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Voice of Stakeholder: Question Guide

A practical guide to building your voice of stakeholder questionnaire

This framework provides everything you need to design effective stakeholder questions that yield actionable insights. You'll find a planning template with clear limits (20 questions max for surveys, 10-15 for interviews), a ready-to-use question bank organized by key categories, and practical examples showing professional question design. The tools include flow maps for structuring your research, guidance on adapting questions between survey and interview formats. Every question type is covered—rating scales, multiple choice, and open-ended—with built-in opportunities for positive team recognition and questions proven to surface actionable insights.

Question planning template

Core metrics - Your KPIs

When you decide on your essential core metrics, these should appear in both surveys and interviews as your trackable KPIs. Below are some examples you may consider, depending on your research objectives.

Overall Satisfaction (1-10 scale)	"How satisfied are you with the service you receive from the legal function overall?"	Your primary barometer for performance and stakeholder satisfaction
Ease of Working (1-10 scale)	"How easy is it to work with the legal department?"	Service-focused measure of the stakeholder experience
Familiarity (1-10 scale)	"How familiar are you with the services the legal department offers?"	Key when building visibility and relationships across the business

Why we use a 10-point scale

A 10-point scale provides critical nuance in your data outputs. Since most legal departments perform well and cultural norms push responses toward the higher end (7-10), a 5-point scale compresses all positive feedback into just two options (4 and 5). The 10-point scale gives respondents more options to differentiate their experience. The difference between a 7 (satisfactory), 8 (good), 9 (very good), and 10 (excellent) provides actionable intelligence about where to focus improvements. This granularity yields significantly more useful data for tracking progress over time.

Your objective and question categories

Objective	Question category
How we're performing today	Performance & satisfaction
Individual strengths/gaps	Team feedback
What's coming next	Future needs
Risk awareness	Emerging risks
Service improvements needed	Effectiveness

Recommended question limits

Web Survey: Maximum 20 questions (10-15 minutes)
Interview: 10-15 questions (30-60 minutes)

Question bank by category

Classification: Know your respondent

These essential up front questions capture the information you need for valuable analysis of your survey results. Consider how you would like to analyze and report you results to determine the right classification questions you will need.

Some typical examples:

- In which part of the organization do you work?
- In relation to which types of work do you have contact with the legal function?
  - Corporate/M&A
  - Litigation and dispute resolution
  - Regulatory and compliance
  - Commercial contracts
  - Employment/labor
  - Intellectual property
  - Real estate
  - [Customize list to your organization]

Performance & satisfaction

These questions focus on the stakeholder satisfaction and experience. If you have service standards or aspirational targets in place for how you work with stakeholders, this is a good place to test those against the user reality. It's good to start broad with an overall score and follow up question to capture the user's most top-of-mind and authentic answers before prompting them to rate specific aspects of their experience.

Overall satisfaction

On a scale of 1 to 10 where 10 is completely satisfied and 1 is not satisfied at all, how satisfied are you with the service you receive from the legal function overall?

Follow-up for improvement

(If less than 10) What could the legal function do to improve this score? Please give as much detail as possible.

Performance dimensions

On a scale of 1 to 10 where 10 is excellent and 1 is poor, how would you rate the legal function's performance in each of the following:

- Understanding the business objective
- Speed of response
- Strong working relationships
- Quality of legal advice
- Commerciality/business savvy
- Delivering work efficiently
- Communicating effectively
- Meeting expectations
- Speed of resolution
- Effective resolution
- Delivering value to the organization

Team feedback

This is optional but a good opportunity to capture positive feedback to recognise the contribution of individuals who go the extra mile. It's not recommended to ask for individuals who under-performed as that is best kept within employee review but a question about the overall team's areas of development can be useful and helps ensure a fair balance of questions.

Stand-out performers

Which, if any, individuals within the legal function stand out as exceeding your expectations or going the extra mile, and why?

Development opportunities

Which, if any, aspects of service delivery could be improved, and how?

Effectiveness

Besides the 'working together' aspects of the user's experience, it's important to measure how well the legal function is protecting and enabling the business overall. Some example questions below focus on this but you may also consider asking about the value the legal adds to the business.

