. I was only one ahead of him in school. After my class, I felt surprised, for I had not expected any payment. I went home with a plan. My cousin needed more than just an emergency class. He needed a study plan so that he did not go through that situation again on the day before tests. My aunt was surprised, as I offered to work on my cousin's specific challenges in math and that required me to do a more complex job. She approved, naturally, but I had to persuade my cousin. I did not want that to be a "top down" decision. I showed him how much time and energy he might save if he could enjoy the topics. I also made him understand that he would have to study regularly under my supervision. Of course, I reminded him that spending December studying while all other cousins were at the beach had not been any fun. Once he agreed, I tried to establish the relationship between mathematics and the practical things in life. After all, I noticed he was averse to abstractions. I suggested going together through the 100 Math Brainteasers. Motivation speaks for itself. He did not have make-up tests again (at least not in Mathematics). As I said, the feeling was great to know that it is possible (1.) to use my intellectual capacity to make a living; (2.) to use my greatest ability to help others explore their natural analytical skills. People who do not know me well will probably think I feel proud when I am labeled "intelligent." Those closer to me know that I am much happier when I hear that I am "a guy with a big heart." I want to develop an institution with a strong corporate culture based on sophisticate analyses of services of products. I intend to promote an environment in which my team can experience constant learning.

**Why School X - Km 26 → At Wharton,** XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX



## David

---

### Essay 1: What do you hope to gain professionally from the Wharton MBA? (500 words)

During college, an experience gave my professional actions a direction. Since then, I have been pursuing a career that, I am sure, fully explores my potential as an individual and a businessman. Upon graduating, I intend to grow as an innovative leader inside XXX Education Practice, my MBA sponsor, and, in the long term, create my own organization focused on the intertwined frontiers, Education and Technology. At Wharton, I will explore my creativity and my questioning spirit (essay 2).

I am good at cross-pollinating ideas from a wide range of disciplines, to combine and recombine these ideas and build new ones. I am good at synthesizing new ideas and exploring new intellectual frontiers. Throughout diverse experiences in life, I have taken advantage that only a cross-functional approach can leverage expertise from people with completely diverse backgrounds. Business is getting more and more complex. The need to understand complexity encouraged me to follow a career in the Academia. Discussing my plans with my supervisor, I learned about his old wish: create an interface to identify emotions and act 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 embraced that challenge wholeheartedly. Our goal was to build unit selection voice that could portray emotions. Among many challenges was the fact that no one had ever successfully synthesized emotional. Another challenge was the language - no attempt whatsoever had been made in Portuguese. My professor proposed giving 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 established hypotheses. So that is when we chose to reconstruct and modify each particular trait of the Portuguese language. Concretely, we embedded the emotions on the run, something incredibly innovative. Later, promoting our partial success, we obtained support from international researchers. A renowned professor from Universidade de Minho (Portugal) helped us understand more about the speech blocks. In the end, we presented a novel and daring approach. Deconstruction and reconstruction of the language shed light on various aspects of the speech synthesis, enabling colleagues to confidently continue that endeavor. Real innovation shows itself in the gray zones. I no longer have an interest in pursuing an academic career. But now, I am doing the same in the business setting.

During my MBA, I will continue to explore opportunities to leverage on multidisciplinary collaboration across the university’s schools, which encourages iterative thinking by bringing together diverse perspectives. At Wharton, I expect to synthesize new ideas. I like learning that helps me see new patterns and elegant connections, cross the artificial boundaries of thought, and activate the imagination. Business is getting more and more complex. I expect to become a leader well acquainted with several disciplines. Taking advantage of different academic resources, I will learn to combine, for instance, history, psychology, and neuroscience in order to take strategic moves.

I want to fully leverage this capability to attack what I consider the biggest challenge of Brazil: our precarious educational landscape. Before I can do so, I need a learning environment that feeds my desire to explore my creativity.



**Essay 2: Teamwork is at the core of the Wharton MBA experience with each student contributing unique elements to our collaborative culture. How will you contribute to the Wharton community? (400 words)**

“You can never solve a problem on the level on which it was created.”  
Albert Einstein

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. At Wharton I intend to explore my driven desire to share knowledge.

