The Ultimate McKinsey PEI Prep

How to really answer McKinsey Personal Experience Interview questions

pei.consulting-case-interviews.com

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What real other candidates say about Robert’s McKinsey PEI Prep

★★★★★

"Robert is a very professional and friendly coach. The insight he provided me to better prepare the PEI are invaluable and I felt very comfortable exchanging with him. Furthermore he took additional time in the session to ensure I got the better of it. I would strongly recommend him."

★★★★★

"A very friendly and professional expert partner. The session was very helpful, informative and interesting. Moreover, I also enjoyed the fact that Robert is very flexible and patient. He reacted to my specific questions and provided me with tailored and bespoke advice. I would definitely advice to apply for sessions with Robert..."

★★★★★

"Great experience, very considerate and helpful feedback, tailored to my specific situation and weaknesses.
Very effective communication and pleasure to work together!"

What real other candidates say about Robert's McKinsey PEI Prep

★★★★★

"Robert provided incredibly useful input, has made me feel much more confident about the PEI section of the interview!"

★★★★★

"Robert is an excellent coach if you want to crack your PEI interview with McK.
I highly recommend him."

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About Robert

Hi, my name is Robert and I wanted to say hello and welcome you to your McKinsey PEI prep - it's great to see you preparing for the McKinsey PEI at all (you wouldn't believe how many candidates are going to McKinsey interviews without a solid PEI prep - needless to say, a surefire way to unnecessarily lose your McKinsey offer!).

As we didn't have had a chance yet to get to know each other in one of my high-impact interview coachings, I just felt it's good to give you a brief idea about my background as well.

I am the founder of consulting-case-interviews.com, multiple book author on consulting interview prep, a high-impact case interview & PEI coach since 2010 having secured McKinsey offers for candidates even without having them go through final round interviews *[yes, they only needed to sign the contract with a partner, without any more interviews by them]*, most viewed writer on 'case interviews' on Quora.com with more than 100.000 views on my answers, PrepLounge Premium Expert with >95% recommendation rate and some more things like that.

I don't intend to brag with all that, nor to bore you to death - just want to emphasize that **this is serious stuff which works 100%!**

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CONSULTING CASE INTERVIEWS
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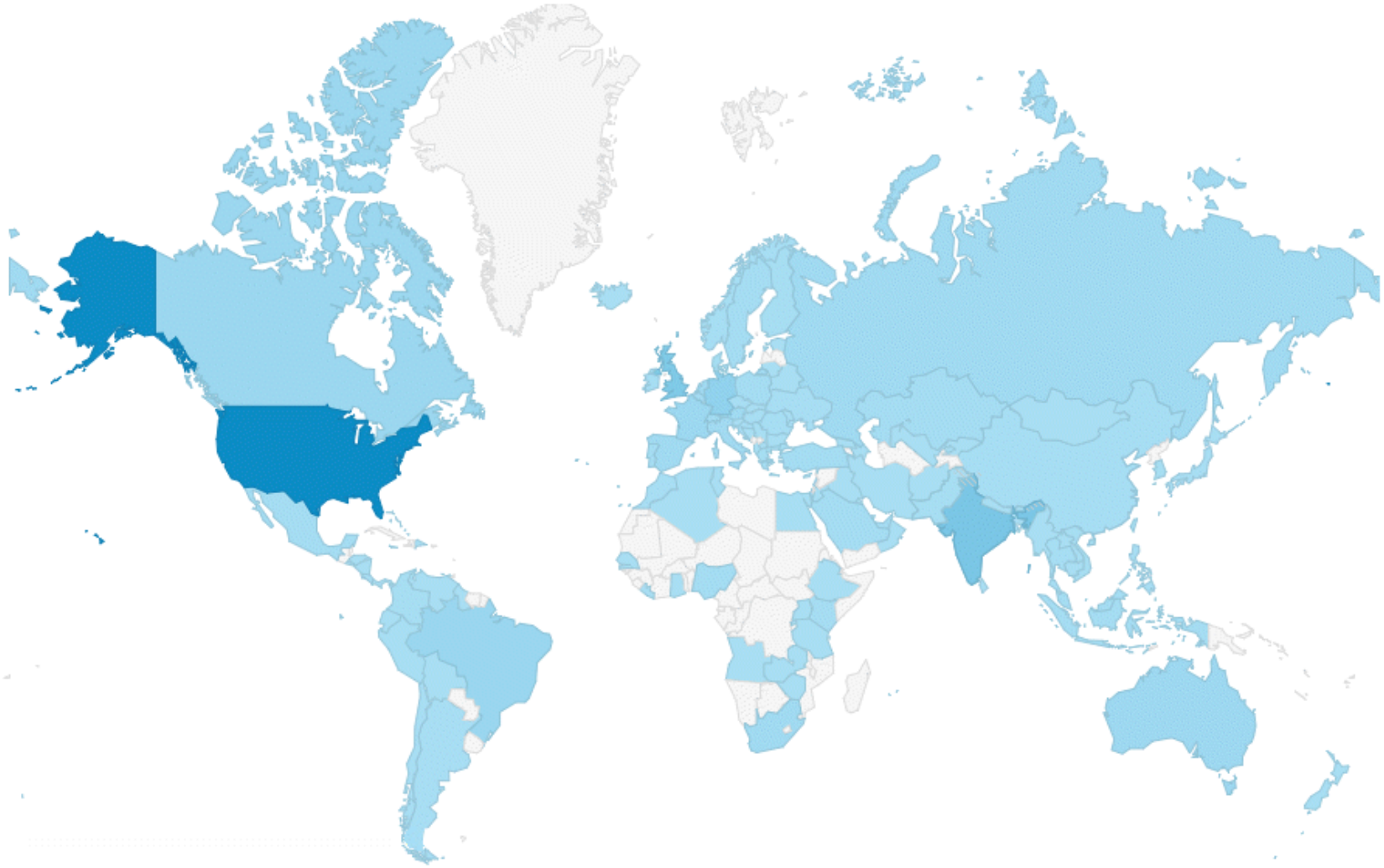
Geographical spread of
The Ultimate McKinsey PEI Prep eBook



1

The Big Picture

(SAMPLE CHAPTER, followed by ghost deck)

The Big Picture

PEI is the most underestimated part of the recruiting process but matters more than you might think (1/5)

The Personal Experience Interview (PEI) is the most underestimated part of the whole McKinsey interview process, due to the following reasons:

- **You have no idea about McKinsey's specific evaluation criteria and where to focus on in your examples.** On the internet, there is hardly any detailed and actionable information available on this very part of your interview sessions. On the McKinsey website you just get a general idea about the topics to be discussed – but that's virtually all, no hint on where to focus on and which criteria McKinsey uses in the background to evaluate your performance:

Leadership Abilities

We seek people who strive to lead themselves, their teams, and their communities, and who can foster effective teamwork to drive results.

