

Organizational Development Personnel Interview¹

EXPLORING THE STRUCTURE, POLICIES, AND RELATIONSHIPS IN THIS ORGANIZATION

1. Tell me about your job. What do you do from day to day, regardless of whether it is in your job description?
2. How would you prioritize the various aspects of your job?
3. Whom do you work with most closely (3-5 people)?
4. What do you expect from each of these people?
5. What do you think they expect from you?
6. How well are these expectations being met?
7. How do the current structure and policies of this organization help or hinder you from doing your job effectively?
8. In what ways have things been changing or remaining the same at this firm in the past months?
9. Suppose you could make three major changes here. How would you use them to make this group more productive?
10. What would you personally like to do more of, the same, and less of?
11. What problems in particular should our survey bring to the attention of the firm's leaders?
12. What are your personal goals for this survey?
13. What else can you tell me that is relevant here?

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¹Neilsen, E. H. (1984). Becoming an od practitioner. Englewood Cliffs, NJ: Prentiss Hall, Inc., p. 39.

TEAM BUILDING CHECKLIST¹

My primary work unit is (circle one):

management engineering/production administration marketing

Problem Identification: To what extent is there evidence of these problems in your work unit?

	Low		Medium		High
1. Loss of production or work-unit output	1	2	3	4	5
2. Grievances or complaints within the work unit	1	2	3	4	5
3. Conflicts or hostility between unit members	1	2	3	4	5
4. Confusion about assignments or unclear relationships between people	1		3	4	5
5. Increased complaints from outside unit about quality, timeliness of service/product	1	2	3	4	5
6. Apathy or general lack of interest or involvement of unit members	1	2	3	4	5
7. Lack of innovation, risk taking, imagination, or taking initiative	1	2	3	4	5
8. Ineffective or non-existent staff meetings	1	2	3	4	5
9. Problems in working with the boss	1	2	3	4	5
10. Poor communications: people afraid to speak up, not listening, not talking	1	2	3	4	5
11. Lack of trust between boss and member or between members	1	2	3	4	5
12. Decisions made that people do not understand or agree with	1	2	3	4	5
13. People feel that good work is not recognized, or rewarded	1	2	3	4	5
14. People are not encouraged to work together in better team efforts	1	2	3	4	5
15. Lack of clear goals, or low commitment to goals, or sabotaging goals	1	2	3	4	5

16. (Optional: Use back of paper) Please note other evidence of problems that you observe:

¹ Questions 1-8: Huse, E. F. (1980). *Organization Development and Change*. St. Paul, MN: West Publishing Co., p. 343
 Questions 8-15: Team building survey. Northcraft, G. (1984). *Management & Policy* 604. University of Arizona, graduate symposium.