Effectiveness

In your opinion, overall how effective is the internal legal function at supporting and protecting the organization? Please respond on a scale of 1 to 10, where 10 is highly effective and 1 is not effective at all.

Trend assessment

Do you feel the effectiveness of the legal function has improved, deteriorated or stayed the same in the last 12 months?

Improvement suggestions

In what ways do you think the legal function could improve its effectiveness? Please give as much detail as possible.

Future needs & emerging risks

Toward the end of the survey is a good place to focus on future needs – both upcoming risks and opportunities. In the example below, respondents are asked directly about upcoming legal needs – an alternative approach is to ask about their business priorities for the year ahead. This provides good insight into different parts of the business and informs the legal department's planning sessions.

Risk awareness

Which, if any, potential risks to the organization are you aware of that you feel should be addressed in more detail?

Emerging legal needs

Which, if any, areas of law are you aware of that you think the organization is going to have increasing need for over the next 1 to 2 years?

Attribution

It is a very important best practice to be clear and transparent on how you will use responses. You may choose to set the whole survey to anonymous or you could let the individuals decide as in the example below.

Attribution permission

We would like to provide your feedback to the Head of the internal legal function on an attributable basis, to enable them to work more effectively with you. Please indicate if you would be happy for your name to be associated with your comments.

Follow-up permission

(If yes) The legal function may wish to follow up with you to discuss your feedback as part of their ongoing efforts to improve. Would you be willing for them to contact you with a view to a follow up discussion?

Question bank by category

Writing clear questions

It is important to be specific and clear in question wording so that questions can be answered reliably by respondents, leaving no room for ambiguity or assumptions. Unclear question wording leads to data that is unreliable and less valuable in driving action.

Examples of unclear questions:

- Ratings questions where the scale is not explained clearly
- Asking respondent to rate more than one thing in the same question (e.g. How would you rate the legal department's communication and responsiveness?)
- Not explaining terms than may be ambiguous (e.g. 'Speed' may refer to speed of response or speed of turnaround)
- Leading questions (e.g. Was the process transparent enough? Perhaps it wasn't transparent at all.. better to ask To what extent was our process transparent?)

Question Type	Professional Wording
Satisfaction	"On a scale of 1 to 10 where 10 is completely satisfied and 1 is not satisfied at all..."
Performance	"On a scale of 1 to 10 where 10 is excellent and 1 is poor..."
Effectiveness	"On a scale of 1 to 10, where 10 is highly effective and 1 is not effective at all..."
Open-Ended	"Please give as much detail as possible"
Multiple Select	"Please select all that apply"

Scale consistency rules

- Always define both endpoints clearly
- Use 1-10 scale for nuanced responses
- Maintain same direction (10 = positive, 1 = negative)
- Include "N/A" option where respondent may lack experience

Geographic note

North American/UK respondents tend toward 7-10; European respondents use full scale

Adapting for Interviews

Converting survey questions to interview format

The key difference between a survey and interview format is the opportunity to ask follow up questions. Here are some examples of how to adapt survey questions for live interviews, along with some useful probes to explore answers more fully.

Survey question	Interview adaptation
"Rate satisfaction 1-10"	"Tell me about your overall experience working with the legal function"
"Select all that apply"	"Walk me through the types of legal support you typically need"
Performance grid	"Let's discuss a few aspects of legal's service - starting with responsiveness..."
"What could improve?"	"If you could change one or two things about how legal operates, what would have the biggest impact?"

Interview-only probes

- "Can you give me a specific example?"
- "How does that compare to your expectations?"
- "What would excellence look like in this area?"
- "How has this changed over time?"

Your pre-launch checklist

Before launching, check:

☐ Maximum 20 questions for survey, 10-15 for interview
☐ Classification questions are upfront
☐ Questions are clearly worded, no ambiguity
☐ Each rating scale defines both endpoints
☐ Mix of quantitative and qualitative questions (not all ratings)
☐ Included at least one "killer question" for insights
☐ Flow moves from broad to specific
☐ Left room for positive recognition
☐ Tested with friendly stakeholder first
☐ Attribution/confidentiality clearly addressed
☐ Follow-up process defined if attributed
☐ Analysis plan matches question structure

Remember: Every question should link to an action you're prepared to take. Focus on what you can change, not just what's interesting to know.