Personal Impact

We look for people who can develop and implement creative solutions to challenging problems and work well with teams to do it.

Entrepreneurial Drive

We look for people with an entrepreneurial spirit: innovative by nature, always creating new approaches, products, services, and technologies.

The Big Picture

PEI is the most underestimated part of the recruiting process but matters more than you might think (2/5)

- **You are expected to be prepared, anyway.** As a future top-management consultant, you are expected to prepare yourself to the best extent possible with all information which is available beforehand. Being lazy in your preparation efforts and not doing your homework upfront is definitely no excuse for bad interview performance – and no interviewer will feel sorry for you if you don't perform on this part of the interview process and get kicked out.

- **The bar for passing the PEI is much higher than you would ever expect.** Even though not much information is shared, McKinsey interviewers have extremely high standards concerning the PEI. Why? Because when looking at candidates, interviewers don't look at them as everlasting data-crunching machines, but as potential future engagement managers (project managers). Therefore, the "soft" skills are even more relevant than "hard" problem solving skills, and thus a very important aspect when taking on new hires, no matter for which entry level.

The Big Picture

PEI is the most underestimated part of the recruiting process but matters more than you might think (3/5)

- **You think that preparing some general CV-related questions and looking over past experiences and achievements is enough to prepare.** This approach is maybe a kind of start for the PEI prep, but if that is all you are planning to prepare, then it's better to save your time and energy and don't even go any further in your interview process (and it does not matter at all if you are the top performer in the case study and/or Problem Solving Test!).

- **You severely underestimate how detailed the PEI will get and get caught by surprise once you are sitting in your real interview.** Experience from my hundreds of PEI coaching sessions since 2009 shows that basically all candidates are astonished by how detailed the McKinsey PEI really gets. Most candidates finish preparing their stories on a level where it just starts to get interesting for the interviewer. And yes, it is true that interviewers sometimes ask about the precise words you were using in a specific situation. Since technically speaking the McKinsey PEI is a behavioral interview, the interviewer really wants to understand not only the situation in general, but especially your actions and decision-making rationale in great detail – that's what will be evaluated, as opposed to the general situation and context as such.

The Big Picture

PEI is the most underestimated part of the recruiting process but matters more than you might think (4/5)

However, sometimes you might be lucky – but it's kind of stupid to rely on luck when it comes to a possible jump-start of your whole life-long career after long years of heavy investment into your education:

Let me share a personal story with you on this one. I recently had a coaching client located in Western Europe who asked me to focus in our preparation solely on the case study as she felt confident about the PEI and hence did not want to spend valuable coaching time on this part.

She scored extremely high in the analytical case study part and there was not a single issue the interviewers could give her as a feedback for further improvement for the upcoming 2nd round interviews (which were scheduled on a different day than first round interviews, fortunately). At the same time, however, she was told that her performance on the PEI was definitely less than ideal and much worse than she would have been expected on the basis of her background and vast experience shown in her CV.

The Big Picture

PEI is the most underestimated part of the recruiting process but matters more than you might think (5/5)

Fortunately enough, her PEI performance was at least borderline and thus temporarily acceptable for the interviewers, as they let her pass on to the 2nd round interviews. However, she had a clear warning sign attached that the only way to finally receive an offer was to really impress the interviewers on the PEI in the 2nd and final round of her interviews.

The only reason why this candidate got a 2nd chance (and after heavy coaching on the PEI also an offer in Switzerland office, finally) was solely because she was one of the best candidates ever in Zurich office in terms of her analytical mindset and problem solving skills.

Since I give you honest and balanced information on this topic: Yes, it is also possible to get to second (final) round interviews without perfect PEI performance in the first round as well.

Would I want to rely on this kind of luck for my career? Definitely not, and neither should you.

To receive one of the very rare McKinsey offers, it is key to mastering the PEI
by understanding the specifics of the McKinsey PEI clearly and
preparing seriously for this part of the recruiting process.

The Big Picture

McKinsey requires not only „hard“ analytical skills but also „soft“ interpersonal skills, putting a lot of weight on the PEI (1/2)

- Alongside doing a lot of data analytics especially in the more junior ranks of the consulting firms, there is still a high level of very intense relations with the client organization starting with day one as a consultant. After all, consulting is a people business, thus McKinsey is putting a lot of weight on recruiting the “right” candidates with appropriate soft skills as well.

- Due to the importance and impact of McKinsey projects, there is an inherently high potential for conflicts within client organizations. More often than not, the context for working below the C-level execs hierarchy is not that desirable and less than ideal – and as a future McKinsey consultant you are mainly left alone with all this as part of your everyday job:

  - Personal interests, hidden agendas and office politics of various people in the organization
  - Crisis situation with a need of immediate high-impact action
  - General reluctance of client employees sharing information with the consultant
  - Client employees‘ fear about your power in the organization and potential secret project goals
  - High uncertainty of client employees about potentially negative changes for them personally – usually McKinsey is not hired and paid millions to leave everything as it is within the client organization
  - Time pressure to achieve tangible results to move forward in the project

The Big Picture

McKinsey requires not only „hard“ analytical skills but also „soft“ interpersonal skills, putting a lot of weight on the PEI (2/2)

- While “hard”, analytical problem-solving skills (which are mainly tested in the case study interview part) are still a crucial evaluation criterion in the McKinsey recruiting process, those skills can be trained and acquired comparatively easy.

