

Power Analysis Survey

The Power Analysis is a visual and interactive tool used to map and understand power relationships in the communities where we live or work. This tool can help us answer the following questions:

- Who has power?
- How and for what do they use power?
- 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 justice change we want?

Investigating these issues helps us understand why we must organize; this understanding is critical to creating effective and proactive strategies to build the power of grassroots organizations and to fight for and win social change.

This tool is a preliminary first step in developing your own Power Analysis which can further assist you with the following:

- 1) developing your workplan
- 2) identifying community organizing opportunities
- 3) developing a campaign plan;
- 4) identifying alliance building opportunities
- 5) identifying technical assistance needs.

This survey will take your organization/group approximately 1.5 hours to complete as it requires your group to collectively reflect and discuss power relationships in the communities you live and places you work. Please feel free to print and use a hard copy version of the survey to guide the discussion. Identify one person in your group to document your responses as you move through the questions.

If you have any questions regarding this survey please contact Gloria Medina:
gmedina@scopela.org (323) 789-7920 EXT 106.

1. Name of your organizations/ groups participating in this survey:

Organization/Group (1):

Organization/Group (2):

Organization/Group (3):

Organization/Group (4):

Organization/Group (5):

2. Name and titles of individuals participating in this survey:

Name/Titles (1):

Name/Title (2):

Name/Title (3):

Name/Title (4):

Name/Title (5):

3. Your organization/ group may already have an understanding of Power Analysis, including experience with different tools used to assess and map power. How much experience has your organization/group had in using a Power Analysis Tool?

- No experience
- A little experience
- Some experience
- A lot of experience

ILLUSTRATION OF THE POWER ANALYSIS TOOL

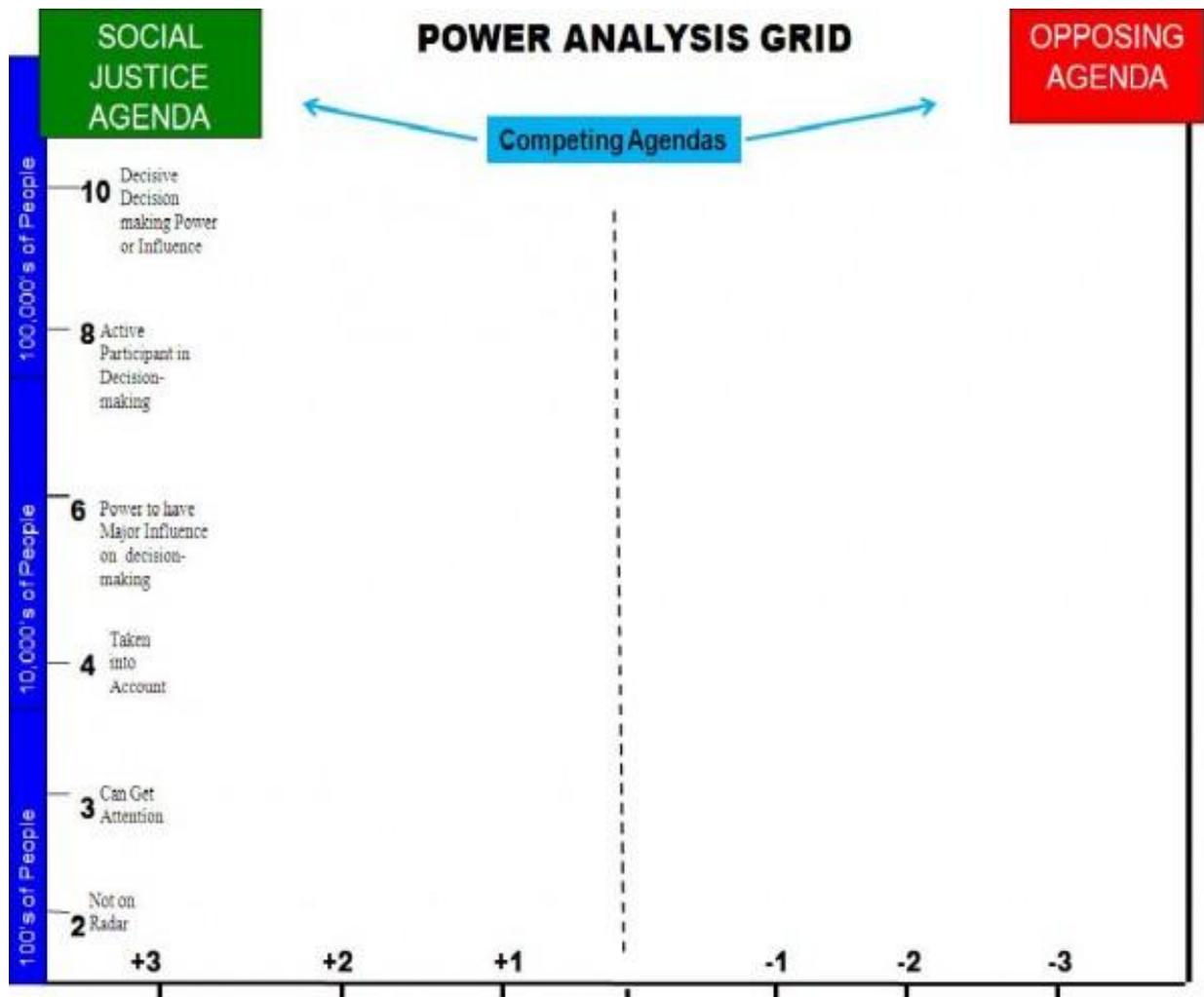
The Power Analysis is made up of 2 main parts...

