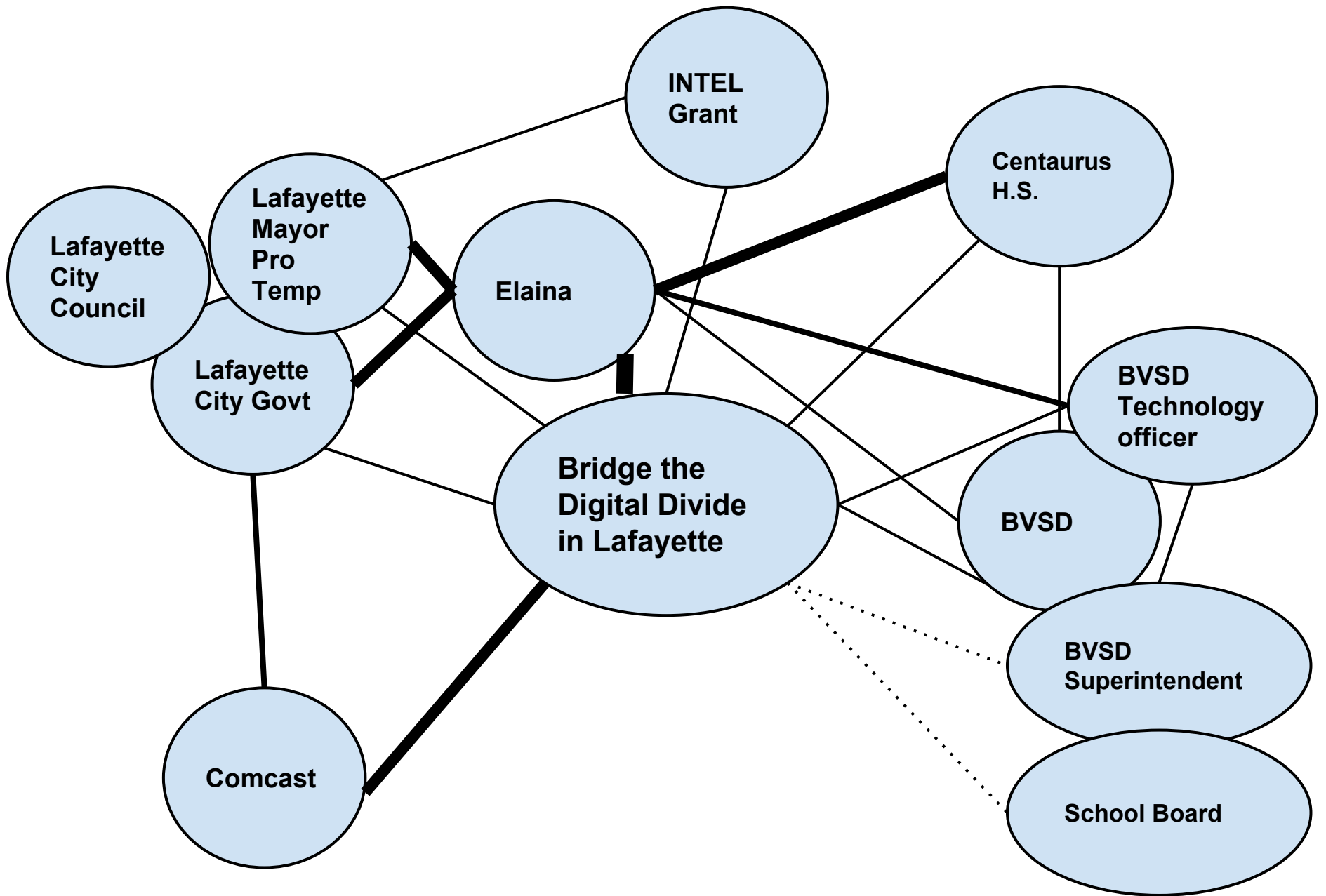


Power-Mapping for Social Justice; or, Strategic Planning for Long-Term Civic Leadership



The United Way's Message



A Complicated Model of Relations

What is power?

