Interview Details	Company and Manager's Information
Company ID: _____ Company Name: _____ Interviewer Name: _____ Date (DD/MM/YY): _____ Time (24 hour clock): _____ Running interview ☐ Listening to interview ☐	a) Position: _____ b) Tenure in post (*number of years*): _____ c) Tenure in company (*number of years*): _____ d) When was your factory built (*number of years*)? _____ e) Country: _____ f) Region: _____ g) Number of competitors: _____ (*i.e. major domestic and international competitors*)

Management Questions

1) Introducing Lean (Modern) Techniques *Tests how well lean (modern)manufacturing management techniques have been introduced*	a) Can you describe the production process for me? b) What kinds of lean (modern) manufacturing processes have you introduced? How long has this practice been in place? Can you give me specific examples? c) How do you manage inventory levels? What is done to balance the line? What is the takt time of your manufacturing processes?		
Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	Score 1: Other than JIT delivery from suppliers few modern manufacturing techniques have been introduced (or have been introduced in an ad-hoc manner)	Score 3: Some aspects of modern (lean) manufacturing techniques have been introduced, through informal/isolated change programmes	Score 5: All major aspects of modern/lean manufacturing have been introduced (Just-in-time, autonomation, flexible manpower, support systems, attitudes and behaviour) in a formal way
2) Rationale for Introducing Lean (Modern)Techniques *Tests the motivation and impetus behind changes to operations and what change story was communicated*	a) Can you take me through the rationale to introduce these processes? b) What factors led to the adoption of these lean (modern) management practices?		
Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	Score 1: Modern (lean) manufacturing techniques were introduced because others were using them	Score 3: Modern (lean) manufacturing techniques were introduced to reduce costs	Score 5: Modern (lean) manufacturing techniques were introduced to enable us to meet our business objectives (including costs)

3) Process Documentation and Continuous Improvement *Tests processes for and attitudes to continuous improvement and whether learnings are captured/ documented* Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	a) How do problems typically get exposed and fixed? b) Talk me through the process for a recent problem. c) How can the staff suggest process improvements?		
	Score 1: No process improvements are made when problems occur	Score 3: Improvements are made in 1 week workshops involving all staff (to improve performance in their area of the plant)	Score 5: Exposing problems in a structured way is integral to individuals' responsibilities and resolution occurs as a part of normal business processes rather than by extraordinary effort/teams
4) Performance Tracking *Tests whether performance is tracked using meaningful metrics and with appropriate regularity* Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	a) What kind of KPIs would you use for performance tracking? b) How frequently are these measured? Who gets to see this KPI data? c) If I were to walk through your factory could I tell how you were doing against your KPIs?		
	Score 1: Measures tracked do not indicate directly if overall business objectives are being met. Tracking is an ad-hoc process (certain processes aren't tracked at all)	Score 3: Most key performance indicators are tracked formally; tracking is overseen by senior management	Score 5: Performance is continuously tracked and communicated, both formally and informally, to all staff using a range of visual management tools
5) Performance Review *Tests whether performance is reviewed with appropriate frequency and communicated to staff* Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	a) How do you review your KPIs? b) Tell me about a recent meeting. c) Who is involved in these meetings? Who gets to see the results of this review? d) What is the follow up plan?		
	Score 1: Performance is reviewed infrequently or in an un-meaningful way (e.g. only success or failure is noted)	Score 3: Performance is reviewed periodically with both successes and failures identified; Results are communicated to senior management; No clear follow-up plan is adopted	Score 5: Performance is continually reviewed, based on indicators tracked; All aspects are followed up to ensure continuous improvement; Results are communicated to all staff
6) Performance Dialogue *Tests the quality of review conversations* Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	a) How are these meetings structured? Tell me about your most recent meeting. b) How would the agenda for the meeting be determined? c) What type of feedback occurs in these meetings? d) For a given problem, how would you identify the root cause?		
	Score 1: The right data or information for a constructive discussion is often not present or conversations overly focus on data that is not meaningful; Clear agenda is not known and purpose is not stated explicitly	Score 3: Review conversations are held with the appropriate data and information present; Objectives of meetings are clear to all participating and a clear agenda is present. Conversations do not, as a matter of course, drive to the root causes of the problems	Score 5: Regular review/performance conversations focus on problem solving and addressing root causes; Purpose, agenda and follow-up steps are clear to all. Meetings are an opportunity for constructive feedback and coaching

