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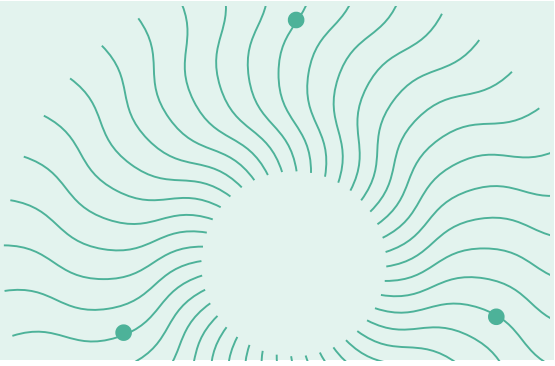
# Voice of Stakeholder: Action Planning Workshop

A practical guide to converting your voice of stakeholder insights into improvements



The real value of Voice of Stakeholder lies not in the insights gathered but in the improvements delivered. This guide helps you move efficiently from analysis to action, ensuring stakeholder feedback drives meaningful change in how legal delivers value.

## From insights to action

This guide provides structure and discussion questions to help drive the work needed to identify action from your feedback results. You may use it as the basis of a workshop session or adapt the structure to fit a less formal approach, depending on your needs. The goal in both scenarios is to identify and prioritize actions that can be taken from the results and to leave with a clear commitment to act.

### Step 1: Connect results to original objectives

Start by revisiting your original objectives and understanding what the data tells you before jumping to solutions.

Review your scoping objectives and ask:

- Which assumptions were confirmed?
- What findings surprised you?
- Where were you wrong about stakeholder needs?
- What new opportunities emerged?

**Example reflection:**

- Objective: Understand satisfaction with legal service
- Finding: Overall satisfaction good (7.8) but huge variation by department
- Surprise: Speed matters more than legal quality to business users
- Opportunity: Quicker turnaround on routine matters could significantly boost satisfaction

### Step 2: Identify potential actions

Extract specific improvements from your findings, organizing them by implementation complexity.

**Quick wins** (implement within 4-8 weeks):

- Send status updates on active matters weekly
- Create simple intake form for common requests
- Publish "how to work with legal" guide
- Set response time commitments
- Share legal team contact matrix

**Strategic initiatives** (3-12 month horizon):

- Implement matter management system
- Develop self-service resources for routine contracts
- Create legal training program for business teams
- Restructure team to align with business units
- Build knowledge management repository

**Step 3: Prioritize using impact vs. effort matrix**

Not everything can or should be done. Use this matrix to focus on what matters most. Plot each potential action based on effort required and expected impact on stakeholder satisfaction.


It is important to choose actions that will make a difference and that you can realistically achieve, given current resources and not to overcommit. A helpful guide may be to select 3 quick wins for immediate action and choose 2-3 strategic initiatives for longer-term focus. Always make sure to align choices with your department's strategic priorities.

**Example:**

- Priority Quick Win: Weekly status updates (high impact on satisfaction, minimal effort)
- Strategic Initiative: Self-service contract portal (high impact, significant effort)
- Skip: New legal logo (low impact, moderate effort)

## Action planning template

For each selected improvement, clarify the specifics to ensure successful implementation including:

- Clear owner: Single person accountable (not a committee)
- Specific target: Measurable outcome, not vague aspiration
- Realistic timeline: Buffer for unexpected delays
- Success measure: How you'll know it worked

| Action | Owner | Target Outcome | Timeline | Success Measure |
|---|---|---|---|---|
| **Quick Win Example:** Weekly matter updates | [Name] | All active matters receive weekly status email | Launch within 2 weeks | 90% compliance rate, satisfaction with communication increases 1+ point |
| **Strategic Example:** Self-service contracts | [Name] | 5 most common contracts available online | 6 months | 50% reduction in routine contract requests to legal |

## Real examples: From finding to action

See how common Voice of Stakeholder findings translate into concrete improvements.

**Response time issues**

**Finding**:
Satisfaction scores drop 2 points when response takes >48 hours. 40% wait 3+ days for initial response.

**Actions:**
- Quick Win: 24-hour acknowledgment for all requests
- Strategic: Triage system to route urgent matters immediately

**Result:**
6 months later, satisfaction increased 0.8 points overall

**Lack of visibility**

**Finding**:
Only 30% aware legal offers training on contract negotiation. Those aware score satisfaction 1.5 points higher.

**Actions:**
- Quick Win: Monthly 'Did You Know?' email about legal services
- Strategic: Legal roadshow presenting at each business unit quarterly

**Result:**
Awareness increased to 65%, overall familiarity score up 21 points

**Commercial awareness gap**

**Finding**:
Commerciality scores 6.2, lowest of all dimensions. Comments cite 'overly conservative' and 'doesn't understand business priorities.'

**Actions:**
- Quick Win: Legal team attends monthly sales meetings
- Strategic: Rotation program with business units for lawyers

**Result:**
Commerciality score improved to 7.4, stronger relationships reported

## Real examples: From finding to action

Common barriers to action and how to overcome them.

| Barrier | Solution |
|---|---|
| **Analysis paralysis** | Set 2-week deadline from results to action plan |
| **"Too busy" syndrome** | Start with just ONE quick win to build momentum |
| **Resource constraints** | Focus on process improvements over technology |
| **Lack of ownership** | Assign single owner per action, not committees |
| **Overwhelming scope** | Limit to three quick wins and two strategic initiatives maximum |

## Closing the loop

Best practices for demonstrating progress and measuring impact.

### When to measure again

- Quick wins: Check impact after 3 months
- Strategic initiatives: Full remeasurement after 12 months
- Rule of thumb: Show progress before asking stakeholder for feedback again

### How to demonstrate impact

- Share specific metrics: "Response time improved from 3.5 to 1.2 days"
- Use their words: "You asked for faster turnaround. We delivered."
- Connect to business value: "These changes saved 20 hours/month for sales team"

## Your action checklist

### Analysis review

☐ Revisited original research objectives
☐ Identified surprises and challenged assumptions
☐ Listed all potential actions from findings

### Prioritization

☐ Separated quick wins from strategic initiatives
☐ Plotted on impact vs. effort matrix
☐ Selected 3 quick wins + 2-3 strategic initiatives
☐ Aligned with department strategic priorities

### Action planning

☐ Assigned clear owner to each action
☐ Set specific, measurable targets
☐ Established realistic timelines
☐ Defined success metrics

### Communication

☐ Thanked participants for feedback
☐ Shared key findings transparently
☐ Committed to specific actions (not vague promises)
☐ Set expectation for progress updates

**Remember:** Perfect plans don't drive change—executed improvements do. Start with one quick win to build momentum, then tackle bigger challenges.