

## **DEVELOPING A MOBILIZATION STRATEGY: STEPS FOR CONDUCTING A POWER ANALYSIS**

- 1 Identify the "problem" (general)
2. Turn the problem into an "issue (specific solution to a problem)
3. Analyze the power relations of the "issue"

Competing agendas -----> our agenda (union goals for the issue)

- 1 Identify decision makers -----> people who make the decisions that affect the conditions and problems we're trying to change
- 2 Identify organized opponents -----> organized forces supporting the opposing agency who attempt to influence & exercise power over the decision makers and opinion makers
- 3 Identify unorganized constituencies -----> groups of people who are directly affected by and/or could become interested in the issues
- 4 Identify allies -----> groups that are already organized and members groups could be persuaded to support our agenda
4. Assess power / influence of each identified group from - low - medium - high
5. Identify organizing "targets" and allies to bring in
6. Use the "big picture map" to revise strategies for winning

# Before & After from AFSCME Council 8

About  
About the union

**Keep the Public In Charge**  
**Keep Public Employees Operating Akron's Sewer System**

Giving college scholarships to students graduating from Akron high schools is a good idea. **But selling the city sewer system out from under the members of Local 1360 to pay for it is a bad idea.**

The members of Local 1360 have the skills and knowledge to operate the city sewer system that will take a private owner years to gain. This will be bad for Akron and bad for city workers.

Our sewer system, along with sanitation, water

About the service

Shared value

## Keep the Public In Charge

### Keep Akron's Sewer System Accountable

For generations, Akron has built and maintained a public sewer system that has served our community well by protecting the public's health, the environment, and our quality of life. Public ownership is necessary to provide the long range commitment *that protects us from skyrocketing sewer rates.*

Giving up control of this vital public service will have a lasting impact not only on Akron's future, but all of Summit County. In private hands, corporate heads will control our sewer and water rates, just like they control oil and gas prices.

