

The Stakeholder Interview Tracker

Capture every conversation the same way.

One row per conversation. Record scaled answers as numbers (1–5), the single top-ranked priority, and one or two recurring themes. Consistent capture is what keeps a tour of any size comparable and easy to make sense of — sample for representativeness, not to a quota.

#	Participant / role	Coverage / domain	Strat. 1–5	Cross 1–5	Dec. 1–5	Cust. 1–5	Align 1–5	Top-ranked priority	Themes / notes
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									

SCALED KEY Strat. = strategy clarity · Cross = cross-team work · Dec. = decision-making confidence · Cust. = customer understanding · Align = leadership alignment

Ask every senior leader the same five questions

Q1 What are the organization's top three priorities right now?

Q2 How will we know, a year from now, that we succeeded?

Q3 Who owns the most important decisions in your area?

Q4 What is the single biggest constraint on our growth?

Q5 What should the incoming leader change first — and not touch?

Compare answers across leaders. The variance — where they diverge on questions that should have one answer — is the finding. Pair low variance with what's actually happening in the business; a team can agree and be wrong together.

RESEARCH & SUPPORTING EVIDENCE

- › [Google re:Work — A Guide to Structured Interviewing \(updated 2026\)](#)
- › [Byford, Watkins & Triantogiannis — “Onboarding Isn’t Enough,” Harvard Business Review \(2017\)](#)
- › [McKinsey — Successfully Transitioning to New Leadership Roles \(2018\)](#)
- › [Kambil — “Managing Stakeholder Relationships,” Deloitte Insights \(2017\)](#)
- › [Whitler & Morgan — “Why CMOs Never Last,” Harvard Business Review \(2017\)](#)

CONTINUE

[Full article — The Executive Listening Tour](#)

[Series cornerstone — Organizational Intelligence](#)

[Related framework — Enterprise Marketing Operating System](#)

[Erik R. Miller](#)

[ERM Advisory — erikrmiller.com](#)