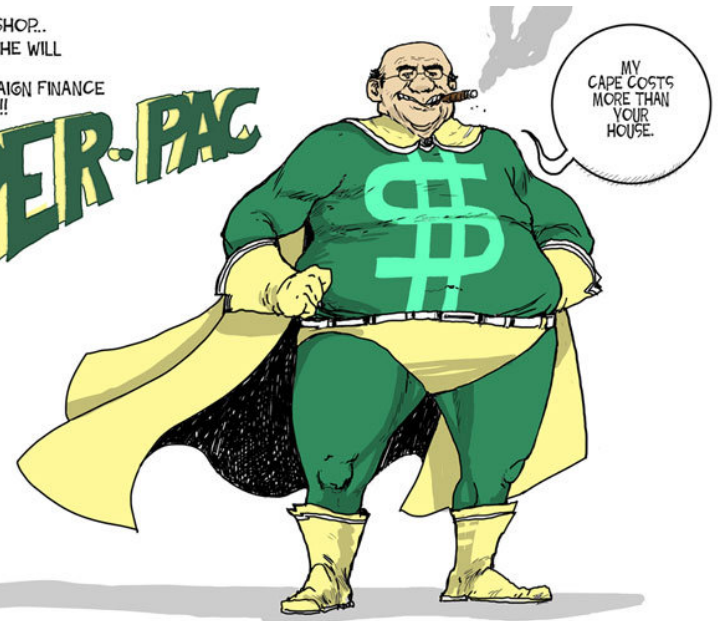
- Power is 'the ability to act; the ability to influence people, institutions or processes.'

Relational power v. traditional political power



SLEAZIER THAN A PAWN SHOP...
MORE POWERFUL THAN THE WILL
OF THE VOTERS...
ABLE TO SUBVERT CAMPAIGN FINANCE
LAWS IN A SINGLE BOUND!!!!

SUPER-PAC



SHENEMAN TORQUE MEDIA SERVICES

What is a stakeholder?