7) Consequence Management *Tests whether differing levels of performance (not personal but plan/ process based) lead to different consequences* Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	a) Let's say you've agreed to a follow up plan at one of your meetings, what would happen if the plan weren't enacted? b) How long is it between when a problem is identified to when it is solved? Can you give me a recent example? c) How do you deal with repeated failures in a specific business segment?		
	Score 1: Failure to achieve agreed objectives does not carry any consequences	Score 3: Failure to achieve agreed results is tolerated for a period before action is taken	Score 5: A failure to achieve agreed targets drives retraining in identified areas of weakness or moving individuals to where their skills are appropriate
8) Types and Balance of Targets *Tests whether targets cover a sufficiently broad set of metrics and whether financial and non-financial targets are balanced* Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	a) What types of targets are set for the company? What are the goals for your plant? b) Tell me about the non-financial goals?		
	Score 1: Goals are exclusively financial or operational	Score 3: Goals include non-financial targets, which form part of the performance appraisal of top management only (they are not reinforced throughout the rest of organisation)	Score 5: Goals are a balance of financial and non-financial targets; Senior managers believe the non-financial targets are often more inspiring and challenging than financials alone (e.g. 60% market share by 2003)
9) Interconnection of Targets *Tests whether targets are tied the organization's objectives and how well they cascade down the organisation* Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	a) What is the motivation behind your goals? b) How are these goals cascaded down to the individual workers? c) How are your targets linked to company performance and their goals?		
	Score 1: Goals are based purely on accounting figures (with no clear connection to shareholder value)	Score 3: Corporate goals are based on shareholder value but are not clearly cascaded down to individuals	Score 5: Corporate goals focus on shareholder value. They increase in specificity as they cascade through business units ultimately defining individual performance expectations
10) Time Horizon of Targets *Tests whether firm has a '3 horizons' approach to planning and targets* Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	a) What kind of time scale are you looking at with your targets? b) Which goals receive the most emphasis? c) Are long term and short term goals set independently? d) Could you meet all your short-run goals but miss your long-run goals?		
	Score 1: Top management's main focus is on short term targets	Score 3: There are short and long term goals for all levels of the organisation. As they are set independently, they are not necessarily linked to each other	Score 5: Long term goals are translated into specific short term targets so that short term targets become a "staircase" to reach long term goals

