

RECOMMENDATION

Full-Time MBA Program

Name of Applicant (print)

| | | |
|-----------|-------|--------|
| Last Name | First | Middle |
|-----------|-------|--------|

Date of Birth

Note To Applicant

- Please complete both the top and the waiver sections of this form even if you do not waive access.
- Deliver this form to the person who will write your recommendation. Provide an unsealed envelope pre-addressed to yourself.
- Instruct your recommender to: enclose the completed form; seal the envelope; sign across the seal; and mail the envelope back to you.
- Send the envelope with its seal unbroken to the MBA program with the rest of your application materials.

Waiver Section: Applicant to Complete

I understand that federal legislation provides me with a right of access to this recommendation, which may be waived, and that no school or person can require that I waive this right.

I hereby waive do not waive my right of access to this letter of recommendation

Applicant's signature _____
Applicant's name (print) _____ Date _____
Recommender's name (print) _____

Note To Recommender

The above individual is applying for admission to the Berkeley Full-time MBA program at the Haas School of Business. Thank you for agreeing to write a recommendation for the applicant. We encourage you to be completely candid and to provide specific examples wherever possible. It is helpful to the applicant if you answer the specific questions that we ask. Generic recommendations that do not address our questions typically do not strengthen an application. We greatly appreciate you taking the time and effort to provide us with your assessment of the applicant's abilities.

After completing this form, please enclose it in an envelope, seal the envelope, and sign across the seal. Your signature across the sealed flap of the envelope ensures the confidentiality of your assessment. Return the envelope to the applicant, who will submit it to us unopened with the remaining application materials. Our preference is to receive all application materials in one package from the applicant; however, if you wish to send your letter directly to our Admissions Team, we will certainly accept it.

Recommender's signature _____
Recommender's name (print) _____ Date _____
Position/Title _____ Company name _____
Address _____ Telephone number _____
E-mail address (work) _____ Telephone number _____

If you are a Berkeley-Haas alum, please let us know your program and year graduated. _____

I authorize do not authorize the Haas MBA Program to use this letter of recommendation in support of any award or scholarship program for which the applicant may be considered eligible

By checking this box, I certify that this recommendation was written entirely by me, using my own words. The applicant was not involved in crafting any portion of this written recommendation.

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Recommendation: Part I

Please write an assessment of the applicant that addresses the prompts below. We are looking for your candid and accurate assessment of the applicant's potential to be a successful leader and what specific traits the applicant possesses that evidence this potential. Please be as specific as possible and use concrete examples where applicable. **Do not incorporate anything drafted by the candidate in your recommendation or have the candidate submit the recommendation on your behalf.**

1. Please provide a brief description of your interaction with the applicant and, if applicable, the applicant's role in your organization.
2. How does the applicant's performance compare to that of other well-qualified individuals in similar roles? Please provide specific examples. (E.g. what are the applicant's principal strengths?)
3. Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response.
4. In the Berkeley MBA program, we develop leaders who embody our distinctive culture's four key principles, [\[http://mba.haas.berkeley.edu/community/culture.html\]](http://mba.haas.berkeley.edu/community/culture.html) one of which is "Confidence Without Attitude" or "confidence with humility." Please comment on how the applicant reflects this Berkeley Haas value.
5. (Optional) Is there anything else we should know?

Recommendation: Part II

Please give us your appraisal of the applicant in terms of the traits listed below. Compare the applicant with others whom you know have applied to business school or with individuals who are being groomed for leadership positions within your organization.

I enthusiastically recommend recommend recommend with reservations do not recommend
that this applicant be admitted to the Haas School of Business.

