

XYZ CORPORATION NEW OFFICE DESIGNS DIVISION

“VISION 2020” INTERVIEW GUIDE

Name: _____ **Phone Ext. (if available):** _____

Position: _____ **Business Unit/Function:**

Years of Service: _____ **Date:**

Interviewed by: _____

OPENING

Thank You for participating in this Vision 2020 interview. I'm looking forward to what I'll be learning from this conversation, and I hope that it will be a rewarding experience for you as well. As John Chambers explained in his letter to you, these interviews are critical to the future of our company.

Many times in interviews, we try to ask questions about things that aren't working well - the problems - so that we can fix them. This time, we are going to approach things from a different angle. We are going to find out about your experiences of success here at XYZ Corporation, or in other parts of your life, so that we can find ways to create more of those types of experiences in our organization.

Later in the summer, everyone in the New Office Designs Division will have been interviewed. At that time, everybody's input will be compiled to identify the qualities that make XYZ Corporation a rewarding place to work. With those qualities as a foundation, we will dream our vision for the year 2000 - and beyond.

There are just a few more things you'll want to know about this process. Our conversation will last between 1-1/2 and 2 hours. I'm going to take notes as we talk. . .sometimes, if you tell a really great story or say something in a way that's especially striking, I might write down what you say word-for-word. But the information that I collect will still be confidential and anonymous, unless you ask to have your name attached to it. I am the only person who will see the detailed notes from this interview. . . a *summary* of our conversation will

be turned into an independent consultant, who will work with a group of people later in the summer to pull together all of our results.

PEOPLE

The foundation of any great organization lies in the strengths of its people. The experiences and diverse backgrounds are assets which any organization must utilize to be successful.

When we look at XYZ Corporation, it is obvious why it has been so successful. Looking back, we have grown from a small company to a world-wide market leader. How have the people contributed to this success? XYZ Corporation has fostered personal growth through teamwork, two-way respect, communication and creativity.

When employees have the freedom to express themselves openly and to be involved in the decisions that affect their future, they gain confidence and authority to perform at their best.

- I. Describe the most memorable event that illustrates your contribution to the success of a team or organization.
 - What strengths did you bring to that success?

2. Reflect back on someone in your life you have admired and describe their qualities.
 - How do you feel those qualities have influenced your growth?

3. If you could look into a crystal ball and see the future of XYZ Corporation and its employees, what would you like to see?

- How do you think we can get there?

EDUCATION

Knowledge empowers people and people power XYZ Corporation. We each contribute to XYZ Corporation's position of market leadership through personal knowledge of: our jobs and equipment; other functions in the Company; our customers; our competition; and the industry.

To maintain our position as market leaders, we must continue to invest in each employee's training and education through:

- individual coaching
- challenging work assignments
- job cross-training
- tuition assistance
- on- and off-site classes and
- family scholarships for our children.

1. If knowledge empowers people, and people power XYZ Corporation, what kind of learning opportunities would turbo charge XYZ Corporation?
2. If you could learn more about our customers, competitors, the industry, and all functions of our company, how could that information help you to take ownership in your role for continued success at XYZ Corporation?
2. What is the best training you have ever experienced, and why?
 - How did this influence your development as a professional?
 - How did it influence the training you passed on to others?
4. Reflecting on your past and where you are today, what *types* of training have proven the most beneficial to you?

5. Robert Fulghum wrote a book entitled "All I really need to know I learned in kindergarten." If this was kindergarten, what would you like to learn for the future?

CLOSING

In conclusion, I'd like to ask you just a few final questions.

1. What direction would you like to see yourself going with XYZ Corporation in the future?
2. Five years from now your best friend wants to work for XYZ Corporation. What would you like to be able to tell them?
3. If you had three blank memos signed by John Chambers, the General Manager of New Office Designs, that would become Company policy, how would you use them?
4. In your opinion, what was the highlight of this interview? What do you hope comes out of this process?
5. Would you like to become a future Vision 2020 interviewer? If so, it will involve your meeting with between 2 and 5 people over the next month or so, using the same process that you and I just used. *[Interviewer note: please fill out the Future Interviewer Notice at the end of this packet. for those who say "yes" to this question.]*

SUMMARY SHEET

******* INFORMATION REQUESTED FROM EACH INTERVIEWER*******

- *Complete in full after each interview*
- *Be sure to gather information from EACH SECTION of the Interview Guide)*
- *Review your notes with your interviewee before submitting, if at all possible*

What were *the best quotes* that came out of this interview?

