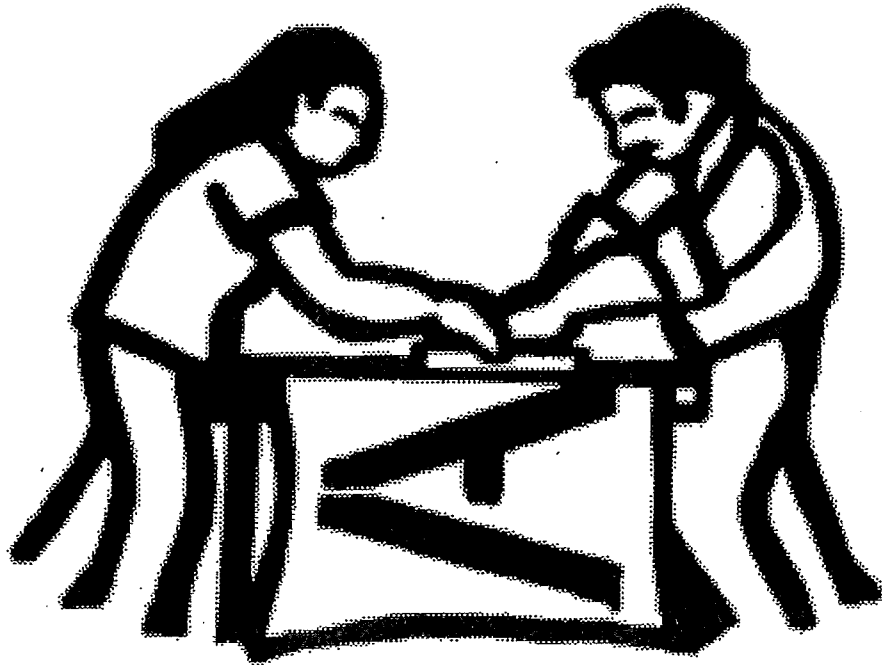


# **III.**

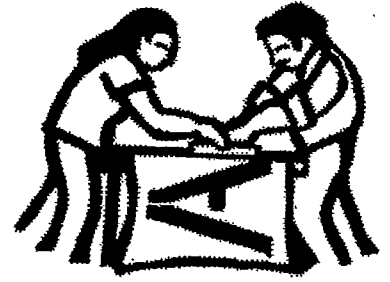
## **Power Analysis**



# III. Power Analysis

## DESCRIPTION:

Power Analysis is a visual and interactive tool that is used to map and understand power relationships in the communities where we live or places where we work: Who has power? How and for what do they use it? What do unequal power relationships have to do with the problems we face? What kind of power would it take for grassroots organizations to win the social change they want? Investigating these issues helps us to understand why we must organize; this understanding is critical to creating effective and proactive strategies to build the power of grassroots organizations and to fighting for and winning social change.



## PURPOSES:

1. To understand existing power relationships within a particular community or region or with respect to a specific issue; and to consider how those power relationships relate to problems in that community or are connected to that issue
2. To understand why we must educate and organize ourselves and our communities to build our power and fight for the social change
3. To develop actual plans for how to build a community's power base in the long term: Who in the community needs to be organized? Why? How? With what organizations and communities does our organization need to build alliances? Why? How?
4. To develop an effective strategy for an issue campaign being planned by an organization or coalition, based on an understanding of the power relationships relating to the campaign issue.

## MATERIALS INCLUDED:

### Handouts, Materials, & Visuals

III-A. to III-D.

Introduction to the Power Analysis Tool: Assumptions and Purposes of the Power Analysis Tool; Blank Power Analysis Grid; How to Read and Construct the Power Analysis Grid; Eight Steps to Developing a Power Analysis (both hard copy and PowerPoint file)



III-E. to III-T.

Cutouts and Captions for Power Analysis Grid

III-U. to III-V.

Instructions: Power Analysis Exercises (1 and 2)

III-W. to III-X.

Forms: Power Analysis Info About Your Community, Region, and/or State (1 and 2); Key Info to Gather for Developing A Power Analysis

III-Y. Where to Find Information for Power Analysis

III-Z, III-AA, III-BB.

Additional Power Analysis Materials: Developing a Campaign Power Analysis; Types of Power Analysis; and Sample Power Analysis

## SUPPLIES NEEDED:

- ✓ Markers, Butcher Paper, & Tape
- ✓ Large Wall Spaces
- ✓ Computer & LCD Projector (if using PowerPoint)



## **SESSION GOALS:**

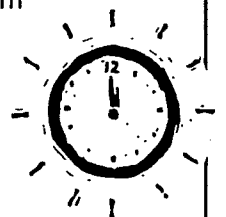
1. Participants get a basic understanding of power, and about the ways in which unequal power relationships are related to the problems faced by their communities.
2. Participants learn to use the Power Analysis tool to understand current power relationships; other Social Change agendas at work, and possibilities for change in their communities.
3. Participants apply their knowledge of the Power Analysis tool through a hands-on exercise of creating a power analysis to help their work in their own communities and/or on their own issues.

## **SESSION AGENDA:**

1. INTRODUCTION TO THE SESSION
2. WHAT IS POWER? WHY DO WE NEED TO UNDERSTAND IT?
3. WHAT IS THE POWER ANALYSIS TOOL AND HOW CAN WE USE IT?
4. APPLICATION: DEVELOPING OUR OWN POWER ANALYSIS
5. SUMMARY, EVALUATION, AND NEXT STEPS

## **SUGGESTED TIME:**

Suggested time for this session ranges from two hours to one or two days, depending on how you approach part 4 of the agenda, in which participants develop a power analysis for their own work. You can conduct a very brief version of this exercise to make the overall session a couple of hours. Or you can allot one or two days for an in-depth and detailed process, allowing participants to develop a comprehensive power analysis for their own organization(s) and/or issue(s).





## **1: INTRODUCTION TO THE SESSION**

**A) Welcome by Facilitator(s)**

**B) Participant Introductions**

**C) Review Goals and Agenda for the Session**

- Questions and Discussion on Goals and Agenda

- Refine and Finalize Goals and Agenda

**D) Develop and Agree on Ground Rules for the Session**

## 2:WHAT IS POWER? WHY DO WE NEED TO UNDERSTAND IT?

### FACILITATOR'S NOTE:

"Mini-Breakout" is a technique for broadening participation in a large group. Participants form mini-groups with three to four people who are sitting near them. These mini-breakout groups then have brief discussion or answer one to two questions. Similarly, a "turn-to-your-neighbor" discussion is where people pair off and have a quick one-on-one discussion. This kind of format is often used as a pre-step to a large group discussion on the same topic. In the outline below—if time permits and if it would be useful—you can use one of these techniques prior to the large group brainstorm and discussion.



### **A) Mini-Breakout or Turn-to-your-Neighbor Discussions on these key questions:**

- *What do we mean by "power"?*
- *How do we usually experience power exercised "over" us?*
- *What should be different about the kind of "power" our organization is trying to build?*

### **B) Large Group Brainstorm**

- Brainstorm responses to three questions above with the whole group.

### **C) Large Group Discussion**

- Identify commonalities and differences between various ideas raised in the brainstorm.
- Ensure a shared understanding of important points and concepts raised from the brainstorm and discussion.

### 3: WHAT IS THE POWER ANALYSIS TOOL AND HOW CAN WE USE IT?

#### FACILITATOR'S NOTE:

Make sure you have all of the materials, visuals, and handouts prepared for this part of the session. Depending on whether you are using the PowerPoint presentation and an LCD computer projector, or using handouts and pre-prepared visuals to paste up on the wall, it is important to have everything in order ahead of time.

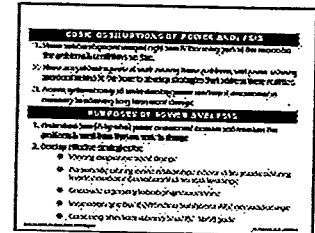
#### MATERIALS III-A to III-D: Introduction to the Power Analysis Tool



#### A) Present and discuss the assumptions that the Power Analysis Tool is based on. (See Material III-6.)

SCRIPT

- All organizing or training or educational tools have certain assumptions on which they are based.
- These are three of the major assumptions that were behind the development of this Power Analysis Tool and methodology.



#### B) Present and discuss the basic purposes of the Power Analysis Tool.

(See Materials III-6.)

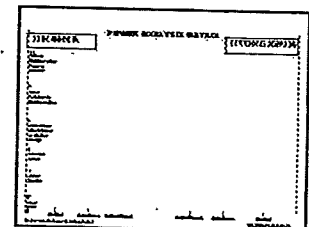
SCRIPT

- These are the basic purposes that the tool can be used for, and by working through it, we will see that there are many variations on how we can apply it to our own work and goals.

#### C) Introduce the Power Analysis Grid: how to read it and how to use it.

SCRIPT

- First, the grid is based on two competing agendas or visions, which are usually identified as
  - ❖ Our Agenda (on the top left side of the grid) which describes our own organization's or coalition's goals, demands, or vision; and
  - ❖ Opposing Agenda (on the top right side of the grid) which describes the goals, demands, or vision of those groups/forces that are opposed to our agenda.
- Within the overall framework of two competing agendas, we have two main axes on our our grid. In order to effectively place different groups and issues into our Power Analysis grid, we must understand the two axes of the grid and what they represent:

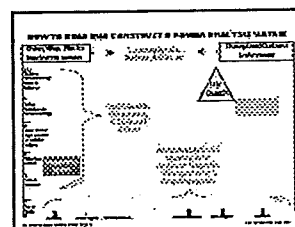


**SCRIPT**

- ❖ The Vertical Axis (top-to-bottom) represents the relative amount of power that a person or group has, determining which of these agendas will win. The more power a person or group has, the higher we will place them on the grid.
  - ❖ We use the numbers on the left side of the grid to measure or represent these differences in amount of relative power.
  - ❖ Review the number scale, from 0 to 10.
  - ❖ The Horizontal Axis (left-to-right) represents where the political positions, beliefs, and actions of a person or group are with respect to the two competing agendas. Are they more supportive of the Opposing Agenda or of Our Agenda? To what degree?
  - ❖ Review the descriptions along the bottom of the grid, from left to middle to right.
- On the example provided, examine how the different geometric shapes are plotted on the Power Analysis Grid.

