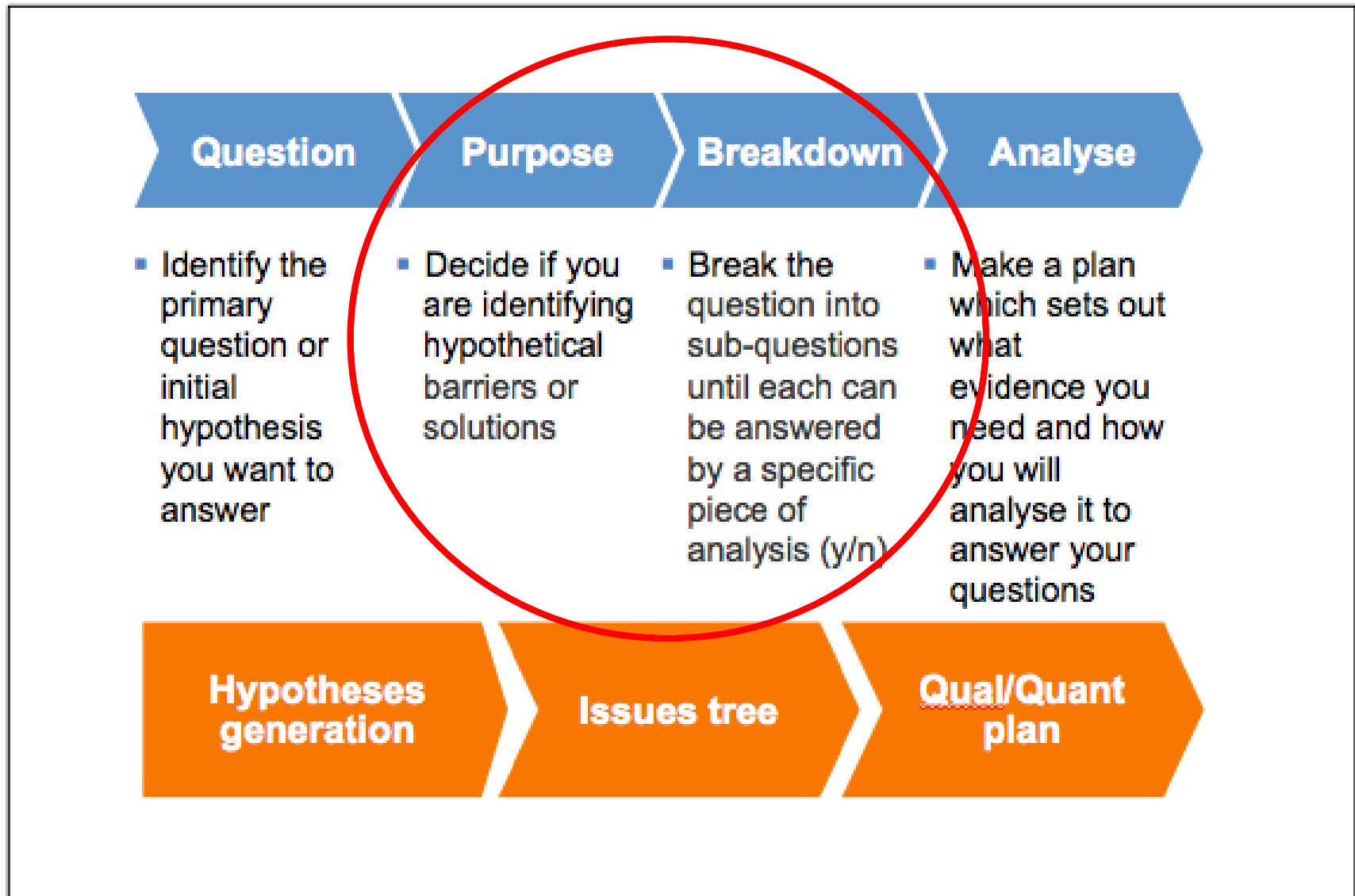


# Implementation Insights: Using Issues Trees

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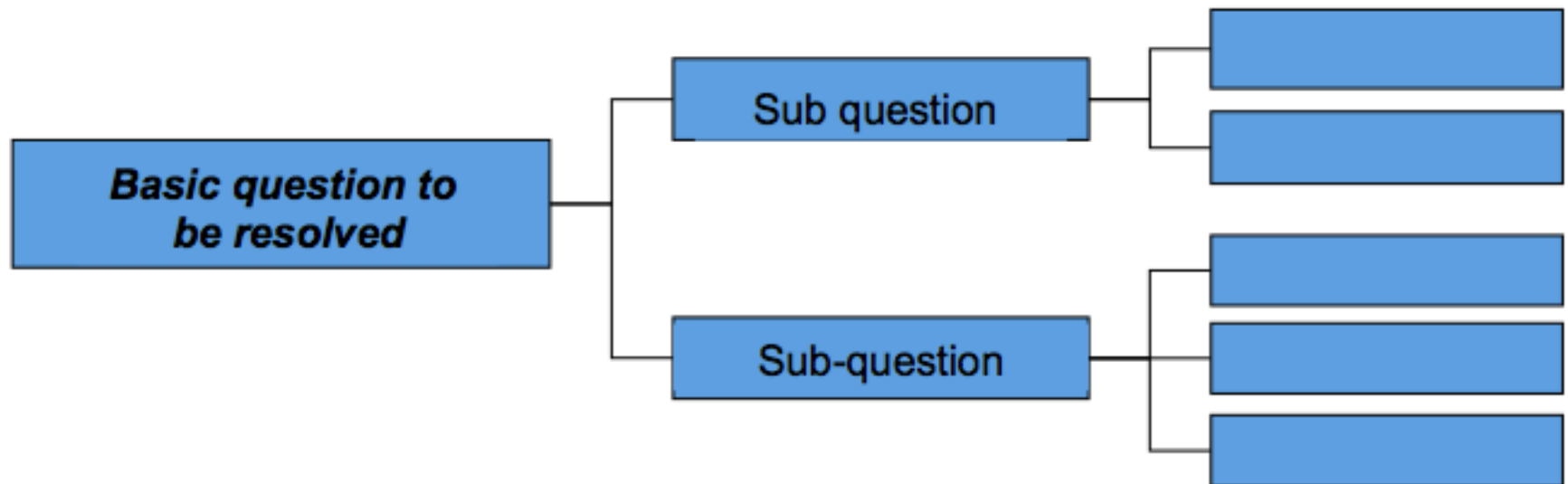


Issues trees enable you to break the overall question down into sub-questions you can answer



# Why are issues trees a useful problem-solving tool?

Issue trees help to break down a key issue into its smaller, component parts



# Rule 1: Pick the right 'basic question to be resolved'

## Rule 1

Pick the right 'basic question to be resolved'

## Rule 2

When you are disaggregating a question into sub-questions, make sure your issues tree is MECE

## Rule 3

Make sure your sub-questions are simpler and easier to attack as you move from left to right across the issues tree

if you pick a question that does not capture the problem that you are actually trying to solve then you will be left barking up the wrong (issue) tree.

- Invest time in getting the primary question right
- Discuss it with stakeholders
- Use that primary question as the 'basic question to be resolved' on your issues tree

# Rule 2: Make sure your issue tree is MECE

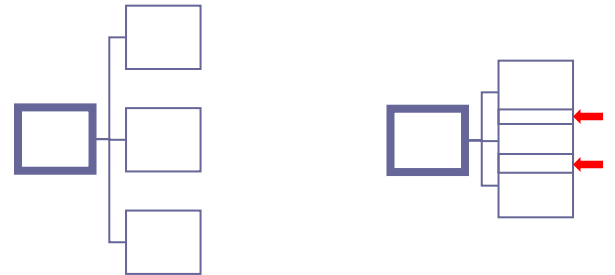
**Rule 1**  
Pick the right 'basic question to be resolved

**Rule 2**  
When you are disaggregating a question into sub-questions, make sure your issue tree is MECE

**Rule 3**  
Make sure your sub-questions are simpler and easier to attack as you move from left to right across the issue tree

