

JUNE 2022

[humanimpact.org/  
power-analysis-guide](https://humanimpact.org/power-analysis-guide)

# *Activities to Deepen Your Power-Building Analysis*

# Contents

These activities build on resources in  
**Set 1: Resources for Collaboration and  
Power Sharing Between Government  
Agencies and Community Power-  
Building Organizations**



## SET 2



Activities to  
Deepen Your  
Power-Building  
Analysis

### CHAPTER 1

**Assessing  
Your Power** 03

### CHAPTER 2

**Landscape  
Analysis** 13

### CHAPTER 3

**Power  
Mapping** 20



# *Activities to Deepen Your Power-Building Analysis*

[humanimpact.org/  
power-analysis-guide](https://humanimpact.org/power-analysis-guide)

**CHAPTER 1**

# **Assessing Your Power**

# Why talk about power?

Power imbalances and structural oppression — including racism, patriarchy, capitalism, and others — are the root causes of health inequities. They are interlocking and interdependent: structural oppression creates power imbalances, and power imbalances reinforce structural oppression. These forces work together to maintain the current conditions that keep many of us from accessing the collective resources we need to thrive and live free and healthy lives.

**Because power imbalances and structural oppression are the most upstream root causes of the inequities we seek to change, they are the most impactful sites for intervention.** Change starts with understanding our own power at the individual, team, organizational, and system levels.

## What is power?

### A brief overview

While we can't always see it, power operates everywhere at all times. Power is not fixed, but fluid; it is dependent on various factors, and relative to whatever space or community we're in.

At a personal level, identities, relationships, connections, institutional affiliations, structural access, access to resources and safety nets, job titles, and many other factors all shape how much power we have in a given situation. At an institutional level, the breadth and depth of our networks, a shared vision and goals, shared histories and

political analysis, the ability to mobilize many people towards a shared purpose, and other factors (described more below) shape how much power we have to effect change together.

As Dr. King stated, power itself is neither good nor bad. What matters is how power is used, and for what outcome. The ability to



*Power is the ability to achieve a purpose. Whether or not it is good or bad depends on the purpose.”*

REV. DR. MARTIN LUTHER KING, JR.



achieve a purpose, or use power, is deeply tied to systems of advantage and oppression like structural racism. We can't talk about power without talking about these systems.

## What kinds of power exist?

There are many different frameworks for understanding power. Below are some distinctions to keep in mind, all of which can make power more visible and help us use it to achieve systems change.

### Personal Power vs. Collective Power

When we think about power, we often think about personal empowerment, which typically means helping individuals to better navigate a system or condition as it is. For example, a public health campaign might focus on how to empower individuals to make healthy choices (e.g. eating healthy foods, exercising, not smoking) through health education, or help people navigate the confusing maze of our public health system's support services.

**While supporting the empowerment of individuals is important, it has limited impact – particularly for those who are most affected by inequities.** Nutrition education doesn't work if the recipient isn't paid a living wage and can't afford fresh food. Exercise recommendations aren't helpful for someone whose neighborhood has no safe outdoor green space. These band-aid fixes ultimately put the burden on people and communities already experiencing inequities.

That's why we need structural change to truly support health and wellbeing for all. Personal empowerment and provision of better services are not sufficient to achieve that goal. We need collective power, where many people are working together in an organized, aligned, and strategic way to change the systems and conditions that affect their lives. Collective power is good for one's health in and of itself, in addition to having a bigger impact on the social determinants of health. Individual power is most useful when it catalyzes a group of people to work together (collective power) for the larger system-level changes needed to eliminate health inequities.

For government agencies, moving toward collective power means working to support and form deep partnerships with community based power-building organizations ([CPBOs](#)).

### Power Over vs. Power With<sup>1</sup>

In our society, we see "power over" play out all the time. A select few groups have enormous capacity to shape laws, shrink government services, control the narrative, and actively repress legislation, policies, and protests that threaten their hold on political and economic power.

Using a "power over" mindset in our work will perpetuate inequities rather than address them.

