

The Ultimate McKinsey PEI Prep

How to really answer McKinsey
Personal Experience Interview questions

All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher, except in the case of brief quotations embodied in critical reviews and certain other noncommercial uses permitted by copyright law. For permission requests, write to the publisher at office@consulting-case-interviews.com.

Table of Contents (1/5)

1. The Big Picture + BONUS	6
PEI is the most underestimated part of the recruiting process but matters more than you might think	7
McKinsey requires not only „hard“ analytical skills but also „soft“ interpersonal skills, putting a lot of weight on the PEI	12
From a high-level perspective, you just need to be client-ready and company-compatible to pass the PEI	14
Looking at the PEI in a simplified way, being successful boils down to mastering only few key aspects	15
The PEI is part of at least 3 interview sessions and is approx. 10-12 min. in duration, length can vary substantially	17
Each interview session contains only one PEI, and each PEI contains only one dimension to focus on	20
Duration is not correlated to importance of interview components, especially considering the PEI	21
Recruiting process for experienced hires looks differently and is specific to the potential hire, but still including the PEI	22
A side note to the warm-up/ice-breaking phase and candidates' own questions in the interview	24
BONUS 1: Common CV-/background-related questions of McKinsey interviewers	26
BONUS 2: Sample questions to ask for candidates at the end of the interview session	31
2. McKinsey Candidate Assessment Dimensions Overview	36
The single components of the interview process focus on different aspects of a candidate	37
Each dimension has same importance for the overall assessment, „Problem Solving“ is not part of the PEI dimensions	38
“Entrepreneurial Drive” vs. “Drive and Achievement” dimension naming	42

Table of Contents (2/5)

3. The PEI Dimensions	43
What McKinsey is looking for in potential hires has a clear connect to the McKinsey way of working	44
Each dimension has various necessary core elements to consider when developing your examples – Overview	45
Each dimension has various necessary core elements to consider when developing your examples – Leadership	46
Each dimension has various necessary core elements to consider when developing your examples – Personal Impact	49
Each dimension has various necessary core elements to consider when developing your examples – Entrepreneurial Drive	53
Even though the dimensions seem to be easy to distinguish in the first place, lots of candidates mix them up	57
Your examples can come from different contexts	59
4. The PEI Preparation Process	65
To ideally prepare for the PEI, the following six-step-process should be followed	66
1 – Gaining a clear understanding of each dimension	67
2 – Identifying suitable situations	69
3 – Structuring each suitable situation – 27 pages on structuring your example for a bullet-proof storyline	74
4 – Develop each PEI example in detail	101
5 – Practice and receive feedback	103
6 – Rework and refine your stories	104

Table of Contents (3/5)

5. The Secret McKinsey PEI Cheat Sheet	107
Each PEI dimension has many specifics to consider when building your examples – don't get lost in the details	108
Leadership	109
Personal impact	111
Entrepreneurial drive	113
6. PEI Sample Questions	115
Even though there are a lot of different ways a question can be asked, the underlying issues remain the same	116
Leadership	119
Personal Impact	122
Entrepreneurial Drive	124
7. PEI Sample Stories From Successful Candidates	126
The specific context matters less than you think – what is much more important is your specific role and action	127
Leadership: „Customer satisfaction in professional service firms“	128
Leadership: „Re-aligning the local consulting club“	131
Leadership: „White paper initiative at a US tech company“	133
Leadership: „Organizational change in a small company“	135
Leadership: „Aligning the start-up founders team“	137

Table of Contents (4/5)

Personal Impact: „Organizational politics during internship“	139
Personal Impact: „Dealing with a challenging customer“	141
Personal Impact: „Doctoral thesis in the US“	143
Personal Impact: „Difficult colleagues at university faculty“	144
Personal Impact: „Dealing with a hospital patient“ (1/2)	145
Achievement: „Organizing a conference without budget“	147
Achievement: „Developing a top-selling iPhone app“	149
Achievement: „Founding an Asian cuisine restaurant“	150
Achievement: „Leading the university business club to new health“	151
Achievement: „Establishing an online politics platform“	153
8. PEI Tactical Issues to Consider	154
Take your time before you actually start off with your PEI example	155
Make sure to really answer the question asked by your interviewer	156
Follow your interviewer’s guidance to talk about those issues he is really interested in	157
As an absolute minimum, you should prepare two stories for each dimension	158
Prepare to show your self-reflection to the interviewer	162

Table of Contents (5/5)

9. PEI Common Mistakes to Avoid	164
Using “stories” instead of “examples” or “situations” in your PEI wording	165
Not being specific enough in your example	166
Choosing an example from some years ago already	167
Referring more to „we“ instead of „I“	168
Not putting enough structure into your example	169
Showing a lack of self-reflection	170
Talking too much about the situation instead of your abilities	171
Not preparing enough to talk about „soft“ factors	172
Having practiced your examples too much and sounding recited	173
Faking examples which never happened this way	174
10. Bonus 3: Must-Read Books on Consulting	176

... Or if you want to check out Robert’s FREE content meanwhile, please go to ...

- **Quora.com** - <https://www.quora.com/profile/Robert-Steiner>
- **Robert’s McKinsey PEI Blog** - <http://mckinsey-pei-blog.consulting-case-interviews.com>

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."

... and hundred's more real reviews on

www.preplounge.com



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%**!

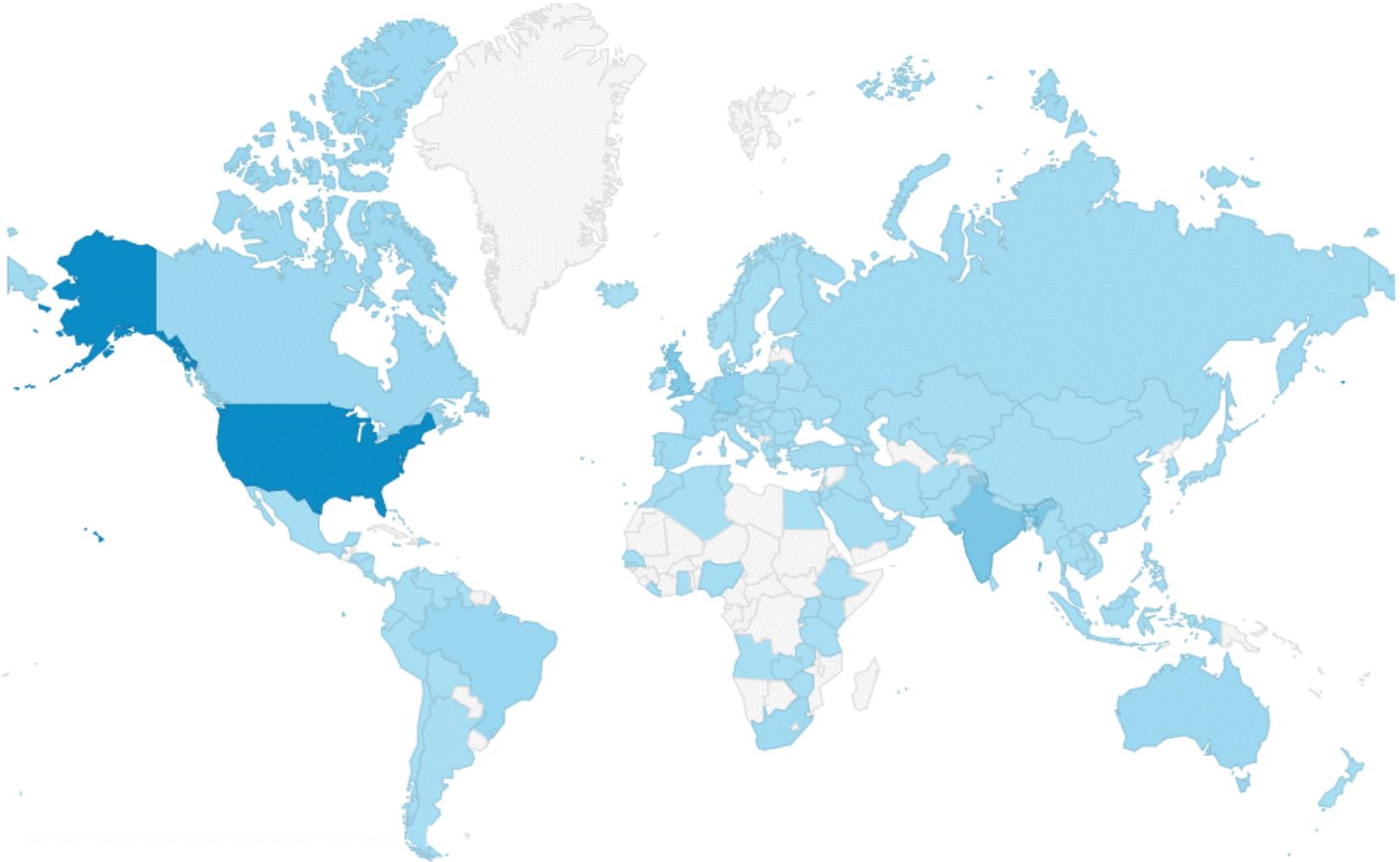


A handwritten signature in black ink that reads "Robert".



CONSULTING CASE INTERVIEWS
The Professional Case Interview Prep

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 not 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).

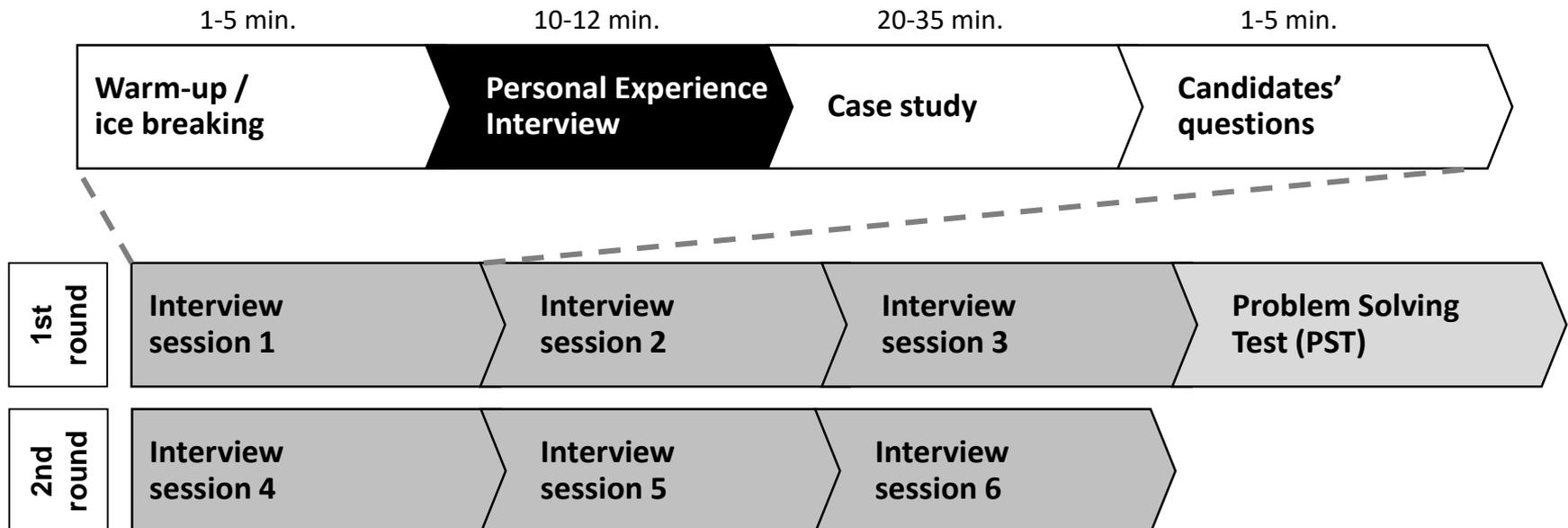
After your PEI, the interviewer needs to be positive that you will be handling difficult situations in future well too – just having the right experiences under you belt is the minimum requirement and prerequisite to get invited to on-site interviews, but won't be enough to pass the PEI.

