

INFLUENCING STAKEHOLDERS

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DIFFERENT WAYS TO INFLUENCE?

Information – Education – Communication - Campaigning

Information: Facts, evidence, interesting points that raise **awareness** about a subject matter.

Education: Explains awareness of options and complexity with the aim for people to **understand**. Takes a problem and shows that it is not so simple.

Engagement: Aim is to **influence**, utilising communication to facilitate people to focus on the important and interesting.

Campaigning: Stimulating **action**, narrowing the focus, eliminating distractions and reducing options, to create **change**.

WHEN TO CAMPAIGN?

***We can't solve problems by using
the same kind of thinking we used
when we created them.***

Albert Einstein

Wicked Problems!

- Complexity
- Uncertainty
- Multiple stakeholders
- Multiple perspectives
- Competing values
- Ambiguity

Examples of Wicked Problems

- If the economy is dependent on consumption growth for its survival, will sustainability remain only an aspiration?
- Are USA supermarket shoppers contributing to global drought and poverty?
- What responsibility do corporations have in relation to poverty alleviation and human health?

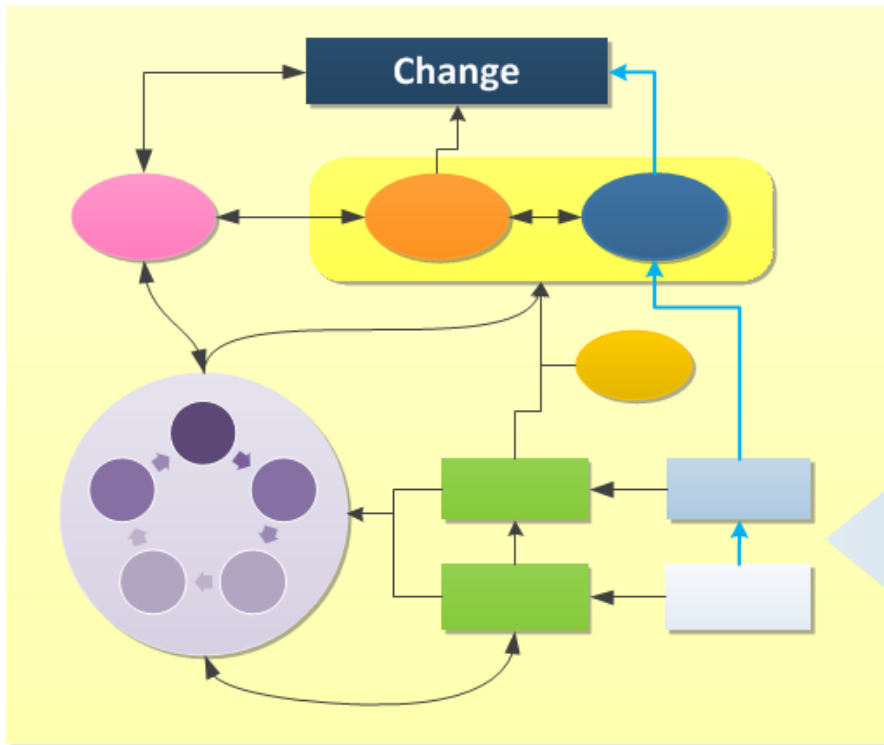
Consequences of Wicked Problems

- No definitive formulation, no linear model
- No clear end
- No immediate test of their resolution
- The answer is (less) good or (less) bad rather than right or wrong
- Consequences to every solution
- Can be a symptom of another problem