What were the *best stories* that came out of this interview?

What were the *best practices* or *specific recommendations* that you heard reflected in your conversation?

Interviewer Name

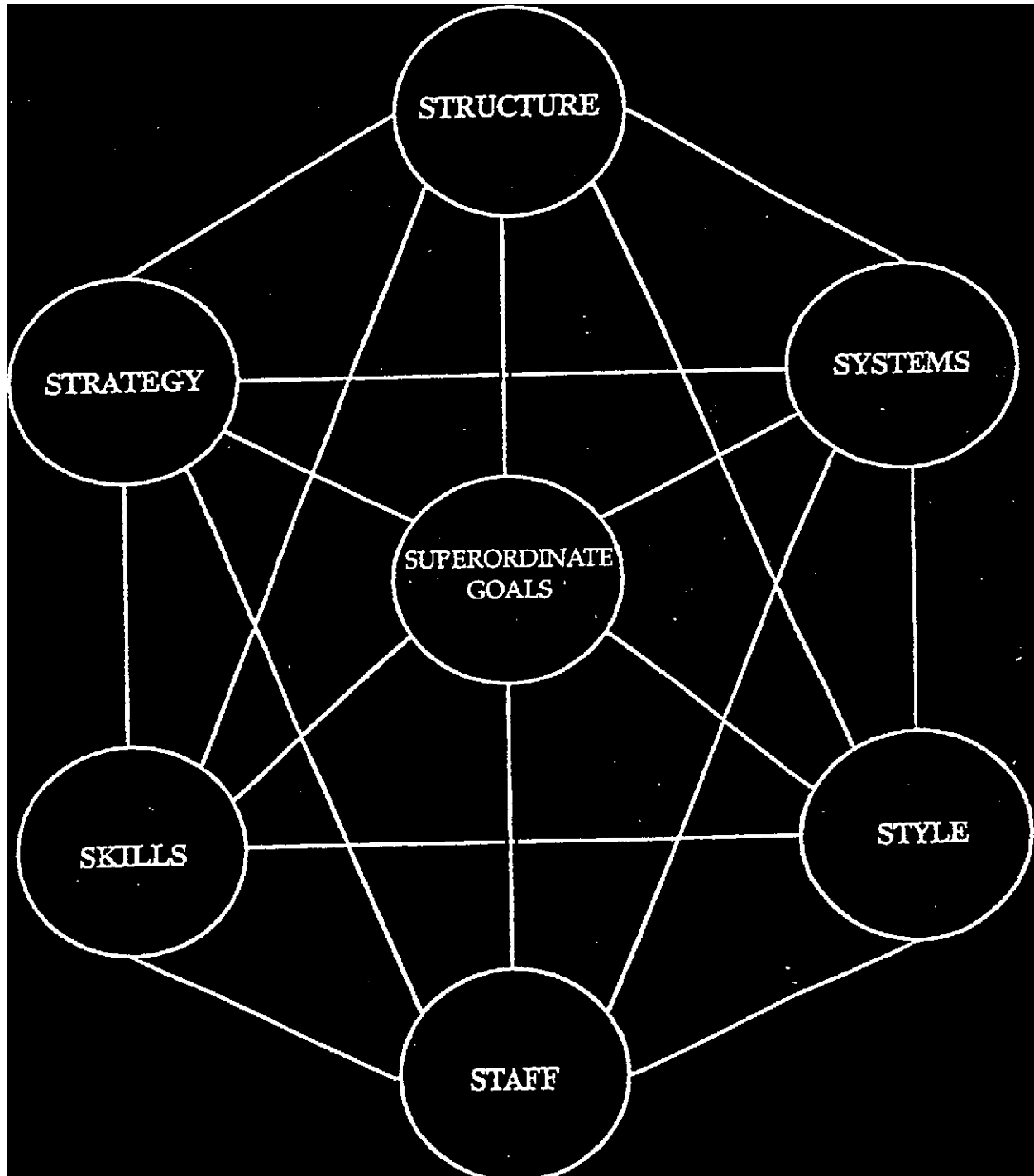
Interviewee Name (*optional*)

