

# The Ultimate McKinsey PEI Prep

How to really answer McKinsey  
Personal Experience Interview questions

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**... 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."*

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# About Robert

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

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

I am the founder of [consulting-case-interviews.com](http://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](http://Quora.com) with more than 100.000 views on my answers, [PrepLounge Premium Expert](#) with >95% recommendation rate and some more things like that.

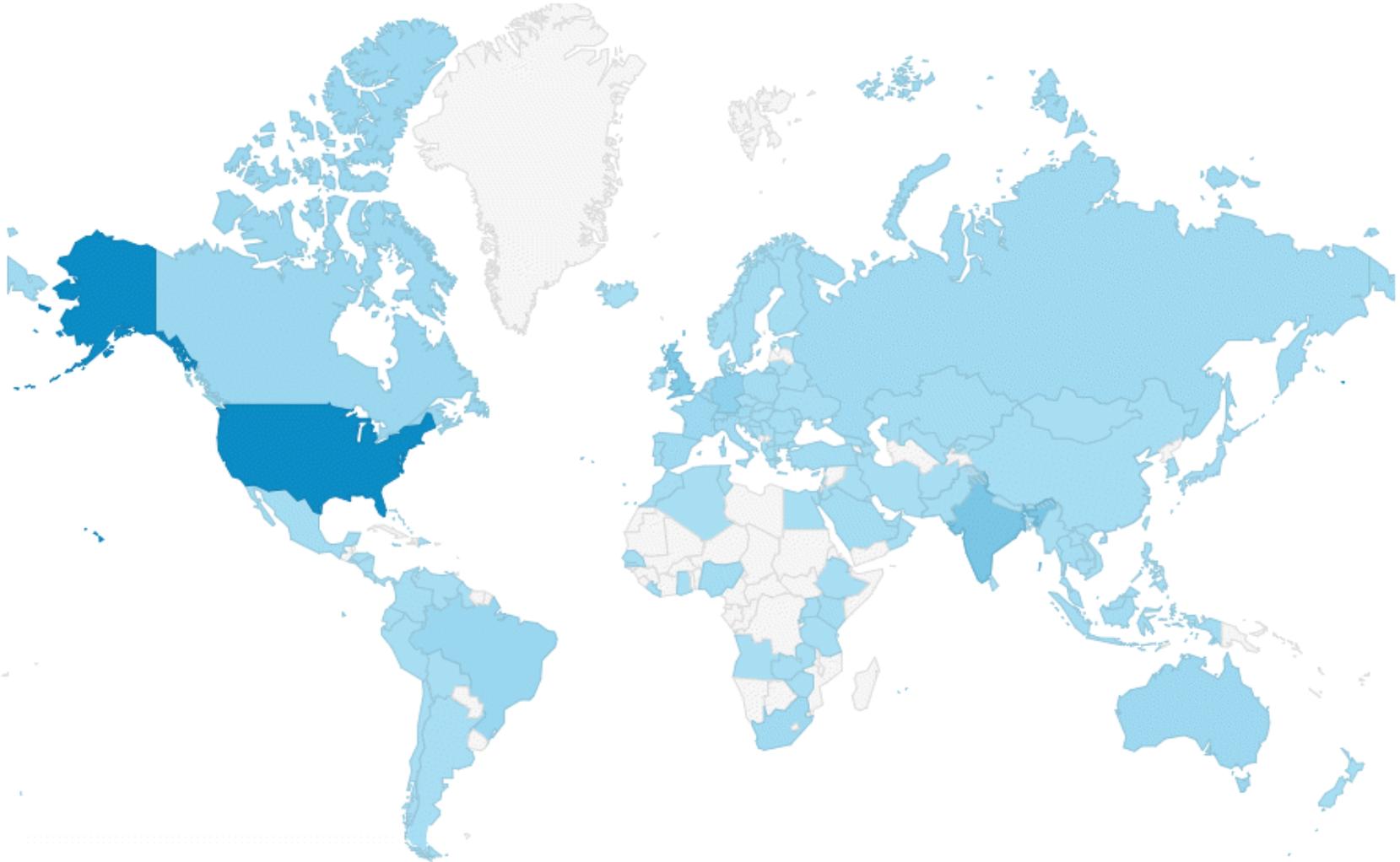
I don't intend to brag with all that, nor to bore you to death - just want to emphasize that **this is serious stuff which works 100%**!



CONSULTING CASE INTERVIEWS  
*The Professional Case Interview Prep*

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# Geographical spread of The Ultimate McKinsey PEI Prep eBook



# 1

**The Big Picture**  
**(SAMPLE CHAPTER,**  
**followed by ghost deck)**

# The Big Picture

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

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

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

### Leadership Abilities

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

### Personal Impact

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

### Entrepreneurial Drive

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

# The Big Picture

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

- **You are expected to be prepared, anyway.** As a future top-management consultant, you are expected to prepare yourself to the best extent possible with all information which is available beforehand. Being lazy in your preparation efforts and not doing your homework upfront is definitely no excuse for bad interview performance – and no interviewer will feel sorry for you if you don't perform on this part of the interview process and get kicked out.
- **The bar for passing the PEI is much higher than you would ever expect.** Even though not much information is shared, McKinsey interviewers have extremely high standards concerning the PEI. Why? Because when looking at candidates, interviewers don't look at them as everlasting data-crunching machines, but as potential future engagement managers (project managers). Therefore, the “soft” skills are even more relevant than “hard” problem solving skills, and thus a very important aspect when taking on new hires, no matter for which entry level.

# The Big Picture

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

- **You think that preparing some general CV-related questions and looking over past experiences and achievements is enough to prepare.** This approach is maybe a kind of start for the PEI prep, but if that is all you are planning to prepare, then it's better to save your time and energy and don't even go any further in your interview process (and it does not matter at all if you are the top performer in the case study and/or Problem Solving Test!).
- **You severely underestimate how detailed the PEI will get and get caught by surprise once you are sitting in your real interview.** Experience from my hundreds of PEI coaching sessions since 2009 shows that basically all candidates are astonished by how detailed the McKinsey PEI really gets. Most candidates finish preparing their stories on a level where it just starts to get interesting for the interviewer. And yes, it is true that interviewers sometimes ask about the precise words you were using in a specific situation. Since technically speaking the McKinsey PEI is a behavioral interview, the interviewer really wants to understand not only the situation in general, but especially your actions and decision-making rationale in great detail – that's what will be evaluated, as opposed to the general situation and context as such.

# The Big Picture

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

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

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

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

# The Big Picture

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

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

The only reason why this candidate got a 2<sup>nd</sup> 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).

