

Team Member Interview Questions

Use these interview questions to run interviews with your team members, to gather customer insights.

*These questions are an adaptation of the [Customer Interview Questions](#). Keep in mind: team knowledge is **not** a perfect substitute for learning **directly** from customers. However, gathering team knowledge is useful when you do not have access to current ideal customers (or only have access to a small quantity), and need to compensate with additional research.*

Context-setting

Open the conversation by zooming in on which types of customers you're hoping to learn about, and what critical business opportunity you're solving for.

- I'm hoping to learn about [Customer type]. My larger goal is [critical business opportunity]. Can you think of any specific customers you've spoken with or supported recently who fit that description?
- Can you tell me more about [Customer]? For example...
 - Are they typically just a solo user? Do they use [Product] as a team of people?
 - I'm specifically hoping to learn about the person who led the buying process. Do you know who that was?
 - Can you tell me anything about that person's job title or their day-to-day role?
 - Can you tell me anything about how they use [Product] in their day-to-day work?
 - [If there are multiple use cases] Do you know the primary use case that drove them to purchase [Product]?
 - What other tools / platforms are they using in tandem?
 - Is there any situation or circumstance that indicates someone is more likely to become a customer? For example, are there any telltale signs or scenarios that, whenever you see them, you *know* this person will become a customer?
 - Before [Product], do you know what customers like this are typically using instead?
 - E.g. a specific competitor? Set of cobbled-together indirect solutions? Something else? Nothing?

Finding the “first thought”

The goal is to understand (as much as your team member is aware of) what common events typically interrupt “business as usual” for this type of customer. Why do they feel a need to change their existing habits?

- When you speak with customers like [customer they’ve identified] who are using [old solution], what do they tend to like about [old solution]? What do they not like?
- When do they typically have the “first thought” that their old solution might not be their best option anymore?
 - [Unpack this as much as possible – may be challenging without access to the customer’s direct perspective]
- What typically happens in their world that triggers this “first thought”?
 - Are they *immediately* ready to find something else? Or does it take several painful experiences before they’re *really* ready?
 - When does it become mission-critical that they make a switch?

Unpacking the forces of progress

The goal is to understand (as much as your team member is aware of) what common struggles and desired outcomes push your customers to seek a new solution, and what common habits and anxieties pull them back toward their existing solution.

- Besides [Product], do you know of any other options they usually explore along the way, from their old solution to finding [Product]? Or is it usually a direct transition from one to the other?
- How do they usually go about finding & exploring other options?
 - [Unpack this as much as possible – may be challenging without access to the customer’s direct perspective]
 - Whose input do they seek? What sources do they instinctively look to?
 - Who else is usually involved? Team members? Family members?
- What’s *most* important to these customers in a new solution? I.e. of all [Product]’s features or attributes, are there one or two that people seem to be most interested in?
- What typically stands out to them about [Product], versus other options they often consider?
- When they actually start *using* [Product], what’s the thing that convinces them, “Yes, [Product] is the right choice”?
 - What about that moment / experience is so valuable to them?
- Do you know of any major dealbreakers that typically stop people from using [Product]?
- Is there anything people are often skeptical of, or nervous about, when making the decision to use [Product]?

- Are there any common questions / objections / requirements from others they have to handle before making the purchase?

Understanding the desired outcome

The goal is to unpack (as much as your team member is aware of) what your customers are trying to achieve with a new solution that they cannot achieve with their existing solution.

- When these customers come to [Product], what are they trying to do that their old solution doesn't allow them to? Not literally — i.e. not in terms of features — but what aspect of their life or work are they trying to improve?
 - [Unpack this as much as possible — may be challenging without access to the customer's direct perspective]
- Do you know how [Product] changes their day-to-day life? Day-to-day workflow? How their team operates?
- How does [Product] impact their (or their team's) goals or performance, if at all?
- If [Product] no longer existed, do you know what would be most painful about that for [customer they've identified]? Any idea what features / attributes they would miss most?
- What's the big problem [Product] solves for [customer]?