There's no way around it — operating the sewer system at a

BEFORE

The "But" rule

AFTER

# TRADITIONAL BARGAINING CAMPAIGN

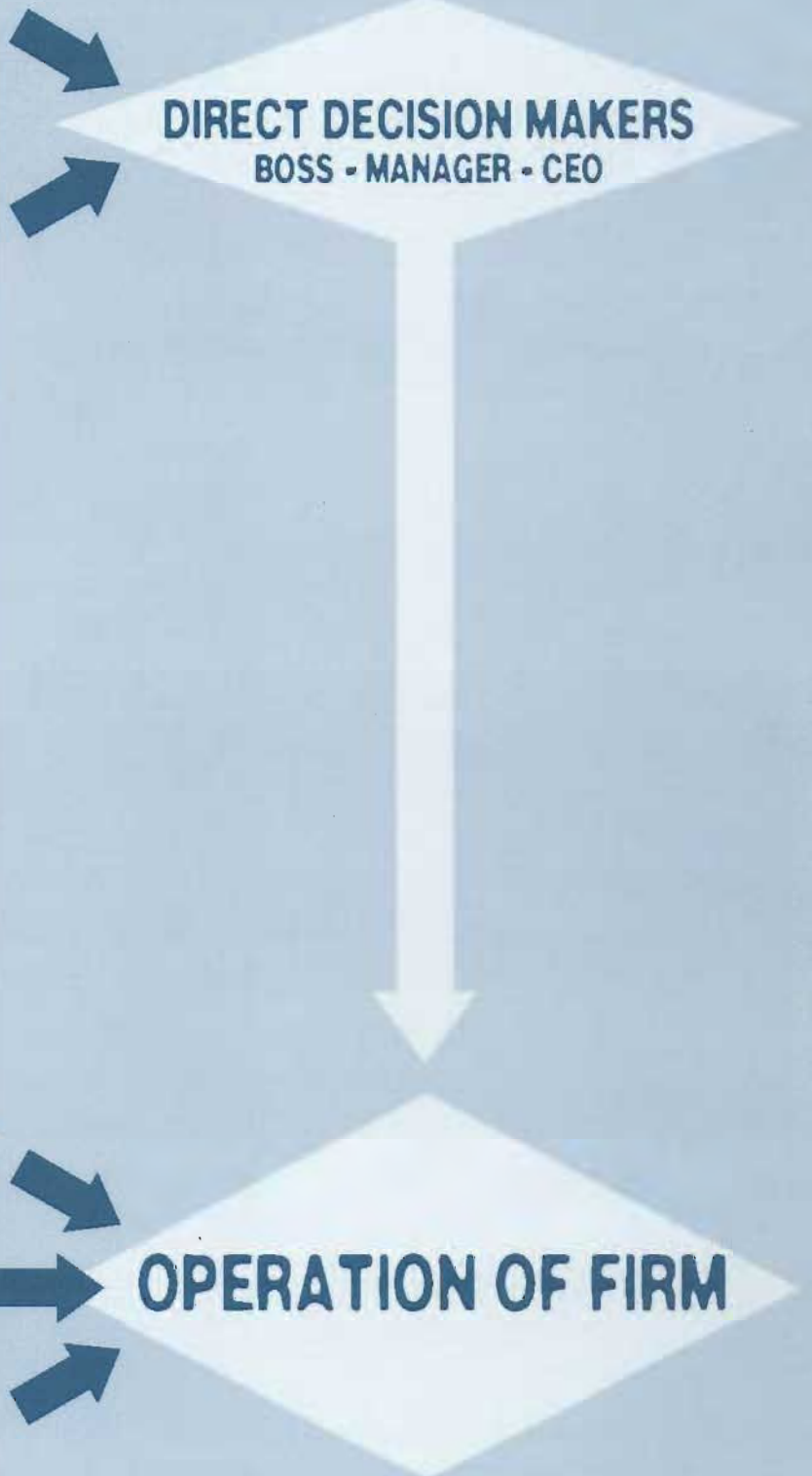
## UNION STRATEGY

- BARGAINING
- PICKETING

**DIRECT DECISION MAKERS**  
BOSS - MANAGER - CEO

- WORK TO RULE
- KEEP SCABS OUT
- BOYCOTT

**OPERATION OF FIRM**



# COMPREHENSIVE BARGAINING CAMPAIGN

## UNION STRATEGY

- PRESSURE ON WIDER GROUP OF DECISION MAKERS

