# The Stakeholder Identity Card

## Empathy mapping for getting stakeholders on board

### What is needed?

**Time:** 1-1,5 hours

**Participants:** A group of up to 10 people + 1 facilitator OR individual

**Material support:** Blank print out of the Stakeholder Identity Card, pens

- This tool was developed for a workshop format, but is also suitable to be filled out alone, if you wish to understand a certain stakeholder more by yourself.
- The Stakeholder Identity Card may be paired with the Stakeholder Engagement Board and the Testing Action Implementation Canvas, or the Stakeholder Analysis Table.




**It is essential to understand the perspectives of your stakeholders and why they would want to be involved in your project. Knowing the way they perceive the world is the key to identifying their needs and expectations, as well as strategies for engaging them.**

**The Stakeholder Identity Card is an empathy mapping exercise that creates the baseline to inspire and motivate stakeholders, ensuring their enthusiasm and commitment to your project.**

### What for?

- **To take on the stakeholder perspective –** reflect on how they perceive the world around them
- **To understand their role within the project,** what might motivate or constrain them
- **To identify stakeholders that are ready** to engage and participate in your project

### How to use it?

- Invite participants to choose a specific stakeholder and complete the card from that stakeholder's point of view. Each participant should select a different stakeholder.
- To make the exercise more dynamic, consider gamifying the activity through a role-play of the different characters/stakeholders.

**Step 1 – Understanding your Stakeholder**

Participants build their stakeholder identity and how they perceive the world around them: *What does their stakeholder see, hear, think/feel and say/do?*

- Let each of the participants present the stakeholder persona they have developed.
- Have participants step out of character to log final insights and takeaways in the « Key observations » section.

**Step 2 – Deepening your understanding: motivations and resources**

Participants reflect on the role of their stakeholder within their project: *What can they provide? What are their motivations, and what are their constraints?*

At the end of this section, participants should have a clear picture on what their stakeholder needs to be engaged, and if they are ready to do so.

**Go further by pairing the tool with other exercises from the Toolbox to help you engage stakeholders:** https://urbact.eu/toolbox-home/engaging-stakeholders

URBACT

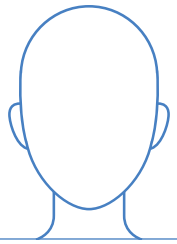
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# STAKEHOLDER IDENTITY CARD

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**PART 1** Understanding your stakeholder

## STAKEHOLDER IDENTITY



Name: .....

Organisation/Category:

.....

## HELIX CATEGORY

PUBLIC SECTOR | PRIVATE SECTOR | ACADEMIA & RESEARCH | ENVIRONMENT & PLACE | CIVIL SOCIETY

## SEE



- What do I notice about my surrounding community, space or infrastructure?

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- What policies, priorities or constraints shape my environment?

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- What challenges are a priority for my field (e.g. inclusion, mobility, housing, climate, etc.)?

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## HEAR



- What messages or opinion am I exposed to (e.g. from media, peers, authorities, etc.)?

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- What narratives dominate my field (e.g. urgency, innovation, etc.)?

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- Who influences my perspective and how?

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## THINK & FEEL



- What seems to matter in how I approach my line of work?

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- What emotions might I experience in relation to the project and why?

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- What ideas or questions might I have about the project or its outcomes?

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## SAY & DO



- What am I saying (e.g. to my partner, family, neighbours, colleagues, the authorities, etc.) about the project?

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- What kinds of actions do I typically take (planning, delivering, funding, regulating, etc.)?

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- Which of my actions, habits or behaviours would be influenced by the project?

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## KEY OBSERVATIONS



What stands out about this stakeholder? .....

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# STAKEHOLDER IDENTITY CARD

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**PART 2** Deepening your understanding: motivations and resources

## THE SKILLS AND RESOURCES I COULD BRING

What can I provide to the process?

| KNOWLEDGE | PEOPLE/NETWORKS | CRAFT/EXPERTISE | ACCESS/INFLUENCE | FUNDING/ASSETS |
|---|---|---|---|---|
| ..... | ..... | ..... | ..... | ..... |
| ..... | ..... | ..... | ..... | ..... |
| ..... | ..... | ..... | ..... | ..... |

## INTEREST & PURPOSE

- What is my biggest priority?

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- What motivations and values guide my decisions and priorities?

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- What outcomes or impact am I aiming for?

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## FEARS & CONSTRAINTS

- What constraints (time, resources, mandate, capacity, politics, etc.) affect my ability to act?

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- What concerns or risks am I trying to avoid?

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## ATTRIBUTES OF THE STAKEHOLDER

- What type of stakeholder are they? (e.g. Shareholder, Steakholder, Shakeholder, Shockholder, Shapeholder, Strawholder, Smudgeholder)

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*OPTIONAL*

- How do these attributes influence their attitude towards the project?

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## WHAT MOVES THIS CHARACTER? – THE COMMITMENT SENTENCE

Using storytelling, craft the narrative that connects your objectives with those of this stakeholder.
Complete the sentence that captures what would motivate them to move from the sidelines to the engagement zone.

> **I move when I feel motivated by our** ..... *(shared purpose)*,
> **and by contributing with my** ..... *(skills & resources)*,
> **receiving back** ..... *(interest & benefit)* **from our shared efforts.**

## READINESS TO MOVE

When the motivation is clear, this character can move to the Engagement Zone (middle ring).
Choose between:

- ☐ NOT READY YET
- ☐ READY TO MOVE TO THE ENGAGEMENT ZONE
- ☐ READY FOR ACTION