- On the contrary, “soft” interpersonal skills cannot be that easily trained and acquired from one day to the next, but require practical experience in addition to the conceptual/theoretical basis - therefore McKinsey is looking even more closely for those soft skills than for hard analytical skills in the interview process.

- However, for the PEI it is clearly not enough to having some experience in those “soft” interpersonal skills under your belt. For a successful PEI and consequently getting your desired McKinsey offer, you also need to communicate your skills in a very structured and precise way to get your points across within the very limited time for the PEI.

Due to massive challenges faced by interacting with the client organization, a lot of weight is put on the “soft“ skills side in the recruiting process. Getting your McKinsey offer is impossible with a low score on the PEI since having those “soft” skills is crucial to McKinsey.

The Big Picture

From a high-level perspective, you just need to be client-ready and company-compatible to pass the PEI

Actually, what does client-ready mean?

Apart from being confident about a candidate's analytical skills, the McKinsey partner bearing the overall responsibility for the client relationship and project outcome needs to be a 100% sure that he can send you on a business trip around the world to the client on your own, knowing that you will definitely deliver the desired results even within a hostile client organization, and do not screw up and put the client relationship at risk already in your first week of the project.

And what the heck is company-compatible?

Looking on this matter from a company-internal perspective, the often-cited „airport test" comes in: being stranded at a remote airport, could your interviewer imagine spending a good time with you nevertheless? Well, you also might end up spending a lot of days and most likely nights working together on tough problems...

When in doubt, the recruiter always goes for the candidate with *excellent* soft skills and *good* analytical skills, and <u>not</u> for the candidate with *excellent* analytical skills and *good* soft skills.

The Big Picture

Looking at the PEI in a simplified way, being successful boils down to mastering only few key aspects (1/2)

- **Above all, the interviewer needs to have a good (gut) feeling after your PEI that whatever the specific situation is that you will be in at some point in time, you will be successful and doing fine** (leading a team, convincing someone, achieving difficult goals).
  - For this, your interviewer needs to understand in great detail your actions in a real example from your past, and even more importantly your decision-making rationale in this situation
  - Just by looking at your actions, it is not possible to fully backwards-engineer your thoughts ("decision-making rationale")
  - But exactly that's the key aspect to assess for the interviewer since only by understanding your (mental) approach towards a specific situation, your interviewer will be able to get a solid impression about your skills in any of the 3 PEI dimensions
  - This will be finally leading to a positive (gut) feeling that you will be able to resolve any difficult situation in your future career as top management consultant as well, no matter about the specific situation at hand because you have the "right" approach in thinking about and resolving those situations

The Big Picture

Looking at the PEI in a simplified way, being successful boils down to mastering only few key aspects (2/2)

- **However, you also need to communicate your examples and skills in the correct way during the PEI – just having them under your belt is by far not enough.**
  - Thinking about the McKinsey recruiting process, it should be obvious that all candidates invited to on-site interviews will have the required background and thus examples and skills – otherwise they would not even have received an invitation to on-site interviews.
  - Hence, just having those examples and skills will not differentiate you in any way from other candidates – it is the way how you prepare your PEI in terms of structure and focus of your examples.
  - Unfortunately no candidate gets this right in the beginning, posing a huge threat to your overall interview success and finally also leading to extremely high failure rates of otherwise very strong candidates, just because of the PEI – and it's a pity that it is just about the communication of previous experiences, not about fundamentals like having good examples in the first place (which is like stumbling on the last few meters before the finish line of a marathon run).

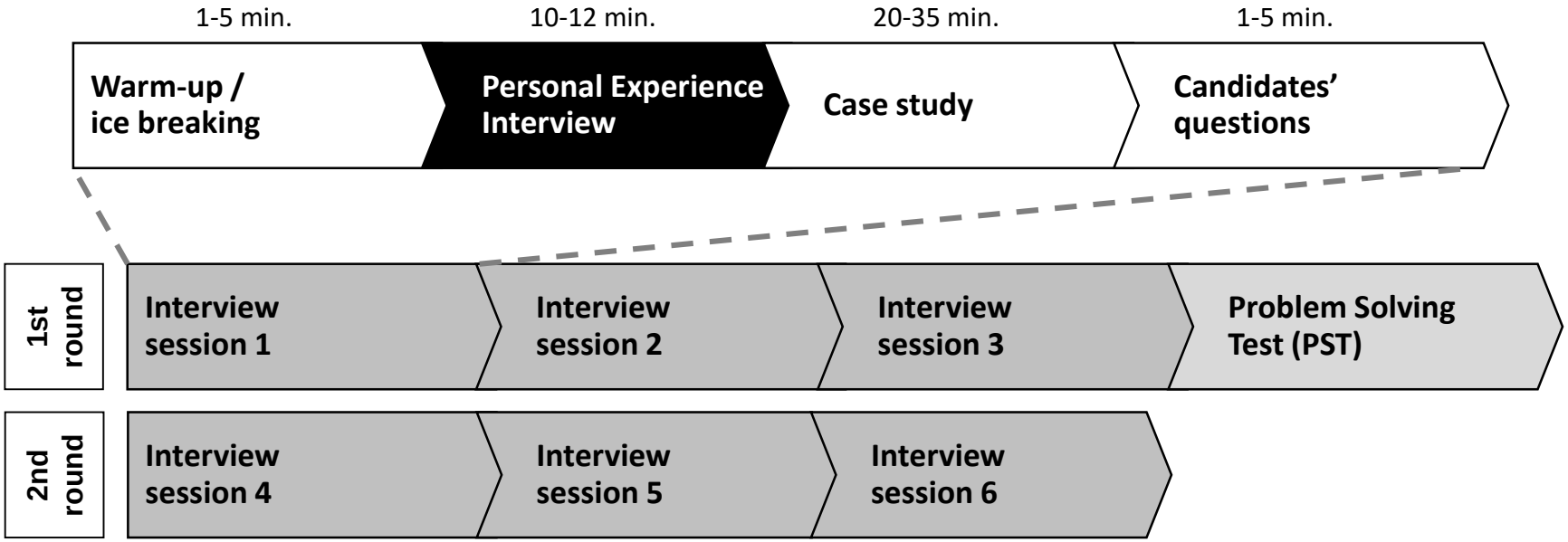
After your PEI, the interviewer needs to be positive that you will be handling difficult situations in future well too – just having the right experiences under you belt is the minimum requirement and prerequisite to get invited to on-site interviews, but won't be enough to pass the PEI.

