

Campaign Toolkit

A Guide to running issue campaigns that build power and win!

**transforming
change**

MORE IS POSSIBLE

transforming change

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We are on a mission to transform **leaders**, to strengthen non-profit **organizations**, to deepen social change **strategy**, and to transform **the field** of social change.



www.transforming-change.com



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TRANSFORM YOUR POTENTIAL INTO IMPACT

A training hub for change agents, faith leaders,
and freedom fighters. Journey with us to
experience transformation, build capacity and
elevate your impact.





HOW TO BUILD A STRATEGIC CAMPAIGN

**CLARIFY THE
PROBLEM**

**CLARIFY THE
SOLUTION**



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**ACT, REFLECT,
PIVOT & REPEAT**

**BUILD PEOPLE
POWER**

**BUILD OUT YOUR
STRATEGY**

**FIND YOUR
LEVERAGE**

#1



Clarify the problem

- 1 What is causing the people pain? Why?
- 2 Who is being hurt?
- 3 What needs to change?

#2

Clarify the solution

What is the change you want to see?



Do your research!

What is the existing law, practice, or policy that allows the problem to persist?

What solutions have been tried in the past? Why did they fail? What needs to happen instead?

What type of change is needed? Policy? Funding? Institutional Practice?

Use your research to get clear on the new policy, practice, or resource distribution you want.

Who has the power to make the changes you desire?



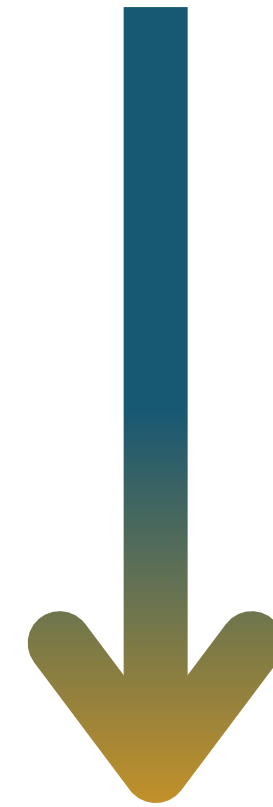
This is your target. This is the person or entity with the authority to give you the desired outcome. Usually, an elected leader or governmental body.



FROM THE STATUS QUO

**The purpose of your campaign is to force
your target to take action that shifts
policies, practices, resources and power
from the status quo to the desired outcome**

TO THE DESIRED OUTCOME



#3



Build power.

Your power is in your people. Once you have a campaign goal, bring together your base of impacted people, allies, and organizational partners who will help you win!

Power is leverage. It is about the extent to which you are able to elevate and integrate your priorities, policies, and vision of the world you want into the broader society.



Power is about the extent to which you are positioned to **enhance or inhibit** the goals of those pulling the institutional and systemic levers. It is about the extent to which you are able to become the ones pulling the institutional and systemic levers of our society.



“ The plantation and the ghetto were created by those who had power, both to confine those who had no power and to perpetuate their powerlessness. Now the problem of transforming the ghetto, therefore, is a problem of power, **a confrontation between the forces of power demanding change and the forces of power dedicated to the preserving of the status quo.**

— Rev. Dr. Martin Luther King Jr (Aug 16, 1967 in Atlanta at SCLC summit)



**So, how do
you build
power?**



You Organize People
(Building a Base)



