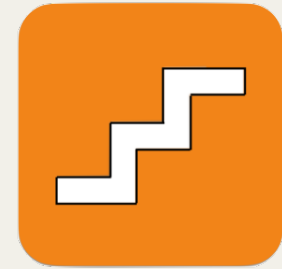# INTERVIEWS: HOW TO

# Three steps

- **Prepare for the interview**
  - *Showing up not prepare will result in a waste of your interviewee and your time*
  - *And ...*

- **Properly conduct the interview**
  - *Tips for success in the following slides*

- **Follow-up**
  - *Reinforce what was achieved*
  - *Build on it*

# PREPARE FOR THE INTERVIEW

# Define the purpose

Find the answers to these questions:

- Why do I need to meet with this person?

- Which are the benefits for this person in meeting with me?

# Select the right person

- Different stakeholders have different knowledge and perspectives
  - *A person is right for a purpose, but might not be right for another*

- If you select the wrong person finish the interview politely
  - *Do not compromise the relationship*

- Ask questions such as
  - *Who else has similar knowledge to yours?*
  - *Who else should I talk to?*

# Research the interviewee

- **Professional information**
  - *Title*
  - *Responsibilities*
  - *Attachment to the company*
  - *...*

- **Relationship with the project**
  - *Personal/professional opinion*
  - *Impact on them*
  - *...*

- **Personal information**
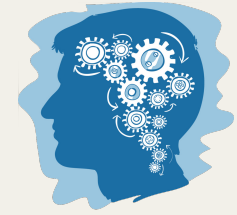  - *Characteristics*
  - *Family*
  - *...*
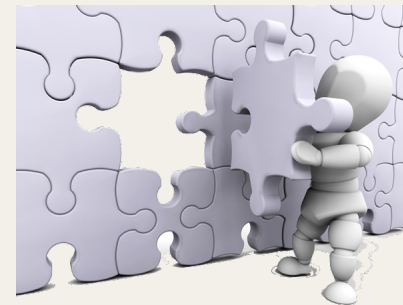
# Questions

- Open or closed questions?
  - *Used for different reasons*

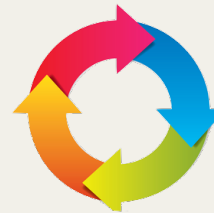- Start with an open ended question

# What is important to know?

- **Domain knowledge**
  - *Knowledge specific to the field*
  - *Knowledge of the environment*

- **Process knowledge**
  - *How is the current process?*

# Set the logistic

- Choose the location
  - *Not necessarily the most convenient for you!*

- Consider contact the interviewee
  - *Introduction*
  - *Purpose*

- Add it in your schedule with a meaningful description

# CONDUCT THE INTERVIEW

# Build the rapport

- Building rapport can give you insights to the mindset of the interviewee

- Relationships can be created at three levels
  - *Professional rapport*
    - Show your understanding and empathy
  - *Personal rapport*
    - Share experience
  - *Rapport in terms of product*
    - Share excitement
- Spend some time focusing on the interviewee

# Layout expectations

- Consider starting the interview sharing your goal and your expectation

- Ask the interviewee's concerns about your goal
    - *It helps to understand her/his attitude towards the interview*
    - *The relationship with the project*
    - *…*

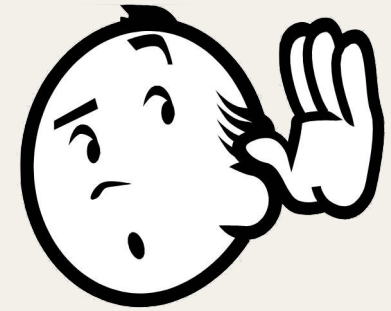    It can help building relationships

# Ask meaningful questions

- Do you want to ask details/technical design?
    - *You can miss what it is needed*

- Focus on
    - *what you need to learn (when formulate the question)*
    - *listen actively and dig in and*
    - *summarize in terms of who, what, when and why*

# Listen actively

- Active listening helps in restating stated requirements into actual requirements
  - *Stated requirements – what the stakeholders say they need*
  - *Actual requirements – what the stakeholders need*
- Active listening is NOT just hearing the words
- You need to listen for underlying intent, feelings, and needs of the other person
  - *Show empathy*
  - *Listen for unstated information*

# Take notes



- Use the purpose as a guideline to decide how to take notes
    - *Relationship building meeting?*
    - *Meeting to understand the vision?*
    - *"Detailed-oriented" interviews?*

- Which tools to use?
    - *Notepad*
    - *Whiteboard*
    - *Virtual collaborative tool*
    - *Initial model*

# Wrap up the interview

- Plan the time you have to save some for properly conclude the interview

- Summarize what was covered
    - *You can use your notes*
    - *Ask for confirmation*

- Ask what are the concerns of the interviewee

- Plan for more time if needed

- Review with the interviewee item to follow up on

- Thank him/her for his/her time

# FOLLOW UP

- Thank the interviewee for his/her time
- Check your notes before following up