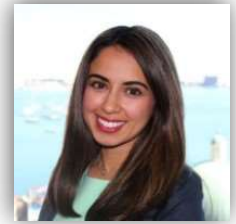


CS&R uses case interviews to screen candidates during the interview process. We asked several Senior Managers in the group what makes candidates stand out to them during an interview. Here's what we heard:

"The case interview tests candidates' critical thinking, analytical and communication skills by asking them to problem-solve a strategic challenge faced by a hypothetical client. These cases are meant to mirror the types of challenges we work on every day in CS&R. In my experience, candidates who really stand out are those who are also able to 1) bring their creativity, prior experience and out-of-the-box thinking to the case and 2) employ a structured, easy-to-follow approach throughout."



Karishma Roopchand,
Senior Manager II

"Starting with the resume and throughout the interviews, candidates stand out to me for the way they communicate. The best candidates have resumes that are structured, clear, detailed but also concise. Same thing goes for the case interview – candidates should have a clear structure for their thoughts and that they hit the important key points, while being efficient with time. In addition, I think candidates do well if they can make a connection with the interviewer both before and after the case itself – be able to articulate your interest in the role and have 1-2 thoughtful questions."



MaryKate Morani,
Senior Manager I

"There are three qualities that I typically see from candidates that stand out during the interview process. Firstly is poise –in other words, being confident and composed. This often comes from being prepared, largely through doing enough mock cases. It is also a learned skill that can be honed from active practice, emulating confident behaviors and being receptive to feedback. The second quality is business acumen, specifically applying this to the case at hand. Candidates that approach the case like a living, breathing business



Eriver Muwanguzi,
Senior Manager II

problem and actively reference their experience, business reading and common sense during their problem solving definitely stand out. The third quality is showcasing intellectual curiosity for the problem. Candidates who do this well, ask insightful questions about the business or industry, and err on the side of sharing more ideas and options rather than less. They also highlight the implications of their numbers or insights along the way.”

“After conducting many interviews over the past two years I’ve noticed two things that make a candidate stand out. First, is taking an active role leading the case interview. Candidates should have a clear plan for solving the problem presented in the case, focus on the end objective (“what are we actually trying to solve”) and take the interviewer along on the journey to the solution. This can be achieved by taking a proactive approach to linking information from exhibits or other sources to the case question and then suggesting the next steps that should be taken (e.g., “I’d like to look at revenues, particularly in this segment”). This approach shows that the candidate is well prepared and can act autonomously to solve a given problem – two traits that are essential to success as a consultant.

Secondly, candidates should back up information and recommendations with the facts that are presented in the case. It is important for consultants to leverage facts and insights to drive recommendations, thus candidates should not rely upon their ‘gut feeling’ over the facts presented in the case. When casing, candidates should ensure they present sound reasoning for each suggested action (e.g., “I noticed that profit margins have declined. Given that the client has a new supplier, I’d like to examine cost of goods more to identify if the new supplier has had an impact on margins”).



Tom Wilson,
Senior Manager I