Date of Interview

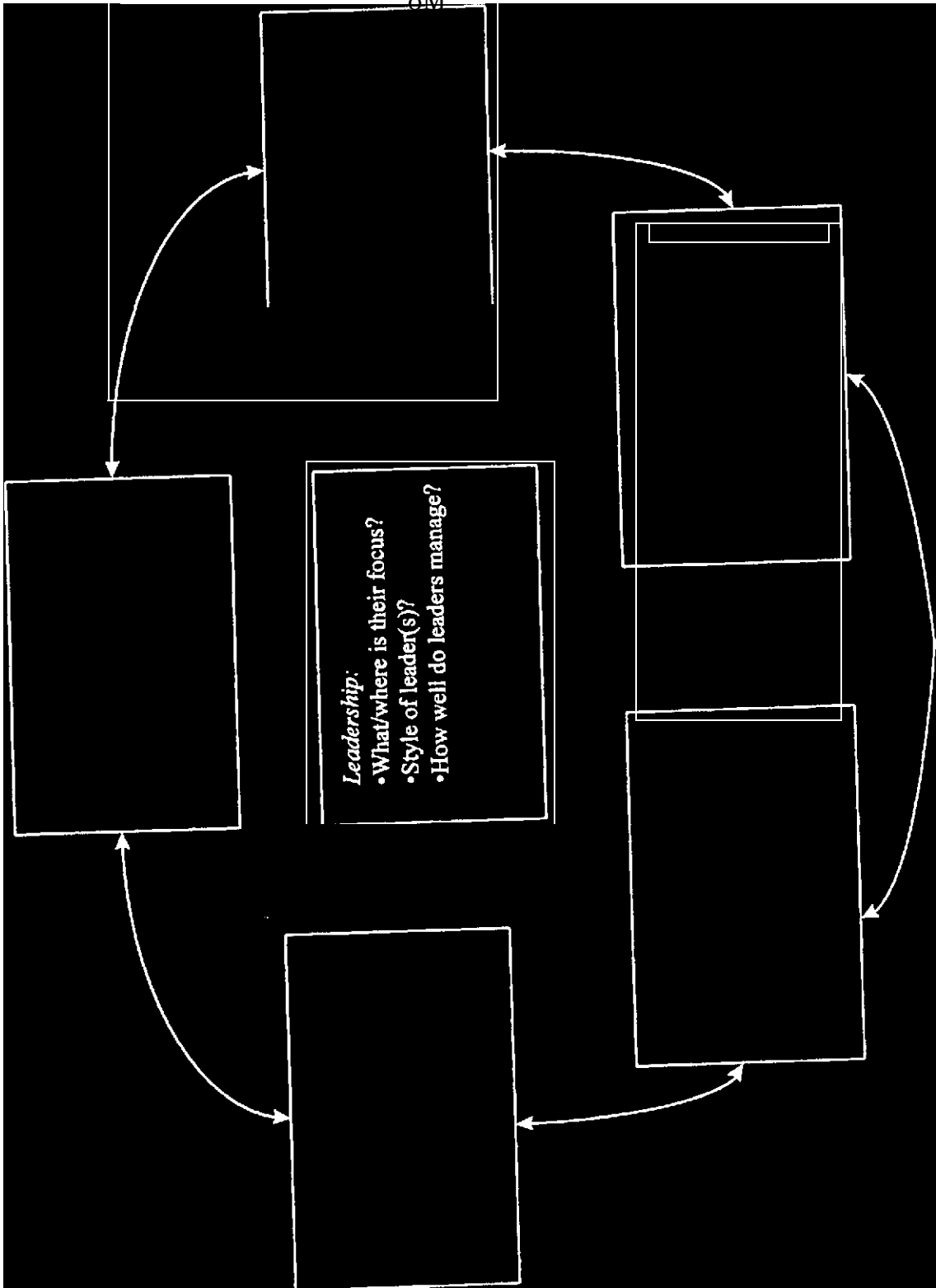
Please complete this summary sheet within 30 minutes