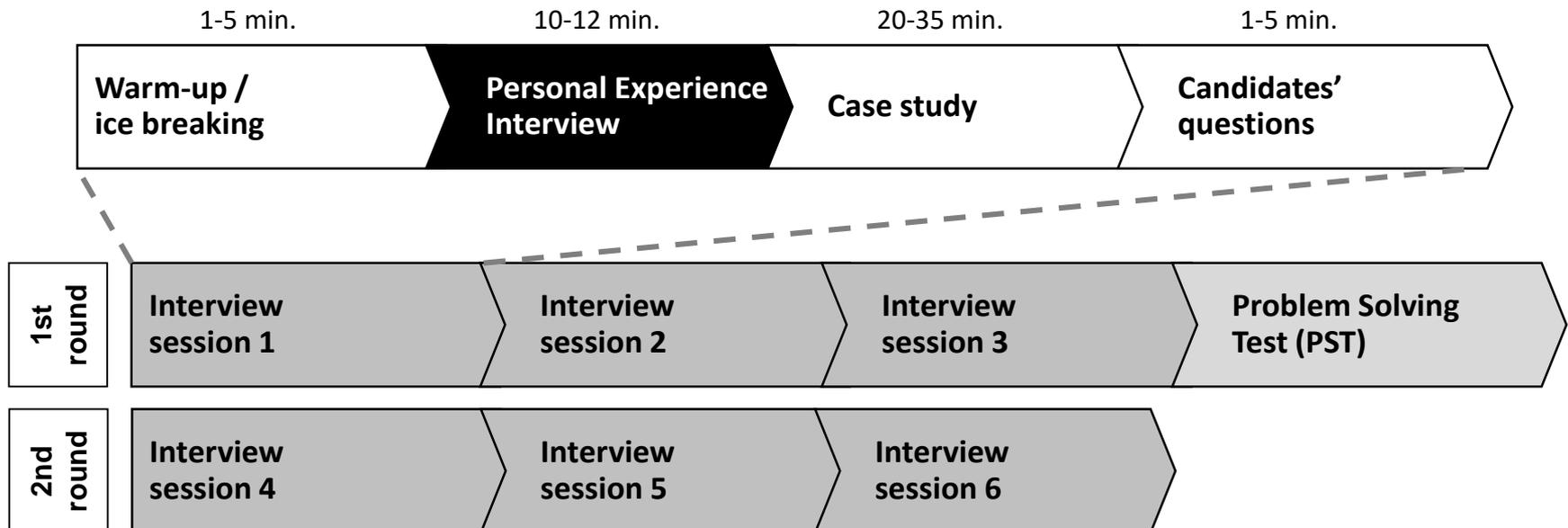
After your PEI, the interviewer needs to be positive that you will be handling difficult situations in future well too – just having the right experiences under you belt is the minimum requirement and prerequisite to get invited to on-site interviews, but won't be enough to pass the PEI.

# 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 2<sup>nd</sup> 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 2<sup>nd</sup> 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 2<sup>nd</sup> 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, 2<sup>nd</sup> round interviewers are receiving an in-depth briefing about your 1<sup>st</sup> round interview performance, and will therefore focus on exactly those issues which were not 100% perfect in the 1<sup>st</sup> round interviews to really make sure that you possess the respective required skills
- As preparation for 2<sup>nd</sup> round interviews it therefore makes sense to focus on exactly those issues which did not go perfectly well and were borderline in the 1<sup>st</sup> round interviews – if you got some feedback from interviewers or got to understand yourself that your PEI was not perfect in 1<sup>st</sup> round interviews, you need to have better examples at hand for the 2<sup>nd</sup> round to get your desired McKinsey offer

In any case you should have additional PEI stories prepared for 2<sup>nd</sup> 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 1<sup>st</sup> round, you should expect a heavy focus on PEI in your 2<sup>nd</sup> round interviews.

# The Big Picture

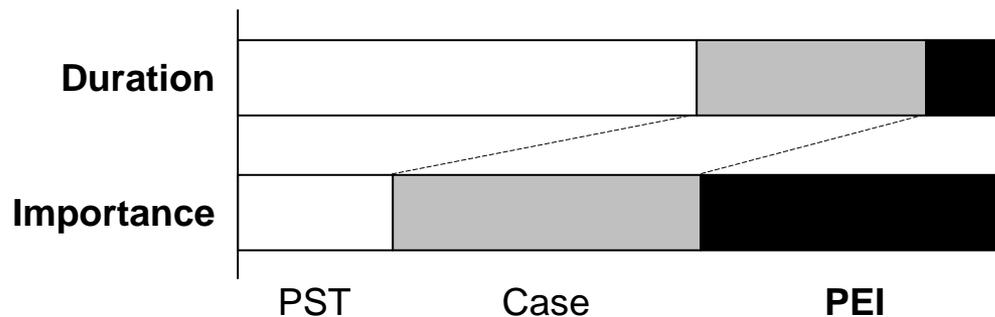
## Each interview session contains only one PEI, and each PEI contains only one dimension to focus on

- 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

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**High-Impact – 1:1 – 100% RISK-FREE\***

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# 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 education? (Please mention all relevant degrees, diplomas, certificates, etc.)

2. How do you describe your work experience? (Please mention all relevant positions, titles, responsibilities, and achievements.)

3. How do you describe your extracurricular activities and hobbies? (Please mention all relevant activities and hobbies.)

4. How do you describe your motivation for applying to McKinsey? (Please mention all relevant reasons and motivations.)

# The Big Picture – BONUS 1

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

QUESTION: How do you see your role in the company? / How do you see your role in the company? / How do you see your role in the company?

- 1. How do you see your role in the company? / How do you see your role in the company? / How do you see your role in the company?
  - 2. How do you see your role in the company? / How do you see your role in the company? / How do you see your role in the company?
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  - 5. How do you see your role in the company? / How do you see your role in the company? / How do you see your role in the company?

# 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 education? (Degree, University, etc.)
  - 1.2. What is your work experience? (Company, Position, Duration, etc.)
  - 1.3. What are your achievements? (Awards, Certifications, etc.)
  - 1.4. What are your hobbies and interests? (Sports, Music, etc.)

# 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. My last employer was undergoing a restructuring, and my position was being eliminated. I decided to look for a new opportunity where I could contribute more effectively.
- 3. I was looking for a role that offered more variety and complexity. I wanted to work in a more dynamic environment where I could apply my skills in a new context.

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

- 1. I see myself continuing to grow in my current field, taking on more complex projects and responsibilities. I aim to become a subject matter expert and eventually move into a leadership role.
- 2. I plan to explore different areas within the industry to gain a broader perspective. I want to work on projects that challenge me and allow me to develop new skills.
- 3. I am looking for a role that offers a clear path for professional development. I want to work for a company that values continuous learning and provides opportunities for advancement.

# 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 will contribute to the organization's success in the next 6-12 months?
- 2. How do you think you will contribute to the organization's success in the next 6-12 months?
- 3. How do you think you will contribute to the organization's success in the next 6-12 months?

# 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. "How do you see your role in the organization? How do you think you can contribute to the organization's success?"
- 2. "How do you see your role in the organization? How do you think you can contribute to the organization's success?"
- 3. "How do you see your role in the organization? How do you think you can contribute to the organization's success?"
- 4. "How do you see your role in the organization? How do you think you can contribute to the organization's success?"
- 5. "How do you see your role in the organization? How do you think you can contribute to the organization's success?"

# 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 are the main challenges you see in this position and how do you think you can contribute to solving them?"
- 2. "How do you see the company's future in the next 5 years and what role do you think you can play in that?"
- 3. "What are the most important skills and qualities you think you need to succeed in this position and how do you think you have them?"
- 4. "What are the most important factors for you when choosing a company to work for?"
- 5. "How do you see the role of the company in the industry and what do you think the company should focus on?"
- 6. "What are the most important factors for you when choosing a company to work for?"
- 7. "How do you see the role of the company in the industry and what do you think the company should focus on?"

# 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 do you think you've learned about the company / organization and the position, and how do you think you can contribute to the organization's success?"
2. "What do you think you've learned about the company / organization and the position, and how do you think you can contribute to the organization's success?"
3. "What do you think you've learned about the company / organization and the position, and how do you think you can contribute to the organization's success?"
4. "What do you think you've learned about the company / organization and the position, and how do you think you can contribute to the organization's success?"
5. "What do you think you've learned about the company / organization and the position, and how do you think you can contribute to the organization's success?"
6. "What do you think you've learned about the company / organization and the position, and how do you think you can contribute to the organization's success?"
7. "What do you think you've learned about the company / organization and the position, and how do you think you can contribute to the organization's success?"
8. "What do you think you've learned about the company / organization and the position, and how do you think you can contribute to the organization's success?"

# 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...
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Leadership

Leadership is the ability to influence others to achieve a common goal. It is a key dimension of the McKinsey Candidate Assessment, and is measured through a series of questions that assess your ability to lead others, manage conflict, and make decisions. Leadership is a critical skill for success in any organization, and McKinsey is looking for candidates who demonstrate strong leadership abilities.

