

Power mapping

Goals:

- To help participants consider the social and political context within which they are developing strategy.
- To creatively consider allies, opponents, targets and constituents prior to embarking on a campaign.
- To serve as a reminder and framework for subsequently revising strategy.

Time: 1 hour – 2 hours.

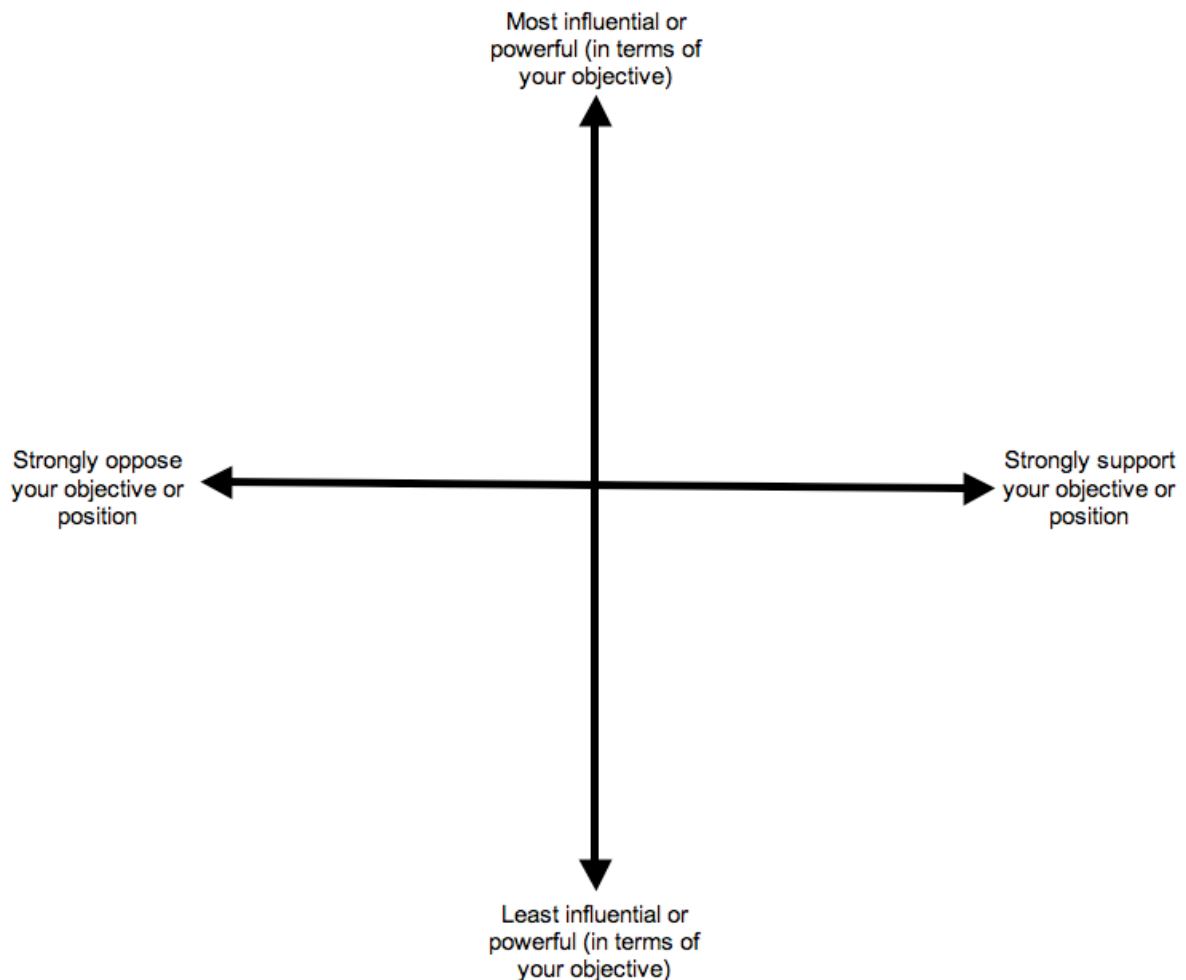
How it's done:

In pairs/threes/small groups:

1. Think of a campaign you are involved with (or might become involved with). What is it you are trying to achieve with this campaign?
2. If working in a mixed group, briefly describe your campaigns to each other.
3. Select one campaign for this exercise to work on together.
4. Consider: **“What is the main outcome your campaign hopes to achieve?”** Define this outcome in terms of a realistic and achievable objective (eg. recycling bins in every classroom or a doubling in council's budget for native tree planting or the introduction of a climate refugee visa).
5. With this outcome in mind, write on separate post-it notes the names of organisations and people with whom you might need to engage in order to achieve this outcome. Start with yourself and the main decision-maker/s. You might like to include:

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| <ul style="list-style-type: none"> • your own group • other community groups - consumer, residents, environment, etc • local government - which councillors or officers? • state government - which departments or ministers? • churches | <ul style="list-style-type: none"> • federal government - which departments or ministers? • local, regional and national media • property/ real estate developers • local businesses • experts, academics • professionals (eg teachers, police) | <ul style="list-style-type: none"> • particular sectors of the community • traditional owners and local indigenous people • youth, unemployed, • men/women, the aged • industry |
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6. Each group needs a blank power map on butchers paper. This is a simple matrix with a horizontal axis and vertical axis. The vertical axis indicates the level of influence or power each person or organisation has to give your group what you are asking for. The top of this axis is where you would place people or organisations that have most power or influence. The horizontal axis indicates whether people support your group's specific objectives or if they are opposed to these objectives. At the left end of this spectrum are people who are most opposed to your desired changes or objectives. At the right end are people who support your objectives most strongly. (see below).



7. Place the post-it note with the name of your organisation on the power map, you'll be strongly in support of your objective so you sit on the right hand side of the map but you'll need to consider how much influence or power you have over our objective.
8. Identify the individual holding the most influence or power in terms of delivering your desired outcome (your target). Place this note on the power map measuring how much influence and how supportive of your campaign they are.
9. Place each note in turn on the power map. As you place them down, say something about how they are related to your organisation, to the main powerholder / target and to other players. How much influence do they hold? Do they cooperate with each other or are they in conflict? Do you presently have a relationship with these people? Are they likely to agree with your position?
 - Position the notes according to the relationships that exist between them.
 - Consider the relative power of the stakeholders in your campaign. Who is closest to the key decision makers? Move them around.
 - Spend at least five minutes until the map feels right.
 - Your partner/s in this exercise can help clarify power relationships by questioning you as you go along.
10. When your map is complete, identify the two or three locations within the map where you feel your campaign might effect the greatest influence. Are there people or organisations who hold power and who you might successfully influence or build strategic relationships with?
11. Report back, discussion.

Where tool comes from: James Whelan, <http://www.thechangeagency.org>