- Competing Agendas (or visions)
- Horizontal & Vertical Axis

The two Competing Agendas or visions are:

Our Agenda - our own organization's or coalition's goals, demands, or vision (top left); and

Opposing Agenda - goals, demands, or vision of those groups/forces opposing our agenda (top right).



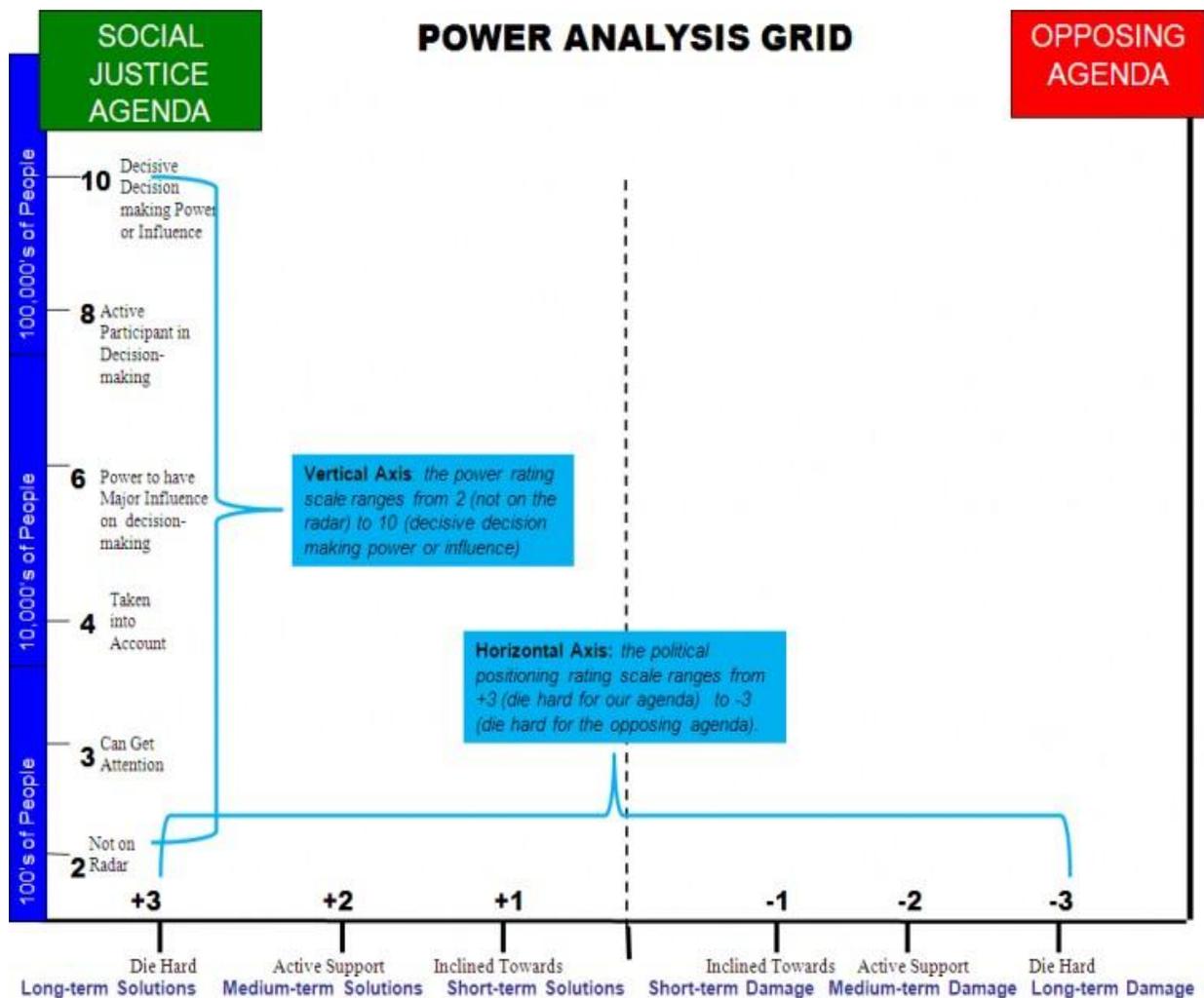
Vertical & Horizontal Axis

We use the black scale on the Vertical Axis (top-to-bottom) and Horizontal Axis (left-to-right) to rate the placement of the following Key Players:

