



**Who is with you... and
who is not?**

Effective advocacy
is more than just a
good idea, it is
power that helps to
push it across the
finish line.



**To advance policy
change we must
assess power, build
power, leverage
power, and engage
power brokers.**



Our assessment starts with a stakeholders analysis.

Individuals, groups, or organizations that have an interest in the outcome of your issue.



4 types of stakeholders.

Stakeholders are individuals, groups, or organizations that have an interest in the outcome of your issue.

Core Constituents

People who are most directly affected by the issue but are not organized.

Key Influencers

People who can sway the decision makers and/or the public.

Decision Makers

People with the ability to make the change you want to see happen.

Organized Groups

People who are organized into groups connected to this issue.



Stakeholder Analysis

Spend 30 minutes identifying the key stakeholders connected to your policy issue. Be thorough. Be specific. Put one stakeholder per post-it note.

**Core
Constituents**

**Key
Influencers**

**Decision
Makers**

**Organized
Groups**

- Who is most impacted by the problem?
- Who stands to benefit most from the solution?
- Who are the decision makers?
- Who has the ear of the decision-makers?
- Who is likely to resent the change?
- What other organizations are working on this or similar issues?
- Who have we worked with before?
- What organizations are our members a part of?

Finding the Funders

Campaign donors and PAC funders are key influencers of elected officials.



The screenshot shows the official website of the Hamilton County Board of Elections. The header is dark blue with the county seal and the text "An official County Government website. [Here's how you know](#)". Below the header, the "Board of Elections HAMILTON COUNTY OHIO" logo is on the left, and navigation links for "BOE CONNECT", "CAMPAIGN TOOLBOX", "ABOUT THE BOARD", and "CONTACT US" are in the center. A red "SEARCH" button is on the right. A dark blue navigation bar contains links for "Register", "Voting Information", "Election Information", "Get on the Ballot", and "Poll Workers", each with a dropdown arrow. The main content area features a large image of a man in a suit with the text "Board of Elections HAMILTON COUNTY OHIO" overlaid. At the bottom, the text "— Campaign Finance Reporting —" is displayed in white.

Board of Elections
HAMILTON COUNTY OHIO

BOE CONNECT | CAMPAIGN TOOLBOX | ABOUT THE BOARD | CONTACT US | [SEARCH](#)

Register ▾ Voting Information ▾ Election Information ▾ Get on the Ballot ▾ Poll Workers ▾

Board of Elections
HAMILTON COUNTY OHIO

— Campaign Finance Reporting —



I found the funders... now what?

- Develop an engagement strategy around your issue.
 - Are there any large donors that you know or have relationship with?
 - Are there donors who are in relationship with members of your board?