You Organize Money

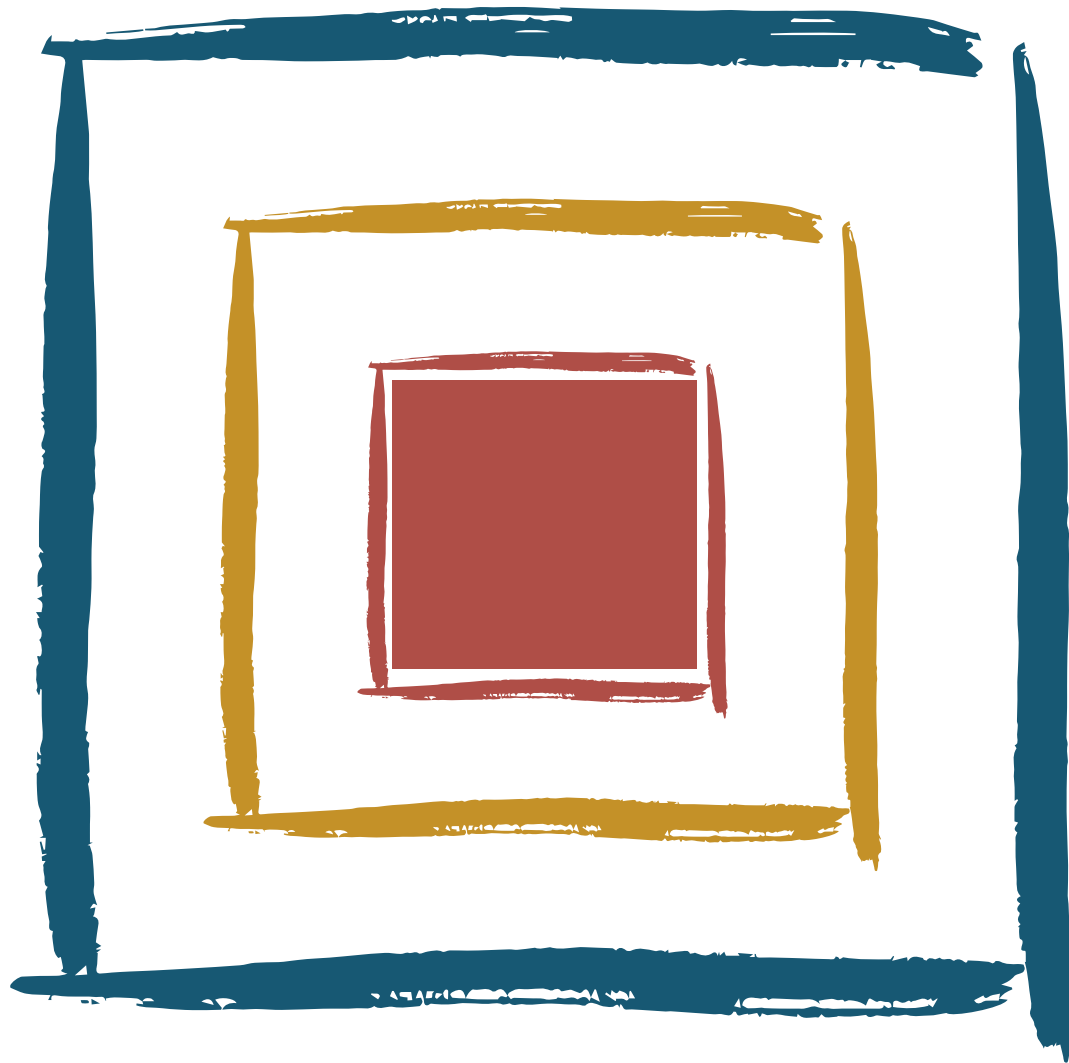


HOW TO BUILD AN EFFECTIVE COALITION

True coalition partners are those organizations that are both goal aligned and have the capacity to help carry the load of the campaign. **Not everyone who agrees that there is a problem will agree with your proposed solution.**



Defining your core coalition.



ALL POTENTIAL PARTNERS

These are organizations that also want to solve the problem you are working to solve.

STRATEGY ALIGNED PARTNERS

These are partners who agree with the path you have chose to advance change. These orgs are supporters of your campaign.

CORE COALITION

These are partners who are both strategy aligned and have the skills and capacity to help carry the load.



Characteristics of Effective Coalitions

- ✓ They have a **clear goal** or campaign.
- ✓ They have a **strategy** that guides the work and moves them forward.
 - ✓ They have milestones & deadlines.
 - ✓ They take collective action that move the work forward.
- ✓ There is proportional **ownership**.
 - ✓ Buy-in and alignment from all.
 - ✓ Willingness to contribute org resources (time, money)
- ✓ Clear **accountability**
- ✓ Group **skill aligns** with goals.

Ineffective Coalitions

- ✗ Broad problem with a poorly defined solution or goal.
- ✗ No clear path to success.
- ✗ Unclear timeline for actions or goal completion.
- ✗ One or two people do all of the work.
- ✗ No accountability: Missed goals and deadlines with no communication or follow-up.
- ✗ Passionate people who lack the skills to achieve the goal.