From Logic to Systems

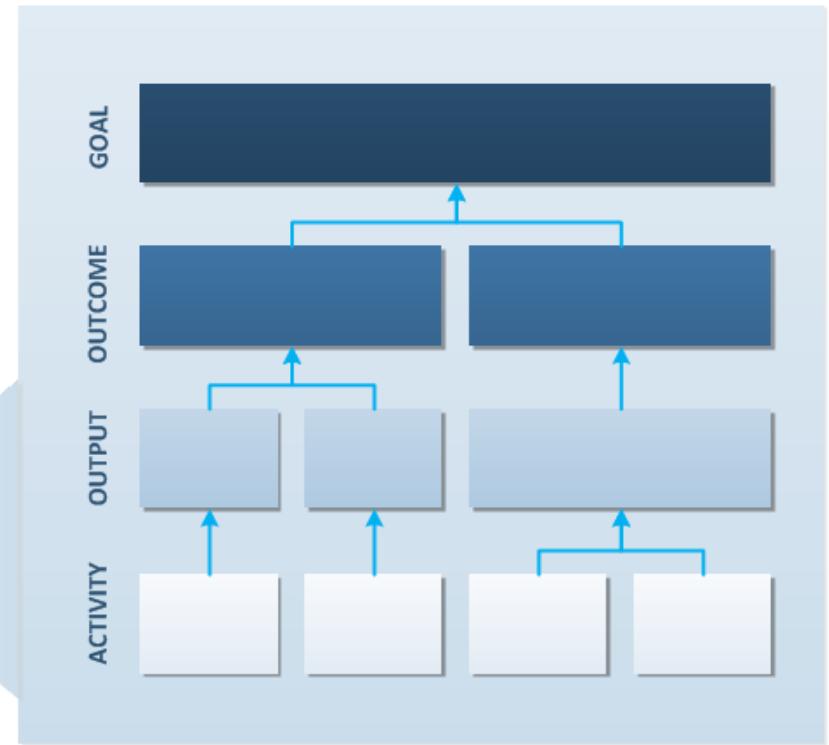
Theory of Change

Shows the big picture with all possible pathways – messy and complex



Logical Framework

Shows just the pathway that your program deals with – neat and tidy



HOW TO CAMPAIGN?

Four Main Steps

1. What do we want, what do we want to change?

- Vision / Goal / Target

2. Who can make the change?

- Power Analysis

3. What will make them change?

- Critical Pathway/Strategy

4. What do we do to motivate them?

- Actions / Lobbying / Communications / Mobilisation
- Social Practice Theory / Behavioural Economics / Values Framing

Step 1

What do we want, what's the change we want to create?

