

# **Speak Better and Get Paid Your True Worth in the Global AI Age**

English Interview Guide for Global Companies

*Your salary isn't based on how good you are.*

*It's based on how good you seem.*

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# Chapter 1: Why “Good English” Is Not Enough

You don’t get paid for how good you are. You get paid for how good you seem.

Most Asian professionals operate under a simple belief: “Put your head down, work hard, and you’ll get noticed.” It feels logical. It feels fair. Your boss will notice your results, right? And for most of your academic career, it worked. Your teacher was your boss.

But in the global marketplace, this belief is costing you money.

Maybe you recognize yourself in one of these:

- You’re technically strong, but the moment you need to speak up in a meeting or pitch your idea, you freeze.
- Your brain still thinks in Chinese, and what comes out in English feels clunky and unnatural.
- You watch colleagues with weaker skills get promoted because they can articulate their value.
- You’ve even pretended to understand what was said in a meeting because you couldn’t keep up.

If any of this sounds familiar, unclear and unconfident communication is costing you respect, opportunities, and income.

The truth is, your salary is not based on skill, effectiveness, or even attitude.

Your salary is based on how good people perceive you to be.

Communication is the tool you use to shape that perception.

By studying and practicing communicating better, getting better at knowing what and how to say things to up your value to employers, you improve your perception so employers will want you to work for them more, leading to better opportunities. If you want to work in global companies—the ones where you get paid the big bucks—you need to know how good you are at this tool. We are going to conduct a test on your Western Interview Communication Skills in this chapter, so keep reading on. But first we need to talk about why we want these Western, Global jobs in the first place

## **Global Salaries > Local Salaries**

Imagine you're an engineer working at a tech company in Taipei. Your total compensation might be around \$40,000 to \$80,000 USD per year. Solid by local standards.

Now take that same engineer—same skills, same experience, same technical ability—and put them at Microsoft in the US. You're looking at \$120,000 to \$200,000. At Meta? New grads are starting at \$200,000—and that's before stock and profit sharing. Senior engineers with equity are clearing \$400,000 to \$800,000. There are people at these companies whose stock packages alone made them millionaires. Steve Ballmer was an early employee at Microsoft. He's now worth over \$100 billion—not because he was a genius, but because he was in the right room and he could communicate.

That's a 4x to 6x income gap at the mid-level. And it gets wider the higher you go. Now here's what most people miss: this gap is no longer just about geography. We've entered a global economy where the best managers at these companies are actively looking for talented professionals in Asia. Remote work is normalizing. Cross-border hiring is increasing. The smart managers know that some of the most technically gifted people in the world are in Taipei, Shanghai, Singapore, and Hong Kong—and they're being dramatically underpaid relative to their ability.

These managers want to find you.

But they need you to meet them halfway. They need to hear what you bring in a language they're trained to evaluate. Not English vocabulary—communication logic.

So What's Actually Stopping You?

Is it just a work permit? A visa?

If you're good enough, those are details. Companies sponsor visas for people they want. Permits get handled. The real barrier isn't paperwork.

The real barrier is the interview.

And here's what makes it worse: AI has already commoditized everything that comes before the interview. Anyone can use ChatGPT to write a perfect resume. Yes, this is literally now. Anyone can polish their cover letter until it sounds like a Fortune 500 executive wrote it. When you have unlimited time to edit, it's easy to look like a genius on paper. Even impressive degrees don't separate you anymore—half the applicants have them.

The application gets you in the door. But the interview is where you win or lose the job. You can't pause it. You can't edit it. You can't ask AI to answer for you when a VP is staring at you, waiting.

And that's where most people fall apart.

The Communication Tax

This is where we come back to the core truth: you don't get paid for how good you are. You get paid for how good you seem.

If you can't tell a structured story about how you solved a problem—you don't seem like a problem solver.

If you can't clearly explain the impact of your work—you don't seem like someone who delivers results. You might have done an amazing job with a project but if you can't explain it, it didn't happen.

If you freeze when a VP asks you a direct question—you don't seem confident, even if you've been crushing it at your job for five years.

The skills are real. The experience is real. But if you can't communicate them in a way that Western decision-makers understand, that reality stays invisible. And invisible people don't get offers.

That's the communication tax. It's not a language tax. It's not an accent tax. It's the gap between what you can do and what you can prove you can do—under pressure, in real time, in a framework your interviewer is trained to evaluate.

### You're Preparing for the Wrong Interview

The companies with higher salaries that you run on Western communication logic. Not Eastern logic.

Eastern logic—modesty, hierarchy, fact-based responses—works great in traditional Eastern companies. But if you want global-level pay, you need global communication habits. I'm not talking about English vocabulary. I'm talking about how you position yourself, how you prove your value, how you lead a conversation.