11) Target Stretch *Tests whether targets are based on a solid rationale and are appropriately difficult to achieve*	a) How tough are your targets? Do you feel pushed by them? b) On average, how often would you say that you meet your targets? c) Do you feel that all groups receive the same degree of difficulty, in terms of targets? Do some groups get easy targets? d) What is the rationale behind the targets?		
Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	Score 1: Goals are either too easy or impossible to achieve; managers low-ball estimates to ensure easy goals	Score 3: In most areas, top management pushes for aggressive goals based on solid economic rationale. There are a few "sacred cows" that are not held to the same rigorous standard	Score 5: Goals are genuinely demanding for all divisions. They are grounded in solid, solid economic rationale
12) Clarity and Comparability of Goals *Tests how easily understandable performance measures are and whether performance is openly communicated to staff*	a) If I asked your staff directly about individual targets what would they tell me? b) Does anyone complain that the targets are too complex? c) How do people know about their own performance compared to other people's performance?		
Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	Score 1: Performance measures are complex and not clearly understood. Individual performance is not made public	Score 3: Performance measures are well defined and communicated; performance is public in all levels but comparisons are discouraged	Score 5: Performance measures are well defined, strongly communicated and reinforced at all reviews; performance and rankings are made public to induce competition
13) Instilling a talent mindset/ Managing Talent *Tests what emphasis is out on overall talent management within the organization*	a) How do senior managers show that attracting and developing talent is a top priority? b) Do senior managers get any rewards for bringing in and keeping talented people in the company?		
Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	Score 1: Senior management **do not** communicate that attracting, retaining and developing talent throughout the organisation is a top priority	Score 3: Senior management believe and communicate that having top talent throughout the organisation is a key way to win	Score 5: Senior managers are evaluated and held accountable on the strength of the talent pool they actively build
14) Building a High-Performance Culture through Incentives and Appraisals *Tests whether there is a systematic approach to identifying good and bad performers and rewarding them proportionately*	a) How does your appraisal system work? Tell me about the most recent round? b) How does the bonus system work? c) Are there any non-financial rewards for top performers? d) How does your reward system compare to your competitors?		
Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	Score 1: People within our firm are rewarded equally irrespective of performance level	Score 3: Our company has an evaluation system for the awarding of performance related rewards	Score 5: We strive to outperform the competitors by providing ambitious stretch targets with clear performance related accountability and rewards

Manager's Bonus:
What is your bonus as a percentage of salary? _____
What is your percentage increase of salary, when you receive a promotion?_____

% of the bonus based on individual performance _____

% of the bonus based on team/plant performance _____

% of the bonus based on company performance _____

Refused to answer Yes ☐ No ☐

Bonus on individual, team, and company performance MUST add up to 100

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15) Removing Poor Performers/ Making Room for Talent

Tests how well the organization is able to deal with underperformers

Score:

1☐ 2☐ 3☐ 4☐ 5☐ -99☐

a) If you had a worker who could not do his job what would you do? Could you give me a recent example?
b) How long would underperformance be tolerated?
c) Do you find any workers who lead a sort of charmed life? Do some individuals always just manage to avoid being fixed/fired?

Score 1: Poor performers are rarely removed from their positions	Score 3: Suspected poor performers stay in a position for a few years before action is taken	Score 5: We move poor performers out of the company or to less critical roles as soon as a weakness is identified

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16) Developing Talent and Promoting High-Performers

Tests whether promotion is performance based and whether talent is developed within the organization

Score:

1☐ 2☐ 3☐ 4☐ 5☐ -99☐

a) Tell me about your promotion system.
b) What about poor performers? What happens with them? Are there any examples you can think of?
c) How would you identify and develop your star performers?
d) If two people both joined the company 5 years ago and one was much better than the other what job opportunities would he/she have in the company?

Score 1: People are promoted primarily upon the basis of tenure	Score 3: People are promoted upon the basis of performance	Score 5: We actively identify, develop and promote our top performers

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17) Distinctive Employee Value Proposition

Tests the strength of the employee value proposition

Score:

1☐ 2☐ 3☐ 4☐ 5☐ -99☐

a) What makes it distinctive to work at your company as opposed to your competitors?
b) If you were trying to sell your firm to me how would you do this (get them to try to do this)?
c) What don't people like about working in your firm?

Score 1: Our competitors offer stronger reasons for talented people to join their companies	Score 3: Our value proposition to those joining our company is comparable to those offered by others in the sector	Score 5: We provide a unique value proposition above our competitors to encourage talented people to join our company

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18) Retaining Talent

Tests whether the organization will go out of its way to keep its top talent

Score:

1☐ 2☐ 3☐ 4☐ 5☐ -99☐

a) If you had a star performer who wanted to leave what would the company do?
b) Could you give me an example of a star performers being persuaded to stay after wanting to leave?
c) Could you give me an example of a star performer who left the company without anyone trying to keep them?

