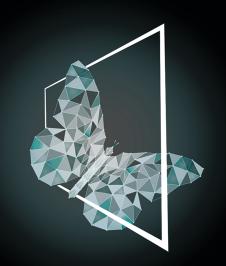# RETHINK

KONICA MINOLTA'S DIGITAL TRANSFORMATION

"LEADERS ACROSS THE ORGANIZATION SHARE THEIR STORIES…."

DX In Action Leader Stories

Sample Interview Questions

Notes:
- These questions represent questions posed to interviewees at multiple levels within the organization, and should be modified as needed.
- Any terminology about Core Competencies and Leadership Drivers should be reworded or eliminated unless the "How and Why" course is provided ahead of time.
- If time permits, either ask or "weave in" the following questions regarding KM's Core Competencies and Leadership Drivers when interviewing for DX in Action.

Please tell us a little about yourself

- Your role/title
- How long have you been at Konica Minolta?
- What is your definition of Digital Transformation?
- What does DX mean to you?
- What does Digital Transformation mean to Konica Minolta?
- Have you engaged in any projects that demonstrated a contribution to Konica Minolta's DX journey?
- Please describe
- What about your/our customers?
- What challenges are they encountering as they navigate their own DX journey?
- How have you helped them?

- As Konica Minolta progresses through its own Digital Transformation, what is your role?
- Throughout Konica Minolta's DX journey how have you also transformed as a professional?
- What are you doing differently in order to be successful in your work? What about your team - how is your team doing its work differently?
- What type of mindset/behaviors have you embraced in order to be successful?
- What should all employees, regardless of title, understand about Konica Minolta's Digital Transformation?
- How can they make a contribution to this initiative?
- Where should they begin?
- What qualities are important to cultivate as a DX Leader?
- Considering the changes you have experienced in your work, are there any lessons you have learned that you would like to share with other employees?

Core Competencies and Leadership Drivers Questions for Champions

Notes:
- Provide Core Competency course ahead of time for interviewee to review.
- Have Core Competencies and Leadership Drivers slides available to display.

Konica Minolta launched 8 Core Competencies and 11 Leadership Drivers at the beginning of the fiscal year as part of the new Global Talent Management Framework.

- Why do you think these competencies and leadership drivers are important to developing people at Konica Minolta?
- Is there a Competency or Leadership driver that resonates with you? Why?
- Is there a Competency/Leadership Driver that resonates as being important to developing your team?
- How do you define _____ (CC or LD)?
- _____ is defined as _____. How does that apply to your daily work?
- Have you noticed a change in your/your team's approach to work as a result of any of these competencies/leadership drivers? Which one(s)?
- Which competencies/leadership drivers do you think are especially important to you/your team if you/they are to contribute to KM's DX? Why?
- Can you give an example of how you have incorporated a specific competency or leadership in your daily work?
- What was the business impact?
- What was the cultural impact? i.e. how did it affect your team?