Western communication logic values confidence, directness, strong opinions, bold storytelling, and self-promotion—things Eastern logic doesn't emphasize.

Most Asian professionals who want a global job are playing a game they can't win: they're using an Eastern rulebook in a Western arena.

In a traditional Eastern company, the interview is a background check. The boss wants to verify your credentials, check your references, and make sure you're a "good student"—quiet, obedient, no dangerous opinions.

But in global companies—Amazon, Google, Western startups—the interview isn't a check. It's a performance. They expect you to share deeply about your past experiences, what you hope to achieve in your career, your ideas and values and how they align with the company.

In Eastern interviews, you want to prove you're a hard worker who will follow orders. In the West, many managers are looking for out-of-the-box thinkers with fresh ideas.

In the East, you stay quiet and wait for the boss to lead. In the West, you're asked to be a "self-starter." Taking initiative is encouraged. That's why Western interviewers expect well-thought-out questions from the interviewee about the position or company.

It's a totally different ballgame.

You are an active participant in the interview, and they expect you to have thought about these things thoroughly. So you must work out how to answer Western-style interview questions and practice extensively.

If you cannot communicate your value in this language, for all practical purposes, that value doesn't exist.

Quick Test: How Ready Are You for a Western Interview?

To find out how much money you're leaving on the table, you need to see where you sit on the communication baseline.

Let's do a test right now.

If I asked you this interview question:

"Tell me about a time you had a disagreement with a colleague. How did you handle it?"

Can you answer it? Here's your task

Think about it. Don't take more than 30 seconds thinking about it also.

And now I want you to try answering the question in English (assuming that's your mother tongue). Say it out loud if your environment allows.

Now try answering it in Chinese.

Go ahead and give it a try. When you're done go onto the next page.

Welcome Back!

Okay, you should have just completed your answers in both Chinese and English.

How did it go? The question you just attempted is what we call a behavioral interview question. This is quite common in Western style interviews. The idea is they evaluate you based on how you did in your past experiences and it shows how you do in future tasks. They are also testing your communication and organizational skills here. So, how would you score yourself? Be honest: Give yourself a score.

If you were answering this question in an interview room right now:

**In Professional English: \_\_\_ / 10 In Professional Chinese: \_\_\_ / 10 For each language:**

10/10: You'd bet serious money you nailed the question

9/10 You feel great about your answer!

7-8/10: You feel solid, but you feel it could be better

Below 7: You're scrambling.

(When we work with students, we always identify whether someone is Level 0, 1, or 2 first. Because if you're Level 0, we need to build foundational logic. If you're Level 1, we focus on bridging to English. If you're Level 2, we refine for high-stakes situations. You can't fix what you can't measure.) After you're giving yourself a score, let's talk about what this means for you. Based on your score, you're either Level 0, Level 1, Level 2. Let's go through each of these categories.

## **Level 0: Have Required Logic in 0 Languages**

Professional Chinese: Below 7

Professional English: Below 7 If you scored below 7 in both languages, you don't have the required communication logic for these high-pay Western jobs in English, but also

in Chinese (if they magically spoke fluent Chinese). If you scored lower than 7 for both languages, you don't have a language problem. You have a logic problem.

This sounds harsh but you have a very low Western-style business storytelling ability. You struggle to organize your thoughts under pressure, even in your native language.

Result: You are severely undervalued. You can do the technical work, but when someone asks you to prove how you handle real situations, you can't. If this is the case for you, don't be discouraged. I'm gonna talk about how to develop these communication skills as they are not difficult throughout this book. I'm going to teach you the single framework that I learned at Canada's top-ranked business school, Ivey Business School, that got me more than 10+ job offers after graduating from university. If you want to learn this logic quickly and comprehensively, I'd recommend my Interviews Skills Video Course [View the Full Video Course](#) as an introduction to help you learn the required

Signs You Might Be at Level 0: Now before we move onto Level 1, since this is a self-conducted test, if you gave yourself a higher score than Level 0, I'm gonna challenge you if you gave yourself too high of a score by giving some indicators you might be giving a worse answer than you scored. Ready? I'm not out to come get you. I just wanna give you your honest baseline. Here are some common signs your score was set too high:

1) You don't answer the question directly:

I.e. "Sometimes my colleagues and I will talk about what's the best way to do things. And we always have to have meetings to talk about the different choices..." (30 seconds in, you still haven't given a specific example—when the question asked for one.)

2) You list events with no clear structure:

"Um, there was this one time... my colleague disagreed with me about a project deadline. We talked about it. Then we figured it out."

3) You use vague language with no concrete details:

"I handled it professionally. I listened to their concerns. We came to an agreement."

4) You either freeze (too short) or ramble (too long, jumping between ideas). 5) You spent most of your answer describing the problem. More than 50% of your answer gets the Context organized.