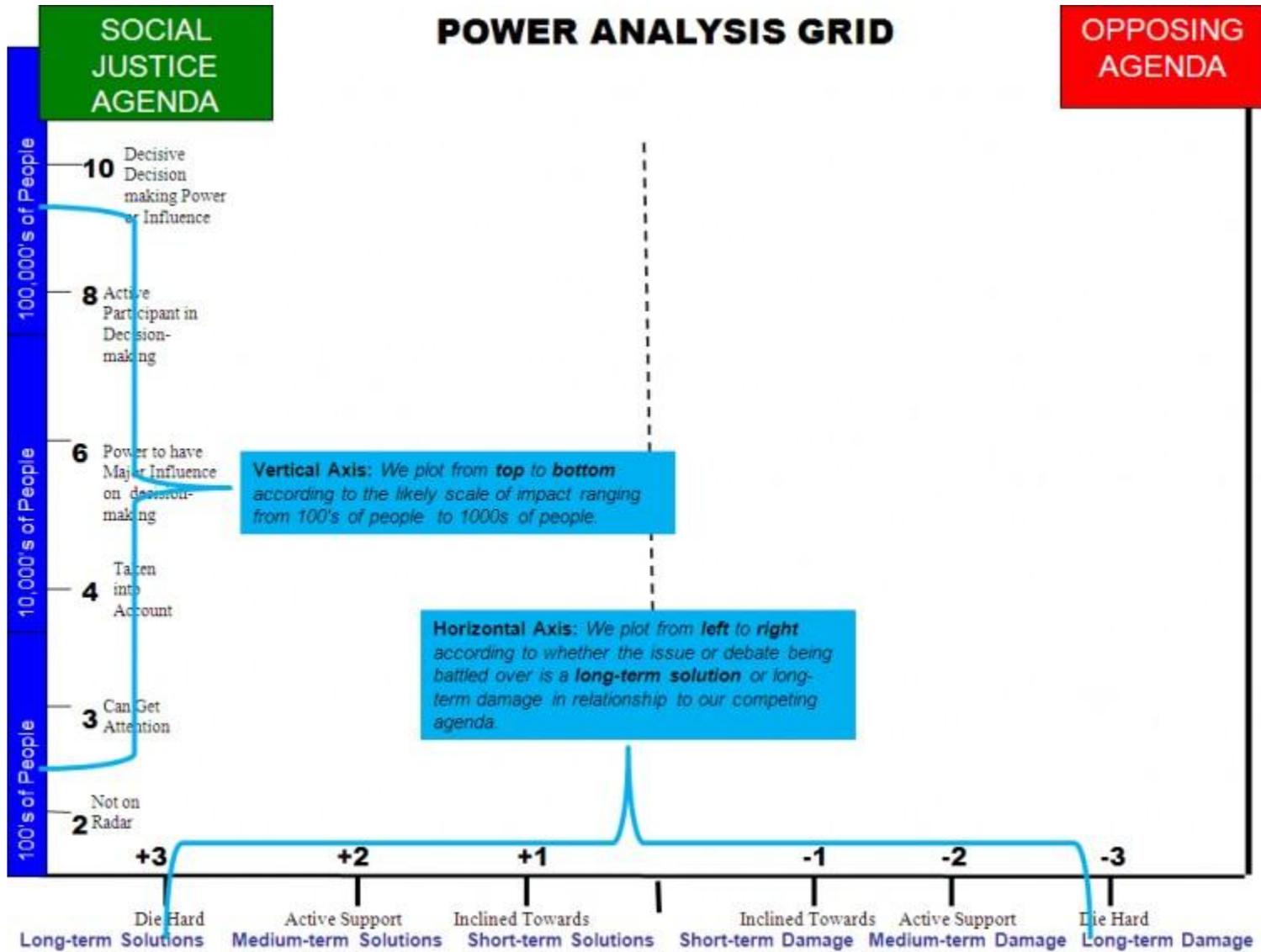
- Decision Makers
- Organized Opposition
- Organized Progressive Groups
- Unorganized Social Sectors

The Vertical Axis represents the relative amount of power a person or group has, determining which of the agendas will win. The more power a person or group has, the higher we will place them on the grid.

The Horizontal Axis represents where the political positions, beliefs, and actions of a person or group are with respect to the 2 competing agendas. Are they supportive of the Opposing Agenda or Our Agenda, and to what degree?