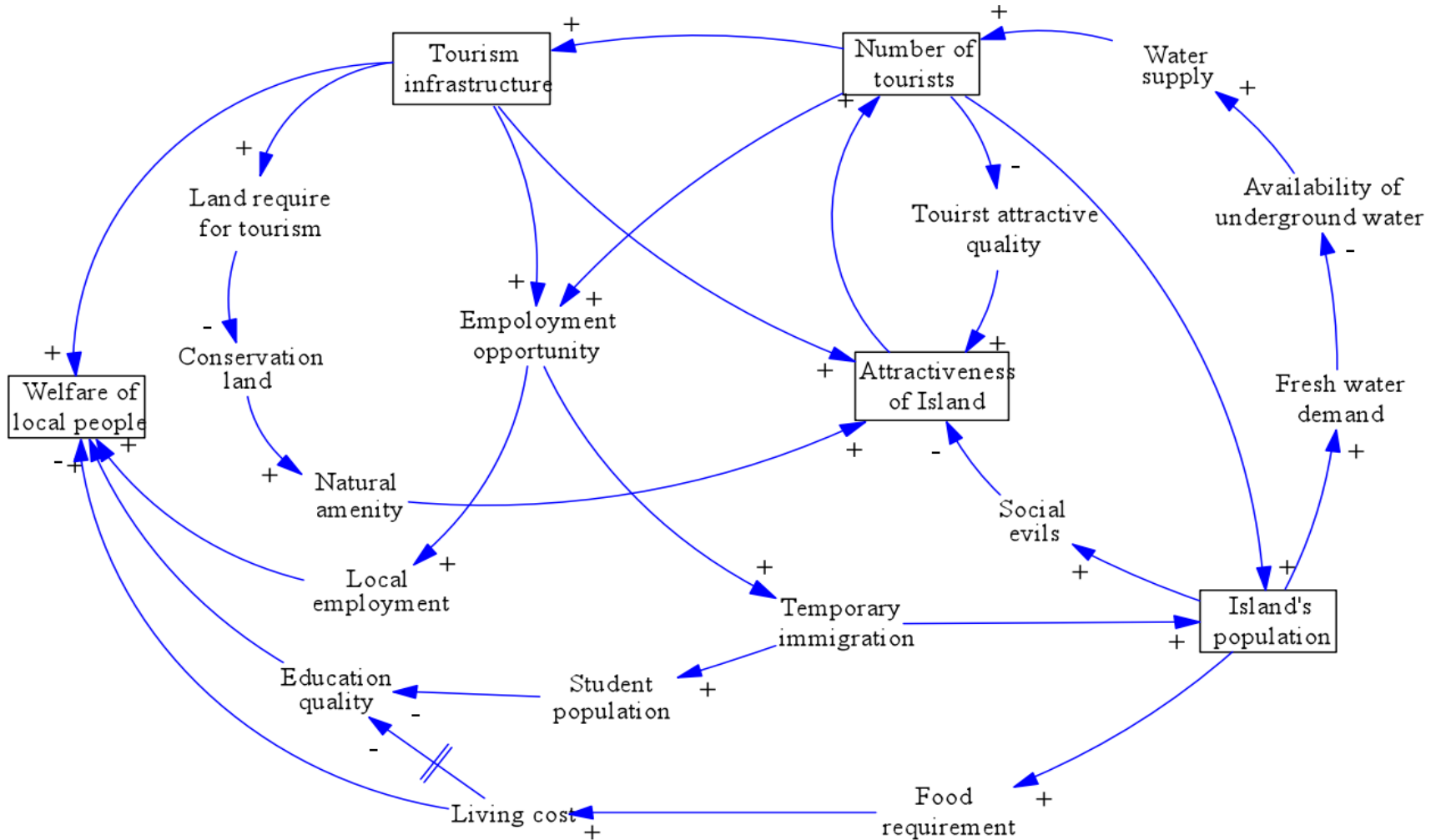
- Vision / Goal / Target

First the Problem?

To identify our target, we need to know more about our problem:

1. What is the problem?
2. What are the key issues of the problem?
3. Who is responsible for the problem?
4. What are the facts/evidence/proof?
5. What are the potential key levers?

Issue Mapping the Problem