I was sent to take piano lessons because according to my mother, at age five, I would sing out of tune. In the beginning, to be honest, I hated the class. I hated the teacher and her demand that I repeat endless series that apparently made no sense and made me hate music. Trying to understand my resistance, my mother asked me to make a second attempt and change the teacher before I gave up. She enrolled me at a music school near our house and the teacher introduced me to the violin. At the time, I did not notice any effect of that change. It seemed that I was the problem, that I had not talent whatsoever to play music. But then, the great change happened: I was introduced to the Kodaly method. A couple of years later, I was already enjoying my classes and I could really feel music. Hard practice would help me appreciate the musical precision with which such composers as Bach, Beethoven, Chopin, and Liszt produced their pieces. Music provided me with a thrilling challenge and the more I practiced, the deeper I felt it touch my soul and for many years solo performance seemed to satisfy me until I found out that chamber music would only increase that satisfaction. Until then I was a very shy boy who could not feel confident in my capacity to interact with others. While each player shows his personality, it is the togetherness that builds up the beauty of music. At age 15 I concluded that I would not have a professional career in music, but I decided that I would always get involved in whatever life offered me with the same passion that music offers people. Some time later, I started developing a taste for another subject that in the beginning seemed so difficult to learn - mathematics. And, again, another innovative method helped me. At age 8, I studied math by myself, through Kumon. Before I turned 14 and before high school started, I had concluded the method. I had mastered Calculus. Today I am fond of new methodologies to approach problems. Now I am positive that that my main contribution to the communities in which I am inserted is through the design of innovative solutions to problems that affect all. So 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 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 innovative ways to promote a collaborative environment for people who share the same interests. I really appreciate help people with their personal development plans. At Wharton I intend to explore my driven desire to influence positively the people around me. **Why School X - Km 26 → At Wharton,**  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX

**Essay 1: What do you hope to gain professionally from the Wharton MBA? (500 words)**

Growing up as a citizen of the world nurtured my passion for global affairs and made me realize that Brazil has an enormous untapped potential - better project itself in the world. My ambition is to fulfill this potential by leading the wave of Brazilian companies going global. Looking ahead, I shall create an Internationalization Practice Area within XXX and, later, join a Brazilian multinational company as a Chief International Officer. Brazil has to face its challenges; I have been facing mine; Wharton will prepare me to face ever-growing ones.

A global leader must have open-mindedness - the openness to finding out how a new culture can enrich his personal life. During childhood, I lived in the USA, where I realized my country was hardly known then. Observing my country through a foreigner's perspective, I was able, upon my return, to pay more attention to our values. I grew emotionally mature, with my eyes open to our problems as well as to the countless opportunities we have.

A global leader must have cultural sensitivity - the capacity to understand his biases. On the first day of college, I was looking for opportunities abroad. I wanted to replicate my eye opening experience in the USA. IAESTE is an organization that promotes international internships for college students. While most would choose US or Germany for these programs, I opted to work in Carinthia (Slovenia), a city I had never heard about. At age 21, I would take the "road less traveled", with limited access to the Internet and zero knowledge of the local language. I landed a job at a family-owned company that imported and sold electronic components. On foreign grounds, I exercised my understanding of cultural values. It takes me some effort to leave my comfort zone, mainly amidst cultural diversity. But believing that I could surpass this obstacle, I developed the necessary sensibility towards that particular culture and I succeeded.

A global leader must have the ability to identify and prove the "different view" throughout his work environment. Nowadays, I participate in internationalization projects. Recently, as a consultant, I witnessed an attempt to acquire a major listed US competitor. Even today, such deal is unparalleled - most deals, especially in the industry, work in the opposite direction. The obstacles were numerous - from persuading investors to finance the deal to handling the "poison pill" adopted by the US competitor's management.