If two or more of these things happened, you scored below a 7 in that language.

Now we can move on to Level 1. Level 1: Logic in One Language Only

Professional Chinese: 7+

Professional English: Below 7

If you are Level 1, you can answer the question well in Chinese. You know how to structure a behavioral interview question answer. A good answer sets up the situation clearly, describes what you specifically did, shows the outcome, demonstrates emotional intelligence and problem-solving, and takes 90–120 seconds max.

You have this in Chinese. But when you switch to English—especially in a high-pressure interview with a Western interviewer—you hit a wall. The logic is there in your head, but you can't organize it fast enough. You freeze trying to find the right words. But here's what most Level 1 people don't realize: even your Chinese answer may be structured using Eastern communication logic—context-heavy, collective “we,” focused on harmony and process. A Chinese boss would be satisfied. But a Western interviewer—even one who magically spoke perfect Mandarin—might still find your answer unfocused. We'll explore this more in Chapter 2 with David's story.

You might even have IELTS 7 or 8. You're conversationally fluent. But when pressure hits, you can't execute the professional frameworks in English.

Here's the thing: most people aren't even at Level 1. They've never thought about how to answer questions like this, even though every global company interview has them. If you've never practiced structuring your answer, you're starting from scratch.

You have the logic in Chinese, but you don't have the bridge to the global market.

Result: You're trapped at the ceiling of your local market because you can't export your value. You do world-class work, but you're being paid local-market rates.

Level 2: Professional English 7+ AND Professional Chinese 7+

This is an extremely high standard.

If you claim to have scores of 7+ in both, you should be able to handle behavioral questions in both languages without translating or freezing, structure your answer spontaneously (not from a memorized script), navigate follow-up questions that probe deeper, sound natural and confident whether you're speaking Chinese or English, and navigate Western business logic and Eastern business logic seamlessly.

At this level, you're not just bilingual—you're bi-logical. You can "code switch." You can operate in global markets with the same confidence you have in local ones. You can compete for roles in Singapore, Hong Kong, multinational companies, or Western-led environments without your communication being a bottleneck.

But here's the thing: most people will overrate themselves.

Your English might be really good. You might have high IELTS scores—7, 8, even higher. But that's your conversational English or academic English. This is a different standard. It's about how you organize your thoughts under pressure, how you structure stories, how you position yourself in real time.

## How to know if you're not actually Level 2

- ✘ You have to think through your answer in Chinese first, then translate
- ✘ You struggle with spontaneous behavioral questions (you need time to "prepare")
- ✘ You freeze when the interviewer asks a follow-up question
- ✘ You can chat casually, but organizing thoughts under pressure is different
- ✘ You scramble for words when you need to tell a story on the spot

If you checked 2+, you're not Level 2. You're somewhere between Level 1 and Level 2—developing your professional English, but with gaps that are costing you opportunities and income.

If you're truly at Level 2, you have business communication skills in both East and West. The two most powerful economic languages in the world. In my opinion, this is one of the biggest advantages you can have. More useful than most academic degrees.

Result: You've stopped being a Local Professional. You're now a Global Professional.

## **What the Level 0→1→2 Jump Is Actually Worth**

Let me show you what this is worth. Consider someone working in the hospitality industry.

### **Level 0 Scenario: The Support Role**

You work as a receptionist at a hotel. Maybe you even studied hospitality management in school. But when someone asks you to explain how you handled a difficult customer situation, you freeze. You can't structure your thoughts. You can't prove your value in any language.

Here's the bigger problem: you can't structure your thoughts, so you can't tell others how to do the job. That's why you never get promoted to manager. You do your job, but you can't communicate professionally about it.

You're stuck at \$1,000 to \$1,500 USD per month. Not because you lack capability. Because you can't prove it when it matters.

### **Level 1 Scenario: The Local Professional**

Now imagine you've developed professional communication logic in Chinese. You can tell structured stories. You can prove your value. You can explain to others how to do the

job. You're promoted to operations manager at a domestic hotel in Taipei. You oversee staff, manage operations, solve problems, and report results.

You're making \$2,500 to \$3,000 USD per month.

The 0→1 jump doubled your income. You went from a support role to management.

## Level 2 Scenario: The Global Professional

Now you take those exact same skills—operations management, team leadership, problem-solving—but you install a new communication logic. You can walk into an interview with a Western hiring manager and tell structured stories about how you handled challenges. You can prove your value in both Eastern and Western business contexts.

You move to an international chain—Marriott, Hilton, Shangri-La—as a regional manager in Singapore, Hong Kong, or Dubai.

Now you're making \$7,000 to \$10,000 USD per month.