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

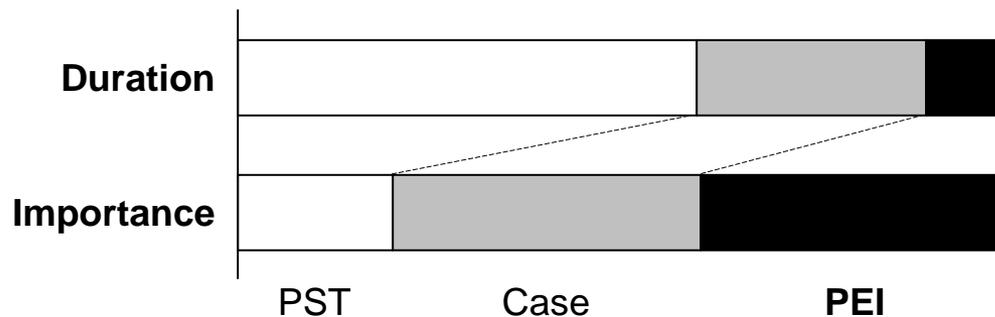
Each interview session contains only one PEI, and each PEI contains only one dimension to focus on

- 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 or personal impact or entrepreneurial drive
 - Your examples for the PEI are not 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 vary 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

MCKINSEY PEI COACHING

<http://pei-coaching.consulting-case-interviews.com/>



ROBERT STEINER

High-Impact – 1:1 – 100% RISK-FREE*

McKinsey PEI COACHING

-  **Have a 100% risk-free coaching***
-  Save tons of time preparing your PEI
-  Choose the right examples for your PEI
-  Gain an edge over other candidates
-  Significantly reduce the risk of failure
-  Get a reality check of your own examples

For More Information & Booking Please Visit
<http://pei-coaching.consulting-case-interviews.com/>

* If your stories are close to perfect already and I cannot find any significant improvement for your McKinsey PEI, guess what – I will make a full refund directly at the end of your coaching session! Therefore it's 100% risk-free for you - you will end up paying for the coaching session only if I can add value for your McKinsey PEI prep.

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)

1. How do you describe your background and experience in McKinsey? (What are your strengths? What are your weaknesses? How do you see yourself?)

2. How do you describe your background and experience in McKinsey? (What are your strengths? What are your weaknesses? How do you see yourself?)

3. How do you describe your background and experience in McKinsey? (What are your strengths? What are your weaknesses? How do you see yourself?)

4. How do you describe your background and experience in McKinsey? (What are your strengths? What are your weaknesses? How do you see yourself?)

The Big Picture – BONUS 1

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

Background-related questions are asked in the first round of the McKinsey interview process. They are designed to assess your general background, your motivation for applying to McKinsey, and your understanding of the company and the industry.

- 1. **Why do you want to work for McKinsey?**
 - 1.1. I am interested in the company's reputation for excellence in consulting and its commitment to providing high-quality services to its clients.
 - 1.2. I am drawn to the company's focus on helping clients solve complex business problems and its emphasis on innovation and leadership.
 - 1.3. I am impressed by the company's track record of success and its commitment to providing a challenging and rewarding work environment.
- 2. **What are your career goals?**
 - 2.1. I am looking for a challenging and rewarding career opportunity where I can apply my skills and knowledge to help clients solve complex business problems.
 - 2.2. I am interested in working in a dynamic and fast-paced environment where I can learn from experienced professionals and contribute to the success of the organization.
 - 2.3. I am looking for a long-term career opportunity where I can grow and develop my skills and knowledge over time.

The Big Picture – BONUS 1

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

- 1. **What is your background?**
 - 1.1. What is your current role and how long have you been working for this company?
 - 1.2. What are your main responsibilities in your current role?
 - 1.3. How do you see your career progression?
 - 1.4. What are your strengths and weaknesses?
- 2. **What is your education?**
 - 2.1. What is your highest degree and from which university?
 - 2.2. What were your main subjects of study?
 - 2.3. How do you think your education has prepared you for this role?
- 3. **What is your work history?**
 - 3.1. What are the companies you have worked for in the past?
 - 3.2. What were your roles and responsibilities at each company?
 - 3.3. How do you think your previous work experience has helped you in your current role?
- 4. **What are your achievements?**
 - 4.1. What are some of the most significant achievements in your career?
 - 4.2. How did you achieve these? What were the challenges you faced?
 - 4.3. How do you think these achievements have benefited your organization?

The Big Picture – BONUS 1

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

1. Why did you leave your last employer?

1. I was looking for a new challenge and growth opportunities. I felt that my current role had reached its limits and I wanted to take on more responsibility and learn new skills.

2. I was looking for a new challenge and growth opportunities. I felt that my current role had reached its limits and I wanted to take on more responsibility and learn new skills.

3. I was looking for a new challenge and growth opportunities. I felt that my current role had reached its limits and I wanted to take on more responsibility and learn new skills.

2. How do you see your career path in the next 5 years?

1. I see myself growing into a senior role within the company, where I can take on more responsibility and lead a team.

2. I see myself growing into a senior role within the company, where I can take on more responsibility and lead a team.

3. I see myself growing into a senior role within the company, where I can take on more responsibility and lead a team.

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)

1. Which questions or problems can you suggest to solve the problem of finding the maximum number of non-overlapping intervals?

2. How would you solve the problem of finding the maximum number of non-overlapping intervals if the intervals are not sorted by their end times?

3. How would you solve the problem of finding the maximum number of non-overlapping intervals if the intervals are not sorted by their end times and you are given a large number of intervals?

4. How would you solve the problem of finding the maximum number of non-overlapping intervals if the intervals are not sorted by their end times and you are given a large number of intervals?

- 1. How would you solve the problem of finding the maximum number of non-overlapping intervals if the intervals are not sorted by their end times and you are given a large number of intervals?

- 2. How would you solve the problem of finding the maximum number of non-overlapping intervals if the intervals are not sorted by their end times and you are given a large number of intervals?

The Big Picture – BONUS 2

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

- 1. How do you think you can contribute to the organization's success? (Open-ended question to assess self-awareness and motivation)
- 2. How do you think you can contribute to the organization's success? (Open-ended question to assess self-awareness and motivation)
- 3. How do you think you can contribute to the organization's success? (Open-ended question to assess self-awareness and motivation)

The Big Picture – BONUS 2

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

Questions concerning activities and the working culture:

- 1. "What are the most important activities for you in your current role? How do you think these activities will change in the future? How do you think the company can support you in this regard?"
- 2. "What are the most important activities for you in your current role? How do you think these activities will change in the future? How do you think the company can support you in this regard?"
- 3. "What are the most important activities for you in your current role? How do you think these activities will change in the future? How do you think the company can support you in this regard?"
- 4. "What are the most important activities for you in your current role? How do you think these activities will change in the future? How do you think the company can support you in this regard?"
- 5. "What are the most important activities for you in your current role? How do you think these activities will change in the future? How do you think the company can support you in this regard?"

The Big Picture – BONUS 2

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

Questions concerning the company / position

- 1. "What do you think the company's mission is? How do you think the company's values are reflected in its products and services?"
- 2. "How do you think the company's culture is? How do you think the company's culture is reflected in its products and services?"
- 3. "What do you think the company's biggest challenge is? How do you think the company is addressing this challenge?"
- 4. "What do you think the company's biggest opportunity is? How do you think the company is addressing this opportunity?"
- 5. "How do you think the company's biggest strength is? How do you think the company is leveraging this strength?"
- 6. "How do you think the company's biggest weakness is? How do you think the company is addressing this weakness?"
- 7. "What do you think the company's biggest success is? How do you think the company is celebrating this success?"

The Big Picture – BONUS 2

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

Questions concerning the company / organization and the position:

1. "What are the main responsibilities of this position? How do you see the management / controlling / reporting / other key activities of this position? How do you see the relationship of this position to other departments / areas?"
2. "What are the main responsibilities of this position? How do you see the management / controlling / reporting / other key activities of this position? How do you see the relationship of this position to other departments / areas?"
3. "How do you see the main responsibilities of this position? How do you see the management / controlling / reporting / other key activities of this position? How do you see the relationship of this position to other departments / areas?"
4. "What are the main responsibilities of this position? How do you see the management / controlling / reporting / other key activities of this position? How do you see the relationship of this position to other departments / areas?"
5. "What are the main responsibilities of this position? How do you see the management / controlling / reporting / other key activities of this position? How do you see the relationship of this position to other departments / areas?"
6. "How do you see the main responsibilities of this position? How do you see the management / controlling / reporting / other key activities of this position? How do you see the relationship of this position to other departments / areas?"
7. "What are the main responsibilities of this position? How do you see the management / controlling / reporting / other key activities of this position? How do you see the relationship of this position to other departments / areas?"

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 not 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

Leadership is the ability to influence others to achieve organizational goals. It involves setting a vision, inspiring others, and taking responsibility for the success or failure of the team. Leaders should be able to communicate effectively, build trust, and make decisions that benefit the organization.

Leadership is also about being a role model and demonstrating integrity. Leaders should be able to handle conflict, manage stress, and adapt to change. They should be able to motivate others and create a positive work environment.

Leadership is a key dimension of the McKinsey Candidate Assessment. It is one of the four dimensions that are assessed, and it is considered to be one of the most important dimensions for success in a consulting role.

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	<p>McKinsey values candidates who demonstrate a strong personal impact on their communities, organizations, or the world. This dimension assesses your ability to lead, inspire, and drive positive change. Key areas include:</p> <ul style="list-style-type: none">Leadership: Your ability to guide others, set a vision, and take responsibility for outcomes.Influence: Your capacity to persuade, negotiate, and build strong relationships.Initiative: Your willingness to take on challenges, identify opportunities, and act on them.Teamwork: Your ability to collaborate effectively and support your colleagues.Communication: Your skill in conveying ideas clearly and listening to others.Resilience: Your ability to handle setbacks, maintain a positive attitude, and learn from experience.Values: Your alignment with McKinsey's core values, such as integrity, respect, and excellence.

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	<p>Entrepreneurial Drive is a key dimension of the McKinsey Candidate Assessment. It measures a candidate's ability to identify and seize opportunities, take initiative, and drive results. Candidates with high Entrepreneurial Drive are seen as self-starters who are proactive and motivated to achieve their goals. They are able to think creatively and find innovative solutions to problems. They are also able to take ownership of their work and are committed to their team's success. McKinsey values candidates with high Entrepreneurial Drive because they are more likely to be successful in the fast-paced and competitive environment of a consulting firm.</p>

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)	<p>McKinsey's candidate assessment process is designed to evaluate candidates on a range of dimensions that are critical to success in the consulting profession. These dimensions include:</p> <ul style="list-style-type: none">Problem Solving: The ability to analyze complex situations, identify key issues, and develop effective solutions.Communication: The ability to communicate clearly and effectively, both in writing and in person.Teamwork: The ability to work effectively with others, both in a team and in a client-facing role.Leadership: The ability to lead others, both in a team and in a client-facing role.Client Service: The ability to understand and meet the needs of clients, both internally and externally.Business Acumen: The ability to understand and analyze business situations, both internally and externally.Strategic Thinking: The ability to think strategically and develop long-term plans.Resilience: The ability to handle stress and pressure, both in a team and in a client-facing role.Adaptability: The ability to adapt to changing circumstances, both in a team and in a client-facing role.Initiative: The ability to take initiative and drive results, both in a team and in a client-facing role.Attention to Detail: The ability to pay attention to detail and ensure high-quality work.Time Management: The ability to manage time effectively and meet deadlines, both in a team and in a client-facing role.Professionalism: The ability to conduct oneself in a professional and ethical manner, both in a team and in a client-facing role.

McKinsey Candidate Assessment Dimensions Overview

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

- 1. [Faint, illegible text]
- 2. [Faint, illegible text]
- 3. [Faint, illegible text]
- 4. [Faint, illegible text]
- 5. [Faint, illegible text]
- 6. [Faint, illegible text]
- 7. [Faint, illegible text]
- 8. [Faint, illegible text]
- 9. [Faint, illegible text]
- 10. [Faint, illegible text]
- 11. [Faint, illegible text]
- 12. [Faint, illegible text]
- 13. [Faint, illegible text]
- 14. [Faint, illegible text]
- 15. [Faint, illegible text]
- 16. [Faint, illegible text]
- 17. [Faint, illegible text]
- 18. [Faint, illegible text]
- 19. [Faint, illegible text]
- 20. [Faint, illegible text]

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

- 1. **Problem Solving** - Ability to analyze complex problems, identify root causes, and develop effective solutions.
- 2. **Client Service** - Ability to understand client needs, build strong relationships, and deliver exceptional service.
- 3. **Teamwork** - Ability to collaborate effectively with team members, share knowledge, and support colleagues.