**of your interview, and send it promptly to the
Vision 2020 mailbox in Building One.**

The McKinsey 7-S Framework



OMC-



0
•0
C

U
a
.2
S

0
‘u
U
I.
0
0

U)
u,
“0
I
0
a
ct

SAMPLE PROVOCARVE PROPOSITIONS

Corporation People/Culture

Welcome to XXX Inc.'s 50-acre campus, where our 2500 employees are empowered, innovative, well trained, educated, competent, and successful, and have a great time at work. Any employee you meet can tell you about XXX's values, goals, and strategies, because they helped create them. People are rewarded and encouraged for initiative, risk taking, and achievement through industry-leading equity ownership and competitive salaries. New employees reflect on the value of the options they were granted upon completion of "XXX Traditions," a weeklong training and orientation program. Veteran employees are jazzed about the additional ### options they earned this year by completing additional hours of formalized training, larger development planning, and team building. Management's role is to foster employee development through coaching, mentoring, and goal setting. The company was chosen by *Fortune* magazine as one of the top 100 companies to work for. This amazingly dynamic organization creates its supportive, achievement-oriented environment with a budget of only 0.25% of sales.

University Registrars Office

Everyone in our office is supremely efficient and knowledgeable in their area of expertise and also has a working knowledge of all other areas, due to our comprehensive training and orientation program, including videos, manuals, and mentors.

Our systems are perfectly integrated with all other systems of the university so that information is always provided to us in an accurate, timely way, allowing us to do the best possible job for every student and faculty member.

We have very high morale in our office due to several reasons:

- 1) Everyone does their job efficiently and with a light heart
- 2) Everyone receives a competitive salary and benefits package
- 3) We have a "flex hours and compensatory wage" program which allows us to adjust the demands of our busy personal life easily and frictionlessly to our busy work life
- 4) We truly appreciate every other team members' help and their contribution to the whole and daily let them know of our appreciation
- 5) We have a team incentive plan to honor and reward those team members for their efforts
- 6) We have a bonus plan and get raises every 6 months which are in

SAMPLE PROVOCATIVE PROPOSITIONS

deserving proportion to the amount of responsibility we carry in our own job

- 7) We know we are a great group of people, each with our markedly different personalities and styles of doing things but even with our differences- the unity of the common bond of joviality and true affection and concern for each other creates a warm bond that we daily enjoy. This warm feeling level contributes to an overall feeling of well-being that not only nourishes our team but spills over into the environment as many students have told us they love to come and “hang out” in the registrar’s office because “it feels so good.”¹ We are lucky to be working with each other and we know it. All of the above contributes to our high office morale.

SAMPLE PROVOCARVE PROPOSITIONS

We work as a team and each member and each member takes responsibility for the whole office. With complete openness of heart and focus of mind, we nourish every student and faculty member who contacts us by going the extra mile, always saying yes, and through our loving personalized service. We always follow through until the student or faculty member is happy.

In the Registrar's Office, we have complete confidence in our service and our systems because everyone on our team gets good results.

Community - Neighborhood Development

While all of Dubuque's neighborhoods are attractive, livable, well-maintained areas that accommodate the varied social, economic and cultural groups that make up our community, our older neighborhoods are a unique economic and aesthetic asset preserved with particular vigilance by all. No matter where located, neighborhoods are clean, well lit, accessible, safe -with adequate green space and other appropriate amenities. Constant attention to neighborhood health and development has resulted in a broad range of housing options ranging from subsidized and low-cost to the highest level of market value.

All this has produced occupancy rates in the 95% range and provides opportunities for rental, owner occupied, transitional, special needs and investor opportunities in housing development.

Realizing that buildings and infrastructure are only part of neighborhood development, our community has made *people issues* a priority. Cooperation and collaboration are invited and encouraged with and between neighborhood associations, human service agencies, City departments and commissions, churches, schools, families and other organizations.