

TRAINING FOR CHANGE *HANDOUT*

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Midwest Academy Strategy Chart

Moving the Issue	Campaign Goals	Organizational Considerations	Constituents and Allies	Opponents and Obstacles	Targets	Message	Tactic
<p>1. State the over-arching problems.</p> <p>2. Lay of the land of political power</p> <p>3. Possible solutions: define the specific approach necessary to solving the approach.</p> <p>4. Forum: actual locations for change (i.e. Senate, private sector, courtroom).</p> <p>5. Strategies: A) Legislation B) Litigation C) Corporations D) Persuasion</p> <p>6. Niche *What do you do well? *What's being done? *What isn't being done? *What isn't being done well?</p>	<p>1. Consider long-term objectives.</p> <p>2. Consider intermediate goals not necessarily covered in this campaign (i.e. Kyoto).</p> <p>3. Short term goals: What constitutes victory for this campaign? How does this help you address intermediate and long-term objectives?</p> <p>All work should complement longer term goals.</p>	<p>1. Does this campaign fit within your core competencies?</p> <p>2. List resources that you bring to the campaign (i.e. money, # of staff, facilities, reputation, skills, relationships).</p> <p>3. What is the budget for this campaign?</p> <p>4. What do you need that you don't have to win?</p> <p>5. How can this campaign build your organization? *Access to money *Increase base *Build relationships with key players *Access to reporters *Build constituencies</p> <p>6. What internal problems must be considered in order to achieve victory?</p>	<p>1. Constituents: * Who can you mobilize on this issue? Who cares about it? *Who must deal w/problem? *What do they achieve from victory? *What risks are they taking by joining you? *What power do they have over whom? *What are their strengths and weaknesses?</p> <p>2. Allies *What are your allies' "bottom-lines"? *How will you move them in the right direction? *What resources can they bring? *What are your allies doing now? *Who isn't involved that could be?</p>	<p>1. Opponents *What does your victory cost them? *What will they do/spend to oppose you? *How will they respond? *What are their strengths and weaknesses? *What are they opposed to? *What resources do they command? *What will they support under what circumstances?</p> <p>2. External Obstacles *Legal issues *Bureaucratic structures *Organized opposition * Public opinion, apathy...</p>	<p>1. Choose a person (or a set of people), not an institution. *Who has the power to give you victory? *What power do you have over target? What power can you obtain during campaign?</p> <p>2. Power map target. *What/who influences this person? *What level of influence do these individuals/institutions have over your target? *Consider your relationships with those who influence target. *Consider your opponents' access and influence.</p>	<p>1. Message. What is the one concise and compelling phrase you will repeat throughout your campaign? What are the concise supporting arguments for your message?</p> <p>2. Story. What is the story that will convey the issue to your targets? Who are the victims, villains and heroes? How does your campaign solve this?</p> <p>3. Does this message motivate your constituencies, allies and targets?</p>	<p>Tactics are what you do to your targets to get your goals.</p> <p>1.Consider targets, then consider your constituencies and allies. What tactics best use allies' power in order to influence targets?</p> <p>Tactics should be:</p> <p>A. In context of campaign/message B. Flexible and creative C. Directed at target D. Within the experience of participants and outside experience of the targets E. Backed up by a specific form of power F. FUN!</p>