

1 Designing an Interview Guide and Pre-Wiring Objectives

- ✓ Never enter an interview unprepared; create a structured interview guide outlining the hypotheses to test, required facts, and sensitive operational areas.
- ✓ Pre-wire the conversation by understanding the interviewee's organizational incentives, fears, and political standing within the corporate structure.
- ✓ An interview guide keeps the dialogue focused on high-yield strategic questions, ensuring that limited executive meeting time extracts essential insights.

2 The 70/30 Rule: Listening and Guiding Without Leading

- ✓ The interviewer should speak no more than 30% of the time, dedicating 70% of the meeting to active listening, observation, and purposeful silence.
- ✓ Avoid leading questions that reveal your hypothesis; ask open-ended questions like 'Can you walk me through how this process breaks down?' to let reality emerge.
- ✓ Tolerate conversational pauses: when interviewees finish speaking and encounter polite silence, they frequently volunteer sensitive, unscripted operational truths.

3 Seven Core Interview Tactics and Post-Interview Memos

- ✓ Master foundational interview mechanics: build genuine rapport, adopt the subject's operational vocabulary, echo back key points, and always thank them sincerely.
- ✓ Within hours of completing an interview, draft a formal interview memo capturing core findings, quantitative disclosures, and subjective behavioral impressions.
- ✓ Delayed memo writing causes critical details to evaporate; immediate documentation creates permanent, searchable institutional knowledge for the broader team.