What changed? Not your operations skills. Not your leadership ability. Not your problem-solving. Not even your vocabulary. You moved from Level 1 to Level 2. The Cost of Not Leveling Up Below is how much this hotel worker leaves on the table if he stays at Level 0 or Level 1.

0→1 jump: \$1,500/month → \$3,000/month = \$18,000/year

1→2 jump: \$3,000/month → \$8,500/month (average) = \$66,000/year Therefore, the

0→1→2 jump: \$1,500/month → \$8,500/month = \$84,000/year

These jumps are massive. But most people are stuck at Level 0 or Level 1, leaving tens of thousands per year on the table—not because they're less skilled, but because they can't communicate their value in the right contexts.

## Why the jump is so asymmetric

If you improve your marketing skills by 10%, you might get a 5% raise. You're competing with thousands of people who have the same skills. But if you improve your communication logic—your ability to navigate both Eastern and Western business contexts—that's often a

If you improve your communication logic by 10%—sharpening your story, your authority, your ability to navigate both Eastern and Western business contexts—that's often a 50% raise or more.

Because there are so few people who can do this.

Think about it: how many people can execute marketing strategy in Chinese business contexts? Tens of thousands. How many can do that and communicate their value fluently in both Eastern and Western business logic? A tiny fraction.

Every business that does East-West commerce needs people like this. Every multinational expanding into Asia needs them. Every Asian company expanding West needs them.

This is why Singapore became one of the richest countries in the world. They positioned themselves as the bridge—the place where East-West communication happens fluently. The people who can do this get paid accordingly.

This isn't a salary bump. This is uncapped earning potential.

Communication skills aren't just a multiplier. They're the unlock.

## What You Know vs. What You Don't Know

You know the fixed cost. If you're Level 0, you're severely undervalued even in your local market. If you're Level 1, you're leaving \$66,000 per year on the table.

But here's what you don't know: what doors open when you're Level 2.

Regional VP roles you didn't know existed. Consulting opportunities where you set your own rates. Board positions. Markets you never considered—Singapore, Hong Kong, Dubai, San Francisco. Companies that only hire through referral networks you can't access yet.

The upside isn't just a higher salary. It's access to a game you didn't even know you could play.

Level 0 and Level 1 keep you where you can see the ceiling. Level 2 is the gateway. Once you're in, the trajectory is exponential, not linear.

## **Why This Happens**

You were taught how to communicate in academic settings: find the correct answer, satisfy the teacher's rubric, stay quiet unless called on, let your work speak for itself.

But academic communication is different from what works in business. And even within business, Eastern and Western markets reward different communication styles:

In academic (Eastern) settings, the goal is getting the "correct answer." Authority belongs to the teacher. You're graded by rubric. Self-promotion means letting your work speak for itself.

In business (Eastern) settings, the goal is achieving results while maintaining harmony. You respect hierarchy and contribute strategically. Value is demonstrated through the team.

In business (Western) settings, the goal is achieving results and claiming credit. It's a two-way conversation based on merit. You tell your story and prove your impact.

The problem isn't that you're bad at communication. The problem is that you're using academic (Eastern) logic in a business (Western) environment.

## **The Sting**

If you just realized you can't even tell a structured story about conflict in your native language—if you're at Level 0—stop lying to yourself.

You don't have a "language" problem. You have a "logic" problem. Your logic isn't wrong. It just does not match the logic of the people you want to employ you. You've spent years building a high-performance engine—your technical skills, your credentials, your work ethic. But you're trying to drive it with a bicycle handlebar. Your communication can't keep up with your capability.

If you're at Level 1—or somewhere between Level 1 and Level 2—you're leaving tens of thousands per year on the table because you can't bridge to the global market.

But here's the good news: getting to Level 2 isn't as hard as you think. You don't need years of practice. You need frameworks. You need repetition of those frameworks. And you need practice organizing your thoughts under pressure.

It's time to upgrade the steering.

[End of Chapter 1]

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## Chapter 2: Why You're Practicing Wrong

You've been practicing English for years. Maybe you've watched English content from TV series or Social Media. Maybe you've taken courses. Maybe you've hired tutors. Maybe you've used AI to polish your emails and applications.

You can read. You can write. You can have conversations.

So why do you still freeze when it matters?

The Interview Bottleneck: Where You're Actually Losing

Here's what most people don't realize: in Chapter 1, I showed you that the interview is where you win or lose. Now let me show you exactly why you keep losing. You're optimizing the wrong part of the job search.

Think about how many shots you actually get. You might apply to 50 companies this year. You'll get maybe 5–10 interviews if you're lucky. Each interview is 30–60 minutes. You can't pause. You can't edit. You can't ask AI to answer for you.

That's it. That's your entire window of opportunity for the year.

Most people blow it—not because they're unqualified, but because they freeze or ramble when asked basic behavioral questions.

