**Interview schedule Management Challenge 3: Getting the Best out of your people**

Start of interview: Thank them for being part of the interview, say a little about the research project and why we are carrying out interviews.

**Background/ intro Questions**

1. So first all, tell me about you and your job at the moment
2. Time in Current role: How long have you been employed in your current role? (time) I.*e. question I get the feeling this is a new role for you or I get the feeling you have been there a number of years*)
3. How long have you been a manager?
4. Now, I would really like to hear about any people management training if you have had (if any at all) before you came to the masterclass
5. We are really interested in your experiences as a people manager, please tell me a little bit about how you find managing people?

Prompts around how many people they manage

Prompts around confidence (generally as a people manager)

Prompt : Tell me a bit about how covid has affected your team

Prompt: So what people management challenges has covid created for you?

**Participation in GELL**

1. Now I am really interested in how you found out about the Gell project?
2. And why did you get involved?

Prompt here- did their organisation send them? Do people in their organisations do much management training, does it link to a plan for their management development? Where do they usually get trained on management issues?

1. How was the registering process for you?
2. Can you tell me a bit about how you found being part of the GELL Learning lab as a whole and what you have gained from the experience?
3. Have you used the resource bank? How much have you used it and how useful has it been for you?

**Getting the Best out of your people questions**

In the masterclasses we talked about getting the best out of your people..

1. How did your understanding of how to get the best out of your people change through your participation in the masterclass?
2. How do you feel about getting the best out of your people?
3. Tell me about your experience of getting the best out of your people (personal challenges?)
4. Going back to thinking about the people you manage at the moment, what are your current challenges in terms of getting the best out of your people (if not covered in portfolio)
5. What is the current culture like in your organisation in terms of getting the best out of your people? What is your organisations approach to…
6. Policy: Does your organisation have a policy in place to support this?

**Masterclass**

1. First of all why did you decide to attend the masterclass?

Prompt here- did their organisation send them? Do people in their organisations do much management training, does it link to a plan for their management development? Where do they usually get trained on management issues?

Prompt: Why did they not go onto do peer learning and coaching

1. Describe the masterclass to me

(Get them to describe the process)

1. What new/useful things about getting the best out of your people did you pick up in the masterclass?
2. Can you tell me about how you worked with others in the masterclass and what opportunities you had to share your thoughts about getting the best out of your people?
3. Can you tell me about any reflections you had during the masterclass about getting the best out of your people?
4. Which of your reflections or the new ideas you were exposed to landed with you?

(*probe here was what was effective about the masterclass in terms of something that was considered valuable and taken forward or probe why VBR wasn’t taken up/ didn’t work*)

1. Since your involvement in the masterclass have you had a go at trying anything new out in practice in relation to getting the best out of your people?
2. How did that work out? Why was that? What will you do next?

(link to context factors here i.e. staff members involved etc)

1. Was there anything else that you have tried even anything that didn’t work out? (repeat above questions here)

*(Flesh out a specific experience/ experiences here- follow through here in terms of C M O – also follow through into outcome)*

(*So exploring the effect of this for practice, organisation, management practice etc. Take a lived experience and follow through: Two- three examples – flesh out the very best examples*)

1. What about any ideas you would like to try out in the future?
2. Going forwards: Do you think the masterclass has changed your practice as a manager?
3. Has it affected any broader/ wider organisational approaches?

**Outcomes: Explore outcomes through the examples above**

Pick best example/ examples here and follow through to outcomes

1. Next we would like to talk about the effects of some of the changes that you have talked about…
2. First of all lets think about the effect on ….

* Better working relations, better workplace wellbeing, more work-place harmony
* Productivity, improved team/ individual effectiveness, less use of management time
* Staff Skill development
* Better use of people’s skills
* Distal outcomes: productivity, improved team effectiveness,

1. Can you think of any additional ways you have impacted practice as a result of your involvement in the masterclass? (or interventions) (Ask about policy here too)
2. We want to speak to the good employment charter in GM about what kinds of training they should provide to line managers, so first of all should they be offering masterclasses like this one?

Secondly, a key question is whether the training should be free? Do you think you would have attended if there had been a small cost? (*around 50*)

1. We have also offered coaching and peer learning (group/shared learning) on getting the best out of your people why did you decide not to get involved?

**Sense making at the end of the interview: Check emerging interpretation with them**

(Sense making: Check out emerging interpretation at end of interview- give them a summary back to them re what I am thinking (i.e. if interviewee says there was lots of interesting info In masterclass but not had time to embed in practice, can follow this up and probe why- i.e might be that participant hasn’t come across a problem at work they can apply this too) Tell participant the sense you are making of them and offer that back to them.)

Nb: Need to clarify here WHO the change has affected; which employees or other colleagues will have noticed some difference

**Finishing the interview**

We are really grateful for your time, you have provided us with some really interesting and helpful responses

Furthermanagement challenges- mention here and enquire about their interest in these- introduce these.

Our project is ultimately all about helping line managers so that staff are productive and happy at work, we are really keen to talk to some of the staff that are being impacted by your learning and we have a really short survey for them. If I send you the survey link, would you prepared to share that with your team? Everything they say will be kept confidential and nobody will know who took part in the research.

***List of context factors to look for***

* ***Education***
* ***Current organisational context***
* ***Management challenges***
* ***Prior knowledge in relation to the topic***
* ***Values- do they believe in agile working?***
* ***Gender ethnicity- might be really obvious here,***
* ***Religious values- find out more here/ probe***
* ***The organisation- the policy around secure and agile – i.e. do they have a lot of HR policies***