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## APPENDIX A

### INTERVIEW QUESTIONS

1. Primary research question: How and in what ways is gender present in the work processes of self-managing teams, including work assignments and activities of self-management?

2. Secondary question: How do men and women who work together in self-directed teams perceive and report gender to shape work tasks and the process of self-direction?

3. Secondary question: How does gender facilitate or impede the attainment of team goals?

In all questions:

- I Ask about team work in general, then probe about gender.
- II Ask about gender more explicitly and in more detail in order to have the respondent specifically focus on gender: e.g., being a man/woman in a team.
- III In all questions probe for accounts, stories, anecdotes, etc.

The following questions serve as an outline of a checklist for the interviews. The questions are categorized under four general areas of interest and my goal is to cover all four topics in an interview.

If a respondent talks about an aspect of teamwork before I have inquired about it, I will check off those questions he/she has answered indirectly and proceed with interest areas that he/she has not yet discussed.

While the questions are worded here in a particular way, their wording will change to accommodate the specific interview situation and the flow of the conversation.

#### Interview Questions

##### **I) History of team; working together as a team; personal experience of team work**

1- Could you describe what \_\_\_\_\_ team does? (fill in: “the City County,” “Employee Credit,” etc.)

2- How did your team come together/how did you become part of the team?

-- Were you given a choice to become a team member; could you choose the team you were to become a part of?

-- Were there any obstacles? How about encouragement? (Why? Why not?)

3- Have you worked in a team before? What did you like/dislike about it?

4- How does working in \_\_\_\_\_ team compare with your experience of working when you are/were not part of a team?

(In relation to job satisfaction/efficiency/productivity)

-- why?

Probes:

-- Could you describe the work relations among the team members?

-- Relations with your manager/superiors in the organization?

-- Gender (is teamwork different for men/women)

5- What are the greatest challenges in working as a team?

Probes:

-- Which aspects of team work are stressful/irritating to you personally? Why?

-- What is the easiest or most joyful part of working in a team?

-- What is it like to work with others in different functional tasks? (Why?)

6- How would it be different if you worked with all women/men (in a same-sex team)? Why? (satisfaction, interaction, activity...)

## **II) Team meeting/interaction**

1- Could you describe a typical team meeting? What happens first, second...?

-- How do you schedule the meeting?

-- Who decides where, what time, etc.? Average duration?

-- Do you ever meet outside work hours?

-- Who talks? About what?

-- Who talks the most/least?

-- Who tells jokes (provides comic relief)?

-- Does it ever get tense during the meeting? Why? How?

2- Could you describe how members of your team typically express themselves in a team meeting? (e.g., offer an opinion or suggestion?)

-- Who states the problem? Who offers solutions?

-- Does everyone take turns?

-- How do you contribute?

-- What if you disagree? How do you express this? (expressing agreement?)

-- What kind of responses do you get? (From men/women in your team?)

-- In general, how do team members respond to other's suggestions?

-- Is there someone whose solutions are accepted more often than others?

-- Do you ever give/receive comments after the meeting is over?

3- What do you think is (would be) the best way to get your opinion/suggestion heard in your team? (interaction/communication style)

-- Did (would) you ever try that?

-- How did (would) others respond?

-- Have you changed your strategy/way you express your self in the team? -- Why? (Probe about gender!)



4- How do you know that you as a team have come to a decision about something (a work assignment, course of action, etc.)?

-- Do you reach a consensus/agreement?

-- If not, then what happens?

5- Do you think your being a woman/man has any impact on how you interact with the team?

-- Or how the team responds to you?

-- What are some strengths that men/women bring to your team? (weaknesses?)

6- In what ways, do you think your experience as a woman/man is different from the experiences of man/woman team members of your team?

-- How is it similar?

7- What kind of things outside the team make working as a team easy/difficult? (supervision, organizational rules, etc...)

-- Why?

8- Do you interact with the team members outside work, socially? Where?

-- what do you do?

-- how does seeing team members socially influence your relationship at work?

### **III) Goal attainment**

1- What are the goals of your team?

2- How/when do you know that your team has successfully attained a goal?

3- Tell me about the last time you as a team were successful in completing a specific task/project (reaching your goal)?

-- What kind of response did you get from the company/superiors?

4- How about the last time your team failed to reach a set goal? Response of the superiors?

-- In thinking back on that specific incident, is there anything your team could have done differently in order to reach the goal?

5- Could you describe what, in your opinion, would be a successful team in your organization?

6- What is an ideal team member like? (An ideal 'team player')

-- How would the way would an ideal member behave to help the team to reach its goals?

7- What specific strengths do men/women bring to your team that help the team achieve its goals?

#### **IV) The process of self-management**

1- How much discretion does your team have to modify how work is done?

-- Could you give an example? (Example of the whole work process concerning one specific task?)

2- What does it mean to you to have this autonomy from managers/supervisors?

-- What does it mean to your team? (For example, do you talk about it among team members? How?)

-- Do some members have more power than others? Why?

3- Did you ever work in a team that did not have as much or had more independence than your team has now?

-- If so, how is it different/similar to your current team experience?

## VITA

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