Interview Questionnaire / Guideline

How Can an Organization Evolve to an Agile Organizational Culture through Digital Transformation?

Cultural Change Framework for a SME in Switzerland

Bern University of Applied Sciences

Business School

Study program:	Master of Science in Digital Business Administration
Course:	DR4 – Master Thesis
Supervisor:	Prof. Dr. Nikolaus Obwegeser
Co-Supervisor:	Prof. Dr. Pascal Dey
Author:	Nathalie Moser

Bern, 20th of July, 2022

INTERVIEW GUIDELINE - CORPORATE CULTURE

The following questions serve as a guide for the qualitative field research to conduct semi-structured interviews (Helfferich, 2011).

At the beginning, the researcher introduce himself personally and explain the topic. Afterwards, he makes sure that all open questions are clarified and a safe space is created for the interview partner. A few small talk words and questions are suitable for this. Then the researcher starts the recording function. The interview partner can decide whether he or she wants to be recorded with or without a camera and in which language (DE/EN) the interview takes place. The researcher makes sure to conduct the interview in a quiet place. Thus, interruptions can be avoided. The interview questions are prepared. The conversation lasts between 30-45 min and takes place within the framework of semi-structured interviews. The researcher asks briefly whether the previously sent survey via Survey Monkey and the interview guide was understandable. If not yet done, he asks to sign the confidentiality agreement after the interview and send it to the researcher by e-mail.

At the beginning, the researcher tries to set a narrative momentum to get the conversation going.

Questions like:

- Tell me about...
- Can you recall a typical situation in which...?
- As I saw from the questionnaire, a score of XY was given on question XY?
- What was the reason? Can you explain this to me in more detail?

Active listening is very important in all questions. Questions (paraphrases) like:

- If I understood you correctly....
- Do you mean that...?
- Do I understand you correctly if...?

If the interviewee strays from the topic and is too verbose, the following control questions can be used to steer the conversation back to the actual topic

- Is it also important that...?
- I would still be interested to know if...?

If the answers remain too general, the following questions can be used to try to deepen the topic:

- Can you perhaps give an example?
- Can you describe it in more detail?
- What happened next?
- And then?

Introduction

Good day Mr./Mrs.

It's nice that we can meet today for a short conversation. Once again, thank you very much for agreeing to an exchange.

My name is Nathalie Moser and I am studying for a Master's degree in Digital Business Administration at the Bern University of Applied Sciences, which I will complete in the summer of 2022.

As part of my master's thesis, I am analyzing how SMEs can transform to an agile organizational culture in the context of a digital transformation. Our interview is expected to last 30-45 min. Did you understand the questions in the interview guide sent to you in advance by e-mail? We would be happy to discuss any ambiguities in this context. Are there any questions regarding the online questionnaire via SurveyMonkey?

Excursus: if not already done: I would also like to ask if you could send me the confidentiality agreement by e-mail afterwards.

If you have no further questions, I would now like to start the interview. I would like to record the interview so that it can be transcribed afterwards. Of course, all your information will be treated confidentially and will only be reproduced in anonymous form in the evaluation. Do you agree to this? Would it be possible for you to conduct the interview in High German?

Details of interviewees

1. How long have you been employed by the company?
2. In which function have you been hired?
3. What is your position today?

Introductory question OCAI evaluation

1. For me, your answers to the OCAI questions were particularly interesting in categories XX due to the high/low scoring. Could I ask for the reasoning?

Current Corporate Culture - Deepening

1. How would you describe your organization's goals, vision, mission, and values?
    a. Are these understandable for you?
2. Is there a digital corporate strategy? If so, is it perceptible in everyday life?
3. How would you rate the digital level (maturity) of the organization on a scale of 1-10?
    a. To what extent are the processes automated and digitized?
4. How do you see the degree of innovation of your products?
    a. Is the focus on developing something new or making the existing more efficient?
    b. How mature does the solution have to be before the machine goes to market? (Perfection vs. speed)
5. How are new business models developed? (from the idea to the current status)
6. How are market and customer needs received? (Gain Creator / Painkiller)
7. How are projects carried out to achieve goals?
    a. How are the roles / responsibilities defined?
    b. Who are the decision-makers?
    c. How do the teams organize themselves to achieve the goals? Self-organized? (Standups / Reviews / Retrospectives)
8. How are the decision-making paths (hierarchically or flatly organized) regulated?
9. How quickly can your organization react to change (adaptable)?
    a. Do meeting customer needs or adhering to processes have priority?
10. Which leadership style applies?
    a. Top-down or is there room for bottom-up inputs?
    b. Which leadership qualities are promoted?

11. How would you assess the communication behavior (handling) of the organization?
    a. Openness, transparency, ability to criticize, perceive overall context
    b. Challenges or changes, e.g. fusion? (medium, time, scope)
12. How much can you get involved in the organization as an employee?
    a. Are contributions supported and rewarded?
    b. What do the incentive systems look like? (Success of the organization vs. individual goals)
13. What are the opportunities for further development in the company?
    a. How digitally savvy are the employees/managers?
    b. How pronounced is the will for continuous improvement?
    c. What does the learning culture look like?
14. How do you feel about the cooperation in the team? (Sense of community / fun with colleagues)

Desired Corporate Culture - Deepening

1. Which aspects are most important to you in the corporate culture?
2. Can you identify with the organization's current goals, vision, mission, and values? If not, what needs to change?
3. What could be improved in the generation of new ideas / innovation process?
    a. Would you like more support in this regard?
    b. Do you find the corporate culture to be hindering or promoting?
4. What would an optimal course of the project look like for you?
5. From your point of view, are there structures and rules that need to be changed for more flexibility within the organization? If so, what would they be?
6. How should efficient processes and procedures be designed for you?
7. What would an optimal communication behavior of the organization look like for you?
8. What would be an optimal decision-making process for you?
9. How would you imagine a pleasant and proactive cooperation?
10. What would a motivating leadership behavior look like for you?
11. What does it take for you to feel highly connected to the organization?
12. What would an optimal learning and development culture look like for you?

Final questions (if enough time)

1. Which was the most beautiful hours in the company, which was the darkest?
2. Word cloud = 3 adjectives that symbolize the enterprise
3. What would be important for you to be proud to work for the company?

End interview

We have already reached the end of the interview. Have we forgotten something? Is there anything else you want to get rid of? From your point of view, would there be colleagues from your company who could help me with certain questions?

A big thank you in advance. If you are interested, I would be happy to send you the evaluation of the data and the conclusions at the end of my thesis.

Ensure that all answers have been collected and announce that the conversation will soon end:

- Did we forget anything else?
- Is there anything else you would like to highlight?
- Is there anything else on your mind?
- Do you know any employees who could be helpful to me for further insights?

The researcher ends the interview with a closing word and thank you for the time spent. He inquiries about any questions or ambiguities and clarify them if necessary. Additional note that he will gladly send the evaluation of the data and conclusions at the end of thesis.