

Sample LOR: MBA Applicant, Finance Lean

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To the MBA Admissions Committee,

I recommend Rohan Kapoor for your MBA program. Rohan reported to me for three years as a senior analyst on our corporate lending analytics team, where I reviewed his work weekly and staffed him on our most demanding client engagements.

Two incidents define him. First, on a portfolio-review engagement for a mid-sized bank, Rohan rebuilt the client's exposure model after spotting that its sector classifications were eight years stale. The corrected model shifted the bank's provisioning estimate by a margin large enough that the client's risk committee adopted his framework across two further portfolios. Second, when a three-member team lost its lead mid-project, Rohan stepped up unasked, re-planned the remaining six weeks and delivered on the original date. The client relationship, which billed roughly a fifth of my team's annual revenue, renewed for two more years.

His development area was delegation. Early on he redid juniors' work at midnight rather than coaching them. After direct feedback, he built checklists for his workstreams and now runs reviews that teach rather than replace. Watching that change convinced me he is ready to lead teams, not just analyses.

Among the fifteen analysts I have managed, Rohan ranks in the top two for analytical judgement and first for ownership. I recommend him with full confidence and welcome any questions at the details above.

Sincerely,

Vikram Seth

Delivery Manager, Trivena Consulting, Mumbai

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