

RECOMMENDATION Executive 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.
- Re-save this form with your information completed and email it to the person who will write your recommendation.
- Instruct your recommender to email the completed form directly to mbaforexecs@haas.berkeley.edu.

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 _____ 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 Executive 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 email the completed PDF to ewmbaadm@haas.berkeley.edu. Our preference is to receive the completed form via email; however, if you wish to send your letter directly to our Admissions Team, please mail it to:

Executive MBA Admissions
Attn: Application Materials
Haas School of Business
430 Student Services Bldg #1910
Berkeley, CA 94720-1910

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

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

I _____ 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 initialing here, 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.

Section 2: Leadership Assessment Grid

In this section, you will find 12 competencies and character traits that contribute to successful leadership. The competencies and character traits are grouped into five categories:

- Achievement
- Influence
- People
- Personal Qualities
- Cognitive Abilities

For each competency, please select the one button that corresponds to the behavior that you have seen the applicant most consistently exhibit. We acknowledge that all applicants have both areas of strength and areas of needed development. Your candid and honest appraisal will assist in evaluation of the applicant. Please assume that each level builds upon behaviors described in the previous level.

Achievement

Initiative

Acts ahead of need/ anticipates problems

Results Orientation

Focuses on and drives toward delivering on goals, objectives, and performance improvement

Influence

Communication, Professional Impression & Poise

Delivers messages and ideas in a way that engages an audience and achieves buy-in; uses listening and other attending behaviors to reach shared understanding; remains calm and measured even in time of crisis or conflict.

Influence and Collaboration

Engages and works with people over whom he/she has no direct control

People

Respect for Others

Acknowledges the value of others' views and actions

Team Leadership

Manages and empowers a team of direct reports or peers on project based teams (includes virtual teams)

Developing Others

Helps people develop their performance and ability over time

Personal Qualities

Trustworthiness/Integrity

Acts consistently in line with or follows explicit values, beliefs or intentions

Adaptability/Resilience

Adapts to changing demands and circumstances without difficulty. Maintains calm optimism in the face of challenge, problems, or apparent failure

Self-Awareness

Aware of and seeks out additional input on own strengths and weaknesses

Cognitive Abilities

Strategic Orientation

Thinks beyond one's span of control and into the future to reshape the approach or scope of work

Problem Solving

Frames problems, analyzes situations, identifies key issues, conducts analysis on the issues, and produces acceptable solution

Is there anything about your ratings on which you would like to comment? (Optional)

Based on your professional experience, how do you rate this applicant compared to her/ his peer group?

Overall, I...

Section 3. Recommendation Questions

1. Please provide a brief description of your interaction with the applicant and, if applicable, the applicant's role in your organization. (Up to 50 words)

2. How does the performance of the applicant compare to that of other well-qualified individuals in similar roles?(E.g. what are the applicant's principal strengths?) (Up to 500 words)

3. Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. (Up to 500 words)

4. Is there anything else we should know? (Optional)