---

<sup>1</sup> *Making Change Happen: Just Associates, Making Change Happen: Power; Concepts for Revisioning Power for Justice, Equality and Peace.* Just Associates, 2006, [justassociates.org](http://justassociates.org)

In a “power with” framework, we accept that power is actually infinite – and the more we share it, the more it expands. Shifting to this mindset helps us conceive of how to share power with community members and organizers. When we share power, we create space for centering the voices of those most impacted by health inequities and shift the power imbalances that cause inequities in the first place.

For more information on power over vs. power with, see this table from [Dare to Lead](#) by Brené Brown.

## Three Dimensions of Power

There are many different ways to categorize the various forms of power. The [Grassroots Power Project](#) outlines three distinct (though related) forms of power. There are many ways to express or take action on these forms of power, some of which are outlined in the table in Activity #2, page 9 of this resource.

### 1. Organizing people and resources to influence decisions

This form of power is the most visible. It includes actions like educating, advocating, lobbying, registering voters, and organizing campaigns to influence policies and elections. This form of power tends to have a short-term timeframe.

### 2. Power and infrastructure to influence what’s on the agenda

This form of power is hidden. It is used to influence which issues get addressed and who is at the decision making table. Actions include shifting or expanding the political agenda through building collective infrastructure and coordinating strategic alliances and networks. This form of power has a mid-term or long-term timeframe.

### 3. Shifting narratives and worldview to shape what is possible

This form of power is invisible. It is used to influence how people consciously and unconsciously interpret the world around them, shaping ideology. Narratives impact what people see as problems and possible solutions. Actions include using communications to activate key values and beliefs and challenge the dominant worldview to shape the public debate. This form of power has a long-term timeframe.

## Benefits of assessing our power

Taking time to assess your individual, team, and/or organizational power can:

- Combat feelings of powerlessness by identifying what you do have control over
- Help government employees process the paradox of feeling powerless within the system/hierarchy while also having relative power within the community
- Pull back the veil on power structures impacting your work and help you hone in on the most effective strategies to make change
- Increase awareness of the responsibility of having power and improve accountability
- Help you identify ways to share your power with those who have been structurally blocked from that power due to their personal identities and lived experience

# Power Assessment Activities

## Activity #1:

### How powerful are you?

#### Why:

The purpose of this activity is to get your team primed to consider how powerful they are as individuals and as a group (team/office/agency/organization/coalition) working to catalyze systems change.

While we've found that this activity yields fruitful discussion for people at any place in their journey, it is a particularly helpful conversation starter for those who are just beginning to think about power. This activity can be revisited (e.g., when power dynamics shift or new members join the team), and works well as an opening practice before power mapping.

#### Who:

Any group that seeks to reduce inequities would benefit from this activity. It is particularly fruitful to include partners across government and outside of government, such as community power-building organizations (CPBOs).

Discussing power can be uncomfortable and bring up difficult feelings. For this activity to be successful, it's important that the group already have established relationships and a basic level of trust with one another. For example, can folks participating lean into difficult conversations with compassion and thoughtfulness? You might decide to do this activity several times, adding in new layers of partners over time.

#### What you'll need:

##### If Virtual:

- A copy of this [Jamboard](#)
  - To make a copy of the [Jamboard](#), open the link, click "File," "Make a copy," and "Entire presentation," then click "OK."

- A list of scenarios you'd like to use (see examples below)

### If In Person:

- A list of scenarios you'd like to use (see examples below)

**Time:** Depending on how many scenarios you present and how deep you want to take the conversation, this activity could take between 30 minutes to an hour.