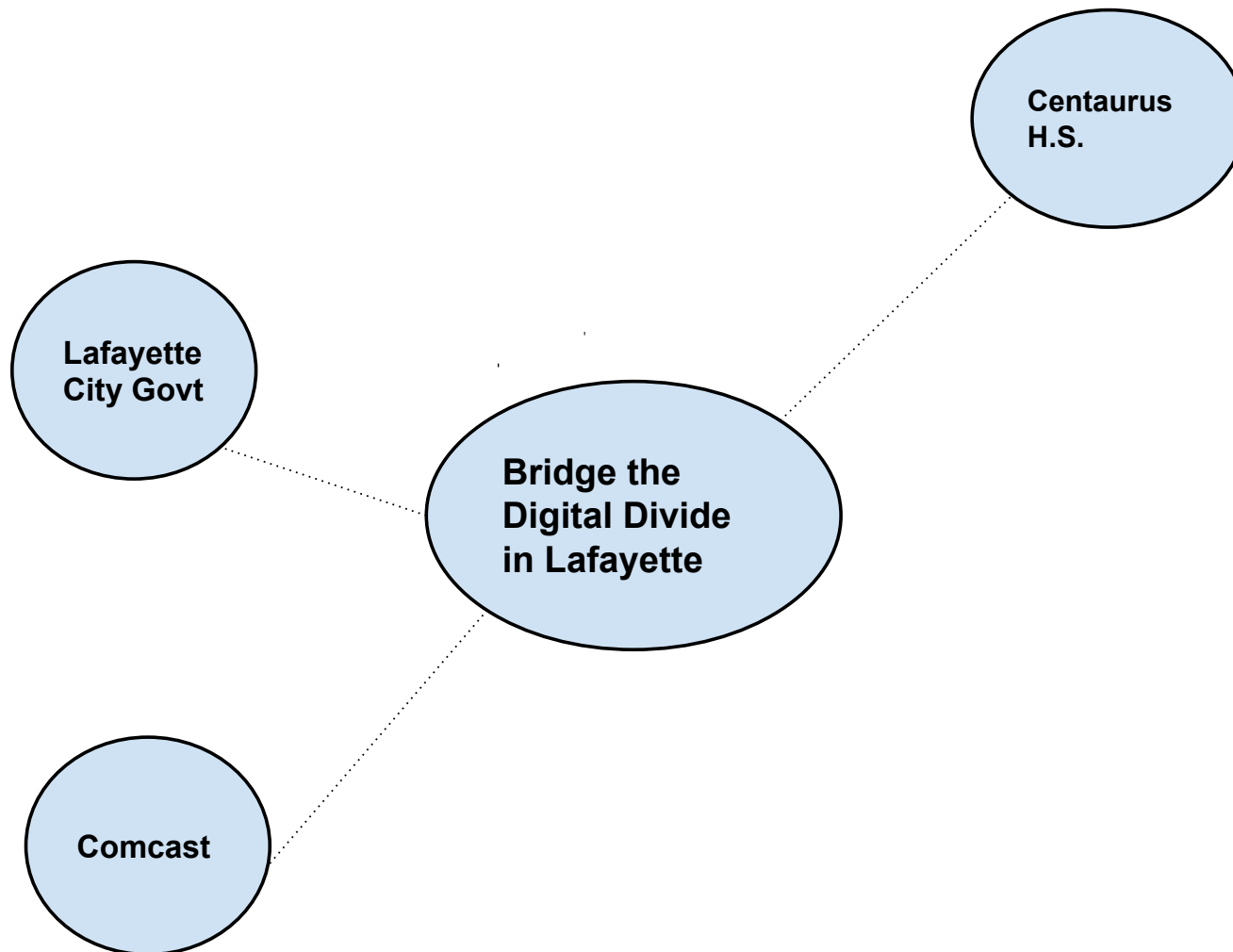
- Anyone who has a stake in your issue or project
 - Can be individual or institution (or both)
 - Can be a direct interest- they will work directly with you on project
 - Can be a general interest– aligned groups will support each other
- Can be allies or adversaries or uncommitted