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# 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...
<b>Personal Impact</b>	<p>McKinsey is looking for candidates who have a strong track record of personal achievement and impact. This includes demonstrating leadership, initiative, and the ability to drive results in a fast-paced, competitive environment. Candidates should be able to provide specific examples of how they have made a difference in their previous roles, whether through improving processes, leading teams, or achieving significant business goals.</p> <p>Strong communication skills are also essential, as candidates will need to effectively convey their ideas and impact to a diverse audience. This includes the ability to listen, collaborate, and influence others. McKinsey values candidates who are not only high achievers but also team players who can work effectively in a cross-functional setting.</p> <p>Finally, McKinsey seeks individuals who are resilient and adaptable. The consulting environment is constantly evolving, and candidates must be able to handle pressure, manage multiple priorities, and pivot when necessary. A growth mindset and a commitment to continuous learning are also highly valued traits.</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 (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 complex 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 the skills and abilities that are most important for success in a consulting role. The assessment consists of several dimensions, each of which is equally important for the overall assessment. However, Problem Solving is not part of the PEI dimensions.</p> <p>McKinsey's candidate assessment process is designed to evaluate the skills and abilities that are most important for success in a consulting role. The assessment consists of several dimensions, each of which is equally important for the overall assessment. However, Problem Solving is not part of the PEI dimensions.</p> <p>McKinsey's candidate assessment process is designed to evaluate the skills and abilities that are most important for success in a consulting role. The assessment consists of several dimensions, each of which is equally important for the overall assessment. However, Problem Solving is not part of the PEI dimensions.</p> <p>McKinsey's candidate assessment process is designed to evaluate the skills and abilities that are most important for success in a consulting role. The assessment consists of several dimensions, each of which is equally important for the overall assessment. However, Problem Solving is not part of the PEI dimensions.</p> <p>McKinsey's candidate assessment process is designed to evaluate the skills and abilities that are most important for success in a consulting role. The assessment consists of several dimensions, each of which is equally important for the overall assessment. However, Problem Solving is not part of the PEI dimensions.</p> <p>McKinsey's candidate assessment process is designed to evaluate the skills and abilities that are most important for success in a consulting role. The assessment consists of several dimensions, each of which is equally important for the overall assessment. However, Problem Solving is not part of the PEI dimensions.</p>

# 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"><li>1. Vision and Mission</li><li>2. Strategic Planning</li><li>3. Team Building</li><li>4. Communication</li><li>5. Decision Making</li><li>6. Problem Solving</li><li>7. Conflict Resolution</li><li>8. Innovation</li><li>9. Risk Taking</li><li>10. Accountability</li></ul>	<ul style="list-style-type: none"><li>1. Self-awareness</li><li>2. Emotional Regulation</li><li>3. Resilience</li><li>4. Empathy</li><li>5. Active Listening</li><li>6. Stress Management</li><li>7. Time Management</li><li>8. Goal Setting</li><li>9. Adaptability</li><li>10. Personal Growth</li></ul>	<ul style="list-style-type: none"><li>1. Opportunity Identification</li><li>2. Market Research</li><li>3. Business Plan Development</li><li>4. Funding Acquisition</li><li>5. Customer Acquisition</li><li>6. Product Development</li><li>7. Marketing Strategy</li><li>8. Financial Management</li><li>9. Innovation</li><li>10. Risk Management</li></ul>

# 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 its members.
- 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 internal framework, including departments, roles, and reporting relationships.
- 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 and success.
- 6. Risk Management: The process of identifying, assessing, and mitigating the organization's potential risks.
- 7. Communication: The process of effectively conveying information and ideas within and outside the organization.
- 8. Innovation: The process of developing and implementing new ideas, products, and services.

# The PEI Dimensions

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

- 1. **Leadership**
  - 1.1. Vision and Strategy
  - 1.2. Communication
  - 1.3. Decision Making
  - 1.4. Team Building
  - 1.5. Conflict Resolution
  - 1.6. Change Management
  - 1.7. Innovation and Creativity
  - 1.8. Ethical Leadership
  - 1.9. Global Leadership
  - 1.10. Digital Leadership



# 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 in real-world situations.
- 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 in real-world situations.
- 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 in real-world situations.

# 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. Entrepreneurial Impact (3/4)
- 9. Social Impact (3/4)
- 10. Environmental Impact (3/4)
- 11. Cultural Impact (3/4)
- 12. Global Impact (3/4)
- 13. Technological Impact (3/4)
- 14. Economic Impact (3/4)
- 15. Political Impact (3/4)
- 16. Legal Impact (3/4)
- 17. Ethical Impact (3/4)
- 18. Historical Impact (3/4)
- 19. Future Impact (3/4)
- 20. Overall 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 experience and the impact of the event on their personal life. It includes elements such as emotional response, personal growth, and the ability to relate to the event on a personal level.
- 2. Social Impact: This dimension examines the event's effect on the community and society as a whole. It considers factors like social cohesion, shared values, and the event's role in addressing social issues.
- 3. Cultural Impact: This dimension explores the event's influence on cultural identity and heritage. It looks at how the event may have shaped or reinforced cultural traditions, beliefs, and practices.
- 4. Economic Impact: This dimension assesses the event's financial consequences, both positive and negative. It includes factors such as job creation, tourism revenue, and the overall economic health of the region.

# 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
  - 1.6. Marketing Strategy
  - 1.7. Operational Plan
  - 1.8. Human Resources Plan
  - 1.9. Legal and Regulatory Compliance
  - 1.10. Environmental Impact 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
  - 2.6. Marketing Strategy
  - 2.7. Operational Plan
  - 2.8. Human Resources Plan
  - 2.9. Legal and Regulatory Compliance
  - 2.10. Environmental Impact 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
  - 3.6. Marketing Strategy
  - 3.7. Operational Plan
  - 3.8. Human Resources Plan
  - 3.9. Legal and Regulatory Compliance
  - 3.10. Environmental Impact Assessment

# The PEI Dimensions

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

- **Entrepreneurial Drive** (2/4)
  - **Entrepreneurial Drive** is the ability to identify and create new business opportunities, and to take the initiative to start and manage a new business.
  - **Entrepreneurial Drive** is the ability to identify and create new business opportunities, and to take the initiative to start and manage a new business.
  - **Entrepreneurial Drive** is the ability to identify and create new business opportunities, and to take the initiative to start and manage a new business.
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# 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 Streams
  - 1.4. Marketing and Sales Strategy
  - 1.5. Financial Projections and Funding Requirements
- 2. **Leadership and Management**
  - 2.1. Organizational Structure and Roles
  - 2.2. Key Personnel and Their Qualifications
  - 2.3. Management Style and Decision Making
  - 2.4. Performance Metrics and Evaluation
- 3. **Operational Excellence**
  - 3.1. Production Processes and Quality Control
  - 3.2. Supply Chain Management
  - 3.3. Logistics and Distribution
  - 3.4. Customer Service and Support
- 4. **Financial Soundness**
  - 4.1. Budgeting and Cost Management
  - 4.2. Revenue Growth and Profitability
  - 4.3. Risk Management and Insurance
  - 4.4. Compliance and Legal Requirements

# 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 Strategy
  - 3.3. Promotion
  - 3.4. Sales Channels
- 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. **Self-management** (managing one's own time, energy, and stress)
- 6. **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** (bouncing back from setbacks and stress)
- 7. **Stress management** (keeping stress under control)
- 8. **Self-management** (organizing and prioritizing tasks)
- 9. **Teamwork and collaboration** (working well with others)
- 10. **Leadership** (inspiring and motivating others)
- 11. **Adaptability** (flexing to change and uncertainty)
- 12. **Problem-solving** (finding solutions to challenges)
- 13. **Decision-making** (choosing the best course of action)
- 14. **Communication** (expressing ideas clearly)
- 15. **Conflict resolution** (handling disagreements)
- 16. **Networking** (building a professional support system)
- 17. **Time management** (using time wisely)
- 18. **Work-life balance** (maintaining health and well-being)
- 19. **Continuous learning** (staying up-to-date in one's field)
- 20. **Integrity** (being honest and ethical)

These dimensions are interconnected and often overlap. For example, self-awareness is a foundation for emotional regulation and empathy. Similarly, strong social skills are essential for effective relationship management and teamwork. Understanding these dimensions and how they relate to each other is key to personal and professional growth.

