

UNIVERSITY OF CAMBRIDGE - The Judge Institute of Management Studies

Reference Form

Evaluator **Paulo Helene**
Full Professor, University of São Paulo

Applicant **Fernanda Di Rienzo Kattar**

1. How long have you known the prospective student and in what capacity or connection?

When Fernanda asked me to write one of her letters of recommendation, I was really pleased. Fernanda was one of my best students in the course of Civil Engineering at Escola Politécnica da Universidade de São Paulo. I know her since 1.994, when she attended a Supervised In-House Training in Civil Engineering Construction. In fact, I was her mentor in this training program and her Professor in Construction Materials and Concrete Pathology.

2. What do you consider to be this person's three strongest and most impressive characteristics?

Fernanda truly differentiated herself in the group of students to which she belonged. Not only because she was a girl among 40 boys, but also because of her persistence and creativity to find innovative solutions. I still remember one of the most significant moments of Fernanda at Politécnica. In 1.994, Fernanda represented our school in Professor Telemaco Award. This national contest takes place every year and aims at the development of a new formula of high performance concrete. Fernanda spent many days in our laboratory to find the formula for a new concrete. Her efforts were not in vain, the award was hers.

Another characteristic that is apparent in Fernanda's profile is her communication skills. Although Fernanda lived in an environment where men predominated, she never felt uncomfortable to deal with this situation. She really impressed me and her friends during oral presentations. She knew how to get her public and used her charismatic traits to influence people's reasoning.

I could use many adjectives to describe Fernanda. But there are two of them that fit exactly to her: culturally flexible and team worker. Fernanda always had time to help her friends, teaching them what they did not know and exchanging with them her experiences. She organized parties in the university and convinced even the shiest students to participate in the events. I believe that few engineers have the capacity to develop the interpersonal skills as Fernanda did.

3. What do you consider to be this person's three weakest characteristics or characteristics most in need of development?

This is the right time for Fernanda to pursue an MBA abroad. Through this course, she will be able to leverage her managerial career, developing deeper concepts of Business Administration. Although I have not followed her development after college, I remember that she was overly perfectionist and somehow anxious to get to conclusions, two traits that could be attributed to immaturity at that time.

4. Do you know of any personal or other circumstances that might affect the prospective student's ability to complete and benefit substantially from the course?

No.

Please, do not hesitate to contact me for further information about this candidate.

Paulo Helene

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Education, Research & Consultancy on Concrete Materials & Structures

Escola Politécnica. Civil Engineering Graduate Program PPGE

Chairman of Civil Construction & Urban Engineering Graduate Courses ECCUR

Deputy Chairman of fib (CEB-FIP) Commission 5 "Structural Service Life Aspects"

Chairman of Ibero American Network on Concrete Structures Rehabilitation www.megasitio.com/rehabilitar

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