

PREP QUESTIONS FOR STAKEHOLDER INTERVIEWS

- Why is a relationship with this stakeholder important to my Key Few Objectives (KFOs)?
- In what ways may this stakeholder help or hinder them?
- What stake does this person have in my success or failure?
- What questions might this stakeholder have about my role, views on major issues, or KFOs?
- What questions do I have about this stakeholder's role, goals, viewpoints on major issues, etc.?
- What are our potential sources of agreement or conflict? How can we discuss them in this meeting?

OPENING COMMENTS FOR STAKEHOLDER INTERVIEWS

- Thanks for taking time to meet with me and discuss my new responsibilities. I plan to talk to all the [PEOPLE IN COMPARABLE POSITIONS TO INTERVIEW] and ask them the same questions, so I can begin to understand how I and my function can be helpful going forward. We talked about meeting for [AMOUNT OF TIME]; does that still work for you?
- The main reason I wanted to talk with you is to gain a better understanding of your current and projected business goals, issues, and needs so I can be sure we are responding appropriately now and as we move forward.
- Also, I would like to be a strategic business partner, supporting you in accomplishing the mission of [INTERVIEWEE'S DEPARTMENT OR DIVISION] and achieving your vision for the future. I also want to be sure our working relationship is established effectively right from the start.

QUESTIONS FOR STAKEHOLDER INTERVIEWS

Your Stakeholder's Business

- What are your stakeholder's most critical business issues over the next 1-2 years?
- What are the key challenges your stakeholder is facing?
- What are your stakeholder's short- and long-term goals?
- What support does this stakeholder want from you and your function to address these issues?

Understanding Resistance Checklist

- In your stakeholder's view, how can you best learn about his or her part of the organization? (By reviewing a copy of the stakeholder's business plan? By attending certain meetings? By being copied on certain memos?)

Your Partnership

- How can your departments/business units work best together?
- What has worked well in the past that your stakeholder would like to see continue?
- What areas of the relationship need to be improved? What would improvement look like from your stakeholder's perspective?
- What are your stakeholder's expectations of your department/business unit, going forward?
- How can you best communicate, coordinate, or collaborate with each other?

Your Role & Your Organization

- Share your Key Few Objectives with your stakeholder. What thoughts or concerns does your stakeholder have about them?
- How do your KFOs impact your stakeholder's part of the organization?
- What suggestions does your stakeholder have regarding how you can be successful in your new role?
- Can your stakeholder identify any political forces you should understand as your unit tries to accomplish your KFOs? Are there any people in the organization who might be overtly or covertly opposed to your achieving them?
- Name the Key Stakeholders you have identified. Ask for advice about approaching these people for their support. Are there any other people you should be talking to either in your stakeholder's department or elsewhere?
- Are there any other questions, comments, or concerns your stakeholder would like to share with you?