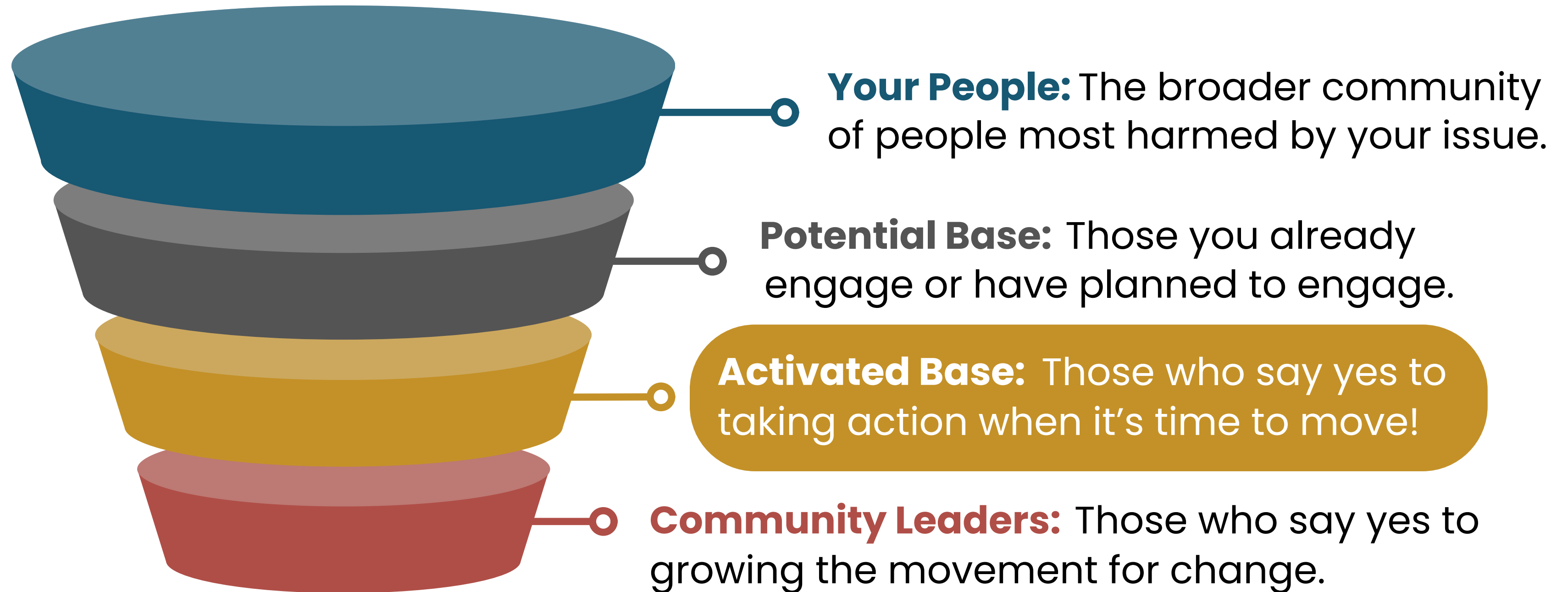


BUILDING YOUR BASE

Your base is anyone who will answer your call to action and join the movement for change. Not all impacted people are in your base. Not everyone on your email/text list is your base. The pivotal question is **who will show up when it's time to act?**



WHO IS YOUR BASE?



From impacted people to activated base...



1

Know your People

Who is most harmed by the status quo? Who has the most to gain by seeing this change happen?

2

Leverage Existing Engagement

Engage them at natural points of entry. Go to them (canvass). Invite deeper conversation.

3

Activate them

Invite them into the movement. Will they come to a meeting? Will they take action?