Simplified Model



Step 1: Brainstorm Stakeholders and possible relationships

Balkarn's first brainstorm



Power Mapping Key

.....	Unknown connection
————	Weak Supportive Connection
————	Strong Supportive Connection
~~~~~	Weak Opposed Connection
<b>~~~~~</b>	Weak Opposed Connection

## Step 2= Research / Relational Meetings

- What information are you looking for from research and meetings?

# Community Partners

1. email and phone contact
2. do your homework
3. working coffees/lunches
4. coordinate values
5. locate shared goals
6. co-sponsored events
7. reflection processes
8. Long-term partnerships



# Government Allies

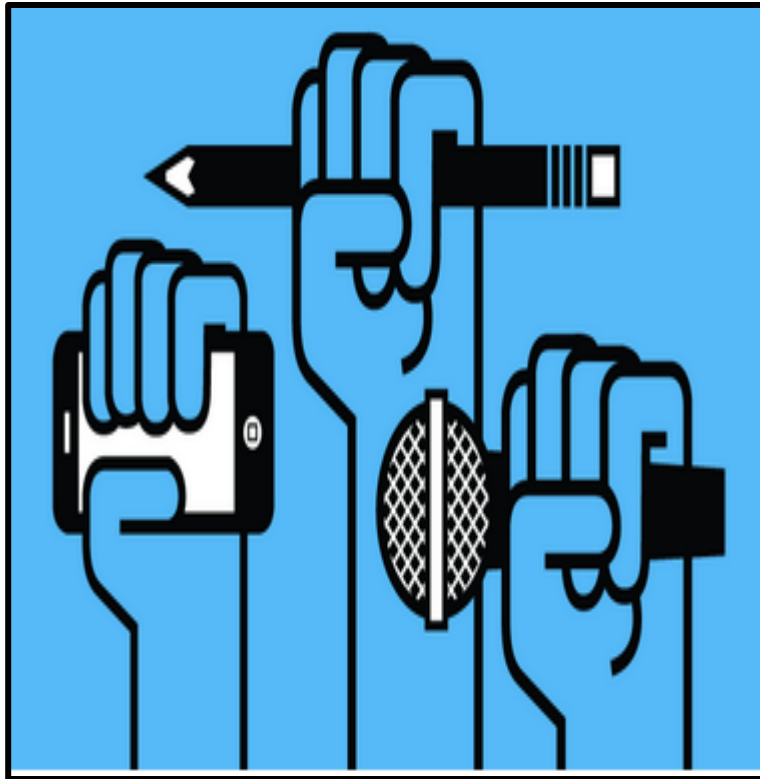
1. email and phone contact
2. do your homework
3. working coffees or lunches
4. present the group
5. coordinate values
6. locate shared goals
7. establish communication patterns
8. Long-term partnerships



## Financial Supporters

1. email and phone contact
2. do your homework
3. working coffees/lunches
4. coordinate values
5. locate shared goals
6. **invite their participation via advisory boards, speakers, consultations . . .**
7. **You are *not* asking for money; you are creating long-term partnerships**





## Media Contacts

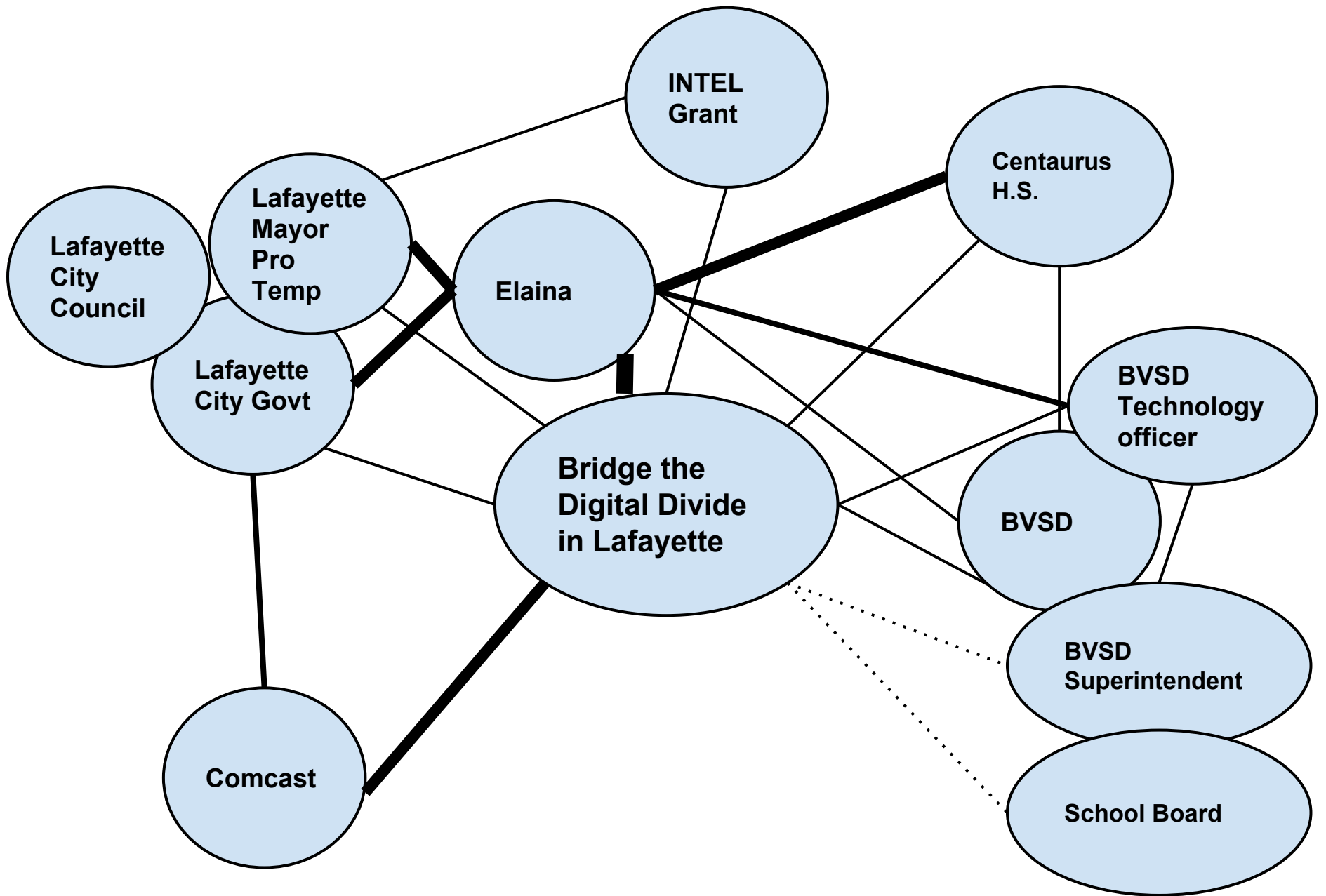