Score 1: We do little to try and keep our top talent	Score 3: We usually work hard to keep our top talent	Score 5: We do whatever it takes to retain our talent

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Organization Questions

	h) How much do managers decide how tasks are allocated across workers in their teams?	i) Who decides the pace of work on the shopfloor?
a) How many people are in the firm? _____ *Please say "Now I want to talk about the firm hierachy". Then iteratively ask "Who does a shop floor worker report to?", "Who would [their boss] report to"...., Keep asking until you reach the CEO* b) Number of levels in the firm BETWEEN the shopfloor and the CEO: _____ c) Have the levels changed in the last 3 years? Yes ☐ No ☐ -99 ☐ d) If Yes, number of levels added (negative for subtracted): _____ Please confirm back to them the reporting levels between Plant management and shopfloor e) Number of levels BETWEEN the shopfloor and the Plantmanager: _____ f) How many people are in the plant? _____ g) How many people directly report to the PLANT MANAGER (i.e. the number of people the PLANTMANAGER manages directly in the hierachical layer below him)? _____	☐ Managers make all the decisions ☐ Managers make most of the decisions ☐ Decision making is about equal ☐ Workers make most of the decisions ☐ Workers make all the decisions	☐ Managers make all the decisions ☐ Managers make most of the decisions ☐ Decision making is about equal ☐ Workers make most of the decisions ☐ Workers make all the decisions ☐ Customer demand determines pace

j) To hire a FULL-TIME PERMANENT SHOPFLOOR worker what agreement would your plant need from CHQ?			
Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	Score 1: No authority – even for replacement hires	Score 3: Requires sign-off from CHQ based on the business case, but is typically agreed (i.e. 80-90% of the time)	Score 5: The plant has complete authority

k) What is the largest CAPITAL INVESTMENT your plant could make without PRIOR authorization from CHQ? *(ignore form filling) [PLEASE CROSS CHECK ANY ZERO RESPONSE BY ASKING "what about buying a new computer - would that be possible?", and then probe...*   _____

l) Where are decisions taken on new product introductions - at the plant, at the CHQ or at both?			
Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	Score 1: All new product introduction decisions taken at CHQ.	Score 3: New product introductions are jointly determined by the plant and CHQ.	Score 5: All new product introduction decisions take place at the plant level.

m) How much of sales and marketing is carried out at the plant level (rather than at CHQ)?			
Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	Score 1: None- sales and marketing is all at CHQ.	Score 3: Sales and marketing decisions are split between plant and CHQ.	Score 5: The plant runs all sales and marketing.

n) Is CHQ on the site being interviewed?   _____

o) How many production sites in the firm?   _____

p) How many production sites are abroad?   _____

q) What percent of production is outsourced?   _____

r) What percent of production is exported?   _____

s) How has the credit crunch impacted the way you manage your firm, if at all?

    Cost Cutting   _____

    Changed Product Mix   _____

    Reduced Employment Levels   _____

    Reduced Investment   _____

    Cut Prices   _____

    Any Other?   _____

Ownership

a) Who ultimately owns the firm (the single largest shareholding block)? If multinational who owns the parent firm in the home country?
If no entity owns more than 25% of the shares, tick the "Dispersed Shareholder" box

☐ Founder   ☐ Family (+2nd gen)   ☐ Private Individuals ☐ Managers

☐ Dispersed Shareholders   ☐ Private Equity or Venture Capital

☐ Joint Venture   ☐ Government ☐ Other _____

b) Has ownership changed in the last 3 years?   Yes ☐ No ☐ -99 ☐
If changed, who owned the firm 3 years ago?