BROADER CONCEPT OF DECISION MAKERS  
LENDERS - BOARD MEMBERS

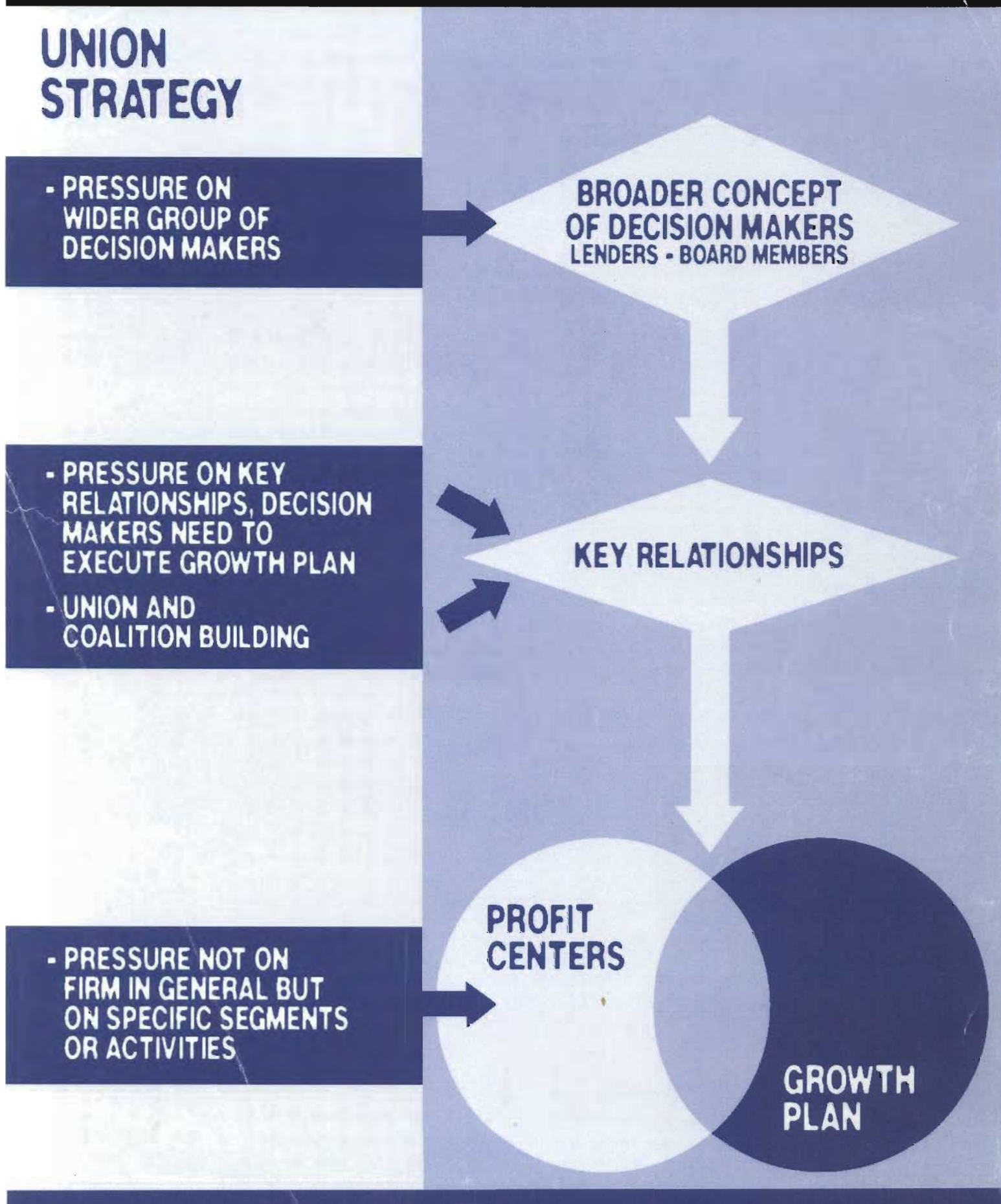
- PRESSURE ON KEY RELATIONSHIPS, DECISION MAKERS NEED TO EXECUTE GROWTH PLAN  
- UNION AND COALITION BUILDING

KEY RELATIONSHIPS

- PRESSURE NOT ON FIRM IN GENERAL BUT ON SPECIFIC SEGMENTS OR ACTIVITIES

PROFIT CENTERS

GROWTH PLAN



# STRATEGIC CAMPAIGN CALENDAR

MONTH:

