



Team Member Interview Tool

WHEN to use this: *When you want to engage team members in the future, it is important to first understand their hopes, desires, fears and pain points. This one-on-one conversation is the first step to engaging them over time.*

HOW to use this: *Use this tool to plan the main points of your interview with your team member. You will want to adapt to the flow of the conversation you have with them, but you'll also want a plan going into the conversation, which is what this tool is meant for.*

Introduction – Thank your team member for her/his time and let her/him know why you wanted to meet.

Example: "Thank you for taking the time to meet with me. I'm interested to hear how things are going for you."

What questions will you ask this person?

Examples for a general Interview:

- *"In general, how are things going?"*
- *"What is (are) your biggest struggle(s)?"*
- *"What makes this (these) so difficult for you? What do you see as the cause(s)?"*
- *"What would be the benefits to you if there was a solution to fix this challenge(s)?"*
- *"What have you tried so far that has resulted in some improvement(s)?"*
- *"What do you think specifically contributed to that success?"*
- *"Have you tried anything else that didn't improve things?"*
- *"What have your attempts to solve this challenge taught you about the needed solutions going forward?"*
- *"If there were absolutely no barriers, and you could wave a magic wand, what solution(s) would you want to see?"*

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Go Deeper: In addition to listening, you will be seeking deeper answers – the WHY behind the answers. What statements or questions could help you get to these deeper underlying beliefs?

Examples: “Interesting, tell me more...” “Great feedback. What else?”

Get Clarity: How can you get more information and clarity from your team member if you get a vague or one-worded answer?

Example: “What do you mean by X? Tell me more about that.”

Offer Empathy: In order to build trust with your team member, make sure she/he feels heard and understood. How can you can do this?

Example: “That sounds very [emotional connection e.g., painful/challenging/annoying]. As you talk about it, what feelings come up?”

Get Back on Track: How will you bring the conversation back on topic if it gets off track? Think ahead for some phrases you can use in case that happens. They are good to have ready just in case, even if you don't end up using them.

Example: “That’s an interesting thought; what impact do you feel it has on [topic]?”

Wrap up at the end: Make sure to thank your team member and ask if you can touch base with her/him again at a future time.