## Instructions

- 1. Set expectations:** Explain to the group that this activity is meant to ease us into conversations about power. It isn't going to get us to concrete conclusions today, but it is going to help us expand how we understand and perceive power.
- 2. Power as an individual:** First, ask the group to answer the question, "How powerful are you as an individual?" If virtual, ask participants to place a marker on the spectrum of 1 through 10. If in person, designate one side of the room as representing 1/least powerful, and the other side representing 10/most powerful, and ask them to physically place themselves on the spectrum.
  - a. If participants ask clarifying questions about what context(s) they should consider, tell them to weigh whatever factors they'd like.
  - b. Once everyone has placed themselves, engage the group in the following discussion questions. Do not require everyone to answer every question; instead, have people respond to what they feel compelled to answer. We call this "challenge by choice."
    - What do you notice about the markers on the Jamboard?
    - How did this activity make you feel?
    - How did you decide where to place yourself? What factors, identities, or other context did you take into account?
- 3. Power as a group:** Next, ask participants to answer the following questions *as a collective* (e.g., as an office, agency, organization, coalition, etc.) Select 3-4 scenarios and tailor them to your context.
  - a. How powerful is your organization...
    - In a meeting with your funder?
    - In a meeting with your grantees?
    - In a meeting with community members?
    - In a meeting with the mayor or other relevant elected official?
    - When convening your advisory committee?
    - When implementing work with community partners?
    - When developing your strategic plan?
    - In mobilizing others to advance or block policies?
    - In setting the public agenda?
    - In shaping the public narrative about your issues?



- b. For each scenario, name any patterns you see emerging on the Jamboard or butcher paper. Debrief with the group and be sure to invite opposing opinions.
  - Who would like to share why they placed their marker where they did?
  - Who would like to share a differing opinion?
  - Does anyone feel moved to shift their marker based on the discussion?

#### 4. Wrap up:

- a. Brainstorm next steps based on the types of power that were identified through this activity. What might you do together next? Write down the next steps, along with the time frame and roles.
- b. Thank participants for their engagement and vulnerability. Remind them that this was just a first step toward deepening conversations about power, and that power shifting is an ongoing, dynamic process.

## Activity #2:

# Identifying your powers

### Why:

Get explicit with your team about the kinds of power you hold as an office/agency/organization/coalition.

### Who:

Any group that seeks to reduce inequities would benefit from this activity; it can be particularly helpful for those who work in government agencies and systems.

### What you'll need:

#### If Virtual:

- A copy of this [Jamboard](#)
  - To make a copy of the [Jamboard](#), open the link, click “File,” “Make a copy,” and “Entire presentation,” then click “OK.”

#### If In Person:

- Butcher paper or giant sticky notes with the table from slides 1 and 2 of the Jamboard drawn on it
- Colorful dot stickers

Form of Power	Description	Do we have this?
<b>POSITIONAL</b>	Comes from organizational authority or position – often overlooked by people with the power, rarely forgotten by those without it	
<b>REFERRED</b>	Comes from connections to others (e.g. a staff member without formal positional power but who has known the ED for years)	
<b>EXPERT</b>	Comes from wisdom, knowledge, experience & skills (e.g. someone who is widely respected because of their skills as an organizer)	
<b>IDEOLOGICAL</b>	Comes from an idea, vision, or analysis... it can be the original idea of an individual, an ideal such as “democracy” or “liberation,” or a developed ideology	
<b>OBSTRUCTIVE</b>	Stems from the ability to coerce or block – whether implicit, threatened, or demonstrated. Those without other sources of power may depend on it. Many activists are experts in its use.	
<b>PERSONAL</b>	The manifestation of an individual’s energy, vision, ability to communicate, capacity to influence, emotional intelligence, psychological savvy, etc.	

Form of Power	Description	Do we have this?
<b>CO-POWERING</b>	A term from the Latinx community that articulates the responsibility of individual leaders to mindfully work toward supporting the personal power of others through modeling, validating, and giving feedback	
<b>COLLABORATIVE</b>	Our ability to join our energies in partnership with others in pairs, teams, organizations, communities, coalitions, and movements	
<b>INSTITUTIONAL</b>	Economic, legal, and political power directly wielded by institutions – whether a corporation, police department, or your own organization. It exists apart from the individuals who work there at any one time, i.e. brand, membership, skills, etc.	
<b>CULTURAL</b>	The cultural norms and conditioning regarding race, class, sexual orientation, gender identification and age that accrue power and privilege to the dominant group... from the perspective of oppressed peoples, is also a consciousness of community or culture that serves to empower	
<b>STRUCTURAL</b>	Power covertly or implicitly exercised through the dominant institutions of society (e.g. resistance to alternative medicine from the AMA and insurance providers or racism expressed and maintained through structures like red-lining by lending institutions)	
<b>TRANSCENDENT</b>	Comes from our connection to something larger than ourselves: to the Creator or Spirit, the natural world, our ancestral lineage, or the arc of history	

