

DATA STRATEGY TOOLKIT

Stakeholder Interview Guide

Interview executives and business partners top-down: from strategy and themes to decisions and measures

THE SO WHAT OF THIS DECK

Interview each executive sponsor before the first workshop, and bring their decisions, pain points and measures into the room as evidence.

Why interview top-down

- Start from the business strategy, so the data strategy is derived, not invented
- Hear which objectives and decisions matter, in the business's own words
- Collect the measures leaders already trust, and the ones they wish they had
- Build co-ownership early: people support what they helped shape

SO WHAT

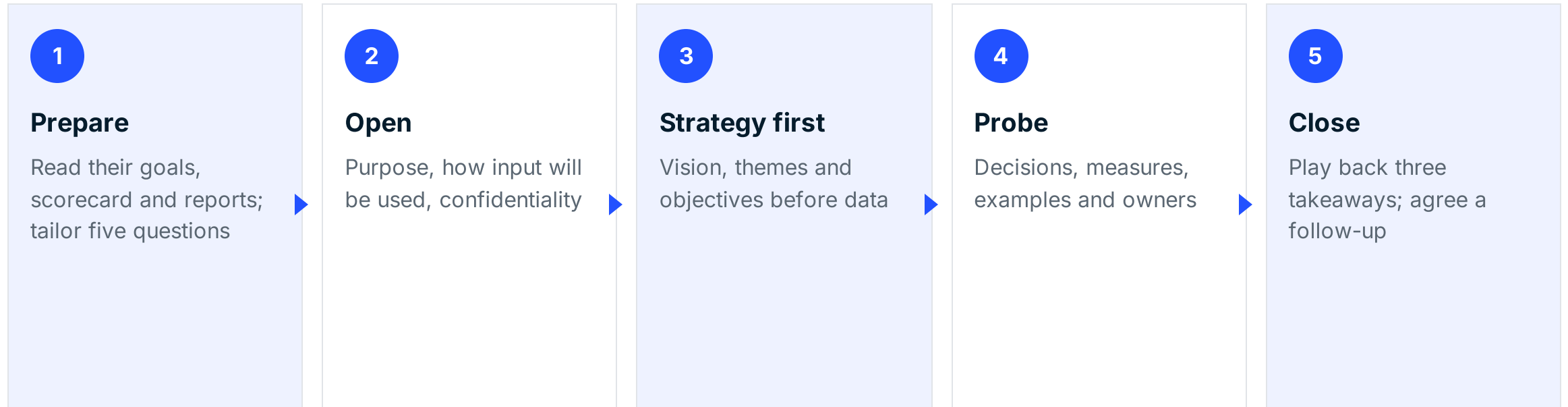
Twelve to twenty well-run interviews give you the anchor for the whole cascade.

Who to interview

Group	Why	Typical number
Executive team and theme owners	Vision, choices, themes, appetite for change	4-8
Business unit and function leaders	Objectives, decisions and pain points	8-15
Heavy data users	Workarounds, trust issues, quick wins	6-10
Data, IT, risk and finance leads	Constraints, risks, spend and value tracking	4-6

Running the interview

Forty-five to sixty minutes, two interviewers: one asks, one writes.



Vision and strategy

- Where must the organisation be in five to ten years?
- Which strategic choices matter most, and what are we deliberately not doing?
- Which capability, if we built it, would change our position?

Themes and objectives

- Which strategic theme do you own, and how will it be judged?
- Which objectives depend on another team's data?
- What would make this year a success for your area?

Decisions

- Which decisions take too long or rely on instinct?
- Where do teams argue about whose number is right?
- What decision would you make differently with better data?

Measures

- Which measures do you watch every week, and do you trust them?
- Which early signal would tell you a result is at risk?
- Which measure do you wish you had?

Pain points and opportunities

- Where do you wait for data, and for how long?
- Which reports or spreadsheets does your team maintain by hand?
- Where could data help you grow, save or reduce risk?

Working with the data team

- How would you rate the data and analytics support you get today?
- What should we start, stop and continue?
- Who in your team should we work with?

Interview capture sheet

Level	What we heard	Evidence or example	Implication for the data strategy
Strategy and themes			
Objectives			
Decisions			
Measures			
Pain points			

Synthesis across interviews

Theme	How often heard	Who	Map objective	Candidate data objective
[Theme]	[n of N]	[Roles]	[ID]	[Objective]
[Theme]	[n of N]	[Roles]	[ID]	[Objective]
[Theme]	[n of N]	[Roles]	[ID]	[Objective]
[Theme]	[n of N]	[Roles]	[ID]	[Objective]
[Theme]	[n of N]	[Roles]	[ID]	[Objective]
[Theme]	[n of N]	[Roles]	[ID]	[Objective]

SO WHAT

Themes heard in three or more interviews become candidate data objectives for workshop 2.