# 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:** A person who is always on time, organized, and follows instructions is a good example of a PEI dimension in the workplace.
- 2. **Education:** A student who is curious, asks questions, and seeks feedback is a good example of a PEI dimension in education.
- 3. **Relationships:** A person who is empathetic, listens, and shows respect is a good example of a PEI dimension in relationships.
- 4. **Leadership:** A leader who is confident, decisive, and inspires others is a good example of a PEI dimension in leadership.
- 5. **Customer Service:** A customer service representative who is helpful, patient, and goes above and beyond is a good example of a PEI dimension in customer service.
- 6. **Teamwork:** A team member who is collaborative, communicates, and supports others is a good example of a PEI dimension in teamwork.
- 7. **Conflict Resolution:** A person who is calm, fair, and seeks win-win solutions is a good example of a PEI dimension in conflict resolution.
- 8. **Decision Making:** A person who is thoughtful, considers options, and makes informed choices is a good example of a PEI dimension in decision making.
- 9. **Problem Solving:** A person who is creative, resourceful, and finds solutions is a good example of a PEI dimension in problem solving.
- 10. **Self-Management:** A person who is self-motivated, sets goals, and manages time effectively is a good example of a PEI dimension in self-management.

# The PEI Dimensions

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

1. **Self-Perception of Competence** (PEI Dimension 1): This dimension refers to an individual's belief in their ability to successfully execute a course of action. Examples of contexts where this dimension is relevant include academic settings (e.g., a student's confidence in their ability to pass an exam), professional environments (e.g., an employee's belief in their skills to complete a project), and personal life (e.g., a person's confidence in their ability to manage a budget).

2. **Self-Perception of Effort** (PEI Dimension 2): This dimension refers to an individual's belief in the amount of effort they are putting into a task. Examples of contexts where this dimension is relevant include academic settings (e.g., a student's belief in the amount of time and energy they are dedicating to their studies), professional environments (e.g., an employee's belief in the amount of effort they are putting into their work), and personal life (e.g., a person's belief in the amount of effort they are putting into a hobby or sport).

# 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 PEI dimensions in the following text.

- 1. The first dimension is the *person* dimension, which refers to the individual's characteristics and traits. For example, a person's personality, intelligence, and physical attributes are all part of this dimension.
- 2. The second dimension is the *environment* dimension, which refers to the external factors that influence the person's behavior and development. This includes the social, cultural, and physical environment.
- 3. The third dimension is the *process* dimension, which refers to the internal mechanisms and processes that mediate the relationship between the person and the environment. This includes cognitive, emotional, and behavioral processes.

# 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/>



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# McKinsey PEI COACHING

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-  Choose the right examples for your PEI
-  Gain an edge over other candidates
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-  Get a reality check of your own examples

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\* 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. This involves a thorough review of the literature and a consultation with experts in the field. The goal is to identify the key components of each dimension and to develop a clear understanding of their interrelationships. This process is often iterative and may require several rounds of review and consultation.
- 2. The second step is to develop a clear understanding of each dimension. This involves a thorough review of the literature and a consultation with experts in the field. The goal is to identify the key components of each dimension and to develop a clear understanding of their interrelationships. This process is often iterative and may require several rounds of review and consultation.
- 3. The third step is to develop a clear understanding of each dimension. This involves a thorough review of the literature and a consultation with experts in the field. The goal is to identify the key components of each dimension and to develop a clear understanding of their interrelationships. This process is often iterative and may require several rounds of review and consultation.
- 4. The fourth step is to develop a clear understanding of each dimension. This involves a thorough review of the literature and a consultation with experts in the field. The goal is to identify the key components of each dimension and to develop a clear understanding of their interrelationships. This process is often iterative and may require several rounds of review and consultation.
- 5. The fifth step is to develop a clear understanding of each dimension. This involves a thorough review of the literature and a consultation with experts in the field. The goal is to identify the key components of each dimension and to develop a clear understanding of their interrelationships. This process is often iterative and may require several rounds of review and consultation.

# 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 and their roles in the PEI process.

The PEI process is a continuous one that evolves over time. It is not a one-time event. The PEI process is a dynamic one that changes as the organization's strategy, mission, and vision evolve. The PEI process is a collaborative one that involves all stakeholders in the organization.

- 3. **Develop a clear understanding of each dimension.** The PEI process involves understanding the different dimensions of the PEI and how they relate to the organization's strategy, mission, and vision. This involves a deep understanding of the organization's current state and the external environment. The PEI process is a collaborative one that involves all stakeholders in the organization.
- 4. **Develop a clear understanding of each dimension.** The PEI process involves understanding the different dimensions of the PEI and how they relate to the organization's strategy, mission, and vision. This involves a deep understanding of the organization's current state and the external environment. The PEI process is a collaborative one that involves all stakeholders in the organization.

# 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 Statement					
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 the situation

Identify the situation by looking at the facts of the case. This involves identifying the parties involved, the issues at stake, and the relevant legal principles. It is important to identify the situation as early as possible in the process, as this will help to determine the scope of the research and the approach to be taken.

Identify the situation by looking at the facts of the case. This involves identifying the parties involved, the issues at stake, and the relevant legal principles. It is important to identify the situation as early as possible in the process, as this will help to determine the scope of the research and the approach to be taken.

Identify the situation by looking at the facts of the case. This involves identifying the parties involved, the issues at stake, and the relevant legal principles. It is important to identify the situation as early as possible in the process, as this will help to determine the scope of the research and the approach to be taken.

# 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. (The PEI process is not suitable for situations that are not suitable for the PEI process.)
  - 1.1. Identify the situation that is suitable for the PEI process.
  - 1.2. Identify the situation that is suitable for the PEI process.
  - 1.3. Identify the situation that is suitable for the PEI process.
  - 1.4. Identify the situation that is suitable for the PEI process.
  - 1.5. Identify the situation that is suitable for the PEI process.
- 2. Identify the situation that is suitable for the PEI process. (The PEI process is not suitable for situations that are not suitable for the PEI process.)
  - 2.1. Identify the situation that is suitable for the PEI process.
  - 2.2. Identify the situation that is suitable for the PEI process.
  - 2.3. Identify the situation that is suitable for the PEI process.
  - 2.4. Identify the situation that is suitable for the PEI process.
  - 2.5. Identify the situation that is suitable for the PEI process.
- 3. Identify the situation that is suitable for the PEI process. (The PEI process is not suitable for situations that are not suitable for the PEI process.)
  - 3.1. Identify the situation that is suitable for the PEI process.
  - 3.2. Identify the situation that is suitable for the PEI process.
  - 3.3. Identify the situation that is suitable for the PEI process.
  - 3.4. Identify the situation that is suitable for the PEI process.
  - 3.5. Identify the situation that is suitable for the PEI process.

# The PEI Preparation Process

## 3 – Structuring each suitable situation (4/27)

Identify the suitable situations for each of the PEI components. This involves reviewing the PEI components and identifying the situations that are most likely to be suitable for each component. This is done by reviewing the PEI components and identifying the situations that are most likely to be suitable for each component.

Review the PEI components and identify the suitable situations for each component.

### 1. Identifying

The first step in the PEI preparation process is to identify the suitable situations for each of the PEI components. This involves reviewing the PEI components and identifying the situations that are most likely to be suitable for each component. This is done by reviewing the PEI components and identifying the situations that are most likely to be suitable for each component. This is done by reviewing the PEI components and identifying the situations that are most likely to be suitable for each component.

