

ClieNFarms Scaling Toolbox

Credential Cards

Stakeholder Analysis

The Credential Cards tool aims to characterise stakeholders' stances and relation to the challenge. It is said that if you don't know how you are part of the problem, you cannot be part of the solution. One of the great advantages of systems innovation (well, when done) is its ability to (i) motivate all parties to see how they themselves are responsible for the current state of a system and (ii) catalyse all parties to collaborate and focus on working towards the desired state of the system as a united team. This tool is very helpful in characterising the stakeholders and making you think about their stance from various dimensions. Whilst it is designed to by you putting yourself in the stakeholders' shoes (it's very useful for deciding whether to bring someone on board or not), it would also be very useful getting each individual stakeholder to do it about themselves (or each other).

The Credential Cards is a tool from the from <u>The Visual Toolbox for Systems</u> <u>Innovation</u>.

Purpose

The Credential cards is a tool to characterise a stakeholder's stance about the challenge and more specifically how they relate to that challenge. That is, how they are influenced by the problem and the future solution and how they can influence the process of developing the new solution.



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Expected outcomes of applying the tool

The Credential Cards tool will produce a comprehensive and visual depiction of how the stakeholder relates to the project and its context.

Preparation

This tool requires good knowledge of the actors involved and especially how their actions or behaviour are related to the project. In training environments, it is crucial for the trainer to provide sources of information

Step-by-step guide to using the tool (Recipe)

The tool is made up of four components: (1) Actor Description, (2) Problem Statement, (3) Stakeholder Wheel and (4) Stakeholder Equaliser. A detailed description to guide you through the process can be found in the <u>Visual Toolbox for Systems Innovation pages 35-41</u>.

Suggested follow up steps (links to other tools)

After gathering a set of Credential cards for different stakeholders, you may want to go with The Stakeholder Universe to go deeper into their relations and how they can have a considerable influence on the project process. The Stakeholder Map is another alternative not as comprehensive but easier to take.

Links and references The Visual Toolbox for Systems Innovation.