

## Appendix 1. Interview guide

### Introduction:

Can you describe your role as a manager?

### Transfer of knowledge to practice:

-What have you learnt from the training? How have you used what you have learnt in the training?

-Have you learnt something during the training that you are keen to use related to your leadership? Something that stands out as particularly important?

-Which parts of the training did you perceive to good and where there parts that were missing?

-Have you had the chance to use what you have learnt during the training? Can you provide examples?

-Can you recall a work situation when it worked well to use what you learnt in the training? What do you think was the reason for why it went well?

-Do you think there will be more of these situations where you will be able to use the things you learnt in the training?

-Where there situations where you used something from the training in a different way? Did that result in the desired outcome? And why?

-Have you experience difficulties in using what you have learnt in the training in your practice?

-Have you experienced conflicts between the training and your workplace/practice when you have tried to use the new leadership behaviors?

-Have you experienced something in you or your situation that can make it more difficult to use these new leadership behaviors?

-Can you recall a work situation when it did not work well to use what you have learnt in the training? What do you think was the reason for this?

-What could facilitate that you can use the knowledge from the training? Factors in you or your workplace?

-How much effort have you invested to try using what you have learnt in the training?

-Did you receive the support that you would have needed to use what you learnt in the training? What and which aspects have been supporting?

-If not, which support would you have needed to be able to use what you have learnt in the training at your workplace?

-Do you experience that the training has change your or others way of thinking about the implementation? Can you give concrete examples?

-Do you experience that the training has changed your or others behavior at your workplace? Can you give concrete examples?

-If you experienced change, is the change only related to this concrete implementation you were working on or your leadership in general? Has your leadership changed over and above the current implementation?

**Attitudes:**

-Was it possible to transfer what you learnt in the training to your colleagues/employees at your unit?

-What was easier and more challenging in that translation work? Which parts have worked and which did not?

- Was there a specific person that was particular supportive/hindering when it comes to spreading your knowledge?
- What do you think your second line manager and senior management would have needed to support your and your employees' change?
- What in the training was the most important part for you to be able to transfer your knowledge from the training into practice?
- Did you miss something in the training? What would you have needed to transfer what you have learned to your workplace/employees?
- Is there something else that you have been thinking about related to the training?

**Effects of the training:**

- Do you monitor what you have been working on? What do you do?
- How much help and support was the training to your implementation process on a scale from 1 to 10? Can you further develop why it was a [number between 1 and 10].
- How well did your action plan work at your workplace on a scale from 1 to 10? Can you further develop why it was a [number between 1 and 10].
- To what extent was the intervention plan translated into practice on a scale from 1 to 10? Can you further develop why it was a [number between 1 and 10].

**Context:**

- Was there something in the organization or context that affected your work with the implementation and leading the implementation?