**Where are the potential
leverage points?**

What target will you select?



Step 2

Who can make the change?

- Power Analysis

Components of a Power Analysis

A. People - Players

B. Power

C. Processes

A. People - Players

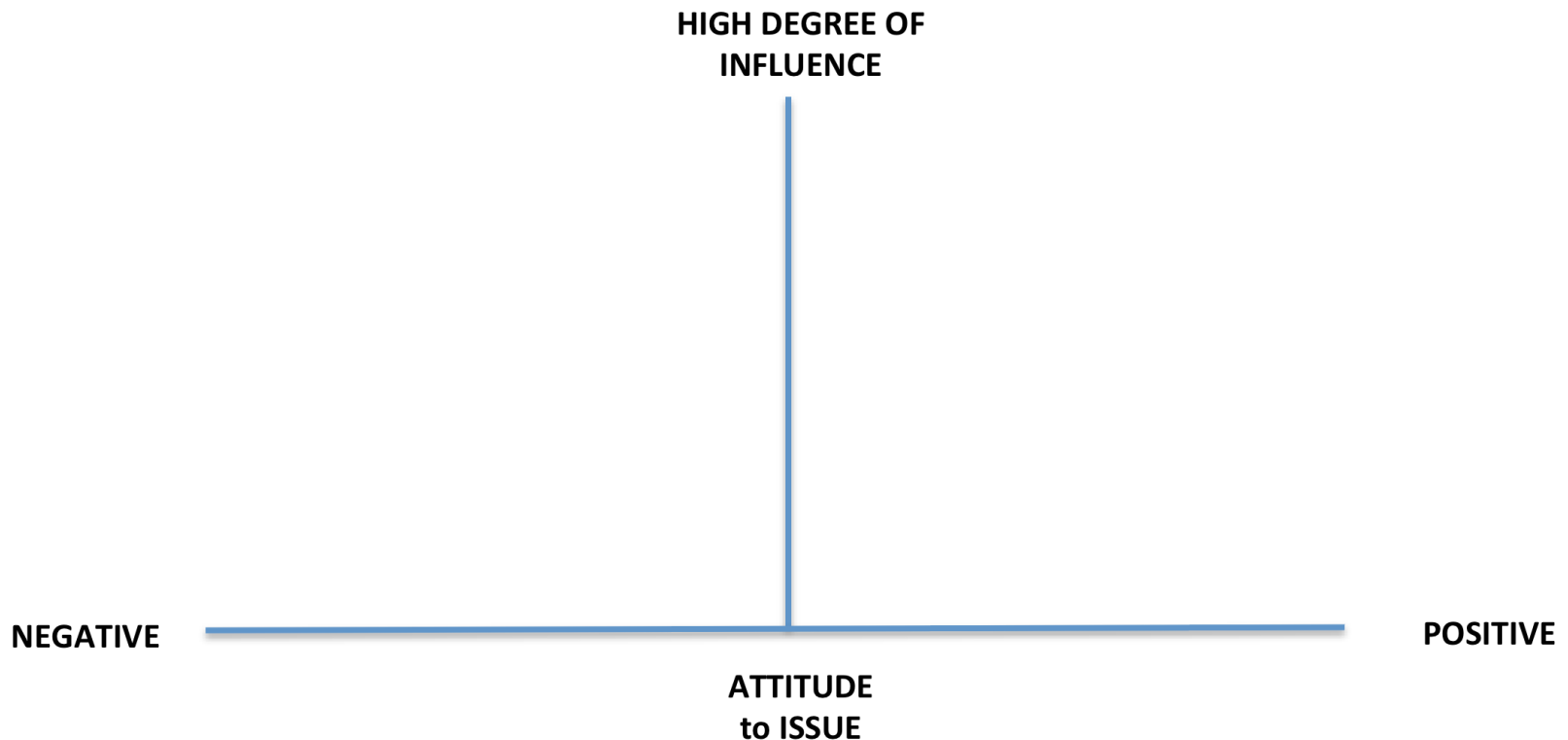
Who are the primary and secondary players in relation to the issue?