What McKinsey is looking for

- 1. **Analytical Skills** - Ability to think critically, analyze data, and make logical conclusions.
- 2. **Communication Skills** - Ability to articulate ideas clearly, listen actively, and communicate effectively.
- 3. **Leadership Skills** - Ability to take initiative, influence others, and lead teams towards success.

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	<ul style="list-style-type: none">1. Vision and Mission2. Strategic Planning3. Team Building4. Communication5. Decision Making6. Problem Solving7. Conflict Resolution8. Innovation9. Risk Management10. Accountability	<ul style="list-style-type: none">1. Self-awareness2. Emotional Regulation3. Resilience4. Empathy5. Active Listening6. Stress Management7. Time Management8. Goal Setting9. Personal Growth10. Social Skills	<ul style="list-style-type: none">1. Opportunity Identification2. Business Plan Development3. Resource Acquisition4. Market Research5. Financial Management6. Customer Relationship Management7. Innovation and Creativity8. Risk Taking9. Persistence10. Networking

The PEI Dimensions

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

- 1. Vision and Purpose: A clear, compelling vision and purpose statement that guides the organization's direction and inspires employees.
- 2. Strategic Planning: The process of defining the organization's long-term goals and the actions required to achieve them.
- 3. Organizational Structure: The design of the organization's hierarchy, reporting relationships, and communication channels.
- 4. Talent Management: The process of attracting, developing, and retaining the organization's human capital.
- 5. Financial Management: The process of managing the organization's financial resources to ensure its long-term viability.
- 6. Risk Management: The process of identifying, assessing, and mitigating the organization's risks.
- 7. Innovation and Change Management: The process of fostering a culture of innovation and managing organizational change effectively.
- 8. Stakeholder Management: The process of identifying and managing the organization's relationships with its various stakeholders.

The PEI Dimensions

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

- **Leadership**
 - Vision: A clear, compelling picture of the future that inspires and motivates others to follow.
 - Influence: The ability to affect the behavior of others through persuasion, negotiation, and other means.
 - Power: The capacity to control resources and direct the actions of others.
 - Authority: The right to direct others, often derived from a formal position or role.
 - Responsibility: The obligation to take action to achieve organizational goals and to be accountable for the results.
 - Accountability: The obligation to answer for one's actions and the consequences of those actions.
 - Communication: The ability to convey information effectively and to listen to others.
 - Decision-making: The ability to make choices and take action based on those choices.
 - Problem-solving: The ability to identify and solve problems effectively.
 - Team-building: The ability to create and manage a high-performing team.
 - Conflict-resolution: The ability to resolve disputes and conflicts in a fair and effective manner.
 - Change-management: The ability to lead others through periods of change and uncertainty.

The PEI Dimensions

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

- 1. Personal Impact (1/4)
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. ...

The PEI Dimensions

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

1. Personal Impact

- 1.1. Personal Impact: This dimension focuses on the individual's experience and the impact of the program on their personal life. It includes elements such as self-awareness, personal growth, and the ability to apply learned skills to personal challenges.
- 1.2. Personal Impact: This dimension focuses on the individual's experience and the impact of the program on their personal life. It includes elements such as self-awareness, personal growth, and the ability to apply learned skills to personal challenges.
- 1.3. Personal Impact: This dimension focuses on the individual's experience and the impact of the program on their personal life. It includes elements such as self-awareness, personal growth, and the ability to apply learned skills to personal challenges.

The PEI Dimensions

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

- 1. Personal Impact (3/4)
- 2. Professional Impact (3/4)
- 3. Academic Impact (3/4)
- 4. Community Impact (3/4)
- 5. Leadership Impact (3/4)
- 6. Service Impact (3/4)
- 7. Innovation Impact (3/4)
- 8. Collaboration Impact (3/4)
- 9. Communication Impact (3/4)
- 10. Problem Solving Impact (3/4)
- 11. Teamwork Impact (3/4)
- 12. Initiative Impact (3/4)
- 13. Creativity Impact (3/4)
- 14. Critical Thinking Impact (3/4)
- 15. Analytical Skills Impact (3/4)
- 16. Decision Making Impact (3/4)
- 17. Time Management Impact (3/4)
- 18. Organization Impact (3/4)
- 19. Attention to Detail Impact (3/4)
- 20. Self-Motivation Impact (3/4)
- 21. Resilience Impact (3/4)
- 22. Adaptability Impact (3/4)
- 23. Flexibility Impact (3/4)
- 24. Openness to Change Impact (3/4)
- 25. Risk-Taking Impact (3/4)
- 26. Persistence Impact (3/4)
- 27. Goal Setting Impact (3/4)
- 28. Planning Impact (3/4)
- 29. Prioritization Impact (3/4)
- 30. Delegation Impact (3/4)
- 31. Accountability Impact (3/4)
- 32. Responsibility Impact (3/4)
- 33. Integrity Impact (3/4)
- 34. Honesty Impact (3/4)
- 35. Transparency Impact (3/4)
- 36. Trustworthiness Impact (3/4)
- 37. Reliability Impact (3/4)
- 38. Consistency Impact (3/4)
- 39. Dependability Impact (3/4)
- 40. Commitment Impact (3/4)
- 41. Dedication Impact (3/4)
- 42. Passion Impact (3/4)
- 43. Enthusiasm Impact (3/4)
- 44. Energy Impact (3/4)
- 45. Positivity Impact (3/4)
- 46. Optimism Impact (3/4)
- 47. Resilience Impact (3/4)
- 48. Perseverance Impact (3/4)
- 49. Determination Impact (3/4)
- 50. Focus Impact (3/4)
- 51. Concentration Impact (3/4)
- 52. Attention Impact (3/4)
- 53. Mindfulness Impact (3/4)
- 54. Self-Awareness Impact (3/4)
- 55. Emotional Regulation Impact (3/4)
- 56. Stress Management Impact (3/4)
- 57. Coping Mechanisms Impact (3/4)
- 58. Problem Solving Impact (3/4)
- 59. Decision Making Impact (3/4)
- 60. Conflict Resolution Impact (3/4)
- 61. Negotiation Impact (3/4)
- 62. Mediation Impact (3/4)
- 63. Arbitration Impact (3/4)
- 64. Litigation Impact (3/4)
- 65. Dispute Resolution Impact (3/4)
- 66. Conflict Avoidance Impact (3/4)
- 67. Communication Impact (3/4)
- 68. Listening Impact (3/4)
- 69. Active Listening Impact (3/4)
- 70. Empathy Impact (3/4)
- 71. Compassion Impact (3/4)
- 72. Understanding Impact (3/4)
- 73. Respect Impact (3/4)
- 74. Tolerance Impact (3/4)
- 75. Open-mindedness Impact (3/4)
- 76. Flexibility Impact (3/4)
- 77. Adaptability Impact (3/4)
- 78. Change Management Impact (3/4)
- 79. Innovation Impact (3/4)
- 80. Creativity Impact (3/4)
- 81. Problem Solving Impact (3/4)
- 82. Critical Thinking Impact (3/4)
- 83. Analytical Skills Impact (3/4)
- 84. Decision Making Impact (3/4)
- 85. Time Management Impact (3/4)
- 86. Organization Impact (3/4)
- 87. Attention to Detail Impact (3/4)
- 88. Self-Motivation Impact (3/4)
- 89. Resilience Impact (3/4)
- 90. Adaptability Impact (3/4)
- 91. Flexibility Impact (3/4)
- 92. Openness to Change Impact (3/4)
- 93. Risk-Taking Impact (3/4)
- 94. Persistence Impact (3/4)
- 95. Goal Setting Impact (3/4)
- 96. Planning Impact (3/4)
- 97. Prioritization Impact (3/4)
- 98. Delegation Impact (3/4)
- 99. Accountability Impact (3/4)
- 100. Responsibility Impact (3/4)

The PEI Dimensions

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

- 1. Personal Impact: This dimension focuses on the individual's own experiences and how they have been affected by the event. It includes elements such as emotional state, physical health, and personal growth.
- 2. Social Impact: This dimension examines the effects of the event on the individual's relationships and community. It includes elements such as family dynamics, social support, and community involvement.
- 3. Economic Impact: This dimension looks at the financial consequences of the event for the individual. It includes elements such as income loss, expenses, and financial stability.
- 4. Environmental Impact: This dimension considers the physical and environmental effects of the event. It includes elements such as property damage, displacement, and environmental health.

The PEI Dimensions

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

- 1. **Entrepreneurial Drive**
 - 1.1. Vision and Mission Statement
 - 1.2. Business Plan
 - 1.3. Market Research
 - 1.4. Financial Projections
 - 1.5. Risk Assessment
- 2. **Leadership**
 - 2.1. Vision and Mission Statement
 - 2.2. Business Plan
 - 2.3. Market Research
 - 2.4. Financial Projections
 - 2.5. Risk Assessment
- 3. **Team**
 - 3.1. Vision and Mission Statement
 - 3.2. Business Plan
 - 3.3. Market Research
 - 3.4. Financial Projections
 - 3.5. Risk Assessment

The PEI Dimensions

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

- 1. **Entrepreneurial Drive (3/4)**
 - 1.1. Vision and Mission Statement
 - 1.2. Market Research and Analysis
 - 1.3. Business Model and Revenue Stream
 - 1.4. Marketing and Sales Strategy
 - 1.5. Financial Projections and Funding Requirements
 - 1.6. Risk Assessment and Mitigation Strategies
 - 1.7. Legal and Regulatory Compliance
 - 1.8. Human Resources and Organizational Structure
 - 1.9. Technology and Innovation
 - 1.10. Customer Feedback and Iteration

The PEI Dimensions

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

- 1. **Entrepreneurial Drive**
 - 1.1. Vision and Mission Statement
 - 1.2. Business Model
 - 1.3. Market Research
 - 1.4. Financial Projections
- 2. **Leadership**
 - 2.1. Team Structure
 - 2.2. Roles and Responsibilities
 - 2.3. Communication
 - 2.4. Decision Making
- 3. **Marketing**
 - 3.1. Target Audience
 - 3.2. Marketing Channels
 - 3.3. Promotional Strategy
 - 3.4. Sales Strategy
- 4. **Operations**
 - 4.1. Production Process
 - 4.2. Quality Control
 - 4.3. Logistics
 - 4.4. Customer Service

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)

- 1. **Self-awareness** (understanding one's own emotions, thoughts, and behaviors)
- 2. **Empathy** (understanding the emotions, thoughts, and behaviors of others)
- 3. **Emotional regulation** (managing one's own emotions effectively)
- 4. **Relationship management** (building and maintaining positive relationships)
- 5. **Social skills** (communicating effectively and resolving conflicts)

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)

- 1. **Self-awareness** (understanding one's own strengths, weaknesses, values, and emotions)
- 2. **Empathy** (understanding and sharing the feelings of others)
- 3. **Emotional regulation** (managing one's own emotions effectively)
- 4. **Relationship management** (building and maintaining positive relationships)
- 5. **Social skills** (communicating effectively and working well with others)
- 6. **Resilience** (withstanding and recovering from adversity)
- 7. **Stress management** (effectively managing stress and maintaining well-being)
- 8. **Self-management** (organizing and prioritizing tasks, and managing time effectively)
- 9. **Leadership** (inspiring and motivating others, and taking responsibility for the success of a team)
- 10. **Decision-making** (evaluating options and making sound choices)
- 11. **Problem-solving** (identifying and resolving issues effectively)
- 12. **Adaptability** (flexing one's skills and mindset to meet changing circumstances)
- 13. **Communication** (expressing ideas clearly and listening to others)
- 14. **Teamwork** (collaborating and contributing to the success of a group)
- 15. **Conflict resolution** (addressing and resolving disagreements constructively)
- 16. **Networking** (building a professional support system)
- 17. **Time management** (prioritizing tasks and meeting deadlines)
- 18. **Organization** (maintaining order and structure in work and life)
- 19. **Initiative** (proactively identifying and addressing needs)
- 20. **Accountability** (taking responsibility for one's actions and outcomes)

These dimensions are interconnected and often overlap, but they provide a comprehensive framework for understanding and improving one's performance in various aspects of life and work.

The PEI Dimensions

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

The following content is a list of 10 examples of PEI dimensions in different contexts.

- 1. **Workplace:** ...
- 2. **Community:** ...
- 3. **Education:** ...
- 4. **Healthcare:** ...
- 5. **Government:** ...
- 6. **Non-profit:** ...
- 7. **Academia:** ...
- 8. **Industry:** ...
- 9. **Research:** ...
- 10. **Public Policy:** ...

