

Self-evaluation interviews in strategic partnerships

You can find background information about self-evaluation interviews on page 42 of the guide.

SPACE FOR NOTES

1. Decision and responsibilities

A decision to hold interviews is taken jointly in a forum with a mandate over the partnership's strategy. Those with main responsibility for the assignment are appointed and given a deadline and resources allocated for implementation. Two initial interviewees are selected, one from each management team.

- Who are those with main responsibility for the self-evaluation interviews?
- Who are the initial interviewees?
- When are the results to be reported?

2. Interviewers

Those with main responsibility for the interviews appoint interviewers, either by setting aside time themselves or by delegating the task to employees. The interviews can be conducted by two people, one within each organisation, or by one person with legitimacy in both organisations. Interviewers should also have an insight into both organisations and possess the ability to conduct themselves diplomatically, nurturing the confidence of the interviewees and between the partners in general.

- Who should conduct the self-evaluation interviews?

3. Interview questions and implementation

Those with main responsibility and the interviewers draw up a template of questions for semi-structured interviews. Semi-structured interviews mean starting with a number of basic questions and adapting the sequence and follow-on questions according to the interviewee's responses. The interviews are conducted in confidence and the interviewer's role is to display curiosity and encourage clarifications and explanations. It is suggested that the questions focus on examining in depth perceived values of and justifications for the partnership.

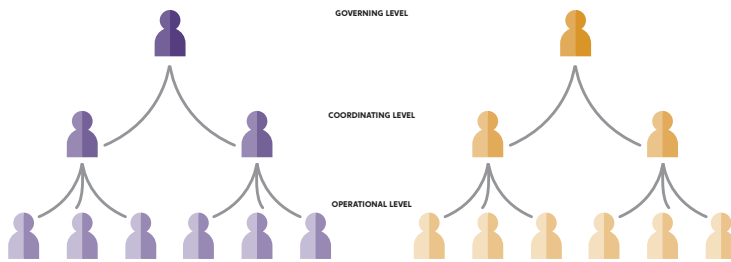
Suggested basic questions:

Which activities within the partnership do you consider particularly valuable? Within with specific focus areas? Of specific forms of collaboration (different forms of research collaboration, educational collaboration or other forms of collaboration)?

Why does the activity add value? How would you describe the value/benefit of the activity? How was the value/benefit created? What adds value for you? How does the value/benefit contribute to long-term development?

- Which questions are to be asked during the self-evaluation interviews?

4.



Snowball selection

The implementation of the interviews starts with the selected members of management in each organisation, before continuing with a snowball selection of employees. Snowball selection means that the first interviewees suggest additional interviewees, at the coordinating level in the partnership. Suggested individuals are interviewed in the same way and they in turn have to suggest additional interviewees who work operationally on joint activities. A suitable scale of implementation is to interview one person at the governing level, two or three at the coordinating level and a handful of people at the operational level, in each organisation.

- Which people are interviewed at the coordinating level?
- Which people are interviewed at the operational level?

5.

Documentation

The interviewers document the interviewees' thoughts in their own notes and/or recordings. The unedited documentation is handled in confidence and is not shared in unedited form. On the basis of the documentation, the interviewers compile the perceived values/benefits from each partner and at different organisational levels. Any criticism is handled diplomatically and factually, by way of suggestion without referring to individuals and with discretion in view of the fact that any internal criticism may have to remain internal.

- Which value-adding activities are highlighted in the interviews?
- Which values/benefits have the parties perceived?

6.

Evaluation

Those with main responsibility and the interviewers report back on the interviews in the same forum that took the decision on implementation. This forum weighs up the results against other sources of knowledge for evaluating the partnership and draws conclusions on the partnership's strategy and plans.

- Which conclusions can be drawn from the self-evaluation interviews?