Your issue cut:		Developing a Power Analysis of the Political Landscape for Your Issue				Your opposition's agenda:	

	+3	+2	+1	0	-1	-2	-3
10 Decision making power							
9 Decision making influence							
8 Active participant in decision-making							
7 Access to decision-making opportunities							
6 Power to have major influence in decision-making							
5 Power to have some influence in decision-making							
4 Taken into account							
3 Can get attention							
2 Not on radar							
1							

+3	+2	+1	0	-1	-2	-3
Die Hard	Active Support	Leaning Towards	Neutral	Leaning Towards	Active Support	Die Hard
Long-Term Solutions	*Medium-Term Solutions*	*Short-Term Solutions*		*Short-Term Damage*	*Medium-Term Damage*	*Long-Term Damage*

MAPPING DECISION-MAKERS in Workshopping Scenario

ISSUE SUPPORT

Discuss: What elements of this scenario reveal the decision-makers' level of support for your issue? (Take notes on important parts of your conversation below.)
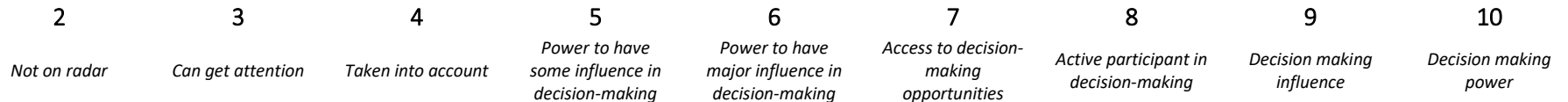
Rate issue support: On the scale below, how would you rate each decision maker's support for your issue? Mark the rating that is the best fit, using different symbols for different decision makers. (Don't worry if you only have time to discuss and rate one decision-maker.)

+3	+2	+1	0	-1	-2	-3
Die Hard	Active Support	Leaning Towards	Neutral	Leaning Towards	Active Support	Die Hard
Long-Term Solutions	*Medium-Term Solutions*	*Short-Term Solutions*		*Short-Term Damage*	*Medium-Term Damage*	*Long-Term Damage*
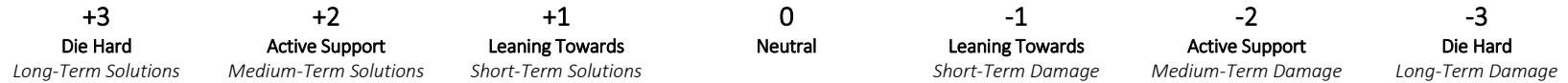
POWER AND INFLUENCE

Discuss: What elements of this scenario reveal the decision-makers' power or influence? (Take notes on important parts of your conversation below.)

Rate power and influence: On the scale below, how would you rate each decision maker's level of power or influence? Mark the rating that is the best fit for each. (Don't worry if you only have time to discuss and rate one decision-maker, but make sure it is the same individual from your issue rating.)

2	3	4	5	6	7	8	9	10
Not on radar	*Can get attention*	*Taken into account*	*Power to have some influence in decision-making*	*Power to have major influence in decision-making*	*Access to decision-making opportunities*	*Active participant in decision-making*	*Decision making influence*	*Decision making power*

MAPPING

Map: Use the matrix to map as many decision-makers as you were able to score on the power analysis tool, using the horizontal axis to map issue support and the vertical axis to map power and influence.
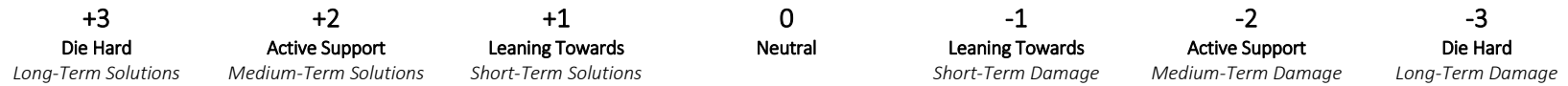
Confidence and questions: Do you feel confident in your initial rating? Are there questions you would want to answer before finalizing your rating?