The PEI Dimensions

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

1. **Context 1: Academic Performance**
Example: A student's score on a standardized test is 85, which is significantly higher than the average score of 70 for the class. This high score is a positive example of academic achievement.

2. **Context 2: Workplace Productivity**
Example: An employee consistently meets deadlines and produces high-quality work, which is a positive example of workplace productivity.

The PEI Dimensions

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

- **Workplace setting:** ...

The PEI Dimensions

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

1. Identify the dimensions of the PEI model.

- 1. The PEI model consists of three dimensions: **Person**, **Environment**, and **Interaction**.
 - 1.1 **Person**: This dimension focuses on the individual's characteristics, including their personality, abilities, and resources.
 - 1.2 **Environment**: This dimension refers to the external factors that influence the individual, such as social, cultural, and physical contexts.
 - 1.3 **Interaction**: This dimension represents the dynamic relationship between the person and their environment, where the individual's characteristics and the environment's influence interact to shape behavior and outcomes.

- 2. The PEI model is a comprehensive framework that integrates the individual, the environment, and the interaction between them. It provides a holistic view of human behavior and development, recognizing that individuals do not exist in a vacuum but are constantly influenced by their surroundings. The model emphasizes the reciprocal nature of these influences, where the environment shapes the person, and the person's actions and characteristics also influence the environment.

The PEI Dimensions

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

Dimension	Dimension 1	Dimension 2	Dimension 3	Dimension 4	Dimension 5
Dimension 1	●	●	●	●	●
Dimension 2	●	●	●	●	●
Dimension 3	●	●	●	●	●

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.

MCKINSEY PEI COACHING

<http://pei-coaching.consulting-case-interviews.com/>



ROBERT STEINER

High-Impact – 1:1 – 100% RISK-FREE*

McKinsey PEI COACHING

-  **Have a 100% risk-free coaching***
-  Save tons of time preparing your PEI
-  Choose the right examples for your PEI
-  Gain an edge over other candidates
-  Significantly reduce the risk of failure
-  Get a reality check of your own examples

For More Information & Booking Please Visit
<http://pei-coaching.consulting-case-interviews.com/>

* If your stories are close to perfect already and I cannot find any significant improvement for your McKinsey PEI, guess what – I will make a full refund directly at the end of your coaching session! Therefore it's 100% risk-free for you - you will end up paying for the coaching session only if I can add value for your McKinsey PEI prep.

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)

- 1. The first step in the preparation of a PEI is to gain a clear understanding of each dimension of the process. This involves identifying the key areas of the process and understanding how they interact. This is done through a series of interviews and workshops with key stakeholders. The goal is to create a shared understanding of the process and its challenges.
- 2. The second step is to identify the key areas of the process that need to be improved. This is done through a series of interviews and workshops with key stakeholders. The goal is to identify the areas of the process that are most likely to benefit from improvement. This involves identifying the areas of the process that are most likely to be the most challenging and the most likely to have the greatest impact on the organization's performance.
- 3. The third step is to identify the key areas of the process that need to be improved. This is done through a series of interviews and workshops with key stakeholders. The goal is to identify the areas of the process that are most likely to benefit from improvement. This involves identifying the areas of the process that are most likely to be the most challenging and the most likely to have the greatest impact on the organization's performance.
- 4. The fourth step is to identify the key areas of the process that need to be improved. This is done through a series of interviews and workshops with key stakeholders. The goal is to identify the areas of the process that are most likely to benefit from improvement. This involves identifying the areas of the process that are most likely to be the most challenging and the most likely to have the greatest impact on the organization's performance.
- 5. The fifth step is to identify the key areas of the process that need to be improved. This is done through a series of interviews and workshops with key stakeholders. The goal is to identify the areas of the process that are most likely to benefit from improvement. This involves identifying the areas of the process that are most likely to be the most challenging and the most likely to have the greatest impact on the organization's performance.

The PEI Preparation Process

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

Key Objectives:

- 1. Understand the different dimensions of the PEI and how they relate to the organization's strategy, mission, and vision.
- 2. Identify the key stakeholders who are involved in the PEI process and their roles.

The PEI process is a continuous one that evolves over time. It is not a one-time exercise. The PEI should be reviewed and updated regularly to ensure it remains relevant and effective. The PEI should be used as a tool to guide the organization's strategy and operations.

- 3. **Develop a clear understanding of the organization's strategy, mission, and vision.** This involves reviewing the organization's strategic plan, mission statement, and vision statement. It also involves understanding the organization's core values and the external environment it operates in.
- 4. **Identify the key stakeholders who are involved in the PEI process and their roles.** This involves identifying the individuals and groups who are responsible for developing, implementing, and monitoring the PEI. It also involves understanding the interests and perspectives of these stakeholders.

The PEI Preparation Process

2 – Identifying suitable situations (1/5)

- 1. Identify the potential situations that may arise from the project. This involves a thorough review of the project plan and the identification of all possible risks and opportunities.
- 2. Assess the potential impact of each situation. This involves a thorough review of the project plan and the identification of all possible risks and opportunities.
- 3. Determine the likelihood of each situation occurring. This involves a thorough review of the project plan and the identification of all possible risks and opportunities.
- 4. Prioritize the situations based on their potential impact and likelihood. This involves a thorough review of the project plan and the identification of all possible risks and opportunities.
- 5. Develop a plan to address each situation. This involves a thorough review of the project plan and the identification of all possible risks and opportunities.

The PEI Preparation Process

2 – Identifying suitable situations (2/5)

	Business Opportunity	Market	Value Proposition Statement	Business Model	Revenue / Costing
Business Opportunity					
Market					
Value Proposition					
Business Model					
Revenue / Costing					

The PEI Preparation Process

2 – Identifying suitable situations (4/5)

1. Identify the key stakeholders and their interests in the project. This includes the client, the project team, and any other parties who will be affected by the project. Understanding their interests helps to identify potential conflicts and areas of agreement.

2. Conduct a thorough analysis of the project environment. This includes understanding the project's goals, objectives, and constraints. It also involves identifying any risks, opportunities, and dependencies that may impact the project's success.

3. Develop a communication plan that outlines how information will be shared with stakeholders. This plan should specify the frequency, format, and content of communications, as well as the roles and responsibilities of those involved in the communication process.

The PEI Preparation Process

2 – Identifying suitable situations (5/5)

1. Identify suitable situations

Identify suitable situations for the preparation of the PEI. This involves identifying situations where the PEI is likely to be used, such as in the context of a project or a specific area of work. The PEI should be prepared in a way that is suitable for the situation in which it will be used.

Identify suitable situations for the preparation of the PEI. This involves identifying situations where the PEI is likely to be used, such as in the context of a project or a specific area of work. The PEI should be prepared in a way that is suitable for the situation in which it will be used.

Identify suitable situations for the preparation of the PEI. This involves identifying situations where the PEI is likely to be used, such as in the context of a project or a specific area of work. The PEI should be prepared in a way that is suitable for the situation in which it will be used.

The PEI Preparation Process

3 – Structuring each suitable situation (1/27)

- 1. Identify the situation and the key elements of the PEI model that are relevant to the situation. This includes identifying the key stakeholders, the key issues, and the key objectives of the PEI model.
- 2. Develop a clear and concise statement of the situation, including the key stakeholders, the key issues, and the key objectives of the PEI model.
- 3. Identify the key elements of the PEI model that are relevant to the situation, including the key stakeholders, the key issues, and the key objectives of the PEI model.

The PEI Preparation Process

3 – Structuring each suitable situation (3/27)

- 1. Identify the situation that is suitable for the PEI process. This is done by identifying the situation that is suitable for the PEI process. This is done by identifying the situation that is suitable for the PEI process. This is done by identifying the situation that is suitable for the PEI process. This is done by identifying the situation that is suitable for the PEI process.
- 2. Identify the situation that is suitable for the PEI process. This is done by identifying the situation that is suitable for the PEI process. This is done by identifying the situation that is suitable for the PEI process. This is done by identifying the situation that is suitable for the PEI process. This is done by identifying the situation that is suitable for the PEI process.
- 3. Identify the situation that is suitable for the PEI process. This is done by identifying the situation that is suitable for the PEI process. This is done by identifying the situation that is suitable for the PEI process. This is done by identifying the situation that is suitable for the PEI process. This is done by identifying the situation that is suitable for the PEI process.

The PEI Preparation Process

3 – Structuring each suitable situation (5/27)

- 1. Identify the situation, understand the context, and determine the key stakeholders and their interests.
 - 2. Analyze the situation to identify the underlying issues and the interests of the stakeholders.
 - 3. Develop a list of possible options and evaluate them based on the interests of the stakeholders.
 - 4. Select the best option and develop a plan to implement it.
 - 5. Monitor the implementation of the plan and make adjustments as needed.
- How to handle the conflict between the two departments? The problem is that the two departments have different goals and interests. The sales department wants to increase sales, while the production department wants to reduce costs. This creates a conflict between the two departments. To resolve this conflict, the manager needs to understand the interests of both departments and find a solution that satisfies both.

The PEI Preparation Process

3 – Structuring each suitable situation (6/27)

- 1. Identify the situation and the parties involved.
- 2. Determine the interests and needs of each party.
- 3. Explore the options available to each party.
- 4. Evaluate the options against the interests and needs of each party.
- 5. Select the option that best satisfies the interests and needs of all parties.
- 6. Develop a plan of action to implement the selected option.
- 7. Monitor the progress of the plan and make adjustments as needed.
- 8. Evaluate the results of the process and determine if the interests and needs of all parties have been satisfied.

The PEI Preparation Process

3 – Structuring each suitable situation (7/27)

1. Identify the situation and the key elements of the situation.

2. Determine the purpose of the PEI and the audience.

3. Organize the information into a logical and coherent structure.

4. Write the PEI, using clear and concise language.

The PEI Preparation Process

3 – Structuring each suitable situation (8/27)

1. Identify the key elements of the situation and the underlying issues. This includes understanding the context, the stakeholders involved, and the specific challenges or opportunities that the situation presents.

2. Analyze the situation to determine the root causes and the potential consequences of different actions. This involves a thorough understanding of the underlying dynamics and the potential impact of various decisions.

3. Develop a clear and concise plan of action that addresses the key elements of the situation and the underlying issues. This plan should be based on a thorough understanding of the situation and the potential consequences of different actions. The plan should be specific, measurable, achievable, relevant, and time-bound (SMART). It should also be flexible enough to allow for adjustments as the situation evolves.

The PEI Preparation Process

3 – Structuring each suitable situation (10/27)

[Faint, illegible text block]

- 1. [Faint, illegible text]
- 2. [Faint, illegible text]
- 3. [Faint, illegible text]
- 4. [Faint, illegible text]
- 5. [Faint, illegible text]
- 6. [Faint, illegible text]
- 7. [Faint, illegible text]
- 8. [Faint, illegible text]
- 9. [Faint, illegible text]
- 10. [Faint, illegible text]

The PEI Preparation Process

3 – Structuring each suitable situation (11/27)

- **Identify the situation and determine whether it is suitable for PEI**
 - 1. Is the situation a problem that needs to be solved?
 - 2. Is the situation a challenge that needs to be met?
 - 3. Is the situation a goal that needs to be achieved?
 - 4. Is the situation a risk that needs to be managed?
 - 5. Is the situation a change that needs to be implemented?
 - 6. Is the situation a conflict that needs to be resolved?
 - 7. Is the situation a decision that needs to be made?
 - 8. Is the situation a process that needs to be improved?
 - 9. Is the situation a system that needs to be redesigned?
 - 10. Is the situation a culture that needs to be transformed?
- **Structure the situation for PEI**
 - 1. Define the problem or challenge clearly and concisely.
 - 2. Identify the key stakeholders and their interests.
 - 3. Determine the scope and boundaries of the situation.
 - 4. Identify the resources available to address the situation.
 - 5. Develop a plan of action to address the situation.
 - 6. Implement the plan and monitor progress.
 - 7. Evaluate the results and make adjustments as needed.
 - 8. Document the process and results for future reference.

