

Interview Guide – Example

Purpose:

Elicit qualitative data from employees and managers about pain points, trust levels, and behavioural signals that surveys may miss. Supports root cause analysis of appraisal

Interview Questions by Theme

1. Experience of the Current System

“Can you describe your last performance appraisal — how it felt and what you took away from it?”
“What did you find most useful or frustrating about the process?”

2. Trust & Transparency

“Do you trust that your manager’s assessment of your performance is fair and well-informed?”
“Have you ever disagreed with your rating or feedback — and what happened when you raised it?”

3. Behavioural Impact

“Has anything changed in how you work or how you’re supported as a result of your last appraisal?”
“Do you feel more recognised or more confused afterwards?”

4. Cultural Signals

“What message do appraisals send about what’s valued here?”
“Is it more about ticking boxes, or is it part of a real growth conversation?”

5. Clarity & Consistency

“Do you understand what you’re being measured against — and is it the same across your team?”
“Would two different managers rate the same performance the same way?”

Usage Notes:

Interview duration: 20–30 minutes.

Sample: 6–10 participants across levels and roles.

Capture language patterns, contradictions, and emotional cues.

Output: Used to inform Gap Heatmap (S1P1-4) and surface Response themes.

Action-Response Principle (ARP)

Ref:S1P1-3