MAPPING OPPOSITION GROUPS in Workshopping Scenario

ISSUE SUPPORT

Discuss: What elements of this scenario reveal the opposition group's level of opposition to your issue? (Take notes on important parts of your conversation below.)
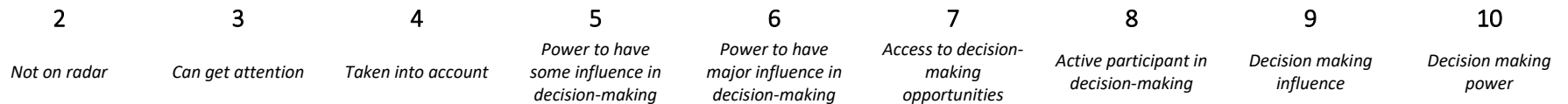
Rate issue support: On the scale below, how would you rate each opposition groups' scale of opposition to your issue? Mark the rating that is the best fit, using different symbols for different groups. (Don't worry if you only have time to discuss and rate one opposition group.)

+3	+2	+1	0	-1	-2	-3
Die Hard	Active Support	Leaning Towards	Neutral	Leaning Towards	Active Support	Die Hard
Long-Term Solutions	*Medium-Term Solutions*	*Short-Term Solutions*		*Short-Term Damage*	*Medium-Term Damage*	*Long-Term Damage*

POWER AND INFLUENCE

Discuss: What elements of this scenario reveal the opposition groups' power or influence? (Take notes on important parts of your conversation below.)

Rate power and influence: On the scale below, how would you rate each opposition group's level of power or influence? Mark the rating that is the best fit for each. (Don't worry if you only have time to discuss and rate one opposition group, but make sure it is the same group from your issue rating.)

2	3	4	5	6	7	8	9	10
Not on radar	*Can get attention*	*Taken into account*	*Power to have some influence in decision-making*	*Power to have major influence in decision-making*	*Access to decision-making opportunities*	*Active participant in decision-making*	*Decision making influence*	*Decision making power*

MAPPING

Map: Use the matrix to map as many opposition groups as you were able to score on the power analysis tool, using the horizontal axis to map issue support and the vertical axis to map power and influence.
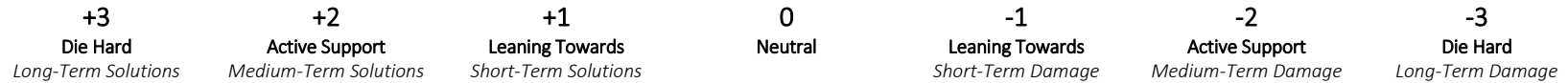
Confidence and questions: Do you feel confident in your initial rating? Are there questions you would want to answer before finalizing your rating?

MAPPING YOUR ORGANIZATION in Workshopping Scenario

ISSUE SUPPORT

Discuss: What elements of this scenario reveal your organization's level of support for your issue? (Take notes on important parts of your conversation below.)
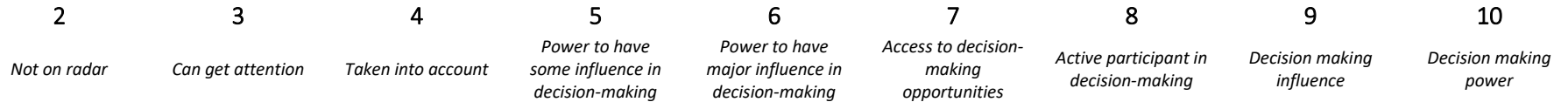
Rate issue support: On the scale below, how would you rate your organization's level of support for your issue? Mark the rating that is the best fit.

+3	+2	+1	0	-1	-2	-3
Die Hard	Active Support	Leaning Towards	Neutral	Leaning Towards	Active Support	Die Hard
Long-Term Solutions	*Medium-Term Solutions*	*Short-Term Solutions*		*Short-Term Damage*	*Medium-Term Damage*	*Long-Term Damage*

POWER AND INFLUENCE

Discuss: What elements of this scenario reveal your organization's power or influence? (Take notes on important parts of your conversation below.)