The PEI Preparation Process

3 – Structuring each suitable situation (12/27)

- 1. Identify the situation (12/27)
- 2. Identify the stakeholders (12/27)
- 3. Identify the interests (12/27)
- 4. Identify the issues (12/27)
- 5. Identify the options (12/27)
- 6. Identify the constraints (12/27)
- 7. Identify the risks (12/27)
- 8. Identify the opportunities (12/27)
- 9. Identify the resources (12/27)
- 10. Identify the responsibilities (12/27)
- 11. Identify the timelines (12/27)
- 12. Identify the communication (12/27)
- 13. Identify the monitoring (12/27)
- 14. Identify the evaluation (12/27)
- 15. Identify the reporting (12/27)
- 16. Identify the feedback (12/27)
- 17. Identify the improvement (12/27)
- 18. Identify the sustainability (12/27)
- 19. Identify the transparency (12/27)
- 20. Identify the accountability (12/27)
- 21. Identify the integrity (12/27)
- 22. Identify the honesty (12/27)
- 23. Identify the fairness (12/27)
- 24. Identify the respect (12/27)
- 25. Identify the compassion (12/27)
- 26. Identify the empathy (12/27)
- 27. Identify the understanding (12/27)
- 28. Identify the acceptance (12/27)
- 29. Identify the cooperation (12/27)
- 30. Identify the collaboration (12/27)
- 31. Identify the partnership (12/27)
- 32. Identify the community (12/27)
- 33. Identify the social (12/27)
- 34. Identify the economic (12/27)
- 35. Identify the environmental (12/27)
- 36. Identify the cultural (12/27)
- 37. Identify the historical (12/27)
- 38. Identify the geographical (12/27)
- 39. Identify the political (12/27)
- 40. Identify the legal (12/27)
- 41. Identify the ethical (12/27)
- 42. Identify the moral (12/27)
- 43. Identify the religious (12/27)
- 44. Identify the philosophical (12/27)
- 45. Identify the scientific (12/27)
- 46. Identify the technological (12/27)
- 47. Identify the artistic (12/27)
- 48. Identify the literary (12/27)
- 49. Identify the musical (12/27)
- 50. Identify the dramatic (12/27)
- 51. Identify the cinematic (12/27)
- 52. Identify the televisual (12/27)
- 53. Identify the digital (12/27)
- 54. Identify the virtual (12/27)
- 55. Identify the augmented (12/27)
- 56. Identify the mixed (12/27)
- 57. Identify the real (12/27)
- 58. Identify the physical (12/27)
- 59. Identify the tangible (12/27)
- 60. Identify the measurable (12/27)
- 61. Identify the quantifiable (12/27)
- 62. Identify the calculable (12/27)
- 63. Identify the assessable (12/27)
- 64. Identify the evaluable (12/27)
- 65. Identify the measurable (12/27)
- 66. Identify the quantifiable (12/27)
- 67. Identify the calculable (12/27)
- 68. Identify the assessable (12/27)
- 69. Identify the evaluable (12/27)
- 70. Identify the measurable (12/27)
- 71. Identify the quantifiable (12/27)
- 72. Identify the calculable (12/27)
- 73. Identify the assessable (12/27)
- 74. Identify the evaluable (12/27)
- 75. Identify the measurable (12/27)
- 76. Identify the quantifiable (12/27)
- 77. Identify the calculable (12/27)
- 78. Identify the assessable (12/27)
- 79. Identify the evaluable (12/27)
- 80. Identify the measurable (12/27)
- 81. Identify the quantifiable (12/27)
- 82. Identify the calculable (12/27)
- 83. Identify the assessable (12/27)
- 84. Identify the evaluable (12/27)
- 85. Identify the measurable (12/27)
- 86. Identify the quantifiable (12/27)
- 87. Identify the calculable (12/27)
- 88. Identify the assessable (12/27)
- 89. Identify the evaluable (12/27)
- 90. Identify the measurable (12/27)
- 91. Identify the quantifiable (12/27)
- 92. Identify the calculable (12/27)
- 93. Identify the assessable (12/27)
- 94. Identify the evaluable (12/27)
- 95. Identify the measurable (12/27)
- 96. Identify the quantifiable (12/27)
- 97. Identify the calculable (12/27)
- 98. Identify the assessable (12/27)
- 99. Identify the evaluable (12/27)
- 100. Identify the measurable (12/27)

The PEI Preparation Process

3 – Structuring each suitable situation (13/27)

The PEI Preparation Process involves a series of steps that are designed to ensure that the information is presented in a clear and concise manner. This process is essential for the successful completion of the PEI.

1. Identify the key points

The first step in the PEI Preparation Process is to identify the key points of the information. This involves a thorough review of the material to be presented, with a focus on identifying the most important and relevant information. This step is crucial for ensuring that the information is presented in a clear and concise manner.

The second step in the PEI Preparation Process is to structure the information. This involves organizing the information into a logical and coherent sequence. This step is essential for ensuring that the information is presented in a clear and concise manner. The structure should be based on the key points identified in the first step.

The third step in the PEI Preparation Process is to prepare the presentation. This involves creating a clear and concise presentation that effectively communicates the key points of the information. This step is essential for ensuring that the information is presented in a clear and concise manner. The presentation should be based on the structure identified in the second step.

The PEI Preparation Process

3 – Structuring each suitable situation (14/27)

The preparation process for the PEI involves a series of steps that are designed to ensure that the information is presented in a clear and concise manner. This process begins with the identification of the key points that need to be covered, followed by the development of a structured outline. The next step is to gather the necessary data and research to support the key points. Finally, the information is organized into a coherent and logical flow, ensuring that the audience can easily follow the presentation.

Once the outline is complete, the next step is to write the content. This involves a careful selection of words and phrases that will effectively communicate the key points. It is important to use clear and concise language, avoiding unnecessary details and jargon. The content should be written in a way that is easy to read and understand, with a focus on the audience's needs and interests. The final step in the preparation process is to review and edit the content, ensuring that it is accurate, complete, and well-organized.

The final step in the preparation process is to practice the presentation. This involves rehearsing the key points and the overall flow of the presentation. Practicing helps to build confidence and ensures that the presenter is able to deliver the information in a clear and concise manner. It also allows the presenter to identify any areas that need further clarification or improvement. Once the presentation is practiced, the presenter is ready to deliver the PEI to the audience.

The PEI Preparation Process

3 – Structuring each suitable situation (15/27)

■ **Workshop**

The workshop is a structured activity that allows participants to explore and discuss the various aspects of the PEI process. It is designed to be interactive and collaborative, with participants working in small groups to identify and address key challenges and opportunities. The workshop typically includes a mix of theoretical presentations, practical exercises, and group discussions. The goal is to ensure that all participants have a clear understanding of the PEI process and are equipped with the skills and knowledge to implement it effectively in their own organizations.

The workshop is a structured activity that allows participants to explore and discuss the various aspects of the PEI process. It is designed to be interactive and collaborative, with participants working in small groups to identify and address key challenges and opportunities. The workshop typically includes a mix of theoretical presentations, practical exercises, and group discussions. The goal is to ensure that all participants have a clear understanding of the PEI process and are equipped with the skills and knowledge to implement it effectively in their own organizations.

The workshop is a structured activity that allows participants to explore and discuss the various aspects of the PEI process. It is designed to be interactive and collaborative, with participants working in small groups to identify and address key challenges and opportunities. The workshop typically includes a mix of theoretical presentations, practical exercises, and group discussions. The goal is to ensure that all participants have a clear understanding of the PEI process and are equipped with the skills and knowledge to implement it effectively in their own organizations.

The PEI Preparation Process

3 – Structuring each suitable situation (16/27)



Identifying the situation

The first step in the PEI preparation process is to identify the situation. This involves understanding the context of the situation, the people involved, and the resources available. It is important to gather all relevant information and to identify the key issues and stakeholders. This step is crucial for developing a clear and concise PEI that addresses the specific needs of the situation.

The second step in the PEI preparation process is to structure the situation. This involves organizing the information gathered in the first step into a logical and coherent format. This typically involves identifying the main points of the situation and then developing a clear and concise PEI that addresses the specific needs of the situation. This step is crucial for ensuring that the PEI is easy to understand and that it clearly communicates the key issues and stakeholders.

The third step in the PEI preparation process is to review and refine the PEI. This involves checking the PEI for accuracy, clarity, and completeness. It is important to ensure that the PEI is easy to understand and that it clearly communicates the key issues and stakeholders. This step is crucial for ensuring that the PEI is of high quality and that it effectively addresses the specific needs of the situation.

The PEI Preparation Process

3 – Structuring each suitable situation (17/27)



Step 1

Identify the key elements of the situation and the specific requirements of the task. This involves a thorough analysis of the problem statement and the available resources. The goal is to understand the context and the constraints of the situation.

Develop a plan of action based on the identified elements and requirements. This plan should outline the steps to be taken, the resources to be used, and the expected outcomes. It is important to be flexible and adjust the plan as needed during the process.

Execute the plan and monitor progress. This involves implementing the steps outlined in the plan and keeping track of the results. It is important to communicate with others involved in the process and to be open to feedback.

The PEI Preparation Process

3 – Structuring each suitable situation (19/27)

19

Outline

1. Introduction: The purpose of the PEI is to provide a structured approach to the preparation of the PEI. This document outlines the key steps and considerations for each suitable situation.

2. Identification of Suitable Situations: The first step is to identify the situations where the PEI is applicable. This involves a thorough review of the project scope and objectives.

3. Assessment of Risks: Once the situations are identified, the next step is to assess the risks associated with each situation. This includes identifying potential risks and their impact on the project.

4. Development of Mitigation Strategies: Based on the risk assessment, mitigation strategies should be developed for each situation. These strategies should be tailored to the specific risks and the project's requirements.

5. Implementation and Monitoring: The final step is to implement the mitigation strategies and monitor their effectiveness. This involves regular communication and reporting to ensure that the PEI remains up-to-date and effective.

6. Review and Update: The PEI is a dynamic document that should be reviewed and updated as the project progresses. This ensures that the PEI remains relevant and effective throughout the project lifecycle.

7. Conclusion: The PEI is a critical tool for managing risks and ensuring the success of the project. By following the outlined process, project managers can effectively structure each suitable situation and minimize the impact of risks.

8. Appendix: This section contains additional information, including a glossary of terms and a list of references. It provides a comprehensive overview of the PEI preparation process.

The PEI Preparation Process

3 – Structuring each suitable situation (20/27)

1. Identify the key elements of the situation and the roles of the individuals involved. Consider the context, the goals, and the constraints. This step is crucial for understanding the problem and for identifying the key players and their interests.

2. Determine the interests and needs of each individual. This involves understanding what each person wants to achieve and what they stand to lose. This step is essential for identifying potential areas of conflict and for developing strategies to address these conflicts.

3. Develop a plan of action that addresses the interests and needs of all individuals. This involves identifying the key issues and developing a strategy to address these issues. This step is crucial for ensuring that the plan is feasible and that it addresses the interests of all individuals.

The PEI Preparation Process

3 – Structuring each suitable situation (21/27)

1. Identify the key elements of the situation and the stakeholders involved.

2. Determine the interests and needs of each stakeholder.

3. Develop a range of options for addressing the situation.

4. Evaluate the options against the interests and needs of the stakeholders.

The PEI Preparation Process

3 – Structuring each suitable situation (22/27)

1. Identify the key elements of the situation (e.g., who, what, when, where, why, how)

2. Determine the main objective of the situation (e.g., to resolve a conflict, to complete a task)

3. Identify the stakeholders involved in the situation (e.g., the person with the problem, the person providing support)

4. Determine the resources available to address the situation (e.g., time, money, information)

5. Identify the potential risks of the situation (e.g., the situation worsening, the person becoming more upset)

6. Determine the best course of action to address the situation (e.g., to provide support, to resolve the conflict)

7. Implement the chosen course of action (e.g., to provide support, to resolve the conflict)

8. Evaluate the results of the situation (e.g., to see if the problem is resolved, to see if the person is satisfied)

9. Reflect on the experience and learn from it (e.g., to improve future performance, to gain insight into the situation)

- 10. Identify the key elements of the situation (e.g., who, what, when, where, why, how)
- 11. Determine the main objective of the situation (e.g., to resolve a conflict, to complete a task)
- 12. Identify the stakeholders involved in the situation (e.g., the person with the problem, the person providing support)
- 13. Determine the resources available to address the situation (e.g., time, money, information)
- 14. Identify the potential risks of the situation (e.g., the situation worsening, the person becoming more upset)
- 15. Determine the best course of action to address the situation (e.g., to provide support, to resolve the conflict)
- 16. Implement the chosen course of action (e.g., to provide support, to resolve the conflict)
- 17. Evaluate the results of the situation (e.g., to see if the problem is resolved, to see if the person is satisfied)
- 18. Reflect on the experience and learn from it (e.g., to improve future performance, to gain insight into the situation)
- 19. Identify the key elements of the situation (e.g., who, what, when, where, why, how)
- 20. Determine the main objective of the situation (e.g., to resolve a conflict, to complete a task)
- 21. Identify the stakeholders involved in the situation (e.g., the person with the problem, the person providing support)
- 22. Determine the resources available to address the situation (e.g., time, money, information)
- 23. Identify the potential risks of the situation (e.g., the situation worsening, the person becoming more upset)
- 24. Determine the best course of action to address the situation (e.g., to provide support, to resolve the conflict)
- 25. Implement the chosen course of action (e.g., to provide support, to resolve the conflict)
- 26. Evaluate the results of the situation (e.g., to see if the problem is resolved, to see if the person is satisfied)
- 27. Reflect on the experience and learn from it (e.g., to improve future performance, to gain insight into the situation)

