

NGO ADVOCACY

ERASMUS +

STEPS4LIFE PROJECT

TRAINING FOR TRAINERS

FEBRUARY 22- MARCH 1, HA LONG, VIETNAM

INCREASE YOUR POINT OF POWER

Almost everything is *outside* our control. Even our actions depend on muscles, molecules and environmental factors we only partially control.

Effective action is like flying or surfing - riding elements beyond our control.

$$O = E + R$$

Outcome = Event plus our Response to it

When something happens (an event **E**), the outcome (**O**) depends on the response (**R**).

RESPONSIBILITY FOR YOUR RESPONSE

Most Events are outside our control. But you can take responsibility for your Response. Blaming “Events” makes you powerless, a victim. Taking responsibility means taking power and becoming author of your life. How you respond depends on your abilities, skills, intuition, understanding and vision - all of which can be developed.

Clarity of purpose creates focus

EXPAND YOUR POINT OF POWER

Expand your point of power by increasing your abilities, contacts and assets. Team up with others to pool skills, knowledge, contacts and energy to create collective power. Position in society or an organization can also increase potential power.

BE THE CHANGE

“Be the change you want to see.”

Gandhi

PIGGY-BACK PRINCIPLE

The fastest way of bringing about the change you want is to join or ally your self with another person, team, organisation or current that is moving in the direction of the change you want. There is nothing wrong with jumping on a bandwagon if it is going your way. That way it will get there faster.

CRUNCH POINTS

“Crunch points” are decision-making moments when issues hang in the balance, when things could go one way or another. They are like forks in a road. Like roads, they can be large or small. A wrong turning may be easy to correct or disastrous. Some are irreversible, like driving off a cliff.

KEY CRUNCH POINTS INCLUDE

What you do: get up, show up, just do it – if you don't it may not happen

Meetings *with* decision-makers or opinion-formers – you may only have one opportunity to make your point, to impress, to get their support

Meetings of decision-makers – the Board, Governing Body, Parliament, Cabinet, etc

Appointments – job descriptions and appointment of top people and leaders

KEY CRUNCH POINTS INCLUDE

Votes – on finance, policies, Bills, in elections, in public meetings, etc

Policy statements - commissions, manifestos, keynote speeches, Green or White Papers, which set out core principles which shape decision-making on that issue

Decisions on rules, standards, guidelines, norms, laws and rights

Critical weaknesses - bottlenecks, pinch points, log jams, straits, crisis or fuses

Wildcards – chance, accidents, luck

Which of these crunch points relate to the change you want?

Which can you influence?

“SEIZE THE MOMENT” – TIME CHOOSES CHANGE

Timing is often critical. Most crunch points are **time specific**: if you miss it, move on. There may not be a similar opportunity for some time. A setback can make it harder next time, although a heroic defeat can galvanize support for future success (Dunkirk spirit). Persistence despite setbacks can win respect and support.

IF IT IS EARLY FOR CHANGE

If the time is not ripe for the change you want, you need different tactics to create a climate of opinion, develop evidence and arguments, cultivate allies and champions, so that the time becomes ripe and you position yourself to take advantage of it .

FIND THE FUSE: WHAT'S THE DIFFERENCE THAT MAKES A DIFFERENCE?

Small well-focused, targeted and timely actions can produce large changes. But you need to know how the system you want to change works to find out what actions will make most difference when .

WHAT SMALL CHANGES COULD MAKE A BIG DIFFERENCE IN RELATION TO THE CHANGE YOU WANT?

Relatively small changes can have huge consequences. In September 2003 large parts of London suffered an electricity blackout because a 3amp fuse had been used instead of a 5amp one.

A well designed form or small change in procedure can make more difference than ambitious policies and huge amounts of money.

EXPLORE THE SUCCESSFUL CHANGE

Look for places or cases where the change you want has happened or is unnecessary because the problem does not exist and identify differences between them and your situation.

This could provide your answer.

RESEARCH THE PROBLEM

Look for common factors in the origins or development of the problem you want to address. This could provide your answer.

Follow the decision-making chain “upstream” to the source of decisions which cause or permit the problem.

Research showed that the pesticide DDT was killing wild-life and harming people by getting into the food-chain. After a sustained campaign, DDT was banned in most countries.

ACTION PLANNING

Without a map or a guide, you are likely to take longer or get lost on the way to realising your vision.

Planning is a way of pulling together what you've learnt, taking stock, and mapping steps to your vision. In the process, you may revise your vision, change your goals, or see alternative routes to bringing it about.

Planning is also a learning process, something you do every day, week, month, year and at major stages in your project.