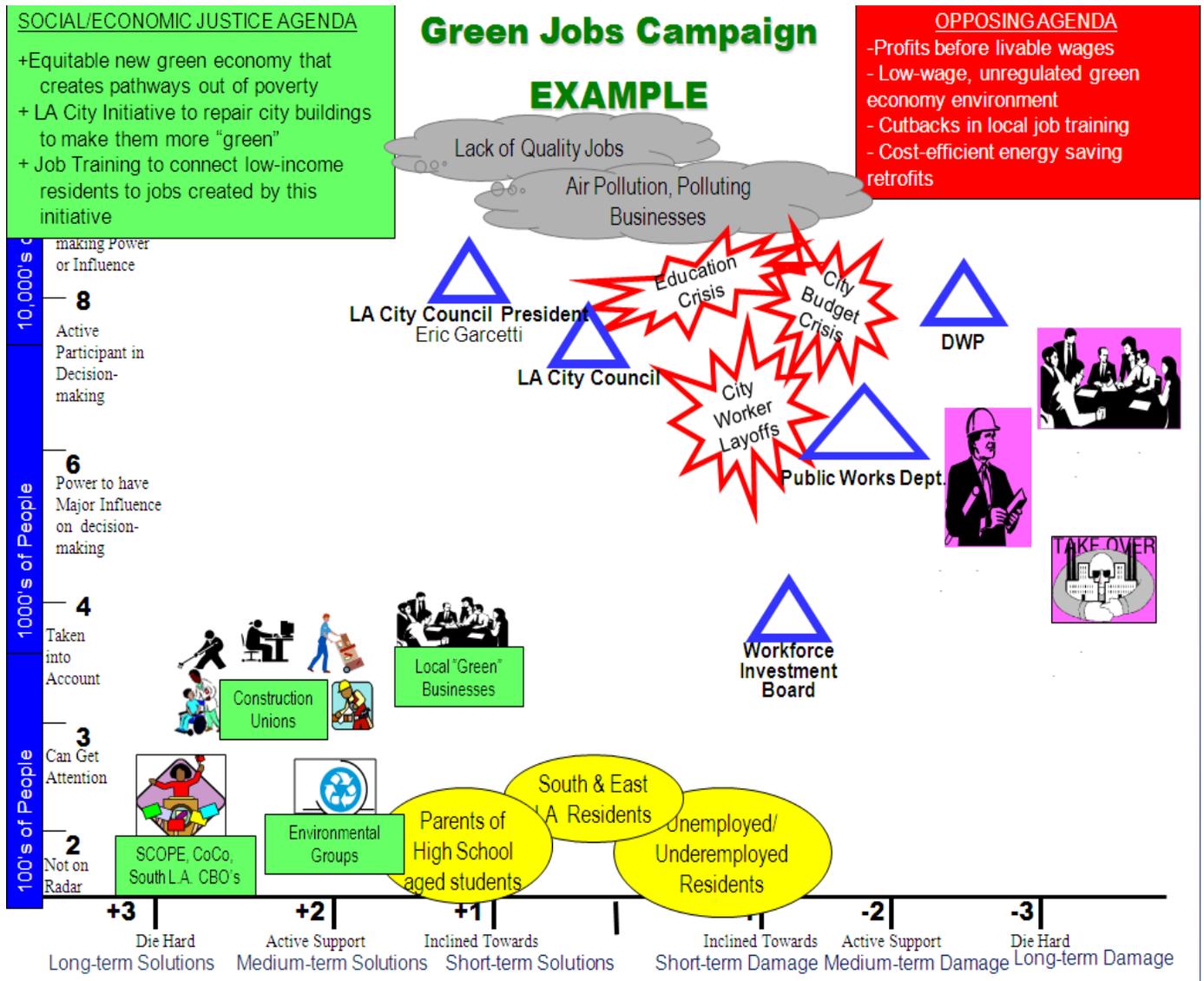
Lastly, we use the blue scale on the horizontal and vertical axes to identify and rate current major battles, issues or debates that are related to the competing agendas we identified earlier.



POWER ANALYSIS SAMPLE

This is a sample illustration of a Power Analysis for an issue campaign. The purpose of this example is to: demonstrate how existing power relationships with respects to this specific issue relate to the problems in the community; understand why we must educate and organize ourselves and our communities to build our power and fight for social change; and develop

actual plans for how to build a community's power base and alliances; and develop an effective strategy for an issue or campaign being planned by an organization or coalition, based on an understanding of the power relationships relating to the campaign issue. Refer to the glossary provided in the email attachment for definitions of all terms and icons used below -- e.g., clouds, stars, and triangles.



PROBLEMS/CONDITIONS

4. What are the 2-3 main problems or conditions your policy initiative/campaign is trying to address?

Problem/Condition #1:

Problem/Condition #2:

Problem/Condition #3:

COMPETING AGENDA

5. What is your social justice agenda to address these problems? [i.e., What are your specific policy initiative/campaign demands?] Examples: -The school district commits to conducting a review of the school lunch program's nutritional value. -The city human development department agrees to place 3-4 community residents in their Parks & Rec's advisory board.
6. What is the opposing agenda driving these problems? [i.e., What does your opposition want with respect to the problem?] Examples: -Profits before the nutritional well being of students. -Focused on using law enforcement to reduce crime instead of increasing youth focused programs.

