

+ Best Case Thinking

In my years of training Harvard students to answer case questions; I've realized that the major problem many of my students had was simply getting started. Sometimes they were overwhelmed, sometimes they were nervous and sometimes they just didn't have a clue. So in 1996, with the help of a student, I developed the Tomensen/Cosentino Case Framework. Over the years it has been successfully tested in thousands of case interviews. After hundreds of debriefings, I have redefined it, simplified it and renamed it. But the biggest change is that I turned it from a framework into a system, The Ivy Case System[®].

A framework is a structure that helps you organize your thoughts and analyze the case in a logical manner. Often; however, you have to cut and paste from a number of frameworks in order to answer any single question. As I mentioned, the difference between a framework and a system is that the framework is really a tool, while a system is a process. Instead of memorizing seven individual frameworks and then trying to decide which one(s) to apply, you learn a system, which already has the tools built in.

The Ivy Case System[®] is a two-part system made up of five easy steps to get you going and four popular case scenarios, each equipped with a collection of ideas and questions that will help you structure the remainder of your response. If you follow through the outline I've given for each scenario, you can be confident that your response will be logical and cohesive. And because it is all based on business sense and common sense, you'll find that there is nothing in there that you don't already know... It is just organized a little differently.

The first five steps will provide you with a quick start (no long awkward pause between question and answer). They will get you five minutes into the question, give you momentum and provide you with enough information to decide which of the four scenarios (or whatever combination thereof) is most appropriate to the case question at hand.

You may want to read through the following explanation of the Ivy Case System[®] and then check out a practice case or two to see how the system can be applied. Then it will be time to revisit the system and learn it.

The interviewer has just finished giving you the case. Here's what you do!

+ The First Five Steps

1. Summarize the question.
2. Verify the objective(s).
3. Ask clarifying questions.
4. Label the case and lay out your structure.
5. State your hypothesis.

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G Orfield



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