Rate power and influence: On the scale below, how would you rate your organization's level of power or influence? Mark the rating that is the best fit.

2	3	4	5	6	7	8	9	10
Not on radar	*Can get attention*	*Taken into account*	*Power to have some influence in decision-making*	*Power to have major influence in decision-making*	*Access to decision-making opportunities*	*Active participant in decision-making*	*Decision making influence*	*Decision making power*

MAPPING

Map: Use the matrix to map your organization the power analysis tool, using the horizontal axis to map issue support and the vertical axis to map power and influence.

Confidence and questions: Do you feel confident in your initial rating? Are there questions you would want to answer before finalizing your rating?

Developing a Power Analysis of the Political Landscape for Your Issue
MAPPING POTENTIAL ORGANIZED PARTNER GROUPS in Workshopping Scenario

ISSUE SUPPORT

Discuss: What elements of this scenario reveal potential partner organizations' level of support for your issue? (Take notes on important parts of your conversation below.)
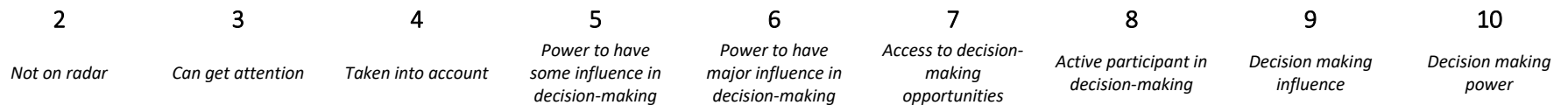
Rate issue support: On the scale below, how would you rate each potential partner groups' support for your issue? Mark the rating that is the best fit, using different symbols for different groups. (Don't worry if you only have time to discuss and rate one group.)

+3	+2	+1	0	-1	-2	-3
Die Hard	Active Support	Leaning Towards	Neutral	Leaning Towards	Active Support	Die Hard
Long-Term Solutions	*Medium-Term Solutions*	*Short-Term Solutions*		*Short-Term Damage*	*Medium-Term Damage*	*Long-Term Damage*

POWER AND INFLUENCE

Discuss: What elements of this scenario reveal potential partner groups' power or influence? (Take notes on important parts of your conversation below.)

