**Phase 2: In-depth Interview 1 Questions**

**Managerial work:**

1. How has managerial work changed since you first became a manager? Taking one of the more recent changes, how do you approach taking on a newly assigned task or duty?
2. Prior to becoming a manager, did you have opportunities or duties as a librarian (or in any other position) that could be classified as management work?
3. Knowing what you know now about managerial work, what (if anything) would you have done differently to prepare yourself before getting your first managerial position? Did your LIS education play a role in preparing you? What would your recommendation be to LIS educators now, in order to prepare people for management positions in the field?
4. How do you view or define leadership? What does it mean to be a leader in your library organization?
5. What are the components of an effective leader in a position such as yours?
6. How and in what ways have you integrated your views and/or components of leadership into the work you do?
7. Many of the participant diary entries referred to the “big picture.” Define what that means to you.

**Workplace Relationships:**

1. Given all the duties that you perform as a manager, where would you rank supervising staff, in terms of job duties?
2. What are your expectations for the staff you supervise?
3. What do you think they expect from you as a supervisor?
4. How do you identify issues with staff performance or the quality of the work (efficiency, demeanor, reliability, etc.)? How do you describe your standard and how do you then measure up to that standard? How do you handle it when the standard isn’t met?
5. Talk about HR’s relationship to you as a manager. What role, if any, do they take in hiring, coaching, correcting, disciplining or firing your staff?
6. What role does your supervisor play in your work activities? What does your supervisor expect from you? What do you expect from your supervisor?
7. Describe your relationships with senior managers/administrators (those who are not your direct supervisor). What impacts do they have on ability to do your work?
8. How and in what ways do you influence (or try to) decisions that impact the work of you and your staff does but are not your decisions to make?
9. Are there others (within or outside the library organization) who have been influential or had an impact on how you learned your management duties? If so, describe that relationship and how these people have impacted your work and/or influenced you.

**Learning Processes:**

1. Give me an example of a self-identified mistake and describe what and how you learned from it.
2. For you, what role does comfort level and confidence in your skills and knowledge play in your measurement of proficiency? Do you only consider yourself proficient if you feel comfortable and confident performing a certain task or role?