# The PEI Preparation Process

## 3 – Structuring each suitable situation (5/27)

- 1. Identify the situation, understand the context, and determine the key stakeholders involved. This includes understanding the organization's mission, vision, and values, as well as the specific goals and objectives of the project or initiative.
- 2. Analyze the situation to identify the root causes of the problem and the potential opportunities for improvement. This involves conducting a thorough assessment of the current state of affairs and identifying the key areas of concern.
- 3. Develop a clear and concise statement of the problem or opportunity, and define the scope of the project. This statement should be specific, measurable, achievable, relevant, and time-bound (SMART).
- 4. Identify the key stakeholders and their interests, and develop a communication plan to engage them throughout the process. This includes identifying the key decision-makers and influencers, as well as the communication channels and frequency.
- 5. Develop a detailed project plan, including a timeline, budget, and resource allocation. This plan should be realistic and achievable, and should take into account the potential risks and challenges.
- 6. Implement the project plan, and monitor progress regularly. This involves executing the project activities, tracking progress against the plan, and making adjustments as needed.
- 7. Evaluate the results of the project, and identify the key lessons learned. This involves comparing the actual results against the expected outcomes, and identifying the factors that contributed to success or failure.
- 8. Communicate the results of the project to the stakeholders, and share the lessons learned. This includes providing a clear and concise summary of the project findings, and highlighting the key takeaways and recommendations.

# 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 resolve the situation.
- 4. Evaluate the options based on the interests and needs of the parties.
- 5. Select the best option for resolving the situation.
- 6. Implement the selected option.
- 7. Monitor the implementation and evaluate the results.

# 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 stakeholders involved in the situation and their interests.

3. Analyze the situation and identify the underlying issues and conflicts.

4. Develop a plan of action to address the situation and resolve the issues.

# 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 goals that need to be addressed.

2. Analyze the situation to determine the root causes and the most significant factors influencing the outcome. This involves gathering relevant data, consulting with experts, and conducting a thorough assessment of the situation's complexity.

3. Develop a clear and concise plan of action that outlines the steps to be taken, the resources required, and the expected outcomes. This plan should be flexible enough to adapt to changing circumstances and should include a timeline and a budget. It is essential to communicate the plan to all stakeholders and to ensure that everyone is aligned and committed to the process.

# The PEI Preparation Process

## 3 – Structuring each suitable situation (9/27)

1. Identify the situation and the parties involved. Determine the key issues and the interests of each party. Consider the context and the history of the situation.

2. Analyze the situation and the parties' interests. Determine the underlying needs and concerns of each party. Consider the power dynamics and the resources available to each party.

3. Develop a plan of action. Identify the goals and objectives of the process. Determine the steps to be taken and the roles of each party. Consider the timeline and the resources needed.

4. Implement the plan of action. Communicate the plan to all parties. Monitor the progress and adjust the plan as needed. Encourage collaboration and communication between parties.

5. Evaluate the results. Determine whether the goals and objectives have been achieved. Consider the satisfaction of all parties and the long-term impact of the process.

6. Reflect on the process. Identify the strengths and weaknesses of the process. Consider the lessons learned and the implications for future situations.

7. Document the process. Write a report or summary of the process, including the findings and recommendations. Share the report with all parties and use it as a reference for future situations.

# 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]

# The PEI Preparation Process

## 3 – Structuring each suitable situation (11/27)

- **Identify the situation / problem / challenge / opportunity**  
The first step in the PEI process is to identify the situation or problem that the organization is facing. This involves a thorough analysis of the current state of the organization, including its internal and external environments. The goal is to understand the root causes of the problem and to identify the key stakeholders who are affected by the situation.
- **Define the problem / challenge / opportunity**  
Once the situation has been identified, the next step is to define the problem or challenge in clear and concise terms. This involves breaking down the problem into its constituent parts and identifying the specific goals and objectives that the organization wants to achieve. The definition of the problem should be based on the organization's mission, vision, and values.
- **Identify the stakeholders**  
The next step is to identify the stakeholders who are affected by the situation. This includes both internal and external stakeholders, such as employees, customers, suppliers, and the community. Understanding the interests and needs of each stakeholder is essential for developing a solution that is acceptable to all parties.
- **Develop a solution**  
Once the problem has been defined and the stakeholders have been identified, the next step is to develop a solution. This involves brainstorming ideas and evaluating them based on their feasibility, effectiveness, and alignment with the organization's goals. The solution should be based on the organization's strengths and resources, and it should be designed to address the root causes of the problem.
- **Implement the solution**  
The final step in the PEI process is to implement the solution. This involves developing a detailed plan of action, assigning responsibilities, and monitoring progress. It is important to communicate the solution to all stakeholders and to ensure that everyone is committed to its implementation. Regular communication and reporting are essential for ensuring that the solution is implemented successfully.

# The PEI Preparation Process

## 3 – Structuring each suitable situation (12/27)

- 1. Identify the situation
- 2. Determine the goal of the situation
- 3. Identify the stakeholders
- 4. Determine the resources available
- 5. Identify the constraints
- 6. Determine the risks
- 7. Identify the opportunities
- 8. Determine the actions to be taken
- 9. Identify the responsibilities
- 10. Determine the timeline
- 11. Identify the communication plan
- 12. Determine the reporting structure
- 13. Identify the monitoring and evaluation process
- 14. Determine the feedback mechanism
- 15. Identify the exit strategy

# 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 and is a key component of the overall preparation process.

### 1. Identifying the key information

The first step in the PEI Preparation Process is to identify the key information that is relevant to the situation. This involves a thorough review of the available data and a careful selection of the most important facts and figures. The goal is to ensure that the information is presented in a way that is easy to understand and that it clearly demonstrates the key points of the situation.

Once the key information has been identified, the next step is to structure the information in a way that is logical and easy to follow. This involves organizing the information into a clear and concise format that is easy to read and understand. The goal is to ensure that the information is presented in a way that is easy to understand and that it clearly demonstrates the key points of the situation.

The final step in the PEI Preparation Process is to review the information to ensure that it is accurate and complete. This involves a final check of the data and a review of the overall structure of the information. The goal is to ensure that the information is presented in a way that is easy to understand and that it clearly demonstrates the key points of the situation.

# 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 key points and outline have been established, the next step is to develop the content for each section. This involves conducting thorough research and analysis to ensure that the information is accurate and up-to-date. The content is then written in a clear and concise manner, using simple language and avoiding unnecessary details. The final step is to review and edit the content, ensuring that it is free of errors and that the overall presentation is professional and polished.

The final stage of the PEI preparation process is the delivery of the presentation. This involves practicing the presentation in advance to ensure that the speaker is confident and comfortable. The presentation is then delivered to the audience, with the speaker using the structured outline as a guide. The final step is to receive feedback from the audience and use it to improve future presentations.

# 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 the key challenges and opportunities associated with the PEI process. The workshop is typically held over a period of one or two days, and is facilitated by a trained professional who has experience in the PEI process.

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 the key challenges and opportunities associated with the PEI process. The workshop is typically held over a period of one or two days, and is facilitated by a trained professional who has experience in the PEI process.

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# 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 setting the stage for the rest of the process.

The next step is to analyze the situation. This involves identifying the underlying causes of the problem and the potential consequences. It is important to consider both the short-term and long-term impacts of the situation. This step helps to clarify the nature of the problem and to identify the most effective ways to address it.

The final step is to develop a plan of action. This involves identifying the specific actions that need to be taken to address the situation. It is important to set clear goals and to assign responsibility for each action. This step ensures that the situation is addressed in a systematic and effective manner.

# The PEI Preparation Process

## 3 – Structuring each suitable situation (17/27)



### Step 1

Identify the key elements of the situation and the main objectives. This involves understanding the context, the stakeholders involved, and the specific goals that need to be achieved. It is essential to gather all relevant information and to clarify the scope and boundaries of the situation.

Once the key elements and objectives are identified, the next step is to analyze the situation and identify the underlying causes and contributing factors. This involves a thorough examination of the data and information gathered in the previous step, looking for patterns, trends, and potential areas of concern. It is important to consider both the internal and external factors that may be influencing the situation.

Finally, the information gathered and analyzed should be used to develop a clear and concise summary of the situation. This summary should highlight the key findings, the main objectives, and the recommended actions to be taken. It is important to ensure that the summary is easy to understand and that it provides a clear overview of the situation and the proposed solutions.