- M** mutually
- E** exclusive
- C** collectively
- E** exhaustively

Your sub-questions are said to be **Mutually Exclusive** if there is no overlap between what they cover:



✓ These 3 sub-questions do not overlap, so the issue tree is Mutually Exclusive

X But these 3 sub-questions do overlap (cover the same ground), so the issue tree is not Mutually Exclusive

# Rule 2: Make sure your issue tree is MECE

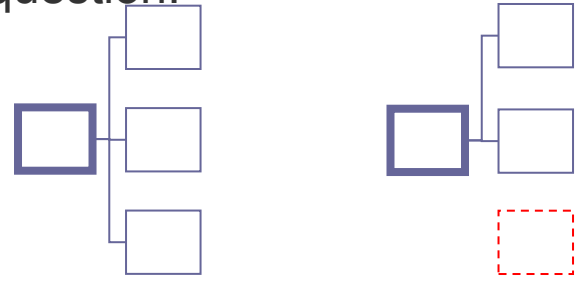
**Rule 1**  
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- M** mutually
- E** exclusive
- C** collectively
- E** exhaustive

Your sub-questions are said to be **Collectively Exhaustive** if between them they cover 100% of the original question:



✓ These 3 sub-questions do add up to 100% of the original question, so the issue tree is Collectively Exhaustive

X But these 2 sub-questions do not so the issue tree is not Collectively Exhaustive

## Rule 3: Keep your sub-questions simple and easy to attack

### Rule 1

Pick the right 'basic question to be resolved

### Rule 2

When you are disaggregating a question into sub-questions, make sure your sub-questions are MECE

### Rule 3

Make sure your sub-questions are simpler and easier to attack as you move from left to right across the issue tree

The whole point of the issue tree is to disaggregate a complex question into manageable chunks, so make sure that your sub-questions become progressively simpler.

Ideally, **the questions at the end of each branch of the issue tree should be simple yes/no questions**, which can be answered through a short piece of analysis.

Test your issues trees with stakeholders to make sure you've got it right

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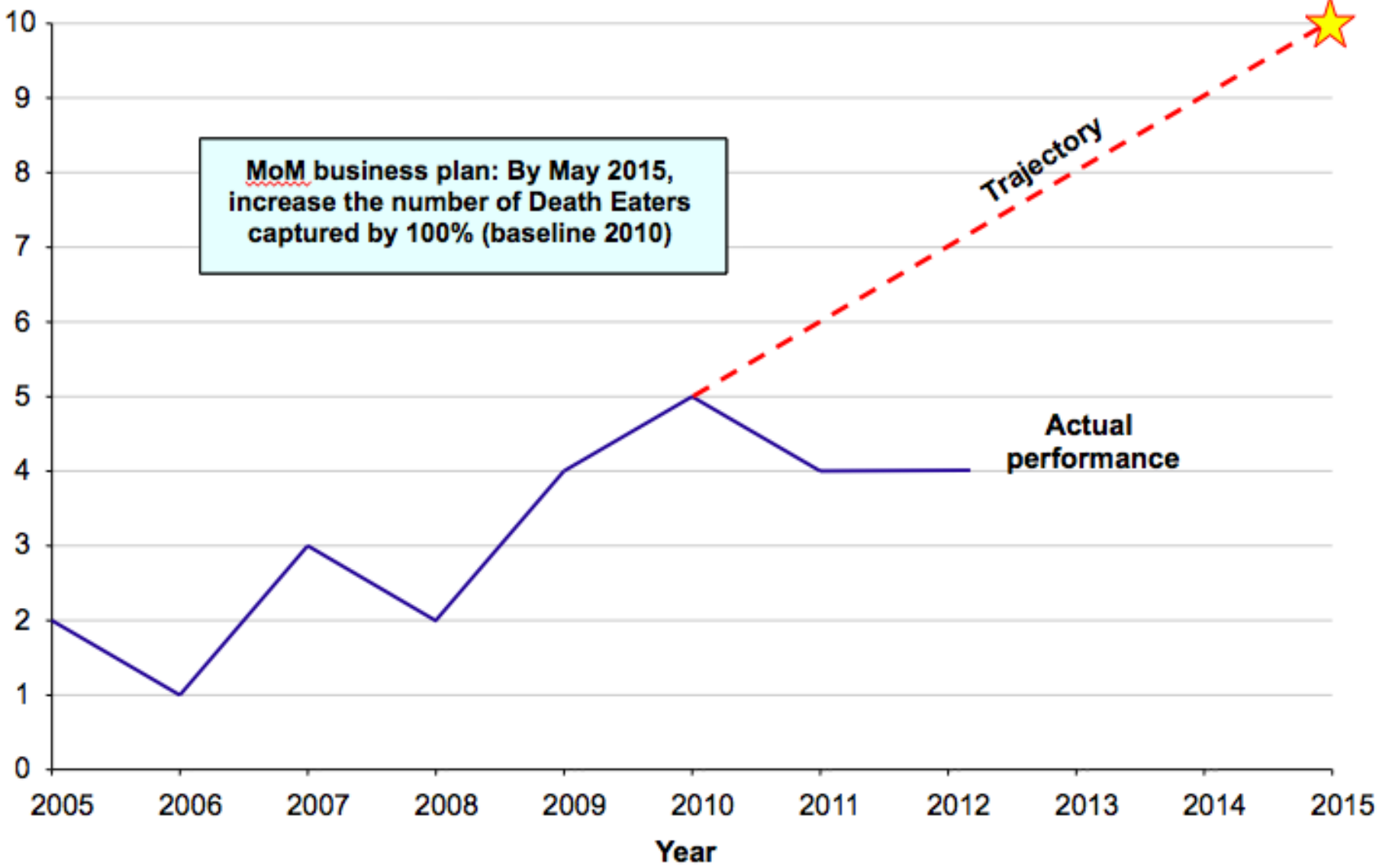