The Big Picture

The PEI is part of at least 3 interview sessions and is approx. 10-12 min. in duration, even though length can vary substantially (1/3)

Typical McKinsey recruiting process overview

- 1st round usually consists of 3-4 sessions – 3 case study interviews with PEI + if applicable the Problem Solving Test (PST - depending on candidate's background)
  - Each interview session has principally the same sequence, including the PEI part
  - The sequence for the PST varies in the first round interviews (if applicable at all)



The Big Picture

The PEI is part of at least 3 interview sessions and is approx. 10-12 min. in duration, even though length can vary substantially (2/3)

- 2nd round usually consists of 1-3 or more interview sessions with more senior staff (usually partner/director level) - depending on the first round interviews, an according number of interviews will be scheduled for the 2nd round
  - Even though the interview process is standardized (for non-experienced hires), the exact number of interviews in the second round depends on your first round performance
  - Some of my coaching candidates received their offer directly after the three first-round interviews due to their stellar performance, having had only an administrative chat about the contract and details with a partner in the second round interviews
  - Other candidates however needed to go through three additional 2nd round interviews with partners and directors, until they could finally convince McKinsey that they are an excellent hire for the company

The Big Picture

The PEI is part of at least 3 interview sessions and is approx. 10-12 min. in duration, even though length can vary substantially (3/3)

- In any case, everything can happen in the 2nd round interviews since partners and directors have no need to follow standardized recruiting procedures, but are doing exactly those things in their interviews that they think brings the most value for a candidate's assessment (and they do have a good gut feeling for that)

- At the same time, 2nd round interviewers are receiving an in-depth briefing about your 1st round interview performance, and will therefore focus on exactly those issues which were not 100% perfect in the 1st round interviews to really make sure that you possess the respective required skills

- As preparation for 2nd round interviews it therefore makes sense to focus on exactly those issues which did not go perfectly well and were borderline in the 1st round interviews – if you got some feedback from interviewers or got to understand yourself that your PEI was not perfect in 1st round interviews, you need to have better examples at hand for the 2nd round to get your desired McKinsey offer

In any case you should have additional PEI stories prepared for 2nd round interviews – you may or may not need all of them, but if your PEI performance was only borderline and not close to perfect in the 1st round, you should expect a heavy focus on PEI in your 2nd round interviews.

The Big Picture

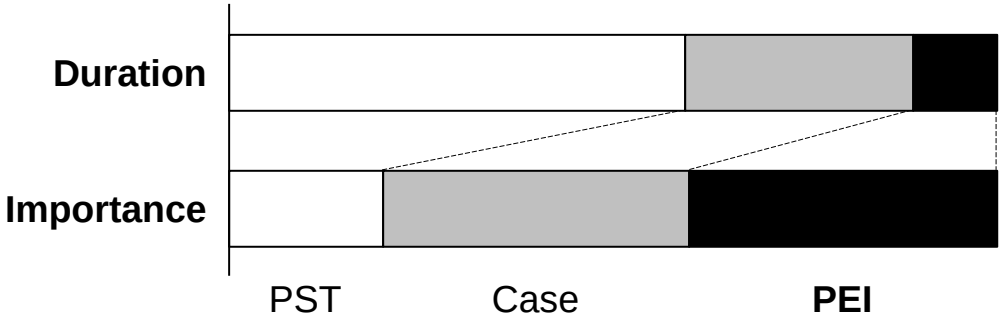
Each interview session contains only one PEI, and each PEI contains only one dimension to focus on

- At least for first-round interviews, you can expect your interview sessions to be standardized and thus each interview session will contain 1 PEI (and doing the math based on the number of interview sessions you will have on a given day, you know the absolute minimum number of examples you need to have prepared)
- Also in your second-round interviews, you can be expect to have 1 PEI per interview session for planning purposes – however, this will strongly depend on your PEI performance of your previous interview sessions and might lead to an even stronger focus on PEI (by having more extended PEIs time-wise, or having multiple PEIs within 1 interview session)
- Each PEI will focus solely on one specific dimension
  - In any given interview session, you will talk about either leadership <u>or</u> personal impact <u>or</u> entrepreneurial drive
  - Your examples for the PEI are <u>not</u> expected to combine all three PEI assessment dimensions in one single example – actually not only that it is not expected, it would be even a surefire way to blow your McKinsey interviews trying to bring in multiple PEI assessment dimensions into one single example, since given the limited time you will most definitely not have enough time to go into the details and specifics of the situation that the interviewer would be interested in
- Whereas in some McKinsey offices you don’t receive any information upfront concerning the sequence of your PEI dimensions, in other offices you receive a detailed schedule upfront which interviewer will ask you about which PEI dimension

The Big Picture

Duration is not correlated to importance of interview components, especially considering the PEI

When looking at the duration of each interview component in the McKinsey recruiting process, do not fall into the common trap to think that the PEI is not that important because it is relatively short compared to the other components like PST and case interview.



- Usually, PEI duration is only 10-12 minutes of any given interview session
- However, length can very substantially based on the candidate's background – especially candidates with lacking evidence of soft skills in their educational curriculum or extra-curricular activities tend to have more extensive PEI's up to 25 minutes (followed by a shorter case-study)

Even though short in time, the PEI's importance for the overall interview performance evaluation is equal to the case study and even much more important than the Problem Solving Test – still lot's of candidates don't prepare accordingly and consequently fail in their interviews.