When your resume says you're a “strategic leader with strong communication skills,” but you can't answer a followup question to your story about how you handled a disagreement with a colleague, the interviewer doesn't think “Oh, they're just nervous.”

They think you mermorized your interview answers so they think you're fake or robotic. Maybe they even think you lied on your application. You lose the trust. You lose the offer. You've just burned one of your 5–10 shots for the year.

## Why You're Failing: The Practice Problem

Now that you understand interviews are the bottleneck, here's why you keep failing: you're practicing the wrong type of communication.

There are two types of professional communication:

Communication with time to think. Writing applications. Editing emails. Preparing presentations. Chatting with ChatGPT. You have time to plan, revise, and polish.

Communication under pressure. Someone is staring at you, waiting for an answer. Right now. Job interviews. Client meetings. Presentations with Q&A. Manager check-ins.

Most people spend 90% of their practice time on communication with time to think. Then they wonder why they bomb in pressure situations.

Mike Tyson said it best: "Everyone has a plan until they get punched in the face."

Your comfortable practice gave you a plan. But the moment that VP asks a question that you didn't prepare for, you essentially have been punched in the face. Your feeling of preparedness is gone.

It's like training for a boxing match by hitting a punching bag for 6 months, then being surprised when you get knocked out in the first round by an actual opponent who punches back.

The interview is the opponent. You can't practice comfortable tools (Netflix, ChatGPT, tutors) for a pressure problem (live interview with a VP staring at you).

## The Two Plateaus

Let me show you what this looks like in real life.

Level 0: The "Brain Freeze" (Reflex Failure)

Meet Sarah.

Sarah works as a hotel front desk supervisor in Hong Kong. Three years of experience. Her conversational English is perfectly fine—she handles international guests every day, takes reservations, resolves complaints, coordinates with housekeeping. Her bosses are British and American expats. No problem.

She's applying for corporate roles now: HR coordinator positions, operations assistant jobs, administrative work that pays HK\$22,000/month (US\$2,800) instead of her current HK\$13,000/month (US\$1,650).

But put her in an interview and ask: "Tell me about a time you handled a difficult situation with a customer"—and this is what happens:

She starts talking. A lot.

"So, um, we had this guest last month who was really upset about his room. He booked a suite but we had to move him to a standard room because of overbooking. And he was really angry, he was shouting at me at the front desk. So I tried to explain the situation, and I told him we would give him a discount, and I asked my manager what to do, and we discussed different options, and the guest was still not happy, so we kept trying to find solutions..."

90 seconds in. Still no answer.

The interviewer is waiting. Sarah knows she needs to get to the point. But she can't find it. Her brain is searching for the structure, but there's nothing there. Under pressure, she goes blank. Sometimes she even tears up.

The Problem: Sarah doesn't have "bad English." She has zero professional logic framework in any language. When she's chatting casually, she can ramble and it's fine. But the moment someone asks a structured behavioral question, her brain has no operating system to organize the answer.

She's been practicing English with comfortable tools—watching Netflix, chatting with tutors, reading articles. But comfortable practice doesn't build reflexes. It builds plans.

And plans disappear under pressure.

The Consequence: Sarah stays stuck at the front desk making HK\$13,000/month. She applies for corporate roles at multinationals in Hong Kong but gets filtered out in the first round. Not because she's not smart. Not because her English is bad—she talks to her Western bosses every day. But because she can't structure an answer in real-time when someone asks a professional behavioral question.

Level 1: The “Logical Rambler” (Translation Failure)

Meet David.

David is a Senior Cloud Architect at a tech company in Taiwan. Top university. He can explain complex technical concepts in Chinese perfectly—his presentations to local clients are polished and professional. Grammar solid. Vocabulary extensive (TOEIC 850+).

But when an international interviewer asks: “Tell me about a time you had a disagreement with a colleague. How did you handle it?”

David knows exactly what happened. He has the story in his head—in Chinese. He starts translating:

“Okay, so last year we had a project... it was about cloud infrastructure migration. My colleague, he wanted to use AWS but I thought Azure was better for our use case because we already had Microsoft licenses and the cost structure would be more efficient. So we discussed it in the meeting, and I explained my reasoning, and then he explained his side, and we looked at the numbers together, and eventually we decided to go with Azure because it made more sense for the company strategy at that time...”

He answered the question. Technically.

But the interviewer's face shows confusion. Why? Because David's answer followed Chinese communication logic: give full context first, explain both sides equally, build up slowly to the conclusion, emphasize harmony and process.

Western interviewers want direct logic:

Action first: “I scheduled a one-on-one to understand his concerns.” Proof: “I presented cost analysis showing Azure would save 30%.” Result: “He agreed and we implemented Azure. Project finished on time.”