I have nurtured a career path that values professionals who can apply their analytical rationale while rolling up their sleeves to make things happen. I am a "do it" kind of person. My professional accomplishments have shown that I need to get into the nitty-gritty of things. I look forward a hands-on learning environment instigated by world-class professors. I want to be immersed in an environment where you don't just talk about doing things, you don't just think about things; you actually do them. I look forward to studying real-life case cases with diverse people from all around the world.

During my Wharton MBA, testing the skills and knowledge I will gain in a practical setting will stretch and prepare me for diverse business settings. I am looking for experiences that place everything I've learned into focus - theory, practice, expertise, and talent all come to one point. I look forward to "Learning through Experience."









**Essay 2: Teamwork is at the core of the Wharton MBA experience with each student contributing unique elements to our collaborative culture. How will you contribute to the Wharton community? (400 words)**

"Seek opportunities to show you care. The smallest gestures often make the biggest difference."  
John Wooden

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 provide recognition for achievements and competency. At Wharton I intend to explore my driven desire to influence positively the people around me.

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, 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 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





**William**

---

**Essay 1: What do you hope to gain professionally from the Wharton MBA? (500 words)**

I've nurtured a career path that values professionals who can couple strategic/analytical rationale and at same time promote implementation/change actions. I am sure that Wharton MBA will help me enhance my potential in this capacity both in professional or personal settings.

At Wharton I expect to have learning experiences designed to challenge students to incorporate concepts to real business problems. I was lucky to have a father who left his career at Academia to become an entrepreneur. As a professor, he explained, he might easily become alienated from reality. Observing his entrepreneurial adventures, I noticed a gap between theory and practice in the business world. It is a leader's role to fill out this empty space and to rely on people to do so (details essay 2). At XXX PE Fund, I read those endless reports and intuition would tell me that something was wrong. Despite my busy life in the office, I insisted on investigating the battlefield. I had to test my hypothesis. On my first day in a sell-side procedure I confirmed what no report had ever shown. The CEO chosen by my employer had brought his own team along and turned old experienced employees into reports. I found war: young directors against seasoned managers. I recalled the old days of basketball to solve our issue. Aware of our differences, I imbued in our team a sense of belonging. By communicating goals clearly and recognizing talents, I built rapport. With a different attitude, people focused on delivery. While fostering a collaborative atmosphere I understood how hard it is to think strategically and take risks that most business actions require. Through tough turnaround engagements, I realized that at Wharton I can enhance my ability to do the tough analytical work, but then step back and pull the trigger and execute. I enjoy seeing my ideas gain shape. I want to study real-life case cases with people from all around the world. I look forward to "Learning through Experience" through such courses as XXX and XXX I can further understand XXX, much beyond classroom while witnessing theory applied into practice.

Wharton offers extracurricular activities through which I reach out to others, take action, and find ways to accumulate new experiences. I like to live with people who get me out in the world to have fun. I enjoy expressing my feelings in different scenarios and expand my identity through challenging experiences. People think too much about what's there for them to lose when they start something new. I focus on what I can gain. Taking risks is part of living fully. I grew up witnessing people profit from taking measured risks. My grandfather, running away from the Russian Revolution, arrived in Brazil with nothing but his clothes. After failing twice, he succeeded as a daring entrepreneur. Likewise, my father has taken his risks as an entrepreneur. Both inspire me to seek challenge at work and even in hobbies. Dad introduced me to scuba diving. Later I tasted hang-gliding and kite-surfing. I fell in love with parachuting, which I practice regularly. Adventures fascinate me. A friend, Wharton MBA '02, emphasized that the major gain from her XXX experience was emotional maturity, "think and feel with the entire community that is committed to changing the world still renders me fruit 10 years later. You mind changes, but your heart changes a lot more." Visiting the campus, I felt inspired by the high level of energy at XXX. Chatting with students I found out that many driven yet humble people are proud of doing XXX. Carrying my goal of pursuing self-development, I want to be among those students, testing my limits in XXX and XXX.

Before promoting change, I need to change myself. I need the Wharton learning environment.