# The PEI Preparation Process

## 3 – Structuring each suitable situation (19/27)

### 1. Situation

1.1. The situation is a... (faded text)

1.2. The situation is a... (faded text)

1.3. The situation is a... (faded text)

# 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 and the goals of the situation.

2. Determine the main issues or conflicts that are present in the situation. Consider the interests of the individuals involved and the values at stake.

3. Generate a list of possible solutions or actions that could be taken to address the issues or conflicts. Consider the feasibility and potential consequences of each option.

4. Evaluate the options and select the most appropriate solution or action. Consider the interests of the individuals involved and the values at stake.

5. Implement the chosen solution or action and monitor the results. Be prepared to adjust the approach if necessary.

6. Reflect on the experience and learn from it. Consider what you have learned about the situation and the individuals involved. Think about how you might handle a similar situation in the future.

7. Communicate the results of the process to the individuals involved. Share your thoughts and feelings about the experience and the outcomes.

8. Document the process and the results. This will help you to review the process and the results in the future and to learn from the experience.

9. Seek feedback from the individuals involved. Ask them for their thoughts and feelings about the process and the results.

10. Celebrate the success of the process and the results. Acknowledge the efforts of the individuals involved and the positive outcomes of the process.

11. Review the process and the results. Consider what you have learned about the situation and the individuals involved. Think about how you might handle a similar situation in the future.

12. Communicate the results of the process to the individuals involved. Share your thoughts and feelings about the experience and the outcomes.

13. Document the process and the results. This will help you to review the process and the results in the future and to learn from the experience.

14. Seek feedback from the individuals involved. Ask them for their thoughts and feelings about the process and the results.

15. Celebrate the success of the process and the results. Acknowledge the efforts of the individuals involved and the positive outcomes of the process.

# 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 underlying interests and needs of each stakeholder.

3. Explore the range of possible options and solutions.

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 helping, the person affected)

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

5. Identify the potential risks of the situation (e.g., loss of time, money, people, information)

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

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

8. Evaluate the results of the situation (e.g., to resolve the conflict, to complete the task)

9. Reflect on the experience and learn from it (e.g., to resolve the conflict, to complete the task)

- 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 helping, the person affected)
- 13. Determine the resources available to address the situation (e.g., time, money, people, information)
- 14. Identify the potential risks of the situation (e.g., loss of time, money, people, information)
- 15. Determine the best course of action to address the situation (e.g., to resolve the conflict, to complete the task)
- 16. Implement the chosen course of action (e.g., to resolve the conflict, to complete the task)
- 17. Evaluate the results of the situation (e.g., to resolve the conflict, to complete the task)
- 18. Reflect on the experience and learn from it (e.g., to resolve the conflict, to complete the task)
- 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 helping, the person affected)
- 22. Determine the resources available to address the situation (e.g., time, money, people, information)
- 23. Identify the potential risks of the situation (e.g., loss of time, money, people, information)
- 24. Determine the best course of action to address the situation (e.g., to resolve the conflict, to complete the task)
- 25. Implement the chosen course of action (e.g., to resolve the conflict, to complete the task)
- 26. Evaluate the results of the situation (e.g., to resolve the conflict, to complete the task)
- 27. Reflect on the experience and learn from it (e.g., to resolve the conflict, to complete the task)

# 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 and systematic approach to problem-solving. The PEI process is most effective when used in situations where there is a clear problem to be solved and where the problem is complex and multi-faceted. The PEI process is also most effective when used in situations where there is a need for a structured and systematic approach to problem-solving. The PEI process is most effective when used in situations where there is a clear problem to be solved and where the problem is complex and multi-faceted.
- **Structure each suitable situation**  
This involves structuring each suitable situation into a series of steps that can be followed in a structured and systematic manner. The PEI process is designed to be used in situations where there is a need for a structured and systematic approach to problem-solving. The PEI process is most effective when used in situations where there is a clear problem to be solved and where the problem is complex and multi-faceted. The PEI process is also most effective when used in situations where there is a need for a structured and systematic approach to problem-solving. The PEI process is most effective when used in situations where there is a clear problem to be solved and where the problem is complex and multi-faceted.
- **Apply the PEI process to each situation**  
This involves applying the PEI process to each situation that has been identified as suitable. The PEI process is designed to be used in situations where there is a need for a structured and systematic approach to problem-solving. The PEI process is most effective when used in situations where there is a clear problem to be solved and where the problem is complex and multi-faceted. The PEI process is also most effective when used in situations where there is a need for a structured and systematic approach to problem-solving. The PEI process is most effective when used in situations where there is a clear problem to be solved and where the problem is complex and multi-faceted.

# The PEI Preparation Process

## 3 – Structuring each suitable situation (24/27)

[The following text is extremely faint and illegible, appearing to be a list of items or a detailed process description.]

# 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 you can get for each question and try to answer the questions in order of their difficulty. This will help you to manage your time better and to get the most marks possible.

# The PEI Preparation Process

## 3 – Structuring each suitable situation (26/27)

- **Identify the situation**

Identify the situation that is suitable for the PEI process. This involves understanding the context, the individuals involved, and the nature of the conflict or issue. The situation should be one where the individuals have a history of working together and the conflict is not too severe or recent.
- **Identify the individuals**

Identify the individuals who are involved in the situation. This includes the individuals who are in conflict, as well as any other individuals who may be affected by the situation. It is important to identify the individuals who are most likely to be receptive to the PEI process.
- **Identify the issues**

Identify the issues that are at the heart of the situation. This involves understanding the underlying interests, needs, and concerns of the individuals involved. It is important to identify the issues that are most likely to be the focus of the PEI process.
- **Identify the goals**

Identify the goals that you want to achieve through the PEI process. This includes the goals for the individuals involved, as well as the goals for the organization. It is important to identify the goals that are most likely to be achieved through the PEI process.
- **Identify the resources**

Identify the resources that you have available to support the PEI process. This includes the time, money, and other resources that you can use to facilitate the process. It is important to identify the resources that are most likely to be used to support the PEI process.
- **Identify the constraints**

Identify the constraints that may limit the PEI process. This includes the time, money, and other resources that you may not have available, as well as any other factors that may limit the process. It is important to identify the constraints that are most likely to limit the PEI process.
- **Identify the stakeholders**

Identify the stakeholders who are affected by the situation. This includes the individuals who are in conflict, as well as any other individuals who may be affected by the situation. It is important to identify the stakeholders who are most likely to be affected by the PEI process.
- **Identify the risks**

Identify the risks that are associated with the PEI process. This includes the risk of the process failing, the risk of the individuals becoming more entrenched in their positions, and the risk of the situation becoming more serious. It is important to identify the risks that are most likely to be associated with the PEI process.
- **Identify the opportunities**

Identify the opportunities that are associated with the PEI process. This includes the opportunity for the individuals to reach a mutually beneficial agreement, the opportunity for the organization to improve its performance, and the opportunity for the situation to be resolved. It is important to identify the opportunities that are most likely to be associated with the PEI process.





# 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 strategies, and the identification of the key actions.
- 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 strategies, and the identification of the key actions.
- 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 strategies, and the identification of the key actions.

# 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]
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- 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. Ask yourself: Are my stories compelling? Do they clearly illustrate my skills and experiences? Are there any gaps or inconsistencies in the information provided?
2. Gather feedback from others. Share your stories with friends, family, or colleagues and ask for their input. Constructive criticism can provide valuable insights into how your stories are perceived and what changes might be needed to make them more effective.
3. Revise and refine your stories. Based on your own reflections and the feedback you've received, make necessary adjustments to your narratives. This could involve rewording, adding details, or restructuring the flow of your stories to ensure they are clear, concise, and impactful.
4. Practice your refined stories. Rehearse your stories out loud to become more comfortable with them. This will help you deliver your stories more confidently and naturally during the interview process.
5. Final review and preparation. Once you are satisfied with your refined stories, do a final review to ensure they are polished and ready for use. Prepare to discuss these stories during your interview, and be ready to adapt them to different questions and contexts.