The Problem: David isn’t bad at English. He’s translating Chinese logic into English words in real-time, and that’s the core problem. Even if the interview were conducted entirely in Mandarin, David’s answer would still confuse a Western interviewer. His structure follows Chinese communication patterns—give full background, explain both sides equally, build to a consensus conclusion. Western interviewers want the opposite: lead with your action, prove your individual impact, close with a concrete result. David doesn’t have a language problem. He has an operating system problem. He’s running Eastern logic in a Western evaluation framework. and this doesn’t work because he’s not

The Consequence: David gets interviews because his resume is impressive. But he loses offers to less-qualified candidates who can structure answers clearly in Western logic. He’s trapped at the local ceiling—not because he’s not capable, but because he’s using the wrong operating system.

## **What They Both Have in Common**

Sarah and David are practicing with the wrong tools.

Sarah watches English content, chats with language exchange partners, maybe takes a conversation class. All comfortable. No pressure. No structure.

David studies grammar, memorizes vocabulary, uses ChatGPT to fix his writing. Also comfortable. No real-time logic training.

Both think: “If I just study more, I’ll get better.”

But traditional practice is designed for comfortable communication.

Netflix/YouTube: You're a passive observer. Zero pressure. Zero practice organizing thoughts on the spot.

Most tutors: Too polite. They let you ramble. They don't interrupt and say "That didn't answer the question." They don't simulate a VP asking a difficult follow-up.

ChatGPT: It does the thinking for you. It makes your emails look great. But it makes your pressure-performance weaker and more dependent.

The bottleneck is that you've never trained your brain to organize professional logic under pressure in real-time.

You're practicing with wooden swords for a real war.

## **The Antidote: Frameworks + Pressure**

If you want to get from Level 0 or Level 1 to Level 2, you need two things:

### 1. Frameworks (The Logic)

You don't "think" about what to say. You follow a structure so the logic is already handled.

Here's the question from earlier:

"Tell me about a time you had a disagreement with a colleague. How did you handle it?"

Most people (like Sarah) ramble for 90 seconds about context and never answer. Here's how you answer using the CAR Framework:

**Context (10–15 seconds):** Set up the situation. One or two sentences max. Just enough background so they understand the stakes.

**Action (60–70 seconds):** What YOU specifically did. This is where 80% of your answer should be. Not "we decided," but "I proposed," "I scheduled," "I presented." Show your professional judgment and decision-making.

Result (10–15 seconds): What happened because of your action. Concrete outcome. What you learned (optional).

Here’s what it sounds like:

Context: “Last year I was leading a cloud migration project, and my colleague wanted to use AWS while I believed Azure was better for our use case because of existing Microsoft licenses.”

Action: “I scheduled a one-on-one with him to understand his concerns. He was worried about flexibility. I prepared a cost-benefit analysis showing Azure would save us 30% and still meet his flexibility requirements. I presented this to our director with both options clearly outlined.”

Result: “My colleague agreed with the data, we went with Azure, and the migration finished two weeks ahead of schedule.”

That’s 60 seconds. Clean. Direct. Structured.

The framework does three things: keeps you from freezing (you know what comes next), keeps you from rambling (each section has a time limit), and keeps you from missing the question (the Action section forces you to show what YOU did).

## 2. Pressure (The Training)

But here’s the critical part: knowing the CAR framework doesn’t mean you can execute it under pressure.

Sarah knows she needs structure. David knows he should be more direct. But when the interviewer is staring at them, their brains still freeze or ramble. Why? Because they’ve never trained under pressure.

You don’t “study” frameworks. You drill them until they become reflexes. This means speaking out loud with someone watching you. A timer ticking. Unpredictable follow-up questions. Immediate correction when you freeze, ramble, or miss the question.

Would you learn to drive by reading a manual? Or would you need to actually get in a car, with someone next to you correcting your mistakes in real-time?

Professional communication is the same. You need simulation. You need correction. You need pressure.

## What's Next

You now understand why interviews are your actual bottleneck, why traditional practice fails, and the two plateaus (Level 0 reflex failure, Level 1 logic mismatch).

You also have your first framework: CAR (Context→Action→Result).

In the next chapter, I'll show you exactly how to put this into practice—how to build the stories, how to train your reflexes, and what the complete path to Level 2 looks like.

## Author Note

If you're serious about fixing this and want personalized training, I offer one-on-one coaching sessions where you practice these frameworks under high-pressure simulation with real-time correction.

You'll work directly with me or my specialist coaches who are trained specifically to help Chinese speakers build Western interview reflexes. We'll diagnose exactly where you're stuck and build the reflexes you need to perform under pressure.

Ready to move forward? [Apply for a Diagnostic](#) Or if you want to learn the free ways to practice and genuinely improve on your own, keep reading—in the next chapter, I reveal exactly how to do that.