Rate power and influence: On the scale below, how would you rate each potential partner group's level of power or influence? Mark the rating that is the best fit for each. (Don't worry if you only have time to discuss and rate one potential partner, but make sure it is the same group from your issue rating.)
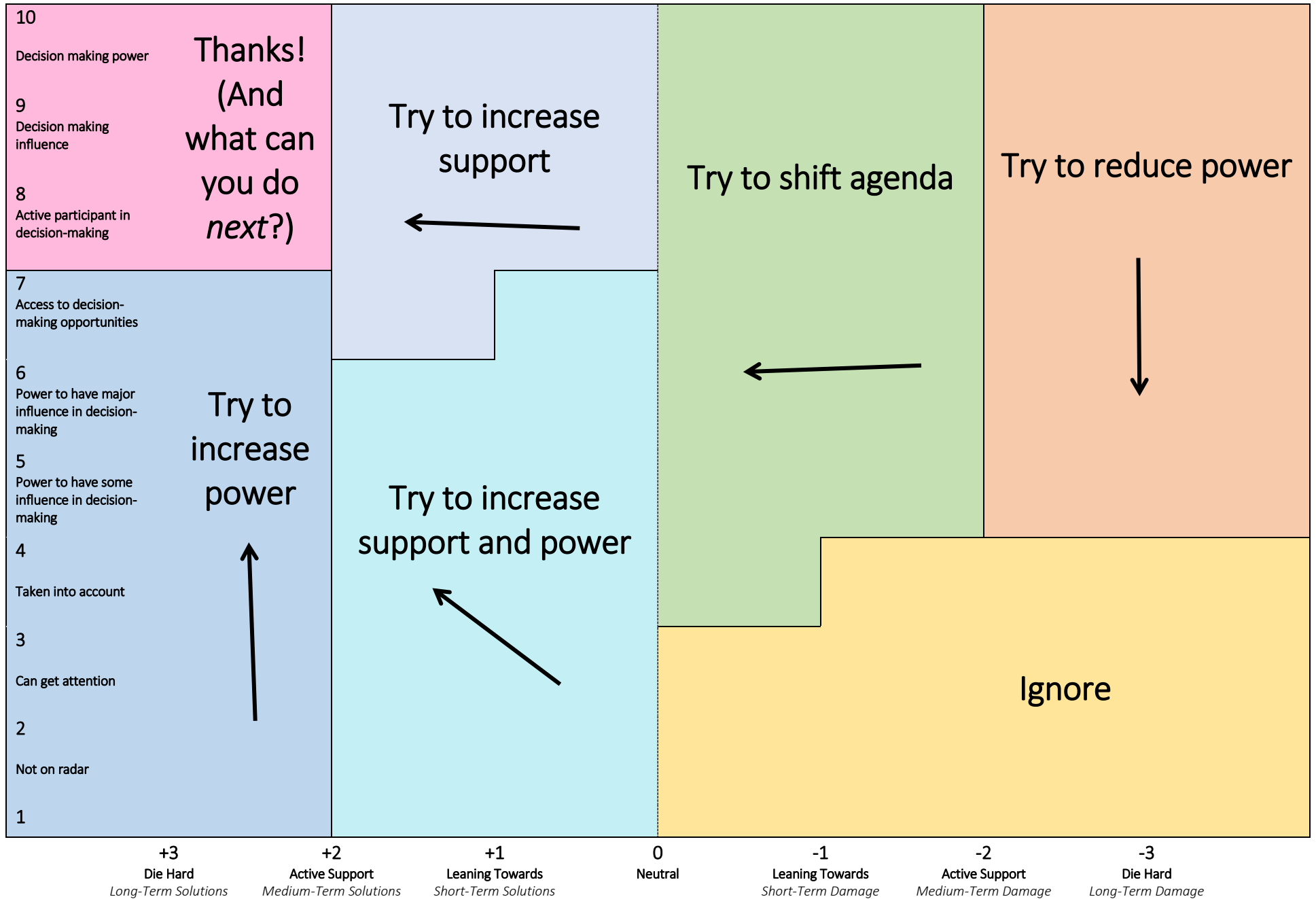
2	3	4	5	6	7	8	9	10
Not on radar	*Can get attention*	*Taken into account*	*Power to have some influence in decision-making*	*Power to have major influence in decision-making*	*Access to decision-making opportunities*	*Active participant in decision-making*	*Decision making influence*	*Decision making power*

MAPPING

Map: Use the matrix to map as many potential partner groups as you were able to score on the power analysis tool, using the horizontal axis to map issue support and the vertical axis to map power and influence.

Confidence and questions: Do you feel confident in your initial rating? Are there questions you would want to answer before finalizing your rating?

Filling the Gaps: Shifting Power and Support within Your Power Analysis

10 Decision making power **9** Decision making influence **8** Active participant in decision-making **Thanks! (And what can you do *next*?)**	**Try to increase support**	**Try to shift agenda**	**Try to reduce power**
7 Access to decision-making opportunities **6** Power to have major influence in decision-making **5** Power to have some influence in decision-making **4** Taken into account **3** Can get attention **2** Not on radar **1** **Try to increase power**	**Try to increase support and power**		
			Ignore

+3	+2	+1	0	-1	-2	-3
Die Hard *Long-Term Solutions*	Active Support *Medium-Term Solutions*	Leaning Towards *Short-Term Solutions*	Neutral	Leaning Towards *Short-Term Damage*	Active Support *Medium-Term Damage*	Die Hard *Long-Term Damage*

Going Deeper in Your Power Analysis of the Political Landscape for Your Issue
MAPPING DECISION-MAKERS on Horizontal Axis: Issue Support

Before mapping each decision maker on your power analysis tool, discuss with your team the factors that contribute to their **potential support for your issue**. This will be mapped on the horizontal axis.