# MCKINSEY PEI COACHING

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



ROBERT STEINER

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**High-Impact – 1:1 – 100% RISK-FREE\***

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# 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)

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- [Blurred text]

# 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)

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- 49. [Blurred text]
- 50. [Blurred text]

# 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-motivated?
- 2. How do you handle conflict? Do you prefer to avoid conflict or to confront it? How do you resolve conflicts? Do you prefer to work with people who are highly motivated and self-motivated?
- 3. How do you handle stress? Do you prefer to avoid stress or to confront it? How do you resolve stress? Do you prefer to work with people who are highly motivated and self-motivated?
- 4. How do you handle change? Do you prefer to avoid change or to embrace it? How do you resolve change? Do you prefer to work with people who are highly motivated and self-motivated?
- 5. How do you handle risk? Do you prefer to avoid risk or to embrace it? How do you resolve risk? Do you prefer to work with people who are highly motivated and self-motivated?
- 6. How do you handle failure? Do you prefer to avoid failure or to embrace it? How do you resolve failure? Do you prefer to work with people who are highly motivated and self-motivated?

# 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 component of a leader's role?  
a) To provide direction and vision  
b) To manage resources  
c) To motivate and inspire  
d) All of the above
- 2. What is the primary responsibility of a leader?  
a) To set a clear vision and strategy  
b) To manage the team's performance  
c) To build a strong team culture  
d) All of the above
- 3. Which of the following is NOT a characteristic of a good leader?  
a) Communication skills  
b) Empathy  
c) Selfishness  
d) Integrity

# PEI Sample Questions

## Personal Impact (1/2)

- 1. How has your experience in this program impacted your personal and professional life?
- 2. How has your experience in this program impacted your personal and professional life? Please provide specific examples of how this program has helped you achieve your goals and overcome challenges.
- 3. How has your experience in this program impacted your personal and professional life? Please provide specific examples of how this program has helped you achieve your goals and overcome challenges.
- 4. How has your experience in this program impacted your personal and professional life? Please provide specific examples of how this program has helped you achieve your goals and overcome challenges.
- 5. How has your experience in this program impacted your personal and professional life? Please provide specific examples of how this program has helped you achieve your goals and overcome challenges.

# 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 career, education, and personal growth.
- 2. How has your experience with the program impacted your personal and professional life? Please provide specific examples of how the program has influenced your career, education, and personal growth.

# 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 been responsible for leading a team of professionals in a highly competitive market. My primary focus has been on ensuring customer satisfaction, which is the key to our success. I have implemented several strategies to improve our service quality, including regular training, clear communication, and a strong emphasis on listening to our clients' needs. By doing so, we have not only increased our customer loyalty but also our overall profitability.
- 2. 

During my tenure as a team leader, I faced a significant challenge when a key client expressed dissatisfaction with our service. I immediately took action to address their concerns, involving the relevant departments and ensuring that the client's voice was heard. Through a combination of empathy, active listening, and a commitment to excellence, we were able to resolve the issue and restore the client's trust. This experience reinforced the importance of customer satisfaction in professional service firms and the need for a proactive approach to problem-solving.
- 3. 

My leadership style is centered on collaboration and transparency. I believe that a team that works together and communicates openly is more effective. I encourage my team members to share their ideas and concerns, and I provide the support and resources they need to succeed. By fostering a culture of trust and accountability, we have achieved exceptional results in our work. Customer satisfaction is a shared responsibility, and I ensure that every team member understands their role in delivering a high-quality service experience.

# 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 the team, and their focus on achieving the project's goals. The candidate concludes by reflecting on the outcomes 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 the team, and their focus on achieving the project's goals. The candidate concludes by reflecting on the outcomes 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]
- 2. [Faded text]

# 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 main responsibilities was to assist customers with their purchases and answer their questions. One day, a customer came in who was very upset and angry. They had just received a defective product and were demanding a refund. I listened to their concerns and apologized for the inconvenience. I then offered them a replacement product and a discount on their purchase. The customer was satisfied with my solution and thanked me for my help.
- 2. I was working as a customer service representative for a retail company. One day, a customer came in who was very upset and angry. They had just received a defective product and were demanding a refund. I listened to their concerns and apologized for the inconvenience. I then offered them a replacement product and a discount on their purchase. The customer was satisfied with my solution and thanked me for my help.



# PEI Sample Stories From Successful Candidates

## Personal Impact: „Doctoral thesis in the US“

- 1. This candidate's story highlights the challenges of pursuing a PhD in the US, particularly the financial strain and the need for a teaching assistantship. The candidate describes how they managed to secure a position and how this experience shaped their academic and professional goals.
- 2. This candidate's story focuses on the importance of finding a supportive advisor and the impact of networking on their success. They discuss the challenges of balancing research, teaching, and coursework, and how they overcame these challenges through perseverance and collaboration.

# PEI Sample Stories From Successful Candidates

## Personal Impact: „Difficult colleagues at university faculty“

- 1. This candidate was asked to write a personal statement for a graduate program. The prompt was: "Describe a challenge you have faced in your professional or academic life and how you overcame it." The candidate chose to write about a difficult colleague at their university faculty. They described how the colleague's behavior affected their work and how they sought support from their supervisor and colleagues to overcome the situation.
- 2. This candidate was asked to write a personal statement for a graduate program. The prompt was: "Describe a challenge you have faced in your professional or academic life and how you overcame it." The candidate chose to write about a difficult colleague at their university faculty. They described how the colleague's behavior affected their work and how they sought support from their supervisor and colleagues to overcome the situation.
- 3. This candidate was asked to write a personal statement for a graduate program. The prompt was: "Describe a challenge you have faced in your professional or academic life and how you overcame it." The candidate chose to write about a difficult colleague at their university faculty. They described how the colleague's behavior affected their work and how they sought support from their supervisor and colleagues to overcome the situation.

# PEI Sample Stories From Successful Candidates

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

- 1. This candidate, who is a medical professional, described a challenging experience in a hospital setting. They discussed the importance of empathy and communication when dealing with patients, particularly those who are vulnerable or in pain. The candidate highlighted their ability to listen actively and provide emotional support, as well as their commitment to maintaining a safe and respectful environment for all patients.
- 2. Another candidate, who is a student, shared a personal story about a family member who was hospitalized. They discussed the impact of the hospital experience on the family and the importance of providing emotional support and practical assistance. The candidate emphasized their ability to handle stress and maintain a positive attitude in a difficult situation, as well as their commitment to helping others in need.



# PEI Sample Stories From Successful Candidates

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

- 1. I was assigned to organize a conference for the company. I had no budget and had to find creative ways to attract speakers and attendees. I reached out to industry experts and offered them a complimentary dinner and a spot on the program. I also reached out to local businesses and offered them a discount on their services in exchange for sponsoring a session. I was able to secure a venue, catered lunch, and a speaker for the conference. The conference was a success and I received positive feedback from attendees and speakers.
- 2. I was assigned to organize a conference for the company. I had no budget and had to find creative ways to attract speakers and attendees. I reached out to industry experts and offered them a complimentary dinner and a spot on the program. I also reached out to local businesses and offered them a discount on their services in exchange for sponsoring a session. I was able to secure a venue, catered lunch, and a speaker for the conference. The conference was a success and I received positive feedback from attendees and speakers.
- 3. I was assigned to organize a conference for the company. I had no budget and had to find creative ways to attract speakers and attendees. I reached out to industry experts and offered them a complimentary dinner and a spot on the program. I also reached out to local businesses and offered them a discount on their services in exchange for sponsoring a session. I was able to secure a venue, catered lunch, and a speaker for the conference. The conference was a success and I received positive feedback from attendees and speakers.

# PEI Sample Stories From Successful Candidates

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

- 1. I was asked to organize a conference for my company, but I had no budget. I had to think of creative ways to attract speakers and attendees. I reached out to industry experts and offered them a complimentary dinner and a spot on the program. I also reached out to local businesses and offered them a discount on their services in exchange for sponsoring a session. I was able to secure a venue, caterer, and other vendors through these relationships. The conference was a success and I was able to build a strong network of industry contacts.



