Melde Dich an und erhalte kostenlosen Zugriff auf über 50 Artikel.   **Jetzt kostenlos registrieren >>**

◀◀ Vorherige   Weiter ▶▶

An issue tree is a customized framework used to analyze the root causes of problems in a case

During interviews you will be given case problems that you would need to solve on the spot. Use a **graphical** issue tree (or logic tree) method to break a **complex problem** down into its **component parts**. Focus on the most pressing problems by using a **hypothesis-driven approach**. This approach will significantly **increase** your **speed** during interviews, which is a highly desired skill amongst consultants.

Start with a problem-based tree to detect the problem and end with a solution-based tree to fix it

There are two types of issue trees during case interviews:

- A **problem-based tree** can be used to determine the root cause of the problem and understand the "why" the problem exists.
- A **solution-based tree** can be used to determine the **recommendation** and understand the "how" to **solve** the problem.

Ensure that your issues are MECE, otherwise it would be extremely challenging to tackle each branch independently. **Apply the hypothesis-driven approach** to effectively target those issues first that matter the most in the case problem (see pareto principle).
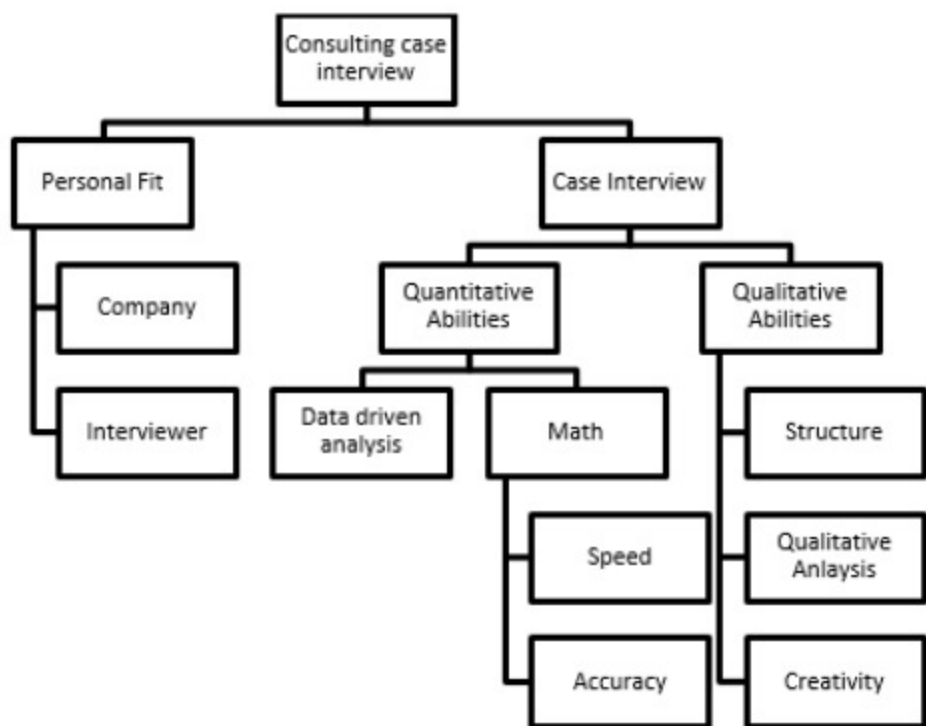
The most desired approach in consulting is the **answer-first** or **results-first**. This approach is closely related to the pyramid principle, which states that you should **start your recommendation** with the **actual solution or conclusion** before justifying your recommendation.