[End of Chapter 2]

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## Chapter 3: The Path to Level 2

You now understand the problem. You know why your current practice isn't working. You have your first framework—CAR—and you've seen the difference between a bad answer and a great one.

The question is: how do you actually get from where you are now to Level 2?

The answer is simpler than you think. It's three steps, and if you do them consistently, your interview performance will transform.

### Step 1: Build Your Story Bank

In behavioral interviews, the same types of questions come up over and over again. There are roughly seven categories:

Pressure: "Tell me about a time you worked under a tight deadline."

Conflict: "Tell me about a time you disagreed with a colleague." (You've already seen this one.)

Learning: "Tell me about a time you had to learn something quickly."

Accomplishment: "Tell me about something you're proud of achieving."

Failure: "Tell me about a time you failed."

Decision: "Tell me about a tough decision you had to make."

Initiative: "Tell me about a time you took initiative without being asked."

Your homework is to create one CAR story for each of these seven types. That's it. Seven stories. If you have strong, well-structured stories for each category, you'll be ready for

95% of the behavioral interview questions you encounter—at Google, Microsoft, McKinsey, banks, any global company.

Why? Because interviewers ask the same seven questions in hundreds of different ways. “Describe a challenge you overcame” is just a Pressure question. “What’s your biggest weakness?” can be answered with a Failure story. Once you have the stories, you adapt them to the specific wording.

Start with one. Write it out using the CAR structure. Context (two sentences max), Action (the bulk—what YOU specifically did), Result (concrete outcome with numbers if possible). Then move to the next.

Use AI to help you brainstorm and refine—that’s a great use of these tools. But you have to be the one who decides which experiences to use and how to tell them. AI can’t do your interview for you.

## **Step 2: Train Under Pressure**

Here’s where most people stop. They write out their stories, maybe practice alone in their room, and think they’re ready.

They’re not.

Mike Tyson was right: “Everyone has a plan until they get punched in the face.”

I taught you the framework. I taught you how to punch. But that’s in the safety of your own room. When you walk into an interview, that’s the boxing ring. And in the ring, the opponent punches back.

In an interview, the “punch back” is the follow-up question. “Why did you choose that approach?” “What would you have done differently?” “How did your manager react?”

If you’ve only practiced your prepared answers, you’ll crumble the moment they go off-script. And they will always go off-script.

So you need two types of practice:

Practice with questions you expect. Drill your seven CAR stories out loud until the structure is automatic. You shouldn't be searching for what comes next—Context, Action, Result should flow without thinking, like riding a bicycle.

Practice with questions you don't expect. This is where real growth happens. When you get a question you can't answer well, that's not failure—that's R&D. It's research. It's data. Now you know a blind spot exists, and next time you'll be ready for it.

Every bad interview makes the next one better. Every question that catches you off guard is one that will never catch you off guard again.

## **My Story**

Let me share something personal. I went to Ivey Business School at Western University—many people say it's the best business school in Canada. I wasn't the most gifted student. I wasn't the hardest working. But I still received offers from desirable large banks, tech, Food and Beverage, and tech companies during my graduation year. How? I got obsessed with interviews.

At my school, companies would come to interview students on campus. They'd offer free lunches, free drinks, free events. Some offered plane tickets to other cities for final rounds. I did as many as I possibly could—Coca-Cola, telecom companies, software companies, food companies. I even took interviews with companies I had no intention of working for.

Every time I got an unexpected question, I learned something. My “major” became interviews. And over time, I told my story so many times that it became automatic. I didn't have to think about structure. It was just there.

That's what second nature means. It means automatic. Like riding a bicycle—in the beginning, your brain is 100% focused on not falling. But after enough repetitions, it frees up to focus on other things. The same thing happens with interview answers. After

enough reps, the framework disappears and you just talk. Naturally. Confidently. Under pressure.

## **The Free Way to Practice**

Here's the simplest strategy: apply for everything.

Apply for jobs you don't love. Apply for roles that are a stretch. Apply in industries you're curious about. Not because you want every job—but because every interview is free training.

Most people treat each interview like life or death. They get one interview, panic, freeze, fail, and feel devastated. Then they avoid interviewing for months.

Flip the script. If you can remove the emotional weight from individual interviews and treat them as practice reps, something shifts. You become more relaxed. More natural. More yourself. And paradoxically, you perform better.

Don't get attached to one company. Keep interviewing. Keep collecting data. Keep improving.

Every interview is a rep. Every rep makes you stronger.

## **The Three Practice Mistakes**

Before you go, let me warn you about the three mistakes I see people make after learning this material:

Mistake 1: Going back to comfortable practice. You finish this book, feel motivated for a week, then go back to watching Netflix with subtitles, chatting with language exchange partners, using ChatGPT to fix your emails. None of that is interview preparation. If your bottleneck is interviews, practice interviews.