1. **phone contact**
2. do your homework
3. working coffees or lunches
4. coordinate values
5. locate shared goals
6. invite to events
7. **keep in constant communication**
8. long-term relationship

## Step 3: Power Analysis:

- Refine power map based on research & relational meetings
- Consider the **relative** power of the stakeholders for your project (e.g. who is the most important): Who is closest to the key decision makers? Who can provide key resources for your work?
- Consider the **relational** power of stakeholders in combination? Which network of stakeholders can leverage resources, influence decision makers, and work with you to bring about social change?



- Which stakeholders do you want to establish long-term partnerships with?
- What role will they play in larger collaborative work?



**A Complicated Model of Relations**

## **Step 4: Timeline and Roles**

- Work to establish / refine what role each key partner will play in project
- Develop a timeline for developing relationship for each key partner
- Coordinate timelines for multiple partners

**Community Partner 1:**

Contact—Homework—Meeting—Values  
—Goals—events—reflection—partnership



**Roles and Timelines?**

**Community Partner 2:**

Contact—Homework—Meeting—Values  
—Goals—events—reflection—partnership



**Roles and Timelines?**

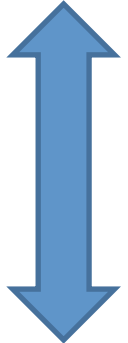
**Community Partner 3:**

Contact—Homework—Meeting—Values  
—Goals—events—reflection—partnership

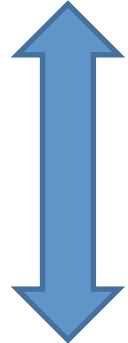
**Community Partner 1**  
**Community Partner 2**  
**Community Partner 3**



**Government Ally 1**  
**Government Ally 2**  
**Government Ally 3**



**Reflect on values and goals**  
**Refine the message**  
**Craft the images**  
**Work on group processes**

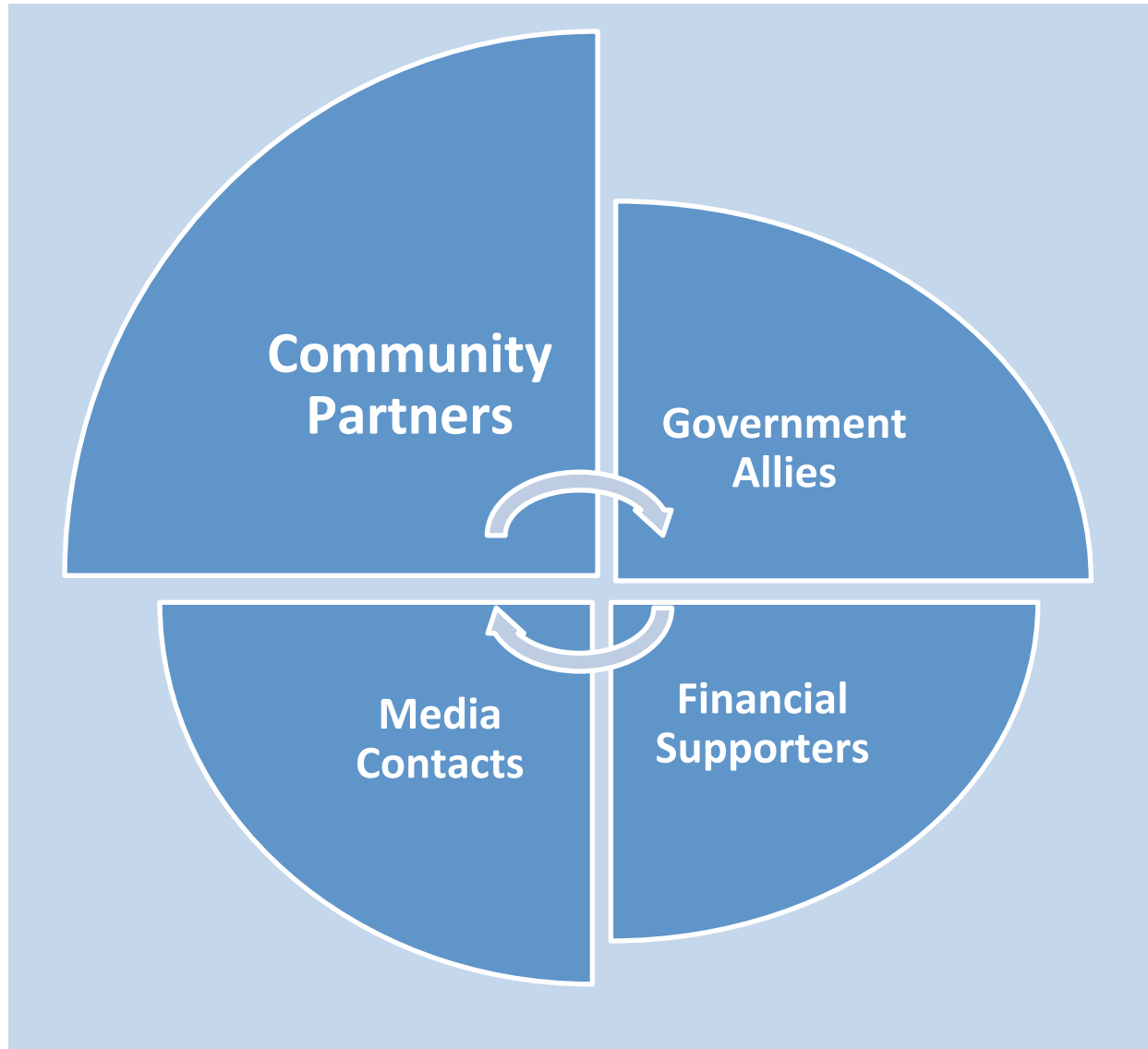


**Financial Supporter 1**  
**Financial Supporter 2**  
**Financial Supporter 3**



**Media Contact 1**  
**Media Contact 2**  
**Media Contact 3**

# The Never-Ending Wheel of Contact and Influence



**It's more complicated than this, but you get the idea.**

# Review

Four Steps (actually a continuous process)

1. Brainstorm

2. Research / Relational Meetings

3. Power analysis / refine map

4. Establish roles and timelines

∞ More relational meetings, more power analysis / more refining map (this goes on as long as project does)

**Good Luck & Thanks!**

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