**Time:** Depending on how deep you would like to take the discussion, this activity could take 25 to 45 minutes.

## Instructions

- 1. Review:** Review the different types of power listed in the table so everyone is acquainted with the terms.
- 2. Identifying powers:** Ask participants to move one of the markers (if virtual) or add a dot sticker (if in person) to the “Do we have this?” column for each power they think your office/agency/organization/coalition holds.
- 3. Discussion:**
  - Where do we seem to have consensus about our power? (*i.e.*, powers with a lot of markers/dots or none)
    - Ask the group to elaborate on how and where those powers show up and are exercised.
  - Where do we seem to disagree about the powers we have? (*i.e.*, powers with only few markers/dots)



- Ask the group to elaborate on how and where those powers show up and invite opposing opinions. Allow folks to add or remove markers based on the discussion.
- c. Starting with where there is consensus on the sources of power, ask: How can we do more to share these powers and employ a “power with” framework instead of a “power over” one?
  - Take notes on the discussion.
  - Identify some next steps based on the discussion, specifying time frame and roles.

## About Human Impact Partners

[Human Impact Partners](#) transforms the field of public health to center equity and builds collective power with social justice movements.

For more information about this resource, please reach out to [info@humanimpact.org](mailto:info@humanimpact.org).

## Acknowledgements

Gratitude to HIP’s Capacity Building team and wider staff for all their wisdom and input in creating this resource, specifically Jessi Corcoran, Solange Gould, Ana Tellez, Megan Gaydos, Renae Badruzzaman, Jamie Sarfeh, and Clara Liang. Graphic Design by MJ Hammond and Anna Engle, Design Action Collective.

This resource is supported by a grant from the Health Impact Project, a collaboration of the Robert Wood Johnson Foundation and The Pew Charitable Trusts. The views expressed are those of the author(s) and do not necessarily reflect the views of the Health Impact Project, The Pew Charitable Trusts or the Robert Wood Johnson Foundation.

# *Activities to Deepen Your Power-Building Analysis*

[humanimpact.org/  
power-analysis-guide](https://humanimpact.org/power-analysis-guide)

CHAPTER 2

# Landscape Analysis

# What is a landscape analysis?

A landscape analysis<sup>1</sup> is a process that allows you to systematically identify the people, communities, agencies, and organizations who could positively or negatively impact the success of your initiative. There are several methods that can be used to perform the analysis; this tool offers two methods.

## Why do a landscape analysis?

Whether you want to pass or block a new policy, change internal practices in your organization, or launch a new program, success depends on knowing who has an interest in your issue, who has the power to advance or block your desired outcome, and who could be strong allies to your cause.

Analyzing your potential partners and opponents is particularly useful at the onset of a campaign for change, and can be helpful to prepare for power mapping.

# Landscape Analysis Tools

## Activity #1: Potential Partners and Opponents Table

---

<sup>1</sup> This process has commonly been referred to as a “stakeholder” analysis. Native American and Indigenous communities have long communicated that this term is inappropriate and rooted in oppressive colonial practices. Naming this process a “landscape analysis” is our attempt to honor this truth and participate in an evolution of language that centers liberatory ways of being.



## Why:

The purpose of this activity is to identify key potential partners and opponents who have an interest in or influence over the policy or practice you seek to change.

The activity guides you through steps to gather information about invested parties and their influence, and record the information in a table. The information gathered can be applied again in future initiatives.

## Who:

Invite 3-5 people to support filling in the table. We recommend including people with diverse expertise and connections to uncover partners/opponents and information you may otherwise miss. It is particularly fruitful to include partners across government and outside of government, such as community power-building organizations (CPBOs).

If you have a large team working towards the change target, you do not necessarily need to complete this activity with the entire group; you can complete the first pass with a small group and solicit further input at a larger meeting.