- Technical / Social / Individual

What is their Position?

1. What is their position now?
2. Who can be our allies and enemies?
3. Who will normally be neutral?
4. Are there significant sub-sets?
5. How powerful are they specifically with regard to this issue (now)?

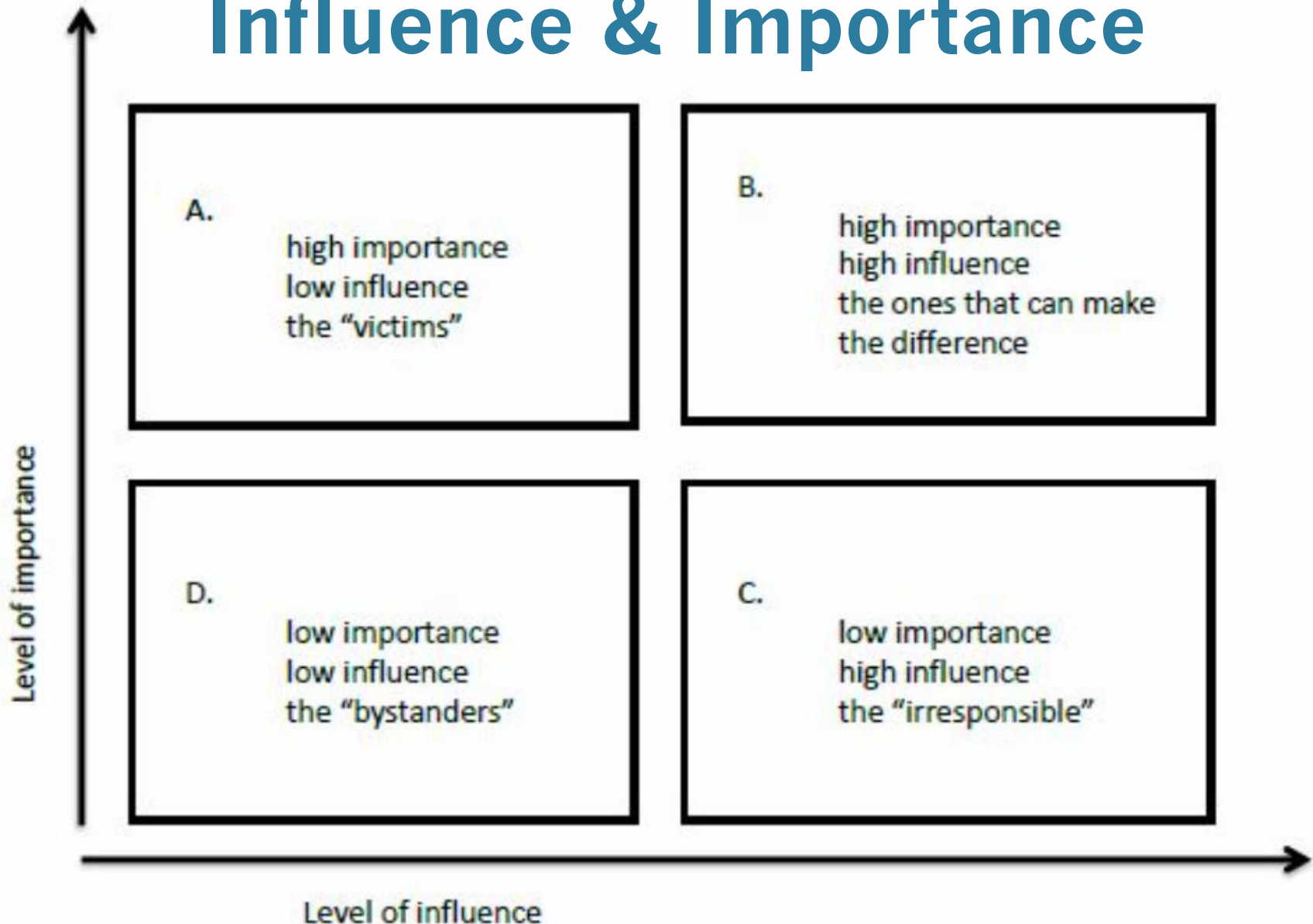
Map the Key Players & Their Positions



B. Power

1. Who holds power – over what and who?
2. Where does power flow to and from?
3. Why would it change – what would make it change?
4. Who can make the change? Who can we influence?
5. Who has the power to influence those who can make the change?

Map the Key Players & Their Influence & Importance



Power - Force Field Analysis

RATE & PRIORITISE

OBEL COMMUNITY
ADVISORY GROUP

POTENTIAL
EMPLOYEES

CYNICAL
LEADERS

MARKET STALL
OWNERS

20

20

GENERAL
PUBLIC

5

10

RESISTORS/OPPONENTS

65

INTERVENTION &
POINTS OF LEVERA

SUPPORTERS/LISTENERS

35

5

LIVESTOCK
OWNERS

10

ENTREPRENURIAL
LEADERS

MOTHERS OF
HARMED
CHILDREN &
MEDICAL
STAFF

5

10

MNC TOURISM
PARTNERS

CONSERVATIONISTS &
DONORS

5

Identify Your Approach



C. Processes

- Consider overall trends, external events, processes that can be influenced
- Identify decision points and how to influence them
- Anticipate them, make best use of them when they occur

Step 3

What will make them change?

- Critical Pathway/strategy to achieve the goal: How we move from the start point to the next and then end point.

Example - 'Ideal' Strategy

- Investigate
- **D**ocument
- **E**xpose:
<https://www.youtube.com/watch?v=odI7pQFyjso>
- **A**ction/**A**ctivities
- **L**obby