**SCRIPT**

- ❖ The geometric shapes on the grid represent the different individuals and groups we are dealing with. "To plot" them means to place them along both the horizontal and vertical axes, as in a graph.
- ❖ Question: Why do you think each of these is placed where it is?
- ❖ Discuss and clarify to ensure understanding of the basics of the Power Analysis Grid.

**FACILITATOR'S NOTE:**

It is important to explain each part of the Power Analysis clearly, using the visuals and asking participants to identify examples of each aspect of the Power Analysis. There are some examples listed below for you to use, if needed, to help spark participants' own ideas. It will also be useful for you to think of your own examples that help participants understand. If you're using paper cutouts on a wall visual to create this power analysis, make sure you have enough copies—on different color paper preferably—of the cut-out shapes. Remember also, that the objective of this discussion is not to comprehensively debate or develop your organization's entire vision, goals, analysis and strategy. This is just an introduction to the tool to make sure all participants understand how it works and are comfortable using it. Later in this session or at a later date, the group can apply it to their own work.

## D) Interactive Presentation and Discussion: Eight Steps to Developing A Power Analysis

**MATERIALS III-E to III-T:**  
Cutouts and captions for  
Power Analysis grid



### ■ Step #1: Major Problems in Our Community

**SCRIPT**

- ❖ In this first step, we ask what the economic, social, and/or political problems in our community that our organization or coalition thinks are the most important to address and change. We then plot them on the Power Analysis Grid.
- ❖ Question: *What are some examples of problems, which our organization or coalition thinks are most important to address and change?*
- ❖ Take two or three responses from participants. Discuss and clarify the responses as needed, to ensure they represent the kinds of problems the organization is trying to address and that all participants understand this step. Write them onto the cloud-shaped cutouts and paste them on the top-center of the grid.
- ❖ Examples of problems for the facilitator to share, if needed: poverty, discrimination, racism, exploitation of workers, joblessness.
- ❖ Question: *Why is it important for these factors to be a part of our Power Analysis?*
- ❖ Examples of reasons for the facilitator to share, if needed:
  - *They help us define the overall purpose of our work: why we're trying to build our own power and what we're trying to accomplish.*
  - *They are a reference point when considering other elements of our Power Analysis.*



### ■ Step #2: Our Agenda and the Opposing Agenda

**SCRIPT**

- ❖ In this second step, we define the two competing agendas that are behind the active efforts of different organizations to address the problems and issues we are facing.
- ❖ Question: *What are some of the key points of our organization's or coalition's agenda, with respect to the problems we just identified?*



- ❖ Take two or three responses from participants. Discuss and clarify the responses as needed, to ensure they represent understandable points in the organization's agenda, and that participants understand the meaning and purpose of "Our Agenda" in the Power Analysis. Write these responses, as clarified, in the box at the upper-left corner of the Power Analysis Grid.

**SCRIPT**

- ❖ Question: *What are some of the key points of the Opposing Agenda(s), with respect to the problems we just identified? (In other words, for the problem or issue areas we identified above, what are the ideas or vision of people and groups that are opposed to our organization's agenda?)*

- ❖ Take two or three responses from participants. Discuss and clarify the responses as needed, to ensure they represent understandable points in the Opposing Agenda, and that participants understand the meaning and purpose of "Opposing Agenda" in the Power Analysis. Write these responses, as clarified, in the box at the upper-right corner of the Power Analysis Grid.

**AGENDA...**

- ❖ Question: *Why is it important for these two agendas to be a part of our Power Analysis?*
- ❖ Examples of reasons for the facilitator to share, if needed:
  - Our Agenda: *Defining our agenda helps us to be clear and on the same page about what we see as solutions to the problems and about what changes we are trying to bring about.*
  - Opposing Agenda: *If we are going to be effective, we need to have an understanding of what agendas are actively being pushed by opposing groups on the problems and issues we care about.*

### ■ Step #3: Major, Currently Active Issue Battles

**SCRIPT**

- ❖ In this third step, we ask what major issue debates or policy battles are currently going on, in our community or area, that are related to the problems and agendas we just defined.
- ❖ Question: *What are some examples of current issue debates or policy battles that are going on, and that are related to the problems and agendas we just identified?*

### 3. WHAT IS THE POWER ANALYSIS TOOL & HOW CAN WE USE IT? (continued)

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- ❖ Examples of issue debates or policy battles for the facilitator to share, if needed:

- Potential government budget cuts in human service programs
- Plans to privatize public programs and lay off public workers
- A proposal for guaranteed health insurance for all residents of the state
- A potential pay increase or cut for union members



- ❖ Take two or three responses from participants. Discuss and clarify responses as needed, to ensure they represent understandable and current issue battles, and that participants understand the meaning and purpose of "Issue Battles" in the Power Analysis. Write these issue debates or policy battles into the starburst-shaped cutouts and post them onto the Power Analysis Grid.



#### **FACILITATOR'S NOTE:**

Regarding the placement of major issues or policy debates onto the Power Analysis Grid: We usually plot them from left to right according to whether the proposal or outcome being battled over is more in line with Our Agenda or with the Opposing Agenda. We plot it from bottom to top according to the likely scale of impact of the outcome. For example if it's a policy proposal that will directly affect the 75% of families in your community or region, that would be plotted higher than if it is an issue that only affects families or workers in one neighborhood.



- ❖ Question: *Why is it important for these issue debates and policy battles to be a part of our Power Analysis?*
- ❖ Examples of reasons for the facilitator to share, if needed:
  - *We will be able to develop better and more informed strategies if we are*
    - *remaining aware of what's going on around us on our issues and related issues, and*
    - *being conscious of how our issues are being discussed and by whom decisions are being made.*

## ■ Step #4: Major Decision Makers

**SCRIPT**

- ❖ In this fourth step, we ask who is actually making the formal decisions (about policies, resources, rules, and regulations) that relate to the problems, issues, and agendas we have defined? What individuals, officials, bodies, or institutions have the formal power to make decisions?
- ❖ Question: *What are some examples of individuals or entities that have the power to make decisions regarding the problems, issues, and agendas we just identified?*
- ❖ Take two or three responses from participants. Discuss and clarify the responses to ensure they represent actual decision makers (and are not being confused with Opposition Groups in Step #5). Ensure also that participants understand the meaning and purpose of "Decision Makers" in the Power Analysis. Write names of these Decision Makers into the triangle-shaped cutouts. Involve participants in deciding where to plot them. Have a brief discussion, if necessary, to reach some agreement before posting them.
- ❖ An important note to participants: It is important for us to be careful in considering where to plot the Decision Makers. Not all decision makers that are "against us" are diehard right-wingers that should be plotted to the far right of the grid. By the same token, many of the elected officials or other decision makers who we consider to be "allies" don't always belong as far to the left of the grid as we sometimes think; and they also may not be as high on the power scale as we sometimes hope. If we are not realistic when plotting the different individuals and groups we deal with, it will ultimately make our Power Analysis (and our strategies) less effective.

**DECISION  
MAKERS**

### **FACILITATOR'S NOTE:**

**Decision-making bodies (such as a city council, or a state assembly), can either be plotted as one entity (by assessing their actions/policies as a body), or as separately as individual members for a more detailed analysis.**

**Another important note is distinguishing between Decision Makers and Opposing Groups. If elected officials or legislative bodies are the ones formally making decisions on the issues we are working on, they are the Decision Makers on the Power Analysis Grid. If there are outside groups or forces (i.e., private corporations or business associations) that have great access and influence, or even unsurpassed power, over these**



Decision Makers, we plot those groups as Opposing Groups, and perhaps place them at an equal level on the power scale to the Decision Makers. If, on the other hand, a specific corporation (or private individual or association) is making the formal decision on our issue that entity or individual would be a Decision Maker. (For example, an employer deciding on whether to give a wage increase to workers or not, or a business deciding whether to pay for the cleanup of toxics it dumped in our neighborhood)



❖ Question: *Why is it important for the Decision Makers to be a part of our Power Analysis?*

- ❖ Examples of reasons for the facilitator to share, if needed:
  - *They are the ones we must exercise power over, so that they make the choices we want and so that we win part or all of Our Agenda.*
  - *Understanding who the Decision Makers are and where they are on the Power Analysis Grid also helps us plot other players and groups and determine how much power they have to influence people who make decisions.*

### ■ Step #5: Organized and Active Opposition Groups

- ❖ Understanding the role of existing organizations in our community is important to our power analysis. In this fifth step, we ask what organized groups are out there that are actively working in support of the Opposing Agenda and/or against Our Agenda? A similar note regarding plotting Opposition Groups: It is important for us to analyze who these groups are and how they function and to consider their attributes carefully before plotting them.



❖ Question: *What are some examples of Opposition Groups that we should be aware of, given the problems we are addressing and the competing agendas we identified?*

- ❖ Take two or three responses from participants. Discuss and clarify the responses as needed, to ensure they represent actual Opposition Groups (and are not being confused with Decision Makers). Write these responses on the rectangular cutouts. Involve participants in deciding where to plot them. Have a brief discussion, if necessary, to reach some agreement before posting them.

