

**Appendix B**  
**Sample Interview Guides**

**Interview Guide – NASA1 (HQ)**

- Position description and responsibilities
- Role during the most recent strategic planning process
- Role of others ...
- Use of teamwork
- Success of the strategic planning process
- Communication of the plan
- Key elements of successful implementation...indicators
- Observed behavior changes in leadership, management, workforce
- Observed changes in attitudes
- Examples of other changes within the organization
- Examples and indicators of changes in individual and organizational performance resulting from the process
- Learning is a fundamental requirement for the sustained existence of an organization
- The capability of an organization to learn
- Examples of whether the organization learned from the process
- Examples of whether the individual learned from the process
- Other comments

**Interview Guide – NASA4**

- Position description and responsibilities
- Define strategic
- Role during the 2000 strategic planning process
- Talk about the process overall – how planning happens
- Guidance or training provided in planning
- Success of the strategic planning process; should there be changes
- Comments about the plan structure
- Drivers of the plan content
- Communication of the plan
- Effect of the plan on the NASA culture
- Extent to which the plan drives Agency activities – Headquarters, Enterprises, Centers
- Indicators of successful implementation
- Observed behavior changes in leadership; management; workforce
- The capability of an organization to learn
- Examples of whether the organization learned from the process
- Individual's take on whether NASA employees have read the plan and understand their contribution in its implementation
- Feedback on the plan from employees...whether employee understanding of the plan needs to be changed and how
- Other comments

**Interview Guide – NASA 13**

- Why was ISO 9000 a goal for the Agency? What have been the benefits?
- How far down within the Agency does ISO 9000 apply?
- How far down within the Agency does GPRA have an effect or require reporting?
- If the premise of strategic planning is to gain competitive advantage, how does that relate to NASA?
- What are the POP guidelines...POP call that deals with metrics – related to the development of annual performance plans and reports?
- Ask about organizational learning in relation to recent trip to Wallops Island class presentation (after-dinner talk). Laid out ground rules of no bullshit and stated that questions should be asked.
- Copy of guidance sent or provided to Enterprises for strategic plan input.
- What are “puts and takes”?
- Information on strategic planning training sessions or one-on-one meetings conducted by Code Z.
- Bob Pearce mentioned an annual conference open to NASA employees, customers, and stakeholders to reflect (1) on goals, objectives, accomplishments and (2) challenges for the future. Is this something done agency-wide?
- How do you generate the kind of consistency and long-term outlook that you need in a strategic plan if you are constrained or limited by a one-year budget? Sounds as if the plan is only good for one year.
- Comments about suggested reading on the web site.
- What is the role and influence of the Space Council?