The PEI Preparation Process

3 – Structuring each suitable situation (23/27)

- **Identify suitable situations**
This involves identifying situations that are suitable for the PEI process. The PEI process is designed to be used in situations where there is a need for a structured approach to problem-solving and decision-making. The PEI process is designed to be used in situations where there is a need for a structured approach to problem-solving and decision-making. The PEI process is designed to be used in situations where there is a need for a structured approach to problem-solving and decision-making.
- **Structure each suitable situation**
This involves structuring each suitable situation into a PEI process. The PEI process is designed to be used in situations where there is a need for a structured approach to problem-solving and decision-making. The PEI process is designed to be used in situations where there is a need for a structured approach to problem-solving and decision-making. The PEI process is designed to be used in situations where there is a need for a structured approach to problem-solving and decision-making.
- **Implement the PEI process**
This involves implementing the PEI process in each suitable situation. The PEI process is designed to be used in situations where there is a need for a structured approach to problem-solving and decision-making. The PEI process is designed to be used in situations where there is a need for a structured approach to problem-solving and decision-making. The PEI process is designed to be used in situations where there is a need for a structured approach to problem-solving and decision-making.

The PEI Preparation Process

3 – Structuring each suitable situation (24/27)

1. Identify the key elements of the situation (e.g., who, what, when, where, why)

2. Determine the main objective of the situation (e.g., to resolve a conflict, to complete a task, to provide support)

3. Develop a plan of action (e.g., to identify the parties involved, to gather information, to negotiate a solution)

4. Implement the plan (e.g., to contact the parties involved, to gather information, to negotiate a solution)

5. Evaluate the results (e.g., to assess the effectiveness of the plan, to identify areas for improvement)

6. Reflect on the experience (e.g., to identify lessons learned, to develop personal growth)

The PEI Preparation Process

3 – Structuring each suitable situation (25/27)

When you are asked to write an answer to a question, you should first read the question carefully and then think about the best way to answer it. You should also think about the time you have to spend on each question. It is important to plan your answer before you start writing. This will help you to stay organized and to write more clearly. You should also think about the marks available for each question and try to answer the question in a way that will earn you the most marks. Finally, you should always check your answer before you hand it in.

The PEI Preparation Process

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

- 1. Identify the key components of the PEI process, including the identification of the organization's mission, vision, and values, the selection of key performance indicators (KPIs), and the development of a strategic plan.
- 2. Develop a detailed plan for each PEI, including the identification of the organization's mission, vision, and values, the selection of key performance indicators (KPIs), and the development of a strategic plan.
- 3. Implement the PEI process, including the identification of the organization's mission, vision, and values, the selection of key performance indicators (KPIs), and the development of a strategic plan.
- 4. Monitor and evaluate the PEI process, including the identification of the organization's mission, vision, and values, the selection of key performance indicators (KPIs), and the development of a strategic plan.

The PEI Preparation Process

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

- 1. Identify the key components of the PEI process, including the identification of the key stakeholders, the identification of the key issues, the identification of the key objectives, the identification of the key actions, and the identification of the key resources.
- 2. Develop a detailed plan for each PEI example, including the identification of the key stakeholders, the identification of the key issues, the identification of the key objectives, the identification of the key actions, and the identification of the key resources.
- 3. Implement the plan for each PEI example, including the identification of the key stakeholders, the identification of the key issues, the identification of the key objectives, the identification of the key actions, and the identification of the key resources.
- 4. Evaluate the results of each PEI example, including the identification of the key stakeholders, the identification of the key issues, the identification of the key objectives, the identification of the key actions, and the identification of the key resources.

The PEI Preparation Process

5 – Practice and receive feedback

- 1. [Faint, illegible text]
- 2. [Faint, illegible text]
- 3. [Faint, illegible text]
- 4. [Faint, illegible text]
- 5. [Faint, illegible text]
- 6. [Faint, illegible text]
- 7. [Faint, illegible text]
- 8. [Faint, illegible text]
- 9. [Faint, illegible text]
- 10. [Faint, illegible text]

The PEI Preparation Process

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

- 1. Review your stories and identify areas for improvement. Consider the clarity, consistency, and impact of your stories. Ask yourself: Are my stories compelling? Do they clearly illustrate my skills and experiences? Are they relevant to the position I am applying for?
- 2. Rework and refine your stories based on your feedback and self-reflection. Focus on making your stories more concise, clear, and impactful. Use the STAR method (Situation, Task, Action, Result) to structure your stories and ensure they are easy to understand and remember.

The PEI Preparation Process

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

- 1. Review your stories and identify areas for improvement. Consider the clarity, coherence, and impact of your narratives. Are there any gaps in information or areas where the story could be strengthened? Are there any repetitive elements or unnecessary details that could be removed?
- 2. Revise your stories based on your feedback and self-reflection. Focus on making your stories more concise, clear, and compelling. Use the feedback you received to address any weaknesses and highlight your strengths. Consider the structure and flow of your stories, and make adjustments as needed to ensure they are easy to read and understand.
- 3. Seek feedback from others. Share your revised stories with a trusted colleague, mentor, or friend. Ask for their input and feedback, and be open to their suggestions. This can provide you with a fresh perspective and help you identify any remaining areas for improvement.
- 4. Finalize your stories. Once you have incorporated all the feedback and made the necessary revisions, finalize your stories. Proofread them carefully for any typos or errors, and ensure they are formatted consistently and professionally.

MCKINSEY PEI COACHING

<http://pei-coaching.consulting-case-interviews.com/>



ROBERT STEINER

High-Impact – 1:1 – 100% RISK-FREE*

McKinsey PEI COACHING

-  **Have a 100% risk-free coaching***
-  Save tons of time preparing your PEI
-  Choose the right examples for your PEI
-  Gain an edge over other candidates
-  Significantly reduce the risk of failure
-  Get a reality check of your own examples

For More Information & Booking Please Visit
<http://pei-coaching.consulting-case-interviews.com/>

* If your stories are close to perfect already and I cannot find any significant improvement for your McKinsey PEI, guess what – I will make a full refund directly at the end of your coaching session! Therefore it's 100% risk-free for you - you will end up paying for the coaching session only if I can add value for your McKinsey PEI prep.

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)

- 1. [Faint, illegible text]
- 2. [Faint, illegible text]
- 3. [Faint, illegible text]

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)

- 1. The company's revenue has increased significantly over the past year, but its profits have decreased. What factors could explain this trend?
- 2. A company's sales are declining, and its market share is shrinking. What strategies could the company implement to reverse this trend?
- 3. A company's operating costs are rising, and its margins are narrowing. What steps could the company take to reduce costs and improve profitability?

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)

- 1. **Identify the underlying issue in the following question:** "How many people are there in the world?"
The underlying issue is the total population of the world.
- 2. **Identify the underlying issue in the following question:** "What is the capital of France?"
The underlying issue is the name of the capital city of France.
- 3. **Identify the underlying issue in the following question:** "What is the area of a square with side length 5?"
The underlying issue is the calculation of the area of a square.
- 4. **Identify the underlying issue in the following question:** "What is the derivative of x^2 ?"
The underlying issue is the calculation of the derivative of a function.
- 5. **Identify the underlying issue in the following question:** "What is the volume of a cube with side length 3?"
The underlying issue is the calculation of the volume of a cube.
- 6. **Identify the underlying issue in the following question:** "What is the perimeter of a rectangle with length 4 and width 6?"
The underlying issue is the calculation of the perimeter of a rectangle.
- 7. **Identify the underlying issue in the following question:** "What is the area of a circle with radius 2?"
The underlying issue is the calculation of the area of a circle.
- 8. **Identify the underlying issue in the following question:** "What is the slope of a line passing through the points (1, 2) and (3, 4)?"
The underlying issue is the calculation of the slope of a line.
- 9. **Identify the underlying issue in the following question:** "What is the sum of the first 10 natural numbers?"
The underlying issue is the calculation of the sum of an arithmetic series.
- 10. **Identify the underlying issue in the following question:** "What is the average of the numbers 1, 2, 3, 4, and 5?"
The underlying issue is the calculation of the arithmetic mean.

PEI Sample Questions

Leadership (1/3)

- 1. How do you describe your leadership style? Do you prefer to lead from the front or from behind? How do you motivate your team? Do you prefer to work with people who are highly motivated and self-starting, or do you prefer to work with people who need more structure and direction?
- 2. How do you handle conflict? Do you prefer to avoid conflict, or do you prefer to confront it? How do you resolve conflicts? Do you prefer to use a win-win approach, or do you prefer to use a win-lose approach?
- 3. How do you manage your time? Do you prefer to work in a structured environment, or do you prefer to work in a more flexible environment? How do you prioritize your tasks? Do you prefer to work on multiple tasks at once, or do you prefer to focus on one task at a time?
- 4. How do you build a team? Do you prefer to hire people who are highly skilled and experienced, or do you prefer to hire people who are less skilled but have a lot of potential? How do you develop your team? Do you prefer to provide a lot of training and support, or do you prefer to let people learn on the job?
- 5. How do you communicate? Do you prefer to communicate in writing, or do you prefer to communicate verbally? How do you listen? Do you prefer to listen actively, or do you prefer to listen passively? How do you give feedback? Do you prefer to give feedback privately, or do you prefer to give feedback in front of the team?

PEI Sample Questions

Leadership (2/3)

- 1. How do you describe your leadership style? Do you prefer to lead from the front or from behind? How do you handle conflict? Do you prefer to work with people or on your own? Do you prefer to work in a structured environment or a more flexible one? Do you prefer to work in a team or on your own? Do you prefer to work in a fast-paced environment or a more relaxed one? Do you prefer to work in a high-pressure environment or a more relaxed one? Do you prefer to work in a high-pressure environment or a more relaxed one?
- 2. How do you describe your leadership style? Do you prefer to lead from the front or from behind? How do you handle conflict? Do you prefer to work with people or on your own? Do you prefer to work in a structured environment or a more flexible one? Do you prefer to work in a team or on your own? Do you prefer to work in a fast-paced environment or a more relaxed one? Do you prefer to work in a high-pressure environment or a more relaxed one? Do you prefer to work in a high-pressure environment or a more relaxed one?
- 3. How do you describe your leadership style? Do you prefer to lead from the front or from behind? How do you handle conflict? Do you prefer to work with people or on your own? Do you prefer to work in a structured environment or a more flexible one? Do you prefer to work in a team or on your own? Do you prefer to work in a fast-paced environment or a more relaxed one? Do you prefer to work in a high-pressure environment or a more relaxed one? Do you prefer to work in a high-pressure environment or a more relaxed one?
- 4. How do you describe your leadership style? Do you prefer to lead from the front or from behind? How do you handle conflict? Do you prefer to work with people or on your own? Do you prefer to work in a structured environment or a more flexible one? Do you prefer to work in a team or on your own? Do you prefer to work in a fast-paced environment or a more relaxed one? Do you prefer to work in a high-pressure environment or a more relaxed one? Do you prefer to work in a high-pressure environment or a more relaxed one?

PEI Sample Questions

Leadership (3/3)

- 1. Which of the following is a key characteristic of a transformational leader?
a. Focuses on short-term results
b. Inspires and motivates followers
c. Relies on formal authority
d. Avoids conflict
- 2. What is the primary purpose of a vision statement?
a. To define the organization's mission
b. To provide a clear direction for the future
c. To describe the organization's products and services
d. To outline the organization's financial goals
- 3. Which of the following is a key component of emotional intelligence?
a. Self-awareness
b. Self-regulation
c. Social skills
d. All of the above

PEI Sample Questions

Personal Impact (1/2)

- 1. How has your experience in this program impacted your understanding of the world?
- 2. How has your experience in this program impacted your understanding of yourself?
- 3. How has your experience in this program impacted your understanding of your future?
- 4. How has your experience in this program impacted your understanding of your community?
- 5. How has your experience in this program impacted your understanding of your role in the world?