**OPPOSITION  
GROUPS**

- ❖ Questions the facilitator can ask to assess whether participants' responses are appropriate examples:

**SCRIPT** • *Is this a group that is organized and active on the issues and problems we are addressing?*

- *Is this a group that affects the Decision Makers (or the community in general) in a way that is substantive and relevant to us?*

- ❖ Question: *Why is it important for Opposition Groups to be a part of our Power Analysis?*

- ❖ Examples of reasons for the facilitator to share, if needed:

**SCRIPT** • *They are exercising power over the Decision Makers, so we must understand them to develop the most effective strategy possible.*

- *They also often attempt to influence the community at large with public messages having their "spin" on our issues. Our membership and activists may also be affected.*

## ■ Step #6: Organized Ally or Supporting Groups

**SCRIPT** ❖ *In this sixth step, we ask what organized groups are out there which are actively working in support of Our Agenda (parts of it, or the whole thing), or could be actively working with us?*

- ❖ A note regarding plotting the Ally or Supporting Groups similar to the one we gave about Decision Makers and Opposition Groups: *It is important for us to be realistic and analytical about where we plot ourselves and our friends. We often overestimate our own power and this can also lead to flawed strategies. We must plot our own organization, our allies, and potential allies according to how much power we actually have today, not how much we might have or how much we think we are building this year.*

**SCRIPT** ❖ Question: *What are some of the Ally or Supporting Groups that are important for us to plot on the Power Analysis?*

**ALLY OR  
SUPPORTING  
GROUPS**

- ❖ Take two or three responses from participants. Discuss and clarify the responses as needed to ensure that they represent actual Ally or Supporting Groups. Write these responses on the rectangular cutouts. Involve participants in deciding where to plot them. Have a brief discussion, if necessary, to reach some agreement before posting them.

### 3:WHAT IS THE POWER ANALYSIS TOOL & HOW CAN WE USE IT? (continued)

- ❖ Questions the facilitator can ask to assess whether participants' responses are appropriate examples:

- SCRIPT** • *Is this an organization that already exists, is active, and has the capacity to achieve its goals?*
- *Is this a group that has an agenda similar to ours (at least on the issue at hand) or has real potential to be supportive?*

- SCRIPT** ❖ Question: *Why is it important for Ally or Supporting Groups to be a part of our Power Analysis?*

- ❖ Examples of reasons for the facilitator to share, if needed:

- *They are working on similar agendas.*
- *They have the potential to help us build the power we need to win.*

#### ■ Step #7: "Unorganized" Constituencies or Social Groups

- ❖ Obviously, in most communities existing organizations, clubs, and institutions play important roles that we must understand. However, we also need to look at individuals and groups that do not belong to formal organizations. In this seventh step, we consider the following questions:


**UNORGANIZED  
GROUPS**

- SCRIPT** • *What are the kinds or categories of people in the community that our organization believes are the most important to be organized and to involve in making social change?*
- *Who are the people in the community that are most affected by the problems and issues we identified as important to address?*
- ❖ Notes to make regarding identifying "Unorganized" Constituencies or Social Groups and plotting them on the Power Analysis Grid:
  - Unorganized Groups are individual people in the community (as our organization defines "the community" or "communities") who are not already in organized groups or clubs or in institutions such as churches or unions.


- Unorganized constituencies that we might identify as the people or social group(s) we are trying to organize include:
  - People who are low-wage workers
  - People who are African-American, Latino/a, and/or Asian American/Pacific Islander
  - People who are immigrants
  - Students or youth
  - People who live in a certain neighborhood
  - People who receive welfare
- Here again it is important to make sure that participants analyze their choices carefully and are realistic about where they plot people they identify for this category onto the Power Analysis Grid.

### FACILITATOR'S NOTE:

Our progressive organizations often have a tendency to assume that the people in the community or communities we focus on are "with us" and support our agendas. This is usually an optimistic assessment. Given the current political climate in the United States, corporate and conservative views of the world have had a serious impact on the way everyone in our society thinks, sees, and understands things. We must be honest with ourselves about how much of Our Agenda people actively agree with, and how much of the Opposing Agenda (and our opponents' propaganda) they agree with. Then we can correctly plot these communities on the Power Analysis, and again, this will lead to more effective strategies.


 **SCRIPT** ❖ Question: *What are some examples of Unorganized Groups that are important for us to plot on the Power Analysis?*

- ❖ Take two or three responses from participants. Discuss and clarify the responses as needed, to ensure they represent Unorganized Groups. Then write these responses on the cutouts. Involve participants in deciding where to plot them. Have a brief discussion, if necessary, to reach some agreement before posting them.

 **SCRIPT** ❖ Question: *Why is it important for the Unorganized Groups to be a part of our Power Analysis?*

- ❖ Examples of reasons for the facilitator to share, if needed:
  - It helps our organization to have a shared and clear understanding of our community, how they're affected by the problems and issues, and what their thoughts and views are on the problems and issues we address.
  - It is also important for us to know who is most impacted by the problems we're addressing, and what groups of people have the potential to build the power needed to win the change we want.

### ■ Step #8: Analyze the Picture and Strategize for Action

-  **SCRIPT** ❖ *The final step, and the punch line of this whole process, is to review and analyze the picture we've developed and see what it tells us about what strategies we can take to build our power and win the social change we want.*
- ❖ Examples of questions we can ask ourselves to develop strategies for action:
    - *What are the strengths and challenges of the current position of our organization and our allies?*
    - *What opportunities for organizing (recruiting, developing leadership, and expanding our power) does this picture show us?*
    - *What needs and opportunities for building alliances with other organizations does this picture show us?*
    - *What opportunities for working on specific issues or campaigns that connect to our agenda does this picture show us?*
    - *What other implications does this picture have for our organization and our work?*

### ■ Present and discuss a power analysis of an actual situation.



#### **FACILITATOR'S NOTE:**

Depending how much time you have, choose an appropriate sample power analysis in advance to present. You can select from examples in your own work or examples of power analyses provided in the "Examples" section at the end of this manual.



## 4: APPLICATION: DEVELOPING OUR OWN POWER ANALYSIS

Basic facilitation steps for the application exercise and reviewing the results:

### A) Introduce and explain the exercise.

- The group will develop a power analysis of their own to further their own understanding of the tool and how to use it.

**MATERIAL III-U to III-V:**  
**Instructions: Power**  
**Analysis Exercises**  
**(1 and 2)**



### B) Hand out materials and set up the needed supplies.

### C) Have participants do the exercise in small groups or in one large group.

### D) Review and discuss the results of the exercise.

- If you had small groups doing the exercise, then each small group can report their results to and discuss them with the large group.

## TIPS FOR PLANNING A POWER ANALYSIS SESSION

### A) Set clear goals for the session (or series of sessions).

- Involve participants as much as possible in setting the goals for the session.

### B) Gather background information and data ahead of time.

- Use the worksheets "Power Analysis Info About Your Community, Region, and/or State" that are included at the end of this chapter, and make a plan for how, when, and by whom the needed information will be gathered.

**MATERIALS III-W to III-Y:**  
**Forms: Power Analysis**  
**Info; Key Info to**  
**Gather; Where to**  
**Find Information**



### C) Tailor the session to your own goals, needs, and situation.

- Goals and specific objectives of the session (or series of sessions) should be tailored according to your purpose(s). (e.g., Is it a training on how to develop a power analysis? Is it a working session to develop a power analysis for an issue campaign? Is it a political education session for your staff or members on the political and economic situation in your community?)

- The length of time for the session(s) should also be decided, and this will obviously have implications for the goals and agenda and pre-steps.
- Be clear about who will or should participate in the session.
- Identify examples of already-developed power analyses you will use in the session.
- Factors to consider in deciding what kind of exercise you will do (in the application portion of the session), and what issue or community this exercise should focus on:
  - ❖ Are all participants from one organization or working on the same issue? Or not?
  - ❖ Is the group of participants small enough to do an exercise together in one group, or will dividing up into small groups be more effective?
  - ❖ Is the session focused on a power analysis related to a specific issue or campaign? Or, is it more broadly focused on conditions in a community overall?
  - ❖ How much time is there for the session(s)? Are there several sessions that will be devoted to doing this power analysis, or just one?

**D) Prepare the handouts, visuals and other materials needed for the session.**

- Carefully review the Materials list at the beginning of this chapter and the actual materials at the end of this chapter, to determine which you will need to use.

**E) Understand the potential uses and applications of the Power Analysis tool.**

- Two of the most common types of Power Analysis are described below (more detailed descriptions are included with the Materials):
  - ❖ Landscape or Community Power Analysis: a broad picture of power relationships, conditions, problems, key players, and trends in a community. This type of Power Analysis can help us develop a deeper understanding of community and long-term strategies for building power and winning social change.
  - ❖ Campaign or Issue Power Analysis: a picture of the power relationships, key players, and trends relating to one issue area or campaign. This type of Power Analysis can help us create clearer, more effective strategies and tactics for winning a specific set of demands around a particular issue.

**MATERIALS III-Z, III-AA, III-BB:  
Additional Power  
Analysis Materials**



## TIPS FOR FACILITATING A POWER ANALYSIS SESSION

### **A) Choose the best option for how to visually present and create a Power Analysis during the different parts of your session.**

- Benefits and drawbacks of using PowerPoint software with an LCD computer projector:
  - ❖ This system is good for presenting the information in a visual way, particularly for large group discussions. It can also be helpful for preparing and presenting complicated visuals, such as very detailed power analysis.
  - ❖ It is also good for compiling and presenting the results of information-gathering that you may have done before a session.
  - ❖ A drawback is that if you only use projected images for an entire session, it can sometimes result in less participation and interaction than when participants manually construct a Power Analysis on the wall.
- Using butcher paper and colored cutouts to manually construct the Power Analysis:
  - ❖ Because this method is "hands-on"—participants are constructing the visual themselves—it can help make the session more participatory.
  - ❖ It is important for participants to feel engaged during this part of the session, because that will assist them in applying the Power Analysis tool to their own community or issue.
  - ❖ When possible, it is very effective to do a session using a combination of computer projection **and** butcher-paper visuals constructed by participants.