Step 4

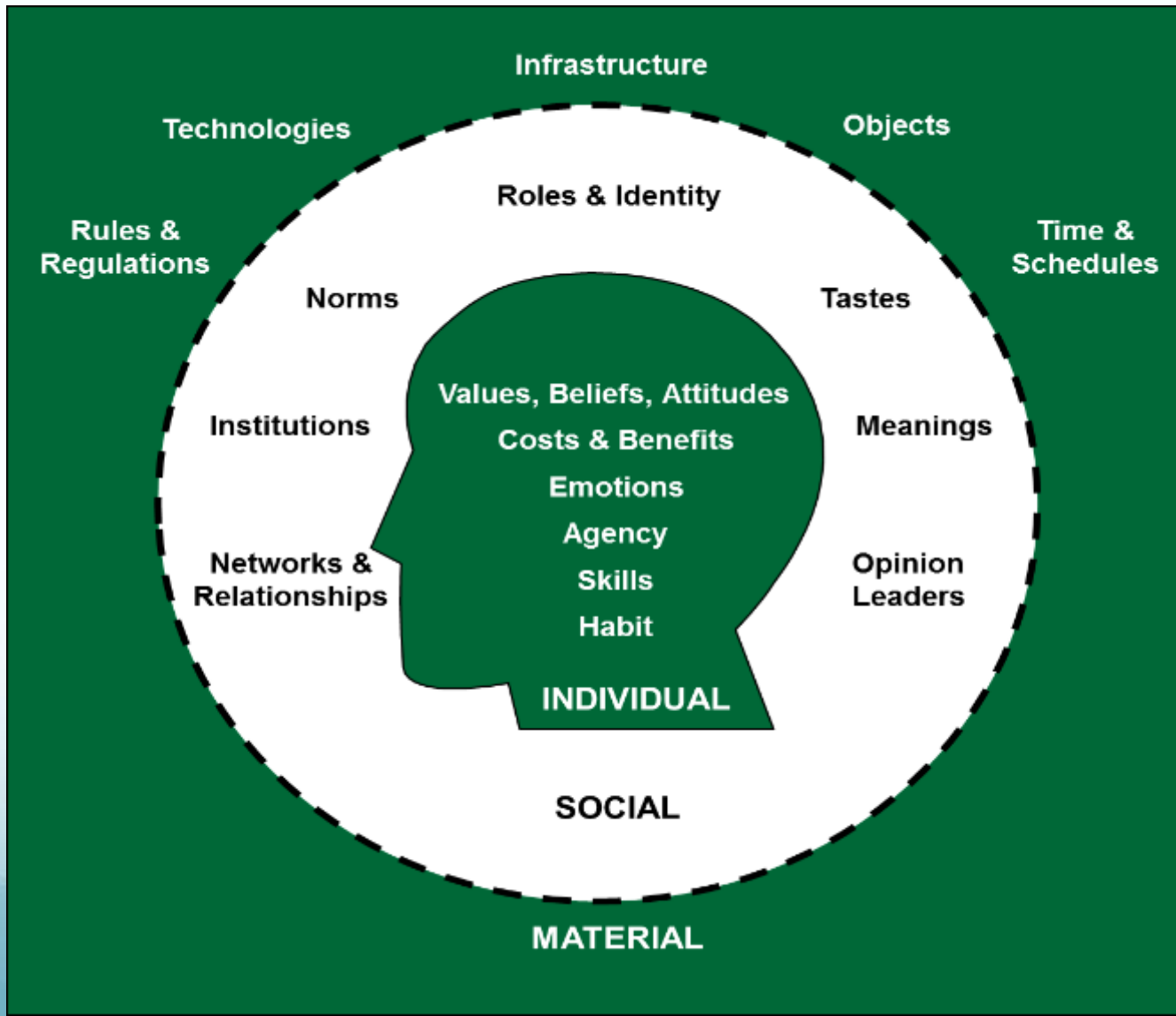
What do we do to motivate people?

- Actions / Lobbying / Communications / Mobilisation
- Social marketing / Behavioural economics (nudging), Social Practice Theory / Values Framing / Psycho-Socio models and more.

Examples

- **Political lobby**
 - Main fora, international and national
 - Individual politicians, parties
 - Open letters, conferences, surgeries
- **Scientific research, reports and publications**
- **Media:** Press releases and conferences, social media
- **Engaging the public**
 - Mobilisation – protests on the street, direct dialogue, cyber activities, petitions, combination & offline
- **Public communications**
 - Advertising, (spoof) websites, viral e-cards, direct communication
- Non-violent / Peaceful **direct action**

Behaviour Change - ISM Toolkit -



What Makes a Good Campaign?

- Fights for what is needed
- Offers real wins
- Gives supporters power
- Alters the relations of power
- Provokes a conversation in society
- Is strategic: focused on winning
- Takes you from problem to solution
- Is communicable: visually & verbally
- Know what the win looks like, i.e., what will be different in the world
- Focuses on issue and outcome
- Proposes solutions
- Holds a belief it can be won