**PROFIT CENTER**

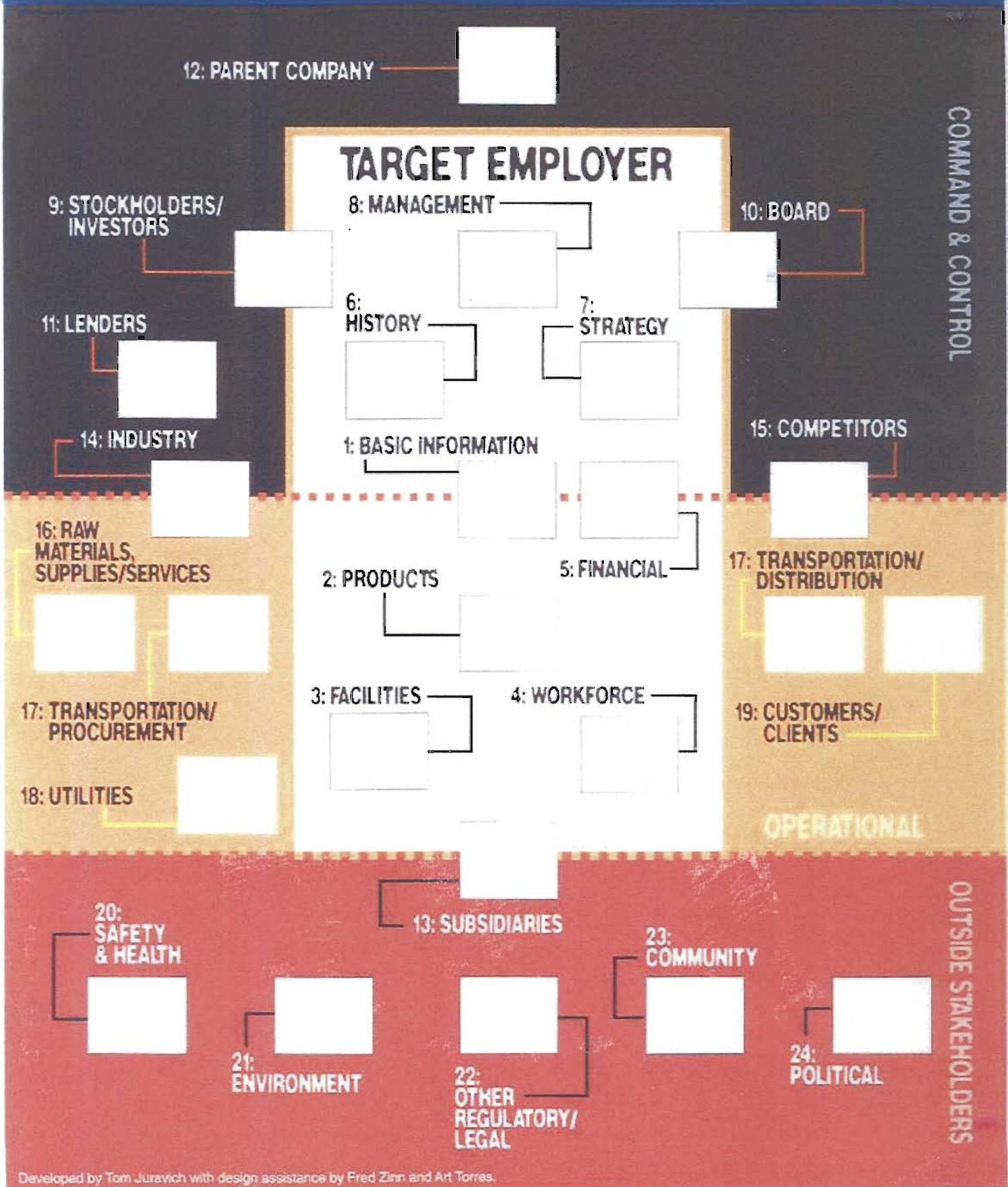
**GROWTH PLAN**

**DECISION MAKERS**

**KEY RELATIONSHIPS**


**WORKERS / UNION**

# STRATEGIC CORPORATE RESEARCH



Developed by Tom Jurawich with design assistance by Fred Zinn and Art Torres.





A Union of Professionals

## Contract Campaigns

### Laying the Foundation – SWOT Analysis

*Session 2*

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Before we build a plan, why analyze of our **strengths**, **weaknesses**, **opportunities** and **threats**?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- And, of course, the 7Ps!



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### A tool for planning – the SWOT analysis

- In a SWOT analysis **strengths** and **weaknesses** are internal factors.
- Whereas **opportunities** and **threats** are external factors.
- A SWOT analysis is a framework from which we analyze our union.
- It creates a basis for planning and decision-making.



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## SWOT – looking at internal and external factors

Internal	External
<b>Strengths</b>	<b>Opportunities</b>
<b>Weaknesses</b>	<b>Threats</b>

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## SWOT factors

- **Strengths** - Characteristics that contribute to the ability of our union to achieve its goals and objectives.
- **Weaknesses** - Inadequacies that must be overcome if our union is to accomplish its goals and objectives.
- **Opportunities** - Favorable and advantageous situations and/or circumstances which currently exist that our union should take advantage of to achieve our goals and objectives.
- **Threats** - Potential danger from outside our union that could inhibit the achievement of our goals and objectives.

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## Doing a SWOT analysis

- Work in groups.
- Consider the results of our PEST analysis.
- Use the handout for ideas.
- Be prepared to report out.

