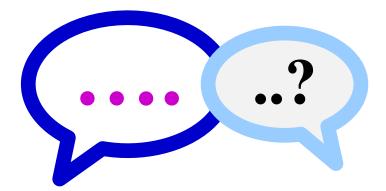
Continuous Improvement Toolkit

Interviews



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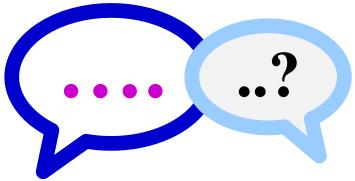
The Continuous Improvement Map

Managing		Deciding	& Selecting		Planning & P	roject Management*
Risk PDP	C Decision	n Balance Sheet	Importance-Urge	ency Mapp	ing <u>Daily Planr</u>	ning PERT/CPM
FMEA RAID L	.og* Force Fie	ld Analysis	Cost Benefit Ana	lysis	MOST RACIN	Activity Networks
Risk Assessmen	t* Break-eve	n Analysis Vo	oting TPN Anal	ysis	SWOT Analysis	Stakeholder Analysis
Fault Tree Analys	is Decision Tree	Pick Chart	Four Field Mat	rix F	Project Charter	Improvement Roadmaps
Traffic Light Asses	sment Critical-to T	ree QFD	Portfolio Matrix	DMA	PDCA Policy	Deployment Gantt Charts
Lean Measures	Kano Analysis	Matrix Diagram	Paired Compariso	n DMA	Kaizen Events	s Control Planning
Bottleneck Analysis*	* Cost of Quality	* Pugh Matrix	Prioritization Matrix		inking Standard	work Document control
Process Yield	OEE <u>KPIs</u>	Pareto Analys		derstan	ding Cross Tr	raining Implementing
Capability Indices	Descriptive Stati	stics ANOVA	Chi-Square	iuse & E	•	nalysis Solutions**
Gap Analysis*	Probability Dist	ributions Hypot	thesis Testing De	sign of Ex	periment Mistake	e Proofing Ergonomics
Reliability Analysis	Histograms & Box	plots Multi var	i Studies Confic	lence Inte	vals Simulation	TPM Automation
Understanding	Graphical Analys	sis Scatter Plo	ts Correlation	Regress	sion Pull	Flow Just in Time
Performance	MSA Run Chai	rts 5 Whys _R	Root Cause Analysis	Data S	nooping Visual M	Management 5S
Benchmarking**	Control Charts	Fishbone I	Diagram Tree Diag	gram*	SIPOC* Waste Ar	alysis Quick Changeover
Data collection planner* Sampling Morphological Analysis How-How Diagram** Process Redesign Time Value Map						
Check Sheets In	erviews Brainsto	rming SCAMP	PER** Attribute A	nal <mark>ysis</mark>	Spaghetti Diagram	Value Stream Mapping
Questionnaires	Focus Groups Af	finity Diagram	Relationship Map	opi <mark>ng*</mark>	Flow Process Cha	
Data Callaction	Observations	Mind Mapping*	Lateral Thinking		charting IDEFC	
Collection	Sug	gestion systems	Creating Ideas		Designing & A	Analyzing Processes

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An Interview:

- A technique used to understand the experiences of others (customers, employees, etc.).
- Takes the form of a conversation between the interviewer and the interviewee.
- Often conducted in an informal and natural way:
 - Where the respondent can freely express his/her opinion in his/her own words.



When to Use:

- To learn about the product or service from the customer's perspective.
- In project management and improvement initiatives to learn what is important or confusing (to the customer for example).
- In journalism and media reporting.
- When screening candidates for employment.
- □ When measuring the employee satisfaction level:
 - During organizational transformation.
 - On employee exit.



Can be undertaken through different media:

- Face-to-face.
- Telephone.
- Email.
- Online meetings.



Data capturing methods:

- Forms and questionnaires.
- Note taking.
- Audiotapes and computer audio programs.



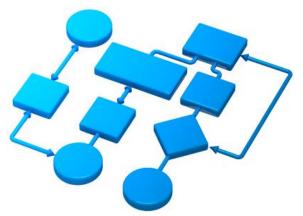
Types:

- Open interviews allow a degree of freedom and adaptability in getting the information.
- Structured interviews are performed by using a well-designed questionnaire.
 - Forces the respondent to choose answers from among the same set of alternatives.
 - More focused questions can be asked and data can be more easily analyzed and compared.
- Informal Open Interviews Standardized Open-Ended Interviews Structured Fixed-Response Interviews

• More expensive.

How to Conduct an Interview:

- □ Start by clearly define the purpose of the interview.
- Identify the target respondents for the interview.
- □ Prepare a list of questions prior the interview.
- Decide the type of interview you will use.
- Decide the data capturing method.
- Contact the respondents before the interview.
- Do a pilot interview to refine the questions and the interview process.



How to Conduct an Interview:

- Conduct the interview at the scheduled time and date.
- Let the questions structure the conversation, but adapt to the discussion as needed.
- Take notes or record the interview.
- Listen, don't interrupt, make the participant feel comfortable and be respectful of boundaries.
- Before completing, ask for additional input or comments.
- Take time to document important ideas and findings soon after completing the interview.
- Process and analyze the data.

Further Information:

- Establish a rapport with the interviewee in order for him to be open and talk freely.
- You may clarify questions or ask follow-up questions on the spot to further probe for meaningful data.
- A test prior the interview will assure better data and avoid wasting time and money.
- Sometimes, interviews are used to validate data collected previously by other survey methods.