**Essay 2: Teamwork is at the core of the Wharton MBA experience with each student contributing unique elements to our collaborative culture. How will you contribute to the Wharton community? (400 words)**

"The mind is not a vessel to be filled, but a fire to be kindled."  
Plutarch

Practical experiences through which I can help people are sources of positive reinforcement for my future actions in the world. I grow more confident from each hands-on experience with people by my side. I am good at providing challenging and stretching tasks and assignments. I am aware of each person's goals and I construct compelling development plans and execute them. I push people to accept developmental moves in which I monitor progress and results. The following story shows my favorite approach to help people. At Wharton I intend to explore my driven desire to influence positively the people around me.

Following a friend's advice, I started Kung Fu. Expecting to find a nasty and inhospitable environment, I discovered a combination of art, physical activity, technique, culture, and friendship. I was so warmly welcomed by friendly practitioners that I left the University Sports Center determined to master Kung Fu. My first class reminds me of my career move. XXX is known to be an aggressive company, but it is populated by collaborative colleagues. I link Kung Fu with commitment 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 and from 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 had the Kung Fu lessons in mind when 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 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 professionals. I cannot achieve anything alone. I must know the value of people around me.

**Why School X - Km 26 → At Wharton, XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX**



XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX



**Igor**

---

**Essay 1: What do you hope to gain professionally from the Wharton MBA? (500 words)**

**No Wharton application**

**Essay 2: Teamwork is at the core of the Wharton MBA experience with each student contributing unique elements to our collaborative culture. How will you contribute to the Wharton community? (400 words)**

**No Wharton application**



Marcus

---

**Essay 1: What do you hope to gain professionally from the Wharton MBA? (500 words)**

I intend to return to XXX, my MBA sponsor; later, I shall blend economic and social development as I lead teams in private-public frontiers. Wharton will inspire me to accomplish my long-term goal. I need to follow a career that has a higher significance than my personal ambition. During an assignment for XXX, I discovered my real talent in the world of business.

It was a massive, 10-month study of Brazil's infrastructure and its capabilities for meeting passenger-traffic demand during the 2014 FIFA World Cup Brazil and 2016 Summer Olympics in Rio de Janeiro. Amidst a political and economic complex arena, I helped my team make several recommendations, including structuring rules of public concessions, defining and monitoring clear metrics for rail-sector players, and providing ways to increase private-sector participation in the industry. In this project, no issue was black and white. Of course, there was a lot of sophisticated analyses, but by working with my manager and a partner of the firm, I learned that numbers mattered the least in our recommendation. Our solution came from a much more complex need: understand the hidden agenda of all involved. In the beginning, I felt somewhat resistant to this new scenario. I was used to working in the “right versus wrong” world of engagements. Then, I realized that the beauty in my challenge was to propose concrete solutions and persuade the other agents within that restricted environment in where various agendas had to match. After that assignment, I was sure I had made the right decision moving my career path to management consulting field in order to maintain alive my lifetime pursue of working with international engagements for Brazilian Government or International Multilateral Agencies.

Wharton will strengthen my desire to bring new perspectives to group dynamics. I have nurtured a career path that values professionals who are able to take advantage of the power that change brings to people’s lives and to their own. I am good at applying my self-awareness to improve interpersonal effectiveness in the groups I join. I must continue to devote to professional assignments that promote change in borderless, diverse, multicultural environments. The business world is changing. Organizational change implementation is an exercise that requires the effective use of power and influence. How can you be an effective change agent in your organization? What are the factors that are likely to affect success? I expect to know more about my emotional strengths and shortcomings, and to be more aware of the effect that I can have on others. I like to question my beliefs. I need to be involved with dynamic environments where people dare to question their own premises. **Why Wharton**

→ XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
 XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
 XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
 XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
 XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
 XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
 XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
 XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
 XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX

In sum, I must continue to get involved with professional assignments that promote change in borderless, diverse, and multicultural environments.





**Essay 2: Teamwork is at the core of the Wharton MBA experience with each student contributing unique elements to our collaborative culture. How will you contribute to the Wharton community? (400 words)**

"Finding good players is easy. Getting them to play as a team is another story."