☐ Founder   ☐ Family (+2nd gen)   ☐ Private Individuals ☐ Managers

☐ Dispersed Shareholders   ☐ Private Equity or Venture Capital

☐ Joint Venture   ☐ Government ☐ Other _____

c) Is the firm owned by a foreign Multinational?   Yes ☐ No ☐ -99 ☐

If yes, which country is the Multinational from? _____

Ask only if family/founder owns (or owned the firm 3 years ago)

d) Is a family member CEO?   Yes ☐ No ☐ -99 ☐

e) Which generation?   _____

f) How many family members are
working in management in the firm? _____

g) When CEO control was passed down through the family was it given to the

oldest son?   Yes ☐ No ☐ -99 ☐

Human Resources/ Constraints on Management

Managers are individuals with line control of others - i.e. they direct their work and help set their pay

Managers Non-Managers

a) Percent of employees who are _____ _____

b) Percent with a college degree _____ _____

c) Average actual hours worked per week _____ _____

d) Percent of managers who have left in the last 12 months (in plant) _____

e) Percent employees who are union members _____

f) Roughly how many times bigger is the CEO salary than a standard shopfloor salary. That is, does the CEO earn twice as much, ten times as much, or 100 times as much?

_____ Refused to answer: Yes ☐ No ☐

g) Ignoring yourself, how well managed do you think the rest of the company is on scale: 1 to 10, where 1 is worst practice, 10 is best practice and 5 is average

Overall _____

Operations (production processes) _____

Talent (people, promotions, incentives, etc.) _____

Would you like me to send you a copy of this report when it is written? Yes ☐ No ☐

Constraints on Management:

h) We have been discussing different aspects of management within your firm, looking back what do you think might constrain improving any of your management practices? For example, I will go through a few options, and could you tell me if these are a major, a minor obstacle or not an obstacle at all?

Hiring managers with the right skills:

Not an obstacle ☐ Major Obstacle ☐ Minor Obstacle ☐

Hiring non-managers with the right skills:

Not an obstacle ☐ Major Obstacle ☐ Minor Obstacle ☐

Employment laws and regulations:

Not an obstacle ☐ Major Obstacle ☐ Minor Obstacle ☐

Trade unions:

Not an obstacle ☐ Major Obstacle ☐ Minor Obstacle ☐

Obtaining cost-effective management consultancy:

Not an obstacle ☐ Major Obstacle ☐ Minor Obstacle ☐

Knowing what new management practices to introduce:

Not an obstacle ☐ Major Obstacle ☐ Minor Obstacle ☐

Any Other? _____

Not an obstacle ☐ Major Obstacle ☐ Minor Obstacle ☐

Post - Interview

a) Interview duration (minutes) _____

b) Interviewee knowledge of management practices

Score: 1☐　2☐　3☐　4☐　5☐	Score 1: Some knowledge his site, and no knowledge about the rest of the firm	Score 3: Expert knowledge his site, and some knowledge about the rest of the firm	Score 5: Expert knowledge about his site and the rest of the firm

c) Interviewee willingness to reveal information

Score: 1☐　2☐　3☐　4☐　5☐	Score 1: Very reluctant to provide more than basic information	Score 3: Provides all basic information and some more confidential information	Score 5: Totally willing to provide any information about the firm!

d) Interviewee patience

Score: 1☐　2☐　3☐　4☐　5☐	Score 1: Little patience - wants to run the interview as quickly as possible. I felt heavy time pressure.	Score 3: Some patience - willing to provide richness to answers but also time constrained. I felt moderate time pressure	Score 5: Lot of patience - willing to talk for as long as required. I felt no time pressure.

e) Number of times mentioned the environment _____　　　Attitude on the environment (if mentioned)

Score: 1☐　2☐　3☐　4☐　5☐	Score 1: Environmental Regulations seen entirely as a hindrance - bad for the firm	Score 3: Good environment important but also a constraint - mixed for the firm	Score 5: Good environment very important and takes priority over other objectives - good for the firm

f) Number of times rescheduled (0=never rescheduled) _____

g) Seniority of interviewee

☐ Director　　　　　　☐ VP/General Manager　☐ Plant of Factory Manager

☐ Manufacturing/Production Manager　☐ Technician

h) Age of interviewee (don't ask) - guess if not told _____

i) Gender of interviewee　　　　　Male ☐　Female ☐

j) Did the interviewee have a degree - guess if not told _____

k) Manager studied abroad　　　　Yes ☐　No ☐

l) Interview language