

PHR Student Chapter Toolbox: Power Mapping 101

Power Mapping Worksheet

When using this worksheet, remember that this matrix is not static, nor are the lines strictly drawn. Groups may move from being opponents to being allies (or vice versa) as your advocacy work progresses, so it is critical to analyze this power map and keep returning to it to see what roles may have changed.

STEP ONE: SETTING THE STAGE	
ALLIES	
BENEFICIARIES	
OPPOSITIONS	
DECISION MAKERS	
INFLUENCERS	

Key Follow Up Questions:

1. Allies and Beneficiaries: Who can you bring into this campaign as stakeholders and supports? How can you build a coalition that capitalized on the strength of these allies?
2. Opposition: How can you ensure the opposition stays at least neutral—and that your actions do not necessarily inflame them to put opposing pressure on policy makers?
3. Decision Makers: Look at your decision makers list and compare it to your objective and the policy/budget you are trying to change, and find the targets with the most connections.
4. Influencers: See who you know and influential they are—and how much you think you can influence them.

Proceed to Step Two to analyze targets. Analysis will help you both choose the best targets and better understand how they can be reached and influenced.

STEP TWO: CHOOSING A PRIMARY TARGET

Checklist Criteria ¹	Target Option #1	Target Option #2	Target Option #3
Knowledge of the Issue (high, medium, low)			
Do they support your objective? (yes, no, maybe)			
Accessibility— <ul style="list-style-type: none"> ▪ Are they vulnerable? ▪ Could they switch sides? ▪ Are they dead set in their position? ▪ Could you neutralize their opposition? 			
What issues do they care about?			
What information or arguments have moved them are they most likely to be moved by?			
Can you influence them? <ul style="list-style-type: none"> ▪ Do they know your organization? ▪ Do they respond to your constituency? ▪ Do you have influence in their district/region? 			
Do they belong to the party in power or hold high rank?			
<ul style="list-style-type: none"> ▪ What are some of their personal affiliations (religious, social, professional)? ▪ Do you have connections there you could use? 			
Who influences them (secondary targets?)—and do you have power with them?			

¹ NOTE: These are just some of the questions you may want to ask when power mapping. Again, power mapping is an art, not a science, so be creative, determine what you have to bring, and what key questions you need to ask to narrow down your target.