PEI Sample Questions

Personal Impact (2/2)

- 1. How has your experience with the program impacted your personal and professional life? Please provide specific examples of how the program has influenced your values, beliefs, and actions.
- 2. How do you plan to apply the knowledge and skills you have gained from the program to your future career and personal life? Please provide specific examples of how you will use what you have learned to make a positive impact on the world.

PEI Sample Questions

Entrepreneurial Drive (1/2)

- 1. How often do you think about starting your own business?
- 2. How often do you think about starting your own business?
- 3. How often do you think about starting your own business?
- 4. How often do you think about starting your own business?
- 5. How often do you think about starting your own business?
- 6. How often do you think about starting your own business?

PEI Sample Questions

Entrepreneurial Drive (2/2)

- 1. Which of the following is NOT a characteristic of an entrepreneur?
a) They are risk-takers.
b) They are creative.
c) They are organized.
d) They are conservative.
- 2. Which of the following is NOT a characteristic of an entrepreneur?
a) They are risk-takers.
b) They are creative.
c) They are organized.
d) They are conservative.
- 3. Which of the following is NOT a characteristic of an entrepreneur?
a) They are risk-takers.
b) They are creative.
c) They are organized.
d) They are conservative.
- 4. Which of the following is NOT a characteristic of an entrepreneur?
a) They are risk-takers.
b) They are creative.
c) They are organized.
d) They are conservative.
- 5. Which of the following is NOT a characteristic of an entrepreneur?
a) They are risk-takers.
b) They are creative.
c) They are organized.
d) They are conservative.

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

- 1. [Blurred text]
- 2. [Blurred text]

PEI Sample Stories From Successful Candidates

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

- 1. [Blurred text]
- 2. [Blurred text]

PEI Sample Stories From Successful Candidates

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

- 1.

As a manager, I have always been focused on customer satisfaction. In my previous role, I led a team of professionals who were responsible for providing high-quality services to our clients. I understood that customer satisfaction was the key to our success, and I implemented several strategies to ensure that we were meeting and exceeding our clients' expectations. One of the first things I did was to establish a clear communication channel with our clients. I encouraged my team to be proactive in reaching out to clients and to provide regular updates on the progress of their projects. I also implemented a system of client feedback, where clients were invited to provide their thoughts and suggestions on our services. This allowed us to identify areas for improvement and to make adjustments to our processes and services accordingly. As a result, our client satisfaction scores improved significantly, and we saw a steady increase in our client base. I believe that these experiences have shaped my leadership style, and I am committed to continuing to prioritize customer satisfaction in all of my future roles.
- 2.

During my time as a manager, I have learned that customer satisfaction is not just a goal, but a mindset. It is about understanding your clients' needs and going above and beyond to meet them. I have found that the most effective way to achieve this is through open communication and transparency. I encourage my team to be honest with clients about any challenges or delays, and to provide clear explanations for any issues. I also believe in the power of listening. I make it a point to listen to my clients' concerns and to take their feedback seriously. This not only helps to build trust and loyalty, but it also allows us to learn from our mistakes and to improve our services. I have found that when clients feel that they are being heard and that their needs are being met, they are much more likely to be satisfied and to recommend our services to others. I am proud of the work that my team and I have done to improve our client satisfaction, and I am confident that we will continue to strive for excellence in the future.
- 3.

As a manager, I have always been passionate about customer satisfaction. I believe that it is the foundation of any successful business, and I have made it a top priority in all of my roles. I have found that the key to achieving high levels of customer satisfaction is to focus on the customer's experience. This means understanding the customer's journey and identifying any pain points or areas of opportunity. I have implemented several strategies to improve the customer experience, including streamlining our processes, providing personalized service, and ensuring that our staff is well-trained and empowered to meet the needs of our clients. I have also found that it is important to have a strong support system in place to ensure that our clients are always getting the best possible service. I have implemented a system of peer support, where team members are encouraged to help each other out and to share their knowledge and expertise. This has helped to create a positive and collaborative work environment, and it has also ensured that our clients are always getting the best possible service. I am proud of the work that my team and I have done to improve our customer satisfaction, and I am committed to continuing to strive for excellence in the future.

PEI Sample Stories From Successful Candidates

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

- [Blurred text]

PEI Sample Stories From Successful Candidates

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

- 1. I was part of a team that was responsible for the implementation of a new system. The project was very challenging, but we managed to complete it on time and within budget. This was a great achievement for our team and our organization.
- 2. I was part of a team that was responsible for the implementation of a new system. The project was very challenging, but we managed to complete it on time and within budget. This was a great achievement for our team and our organization.
- 3. I was part of a team that was responsible for the implementation of a new system. The project was very challenging, but we managed to complete it on time and within budget. This was a great achievement for our team and our organization.

PEI Sample Stories From Successful Candidates

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

- [Blurred text]

PEI Sample Stories From Successful Candidates

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

- [Blurred text]
- [Blurred text]

PEI Sample Stories From Successful Candidates

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

- In this story, the candidate describes a leadership initiative at a US tech company. The candidate explains the context of the initiative, the challenges they faced, and the actions they took to lead the team through the project. They highlight their communication skills, their ability to motivate and inspire the team, and their focus on achieving the organization's goals. The candidate concludes by reflecting on the success of the initiative and the lessons learned.
- In this story, the candidate describes a leadership initiative at a US tech company. The candidate explains the context of the initiative, the challenges they faced, and the actions they took to lead the team through the project. They highlight their communication skills, their ability to motivate and inspire the team, and their focus on achieving the organization's goals. The candidate concludes by reflecting on the success of the initiative and the lessons learned.

PEI Sample Stories From Successful Candidates

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

- 1. This candidate was responsible for leading a team of employees in a small company. They were responsible for the overall performance of the company and for the success of the business. They were also responsible for the financial performance of the company and for the success of the business. They were also responsible for the financial performance of the company and for the success of the business.
- 2. This candidate was responsible for leading a team of employees in a small company. They were responsible for the overall performance of the company and for the success of the business. They were also responsible for the financial performance of the company and for the success of the business. They were also responsible for the financial performance of the company and for the success of the business.

PEI Sample Stories From Successful Candidates

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

- [Blurred text]
- [Blurred text]

PEI Sample Stories From Successful Candidates

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

- 1. This candidate was a successful PEI applicant who was a former... (text is extremely blurry and illegible)
- 2. This candidate was a successful PEI applicant who was a former... (text is extremely blurry and illegible)

PEI Sample Stories From Successful Candidates

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

- 1. [Faded text]
- 2. [Faded text]

PEI Sample Stories From Successful Candidates

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

- 1. [Faded text describing a candidate's experience with organizational politics during an internship, mentioning challenges and personal growth.]
- 2. [Faded text describing another candidate's experience with organizational politics during an internship, highlighting the impact on their professional development.]

PEI Sample Stories From Successful Candidates

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

- 1. [Faded text]
- 2. [Faded text]

PEI Sample Stories From Successful Candidates

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

- 1. I was working as a customer service representative for a retail company. One of my responsibilities was to handle customer complaints. I remember one particular incident where a customer was very upset because they had bought a product that was defective. They had spent a lot of money on it, and it was not working. I listened to their complaint and apologized for the inconvenience. I then offered them a replacement product and a refund for the defective item. The customer was very satisfied with my solution and thanked me for my help. This experience taught me the importance of listening to customers and providing them with a solution that meets their needs.
- 2. I was working as a customer service representative for a retail company. One of my responsibilities was to handle customer complaints. I remember one particular incident where a customer was very upset because they had bought a product that was defective. They had spent a lot of money on it, and it was not working. I listened to their complaint and apologized for the inconvenience. I then offered them a replacement product and a refund for the defective item. The customer was very satisfied with my solution and thanked me for my help. This experience taught me the importance of listening to customers and providing them with a solution that meets their needs.

PEI Sample Stories From Successful Candidates

Personal Impact: „Doctoral thesis in the US“

- 1. This candidate's story focuses on the challenges of completing a doctoral thesis in the US, highlighting the importance of perseverance and seeking support from advisors and peers.
- 2. This candidate's story focuses on the challenges of completing a doctoral thesis in the US, highlighting the importance of perseverance and seeking support from advisors and peers.

PEI Sample Stories From Successful Candidates

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

- 1. This candidate, who is a medical professional, shared a story about a patient who was struggling with a chronic condition. The candidate described how they used their clinical skills and empathy to help the patient manage their condition, leading to a significant improvement in the patient's quality of life. The candidate emphasized the importance of listening to the patient's concerns and providing personalized care.
- 2. Another candidate, who is a healthcare administrator, shared a story about a patient who was facing a difficult decision regarding their treatment. The candidate described how they used their communication skills and knowledge of healthcare options to help the patient understand their choices and make an informed decision. The candidate highlighted the importance of being transparent and honest with patients, even when the news is difficult to hear.

PEI Sample Stories From Successful Candidates

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

- 1. I was working in a hospital when I was 19 years old. I was assigned to a patient who was very difficult to care for. He was very angry and would not cooperate with any treatment. I was very nervous and didn't know what to do. My supervisor told me to be patient and to try to understand his situation. I started talking to him and found out that he was very sad because he was alone in the hospital. I decided to spend more time with him and to help him feel better. I was very happy when he started to cooperate and when he was discharged. This experience taught me that I should always be patient and try to understand the other person's situation.

PEI Sample Stories From Successful Candidates

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

- 1. I was responsible for organizing a conference without a budget. I had to find sponsors, secure a venue, and manage the logistics. I successfully organized the conference and received positive feedback from attendees.
- 2. I was responsible for organizing a conference without a budget. I had to find sponsors, secure a venue, and manage the logistics. I successfully organized the conference and received positive feedback from attendees.
- 3. I was responsible for organizing a conference without a budget. I had to find sponsors, secure a venue, and manage the logistics. I successfully organized the conference and received positive feedback from attendees.

PEI Sample Stories From Successful Candidates

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

- 1. I was asked to organize a conference for the company. I had no budget, but I was determined to make it happen. I started by reaching out to my network and asking for help. I found several people who were willing to donate their time and resources. I also reached out to local businesses and asked if they would be interested in sponsoring the conference. I was able to secure several sponsors, which helped cover the costs of the event. I also reached out to local media and asked if they would be interested in covering the conference. This helped to generate interest and attract more attendees. Finally, I reached out to local hotels and asked if they would be interested in providing a discount on their rates. This helped to reduce the cost of the event. In the end, the conference was a success. It was well-attended and received positive feedback from attendees. I was able to organize the conference without a budget, and I was proud of what I had accomplished.

PEI Sample Stories From Successful Candidates

Achievement: „Founding an Asian cuisine restaurant“

- 1. I have achieved my goal of founding an Asian cuisine restaurant in my hometown of [City]. I started by researching the market and identifying the needs of the community. I then secured a location and built a team of talented staff. Through hard work and dedication, we have successfully established a thriving business that has become a local landmark.
- 2. I have achieved my goal of founding an Asian cuisine restaurant in my hometown of [City]. I started by researching the market and identifying the needs of the community. I then secured a location and built a team of talented staff. Through hard work and dedication, we have successfully established a thriving business that has become a local landmark.
- 3. I have achieved my goal of founding an Asian cuisine restaurant in my hometown of [City]. I started by researching the market and identifying the needs of the community. I then secured a location and built a team of talented staff. Through hard work and dedication, we have successfully established a thriving business that has become a local landmark.

PEI Sample Stories From Successful Candidates

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

- 1.

During my time as president of the university business club, I led a team of 15 members to achieve a 20% increase in membership and a 30% increase in fundraising revenue. I implemented a new recruitment strategy that focused on reaching out to potential members through social media and campus events. Additionally, I organized a series of workshops and seminars that provided valuable insights into business and entrepreneurship, which attracted new members and increased our club's reputation.
- 2.

As the president of the university business club, I successfully led a team of 12 members to secure a partnership with a local business, resulting in a 15% increase in our club's budget. I initiated a series of networking events and guest lectures that provided our members with valuable industry connections and insights. Furthermore, I implemented a new financial management system that improved our club's transparency and accountability, ensuring that all funds were used effectively for our members' benefit.
- 3.

