DONE right

EXERCISE 2

Service Statement

Align the interests of customers, stakeholders, and staff

How healthy is your business ecosystem? This exercise will reveal how three groups of stakeholders see your business today, so you can better influence how they see it tomorrow.

In this self-driven constituent analysis, you'll document, analyze, and align the interests of your:

- Shareholders — those who fund the work
- Employees — those who do the work
- Customers — those who are impacted by the work

Note: This is a simplified version of the six-step exercise you read about in Chapter 2. Depending on the needs and size of your team, you can follow either approach to align constituent interests and ensure you're always focusing your efforts on the right work.

STEP 1: DOCUMENT THE PRESENT.

Write down what each constituent group says about your company today, what they like, what they want, and what they need.

CONSTITUENT	WHAT THEY SAY ABOUT US TODAY
Shareholders *Fund the work...*	
Employees *Do the work...*	
Customers *Impacted by work...*	

STEP 2: IDENTIFY COMMON INTERESTS.

Go back to the table you just created and circle areas of overlap, looking for areas where interests converge.

STEP 3: CREATE FUTURE STATEMENTS.

Focusing mostly on the areas of overlap you discovered in step 2, write down the things you'd like shareholders, employees, and customers to say 3-5 years from now.

CONSTITUENT	WHAT WE WANT THEM TO SAY ABOUT US IN THE FUTURE
Shareholders *Fund the work...*	
Employees *Do the work...*	
Customers *Impacted by work...*	

STEP 4: SIMPLIFY IT INTO A SINGLE SENTENCE. THIS IS YOUR NEW SERVICE STATEMENT.

Look for overarching themes and use them to identify your top 3 action items or goals that will take your company into the future while balancing the needs of each group.

When we accomplish our work, our shareholders will say _____

_____,

our employees will say _____

_____,

and our customers will say _____

_____.