I tend to position myself as the spokesperson for the core values and ideals of an organization. Often I see my efforts as related to the development needs of others and in promoting understanding among individuals in a group. As a catalyst that draws out the best in others, I succeed through empathic connections. I organize and facilitate action by building extensive networks and support for a given goal or mission. When people feel part of a group, they feel comfortable sharing their best values. I like to engage and integrate people into teams. At Wharton I intend to explore my driven desire to influence positively the people around me.

In complete silent, my mother, my younger brother and I got home from my father’s funeral. At age 13, I found myself alone and totally lost for the first time in my life. I felt that things would no longer make sense, as if I had only wrong pieces to a puzzle. I could simply not see what would come next. Without our role model, my brother and I would share the responsibility for our mother, who tried to hide her emotions. At home the three of us agreed on dividing tasks and errands, and since we needed one another, we learned to accept our differences. I learned the value of reliance as we formed a united family. Then, for the first time ever, I put myself in my mother’s shoes. After almost twenty years of marriage, she found herself without her beloved husband, the one who had always provided and protected. Feeling that the frustration of loss could affect her children emotionally, my mother decided to turn the situation around. She turned into a more open person. Around the dinner table we talked openly about the day we had and, mainly, appreciated the disclosure of our feelings. Even today we share what goes on in our heart and mind. Losing my father, we chose to move on and be happy. We chose to be optimistic towards our own lives. Despite all the sadness we felt, my father’s death forced me to become more aware of myself and my abilities. My sense of collectivity and my cheerful behavior make me a balanced individual, able to build bridges. This capacity to create empathy with others and always be able to look at a phenomenon though various perspectives is something I managed to bring into the business setting. No wonder the most desired post-MBA employers (Google, Goldman, Apple, McKinsey, etc.) all share a very strong culture. Nevertheless, how can you create and nurture a culture inside a company? I wanted an answer to this question, for I would have a mission at my employer. I had volunteered to coordinate the restructuring of my employer’s recruiting program in Brazil. Requiring skillful coordination, this new project challenged me deeply. I had to actively participate in different activities. I negotiated with and hired a HR recruiting company, organized a kick-off meeting with all HR Managers, created marketing campaigns, and delivered presentations in top Brazilian universities, and, finally, sent job offers to approved candidates. XXX could now rely on 5 talented professionals who were trained under a new model. This initiative helped my employer innovate in the way it changed the natural process from external hiring to in-house development. The program became an international benchmark at XXX and it is now implemented in XXX, attracting interest from partners in other regions of the globe. Leading such an important project showed me how organizations with clearly codified cultures often become better places to work. The level of ownership of the new employers is additional evidence that strengthens my belief that the business leaders of the future will need the capacity to attract good professionals in leveraged projects in which all involved share the same values. In the future, I want to be proud of helping create a strong corporate culture in any professional activity in which I get involved.

**Why School X - Km 26 → At Wharton, XXX XXX XXX XXX XXX XXX XXX XXX XXX**  
 XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
 XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
 XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX



XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX





**Essay 2: Teamwork is at the core of the Wharton MBA experience with each student contributing unique elements to our collaborative culture. How will you contribute to the Wharton community? (400 words)**

"Treat a man as he appears to be, and you make him worse. But treat a man as if he already were what he potentially could be, and you make him what he should be."  
Goethe

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. At Wharton I intend to explore my driven desire to influence positively the people around me.

Growing up in a small community in the Brazilian countryside made me a young girl used to Sunday lunches with at least 25 people around the table. My mother has five siblings and my father, six. I have 31 cousins. I consider myself an outgoing, socially gregarious, and interactive guy. I'm one of those people who start conversations while waiting for a flight or comments on the weather in the elevator. In only 5 minutes, I will have a stranger tell me about his life - in an impersonal city such as SP, with 15 million inhabitants or in Airuoca, with its 6 thousand residents. I like when people resort to me for any kind of support. 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 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. I want a career in which I can leverage on personal relationships.

**Why School X - Km 26 → At Wharton,** XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX  
XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX XXX