The Big Picture

Recruiting process for experienced hires looks differently and is specific to the potential hire, but still including the PEI

- For partner-level hires, McKinsey has usually 3+ rounds of interviews
  - While some interviews are face-to-face, quite some other interviews will be via video conference since interviewers will be very specifically chosen for the potential hire and are thus often only available remotely due to travel logistics
  - Round 1 is usually consisting of 4 interview sessions, focusing on motivation and specific areas of expertise of the candidate
  - Round 2 is usually consisting of another 4 interview sessions, focusing more on case interviews + PEI as well
  - Round 3+ is usually designed based on interview round 1 and 2, but will still contain a few more interview sessions – it's not uncommon to have even more than 15 interviews

- Even though the recruiting process for experienced hires is designed individually on a case-by-case basis, the PEI is still a vital component for the overall assessment and is following the same basic principles as for any other candidate

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The Big Picture – BONUS

A side note to the warm-up/ice-breaking phase and candidates' own questions in the interview – even though not part of the PEI

Since I get regularly asked in my one-on-one PEI coaching sessions the following two questions, I will also answer them in this resource, even though they are not part of the PEI as such:

1. *Which general CV-/background-related questions McKinsey interviewers are asking at the very beginning of the interview, before the PEI even begins?*

2. *Which questions are candidates supposed to ask the interviewers at the end of the interview session?*

For sure the answers to those two questions are less critical for your evaluation than the PEI and case study. However, at the same time they are still contributing to a go/no-go decision regarding your potential McKinsey offer – therefore diligent preparation should be a matter of course as well.

1

The Big Picture – BONUS 1

The Big Picture – BONUS 1

Common CV-/background-related questions of McKinsey interviewers (1/4)

[illegible]

- [illegible]
- [illegible]
- [illegible]

The Big Picture – BONUS 1

Common CV-/background-related questions of McKinsey interviewers (2/4)

The Big Picture – BONUS 1

Common CV-/background-related questions of McKinsey interviewers (3/4)

The Big Picture – BONUS 1

Common CV-/background-related questions of McKinsey interviewers (4/4)

1

The Big Picture – BONUS 2

The Big Picture – BONUS 2

Sample questions to ask for candidates at the end of the interview session (1/5)

The Big Picture – BONUS 2

Sample questions to ask for candidates at the end of the interview session (2/5)

The Big Picture – BONUS 2

Sample questions to ask for candidates at the end of the interview session (3/5)

The Big Picture – BONUS 2

Sample questions to ask for candidates at the end of the interview session (4/5)

[illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]

The Big Picture – BONUS 2

Sample questions to ask for candidates at the end of the interview session (5/5)

2

McKinsey Candidate Assessment Dimensions Overview

McKinsey Candidate Assessment Dimensions Overview

The single components of the interview process focus on different aspects of a candidate

Dimension	Case Study	Problem Solving Test (PST)	Personal Experience Interview (PEI)
Problem Solving	●	●	○
Leadership	◔	○	●
Personal Impact	◔	○	●
Entrepreneurial Drive	◑	○	●

Whereas the PST focuses only on problem solving skills, the case study will help gaining a broader perspective on the candidates‘ skill set. However, the PEI has its focus more on the soft skills side and does <u>not</u> contain “Problem Solving” as assessment dimension.

McKinsey Candidate Assessment Dimensions Overview

Each dimension has same importance for the overall assessment, whereas „Problem Solving“ is not part of the PEI dimensions (1/4)

Dimension	What McKinsey says...
Leadership	[illegible]

McKinsey Candidate Assessment Dimensions Overview

Each dimension has same importance for the overall assessment, whereas „Problem Solving“ is not part of the PEI dimensions (2/4)

Dimension	What McKinsey says...
Personal Impact	[illegible]

McKinsey Candidate Assessment Dimensions Overview

Each dimension has same importance for the overall assessment, whereas „Problem Solving“ is not part of the PEI dimensions (3/4)

Dimension	What McKinsey says...
Entrepreneurial Drive	[illegible]

McKinsey Candidate Assessment Dimensions Overview

Each dimension has same importance for the overall assessment, whereas „Problem Solving“ is not part of the PEI dimensions (4/4)

Dimension	What McKinsey says...
Problem Solving (not part of PEI)	[illegible]

McKinsey Candidate Assessment Dimensions Overview

“Entrepreneurial Drive” vs. “Drive and Achievement” dimension naming

3

The PEI Dimensions

The PEI Dimensions

What McKinsey is looking for in potential hires has a clear connect to the McKinsey way of working

How McKinsey is working	What McKinsey is looking for
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

As the PEI dimensions have a clear connect with McKinsey's way of working, scoring high on those dimensions will let your interviewers assume that you will be also successful working at McKinsey.

The PEI Dimensions

Each dimension has various necessary core elements to consider when developing your examples - Overview