# 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, State]. I started by researching the market and identifying a niche. I then secured a location, obtained the necessary permits, and hired a team of talented chefs and 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, State]. I started by researching the market and identifying a niche. I then secured a location, obtained the necessary permits, and hired a team of talented chefs and 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, State]. I started by researching the market and identifying a niche. I then secured a location, obtained the necessary permits, and hired a team of talented chefs and 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. **Background:** I was a member of the university business club for two years. During this time, I was involved in various activities, including organizing events, fundraising, and networking. I was also responsible for managing the club's social media presence and maintaining its website.
- 2. **Challenge:** The club was facing a significant decline in membership and revenue. This was due to a combination of factors, including a lack of clear goals, poor communication, and a limited budget. I was determined to turn the club around and bring it back to its former glory.
- 3. **Actions:** I first conducted a thorough analysis of the club's current state, identifying its strengths and weaknesses. I then developed a strategic plan that focused on increasing membership, improving communication, and diversifying revenue streams. I implemented this plan by reaching out to potential members, organizing more engaging events, and seeking out new sponsors.

# 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 worked on expanding the club's membership and increasing its financial resources. By reaching out to potential members and sponsors, I was able to grow the club's membership by 50% and secure additional funding for our activities.

# PEI Sample Stories From Successful Candidates

## Achievement: „Establishing an online politics platform“

- 1. This candidate, working in a stable position in a government department, saw a gap in the political communication landscape and decided to fill it. They leveraged their professional skills to create a platform that provided a space for political discussion and engagement, which was not available through traditional media channels.
- 2. Upon their successful re-election, the candidate used the platform to continue their political work. They organized virtual town hall meetings, hosted live Q&A sessions, and provided a space for constituents to voice their concerns. This direct communication channel strengthened their connection with the community and allowed for more effective policy-making.
- 3. Through the PEI, the candidate focused on building a strong network of supporters and volunteers. They used the platform to recruit and coordinate campaign activities, share resources, and mobilize voters. This grassroots effort was instrumental in their victory, demonstrating the power of digital organizing in local politics.

# 7

## **PEI Tactical Issues to Consider**

# PEI Tactical Issues to Consider

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

*[Faint, illegible text]*

- [Faint, illegible text]*
- [Faint, illegible text]*
- [Faint, illegible text]*

# 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. *[Faint, illegible text]*
- 2. *[Faint, illegible text]*
- 3. *[Faint, illegible text]*

# 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 background and history.** This includes their education, work experience, and any previous legal issues. You should prepare two stories: one that highlights their positive qualities and another that addresses any potential concerns or red flags.
- 2. **Dimension 2: The individual's personality and social skills.** This involves understanding how they interact with others and their overall demeanor. Prepare two stories: one that demonstrates their ability to build relationships and another that shows how they handle conflict or stress.
- 3. **Dimension 3: The individual's values and beliefs.** This is about understanding what drives them and what they stand for. Prepare two stories: one that illustrates their core values and another that shows how they apply these values in their daily life.

# 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 themes to explore in your stories.

2. Identify the challenges and opportunities the company faces. This will help you create stories that are relevant and timely, and that demonstrate the company's ability to overcome challenges and seize opportunities.

3. Consider the audience for your stories. This will help you tailor your stories to the interests and needs of your target audience.

4. Use a variety of storytelling techniques, such as anecdotes, case studies, and expert quotes, to make your stories more engaging and credible.

5. Edit your stories carefully to ensure they are clear, concise, and free of errors.

# 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 (2/2)

- 1. "What are your strengths and weaknesses?"
- 2. "What are your career goals?"

3. "What are your greatest achievements and how did you achieve them?"

4. "How do you handle stress and pressure?"

# PEI Common Mistakes to Avoid

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

- 1. [Faint, illegible text]
- 2. [Faint, illegible text]
- 3. [Faint, 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... (faint text)
- 2. The respondent is often... (faint text)
- 3. The respondent is often... (faint text)

# 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 that is old and well-known. However, this is not a good idea because the example may not be relevant to the current situation. For example, if you are writing about the impact of technology on society, using an example from 1995 would be outdated and not representative of the current situation.

The second mistake is choosing an example that is too general. For example, if you are writing about the impact of technology on society, using an example like "the internet" is too general. Instead, you should choose a specific example, such as "the impact of social media on mental health." This will allow you to provide more detailed information and analysis. Additionally, you should avoid using examples that are too broad or too narrow. For example, using "the internet" is too broad, while using "the impact of social media on mental health" is too narrow.

The third mistake is choosing an example that is not relevant to the topic. For example, if you are writing about the impact of technology on society, using an example like "the impact of the internet on the economy" is not relevant. Instead, you should choose an example that is directly related to the topic, such as "the impact of social media on mental health." This will ensure that your example is relevant and provides useful information. Additionally, you should avoid using examples that are not well-known or not widely accepted. For example, using an example like "the impact of the internet on the economy" is not well-known or widely accepted, while using an example like "the impact of social media on mental health" is well-known and widely accepted.

# 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 and decisions. Using „I“ is more direct and clear.
- 2. Another mistake is referring to the group as „we“ when you are the only one speaking. This is also a common mistake because it can make it seem like you are speaking on behalf of the group, even though you are not. Using „I“ is more accurate and honest.
- 3. A third mistake is referring to the group as „we“ when you are not part of the group. This is a common mistake because it can make it seem like you are part of the group, even though you are not. Using „I“ is more accurate and honest.

# 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 these elements, the reader will be confused and unable to follow your reasoning. To avoid this, start by clearly stating the problem and the goal. Then, list the constraints and any other relevant information. This will help the reader understand the context of your example and what you are trying to achieve.
- 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 these elements, the reader will be unable to follow your reasoning and may be confused by your notation. To avoid this, clearly define all variables and data. Then, list the steps of your solution in a clear and logical order. Use consistent notation throughout your example to avoid confusion.
- 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 why your solution works and may be confused by your notation. To avoid this, clearly explain the reasoning behind each step of your solution. Use clear and concise language to describe your thought process and the logic behind your solution.

# PEI Common Mistakes to Avoid

## Showing a lack of self-reflection

- ❑ Failing to acknowledge the challenges you've faced in your education and the support you've received. (Remember, you're not just a student; you're also a person with a unique background and experiences.)
- ❑ Not being specific about the steps you've taken to address the challenges you've faced. (Be sure to include specific examples of the support you've received and the steps you've taken to address the challenges.)
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# 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."
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# 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. [Faded text]
- 2. [Faded text]

# MCKINSEY PEI COACHING

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



ROBERT STEINER

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**High-Impact – 1:1 – 100% RISK-FREE\***

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# 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)

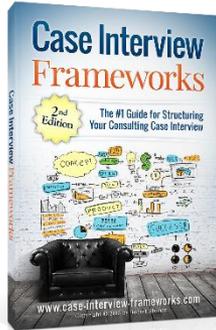
[Faint, illegible text]

# Bonus: Must-Read Books on Consulting

## Recommended books for future management consultants (2/2)

- 1. Good Habits, Bad Habits: How to Change... (James Clear)
- 2. Good Habits, Bad Habits: How to Change... (James Clear)
- 3. Good Habits, Bad Habits: How to Change... (James Clear)
- 4. Good Habits, Bad Habits: How to Change... (James Clear)
- 5. Good Habits, Bad Habits: How to Change... (James Clear)
- 6. Good Habits, Bad Habits: How to Change... (James Clear)
- 7. Good Habits, Bad Habits: How to Change... (James Clear)

# PS: Other consulting prep material you might be interested in

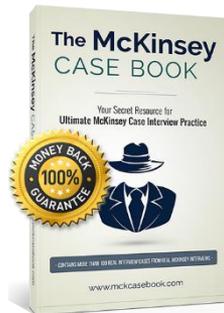


**Case Interview Frameworks** – <http://www.case-interview-frameworks.com>  
The #1 Guide for Structuring Your Consulting Case Interview

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...

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