### **B) Choose the option that will be most effective in engaging participants and accomplishing your goals for the session:**

- Divide up into small groups, and instruct each small group develop a power analysis on the same campaign issue or same community. Then have small groups report their results to the large group, and have everyone compare and discuss what was raised.
- Divide up into small groups, and instruct each small group to develop a different part of the same power analysis. For example, one small group may develop the "Problems/Conditions," "Opposing Agenda," "Our Agenda," and "Issues Battles" parts of the Power Analysis. Another small group may develop the "Decision Makers," "Opposing Groups," "Ally or Supporting Groups," and "Unorganized People," aspects of the Power Analysis. Then everyone rejoins the large group, puts together the results, and discusses them.

#### 4: APPLICATION: DEVELOPING OUR OWN POWER ANALYSIS (continued)

- The activity is broken up into two sessions. In one session, participants (in either small groups or one large group) do the first three or four steps of the power analysis. The facilitator(s) close this session by having participants identify implications of the discussion, next steps, and additional information needed. Information is gathered before a second session, during which participants complete the Power Analysis (again in either small groups or one large group).

### **C) Identify and prepare materials for the Power Analysis session.**

- Large, blank Power Analysis Grid(s) to use on the wall
  - ❖ Use several pieces of butcher paper taped together to create a large rectangle that can be taped up onto a wall. Draw the outlines of the Power Analysis Grid onto this large rectangle of butcher paper. The cutouts can then be taped onto this rectangle so that a completed Power Analysis can be easily moved, if necessary.
  - ❖ It is also possible to use thick string or crepe-paper streamers to create the outlines of a Power Analysis Grid on a wall. The cutout shapes can then be taped directly onto the wall itself within these lines.
- Cutout Shapes for each part of the Power Analysis
  - ❖ There are blank shapes, preprinted on 8 1/2x11 paper, included at the end of this chapter. You can photocopy these. We recommend using different colors of paper for each shape, and also using your copier to enlarge the shapes onto 11x17 paper if possible. This can help make the Power Analyses you create clear and visually effective.
- Worksheets/Handouts
  - ❖ Review the materials at the end of this chapter, as well as the suggested materials that are described in the different parts of the facilitation outline, and decide what you will need.

## **5: SUMMARY, EVALUATION, AND NEXT STEPS**

### **A) Summarize the Session**

- What goals were accomplished and what were the results?

### **B) Evaluate the Session**

### **C) Identify Concrete Next Steps**





## **ASSUMPTIONS OF POWER ANALYSIS**

- 1. Power relationships are unequal right now & this is key part of the reason for the problems & conditions we face.**
- 2. There is a political agenda at work causing these problems, and power is being exercised behind it. We have to develop strategies that address these realities.**
- 3. A more systematic way of understanding power and how it is exercised is necessary to achieving long term social change.**

## **PURPOSES OF POWER ANALYSIS**

- 1. Understand how (& by who) power is exercised to cause and maintain the problems & conditions that we seek to change**
- 2. Develop effective strategies for:**
  - Winning progressive social change
  - Permanently altering power relationships in favor of the people suffering from the problems & conditions that we seek to change
  - Grassroots organizing to build progressive power
  - Issue campaigns that BOTH help to build power AND win social change
  - Connecting short term activities to LONG TERM goals





# BLANK POWER ANALYSIS GRID

OPPOSING AGENDA

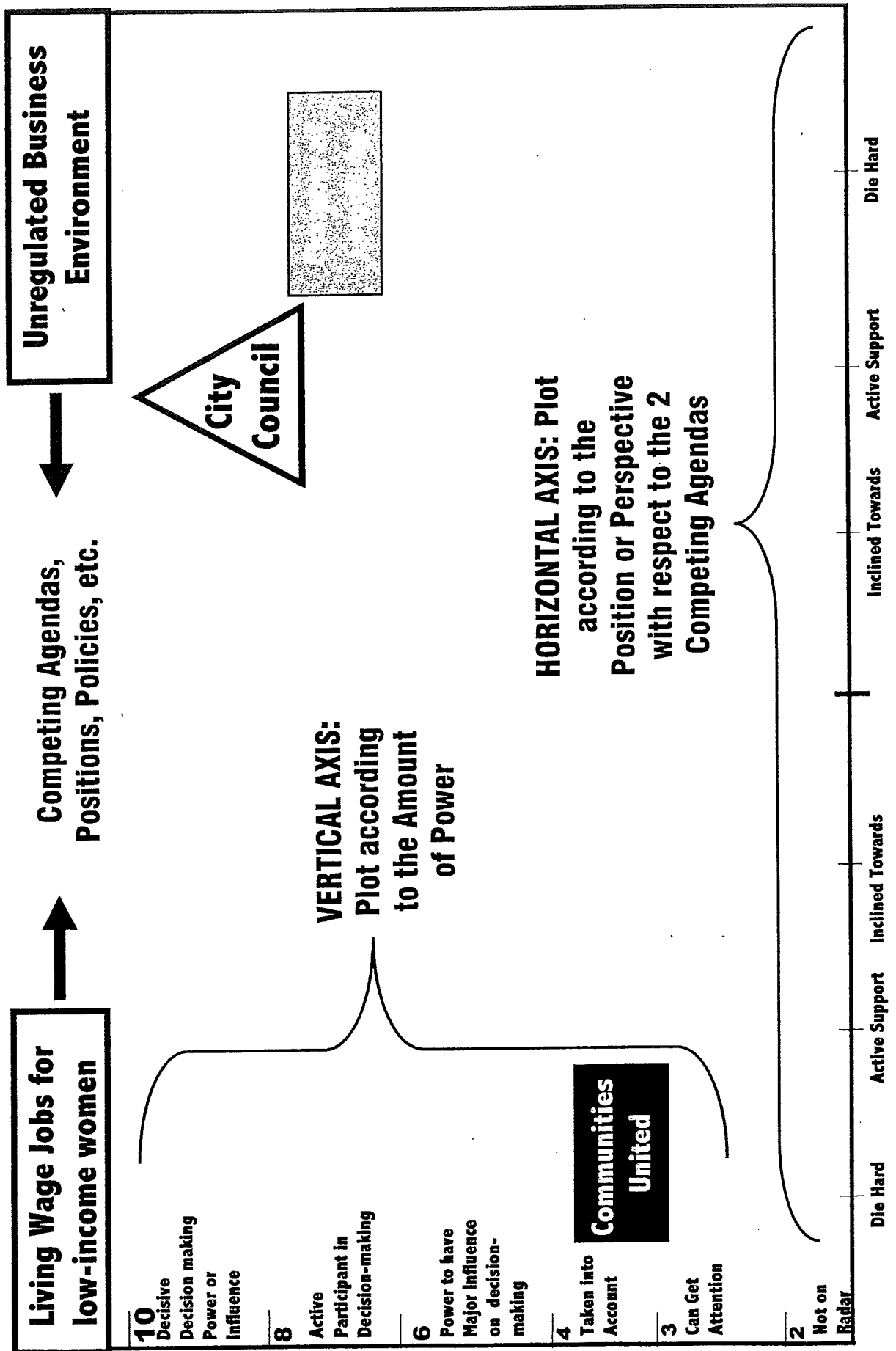
OUR AGENDA

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

Die Hard      Active Support      Inclined Towards      Inclined Towards      Active Support      Die Hard

