

Consultant interview checklist

Consulting hiring usually has a resume screen, one or two case interviews with consultants or managers, and a final round with a partner that mixes a case with fit questions.

10 QUESTIONS TO PRACTISE OUT LOUD

1. How do you structure a problem you have never seen before?

What it checks: Whether you break problems into clear, non-overlapping parts and prioritise, which is the core skill in every consulting case.

2. Tell me about a time a client disagreed with your recommendation.

What it checks: Whether you handle pushback with evidence and curiosity, keep the relationship, and know when to adjust your view.

3. Why consulting, and why our firm?

What it checks: Whether your motivation is specific and realistic, and whether you know what the firm actually does and how it works.

4. Estimate the number of two-wheeler service visits in a year in a city of one crore people.

What it checks: Whether you make sensible, stated assumptions, do mental maths accurately, and sanity-check your final number.

5. Describe a time you delivered under a very tight deadline.

What it checks: Whether you prioritise ruthlessly, communicate early, and protect quality where it matters under time pressure.

6. Consulting involves frequent travel and client-site work. Is that fine for you?

What it checks: Whether you understand the lifestyle of the job and have thought about how you will manage it long term.

7. A client's profits have fallen for two years. How would you approach the case?

What it checks: Whether you use a logical profitability framework, ask the right clarifying questions, and move toward a root cause rather than listing ideas.

8. Tell me about a team member who was not delivering. How did you handle it?

What it checks: Whether you address performance issues directly and supportively, and still protect the quality and timing of the client deliverable.

9. What compensation are you expecting for this consulting role?

What it checks: Whether you know the firm's level structure and market pay, and can negotiate without damaging the offer.

10. What does a hypothesis-driven approach mean in a consulting project?

What it checks: Whether you understand how consultants move fast by testing likely answers early rather than analysing everything equally.

TIPS FOR THIS INTERVIEW

- Practise at least 15 to 20 cases aloud with a partner, covering profitability, market sizing, market entry and operations, and time yourself.

- Do mental maths daily: percentages, growth rates and large numbers in lakh and crore, because calculation errors hurt more than an imperfect structure.
- For each project on your CV, prepare the problem, your specific analysis, the recommendation and the impact in numbers, in under a minute.
- Before the interview, learn the firm's practice areas and typical clients, so your answer on why this firm names real differences.

THE DAY BEFORE

- ☐ Confirm the time, venue or video link and the interviewer's name
- ☐ Plan your route and leave time for traffic, or test your camera, microphone and internet
- ☐ Keep copies of your resume, ID proof, certificates and photographs in a folder
- ☐ Iron your clothes and charge your phone and laptop
- ☐ Do one final run-through of your introduction, then stop and rest

ON THE DAY

- ☐ Arrive 15 minutes early, or log in 5–10 minutes early for a video call
- ☐ Greet everyone politely, including the receptionist or coordinator
- ☐ Listen to the full question, pause, then answer in a clear structure
- ☐ Take brief notes of names and key points
- ☐ Ask your prepared questions and confirm the next steps before you leave