Throughout my tenure as president of the university business club, I led a team of 10 members to achieve a 25% increase in our club's membership and a 40% increase in our fundraising revenue. I implemented a new recruitment strategy that focused on reaching out to potential members through social media and campus events. Additionally, I organized a series of workshops and seminars that provided valuable insights into business and entrepreneurship, which attracted new members and increased our club's reputation.

PEI Sample Stories From Successful Candidates

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

- 1. I took the lead in organizing a series of events for the club, including a business conference, a networking event, and a charity fundraiser. These events not only increased the club's visibility but also helped to build a strong relationship with the university's business community.
- 2. I also supported the club's growth by recruiting new members, providing mentorship to new members, and organizing a series of workshops and seminars. These efforts helped to increase the club's membership and provided valuable opportunities for members to learn and grow.

PEI Sample Stories From Successful Candidates

Achievement: „Establishing an online politics platform“

- 1. This candidate, according to studies in politics in Canada, Europe, and other countries, has been successful in the government sector, as well as in the private sector, and has been successful in the government sector, as well as in the private sector.
- 2. This candidate, according to studies in politics in Canada, Europe, and other countries, has been successful in the government sector, as well as in the private sector, and has been successful in the government sector, as well as in the private sector.
- 3. This candidate, according to studies in politics in Canada, Europe, and other countries, has been successful in the government sector, as well as in the private sector, and has been successful in the government sector, as well as in the private sector.

7

PEI Tactical Issues to Consider

PEI Tactical Issues to Consider

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

[Blurred text block]

- [Blurred list item 1]
- [Blurred list item 2]

PEI Tactical Issues to Consider

Make sure to really answer the question asked by your interviewer

[Faint, illegible text]

[Faint, illegible text]

[Faint, illegible text]

[Faint, illegible text]

PEI Tactical Issues to Consider

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

1. *Describe a project or task that you were assigned to and how you completed it.*

1. *Describe a project or task that you were assigned to and how you completed it.* This question is designed to assess your ability to manage a project or task from start to finish. It also allows you to demonstrate your problem-solving skills and your ability to work with others. When answering this question, be sure to provide a clear and concise description of the project or task, and then explain the steps you took to complete it. Be sure to highlight any challenges you faced and how you overcame them. Finally, be sure to mention the results of your project or task and how you feel about the experience.

2. *Describe a time when you had to work with a difficult person or team.* This question is designed to assess your ability to work with others, even when they are difficult. It also allows you to demonstrate your conflict resolution skills and your ability to stay focused on the task at hand. When answering this question, be sure to provide a clear and concise description of the situation, and then explain the steps you took to resolve the conflict. Be sure to highlight any challenges you faced and how you overcame them. Finally, be sure to mention the results of your efforts and how you feel about the experience.

3. *Describe a time when you had to learn something new quickly.* This question is designed to assess your ability to learn quickly and adapt to new situations. It also allows you to demonstrate your problem-solving skills and your ability to work under pressure. When answering this question, be sure to provide a clear and concise description of the situation, and then explain the steps you took to learn the new skill or concept. Be sure to highlight any challenges you faced and how you overcame them. Finally, be sure to mention the results of your efforts and how you feel about the experience.

PEI Tactical Issues to Consider

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

- 1. [Faint, illegible text]
- 2. [Faint, illegible text]

PEI Tactical Issues to Consider

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

- 1. **Dimension 1: The individual's personality and behavior.** This dimension focuses on the individual's traits, characteristics, and actions. It is the most visible and measurable aspect of the individual. Two stories should be prepared for this dimension, one highlighting the individual's strengths and one highlighting their weaknesses.
- 2. **Dimension 2: The individual's relationships and social network.** This dimension focuses on the individual's interactions with others, including family, friends, and colleagues. It provides context for the individual's behavior and personality. Two stories should be prepared for this dimension, one highlighting the individual's positive relationships and one highlighting their negative relationships.
- 3. **Dimension 3: The individual's history and background.** This dimension focuses on the individual's past experiences, including education, work history, and legal record. It provides a broader context for the individual's current behavior and personality. Two stories should be prepared for this dimension, one highlighting the individual's positive history and one highlighting their negative history.

PEI Tactical Issues to Consider

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

Additional Info:

1. Research the company's history, mission, and values. This will help you understand the company's perspective and identify key issues.

2. Identify the company's stakeholders and their interests. This will help you understand the company's perspective and identify key issues.

3. Consider the company's reputation and how it might be affected by the issues.

4. Prepare two stories for each dimension, one from the company's perspective and one from the stakeholder's perspective. This will help you understand the company's perspective and identify key issues.

PEI Tactical Issues to Consider

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

- 1. [Faint, illegible text]
- 2. [Faint, illegible text]

PEI Tactical Issues to Consider

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

- 1. Identify the specific tactical issues that you are being asked to reflect on. These may include: communication, decision-making, teamwork, problem-solving, and leadership. Consider how you have demonstrated these skills in the past and how you plan to use them in the future.
- 2. Reflect on your own strengths and weaknesses. Consider how your strengths align with the tactical issues you are being asked to reflect on. Also, consider how your weaknesses may impact your performance and how you plan to address them.
- 3. Prepare to provide specific examples of your tactical performance. Use the STAR method (Situation, Task, Action, Result) to describe your experiences. Be sure to highlight your contributions and the results of your actions.

PEI Tactical Issues to Consider

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

- 1. "What are the most significant challenges you face in your current role?"
- 2. "How do you handle stress and pressure in a high-stakes environment?"

3. "Can you describe a time when you had to make a difficult decision? What factors influenced your choice, and what was the outcome?"

4. "How do you measure success in your work? Can you provide an example of a project or goal you successfully completed?"

PEI Common Mistakes to Avoid

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

- 1. [Illegible text]
- 2. [Illegible text]
- 3. [Illegible text]

8

PEI Common Mistakes to Avoid

PEI Common Mistakes to Avoid

Not being specific enough in your example

- 1. The respondent is often not given enough information to understand the situation. For example, the respondent is often not given enough information to understand the situation. For example, the respondent is often not given enough information to understand the situation. For example, the respondent is often not given enough information to understand the situation.
- 2. The respondent is often not given enough information to understand the situation. For example, the respondent is often not given enough information to understand the situation. For example, the respondent is often not given enough information to understand the situation. For example, the respondent is often not given enough information to understand the situation.
- 3. The respondent is often not given enough information to understand the situation. For example, the respondent is often not given enough information to understand the situation. For example, the respondent is often not given enough information to understand the situation. For example, the respondent is often not given enough information to understand the situation.

PEI Common Mistakes to Avoid

Choosing an example from some years ago already

The first mistake is choosing an example from some years ago already. This is a common mistake because it is easy to find an example from a past year that is similar to the current year. However, this is not a good idea because the example may not be relevant to the current year's situation.

The second mistake is choosing an example that is too general. A general example is one that is not specific to the current year's situation. This is a common mistake because it is easy to find a general example that is similar to the current year's situation. However, this is not a good idea because the example may not be relevant to the current year's situation.

The third mistake is choosing an example that is too specific. A specific example is one that is only relevant to the current year's situation. This is a common mistake because it is easy to find a specific example that is relevant to the current year's situation. However, this is not a good idea because the example may not be relevant to the current year's situation.

PEI Common Mistakes to Avoid

Referring more to „we“ instead of „I“

- 1. The first mistake is referring to the group as „we“ instead of „I“. This is a common mistake because it is often easier to say „we“ than „I“. However, using „we“ can make it difficult for the audience to know who is responsible for the actions being described. For example, if you say „we decided to go to the store“, it is unclear if you decided or if someone else did. Using „I“ is more direct and clear.
- 2. Another mistake is using „we“ to refer to a group that is not clearly defined. For example, if you say „we should do this“, it is unclear who „we“ refers to. This can lead to confusion and disagreement. It is better to use „I“ or „you“ to be more specific.
- 3. A third mistake is using „we“ to refer to a group that is not the speaker's group. For example, if you are speaking to a group of people and you say „we should do this“, it is unclear if you are referring to yourself and the audience or to a different group. This can be confusing and may lead to misunderstandings.

PEI Common Mistakes to Avoid

Not putting enough structure into your example

- 1. The first mistake is not providing enough structure to your example. This means not clearly defining the problem, the goal, and the constraints. Without this structure, the reader will be confused and unable to follow your reasoning. To avoid this, clearly state the problem, the goal, and the constraints at the beginning of your example. This will help the reader understand the context and the goal of your example.
- 2. The second mistake is not providing enough detail to your example. This means not clearly defining the variables, the data, and the steps of your solution. Without this detail, the reader will be unable to follow your reasoning. To avoid this, clearly define the variables, the data, and the steps of your solution. This will help the reader understand the details of your example.
- 3. The third mistake is not providing enough explanation to your example. This means not clearly explaining the reasoning behind your solution. Without this explanation, the reader will be unable to understand your solution. To avoid this, clearly explain the reasoning behind your solution. This will help the reader understand the logic of your example.

PEI Common Mistakes to Avoid

Showing a lack of self-reflection

- ❑ Failing to acknowledge your own role in the situation (e.g., "I was just following orders" or "I was overwhelmed by the workload")
- ❑ Blaming others for the situation (e.g., "The team didn't communicate properly" or "My supervisor gave me unclear instructions")
- ❑ Making excuses for your actions (e.g., "I was tired" or "I was stressed")

PEI Common Mistakes to Avoid

Talking too much about the situation instead of your abilities

- ❌ **Don't overemphasize the situation.** Focus on your abilities and how you can solve the problem. Instead of saying "I'm really nervous about this interview," say "I'm excited to meet you and discuss how my skills can help your team."
- ❌ **Don't overemphasize the situation.** Focus on your abilities and how you can solve the problem. Instead of saying "I'm really nervous about this interview," say "I'm excited to meet you and discuss how my skills can help your team."
- ❌ **Don't overemphasize the situation.** Focus on your abilities and how you can solve the problem. Instead of saying "I'm really nervous about this interview," say "I'm excited to meet you and discuss how my skills can help your team."

PEI Common Mistakes to Avoid

Not preparing enough to talk about „soft“ factors

- 1. Not preparing enough to talk about „soft“ factors
- 2. Not preparing enough to talk about „soft“ factors

PEI Common Mistakes to Avoid

Having practiced your examples too much and sounding recited

- 1. [Blurred text]
- 2. [Blurred text]
- 3. [Blurred text]

PEI Common Mistakes to Avoid

Faking examples which never happened this way

- 1. [Illegible text]
- 2. [Illegible text]

MCKINSEY PEI COACHING

<http://pei-coaching.consulting-case-interviews.com/>



ROBERT STEINER

High-Impact – 1:1 – 100% RISK-FREE*

McKinsey PEI COACHING

-  **Have a 100% risk-free coaching***
-  Save tons of time preparing your PEI
-  Choose the right examples for your PEI
-  Gain an edge over other candidates
-  Significantly reduce the risk of failure
-  Get a reality check of your own examples

For More Information & Booking Please Visit
<http://pei-coaching.consulting-case-interviews.com/>

* If your stories are close to perfect already and I cannot find any significant improvement for your McKinsey PEI, guess what – I will make a full refund directly at the end of your coaching session! Therefore it's 100% risk-free for you - you will end up paying for the coaching session only if I can add value for your McKinsey PEI prep.

9

BONUS 2:

Must-Read Books on Consulting

Bonus: Must-Read Books on Consulting

Recommended books for future management consultants (1/2)

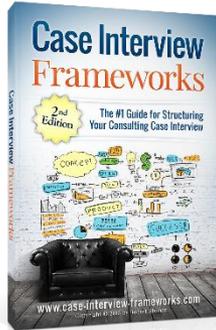
[Faint, illegible text]

Bonus: Must-Read Books on Consulting

Recommended books for future management consultants (2/2)

- 1. [Faded text]
- 2. [Faded text]
- 3. [Faded text]
- 4. [Faded text]
- 5. [Faded text]
- 6. [Faded text]
- 7. [Faded text]
- 8. [Faded text]

PS: Other consulting prep material you might be interested in

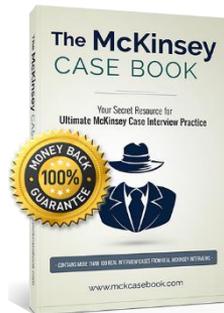


Case Interview Frameworks – <http://www.case-interview-frameworks.com>
The #1 Guide for Structuring Your Consulting Case Interview

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...

Download Adobe PDF Ebook Now At
<http://www.case-interview-frameworks.com>



(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...

Download Adobe PDF Ebook Now At
<http://ebook.mckcasebook.com>