

Annex E – INTERVIEW PROTOCOL

We have been tasked by NATO RTO to study organisational effectiveness in coalition teamwork. The purpose of this interview is to learn from your experiences in this HQ. We will ask you to provide some demographics. This is done to help us interpret the data. However, your statements will be treated anonymously. The report from this study will be unclassified.

Your participation is very valuable to us. We would like to have your informed consent to participate. We would also like to have your permission to voice record this interview. This is done to help us document your answers in an accurate way.

E.1 DEMOGRAPHICS

- Sex (male/female).
- Age.
- Nationality.
- First language/native English.
- Military service (army, Air force, navy, marine, other) /civilian.
- Rank.
- First deployment in multinational HQ? If not, how many times have you been deployed?
- How long have you been in this HQ (months)?
- In current position, are you responsible for supervising others in the HQ?

E.2 MAIN QUESTIONS

1A) What is your formal position in this HQ?

1B) Please describe your role, tasks and responsibilities in this HQ?

2) How are you organised within the HQ (J-structure or other)?

3) Do you perceive the organisational structure to be hierarchical or flat? By organisational structure we mean the formal system of tasks and authority relationships.

- Could you give some examples?
- How does that affect your daily work?
- What works well /not so well?

4) Do you perceive the HQ to have centralised or decentralised command processes?

- Could you describe the processes?
- How does that affect your daily work?
- What works well /not so well?

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5A) Is the working environment in this HQ flexible or rigid?

- In what way?
- Could you give some examples?
- What works well /not so well?
- How does that affect your daily work?

5B) What are the most critical factors impacting a flexible working environment in this HQ (technology, procedures, doctrine, tactics, security, other)?

6) In this HQ do you primarily have specialised or overlapping roles?

- How does that affect your daily work?
- What works well /not so well?
- Could you give some examples?

7) How would you describe the leadership in this HQ? By leadership we mean how the leader communicates and interacts with his subordinates?

- Does the leadership style vary (nations, branches, persons, situations)?
- How does that affect your daily work?
- What works well /not so well?
- Could you give some examples?

8A) What kind of pre-deployment training did you receive (national, NATO, other, none)?

- How long?
- What was included?
- Was it multinational?
- Was anything missing to prepare you for your job?

8B) In order to achieve an effective HQ, what are the most critical aspects that should be included in pre-deployment training?

9A) Briefly describe the rotation process in this HQ:

- Standardised procedures?
- Handover (how is it done, how long)?
- Was the handover sufficient?
- Does the rotation process affect effectiveness in the HQ?

9B) What are the most critical factors for an effective rotation process?

10) How do you establish trust between individuals in this HQ?

- What can you do to establish trust?
- Do you trust everyone in the HQ? If not, why?
- Is trust important? If so, why?

- 11) Having a multinational HQ may have positive and negative implications.
- A) What do you think are the positive aspects?
 - B) What do you think are the negative aspects?
 - C) What are the main challenges?
- 12) To be improvement oriented is to allow initiatives to improve work, processes and routines. It has both pros and cons. It can lead to improvements but also generate mistakes. Would you say that his HQ is improvement oriented or not?
- Can you give some examples?
 - Do you have formal procedures?
- 13) How does information-sharing work in this HQ?
- What works well what does not work well, why?
 - What are the most critical aspects that influence information sharing (positively or negatively)? (*hierarchy, centralised/decentralised procedures, flexibility, specialised/overlapping roles, leadership, pre-deployment training, rotations, trust, improvement orientation*)
 - How can information sharing be improved?
- 14) How does decision making work in this HQ?
- What works well what does not work well, why?
 - What are the most critical aspects that influence decision making (positively or negatively)? (*hierarchy, centralised/decentralised procedures, flexibility, specialised/overlapping roles, leadership, pre-deployment training, rotations, trust, improvement orientation*)
 - How can decision making be improved?
- 15) To what extent is there a shared awareness of tasks and responsibilities in this HQ?
- Is it important for you in your work to be aware of other staff member's tasks and responsibilities?
 - Can you give some examples?
 - What are the most critical aspects to generate a shared awareness of tasks and responsibilities (positively or negatively)? (*hierarchy, centralised/decentralised procedures, flexibility, specialised/overlapping roles, leadership, pre-deployment training, rotations, trust, improvement orientation*)
 - How can this be improved?
- 16) Finally, what do you think is most important to improve the effectiveness in this HQ?