Decision-maker name: _____

Horizontal Factors	What Do You Know?	What Questions Do You Need to Answer?	How Will You Answer Them?
Explicit agenda: What is their explicit agenda? Does it support your agenda or your opposition agenda?			
Demonstrated action: What is their voting record? Based on their history, are they likely to support your agenda or your opposition agenda?			
Relationship/allies: Who do they have political, social, organizational, or financial relationships with? How do these relationships affect their support for your agenda?			
Impact on base: Is this issue something that affects their voting constituency or any other identified base? If yes, how much?			

From this discussion, rate this decision maker's level of support for your issue, to be plotted on the horizontal axis:

+3   +2   +1   0   -1   -2   -3

Going Deeper in Your Power Analysis of the Political Landscape for Your Issue
MAPPING DECISION-MAKERS on Vertical Axis: Power

Before mapping each decision maker on your power analysis tool, discuss with your team the factors that contribute to their **level of power and/or influence**. This will be mapped on the vertical axis.

Decision-maker name: _____

Vertical Factors	What Do You Know?	What Questions Do You Need to Answer?	How Will You Answer Them?
Formal power: What legal power or authority do they have to impact your issue? Can they influence the content of your legislation? Can they simply vote on it? Can they control funding?			
Demonstrated influence: What past influence have they demonstrated? How does that influence impact your agenda?			
Relationships: What are their political, social, and organizational relationships? How do those relationships affect their support for your social justice agenda?			
Leadership status: Do they have a formal leadership role within their decision-making body or caucus? Do they have an informal leadership role?			
Base of support: How solid and how large is their base of support?			

From this discussion, rate this decision maker's level of power or influence, to be plotted on the vertical axis (see power analysis mapping tool for legend):

1   2   3   4   5   6   7   8   9   10

Going Deeper in Your Power Analysis of the Political Landscape for Your Issue
MAPPING OPPOSITION on Horizontal Axis: Issue Support

Before mapping each opposition group or leader on your power analysis tool, discuss with your team the factors that contribute to their **opposition to your issue**. This will be mapped on the horizontal axis.

Opposition group/leader name: _____

Horizontal Factors	What Do You Know?	What Questions Do You Need to Answer?	How Will You Answer Them?
Explicit agenda: What is their explicit agenda?			
Demonstrated action: Based on history, how have they opposed your agenda?			
Relationship/allies: Who do they have political, social, organizational, or financial relationships with? How do these relationships affect their entrenchment against your agenda?			
Composition of base: What is the demographic composition of their base? Do they attempt to influence community-at-large with slanted public messages that support their agenda?			

From this discussion, rate this opposition group's level of opposition to your issue, to be plotted on the horizontal axis:

+3   +2   +1   0   -1   -2   -3

Going Deeper in Your Power Analysis of the Political Landscape for Your Issue
MAPPING OPPOSITION on Vertical Axis: Power

Before mapping each opposition group/leader on your power analysis tool, discuss with your team the factors that contribute to their **level of power and/or influence**. This will be mapped on the vertical axis.

Decision-maker name: _____

Vertical Factors	What Do You Know?	What Questions Do You Need to Answer?	How Will You Answer Them?
Financial resources: What financial resources do they have to affect the outcome of your agenda?			
Demonstrated success: What has been their success in opposing similar agendas?			
Demonstrated influence: Do they have a history of exercising power over decision makers?			
Influence media: What is their ability to influence the media and public at large around your agenda?			
Electoral power: How much power do they have in mobilizing or persuading voters?			
Relationships and coalitional power: What political, organizational & social relationships do they have?			
Mobilizable base: What is the size and what power does their current base have?			
Expertise: What is their capacity to develop or access research/analysis?			

From this discussion, rate this opposition group's level of power or influence, to be plotted on the vertical axis (see power analysis mapping tool for legend):

1 2 3 4 5 6 7 8 9 10

Going Deeper in Your Power Analysis of the Political Landscape for Your Issue
MAPPING YOUR ORGANIZATION or COALITION on Horizontal Axis: Issue Support

Before mapping your organization or coalition on your power analysis tool, discuss with your team the factors that contribute to your **support for your issue**. This will be mapped on the horizontal axis.

