Self-Legitimation by International Organizations: Interview Questions
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N.B. *Interviews for this study were semi-structured. Accordingly, these questions served as a guide but were adjusted as each interview progressed. Questions were also adjusted slightly for each of three international organizations studied (the UN, NATO, and the World Bank), to account for different or particular structures, mandates, events, or activities (e.g. peace operations in the UN, lending in the World Bank, transition to new HQ building in NATO).*

How would you characterize the UN/NATO/the World Bank as an organization? What are its main mission, its core values, and its main tasks/activities?

How would you characterize your role in the organization? How closely does this relate to the overall mission and goals of the organization?

Have you ever encountered situations where your tasks are contradictory or where you have conflicting objectives? Where do those tensions derive from? Can you give any examples?

In those situations, how were decisions made about which course of action to pursue? How were those decisions subsequently explained to staff, if at all? Did you or do other staff struggle with reconciling those conflicting objectives/goals/activities?

Can you describe the dynamic between the secretariat and member states? Can you give any examples?

Did you feel, as a member of staff, that you were able to influence member state policies/decisions?

Was/is there a culture of debate and discussion within the organization?

How were instances of success or failure communicated to staff, if at all?

What mechanisms for internal communication exist within the organization?

What is the role of senior leadership in internal communication in the organization? Do you think it is effective?

Did you ever experience specific efforts by senior management or leadership to increase motivation and cohesion among staff? If so, what were they? Did you consider them useful or effective?

Is there an appetite for more internal communication? If so, what kind would you like to see?

How would you describe the effect of internal communication on effectiveness or achievement of stated objectives?

Are you proud to work for the UN/NATO/the World Bank? Do you think others are too?

How can this research be made useful and usable to you and the organization? Are there areas that you think I've left out? Are you interested in hearing about the findings?