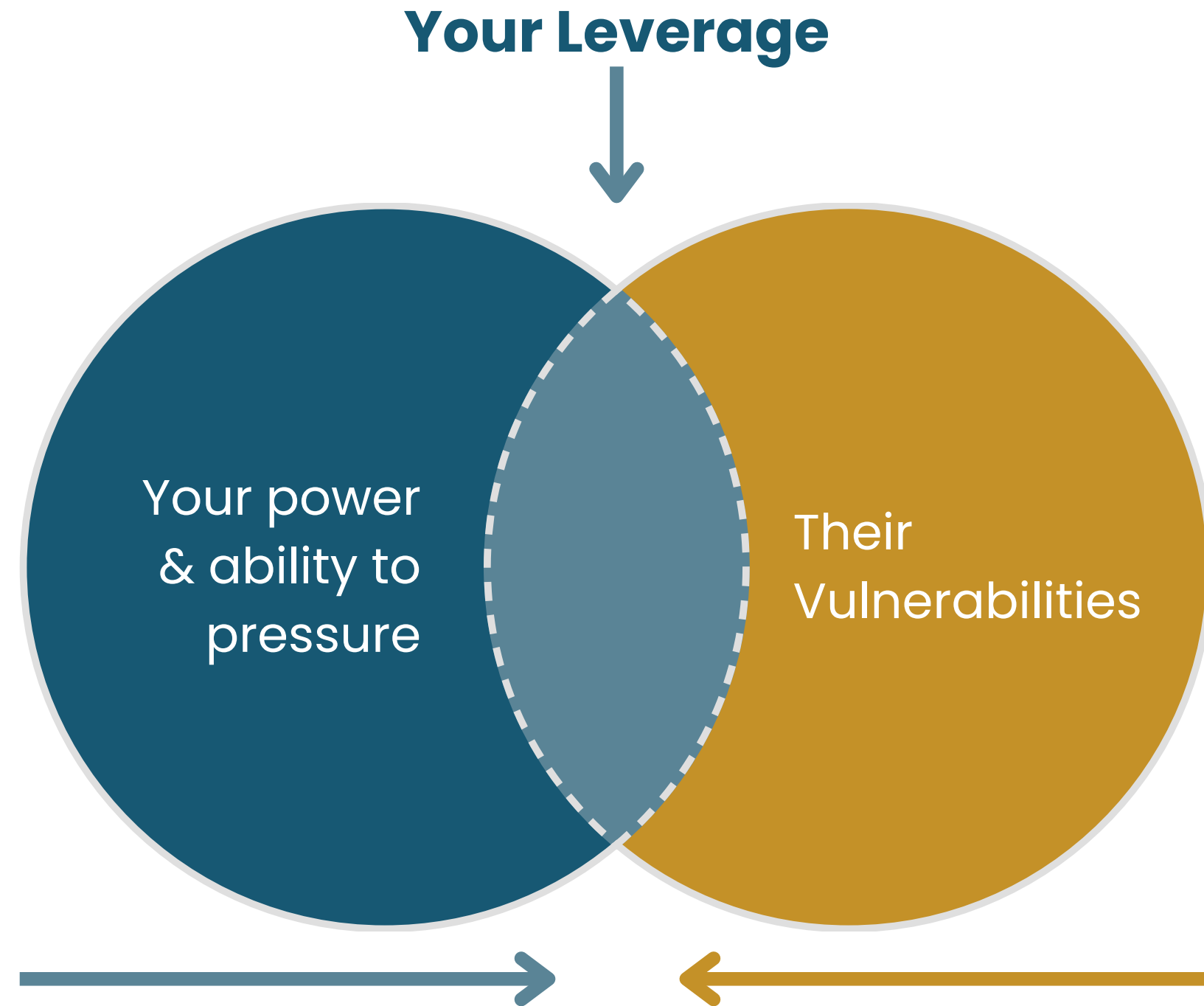
Testing and Assessing Leaders

ENGAGED & CAPABLE LEADER	POTENTIAL LEADER	UNSURE/ UNCOMMITTED	DISTRACTED/ LETHARGIC	ANTAGONISTIC LEADER
<p>Repeated proven their ability to follow through and take on new tasks</p>	<p>Made and kept initial commitment or communicated in advance why they could not.</p>	<p>Someone who has not yet made a commitment. Activated base, just getting started.</p> <p>This is where everyone starts!</p>	<p>Someone who avoids making commitments or who repeatedly overcommits and under-delivers.</p>	<p>Someone who regularly derails conversations and who specializes in giving reasons why no strategy will work.</p>



#4

Find your leverage



The more your power overlaps their vulnerabilities, the more leverage you have to win!



You find your leverage by assessing and mapping the landscape to understand where stakeholders, your targets, and your base is in terms of your specific solution. Whose with you? Whose against you? How are they connected? **What do they care most about?**





How to map power and the political landscape.

Understanding the landscape and
leverage points for change.

Identify stakeholders



1

Core Constituents

People most effected by the issue (Potential base)

2

Influencers

Can persuade and engage large groups of people (Potential spokes people).

3

Organized Stakeholders

Organizations connected to the issue (Potential coalition partners)

4

Decision-makers

Possess power to pass the legislation needed (Potential political allies)

HIGH POWER

Put each stakeholder on a separate post-it note. Then place each stakeholder on a grid like this based on how much power/influence they have to make the shift you are seeking, and whether or not they are aligned with your solution.

AGAINST US

WITH US

LOW POWER



HIGH POWER

Manage these folks. Some of them may even become targets of actions.

Engage these stakeholders and work to get them on board.

AGAINST US

WITH US

Ignore these stakeholders. Don't let them distract you.

Organize these stakeholders. Together, they will have more power.

LOW POWER



Questions to ask about your map



- What high power stakeholder should we talk to first?
- Whose alignment is unclear?
- What known connections exist between stakeholders?
- Where do we have the greatest leverage?
- Who do we know that influences our target, and how can we involve them in our strategy?
- How can we organize the people directly affected?
- How can we neutralize the impact of those with high power and opposing views? What do they care most about?

#5



Build your strategy

Your strategy should consist of a series of **escalating tactics** that expands your leverage.

1

Grow your power

Grow your activated base. Engage strategy aligned partners in coordinated action.

