

Power Mapping: A Masterclass on Building the Coalition to End Homelessness

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Lived Experience Leadership & Advocacy Network

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Practical Tools for Coalition Building

Mapping Stakeholders and Building Targeted Messaging

Identifying the Stakeholders You Need

Managing Without Authority

1. You can't achieve your goals alone, but you don't control everyone else's behavior.
1. You must identify the people you need on your team *and* motivate them to take action
1. To know where to focus your efforts, you first need to clarify the behavior you're seeking to motivate

What Makes a Good Behavior Change to Target?

- Clear and concrete
- Measurable/verifiable
- An action, not just a belief or value
- Advances your goal

Mapping the Market through Stakeholder Analysis



- Always begin by mapping the market. What stakeholders are really critical for success?
- Key Tool: Stakeholder Analysis

Stakeholder Analysis: Know Who You Need

- **Leaders** - They play the main coordinating role, set strategy, make decisions. (Hint: one of these is you!)
- **Contributors** - They provide concrete action or resources
- **Gatekeepers** - Their support or opposition unlocks key contributors or adversaries.
- **Opposition** - You must either mitigate their resistance or take advantage of it to gain support from other key contributors
- **Bystanders** - Often assumed to matter at first, bystanders have no essential contribution to make and only limited ability to get in the way

Stakeholder Analysis

What it looks like

Stakeholder	Type	What I Need Them to Do			
1					
2					
3					
4					
5					

Stakeholder Types:

- Leader
- Contributor
- Gatekeeper
- Opposition
- Bystander

Sample Stakeholder Analysis: Hillary 2016

Stakeholder	Leader	Contributor	Gatekeeper	Opposition	Bystander
Hillary Clinton	X				
Democratic donors		X			
Tim Kaine		X			
Bernie Sanders			X		
Donald Trump				X	
Republican establishment					X

Developing Targeted Messaging

What Motivates Each Stakeholder?



Step 2

- Once you've mapped your stakeholders and identified what you need from them, decide what *they* need from *you*.
- Key tool: WIIFM Analysis

What's In It for Me?

- A WIIFM (What's in it for me?) analysis helps you identify and map what matters to the stakeholders you're trying to influence.
- Your primary message creates the container for your communication. A WIIFM analysis can help you customize that container for others.

WIIFM Analysis (What's In it For Me?)

Stakeholder	Type	What I Need Them to Do	WIIFM?		
1					
2					
3					
4					
5					

Building Targeted Messaging

Stakeholder	Type	What I Need Them to Do	WIIFM?	Targeted Message	
1					
2					
3					
4					
5					

Why Do I Need Targeted Messages?

- Achieving your goal will require action from multiple stakeholders, but not all stakeholders value the same things.
- Waste no will! Remember, you don't need people to believe what you believe...you just need them to take a specific action.

Elements of a Good Targeted Message

- Targeted to a specific person or group
- Appeals to a key motivation of that person or group
- Calls for a specific action or behavior
- Does not require, but also does not contradict, alignment with your primary message

Practical Application

Practice exercise

1. Break into groups of 5-7 people
2. Invite one group member to brief the group on one of their organization's real, current policy or advocacy priorities
3. Working together, identify the key stakeholders needed, targeted messages for each stakeholder, and suggested evidence or resources to strengthen your case with each stakeholder. **Prepare a 1-minute ask and be prepared to deliver it in front of the room!**

Thank You!



Jake Maguire

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Thank you Masterclass attendees.
Please make your way to the lectern
in the foyer.

Closing Address

IN FOYER

Deb King

Committee of Management, Don Dunstan Foundation

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