	Leadership	Personal Impact	Entrepreneurial Drive
Core elements of your example			

The PEI Dimensions

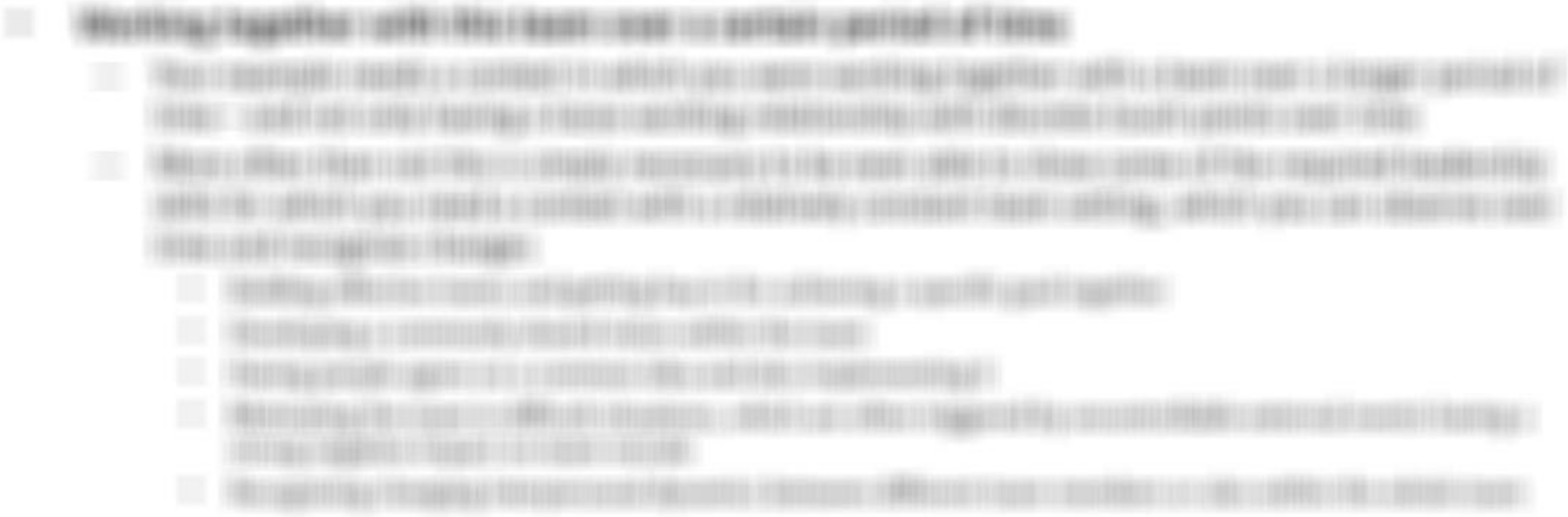
Each dimension has various necessary core elements to consider when developing your examples – Leadership (1/3)

The PEI Dimensions

Each dimension has various necessary core elements to consider when developing your examples - Leadership (2/3)

The PEI Dimensions

Each dimension has various necessary core elements to consider when developing your examples - Leadership (3/3)



The PEI Dimensions

Each dimension has various necessary core elements to consider when developing your examples – Personal Impact (1/4)

The PEI Dimensions

Each dimension has various necessary core elements to consider when developing your examples – Personal Impact (2/4)

The PEI Dimensions

Each dimension has various necessary core elements to consider when developing your examples – Personal Impact (3/4)

The PEI Dimensions

Each dimension has various necessary core elements to consider when developing your examples – Personal Impact (4/4)

The PEI Dimensions

Each dimension has various necessary core elements to consider when developing your examples – Entrepreneurial Drive (1/4)

The PEI Dimensions

Each dimension has various necessary core elements to consider when developing your examples – Entrepreneurial Drive (2/4)

The PEI Dimensions

Each dimension has various necessary core elements to consider when developing your examples – Entrepreneurial Drive (3/4)

The PEI Dimensions

Each dimension has various necessary core elements to consider when developing your examples – Entrepreneurial Drive (4/4)

The PEI Dimensions

Even though the dimensions seem to be easy to distinguish in the first place, lots of candidates mix them up (1/2)

The PEI Dimensions

Even though the dimensions seem to be easy to distinguish in the first place, lots of candidates mix them up (2/2)

The PEI Dimensions

Your examples can come from different contexts (1/5)

The PEI Dimensions

Your examples can come from different contexts (2/5)

The PEI Dimensions

Your examples can come from different contexts (3/5)

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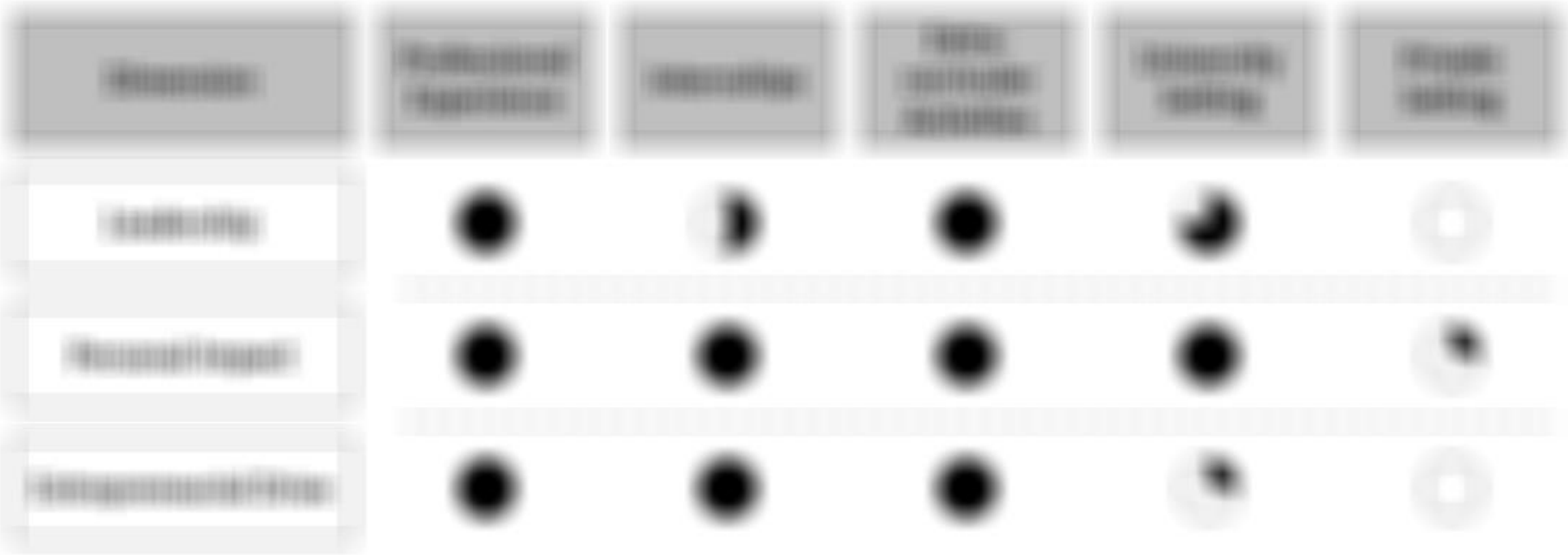
The PEI Dimensions

Your examples can come from different contexts (4/5)

The PEI Dimensions

Your examples can come from different contexts (5/5)



If several examples from the recent past are available within different contexts, it’s advisable to prepare your examples in different contexts to be flexible during your PEI. As a rule of thumb, the more the challenges of your example/context equals to those of a consulting project, the better.