2

Exploit and expand your target's vulnerabilities

There should be consequences for their inaction.

The tactics you use should create a crisis for your target!

Each tactic should grow the vulnerability of your target by creating crisis for them. If your target is an elected official, consider actions that publicly shame them and increase the rage of their voters. If your target is a corporation, consider ways to impact their bottom line. Leverage people power and aligned stakeholders to create a crisis for your target that they cannot ignore.



Act. Reflect. Pivot. Repeat.



After you engage each tactic, take time to assess:

- How did we grow our power?
- How did we show our power?
- How did we exploit their vulnerabilities?
- Was our consequence effective?
- What changed in the landscape as a result of our action?
- **What should we do next to up the pressure and create a crisis?**

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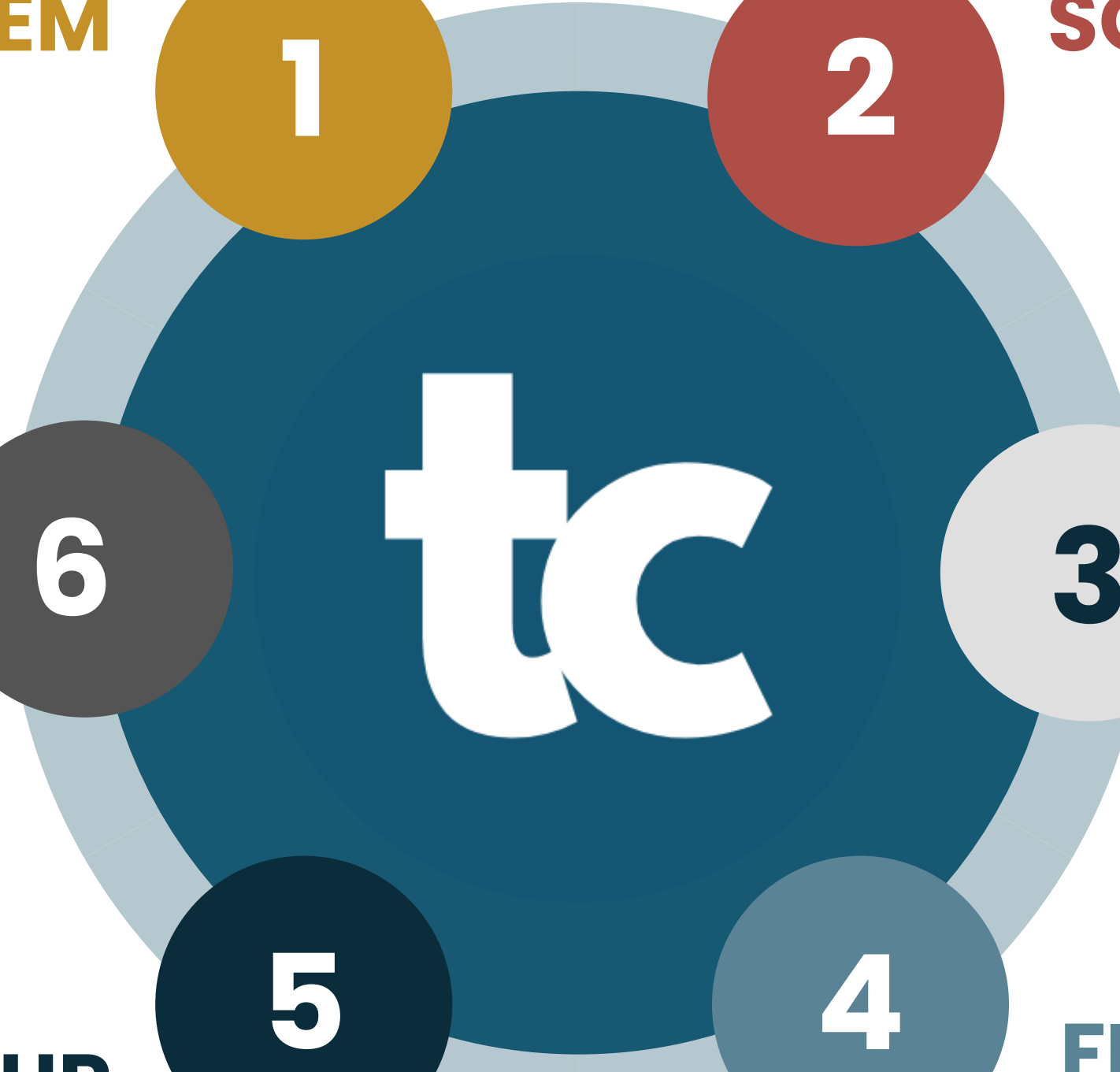
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powerful,
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