Mapping Stakeholder Support

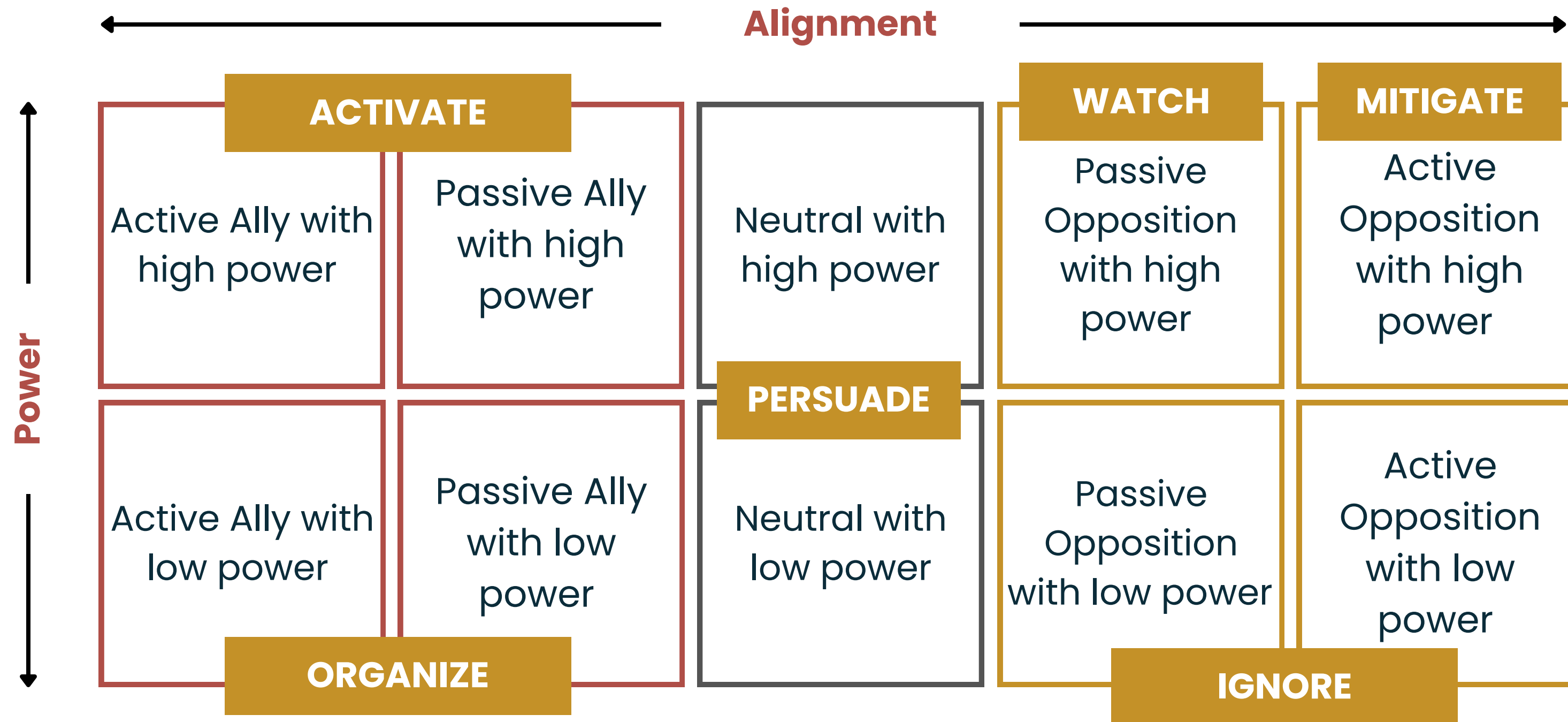
The **SPECTRUM** *of* **SUPPORT**



Map your
stakeholders
along the
spectrum of
support



Power Mapping



Where people are
informs how you engage
them... or not. **Power
mapping helps you
prioritize and
strategically allocate
your capacity.**



To advance policy change
we must assess power,
build power, leverage
power, and engage power
brokers.





Sharpening our analysis of the Landscape

Problems are “easy” to be against. No one “wants” war, hunger, crime, or homelessness. **Issues demand people make a choice about how to solve a problem.**





According to your maps, almost everyone is in support of your policy idea.

If this were the case, you wouldn't need a policy campaign. You'd only need a few quick conversations with decision makers.

Fallacies that blur our analysis

They support my mission. Therefore they will support this campaign.

They donate to my organization. Therefore they will support this campaign.

They care about this issue. Therefore they will support this campaign.





If we did a power map of the people who supported "Affordable Housing" it would have looked very different than the power map of people who supported Issue 24.

Public vs. Private

- Elected officials and political leaders often go out of your way to make you feel like you have a personal relationship with them.
- It is in their best interests to convey warmth and connection to as many people as possible.
- **As an advocate you have to remember that your relationship with them in the public sphere is not one of friend, but constituent who must hold accountability.**



Stakeholders are not driven to take action based on what is right. They are seldom even compelled just by what they believe or desire. Instead, their decisions are driven by their political interests. **Political interests are the power dynamics that motivate political action and alignment.**