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4

The PEI Preparation Process

The PEI Preparation Process

To ideally prepare for the PEI, the following six-step-process should be followed

The PEI Preparation Process

1 – Gaining a clear understanding of each dimension (1/2)

The PEI Preparation Process

1 – Gaining a clear understanding of each dimension (2/2)

The PEI Preparation Process

2 – Identifying suitable situations (1/5)

The PEI Preparation Process

2 – Identifying suitable situations (2/5)

The PEI Preparation Process
2 – Identifying suitable situations (3/5)

The PEI Preparation Process
2 – Identifying suitable situations (4/5)

The PEI Preparation Process
2 – Identifying suitable situations (5/5)

[illegible]

[illegible]

[illegible]

[illegible]

The PEI Preparation Process

3 – Structuring each suitable situation (1/27)

The PEI Preparation Process

3 – Structuring each suitable situation (2/27)

The PEI Preparation Process

3 – Structuring each suitable situation (3/27)

The PEI Preparation Process

3 – Structuring each suitable situation (4/27)

The PEI Preparation Process

3 – Structuring each suitable situation (5/27)

The PEI Preparation Process

3 – Structuring each suitable situation (6/27)

[illegible]

[illegible]

The PEI Preparation Process

3 – Structuring each suitable situation (7/27)

The PEI Preparation Process

3 – Structuring each suitable situation (8/27)

The PEI Preparation Process

3 – Structuring each suitable situation (9/27)

The PEI Preparation Process

3 – Structuring each suitable situation (10/27)

The PEI Preparation Process

3 – Structuring each suitable situation (11/27)

The PEI Preparation Process

3 – Structuring each suitable situation (12/27)

The PEI Preparation Process

3 – Structuring each suitable situation (13/27)

[illegible]

- [illegible]

The PEI Preparation Process

3 – Structuring each suitable situation (14/27)

The PEI Preparation Process

3 – Structuring each suitable situation (15/27)

- [illegible]

The PEI Preparation Process

3 – Structuring each suitable situation (16/27)

The PEI Preparation Process

3 – Structuring each suitable situation (17/27)

- [illegible]

The PEI Preparation Process

3 – Structuring each suitable situation (18/27)

The PEI Preparation Process

3 – Structuring each suitable situation (19/27)

[redacted]

The PEI Preparation Process

3 – Structuring each suitable situation (20/27)

The PEI Preparation Process

3 – Structuring each suitable situation (21/27)

The PEI Preparation Process

3 – Structuring each suitable situation (22/27)

The PEI Preparation Process

3 – Structuring each suitable situation (23/27)

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

The PEI Preparation Process

3 – Structuring each suitable situation (24/27)

The PEI Preparation Process

3 – Structuring each suitable situation (25/27)

The PEI Preparation Process

3 – Structuring each suitable situation (26/27)

[illegible]

[illegible]

The PEI Preparation Process

3 – Structuring each suitable situation (27/27)

The PEI Preparation Process

4 – Develop each PEI example in detail (1/2)

The PEI Preparation Process

4 – Develop each PEI example in detail (2/2)

The PEI Preparation Process

5 – Practice and receive feedback

The PEI Preparation Process

6 – Rework and refine your stories (1/2)

The PEI Preparation Process

6 – Rework and refine your stories (2/2)

High-Impact – 1:1 – 100% RISK-FREE*

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5

PEI Sample Questions

PEI Sample Questions

Even though there are a lot of different ways a question can be asked, the underlying issues remain the same (1/3)

- [illegible]

- [illegible]

- [illegible]

PEI Sample Questions

Even though there are a lot of different ways a question can be asked, the underlying issues remain the same (2/3)

[illegible]

[illegible]

[illegible]

PEI Sample Questions

Even though there are a lot of different ways a question can be asked, the underlying issues remain the same (3/3)

[illegible]

PEI Sample Questions
Leadership (1/3)

- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]

PEI Sample Questions
Leadership (2/3)

- [illegible]
- [illegible]
- [illegible]
- [illegible]

PEI Sample Questions
Leadership (3/3)

- [illegible]
- [illegible]
- [illegible]

PEI Sample Questions
Personal Impact (1/2)

PEI Sample Questions
Personal Impact (2/2)

PEI Sample Questions
Entrepreneurial Drive (1/2)

- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]

PEI Sample Questions
Entrepreneurial Drive (2/2)

6

PEI Sample Stories From Successful Candidates

PEI Sample Stories From Successful Candidates

The specific context matters much less than you think – what is much more important is your specific role and how you behaved

- [illegible]

- [illegible]

PEI Sample Stories From Successful Candidates

Leadership: „Customer satisfaction in professional service firms“ (1/3)

[illegible]

[illegible]

PEI Sample Stories From Successful Candidates

Leadership: „Customer satisfaction in professional service firms“ (2/3)

PEI Sample Stories From Successful Candidates

Leadership: „Customer satisfaction in professional service firms“ (3/3)

[illegible]

PEI Sample Stories From Successful Candidates

Leadership: „Re-aligning the local consulting club“ (1/2)

PEI Sample Stories From Successful Candidates

Leadership: „Re-aligning the local consulting club“ (2/2)

[illegible]

PEI Sample Stories From Successful Candidates

Leadership: „White paper initiative at a US tech company“ (1/2)

[illegible]

[illegible]

PEI Sample Stories From Successful Candidates

Leadership: „White paper initiative at a US tech company“ (2/2)

- [illegible]

- [illegible]

PEI Sample Stories From Successful Candidates

Leadership: „Organizational change in a small company“ (1/2)

