



Listening Tour Template

Change & influence tool



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What's a listening tour?

A listening tour is a set of semi-structured conversations you hold with multiple people to understand their perspectives, refine your idea, and earn trust.

When is it helpful?

Listening tours are especially useful if you're leading a change initiative (e.g., launching a new performance assessment process, changing your benefits). It helps you to anticipate people's reactions and co-create solutions, creating 'build-in' rather than attempting to get 'buy-in.'

Who should participate?

When deciding who to involve in your listening tour, consider: Who will be impacted by your work? Who may be a strong advocate or detractor? Who has relevant expertise?

How do you start?

Open your conversation with a context frame that helps the individual you're interviewing understand how to think about and participate in the conversation. Include:

- **Purpose:** why are we meeting?
- **Benefit:** what's in it for them?
- **Process:** how will the conversation go?
- **Outcome:** what will happen after the conversation, and what can they expect as the next steps?

Sample Questions



Present

1. What are your thoughts on X?
2. How would you rate it on a scale of 1-10, 10 being ideal?
3. How come you didn't give it a lower score?
4. How come you didn't give it a higher score?
5. What's important to you about it that we should keep in mind as we explore solutions?
6. What's the single most important thing?
7. What concerns you most if we don't change it?



Past

8. How has it impacted you personally?
9. Do you have any examples or stories you can share?
10. Do you have any examples of when it worked or worked better than usual? What was different about that situation?
11. Have you seen it done better in the past or at other companies?



Future

12. How would an ideal solution feel?
13. What goals would it achieve?
14. What problems would it solve?
15. What concerns, if any, do you have about changing how we do things now?
16. Is there anything else you'd like us to keep in mind?
17. Is there anyone else you think we should interview who can represent a different perspective or experience?



Other Tips

Get the most out of your listening tour by applying the following pro-tips:

- **Prep:** Send questions in advance, and set expectations that you may not get to all of them or may ask different questions depending on their answers.
- **Deepen:** Check for understanding throughout and ask deeper questions (e.g., Can you say more about that? What's an example? What does X mean to you? How important is that to you?).
- **Wrap up:** Set expectations about how you'll follow up. Ask if they'd be willing to talk and, if relevant, spread the word about your initiative. Be sure to thank them for their time.



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About Scarlet Spark

Scarlet Spark is a nonprofit dedicated to the people side of the animal protection movement. We offer evidence-based training, consulting, and coaching focused on improving organizational culture, leadership, performance, engagement, retention, diversity, equity, inclusion, and overall effectiveness.

Our goal is to help build workplaces that lead all animals to flourish, humans included.



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