

Appendix II
Key Informant Topic Guide

ELWa – Self-Diagnostic Tools for Managers

TOPIC GUIDE – Key informants

Section 1: Interviewee details

NAME:.....

JOB TITLE.....

ORGANISATION.....

LOCATION.....

DATE OF INTERVIEW.....

INTERVIEWEE.....

The project is being carried out for ELWa but with active support from the Wales Management Council. It builds on some of the recommendations in the WMC's recent report "Management and Leadership Development in Wales – An Agenda for Action" which made a number of recommendations including considering work to prepare "a diagnostic tool" that can be used by businesses and organisations to help individuals considering what to prepare "a diagnostic tool that can be used by businesses and organisations to help individuals identify leadership and management development needs and skills gaps"

The objectives are to:

- To undertake research with SMEs to gain an understanding of their awareness, use and requirements of a diagnostic tool.
- To research and review current diagnostic tools against the requirements identified

by the SMEs, the WMC, ELWa, the WDA producing a SWOT analysis of the existing tools.

Information is being collected from key informants and SMEs

CRG project manager is Richard Gaunt
EIWa contact for this project is Huw Owen

Introduction

Hello my name is _____ from CRG. We are conducting a research project for ELWa (with active support of the Wales Management Council) with the objectives to:

- To undertake research with SMEs to gain understanding of their awareness, use and requirements of a diagnostic tool.
- To research and review the current diagnostic tools against the requirements identified by the SMEs, the WMC, ELWa, the WDA producing a SWOT analysis of the existing tools.

The purpose of this interview is to find out about your own views, first of the need for such a diagnostic tool, and secondly what kind of characteristics any tool to be introduced in the future might have.

I do need to stress that we are collecting information from a cross section of people (mainly) within Wales and all individuals' views will be treated confidentially.

Section A – General Views

1. First, do you think efforts should be made to improve the priority given to leadership and management development in Wales? (If so, please explain why/which sorts of areas)

Prompt:

Raising awareness

Identifying need

Satisfying need

Funding

Evaluation

Review

Section B – Managers' needs

2. What kinds of topics do you think might need further development in relation to leadership and management? (Please explain why you take this view).

3. How easy is it currently for managers to gain an objective view of their potential leadership and management developmental needs?

4. Evidence suggests that SMEs have very little interest in formal management and leadership issues/techniques tools – do you agree with this, does evidence exist to suggest otherwise?

5. Do you think SMEs should take more interest in management and leadership issues? (please explain why you take this view)?

Section C – Tools

- 6 Are you familiar with any leadership and management tools currently?
If so, please list them.
7. Please comment upon their strengths and weaknesses including their accessibility, their usefulness, cost, their comprehensiveness and how time-consuming they are?

Section D – Future Developments

- 8 Do you think there is a need for a purpose-designed, self-diagnostic tool to help employers, organisations and managers in Wales understand leadership/management needs better?

Yes

No

Please explain why you take this view

- 9 If there should be a purpose designed self-diagnostic tool what characteristics would be important?

Prompt:

- Catering for different levels of management/leadership
- Lead on to targeted development activities
- Simple to complete
- Suitable for SMEs and larger organisations (or maybe more than one tool).

10 What might be needed to help introduce and promote such a tool effectively?

We would be extremely interested in any other comments you have to make