REFERENCES


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 came 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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