KEY BATTLES

Instructions: Identify up to 3 major issue debates or policy battles that are currently going on in your community or area, that are related to the problems and agendas you just defined.

Examples: Approval of the budget that allocates school lunch or after-school programs.

Implementation of access to college prep course for all high school students.

Now, as a group, subjectively RATE this issue debate/policy battle on the vertical blue scale according to the scale of impact the proposal or the outcome being battled over will have in your community or area. 0 – 2 (the outcome will affect 100's of people) 4 - 6 (the outcome will affect 1,000's of people) 8 – 10 (the outcome will affect 10,000s of people)

	0-2	4-6	8-10
Battle #2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Write in issue debate or policy battle #3:

Now, as a group, subjectively RATE this issue debate/policy battle on the horizontal blue scale according to whether the proposal or the outcome being battled over is more proactive and in line with the Social Justice Agenda or more reactive and in line with the Opposing Agenda: +3 (Proactive Long-term Solution)+2 (Proactive Medium-term Solution)+1 (Proactive Short-term Solution)-1 (Reactive Short-term Damage)-2 (Reactive Medium-term Damage)-3 (Reactive Long-term Damage)

	+3	+2	+1	-1	-2	-3
Battle #3	<input type="radio"/>					

Now, as a group, subjectively RATE this issue debate/policy battle on the vertical blue scale according to the scale of impact the proposal or the outcome being battled over will have in your community or area. 0 – 2 (the outcome will affect 100's of people) 4 - 6 (the outcome will affect 1,000's of people) 8 – 10 (the outcome will affect 10,000s of people)

	0-2	4-6	8-10
Battle #3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As a group, discuss each factor in relation to your power player. Check off each factor after your group has discussed it.

Vertical Factors	
	Please check after discussing
Legal Power (What legal power or authority do they have to grant your social justice agenda demands?)	<input type="checkbox"/>
Scale of Impact/ resources (How much impact and resources do they have to affect your social justice agenda?)	<input type="checkbox"/>
Demonstrated Influence (What past influence have they demonstrated? How does that influence impact your social justice agenda?)	<input type="checkbox"/>
Composition of Staff (if elected)	<input type="checkbox"/>
Relationships/ Positions (What are their political, social and organizational relationships? How do those relationships affect their support for your social justice agenda?)	<input type="checkbox"/>
Composition of this Body or of District (What is the size of electorate? What is the level of organization?)	<input type="checkbox"/>
Base of Support (How solid and how large is their base of support?)	<input type="checkbox"/>

Now, based on the factors above, subjectively RATE this decision-maker or decision-making body on the vertical black scale in terms of how much power they have in reference to your policy initiative/ campaign: 2 (Not on the radar) 3 (Can get attention) 4 (Taken into account) 6 (Power to have major influence on decision-making) 8 (Active participant in decision making) 10 (Decisive Decision-making power or influence)

	2	3	4	6	8	10
Decision-maker/body #2	○	○	○	○	○	○

12. Write the name of an Individual Decision-Maker or Decision-Making Body #3:

As a group, discuss each factor in relation to your power player. Check off each factor after your group has discussed it.

Vertical Factors	
	Please check after discussing
Legal Power (What legal power or authority do they have to grant your social justice agenda demands?)	<input type="checkbox"/>
Scale of Impact/ resources (How much impact and resources do they have to affect your social justice agenda?)	<input type="checkbox"/>
Demonstrated Influence (What past influence have they demonstrated? How does that influence impact your social justice agenda?)	<input type="checkbox"/>
Composition of Staff (if elected)	<input type="checkbox"/>
Relationships/ Positions (What are their political, social and organizational relationships? How do those relationships affect their support for your social justice agenda?)	<input type="checkbox"/>
Composition of this Body or of District (What is the size of electorate? What is the level of organization?)	<input type="checkbox"/>
Base of Support (How solid and how large is their base of support?)	<input type="checkbox"/>