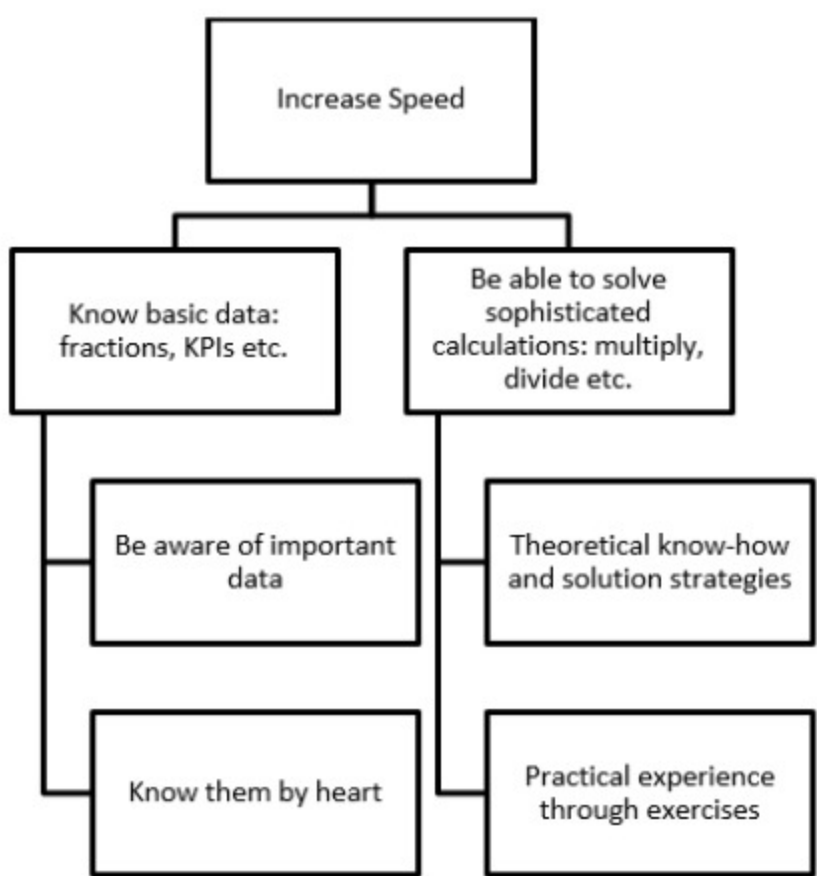### An issue tree is the foundation of all consulting projects

Once a new project starts, you draft an issue tree of the case problem right away as a team. As soon as you are aligned on all underlying sub-problems you force yourself to **take a view** and focus on the most important issues based on your **hypotheses** (answer-first style). Since all branches of the issue tree are MECE, its relatively easy for the project manager to divide the overwhelming workload on single team members. Each branch will result in a separate **work stream** that can be executed independently. So there are **no needless interfaces** between all team members which would create inefficiencies. That is why a small team of consultants **gets so much done** within a short time frame. Once the root cause of a problem is discovered, the case team will do the same exercise using a **solution-based tree** to find out what can be done **to fix the problem**.

Example of an issue tree for an aspiring management consultant

Imagine analyzing your interview scenario, in which the goal is to "succeed in consulting interviews". First, you need to **find potential issues** and then **break** the interview process **into its component parts** as shown below.

Let's assume you have tested related hypotheses and determined that the primary issues lie in the speed and accuracy of calculations during interviews. Thus, the goal now should be to develop a **solution-based** issue tree to find potential solutions.

Key takeaways

- An issue tree is the **most important tool** for structuring your case and form hypotheses.
- Be sure to **differentiate two types of issue trees** (problem-based or solution-based).
- **Use hypotheses** when analyzing your issue tree to come quickly to the root cause.
- Trees have to be MECE to avoid inefficient dependencies between branches.

Apply the concept of issue trees in our New Magazine Case

◀◀ Vorherige   Als gelesen markieren   Weiter ▶▶

Hast Du eine Frage zu diesem Artikel? Stelle sie der Community!

❓ Stelle eine Frage

📄 Verwandte Cases

✓ MBB Final Round Case - Smart Education

5,2 Tsd. mal gelöst | Bewertung: ★★★★½ (4.7 / 5.0)
Schwierigkeit: Schwierig | Stil: Interviewer-led (McKinsey-Stil) | Themen: Wachstumsstrategie, Marktanalyse, Markteintritt, Neues Produkt

Our client is SmartBridge, a nonprofit educational institution offering face-to-face tutoring services. The client operates in the US. The mission of SmartBridge is to help as many students as possible to complete studies and prevent that they drop from the school system, in particular in disadvant ... Ganzen Case öffnen

Social Media
f Facebook
▶ YouTube
in LinkedIn
◎ Instagram

Übungsmaterial
Case-Interview-Vorbereitung
Case-Sammlung
Projektsimulationen
BootCamp
Tutorials
Kopfrechnen-Tool
Brainteaser
Case Study Basics
Market-Sizing
Market Entry
Personal Fit
Case-Interview-Coaching
CoachingPlus
Consulting Q&A

Arbeitgeber im Consulting
Bain & Company
BearingPoint
Capgemini Invent
Consulting@Deloitte
CTcon
DHL Consulting
E.ON Inhouse Cons...
EY-Parthenon
Mazars
Oliver Wyman
Roland Berger
Stern Stewart & Co.
Struktur Managem...
zeb

Alle Consulting Arbeitgeber »

preplounge.com
Über uns
Für Unternehmen
Für Coaches
Für Hochschulen
FAQ
Datenschutz
AGB
Kontakt
Impressum
Consulting News
Erfolgsgeschichten
Freunde einladen
CV-Vorlagen
consultingheads

Copyright © 2020 von PrepLounge GmbH