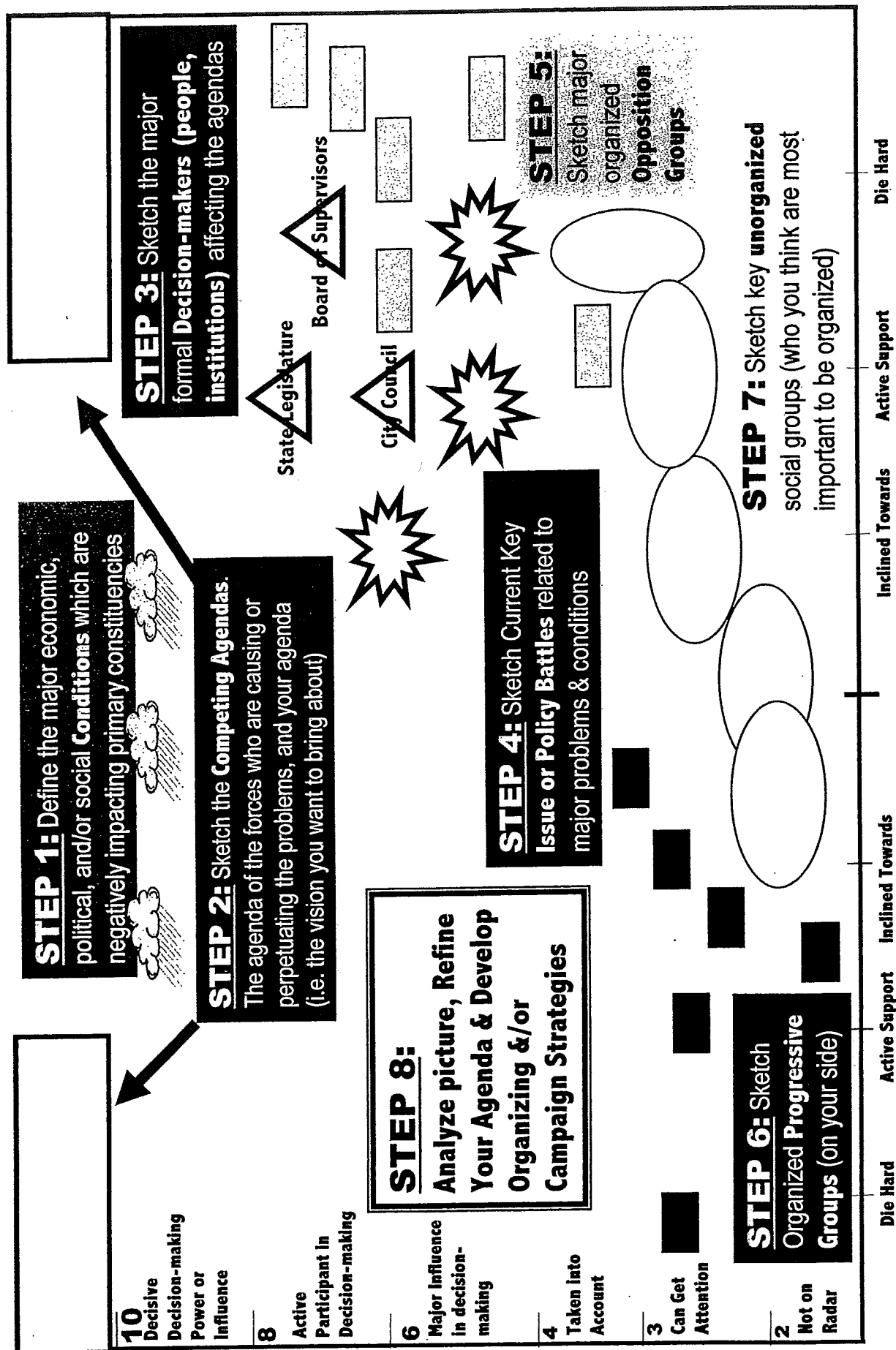


# HOW TO READ & CONSTRUCT THE POWER ANALYSIS GRID

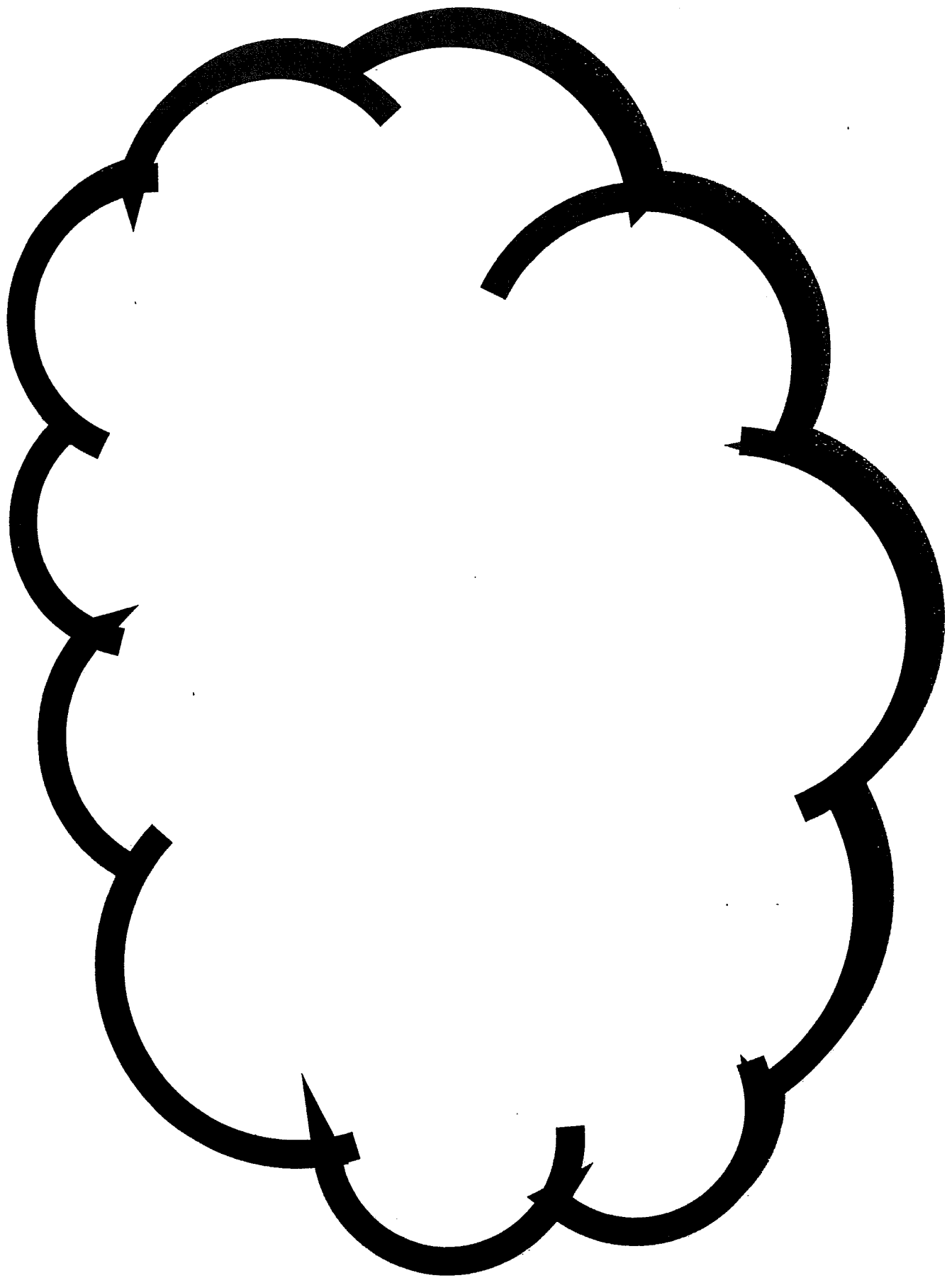




## Power Tools • III. Power Analysis









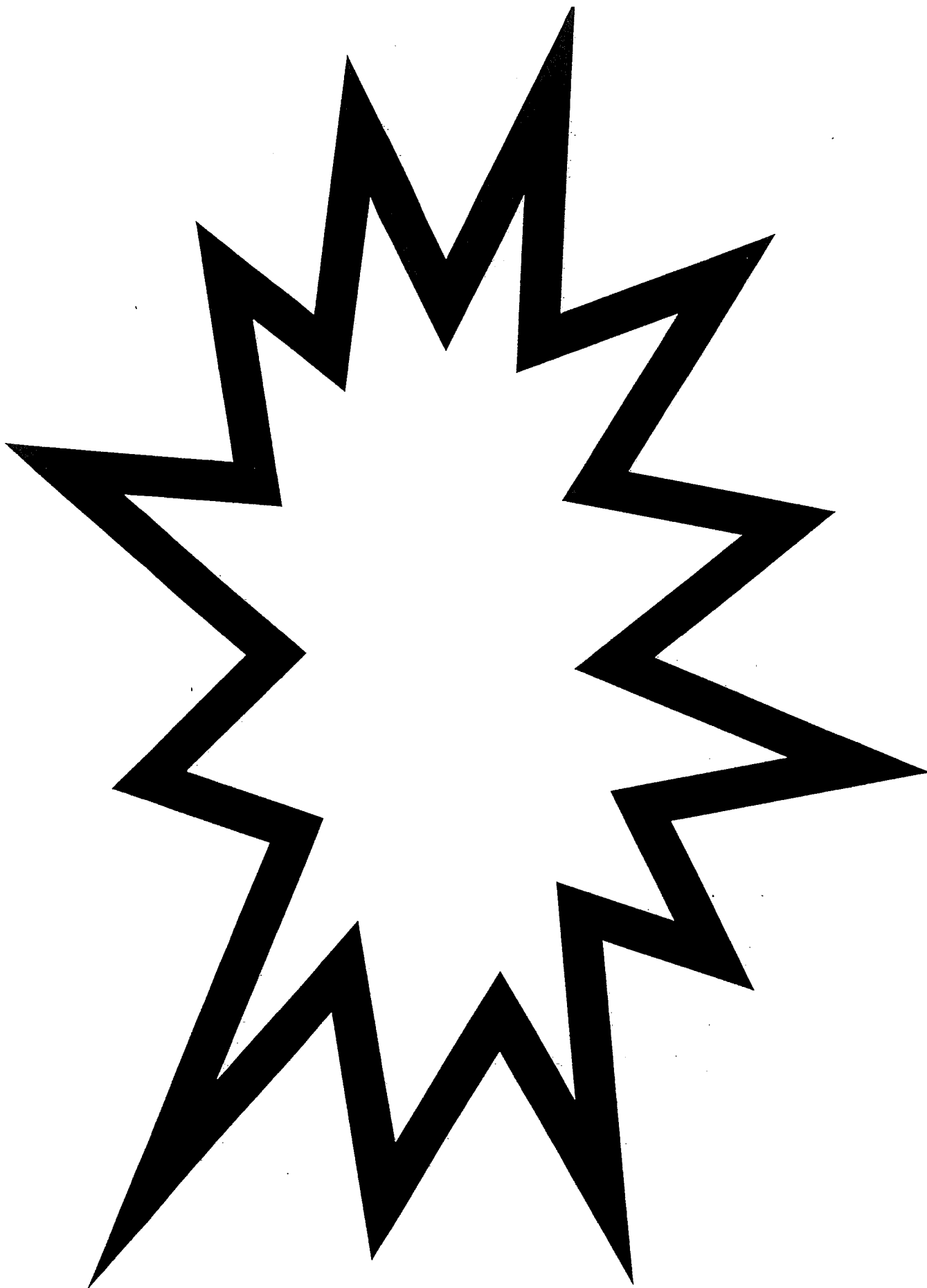


# OUR AGENDA

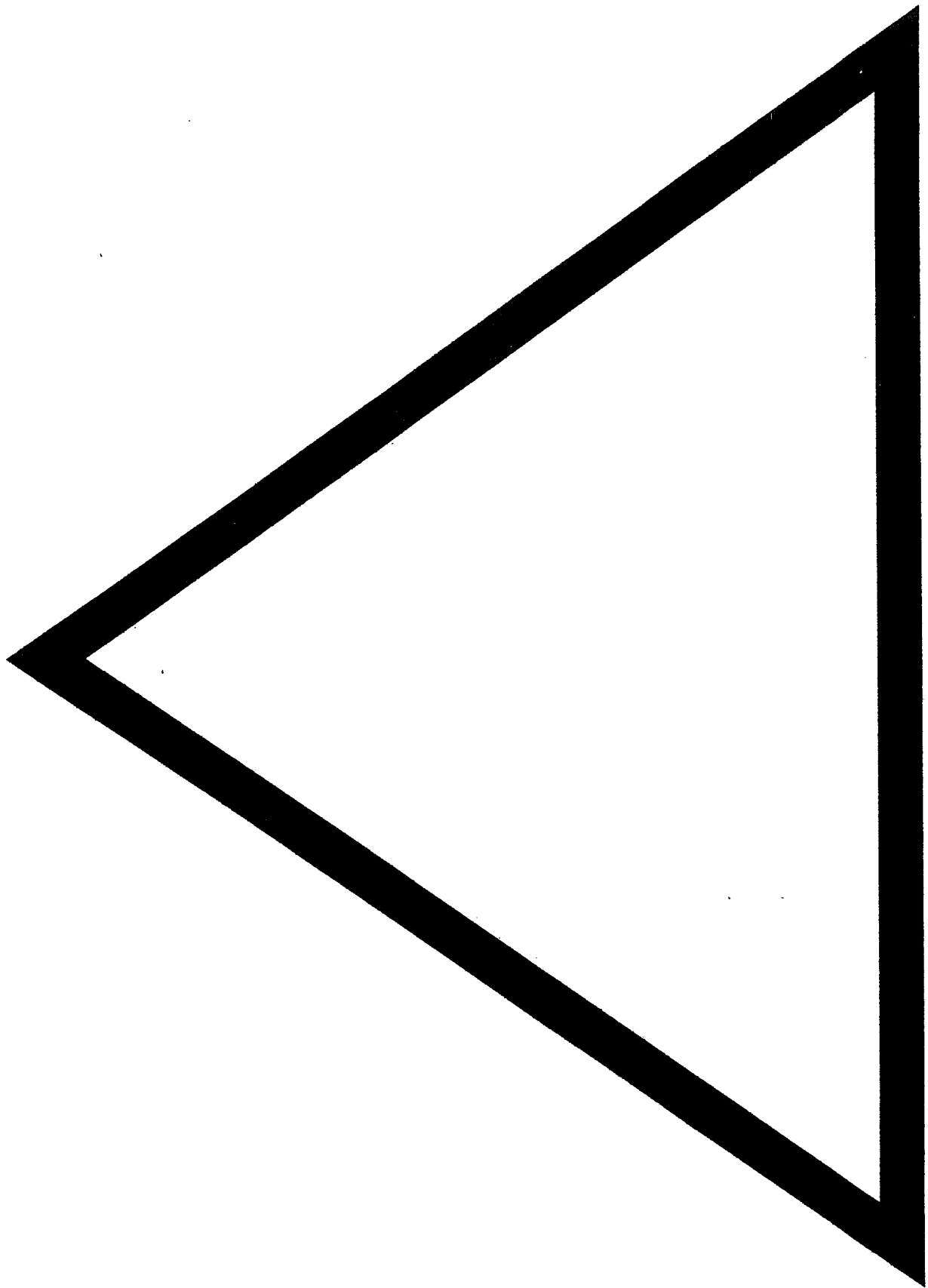


# OPPOSING AGENDA



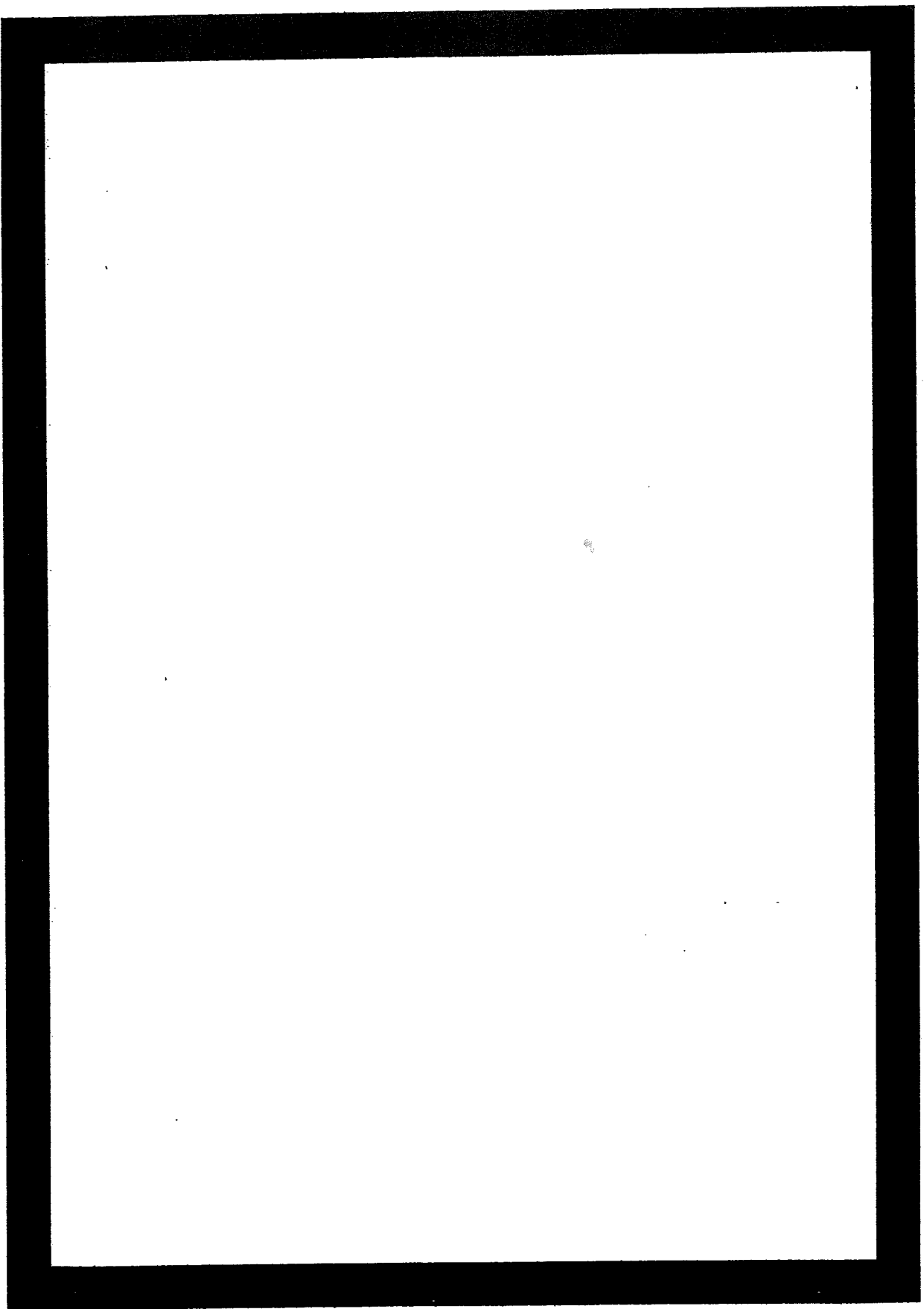




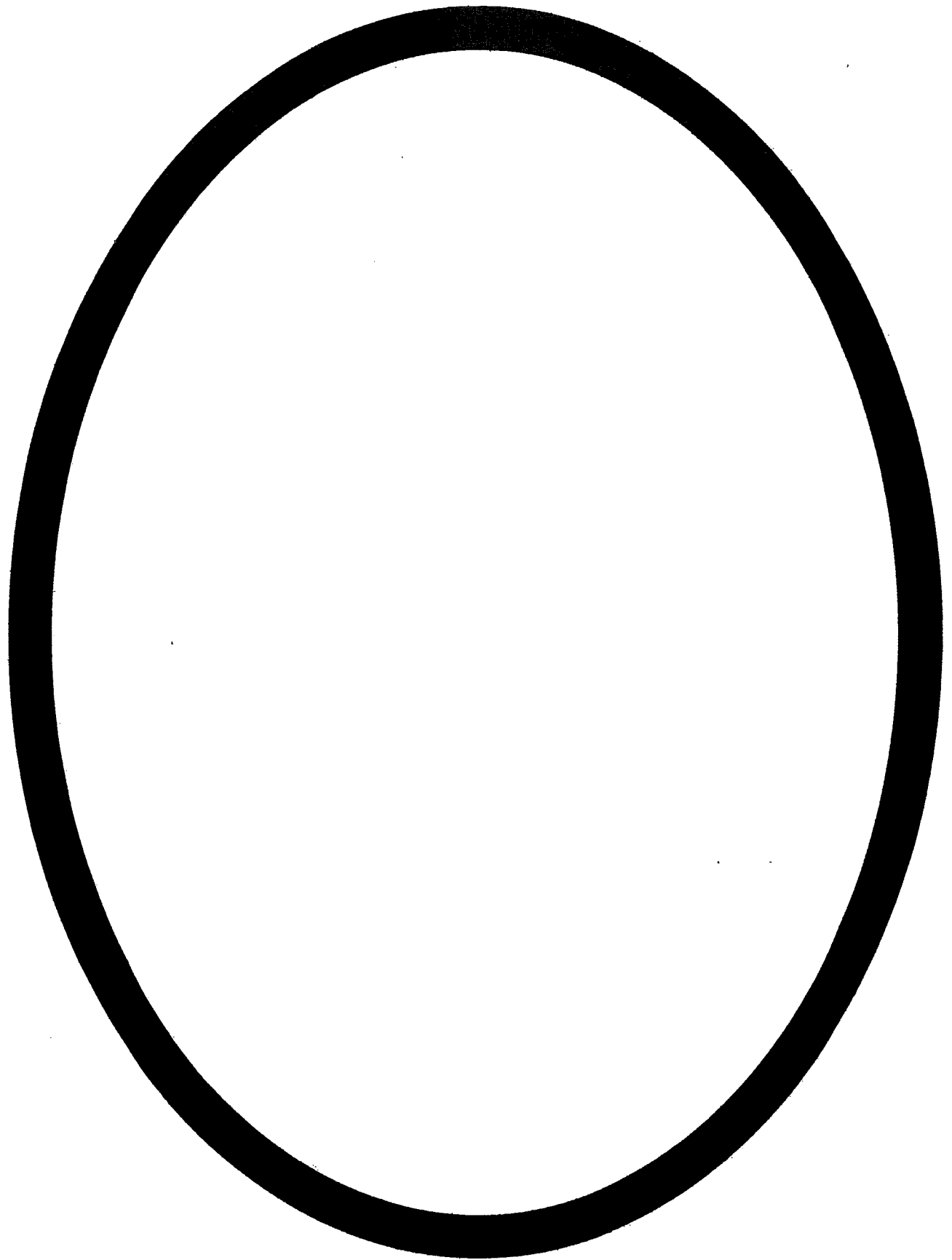














# 10

## **Decisive Decision- Making Power or Influence**



# 8

## Active Participant in Decision-Making





# 6

## Major Influence on Decision-Making



# 4

## Taken Into Account



# 3

# Can Get Attention



# 2

## Not on the Radar Screen





# | “Die-Hard” Supporter



# Active Supporter



# I Inclined Toward



**STEP 1: Plot the Key Decision-makers/Power Centers**

1. Pass out squares of paper to each member of the group
2. Ask participants to write down on a **TRIANGLE** shaped paper the persons and/or bodies who make the decisions shaping the problems/conditions your organization is working to change (make sure they use markers & write large)
3. Have participants pass sheets forward
4. Go through each sheet and have group collectively decide where to place the decision-maker on the grid.

- |     |                     |    |                                 |
|-----|---------------------|----|---------------------------------|
| (1) | How far to the Left | or | How far to the Right            |
| (2) | How High            | or | Low on the vertical power scale |

{ During the next steps be sure to probe/push people to be accurate in their assessment of where to place each group Left-to-Right, and where to place them in terms of how much power they have }

**STEP 2: Plot the Major Battles/Campaigns which are happening in the area**

1. Ask participants to list the Major Battles and/or Campaigns which are going on related to the problems/conditions they are fighting to change
2. Write each Battle and/or Campaign on a **"starburst"** shape sheet of paper
3. Go through each sheet and have group collectively decide where to place the battle/campaign on the grid

- |     |                     |    |                                 |
|-----|---------------------|----|---------------------------------|
| (1) | How far to the Left | or | How far to the Right            |
| (2) | How High            | or | Low on the vertical power scale |

**STEP 3: Plot Organized Opponents**

1. Ask participants to write down on a **square** of paper the names of organized opposition groups (i.e. corporations, business/corporate associations, chambers of commerce)
2. Have participants pass sheets forward
3. Go through each sheet and have group collectively decide where to place the opposition groups on the grid

- |     |                     |    |                                 |
|-----|---------------------|----|---------------------------------|
| (1) | How far to the Left | or | How far to the Right            |
| (2) | How High            | or | Low on the vertical power scale |