Now, based on the factors above, subjectively RATE this decision-maker or decision-making body on the vertical black scale in terms of how much power they have in reference to your policy initiative/ campaign: 2 (Not on the radar) 3 (Can get attention) 4 (Taken into account) 6 (Power to have major influence on decision-making) 8 (Active participant in decision making) 10 (Decisive Decision-making power or influence)

	2	3	4	6	8	10
Decision-maker/body #3	○	○	○	○	○	○

ORGANIZED OPPOSITION

Instructions: Individually list, discuss, and rate up to 3 Opposition Groups who are exercising their power to influence the decision-makers. Examples: construction developers, contracted food distributors, Chamber of Commerce.

As a group, discuss each factor in relation to your opposition group. Check off each factor after your group has discussed it.

Vertical Factors	
	Please check after discussing
Financial Resources (What financial resources do they have to affect the outcome of your social justice agenda?)	<input type="checkbox"/>
Demonstrated Success (What has been their success in opposing similar social justice agendas?)	<input type="checkbox"/>
Demonstrated Influence (Do they have a history of exercising power or having influence over decision-makers?)	<input type="checkbox"/>
Influence Media/Mass Consciousness (What is their ability to influence the media around your social justice agenda?)	<input type="checkbox"/>
Electoral Power (How much power do they have in mobilizing or persuading voters?)	<input type="checkbox"/>
Relationships & Coalitional Power (What political, organizational and social relationships do they have? How can this affect your social justice agenda?)	<input type="checkbox"/>
Mobilizable Base (What is the size and what power does their current base have?)	<input type="checkbox"/>
Expertise (What is their capacity/ access to information and research/ analysis?)	<input type="checkbox"/>

Now, based on the factors above, subjectively RATE this opposition group on how much power they have in reference to your policy initiative/ campaign: 2 (Not on the radar) 3 (Can get attention) 4 (Taken into account) 6 (Power to have major influence on decision-making) 8 (Active participant in decision making) 10 (Decisive Decision-making power or influence)

	2	3	4	6	8	10
Opposition Group #3	<input type="radio"/>					

ORGANIZED PROGRESSIVE GROUPS

Instructions: Individually list, discuss, and rate up to 3 Progressive Groups who are already working on this issue, have a stake and/or could be recruited to join your efforts. Examples: community based organizations, organized parent groups, neighborhood block groups

As a group, discuss each factor in relation to your progressive group. Check off each factor after your group has discussed it.

Vertical Factors	
	Please check after discussing
Financial Resources (What financial resources do they have to affect the outcome of your social justice agenda?)	<input type="checkbox"/>
Demonstrated Success (What has been their success in winning similar social justice agendas?)	<input type="checkbox"/>
Demonstrated Influence (Have they exercised power or influence over decision-makers in the past?)	<input type="checkbox"/>
Influence Media/Mass Consciousness (What is their ability to influence the media around your social justice agenda?)	<input type="checkbox"/>
Electoral Power (How much power do they have in mobilizing or persuading voters?)	<input type="checkbox"/>
Relationships & Coalitional Power (What political, organizational and social relationships do they have? How can this affect your social justice agenda?)	<input type="checkbox"/>
Mobilizable Base (What is the size and what power does their current base have?)	<input type="checkbox"/>
Expertise (What is their capacity/ access to information and research/ analysis?)	<input type="checkbox"/>

Now, as a group, subjectively RATE this progressive group on how much power they have in reference to your policy initiative/ campaign: 2 (Not on the radar) 3 (Can get attention) 4 (Taken into account) 6 (Power to have major influence on decision-making) 8 (Active participant in decision making) 10 (Decisive Decision-making power or influence)

	2	3	4	6	8	10
Progressive Group #3	○	○	○	○	○	○

UNORGANIZED SOCIAL SECTOR

Instructions: Individually list, discuss, and rate up to 3 Social Sector Groups of the community that are affected by the problems and have a stake in your agenda. Examples: parents, relative caregivers, teachers, low-income residents, students, unemployed, etc.

