

## **Appreciative pair interviews – Advancement - 2021**

Thank you for participating in our interview process. These interview questions start from a place of appreciation and genuine curiosity. We would like to learn about what makes Advancement a great place to work, and what has been learned about working during covid. We know that it isn't always perfect and wonderful, yet if we can learn about the good and what has gone well, then we can be sure to build on that solid positive foundation as we move forward, create new ways of working and continue to exceptional value to the Queen's community.

Generally, when people think about their workplace, they tend to talk about problems and the negatives. This results in a downward spiral of despair and depleting energy. Yet when we connect the best of "what is" to the images of the best possible future, and set about creating it, we are energized and uplifted. The information you share in these interviews will become a springboard for the future.

**Structure** – it does not matter who goes first. Participant 1 will interview Participant 2 for 20-30 minutes. The interviewer's role is to ask questions and encourage the interviewee to be very descriptive, expand his/her story and use language that evokes the feelings and experience so that the interviewer feels and understands the story being told. The interviewer also takes the notes for that interview.

Please ask the following questions and take notes in the blank spaces provided. You will not need to share these notes directly with anyone – they are your notes and will not be collected. However, you will need to bring them with you to the group sessions coming up in March, so please file these notes in a safe place where you will be able to retrieve them later.

After 20-30 minutes, please change roles and have Participant 2 interview Participant 1.

**Note** – you are encouraged to use these questions as jumping-off platforms – please follow up with positive investigative questions to get at the story. Some extra questions you may wish to ask include, but are not limited to...

- What role did you play? What energized you? What allowed you to perform at your best?
- Who else was involved? What role did they play? What made the dynamics so positive / productive / engaged?
- What was the positive outcome of the situation?
- What structures (e.g., equipment, technology, resources, physical space) and processes (the way things are done/care is provided) were in place that allowed this situation to occur?
- What skills did you use to manage this situation?

Everything we do from this point forward in this process will depend on the data and stories from these interviews, so please listen intently and make note of words, phrases and ideas that are present when the person being interviewed is telling an exciting story of a peak experience and successes.

Your name:

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Name of the person you are interviewing:

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1. Please tell me a bit about yourself – your name, position, how long you have been with Queen’s and Advancement, and what you enjoy most about your job. What is especially meaningful for you?

2. Thinking back over your career at Advancement, what makes it a great place to work? Maybe describe one of your most positive memories? *(Alternatively, if the interviewee is not an Advancement employee: Thinking back over your partnership with Advancement, what have you appreciated most about how Advancement connects and partners with you?)*

3. Since we have shifted to different working arrangements during Covid, what has worked well for you that you believe we should consider keeping in the future? What functions can you do better now? What is going more smoothly? What has changed for the better?

4. What are you missing from the previous “normal” ways of working? Do you have any suggestions for overcoming these missing elements? What solutions might you suggest?