#### **STEP 4: Plot Your Organization and Your Organized Allies**

4. Ask participants to write down on a **square** of paper (different color than the OPPONENTS) the names of organized Allies involved in the Battles/Campaigns
5. Have participants pass sheets forward
6. Go through each sheet & have group collectively decide where to place the opposition groups on the grid
  - (1) How far to the Left or How far to the Right
  - (2) How High or Low on the vertical power scale
7. Write a square for your organization and ask participants where it should be placed on the power matrix

#### **STEP 5: Plot Other Unorganized Social/Economic/Political Groupings**

1. Ask participants to write down on an **oval-shaped** piece of paper the names of unorganized social, economic, and/or political groupings affected by the Problems/Conditions/Battles/Campaigns (i.e. geographic communities, ethnic communities, economic groupings (poor, middle class, etc.), voting blocks, types of workers...)
2. Have participants pass sheets forward
3. Go through each sheet and have group collectively decide where to place the social groups on the grid
  - (1) How far to the Left or How far to the Right
  - (2) How High or Low on the vertical power scale



# POWER ANALYSIS EXERCISE (version 2)

## I. Large Group Exercise

*We will do the first few steps of the Power Analysis collectively in the large group*

- 1. Plot Major Problems & Conditions**
- 2. Sketch the Opposing Agenda & Our Agenda**
- 3. Plot Key Issues or Battles**
- 4. Plot Decision-Makers**

## II. Small Group Exercise <20 Minutes>

*For the next steps of the exercise, we will get into small groups & walk through the following steps:*

5 min      **A. Brainstorm Examples of the Item Your Small Group Was Assigned**

- Write up on the Butcher Paper the examples your group brainstorms
- Think of both CATEGORIES as well as SPECIFIC EXAMPLES

10 min      **B. As a group, CHOOSE the TWO (2) Most Important Items from the Brainstorm List**

- Discuss and Debate which are the 2 most important items to be placed on the big Strategic Power Analysis for the large group to see
- Choose your two items (Take a quick "straw poll" giving everyone 2 votes & then identifying which 2 items got the most votes)

5 min      **C. Decide Where ON THE POWER ANALYSIS You Would PLOT Your Group's 2 Items**

- How far to the LEFT or RIGHT (based on where they stand on the 2 AGENDA's)
- How HIGH or how LOW on the Power Scale (based on how much power they have to influence/affect the decisions that get made)

**D. Choose a Representative from Your Group to Present the Results of Your Discussion**

*Each small group's representative will have 2-3 minutes to:*

- Explain why your group thought these 2 items were the **most important**
- Explain why your group plotted the 2 items **where** you did on the Power Analysis

## III. Small Groups Report: CONSTRUCTING the POWER ANALYSIS

## IV. Observations, Questions, Discussion



NAME OF GROUP: \_\_\_\_\_

GEOGRAPHIC AREA OF WORK: \_\_\_\_\_

