

TOOL DESCRIPTION

Exploration Interviews



This tool provides an overview of how to interview people and determine their perspectives on change initiatives.

At the beginning of any change initiative or project, it is highly valuable to conduct interviews with important stakeholders to gain an initial understanding of the organization/unit and its people. These insights will then guide how the process is set up and moves forward.

Depending on the size of the organization, 5-15 key people/stakeholders should be chosen and interviewed to determine their perspectives on potential change initiatives as well as their cultural tendencies.




These interviews are typically exploratory in nature and held as unstructured interviews. Some guiding questions are asked to establish social contact, get a feeling for the culture and gather some information that can be used to develop hypotheses.

Duration
45–90 min each

Participants
one interviewee at a time

Facilitation
prepared interview guideline

Exploration Interviews | Process

Preparation 	Interviews 45–90 min 	Documentation 40 min 
<ul style="list-style-type: none">• Choose interviewees (5–15 key people/stakeholder) together with the project lead.• Schedule interviews.• Prepare for the interview and think about the topics that should be addressed and the questions that should be asked.• Prepare 3 types of questions:<ul style="list-style-type: none">– Open exploratory questions, such as “What do you think about the change initiative?”– Scaling questions (1-10), such as “On a scale from 1–10 how much does the change affect your team?”– Systemic questions, such as “Who is an important stakeholder in this process?”	<p>During the interview, keep the following aspects in mind:</p> <ul style="list-style-type: none">• Try to build a relationship with interviewee; become familiar with their background and show interest in the person themselves.• Don’t promise that you will solve any problems that are mentioned.• Stress that they can be open in their responses and that answers will in no way be traceable (anonymity will be preserved).• Don’t ask questions in a specific order; instead, go with the flow and approach the interview like a good conversation (no questionnaire attitude).	<ul style="list-style-type: none">• After the exploration interview, document the results.• Evaluate the results from all interviews and hold a debriefing session to discuss the key findings/patterns.