The U Journey of Transformation

Generative Interviews

See:

Standard question set

Ask these questions in a one-to-one interview with each key member of your project team. The goal is to stimulate thinking, bring issues to the surface and articulate the possibility of generating a future grounded in aspiration.

Record audio of each interview, explaining that the results will be anonymised.

1. Please can you tell us something of your story and bring it into the room. Where were you born? What did your parents do? What have been the most significant turning points in your life? What did you study? What have been your career highlights to date?

2. Why is the success of your organisation important to you personally? What is it about your organisation that would inspire you to turn up as the best version of yourself?

3. What's it like to work at your organisation today and how is it different from the past, if at all? If it has changed, why is it different and how?

4. Can you tell us in your own words what the goal of your organisation is? What should it be? How would you measure it? Specifically, where's it going to come from – whether stopping value leakage or bringing innovations to what we do?

5. What do you think are the three or four critical success factors needed to achieve that goal? In other words, what are the non-negotiable, high-level necessary conditions of achieving the goal you have articulated?

6. For each of those critical success factors, can you please describe how you see the gap between what your organisation is now and what it needs to be to deliver on the goal? In other words, what do you see as current reality of your organisation in each of those domains you have nominated as being critical for goal achievement?

7. What do you think are the causes of the difference between current reality and the full achievement of your necessary conditions?

8. If you drill down to root causes, why do you think the current reality persists?

9. What are the deep conflicts or dilemmas which prevent your organisation from realising its full potential?

10. What assumptions do you think we make individually and collectively that keep those conflicts or dilemmas in play?

11. Changing gear, can you tell us a little about your vision for your organisation over the next 3-5 years? What do you think we will look like with respect to people, process and technology? How will the culture be different to what it is now? Please talk to these questions as if you were standing in the future and everything you deemed necessary for the transformation had already happened. The richer the rendering of that future, the better.

12. Can you please give us what you think it is going to take to get to that future state? Who do we need to be as individuals? What kind of teams do we need to create? How are we going to manage and lead this transformation? What resources and capabilities do we need? What role does your organisation and the group play?

13. What legacy would you like to leave at your organisation?

14. Thank you so much. Are there any questions you have for us?

When each interview is complete, we recommend you get it professionally transcribed. Then go through the transcripts and extract all relevant comments and ideas a 'verbatim' quotes, editing only for clarity and anonymity.

Let's
Redefine
What's
Possible