SM-DM: Interview guide

Introduction and Background

We are students from Chalmers and Göteborg University working on our Master's thesis with Ericsson. The goal of our research is to look into the communication patterns inside the large-scale organization using SCRUM and identify problematic areas that might be hindering the possibility of reaping the benefits of agile adoption. As a part of this work we are conducting interviews with several employees to get the perspective of those actually involved in the various aspects of the development process and create a broad picture of existing context. We will interview representatives of various roles within the organization and thus aim to cover as more aspects of the existing environment as possible.

The purpose of this interview is to gain more insight on the current situation from you as a [ROLE] and possibly discover any discrepancies or obstacles of the communication flow.
Your response will be treated anonymously in any publications (internal or external) of this study.
We will start the interview with a set of questions regarding your background in the organization and continue on with more open-ended questions related to the transformation of the development process in Ericsson and sequentially arising issues related to the organizational structure and information flow inside it.
The interview will take around [NNN] minutes.
Do you have any questions at this stage?
To be able to come back to the contents of this interview and extract as much information as possible we would like to record this session. Is this alright by you?

Background information

1. What is your role in the organization?
2. What are your key responsibilities? (Open question)
3. Have you been working here before the transition towards agile?
    a. What was your role during that time?
4. How are you related to the XFT [NAME]?

Agile Transformation & Ways of Working

5. **What is your view on company's transition towards agile?**

   Probing Questions
    a. What is the vision for the transformation?
    b. Are the expectations fulfilled?
    c. Is the organization more responsive to change and more reactive?
    d. Do you feel that all levels of the organization are supportive towards agile?

6. **Are there any aspects regarding the organisational structure which tend to stand in the way of working in an agile manner?**
    a. How different are various parts of the organization in their agility?
    b. How compatible are the elements of the old structure with the new way of working?

Context Information
7. **How do you relate to other roles?**

   Probing Questions
    A. How often do you communicate with other roles?
    B. What are the issues you communicate about with each role?

Information flow
8. **What do you think about your communication with different roles/parties in terms of its sufficiency and efficiency?**

   Probing Questions
    A. (If positive) Can you describe how this is achieved?
    B. (If negative) What are the problems in such communications?
    C. (If negative) Do you feel like there is sufficient communication with every role you need to interact with about your work?
        a. (If no) In what way does it differ between various roles?

9. **How can temporary changes to the organisational structure influence the XFTs?**

   Probing Questions
    a. How does it alienate teams from their organizational environment?
    b. How does it impact their productivity?
    c. How does it shift the focus of your responsibilities?

10. **How do agile roles and responsibilities assigned to them integrate with the classical line management?**

   Probing Questions
    a. Have responsibilities been given away or been changed?
    b. How is the restructuring process defined?
    c. Are there incompatibilities between agile and legacy branch within the organisation?
        i. How can these be addressed?

Closing

Thank you for your response. To summarize, [SUMMARIZE KEY ANSWERS AND OPINIONS], is this correct?

We will transcribe this interview and provide you with the transcript so you can point out and correct any misinterpretations.

Was there anything in the interview you found not appropriate to the context? Would you like to add anything/change your response?

If you want to get in contact with us regarding this interview, you can find us [LOCATION].

We would like to ask you not to discuss the contents of this interview with your colleagues to avoid the learning effect.

Thank you for your time, your input is very valuable to our research.