

Empathetic Interviewer's Guide

Questions for the target learners

- **What training already exists?**
 - Where are you when you take it?
 - Do you like it? Why or why not?
 - If you could redesign the training, what would it look like?
- **What's expected of you on the job?**
 - If you don't know, why not?
 - Why does it matter that you get it right?
- **Are there other resources that help you do your job?**
 - Do you use them? Why or why not?
- **What are the demographics on your team?**
- **Outside of demographics, what is your team like?**
- **Walk me through your average day/week.**
- **How do you feel about working with your manager/other relevant role?**
- **How would your ideal manager/other relevant role behave?**

QUICK REFERENCE

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This is a non-exhaustive list. Use this section to add your own questions.

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! Compare and consider ALL these answers as you develop the training—especially in areas where there are disagreements. Always remember: make no assumptions, focus on feelings, and hunt for the “why.”

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Questions for SMEs in management or other departments

- **What training exists?**
 - How is it delivered?
 - Where are learners when they take it?
 - Do they like it? Why or why not?
 - If you had your say, what kind of learning would they take?
- **What's expected of the target learner on the job?**
 - If they don't do what you expect, how does it affect you?
 - Why does it matter that they get it right?
- **What is the problem?**
- **What is the behavior that needs to change?**
- **What are the demographics of the target learner?**
- **Outside of demographics, who is the target learner? Describe them.**
- **Walk me through an average day/week in the life of the target learner.**
- **How do you feel about working with the target learner?**
- **How would your ideal target learner behave?**