Please see next page for the Appraisal Grid

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| Skills/ Qualities | 5 | 4 | 3 | 2 | 1 | No Basis |
|------------------------------------|---|--|--|---|--|--------------------------|
| Results Orientation | <input type="checkbox"/> Invents and delivers best in class standards and performance | <input type="checkbox"/> Introduces incremental improvements to enhance business performance using robust analysis | <input type="checkbox"/> Exceeds goals and raises effectiveness of organization | <input type="checkbox"/> Overcomes obstacles to achieve goals | <input type="checkbox"/> Fulfills assigned tasks | <input type="checkbox"/> |
| Strategic Orientation | <input type="checkbox"/> Implements a successful strategy that challenges other parts of the company or other players in the industry | <input type="checkbox"/> Develops insights or recommendations that have shaped team or department strategy | <input type="checkbox"/> Develops insights or recommendations that have improved business performance | <input type="checkbox"/> Identifies opportunities for improvement within area of responsibility | <input type="checkbox"/> Understands immediate issues of work or analysis | <input type="checkbox"/> |
| Team Leadership | <input type="checkbox"/> Recruits others into duties or roles based on insight into individual abilities; rewards those who exceed expectations | <input type="checkbox"/> Actively engages the team to develop plans and resolves issues through collaboration; shows how work fits in with what others are doing | <input type="checkbox"/> Solicits ideas and perspectives from the team; holds members accountable | <input type="checkbox"/> Assigns tasks to team members | <input type="checkbox"/> Avoids leadership responsibilities; does not provide direction to team | <input type="checkbox"/> |
| Influence and Collaboration | <input type="checkbox"/> Builds enduring partnerships within and outside of organization to improve effectiveness, even at short-term personal cost | <input type="checkbox"/> Brings others together across boundaries to achieve results and share best practices | <input type="checkbox"/> Generates support from others for ideas and initiatives | <input type="checkbox"/> Engages others in problem solving | <input type="checkbox"/> Accepts input from others | <input type="checkbox"/> |
| Communication | <input type="checkbox"/> Presents views clearly; solicits opinions and concerns; discusses them openly | <input type="checkbox"/> Presents views clearly and demonstrates understanding of the response of others | <input type="checkbox"/> Presents views clearly and in a well-structured manner | <input type="checkbox"/> Is generally to the point and organized | <input type="checkbox"/> Sometimes rambles or is occasionally unfocused | <input type="checkbox"/> |
| Information Seeking | <input type="checkbox"/> Involves others who would not normally be involved including experts or outside organizations; may get them seek out information | <input type="checkbox"/> Does research by making a systematic effort over a limited period of time to obtain needed data or feedback | <input type="checkbox"/> Ask a series of probing questions to get at the root of a situation or problem | <input type="checkbox"/> Personally investigates problems by going directly to sources of information | <input type="checkbox"/> Ask direct questions about problem at hand to those individuals immediately available | <input type="checkbox"/> |
| Developing Others | <input type="checkbox"/> Inspires and motivates others to develop by [providing feedback and identifying new growth opportunities as well as supporting their efforts to change | <input type="checkbox"/> Gives specific positive and negative behavioral feedback and provides unflinching support | <input type="checkbox"/> Gives specific positive and negative behavioral feedback to support the development of others | <input type="checkbox"/> Points out mistakes to support the development of others | <input type="checkbox"/> Focuses primarily on own abilities | <input type="checkbox"/> |
| Change Leadership | <input type="checkbox"/> Builds coalition of supporters and coordinates change across multiple individuals; may create champions who will mobilize others to change | <input type="checkbox"/> Promotes change and mobilizes individuals to change behavior | <input type="checkbox"/> Defines positive direction for change and persuades others to support it | <input type="checkbox"/> Challenges status quo and identifies what needs to change | <input type="checkbox"/> Accepts status quo; does not see the need for change | <input type="checkbox"/> |
| Respect for Others | <input type="checkbox"/> Uses understanding of others and self to resolve conflicts and foster mutual respect | <input type="checkbox"/> Is respectful to all generous with praise; ensures others opinions are heard | <input type="checkbox"/> Is humble and respectful to all | <input type="checkbox"/> Generally treats others with respect usually shares praise and credit | <input type="checkbox"/> Is sometimes self-absorbed or overly self-interested | <input type="checkbox"/> |
| Trustworthiness | <input type="checkbox"/> Is reliable and authentic even at some personal cost; works to ensure all members of the organization operate with integrity | <input type="checkbox"/> Is reliable and authentic even at some personal cost; acts as a role model for the values of the organization | <input type="checkbox"/> Acts consistently with stated intentions even in difficult circumstances | <input type="checkbox"/> Generally acts consistently with stated intentions | <input type="checkbox"/> Shows occasional lapses in trustworthy behavior | <input type="checkbox"/> |