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?
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?

Information flow

7. **How does empowering the XFTs make you dependent on their work?**

   Probing Questions
   a. How is your communication with XFT established?
   b. What are the issues you generally communicate about?
   c. How optimal is the level of influence towards the XFTs?
      i. How can you impact their line of work?
   d. How well organized is the communication path from XFTs towards you?
      i. Should communication be increased?

Agile & Coordination of Work

8. **How is your communication with the PO community organised?**

   Probing Questions
   a. How is it different between the OPO, APO and TPO?
   b. What are the difficulties you are faced with during these communications?
      i. How can these be improved?

9. **What are the main coordination challenges regarding programs?**

   Probing Questions
   a. What are the main challenges regarding estimating work and gates?
   b. How do you oversee widespread, large programs?
      i. What are the main planning challenges in regards to coordination?
   c. How directly do your decisions impact an XFT?
      i. What are problematic issues regarding communication with XFTs?
      ii. How could the impact be optimized?

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.