

Appendix A: Interview Guide

Interview guide

Background information

- Introductory info:
 - Privacy statement
 - Informed consent
 - The purpose of the survey
- 1. Current position?
- 2. How long have you been in the position?
- 3. Responsibilities in position?

Introductory

1. Can you tell me a little about how the HR department is organized?
 - a. Feel free to assume that I have knowledge of the Ulrich model
2. How do you as an organization work with your leadership transitions?
3. How are leadership transitions evaluated in their organization?
 - a. How is learning transferred from leadership transitions to future leadership transitions?
4. What kind of role and responsibility does HR have in relation to leadership transitions in your organization?
 - a. What is the direct superior of new leaders' role and responsibility in leadership transitions?
 - b. How does HR work with new managers' immediate superiors in a leadership transition?
 - c. What kind of training / competence does HR have in organizing leadership transitions?

A leadership transition is defined as: the time, phases, and process from one leader departs until a new leader has been in the job for at least one year. A leadership transition consists of different phases and sub-processes. As previously mentioned, the task and thus this interview is primarily about how you work with the different phases of a leadership transition. We will now consider some specific practices associated with each phase and how HR works with these in practice.

Offboarding

This is the period from a manager resigning / being fired until he or she quits physically. Therefore the notice period in practice.

1. How does HR support direct superiors of new leaders in connection with phasing out plans for outgoing managers?
 - Systems / procedures / routines?
 - What exactly does HR do? Examples?
 - How does HR do these activities? Examples?
2. How does HR support in connection with handover from outgoing to oncoming?
 - What does the outgoing leave to the incoming leader? How is this transmitted? How does HR support in this transfer?

Constituted/interim leader

This is the period from when the outgoing leader ends until the incoming leader has started / begins.

1. How does HR support in connection with a mandate for an acting leaders?
2. How does HR support in connection with overlap between acting leader and incoming leader?

Recruitment

This is the period from the announcement of the position until the contract is signed

1. How does HR support in connection with preparing finalists for what they may take over and start in?
2. How does HR support in connection with (reverse) interviews? Use of case? 360 job, role, and context analysis?

Termination and preparation

This is the period from contract signing until start-up day 1, in other words: pre-boarding.

1. How does HR support in connection with the preparation of the first 90 days?
2. How does HR support in connection with the preparation of contact with key stakeholders?

Onboarding

This is the period from day one until the first year of a new job.

1. How does HR support in connection with completing the first 90 days?
2. How does HR support in connection with conducting start-up interviews and start-up seminars?
3. How does HR support in connection with evaluating managers before the end of the probationary period?

Follow-up and further development

This is the period after 1 year in position.

1. How does HR support development plans and courses to follow up and further develop managers who are already established in their positions?
2. How does HR support in connection with training / education of the direct manager to be able to handle their underlying leadership transitions?

Reflections

- Is there anything you would like to add about your organization's practice related to how HR works with leadership transitions?
- Thanks - info on further process