INSTRUCTION CARD

What is the idea behind these interview cards?
To support you as employee or supervisor in preparing and conducting the annual interview. Each interview card addresses a specific topic and lists a number of questions to help you reflect on the past year and look forward to the coming year.

How can I use the interview cards?
**Step 1:** Select a number of interview cards that are relevant to your situation.
**Step 2:** Answer the questions for yourself in preparation for the interview.
**Step 3:** Select a number of questions that you wish to discuss with your employee or supervisor.
**Step 4:** Ask the other person to give you their perspective on the questions, and on your answers.
**Step 5:** Where possible, make concrete agreements based on your interview.
FEEDBACK

Feedback (for example 360-degree feedback) is a valuable method for hearing how others see you. How does your behaviour affect others? You can ask your colleagues the following questions:

- How would you describe me?
- What would you come to me for?
- What can you safely leave to me?
- What is my added value in our team/department?
- Where do you think my strengths lie? What do you find powerful about how I communicate?
- Can you name a concrete situation in which you could see that I was in my element? When was it, and what was I doing?
- Imagine that you were to recommend me for a job or assignment. What would you say?
- Where do you see room for development, and what would you like to see me do?
- What would you wish for me?
PERSONAL DEVELOPMENT

Example questions
- What do you often struggle with (focus on yourself and your own behaviour)?
- What would you like to change about this? Why is this important to you?
- What concrete behaviour would help you to take a step in the right direction?
- In what situations do you find it challenging to display this behaviour?
- Who can help you with this? How can you involve them in your personal development?
- What will it look like once you have reached your goal?
- What will this give you?
CAREER DEVELOPMENT

Example questions

- **What steps would you like to take in your career?**
  > What do you need to work towards this?
  > Would you like to follow some training or a course?
  > How can Leiden University help?
  > How would this affect your other tasks?
  > Are you engaged in ancillary activities that might help with this?
    What ancillary activities could you engage in?

- **What gives you energy?**
  > How do you want to invest more in this in future?
  > How does this fit within Leiden University?

- **Would you like to talk about your development to a career coach?**

If you want to find out whether your current position still suits you, or explore potential next steps in your career, we invite you to have a look at Career Platform (universiteitleiden.nl). On this career platform, you can get to work with career tools on your own.
LEADERSHIP AND PERSONAL LEADERSHIP

Example questions

- What do you understand leadership and personal leadership to mean?
  > How would you like to give shape these qualities?
  > Who or what inspires you in this area?
- How would you like to further develop your leadership qualities in the coming period?
  > What do you need to make this possible?
  > Would you like to follow a course?
- How do people in your environment experience your leadership and personal leadership right now?
- At what forthcoming moments would you like to display your leadership and personal leadership?
  > And how would you like to do this?
LEADERSHIP

WORKING TOGETHER
• Do you share your objectives with the organisation and, together, translate this into ideas and objectives for your own team (set common goals)?
• Do you empower people by giving them tasks or roles that suit their qualities and preferences?
• Do you make room for healthy disagreement within the team?
• Do you create win-win situations with external partners by looking at common advantages and interests, as well as everyone's expertise and added value?

MAKING CONNECTION
• Do you engage in dialogue with people about topics such as team values, approach to work, or role assignment, and do you make agreements about these things?
• Do you encourage others to talk by asking open questions, summarising in your own words, and asking follow-up questions?
• Do you ask people on a regular basis how they are doing, how they experience their work-life balance, and whether they need something from you?
• Do you share your own doubts, mistakes, and pitfalls, and ask for help and feedback from colleagues?

TAKING RESPONSIBILITY
• Do you discuss the objective, desired outcome, and context of your research or project with the colleagues involved right from the start?
• Do you make choices based on well-thought-through assessments and are you aware of other people's interests?
• Do you let people know that you trust their knowledge, experience, and judgment?
• Do you make additional efforts, after a setback, to still achieve the intended results?

MOVING BOUNDARIES
• Do you ask people to think with you about the team’s ambition and objectives, and do you integrate their ideas and insights?
• Do you adjust your objective or approach if it turns out that the original objective is not feasible?
• Do you challenge assumptions or ideas that seem self-evident ("this is how we do things around here!") if you believe that things can be done better or more efficiently?
• Do you give other people instructive and challenging tasks?
**TEAMWORK & INCLUSIVENESS**

**Example questions**

- **What is your current role within the team?**
  > Does this role match your talents?
  > Would you like to take on another role? And if so, what role?
  > What do you need to make this possible?

- **What do you need to flourish within the team?**
  > What role can your supervisor play in this context?

- **Are you satisfied with the degree of inclusiveness within your team and Leiden University as a whole?**
  > What could be improved in this context?
  > What role do you see yourself play in this process?
  > Have you ever faced dilemmas in the past? How did you deal with them?

For more information: [Leiden University – Working in a diverse environment](#)
WORKPLACE (AT HOME AND AT WORK)

Example questions

- Are you satisfied with your current workplace (at home and at work)?
  - Does your workplace (at home and at work) meet the health requirements in your opinion?
  - Would you like to change something in this respect?
- How is the balance in your life between working at home and at the office?
  - Would you like to change something in this respect?
- Do you feel connected to the rest of the team?
  - How would you like to strengthen this sense of connection?
  - What role can your supervisor play in this context?
- Do you feel the need for more knowledge or skills in the field of hybrid work?
  - Would you like to follow some training or a course?
VITALITY & WORK-LIFE BALANCE

Example questions

• How do you experience your work-life balance?
  > Is there anything you would like to change about it? If so, what do you need to make this possible?

• When did you experience work pressure?
  > How did you deal with it?
  > Would you like to approach it differently in future?

• How do you try to stay fit at work?
  > How can Leiden University help you in this respect?

• Are you actively working on your sustainable employability?
  > Do you need anything to increase your sustainable employability?
  > What can Leiden University do to increase your sustainable employability?

For more information: Leiden University – Work pressure
Example questions

- How do you experience the balance of research and teaching tasks at the moment?
- **What teaching activity or product are you most proud of right now?**
  - Do you feel recognised and appreciated for it?
- **What else would you like to achieve when it comes to teaching?**
  - What do you need to make this possible?
  - Would you like to follow a course?
  - Would you like someone to partners with you in this?
- **How does teaching fit in with your plans for the future?**
- **How did you experience organising and offering blended/online/hybrid teaching activities?**
  - Are there related skills that you would like to develop further?
Example questions

• How did you experience your research tasks in the past year?
  > What would you like to keep? And what would you like to change?

• How do you experience the balance between research and teaching tasks at the moment?

• What research activity or product are you most proud of?
  > Do you feel recognised and appreciated for it?

• What research skills would you like to develop further?
  > What do you need to make it possible?
  > Would you like to follow a course?

• What objectives did you set for yourself for the coming year?
  > And what objectives did you set for yourself for the following years?
Example questions

- **What societal impact would you like to realise?**
  > In what way are you working towards this now?
  > How would you like to work towards it in the coming year?
- **What do you need to achieve an even greater societal impact?**
  > What role can Leiden University play in this context?
- **Who or what inspires you to pursue societal impact?**
  > How is this reflected in your own work?