Mistake 2: Only practicing alone. Yes, you can drill in front of a mirror. It's better than nothing. But you're missing the pressure element—someone watching you, waiting for your answer, asking follow-ups you didn't expect. That pressure is what builds real reflexes.

Mistake 3: Practicing with the wrong person. A general English tutor on iTalki or AmazingTalker might be a great teacher—but when you use the CAR framework, they'll say “Good job! Your English sounds great!” They're evaluating your language, not your logic. They don't have the professional experience to tell you “That didn't answer the question” or “Your Action section was too vague.” You need someone who understands interview logic, not just English grammar.

## **CAR Is Just the Beginning**

CAR is probably the single most valuable framework you can learn for interviews. It's the backbone of every behavioral answer. And it's what I gave you for free in this book.

But behavioral questions are only one category. You'll also face opinion questions (“What do you think about remote work?”), motivation questions (“Why do you want to work here?”), and self-introduction questions (“Tell me about yourself”). Each requires a different structure.

In total, there are about five key frameworks that cover 90% of the questions you'll encounter in global interviews. CAR is the first.

The rest—including frameworks for opinion questions, motivation questions, and how to introduce yourself—I teach in my complete video course, with full breakdowns, bad vs. good answer comparisons, worksheets, and drill exercises.

## **Your Next Steps**

Free: Apply and practice.

Build your seven CAR stories. Apply for as many jobs as possible. Treat every interview as a training rep. Record yourself answering questions and review. Ask a friend to throw you unexpected questions. This alone will put you ahead of 90% of candidates.

Video Course (Coming Soon):

I'm building a complete video course that teaches all five interview frameworks step by step, with real examples, worksheets, and timed drill exercises. Join the early access list and get 50% off when it launches:

[View the Full Video Course](#)

One-on-One Coaching (Available Now):

If you want the fastest path to Level 2, work directly with me or one of my specialist coaches. We diagnose your exact bottleneck, install the complete framework suite, and simulate real interview pressure with immediate correction. This is professional combat training for interviews—not a conversation class.

We've worked with hundreds of Chinese-speaking professionals making this exact transition. We can tell the difference between a Sarah (Level 0, zero structure) and a David (Level 1, wrong logic system)—and we know exactly how to fix each one.

*In the past, my presentations were too technical and my ideas wouldn't connect with English-speaking colleagues. Gary taught me how to filter my knowledge and present information so my ideas were more valuable to my global team. I feel much more confident now with presentations and speaking English at work.*

**Bruce, Product Manager, ASUS (Taiwan)**

*10 sessions with Gary's program, and I landed two six-figure contracts, an exclusive distribution deal, and the lead planning role for a 2,000-person event. His coaching was completely customized to my exact needs.*

Roro, Founder & CEO, Hurun Top 30 Under 30, Forbes China

→ [Apply for a Diagnostic](#)

## The Cost of Staying Where You Are

Let me be direct.

If you do nothing, here's what happens:

Level 0: You stay at the front desk. You watch people with worse technical skills get promoted because they can structure their thoughts in meetings. You lose \$18,000/year. Every year.

Level 1: You stay trapped at the local ceiling. You're the senior engineer who never becomes the regional manager. You lose \$36,000–\$66,000/year. Every year.

The salary gap is real. The opportunity gap is real. But here's what nobody tells you: the gap compounds.

It's not just the money you're leaving on the table right now. It's the trajectory you're missing. The person who makes it to Level 2 at 28 is a regional director by 35. The person who stays at Level 1 until 35 is still explaining to recruiters why they never made it past mid-level management.

Remember: the gap isn't about skill. It never was. It's about seeming skilled. And seeming skilled means being able to communicate your value in the exact moments that matter—the 30-minute interview, the 60-second self-introduction, the follow-up

question you didn't expect. Those moments determine whether you stay at the local rate or enter the global game.

The opportunities that exist for Level 2 professionals are invisible to you right now. Regional VP roles. Board positions. Consulting rates. Markets you've never considered. Companies that only recruit through closed networks you can't access yet.

That's the real cost of staying where you are.

## This Is Your Moment

You have two choices:

Choice 1: Close this book and go back to what you've been doing. Watch more Netflix. Chat with language partners. Use ChatGPT to fix your emails. Hope that somehow, eventually, you'll get better. We both know how that ends.

Choice 2: Build your story bank. Drill your CAR stories until they're automatic. Apply for everything. Get punched in the face in interviews and learn from it. Keep leveling up until you're Level 2.

The knowledge is here. The path is clear.

The only question is: are you ready to do the work?

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[End of Chapter 3]