*Describe a time when you worked with a team to create a project on a tight budget. What did you have to prioritize?*

I have not worked with a tight budget before, however in my work at European Economics, a co-worker and I were given a small budget of 150 euros and tasked with paying for our client’s meal since they had paid the previous time. However, on this time, the client had invited numerous other members of their team to join for the celebration and the budget did not seem like it would be sufficient. We ended up suggesting to them that we stay in the business offices where we currently were, and order out, which significantly cut food costs and allowed us to stay within budget.

*Describe a time when you gave constructive feedback to a team member. How do you deliver negative feedback?*

During my time at the university, we often discussed statistical work we were all doing. Unfortunately, a colleague of mine was presenting a paper of theirs claiming that they had identified a causal mechanism. I was convinced this was a mistake, so I scheduled a meeting with them to discuss how causal mechanisms can be represented graphically. Having honed their intuition, the next month, they presented their paper again, correcting their claim and saying how additional measures are required for causal identification.

My approach then is usually to go more general. If I don’t want to attack a claim directly, I discuss how it is that a claim was created in the first place, making sure others have the tools to correct mistakes themselves. This is a costly process in terms of time but I believe that it is more effective in the long run.

*What’s the most effective project you’ve worked on so far? What made it successful? What was your role in the project?*

The most effective project I have worked on was for one of the biggest French energy providers. We had to decide the scope and size of a project that would generate energy from solar panels and wind turbines and feed them into electrolyzers which would generate hydrogen to be sold on. My role in the project was to compute the optimal scale up rate as well as what the optimal life time of the project would be. The basic balancing act I was in charge of was that earlier revenues would have a more important positive effect on the NPV, which would limit how much state aid the project would be legible for. As such, the project had to balance out, showing too much NPV with too little, which would cause 100% self financing. In the end, the project received 200 million in state aid and is still in the early phases of deployment.

*Have you ever faced a conflict of interest on a team project? If so, how did you handle it?*

During my time as freelance consultant, it is often the case that I advise two firms which are competing for the same state aid. In theory this would be a conflict of interest, as increasing the probability that one firm gains the aid, may decrease the probability of the other one receiving it. However, from my own point of view, it is possible that both firms get the funding as there are more slots than there are firms I am advising and I view my role as increasing their relative probability of gaining it, relative firms I am not advising. Additionally, there exists an absolute standard for eligibility, which means that it was indeed my role to make sure all projects are up to the standard. Finally, my advice and services are objective in the sense that they do not depend on who my other clients are.