**By May 2015, we will increase the number of Death Eaters captured by 100%”  
(*baseline 2010*)**

- The Ministry of Magic employs Aurors (about 30 of them) as the proven way of tackling Death Eaters
- The Aurors’ job is to capture Death Eaters (Dark Wizards) of which there are an unknown number
- The Aurors’ job is therefore twofold:
  - Locate the Death Eaters
  - Disable / capture them using magic

# Context: Death Eaters captured per year 2005 - 2015

# Death Eaters captured



## Strengths

- **International evidence shows that Aurors are the only proven way to tackle Death Eaters**
- **Already have a good stock of Aurors**
- **Good training programme in place**

## Weaknesses

- **International shortage of fully trained Aurors**
- **National policy to reduce migration**
- **Aurors required to deliver wider outcomes alongside tackling Death Eaters**

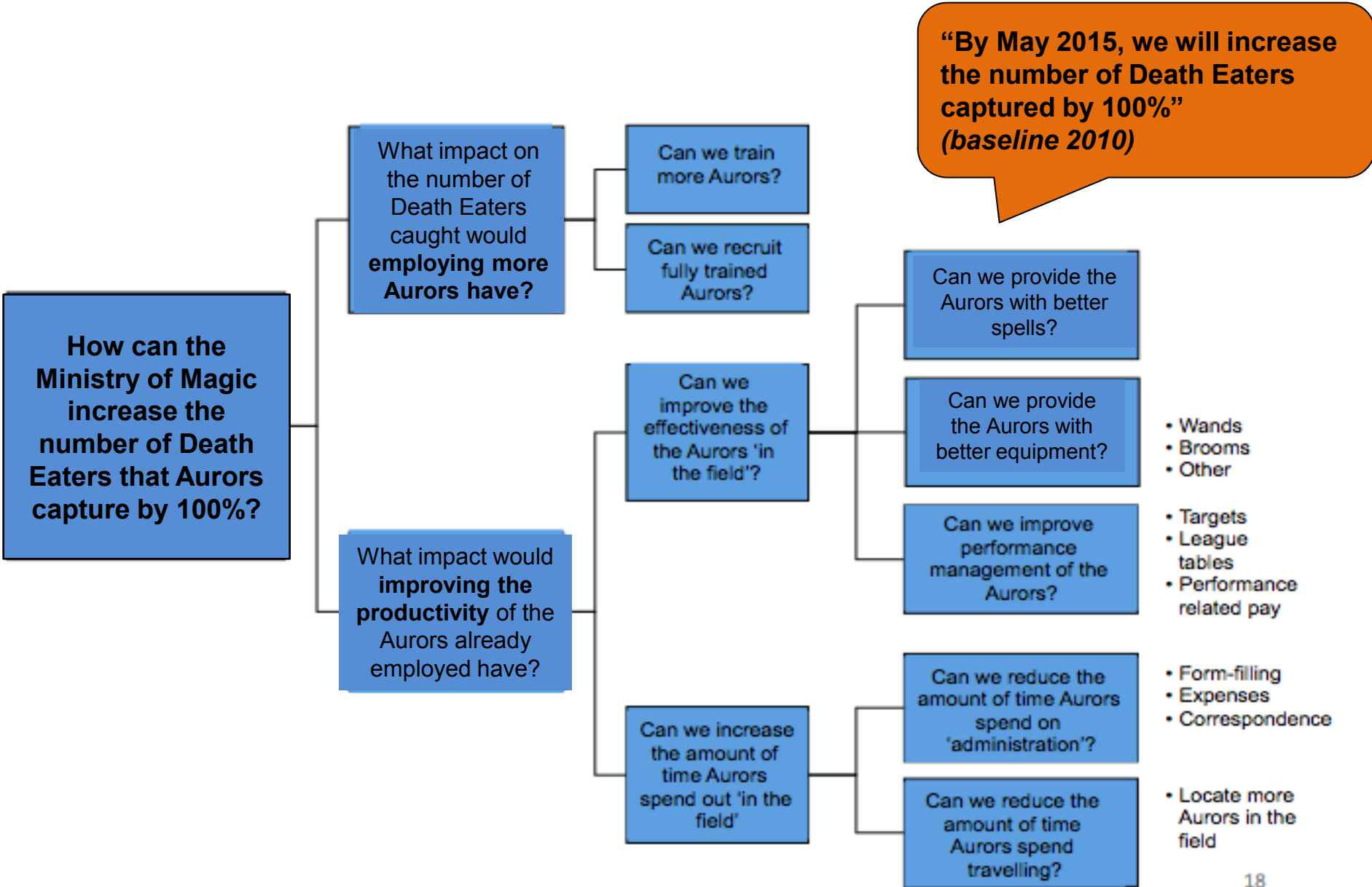
## Opportunities

- **New tech expected for tackling Death Eaters – due early next year**
- **New brooms will cut Auror journey time by half – due end of next year**
- **New bonus pot to reward outstanding Auror performance**

## Threats

- **Third of existing Aurors due to retire over next year**
- **Death Eaters evolving and growing new powers**
- **Auror not seen as attractive career to students**

# What does an issue tree look like?



# Using your issue tree to develop and test your hypotheses

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- Identify the primary question or initial hypothesis you want to answer

- Decide if you are identifying hypothetical barriers or solutions

- Break the question into sub-questions until each can be answered by a specific piece of analysis (y/n)

- Make a plan which sets out what evidence you need and how you will analyse it to answer your questions



# Use your issues tree to plan your evidence gathering and analysis

Questions at end branch of issues tree

Plan for evidence and analysis to answer each question

**Can we train more Aurors?**

**Can we recruit fully trained Aurors?**

Quantitative evidence needed	Quantitative analysis plan	Qualitative evidence needed	Qualitative analysis plan
Numbers of Aurors currently in training Numbers of expressions of interest annually	Trend analysis and trajectory construction	Customer journey for new Auror in training	Workshop with Aurors in training
Numbers of fully trained Aurors in the UK and internationally	Population distribution assessment	Incentives and barriers to fully trained Aurors remaining in the profession/coming to the UK	Interviews with six fully trained Aurors, three in the UK, three from abroad Interview with Head of Auror profession

# Exercise

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- Break into small groups - nominate a leader and someone to provide feedback to the wider group at the end
- Develop an issues tree around a case study
- If you have time, start thinking of what evidence you would need to collect in order to answer your questions