FAILING TO PLAN USUALLY MEANS PLANNING TO FAIL.

Studies show that planning is a major factor in the success of any project.

The best plans are short and bring together the main things you've learnt about the change you want and how to bring it about, including the main steps and resources needed.

A good plan is a mental model of where you are going, how you will get there and a flexible guide to action. It helps you stay on course and to seize opportunities as they arise, taking large leaps forward.

YOUR OWN PLAN OR MAP NEEDS TO INCLUDE EVERY STEP IN THE PROCESS OF CHANGE:

Your vision, values and beliefs stated as a SMART goal,

Trends and forces affecting the issue you are concerned with systems, organisations, decision-makers, opinion-formers and networks timelines and crunch points in relation to your vision and goals

A vehicle (powerbase) and ways of dealing with obstacles

YOUR OWN PLAN OR MAP NEEDS TO INCLUDE EVERY STEP IN THE PROCESS OF CHANGE:

How you are going to communicate, what you are going to do and how you will evaluate and celebrate what you've done

GET INTO THE POSITION

Put yourself, team or agency in strategic positions in relation to your constituencies & relevant power structures Communicate your aims and vision by what you *do*

Tell people your vision, clearly identifying actions & outcomes. Build trust with people who will bring about the change

IMPLEMENT: JUST DO IT!

If the change you want is very large or widespread, it will need many different change agencies and a powerbase.

KNOW YOUR KEY PEOPLE

To identify and understand key people affecting your issue

To assess what influence these individuals have over what you are trying to achieve – as supporters or as potential opponents

To plan how best to mobilise their support or neutralise opposition

IDENTIFY KEY PEOPLE

Ask participants to consider all the people who:

Might be affected by their project, work or campaign

Have influence or power over it

Have an interest in its successful conclusion

Have an interest in its unsuccessful conclusion

PRIORITISE YOUR KEY PEOPLE

To prioritise the key people identified by their power and interest

Prioritize your key people

explain the process:-

First diagnose the key person's power and interest level in the issue

Then identify the most appropriate action to adopt

MATRIX POWER/INTEREST



High Power	Engage Closely
Satisfy	
Low Power	Keep Informed
Monitor (Minimum Effort)	
Low Interest	High Interest

THE ACTIONS ON THE GRID ARE SHORTHAND:

Manage Closely High power, interested people
– you must fully engage and make the greatest effort to satisfy

Keep Satisfied High power, less interested people – put enough work in to keep these people satisfied, but not so much that they become bored with your message

THE ACTIONS ON THE GRID ARE SHORTHAND

Keep Informed Low power, interested people – keep these people adequately informed and talk to them to ensure that no major issues are arising. These people can often be very helpful with the details of your project

Monitor Low power, less interested people – monitor these people, but do not bore them with excessive communications

UNDERSTANDING YOUR KEY PEOPLE

Aims

To identify what interest and influence your key people could have

PLAN TO WIN SUPPORT

To identify actions and communications that can be used to 'move' or 'manage' 3 key people in the power/interest matrix

we are now going to look at how to plan to best influence them.

to Identify the messages that they need to convey to their stakeholders to persuade them to support them and engage with their projects or goals.

IDENTIFY ACTIONS AND COMMUNICATIONS

Finally work out what you must do to win and manage the support of these key people (to either 'move' them or 'manage' them). With the time and resources you have available, think about how you will manage communication with and input from your key people.

Q: What do you need to do to keep your best supporters engaged and on-board?

Q: How might you win over or neutralise the opposition of your sceptics?

IDENTIFY ACTIONS AND COMMUNICATIONS

Q: Where you need the active support of people who are not currently interested in what you are doing, how might you engage them and raise their level of interest?

Q: Why is it important to consider how what you are doing might affect your key people?

Q: How soon should you let people know about difficult issues that may arise?

MOBILIZE YOUR KEY PEOPLE

The people you have identified on your map are only of use to you if you can make them work for you. An important step in making this happen is the identification of key people.

Think of all the people who are affected by, or who might influence your issue/project/campaign.

Brainstorm together with colleagues – it is sometimes helpful to refer back to your asset map.

THINGS IT MIGHT BE USEFUL TO THINK ABOUT:

All the people who might be affected by your project / campaign

All the people who have influence or power over it

All the people who have an interest in its successful conclusion

All the people who have an interest in its unsuccessful conclusion

THINGS IT MIGHT BE USEFUL TO THINK ABOUT:

Your boss	National agencies	Government
Senior executives	Partner organisations	Other Governments
Your co-workers	Campaigning groups	Quangos
Your team	Funders	Other service providers
	The media	The public
	The private sector	The community
Your family	Friends	Interest groups