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## Linking our SWOT analysis to the contract campaign

- How do we use our SWOT analysis in planning?
- What will we do differently as a result of conducting this analysis?

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## In planning, we use the SWOT factors to:

<b>Strengths</b>	<b>Build on, maintain, use, leverage.</b>
<b>Weaknesses</b>	<b>Acknowledge, remedy, remove</b>
<b>Opportunities</b>	<b>Optimize, use, build on, prioritize</b>
<b>Threats</b>	<b>Prepare, remove, counter, co-opt, fix</b>

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## Summary – session 2

- Before planning a campaign, it is important to understand our internal strengths and weaknesses.
- It also is important to understand the opportunities and threats we face externally.
- Doing a SWOT analysis lays the foundation for planning a contract campaign.

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## SWOT Analysis Discussion Questions

<b><u>Internal</u></b>	<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• What are our resources – members, steward structure, officers, staff, AFT and the state AFT affiliate, the AFL-CIO?</li> <li>• What other resources do we have as a union – financial, structural?</li> <li>• What relationships do we have as a union?</li> <li>• What have been our past successes and what were the factors that made those achievements possible?</li> <li>• What advantages do we have?</li> <li>• What experience accrues to our benefit?</li> <li>• Other?</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Do we lack resources? What are they?</li> <li>• Are we prepared? If not, how?</li> <li>• Are there relationships we should have that we do not? What are they?</li> <li>• When have we not succeeded and why? What weaknesses does this suggest?</li> <li>• What disadvantages do we face?</li> <li>• Are there gaps between what we think we can do and what we have done?</li> <li>• Other?</li> </ul>
<b><u>External</u></b>	<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• What situations or circumstances exist that work in our favor?</li> <li>• What vulnerabilities does the employer have?</li> <li>• What relationships do we have with stakeholders and allies?</li> <li>• What political, economic, social or technological factors present opportunities for our union and our members?</li> <li>• Other?</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• What strengths does the employer have?</li> <li>• What obstacles do we face?</li> <li>• What political, economic, social or technological factors pose a problem for our union and our members?</li> <li>• Other?</li> </ul>

## SWOT ANALYSIS WORKSHEET

<b>Internal</b>	<b>Strengths</b>	<b>Weaknesses</b>
<b>External</b>	<b>Opportunities</b>	<b>Threats</b>



## INFLUENCE MAP

This exercise is intended to start us thinking about "avenues of influence" for getting our message heard by our key targets. We begin by assessing who are the most important targets for us to focus on. In other words who has the power to give us what we want? We then map out their relationships with other political players that we may be able to influence. Their relationships are divided into three categories based on the degree of influence:

- 1) **Decision-Makers** - people/institutions who have the power to make the target listen.
- 2) **Influential Peers and Allies** - people/institutions the target naturally listens to.
- 3) **Adversaries** - people/institutions the target already distrusts and has a history of ignoring.

The more specific you can be in filling in these categories the more helpful the exercise will be. Likewise it can also identify areas of overlap between different avenues of influence and further research needs.

<b>AVENUES OF INFLUENCE</b>	<b>Target A</b>	<b>Target B</b>	<b>Target C</b>
<b>Decision-Makers</b> Who is the target's boss? Who are they accountable to? Who can't they ignore?			
<b>Influential Peers &amp; Allies</b> Who does the decision maker listen to and trust? = effective messenger			
<b>Adversaries</b> Who can't the power holder hear? = anti-messenger			