[illegible]

[illegible]

PEI Sample Stories From Successful Candidates

Leadership: „Organizational change in a small company“ (2/2)

[illegible]

[illegible]

PEI Sample Stories From Successful Candidates

Leadership: „Aligning the start-up founders team“ (1/2)

[illegible]

[illegible]

PEI Sample Stories From Successful Candidates

Leadership: „Aligning the start-up founders team“ (2/2)

- [illegible]

- [illegible]

PEI Sample Stories From Successful Candidates

Personal Impact: „Organizational politics during internship“ (1/2)

- [illegible]

- [illegible]

PEI Sample Stories From Successful Candidates

Personal Impact: „Organizational politics during internship“ (2/2)

[illegible]

[illegible]

PEI Sample Stories From Successful Candidates

Personal Impact: „Dealing with a challenging customer“ (1/2)

[illegible]

[illegible]

PEI Sample Stories From Successful Candidates

Personal Impact: „Dealing with a challenging customer“ (2/2)

- [illegible]

- [illegible]

PEI Sample Stories From Successful Candidates

Personal Impact: „Doctoral thesis in the US“

[illegible]

[illegible]

PEI Sample Stories From Successful Candidates

Personal Impact: „Difficult colleagues at university faculty“

PEI Sample Stories From Successful Candidates

Personal Impact: „Dealing with a hospital patient“ (1/2)

[illegible]

[illegible]

PEI Sample Stories From Successful Candidates

Personal Impact: „Dealing with a hospital patient“ (2/2)

[illegible]

PEI Sample Stories From Successful Candidates

Achievement: „Organizing a conference without budget“ (1/2)

PEI Sample Stories From Successful Candidates

Achievement: „Organizing a conference without budget“ (2/2)

[illegible]

PEI Sample Stories From Successful Candidates

Achievement: „Developing a top-selling iPhone app “

[illegible]

[illegible]

[illegible]

PEI Sample Stories From Successful Candidates

Achievement: „Founding an Asian cuisine restaurant“

PEI Sample Stories From Successful Candidates

Achievement: „Leading the university business club to new health“

- [illegible]

- [illegible]

- [illegible]

PEI Sample Stories From Successful Candidates

Achievement: „Leading the university business club to new health“

- [illegible]

- [illegible]

PEI Sample Stories From Successful Candidates

Achievement: „Establishing an online politics platform“

- [illegible]
- [illegible]
- [illegible]

7

PEI Tactical Issues to Consider

PEI Tactical Issues to Consider

Take your time before you actually start off with your PEI example

PEI Tactical Issues to Consider

Make sure to really answer the question asked by your interviewer

PEI Tactical Issues to Consider

Follow your interviewer's guidance to talk about those issues he is really interested in

PEI Tactical Issues to Consider

As an absolute minimum, you should prepare two stories for each dimension (1/4)

PEI Tactical Issues to Consider

As an absolute minimum, you should prepare two stories for each dimension (2/4)

- [illegible]

- [illegible]

- [illegible]

PEI Tactical Issues to Consider

As an absolute minimum, you should prepare two stories for each dimension (3/4)

PEI Tactical Issues to Consider

As an absolute minimum, you should prepare two stories for each dimension (4/4)

- [illegible]

- [illegible]

PEI Tactical Issues to Consider

Prepare to show your self-reflection to the interviewer (1/2)

[illegible]

[illegible]

[illegible]

PEI Tactical Issues to Consider

Prepare to show your self-reflection to the interviewer (2/2)

PEI Common Mistakes to Avoid

Using “stories” instead of “examples” or “situations” in your PEI wording

- [illegible]
- [illegible]
- [illegible]

8

PEI Common Mistakes to Avoid

PEI Common Mistakes to Avoid

Not being specific enough in your example

- [illegible]
- [illegible]
- [illegible]

PEI Common Mistakes to Avoid

Choosing an example from some years ago already

PEI Common Mistakes to Avoid

Referring more to „we“ instead of „I“

PEI Common Mistakes to Avoid

Not putting enough structure into your example

PEI Common Mistakes to Avoid

Showing a lack of self-reflection

PEI Common Mistakes to Avoid

Talking too much about the situation instead of your abilities

PEI Common Mistakes to Avoid

Not preparing enough to talk about „soft“ factors

- [illegible]

- [illegible]

PEI Common Mistakes to Avoid

Having practiced your examples too much and sounding recited

PEI Common Mistakes to Avoid

Faking examples which never happened this way

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9

BONUS 2:
Must-Read Books on Consulting

Bonus: Must-Read Books on Consulting

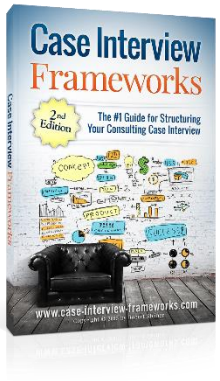
Recommended books for future management consultants (1/2)

Bonus: Must-Read Books on Consulting

Recommended books for future management consultants (2/2)

- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]

PS: Other consulting prep material you might be interested in



Case Interview Frameworks – http://www.case-interview-frameworks.com
The #1 Guide for Structuring Your Consulting Case Interview

How to structure your Consulting Case Interview:
Strikingly 9 out of 10 candidates say their single largest issue in solving case interviews is getting the structure right!

Going slightly into more details of this little survey, candidates mostly refer to both the initial, overall structure at the beginning of the case, as well as structuring individual parts at later stages of the case interview...

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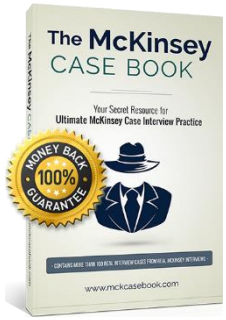

(external resource)

The McKinsey Case Book
Your Secret Resource for Ultimate McKinsey Case Interview Practice

280+ pages of real McKinsey cases with detailed solutions for serious McK case interview prep.

Be more confident and have less stress in your case interviews with this proven resource...

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