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 company started (*number of years*)? _____ e) When was your store started (*number of years*)? _____ f) Country: _____ g) Province: _____ h) Region: _____ i) Number of competitors: _____ (*i.e. major domestic and international competitors*)

Management Questions

1) Introduction of New Management Techniques I *Tests how well operational efficiencies have been introduced*	a) Can you briefly describe your day-to-day store operations process? b) Do you have a to-do list? Do your employees? c) How do you manage your inventory? What system do you use for ordering products? How is your backroom organized? d) If I were an employee and a customer asked me for an item from the backroom, how long would it take to retrieve it?		
Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	Score 1: Few lean retail operations have been introduced (or have been introduced in an ad-hoc manner)	Score 3: Some aspects of lean retail processes have been introduced, but the company has not adopted all best practice processes	Score 5: Business processes have been transformed to meet the needs of the business. The store processes would be considered best practice for the industry
2) Introduction of New Management Techniques II *Tests how well operational efficiencies have been introduced*	a) Can you briefly describe your day-to-day scheduling process? b) How do you choose how many people will be scheduled for each hour the store is open? How do you define roles within the staff? c) If I were assigned to merchandising (stocking) that day, would I perhaps have to run to cash if the store got busier?		

Score: 1☐　2☐　3☐　4☐　5☐ -99☐	Score 1: Few lean retail operations have been introduced (or have been introduced in an ad-hoc manner)	Score 3: Some aspects of lean retail processes have been introduced, but the company has not adopted all best practice processes	Score 5: Business processes have been transformed to meet the needs of the business. The store processes would be considered best practice for the industry

3) Rationale for new management introduction *Tests whether operational efficiencies have been introduced and why*	a)　Can you take me through the rationale to introduce these changes?

Score: 1☐　2☐　3☐　4☐　5☐ -99☐	Score 1: Modern management techniques were introduced because others were using them.	Score 3: Modern management techniques were introduced to reduce costs	Score 5: Modern management were introduced to enable us to meet our business objectives (including costs)

4) Process Documentation/ Continuous Improvement *Tests process for and attitudes to continuous improvement and whether learnings are captured/documented*	a)　How do problems typically get exposed? b)　Talk me through the process for a recent problem. c)　How can the staff suggest process improvements?

Score: 1☐　2☐　3☐　4☐　5☐ -99☐	Score 1: No process improvements are made when problems occur	Score 3: Improvements are made in on an ad hoc basis, targeting particular problems or areas of the store	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.

5) Performance Tracking *Tests whether performance is tracked using meaningful metrics and with appropriate regularity*	a)　What kind of KPI's 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 around your store backroom and offices could I tell how you were doing against your KPI's?

Score: 1☐　2☐　3☐　4☐　5☐ -99☐	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.

6) Review of Performance *Tests whether performance is reviewed with appropriate frequency and communicated with staff*	a)　How do you review your KPI's? 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:	Score 1: Performance is reviewed infrequently or in an un-meaningful way	Score 3: Performance is reviewed periodically with successes and failures identified. Results are communicated to	Score 5: Performance is continually reviewed, based on indicators tracked. All aspects are followed up ensure

1☐ 2☐ 3☐ 4☐ 5☐ -99☐	e.g. only success or failure is noted	senior management. No clear follow-up plan is adopted.

(continued) continuous improvement. Results are communicated to all staff.

7) Performance Dialogue _Tests the quality of review conversations_	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☐ 2☐ 3☐ 4☐ 5☐ -99☐	Score 1: Oftentimes, either the right data or information for a constructive discussion is not present or conversations focus on data that is not meaningful. A clear agenda is not known and the purpose is not stated explicitly	Score 3: Review conversations are held with appropriate data and information present. Objectives of meetings are clear to all involved and have a clear agenda. Conversations do not 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

8) Consequence Management _Tests whether differing levels of (personal) performance lead to different consequences (good or bad)_	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☐ 2☐ 3☐ 4☐ 5☐ -99☐	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

9) Type of Targets _Test whether targets cover a sufficiently broad set of metrics_	a) What types of targets are set for the company? What are the goals for your store/region? b) Tell me about the non-financial goals?

Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	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

10) Target Interconnection _Tests whether targets are tied to company objectives and how well they cascade down the organization_	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☐ 2☐ 3☐ 4☐ 5☐ -99☐	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

11) Time Horizon of Targets

Tests whether company 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

12) Targets are Stretching

Tests whether targets are appropriately difficult to achieve

Score:

1 ☐   2 ☐   3 ☐   4 ☐   5 ☐ -99 ☐

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: 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 economic rationale

13) Clarity and Comparability of Performance

Tests how easily understandable performance measures are and whether performance is openly communicated

Score:

1 ☐   2 ☐   3 ☐   4 ☐   5 ☐ -99 ☐

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: 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

14) Instilling a talent mindset

Tests what emphasis is put on talent management

Score:

1 ☐   2 ☐   3 ☐   4 ☐   5 ☐ -99 ☐

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: 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

15) Building a High Performance Culture *Tests whether good performance is rewarded 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*

16) Making Room for Talent *Tests whether firm is able to deal with underperformers*	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☐ 2☐ 3☐ 4☐ 5☐ -99☐	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

17) Developing Talent *Tests whether promotion is performance based*	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☐ 2☐ 3☐ 4☐ 5☐ -99☐	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

18) Creating a distinctive employee value proposition	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☐ 2☐ 3☐ 4☐ 5☐ -99☐	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 similar to those offered by others in the sector	Score 5: We provide a unique value proposition to encourage talented people join our company above our competitors.

19) Retaining talent *Tests whether company will go out of its way to keep its top talent*	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 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ -99 ☐	Score 1: We try to do little to 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 top talent.

Organization Questions

a) How many people are in the company? _____

Please say "Now I want to talk about the firm hierarchy". Then iteratively ask "Who does a junior employee report to?", "Who would [their boss] report to"...., Keep asking until you reach the CEO

b) How many levels are there between the CEO and the most junior employee? _____

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 the reporting levels between the interviewee and most junior employee

e) Levels between shop manager and most junior employee? _____

f) How many people are in the store itself? _____

g) How many people directly report to the shop manager? (i.e. the number of people the shop manager manages directly in the hierarchical layer below him)?

_____

h) Is the CHQ on the site being interviewed?

Yes ☐ No ☐ -99 ☐

If yes, please ask:

i) How many stores are there in the firm? _____

j) How many stores are abroad? _____

p) To hire a full-time employee what agreement would your store need from CHQ (the head office)?

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: Complete authority - it is my decision entirely

q) What is the largest investment expenditure your office could make without PRIOR authorization from CHQ? For example, $200,000 office refurbishment *(ignore form filling)?*

[PLEASE CROSS CHECK ANY ZERO RESPONSE BY ASKING "what about buying a new computer - would that be possible?", and then probe... CROSS CHECK A RESPONSE ABOVE $250K BY ASKING 'so your could spend $250,000 on an office refurbishment without prior authorisation?'] _____

r) Where are decisions taken on offering new products or services – at the store, at CHQ or at both?

Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	Score 1: All new product introduction decisions taken at the CHQ	Score 3: New product introductions are jointly determined by the office and CHQ	Score 5: All new product introduction decisions take at the office level

s) How much of marketing and advertising is carried out at the store level (rather than at CHQ)?

Score: 1☐ 2☐ 3☐ 4☐ 5☐ -99☐	Score 1: None – marketing is all run by CHQ	Score 3: Marketing decisions are split between the office and CHQ	Score 5: The office runs all marketing

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 of employees with a college degree	_____	_____
c) Average actual hours worked per week	_____	_____
d) Percent of managers who have left in the last 12 months (in store)		_____
e) Percent employees who are union members		_____

f) Roughly how many times bigger is the CEO salary than a standard worker's 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 _____

Process
(collecting information, project management, logistics etc)

_____

Talent (people, promotions, incentives, etc.)

_____

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

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.

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

g) Seniority of interviewee

☐ Director/CEO   ☐ Regional manager   ☐ Store manager

☐ Store supervisor   ☐ Store employee

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

i) Gender of interviewee   Male ☐ Female ☐