Strategic Concepts in Organizing & Policy Education

- Ending Structural Barriers to social & economic opportunities for poor & working communities
- Grassroots Organization (AGENDA)
- Regional Alliances (L.A. Metropolitan Alliance)
- Strategic Research & Analysis
- Civic Participation
- Training & Capacity Building
- State & National Alliances
the ability or capacity to achieve a collectively agreed upon goal.
1. Power relationships in our society are unequal, and this is one of the primary reasons for the conditions of oppression and other problems our communities face.

2. There is a conscious political, economic, and social agenda at work causing these problems, and power is being actively exercised to promote and implement that agenda. We must develop strategies that address these realities.

3. A more systematic way of understanding power is essential in our efforts to work for and win social change.
PURPOSE AND USES OF POWER

1. To create a picture of the political/power landscape in order to understand how & by whom power is exercised to cause and maintain problems we seek to change.

2. To develop more effective strategies for...
   - Winning progressive social change.
   - Permanently altering power relationships in favor of the people suffering from the problems & conditions we seek to change.
   - Selecting issues & campaigns that both help build power and win social change.
   - Tracking and refining campaign strategies.

3. To provide political education and training for grassroots leaders, members and allies.
What if there is more than one Decision-Maker?
Are all our Allies equally invested?
Are all Opposition equally opposed?
POWER ANALYSIS GRID

Social Justice Agenda

Competing Agenda, Positions, Policies, etc.

Status Quo/ Opposing Agenda

Vertical Axis: Amount of Power

Horizontal Axis: Position or Perspective on competing Agendas

Decisive Decision making Power or Influence

Active Participant in Decision making

Power to have Major Influence on decision-making

Taken into Account

Can Get Attention

Not on Radar

Die Hard
Active Support
Inclined Towards
Inclined Towards
Active Support
Die Hard
**Steps to Develop a Power Analysis**

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<tr>
<th>Step</th>
<th>Description</th>
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<td>1</td>
<td><strong>STEP 1:</strong> Define the major Problems or Conditions which are negatively impacting primary constituencies.</td>
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<td>2</td>
<td><strong>STEP 2:</strong> Sketch the <strong>Competing Agendas</strong>. The agenda of those who are causing or perpetuating the problems, and your agenda (the conditions you want to bring about).</td>
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<td>3</td>
<td><strong>STEP 3:</strong> Sketch Major <strong>Issue/Policy Battles</strong> related to problem conditions which are going on.</td>
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<td>4</td>
<td><strong>STEP 4:</strong> Sketch the major centers of <strong>Decision-makers</strong> over the problem conditions.</td>
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<td>5</td>
<td><strong>STEP 5:</strong> Sketch major organized <strong>Opposition</strong>.</td>
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<td><strong>STEP 6:</strong> Sketch <strong>Organized Progressive Groups</strong>.</td>
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<td>7</td>
<td><strong>STEP 7:</strong> Sketch key <strong>unorganized</strong> social sectors.</td>
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<td><strong>STEP 8:</strong> Analyze the picture, develop strategies for changing the equation.</td>
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**Introduction to Power Analysis**

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Factors Influencing Placement of Battles

1. Degree to which Battle Hurts / Helps Key Constituencies (economically, socially and/or politically)
2. Degree to which Battle Advances a Long-Term Agenda

Factors Influencing Placement
- Scale of Impact (# of key constituencies)
- Scope of Impact (different constituencies)
- Degree to which is part of the Public Debate / Consciousness

Corporate Agenda

Social & Economic Justice Agenda
FACTORS INFLUENCING POWER
1. Legal Power / Authority
2. Demonstrated Influence (demonstrated success in moving their agenda)
3. Institutional Positions (Committees, Boards, Offices)
4. Base of Support
5. Relationships / Allies (political, organizational, social)
6. <District Composition (size of electorate, level of organization)>

FACTORS INFLUENCING POSITION
1. Explicit Agenda
2. Demonstrated Action (voting record, history)
3. Composition of Staff / Office
4. Relationships / Allies
5. <Politics of Electorate>
Factors Influencing Placement of ORGANIZED GROUPS

Factors Influencing Power
1. Legal Positions / Authority
2. Financial Resources
3. Demonstrated Success
4. Ability to Influence Media / Public Consciousness
5. Electoral Power (ability to persuade / mobilize voters)
6. Coalitional Power (ability to mobilize other groups w/power to influence decision-makers)
7. Relationships (political, organizational, social)
8. Mobilizable Base
9. Expertise (access to information, research/analysis)

Factors Influencing Position
1. Explicit Agenda
2. Demonstrated Action (voting record, history)
3. Composition of Board / Staff
4. Relationships (political, organizational, social)
Factors Influencing Placement of UNORGANIZED CONSTITUENCIES

Social & Economic Justice Agenda

Corporate Agenda

Decision making Power or Influence
Active Participant in Decision-making
Power to have Major Influence on decision-making
Taken into Account
Can Get Attention
Not on Radar

Factors Influencing Power
1. Financial Resources
2. Political Power
3. Level of Organization
4. Size

Factors Influencing Position
1. Voting Record
2. Public Opinion Polling
3. Demographics

Factors Influencing Placement of UNORGANIZED CONSTITUENCIES

- AFRICAN AMERICANS
- LATINOS
- Welfare Recipients
- Low Wage Workers
- Immigrants/Refugees
- API Communities
- Corporate Agenda
- Social & Economic Justice Agenda
HOW WE USE THE POWER ANALYSIS TO INFORM COMMUNICATIONS

SYSTEMIC  LIBERAL  CONSERVATIVE  RIGHT WING

1. Decisive Decision making Power or Influence
2. Active Participant in Decision-making
3. Power to have Major Influence decision-making
4. Taken into Account
5. Can Get Attention
6. Not on Radar

Current parameters of debate:
1. Reforms that result in revenue neutrality
2. Stabilize state revenues & decrease volatility
3. Update the tax system to attract, retain, and expand businesses
4. Changes that can be easily implemented

Aspiring People of Color (15%)
Base (15% of pop.)
Angry Fatalists (7%)
Balanced Suburbans (27%)
Aspiring People of Color (15%)