Your organization/group/coalition name: _____

Horizontal Factors	What Do You Know?	What Questions Do You Need to Answer?	How Will You Answer Them?
Your explicit agenda: What is your agenda? Is this issue a priority?			
Demonstrated action: Based on history, have you supported this kind of issue in the past?			
Relationship/Allies: Who do you have political, social, and organizational relationships with? How do these relationships affect your support for this issue?			
Composition of base: What is the demographic composition of your base? Will this issue benefit your base?			

From this discussion, rate your group's level of support for your issue, to be plotted on the horizontal axis:

+3   +2   +1   0   -1   -2   -3

Going Deeper in Your Power Analysis of the Political Landscape for Your Issue
MAPPING YOUR ORGANIZATION or COALITION on Vertical Axis: Power

Before mapping your organization or coalition on your power analysis tool, discuss with your team the factors that contribute to your **level of power and/or influence**. This will be mapped on the vertical axis.

Your organization/group/coalition name: _____

Vertical Factors	What Do You Know?	What Questions Do You Need to Answer?	How Will You Answer Them?
Financial resources: What financial resources do you have to affect the outcome of your agenda?			
Demonstrated success: What has been your success in winning on similar agendas?			
Demonstrated influence: Do you have a history of exercising power over decision makers?			
Influence media: What is your ability to influence the media and public at large around your agenda?			
Electoral power: How much power do you have in mobilizing or persuading voters?			
Relationships and coalitional power: What political, organizational & social relationships do you have?			
Mobilizable base: What is the size and what power does your current base have?			
Expertise: What is your capacity to develop or access research/analysis?			

From this discussion, rate your group's level of power or influence, to be plotted on the vertical axis (see power analysis mapping tool for legend):

1   2   3   4   5   6   7   8   9   10

Going Deeper in Your Power Analysis of the Political Landscape for Your Issue
MAPPING ORGANIZED POTENTIAL PARTNERS on Horizontal Axis: Issue Support

Before mapping potential partners on your power analysis tool, discuss with your team the factors that contribute to their **support for your issue**. This will be mapped on the horizontal axis.

Potential partner organization name: _____

Horizontal Factors	What Do You Know?	What Questions Do You Need to Answer?	How Will You Answer Them?
Explicit agenda: What is their agenda? Is this issue a priority?			
Demonstrated action: Based on history, have they supported this kind of issue in the past?			
Relationship/Allies: Who do they have political, social, and organizational relationships with? How do these relationships affect their support for this issue?			
Composition of base: What is the demographic composition of their base? Will this issue benefit their base?			

From this discussion, rate this potential partner organization's level of support for your issue, to be plotted on the horizontal axis:

+3   +2   +1   0   -1   -2   -3

Going Deeper in Your Power Analysis of the Political Landscape for Your Issue
MAPPING ORGANIZED POTENTIAL PARTNERS on Vertical Axis: Power

Before mapping potential partners on your power analysis tool, discuss with your team the factors that contribute to their **level of power and/or influence**. This will be mapped on the vertical axis.

Potential partner organization name: _____

Vertical Factors	What Do You Know?	What Questions Do You Need to Answer?	How Will You Answer Them?
Financial resources: What financial resources do they have to affect the outcome of your agenda?			
Demonstrated success: What has been their success in winning on similar agendas?			
Demonstrated influence: Do they have a history of exercising power over decision makers?			
Influence media: What is their ability to influence the media and public at large around your agenda?			
Electoral power: How much power do they have in mobilizing or persuading voters?			
Relationships and coalitional power: What political, organizational & social relationships do they have?			
Mobilizable base: What is the size and what power does their current base have?			
Expertise: What is their capacity to develop or access research/analysis?			

From this discussion, rate your group's level of power or influence, to be plotted on the vertical axis (see power analysis mapping tool for legend):

1   2   3   4   5   6   7   8   9   10