

**Appendix III**  
**SME Topic Guide**

## **SME INTERVIEW TOPIC GUIDE**

### **ELWa – Self-Diagnostic Tools for Managers**

#### **TOPIC GUIDE – SME**

##### 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 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  
ELWa 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 our 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**

1. What is your role?
2. How many people do you manage?
3. How did (or do) you develop your own leadership/management skills?
4. How did (or do) your colleagues develop their leadership/management skills?

5. What leadership and management skills do you think need further development in this organisation?
6. Have you made any plans for leadership and management development work?

**Section B**

7. Have you ever used any formal tools to help understand you/your colleagues' leadership and management skills/needs?
8. How did you come aware of the tools you used?
9. What was it/they used for?
10. What was the cost of using it? Who paid for it?
11. Are the tools available on-line or are they paper based?
12. In general, how useful were the tools in terms of

		Very useful	Useful	Neutral	Useless	Totally useless
		1	2	3	4	5
A	Identifying strengths/weaknesses					
B	Providing information and advice					
C	Providing continuous development					
D	Easily accessible					
E	Comprehensive					

13. Are there any gaps that need filling in/improving on? (Please explain)

#### **Section D**

14. Have you heard of any other tools? Yes/No

15. What do you think of them?

16. Why haven't you used them? (prompt: suitability/cost/accreditation)

17. If you did need to find out more about self-diagnostic tools, where would you go?

#### **Section E**

18. Is there a need for a new self-diagnostic tool for organisation like yours in Wales? Yes/No

17. What sort of tool would you like to see in the future?

Prompts:

Paper/on-line

Specific areas of management./non specific

One off assessment/continuous

Accredited/non accredited

Do you have any other comments you would like to make?