1. What Are the Most Important Problems or Conditions in your community/region that the Organization wants to address?

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2. What are Long Term Solutions the organization sees to these problems? Be as specific as possible.

*(example: Solution to the problem of lack of access to quality healthcare = GUARANTEED HEALTH INSURANCE SYSTEM FOR EVERYONE IN STATE)*

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3. Who does the organization see as the most important people to be involved achieving the long-term solutions?

*(Who are the key constituencies you are trying to organize and involve in campaigns? Be as specific as possible by geography, race, class, gender, age, etc.)*

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4. What are the main strategies or approaches the organization uses to exercise power? (direct action, advocacy, professional lobbying, grassroots lobbying, voting) PLEASE GIVE A SPECIFIC EXAMPLE OF EACH STRATEGY/ APPROACH YOU LIST)

☐ \_\_\_\_\_

☐ \_\_\_\_\_

☐ \_\_\_\_\_

☐ \_\_\_\_\_

5. What current "battles" are being fought in your area, (on issues which affect the people you're organizing AND/OR affect the problems & conditions you have identified as the most important to address)?

*("Battle" = any currently active policy debates, issue campaigns, opposition efforts, elections, etc. that affect, or are related to, the work you do. They may be things in which your organization is actively involved, OR NOT.)*

<input type="checkbox"/> _____	<input type="checkbox"/> _____
<input type="checkbox"/> _____	<input type="checkbox"/> _____
<input type="checkbox"/> _____	<input type="checkbox"/> _____
<input type="checkbox"/> _____	<input type="checkbox"/> _____

# POWER ANALYSIS INFO FOR YOUR COMMUNITY, REGION, and/or STATE (2)

## 1. Who are the KEY DECISION-MAKING BODIES?

(For Example: Mayor, City Council, County Governmental Bodies, Commissions, Boards, etc.)

- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_

(A) Where do they stand on your issues:							
Fully Support & Vote for your agenda				Fully Support & Vote for opposed agenda			
+3	+2	+1	0	-1	-2	-3	
+3	+2	+1	0	-1	-2	-3	
+3	+2	+1	0	-1	-2	-3	
+3	+2	+1	0	-1	-2	-3	
+3	+2	+1	0	-1	-2	-3	

(B) How Much Power						
DECISIVE: They make decisions on issues affecting us				NONE: They can't make any decisions		
10	8	6	4	2	0	
10	8	6	4	2	0	
10	8	6	4	2	0	
10	8	6	4	2	0	
10	8	6	4	2	0	

## 2. Who are the KEY ORGANIZED OPPOSITION GROUPS/FORCES?

(Groups you are fighting, that actively organize to oppose your agenda, or support an agenda that you oppose)

- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_

How Much Power Do They Have						
They can TELL Decision-Makers WHAT TO DO!				NONE: Decision-Makers Don't Know Who They Are		
10	8	6	4	2	0	
10	8	6	4	2	0	
10	8	6	4	2	0	
10	8	6	4	2	0	
10	8	6	4	2	0	
10	8	6	4	2	0	

## 3. What are the major elements/highlights of the AGENDA of these opponent groups?

(Their agenda = the public policies they want, their beliefs and values, vision for society, etc.)

- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_

## 4. Who are your organization's KEY ALLY or POTENTIAL ALLY ORGANIZATIONS?

(Groups, Coalitions, and/or Institutions you work with OR you think should/would support your agenda)

- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_

(A) Where they stand:							
Fully Support & mobilize for your agenda				Fully Support & mobilize for opposed agenda			
+3	+2	+1	0	-1	-2	-3	
+3	+2	+1	0	-1	-2	-3	
+3	+2	+1	0	-1	-2	-3	
+3	+2	+1	0	-1	-2	-3	
+3	+2	+1	0	-1	-2	-3	
+3	+2	+1	0	-1	-2	-3	
+3	+2	+1	0	-1	-2	-3	

(B) How Much Power						
They can TELL Decision-Makers WHAT TO DO!				NONE: Decision-Makers Don't Know Who They Are		
10	8	6	4	2	0	
10	8	6	4	2	0	
10	8	6	4	2	0	
10	8	6	4	2	0	
10	8	6	4	2	0	
10	8	6	4	2	0	
10	8	6	4	2	0	

# DEMOGRAPHIC PROFILE OF CONSTITUENCIES IN GEOGRAPHIC REGION

## ☐ 1. Population Demographics (Cumulative for Region, or by State)

- ☐ Race Demographics of Current Population of Region
- ☐ Gender Demographics of Current Population of Region
- ☐ Age Demographics of Current Population of Region
- ☐ Demographics of #'s & %'s of Immigrants (Foreign-born)
- ☐ Demographics of #'s & %'s of Linguistically-Isolated Households  
(No one in household is fluent in English)
- ☐ Demographics of Education Levels  
(% with H.S. Graduation; % with some college; % with college degree)
- 10 YEAR TRENDS FOR THESE BASIC DEMOGRAPHICS  
(ie, what is the difference in Race Demographics compared to 10 years ago? Or # of Immigrants?)

## ☐ 2. Economic/Class Analysis (Cumulative for the Region, or by State)

- ☐ Distribution of Household Income in the Region  
(ie, x% of households earn <\$15,000/yr; y% earn \$15,000-34,000, etc.)
- ☐ #'s of people unemployed (Total #'s & % of working age population)
- ☐ #'s of people living below poverty level (Total #'s & % of population)
- ☐ #'s of people on public assistance (Total #'s & % of working age population)
- ☐ Dominant/Prevalent Occupations and/or Industries
- ☐ All 4 of the above Statistics BROKEN DOWN BY RACE  
(ie, Household Income differences by race; people on public assistance #'s for each race, etc.)
- 10 YEAR TRENDS FOR THESE BASIC DEMOGRAPHICS

## ☐ 3. Voting Patterns/Profile of the Electorate (BY STATE)

- ☐ Voter Registration Rates
- ☐ Voter Turnout Rates
- ☐ Registration & Turnout Rates BROKEN DOWN BY RACE
- ☐ PROFILE OF THE ELECTORATE (WHO ACTUALLY VOTED)  
For a Recent Presidential Election (2000):
  - Of all people who actually voted: Race Breakdown, Income Breakdown
  - Info usually available from Exit-Polling

## ☐ 4. Social Conditions/Problems

- ☐ Rates of homelessness or substandard housing
- ☐ Rates of substance abuse
- ☐ Prison Population
- ☐ Rates of crime/violence affecting target populations
- ☐ Indicators of Low quality/inadequate education

## POWER STRUCTURES

- ☐ **1. Public Decision-making Bodies/Representatives/Officials**

<Governors, State Legislatures, Key Boards/Commissions, Federal

**Governmental entities making decisions affecting the Region>**

- ## 2. Key Corporations & Corporate Associations

<which exercise power at the state or regional level>

- ### 3. Key Organized Groups & Associations

<which exercise power at the state or regional level>

- ☐ 1. Churches/Religious Groups
- ☐ 2. Community Organizing Groups
- ☐ 3. Unions
- ☐ 4. Economic/Community Dev. Corporations
- ☐ 5. Social Services Agencies
- ☐ 6. Neighborhood Groups, Block Clubs, Associations
- ☐ 7. Political Groups/Associations
- ☐ 8. Advocacy Groups

## PROFILE OF CURRENT ISSUES/BATTLES & POLICY AGENDAS

What major economic, social, political battles are currently going on that affect key problems/conditions and/or key constituencies that are being organized

**EXAMPLES OF AREAS/CATEGORIES OF ISSUES/BATTLES:**

- ☐ 1. Fiscal/Budget Policies
- ☐ 2. Economic Development and Land Use Policies
- ☐ 3. Political/Governance Policies
- ☐ 4. Social Policies (Public Safety, Education, etc.)
- ☐ 5. Environmental Policies

[illegible]

# WHERE TO FIND INFORMATION FOR POWER ANALYSIS

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## **1. NEWSPAPERS**

- ✦ Archives (including Fax Services and On-line info)

## **2. GOVERNMENT DEPARTMENTS**

- ✦ Reports
- ✦ Studies (including US Census & other official demographic info)
- ✦ Meetings

## **3. LIBRARIES**

- ✦ Books
- ✦ Periodicals
- ✦ Journals

## **4. INTERVIEWS**

- ✦ Government Officials, Bureaucrats
- ✦ Experts (academics, professionals)

## **5. COMMUNITY-BASED RESOURCES**

- ✦ Active community organizations and service agencies
- ✦ Local unions, and non-profit research/policy organizations

## **6. COLLEGES:**

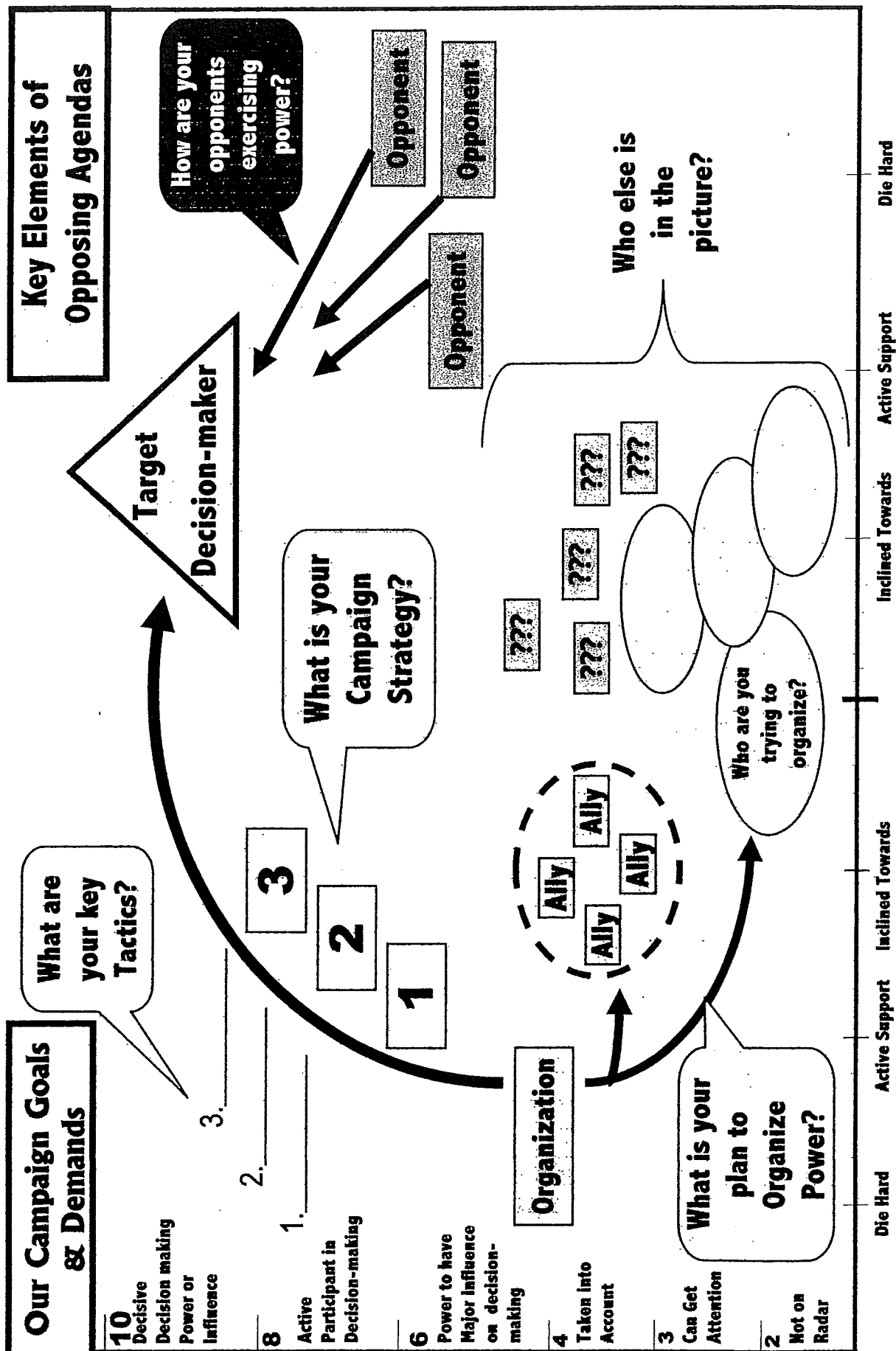
- ✦ Research or Study Projects
- ✦ Student Thesis Papers

## **7. INTERNET**





# DEVELOPING A CAMPAIGN POWER ANALYSIS





## **TYPES OF POWER ANALYSIS INCLUDE:**

**Community/Regional Power Analysis:** Analysis of the political landscape of a defined community or region including key problems-conditions, strategic decision-making centers, major current battles, opposition groups, organized progressive groups (actual/potential), and important unorganized social groups.

**Campaign Power Analysis:** Analysis for a specific issue campaign, including decision-making targets, key battles, organized opponents, organized supporters, and unorganized social groups affecting that one specific issue.

**Constituency Power Analysis:** Analysis of the political landscape affecting a specific constituency (e.g., welfare recipients, or service workers) including major decision-making centers, key issues/battles, organized opponents, organized supporters (actual/potential), and unorganized social groups.

## **EXAMPLES OF HOW POWER ANALYSIS HAS BEEN USED:**

1. **Developing Organizing Strategies**
2. **Selecting Issues and Campaigns**
3. **Developing Campaign Strategies**
4. **Tracking & Updating Campaign Strategies**
5. **Skills training for staff or grassroots leaders**
6. **Political Education for staff or grassroots leaders**
7. **Developing Long-term Political Agendas and Strategies**



# Sample Power Analysis Los Angeles Political Landscape

