Interview Guide

Indicative questions used in the exploratory stage of each case study, with the purpose to be used as a facilitating and moderating tool throughout the individual discussion/interview with the participants.

Individual questions

1. What is your name?
2. How old are you?
3. What formal education do you have?
4. What is your professional background?
5. How long time have you worked in this company?
6. What made you decide to work for this company?
7. What is you current position? How do you report to?
8. Have you had any other positions in this firm? If yes, what made you decide to change position?
9. Please describe briefly what your work involves, what do you do?
10. Please describe your self as if you were looking for a job. What are your strong sides for example? Why do you think that the company wishes to keep you as a valuable asset?

Organisational Questions

1. How would you describe the industry or marketplace that this company operates in?
2. How would you describe the conditions in the marketplace where this firm is active in?
3. In your opinion, what is this company’s position in this market?
4. Is this position stronger, now than compared with 1998, i.e. 3 years ago? In your opinion, why is that? Where do you think the company will be in 3-5 years time? How will you succeed with this?

5. Please describe in your own words what you think the word competitive means to you?

6. If a company could have an opinion. Do you believe that this firm would have the same opinion regarding the meaning of the word competitive as yourself?

This research project is trying to find the answer to the question how an organisation continuously looks for and launches new ideas that benefits the overall performance of the firm.

7. Do you believe that this firm has this ability? What do you base this opinion on?

8. According to you how attentive is this firm for new ideas? How attentive is the management for creativeness within the organisation?

9. Do you have any suggestions that you believe could strengthen and enhance the attentiveness and proactiveness of this firm?

10. Do you believe that it is possible to increase the competetiveness of a firm by stimulating the corporate culture to active look for new ideas, which can increase the competetiveness of the firm? In which ways?

11. According to your opinion is a new idea, projects or similar initiated proactively within this firm or as a reaction to external factors such as changed market conditions? Can you provide any examples?

12. In your opinion, do you think that this firm is more or less attentive for new ideas compared with its competitors? Can you give any examples?

13. How would you describe the factors or circumstances that spark any ideas created from within the company?

14. Which external factors do in your opinion your company strongly react on?

15. If you would have, what you believe is a really good, which you strongly believe the company would benefit from, please describe, how you would act and do with it? Describe what you believe is the way this idea “travels” through the organisation.
16. Does this company provide incentives for good ideas? Does this firm stimulate the staff to come forward with their own ideas or opinions? Is there any established forum where this can take place?

17. Do you believe your company pursues good ideas better than your competitors, why? If “no”, why do you think this is?

18. What main supporting factors do you believe an organisation needs to have in order to foster a proactive corporate culture?

19. How would you describe the corporate culture in this firm?

20. Do you believe that your corporate culture is the same today as for two years ago? Do you believe that this change has been deliberate?

21. What positive elements in this firms’ corporate culture do you believe exist? In your opinion are there any elements that could be developed further?

22. A corporate culture is usually thought of as consisting of values that leads to norms which indicates what actions are right or wrong. Could you please comment a little bit about the values and norms that exist in this firm? And now please think of me as a close friend that is thinking about applying to a position in this firm.

23. How would you describe your colleagues in general? Please elaborate?

24. Is there a communicated recruitment policy? Please explain?

25. What personal characteristics are predominant among your colleagues, and what type of personal characteristics do you think the company is looking for or wish to promote when they recruit?

26. Which positive abilities do you think that the management of this firm have? Any negative sides?

27. How would you describe the leadership style within the organisation?

28. How would you describe the management’s attentiveness to good ideas?

29. In your opinion do you believe that the management is decisive? In your opinion do you believe that the management is open or reluctant to change? In your opinion do you think that the management is proactive? What about risk-taking?

30. If you were absolutely free to make any changes, not considering possible costs, what would you change in your organisation to make it more proactive or competitive and how would you do it?