

LISTEN & LEARN

TIME?

45 mins to map out who your stakeholders are.

The listening exercise depends on how many stakeholders you speak to. You should aim each session to last 45 minutes, and we recommend trying to do them in a sprint within 2 weeks of one another.

YOU WILL NEED:

To make sure you're clear on how you'll filter and collate all the learnings for most effective use.

Tools like Trello can be an effective way too map your insights.

→ WHAT'S IT FOR?

You can learn a huge amount about your brand and company by listening to other stakeholders. Some will build your confidence, others will question it. But fear not; the insights you can uncover will be key in developing your Purpose through action.

→ HOW DO I USE IT?

1. Complete Stage 1 with a small group, representing a diverse set of skills and roles in the company.
2. Assign a stakeholder group to each participant.
3. Agree on timings and format to share learnings with one another within your allotted time.

OUR STAKEHOLDERS	WHAT CAN WE LEARN?	BEST WAYS TO LISTEN	WHAT WE FOUND OUT
CUSTOMERS	The issues that matter most to our customers. From the provenance of our products, to transparency of our operations. Make sure to ask a diverse set of your customers.	Social media, interviews, focus groups, customers feedback, monitoring sales of products.	
EMPLOYEES	You are your people. Your employees are likely to have their own social concerns and might be your own fiercest critic. But once you start acting on what you've heard, you will develop an invigorated and engaged workforce.	Employee satisfaction survey, Internal communications channels such as Yammer, line managers, interviews across the company, exit interviews.	
SHARE-HOLDERS	More and more, shareholders will be looking at your commitment to the SDGs, your ESG reporting, as well as your CSR activities. Listen and learn.	AGM, shareholders panel, ethical investment surveys, external rankings.	
SUPPLIERS	Suppliers form a two-way relationship. Creating a sense of transparency and trust by asking for their input can surface new truths, places to improve and areas of differentiation.	Conferences, shows, visits, meetings, tendering processes.	
GOVERNMENT & REGULATION	As the rate and number of crises increases with time, a good working partnership with governments is key. Ask them about upcoming policy changes, and how you could work together to shape it.	Meetings, local government, consultations, dialogue with trade associations.	
NGOS	The role of the NGOs is to push and challenge you. They will tell you the things you desperately need to hear, but others might be too timid to say. Cherish this honesty, and work together to find the avenues you can work to improve on immediately, and in the long term.	Participation in their reporting, meetings, conferences, engagement on partnerships and joint activations.	
WILD CARDS	Look around your world and ask who else interacts with your brand. Schools? Influential consumer groups? The press? They might just give you an insight like no one else could.	Interviews, social listening.	