19. Write in name of Social Sector Group #1:

Use the factors below to rate THIS social sector group in terms of which competing agenda they support (Horizontal) and how much power (Vertical) they have in reference to your policy initiative/ campaign.

As a group, discuss the following factors in relation to your social sector group. Check off each factor after your group has discussed it.

	Horizontal Factors
	Please check after discussing
Public Opinion Polling (What does the public opinion polling say about this group's support for your social justice agenda?)	<input type="checkbox"/>
Demographics (education level, race, income, immigration status, etc.)	<input type="checkbox"/>
Voting Record (How does this group usually vote? Based on history, will they support your social justice agenda?)	<input type="checkbox"/>

Now, based on above factors, subjectively RATE this social sector group in terms of which competing agenda they support on a scale from: +3 (Die Hard Pro), +2 (Active Support Pro) +1 (Inclined Towards Pro) -1 (Inclined Towards Con) -2 (Active Support Con)-3 (Die Hard Con)

	+3	+2	+1	-1	-2	3
Social Sector Group #1	<input type="radio"/>					

As a group, discuss each factor in relation to your social sector group. Check off each factor after your group has discussed it.

	Vertical Factors
	Please check after discussing
Political Power (What is their voter turnout, what is the percentage of electorate? What is their history of activism?)	<input type="checkbox"/>
Level of Organization (How organized are they currently? Are their current opportunities for organizing these groups?)	<input type="checkbox"/>
Size (How large is this constituency?)	<input type="checkbox"/>

As a group, discuss each factor in relation to your social sector group. Check off each factor after your group has discussed it.

	Vertical Factors
	Please check after discussing
Political Power (What is their voter turnout, what is the percentage of electorate? What is their history of activism?)	<input type="checkbox"/>
Level of Organization (How organized are they currently? Are their current opportunities for organizing these groups?)	<input type="checkbox"/>
Size (How large is this constituency?)	<input type="checkbox"/>

Now, based on above factors, subjectively RATE this social sector group on how much power they have in reference to your policy initiative/ campaign: 2 (Not on the radar) 3 (Can get attention) 4 (Taken into account) 6 (Power to have major influence on decision-making) 8 (Active participant in decision making) 10 (Decisive Decision-making power or influence)

	2	3	4	6	8	10
Social Sector Group #2	<input type="radio"/>					

21. Write in name of Social Sector Group #3:

Use the factors below to rate THIS social sector group in terms of which competing agenda they support (Horizontal) and how much power (Vertical) they have in reference to your policy initiative/ campaign.

As a group, discuss the following factors in relation to your social sector group. Check off each factor after your group has discussed it.

	Horizontal Factors
	Please check after discussing
Public Opinion Polling (What does the public opinion polling say about this group's support for your social justice agenda?)	<input type="checkbox"/>
Demographics (education level, race, income, immigration status, etc.)	<input type="checkbox"/>
Voting Record (How does this group usually vote? Based on history, will they support your social justice agenda?)	<input type="checkbox"/>

SELF-ASSESSMENT OF REGIONAL POWER

Instructions: Conduct a self-assessment of your current power to win your policy initiative/ campaign by rating your group/ organization in the following factors. There is no right or wrong answers.

22. Use the following Power Rating Scale to assess your regional power: 2 (Not on the radar) 3 (Can get attention) 4 (Taken into account) 6 (Power to have major influence on decision-making)

	2	3	4	6
Financial Resources (What financial resources do you have to affect the outcome of your social justice agenda?)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coalitional Power (What political, organizational and social relationships do you have? How can this affect your social justice agenda?)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrated Success (What has been your success in winning a similar social justice agenda?)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Influence Media / Mass Consciousness (What is your ability to influence the media around your social justice agenda?)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Electoral Power (How much power do you have in mobilizing or persuading voters?)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Mobilizable Base (What is the size and what power does your current base have?)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationships (What political, organizational and social relationships do you have?)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expertise (What is your capacity/access to information and research/analysis?)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>