## 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.

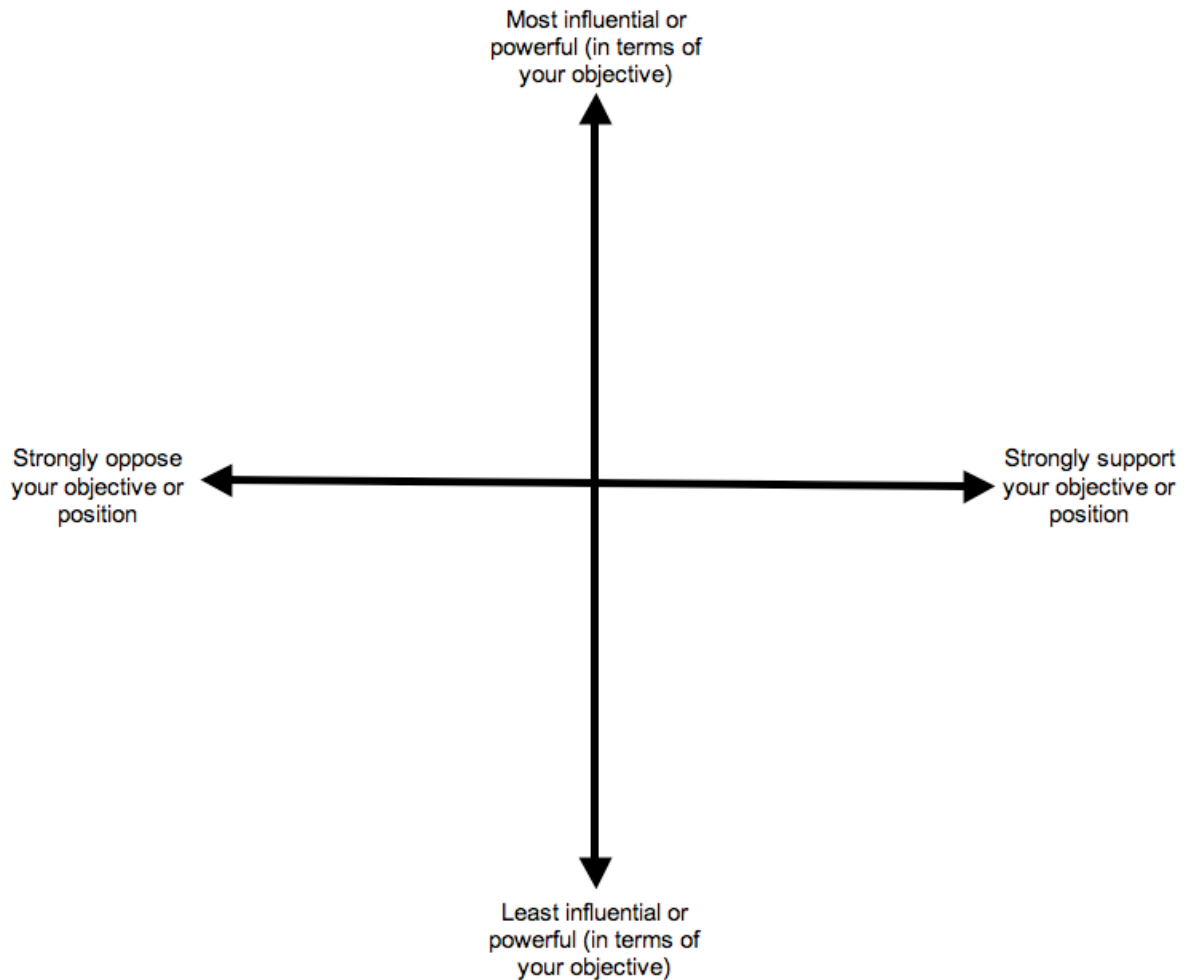
### How it's done:

#### 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:

- |   |   |  |
|---|---|--|
| <ul style="list-style-type: none"> <li>• your own group</li> <li>• other community groups - consumer, residents, environment, etc</li> <li>• local government - which councillors or officers?</li> <li>• state government - which departments or ministers?</li> <li>• churches</li> </ul> | <ul style="list-style-type: none"> <li>• federal government - which departments or ministers?</li> <li>• local, regional and national media</li> <li>• property/ real estate developers</li> <li>• local businesses</li> <li>• experts, academics</li> <li>• professionals (eg teachers, police)</li> </ul> | <ul style="list-style-type: none"> <li>• particular sectors of the community</li> <li>• traditional owners and local indigenous people</li> <li>• youth, unemployed,</li> <li>• men/women, the aged</li> <li>• industry</li> </ul> |
|---|---|--|

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>

