

Field 1:

Questionnaire for Semi-structured Interviews

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Research project: Dioscuri, field 1

Items (sub-topics):

1. **Introductory questions (»surprise«, learning)**
2. **Organisational climate (perceptions)**
3. **Managerial styles**
4. **National and regional patterns and traditions**
5. **Communication and contacts within firm**
6. **Contacts with Slovenian managers, local leaders and members of political elite (weak or strong ties)**
7. **CV/career path**

AD1: Introduction

1. I would like to ask you if you can tell me about a case or situation concerning behavior of Slovenian employees which you remember to have caused a great surprise to you in the recent past. Or is there no such a case or you did not notice any surprise?

2. In your opinion, in which spheres of management could the two parties (the foreign businessman and his/her local environment or his/her domestic counter-part) learn from each other?

AD2: Organisational climate

1. How do you perceive and assess the behavior of Slovenian collaborators and workers as well as differences (if there is any) between their and your way of conduct, regarding:
 - a) communication and relationship: is there more formal conduct or prevail informality and spontaneity?
 - b) identification with the firm: is it high or low?
 - c) trust among employees: do they trust more their fellow-citizens than strangers? Can you trust or rely on them (Slovenian managers) ? Are they - in comparison with your style - more inclined to regulations and supervision and less to *a priori* trust?
 - d) are they more individualistically or collectivistically oriented?

- e) orientation towards innovations: are they active in terms of providing some new solutions?
- f) sociability and communication - are there any social meetings and how do Slovenians behave there ?

AD3: Managerial style

1. Did you find in Slovenia more or less hierarchy and distance between managers (owners) and other groups of employees?
2. Do you have problems (or not at all) with team work and project organisation?
3. What is your role in solving the tensions and conflicts in the firm? Do you prefer to leave that to the Slovenian members of management? Do you find Slovenian members of management as more inclined to consulting (negotiating) or to directives? Are they different from you in this sense?
4. Do you find Slovenian members of management and other employees willing and competent for participation and cooperation at work?
5. Do you find Slovenian members of management prepared to take certain business risks when necessary? Are they inclined to risky decisions more or less than you?
6. Do you use any system of rewarding as means of stimulation of productivity? Do you think you act differently from the Slovenian managers in this sense?

AD4. National and regional patterns

1. Is Slovenia more similar - regarding the work organisation and managerial competence - a) to Balkan countries; b) to Central Europe; c) to Western countries (which of them)?
2. Is there (according to your observation) any unique (specific) feature of Slovenian people?
3. How would you assess the differences in productivity (generally) and work motivation between Slovenian and Western companies?

AD5. Communication and contacts within firm

1. Which language do you use in everyday communication at your work place?
2. Do you learn Slovenian?
3. Are the special groups of employees obliged to learn the language of foreign managers or owners? Or did you decide to use the third language (for instance English)?

4. Are there some problems regarding the communication?

AD6. Contacts with Slovenian managers, local authorities and political elite

1. Do you have contacts with managers or owners of other Slovenian firms (often, rare)?
2. What are your experiences regarding the contacts with local authorities?
3. Do you have contacts with high civil servants and politicians? Are those contacts close or more or less formal?
4. What is your impression concerning the competence of these people?
5. Do you spend your spare time and social events with your collaborators from the company or with other people (outside the company)?

AD7. Career/CV

1. Could you describe shortly your professional career?