## What you'll need:

### If Virtual:

- A copy of the table below, using screen share, [Google Docs](#), or [Jamboard](#)

### If In Person:

- A copy of the table below, with a method for ensuring everyone can watch the table be filled in together (such as projecting on a large screen)

**Time:** The length of this activity depends on how many partners or opponents you are including, the group's breadth and depth of knowledge of them, and the complexity of the landscape. This activity could take between two and three hours.

## Instructions

- 1. Identify the change target:** Discuss with your group and come to consensus about your goal. Is it a change in policy or practice? The creation of a new program or coalition? The more specific you can be, the better. Record this at the top of the table.
- 2. Brainstorm:** Use the following questions to support creating your list of key potential partners and opponents.
  - a. Who would be most impacted by the change you seek?
  - b. Which organizations or people are already working towards this change?
  - c. Who has the decision-making power to approve your change?
  - d. Who is responsible for implementing the change, and who holds them accountable?
  - e. Which organizations or people could provide relevant data, resources, or other support?

3. **Complete the table:** Use the key on the following page to help you fill in each column for each potential partner or opponent. Use this table as a reference throughout work on your change target.

## Potential Partners and Opponents Table

Change Target:

POTENTIAL PARTNER/ OPPONENT	WHAT THEY IMPLEMENT	RELEVANT POWER(S)	ACCOUNTABLE TO	INFLUENCED BY	YOUR RELATIONSHIP
<p>Name of organization / individual and what sector they represent</p> <p><i>e.g., Government agency, service provider, community power building org, private sector</i></p>	<p>Their specific implementation or action powers as related to your change target or strategy</p> <p><i>e.g., They inspect restaurant facilities, approve housing permits, maintain the properties, fund the projects, decide who to contract</i></p>	<p>What <b>Arenas of Power</b> do they have influence over?</p> <p><i>e.g., Electoral, Legislative, Judicial, Administrative, Cultural, Corporate</i></p>	<p>Who do they report to? Who decides their budget?</p> <p><i>e.g., Community members, shareholders, mayor, city council, legislature, funders, voters</i></p>	<p>Who/what has considerable sway over the organization?</p> <p><i>e.g., Elected officials, unions, chamber of commerce, print or social media, election cycle, sales/consumers</i></p>	<p>What are the formal and informal relationships of your organization to this stakeholder?</p> <p><i>e.g., Member on their task force, they receive contracts from you for community engagement, X's partner is the ED of Y org, A + B go to church with C + D</i></p>

# Activity #2: Landscape Web

## Why:

The purpose of this activity is to create a visual that depicts relationships between your key partners and opponents and generate ideas on how to improve key connections that will advance your change target.

The Landscape Web can be created as a follow up to the previous table activity or as a standalone activity. It is also a useful tool to have on hand for the final steps of [power mapping](#).

## Who:

A group is ready to conduct this activity once they have a better understanding of their own power and have a clear change target or goal in mind to reduce inequities. Note that you don't need to fill the web out with an entire advisory committee; you can complete the first pass with a small group and solicit further input at a larger meeting. A team of 3-5 people is sufficient. We recommend including people with diverse expertise and connections to uncover people and information you may otherwise miss.

## What you'll need:

### If Virtual:

- A blank [Jamboard](#) or similar platform

### If In Person:

- Large butcher paper and colorful markers
- Something to make connections between the circles, like markers or string

**Time:** The length of this activity depends on whether you have already filled out the table above, how many partners or opponents you are including, and how complex the relationships are. This activity could take between one and three hours.

## Instructions

If you are creating the Landscape Web as a follow up to completing the Potential Partners and Opponents Table, skip to step 3.

- 1. Identify the change target:** Discuss with your group and come to consensus about your goal. Is it a change in policy or practice? The creation of a new program or coalition? The more specific you can be, the better. Record this at the top of the table.
- 2. Brainstorm:** Use the following questions to support creating your list of key potential partners and opponents.
  - a. Who would be most impacted by the change you seek?
  - b. Which organizations or people are already working towards this change?



- c. Who has the decision-making power to approve your change?
- d. Who is responsible for implementing the change, and who holds them accountable?
- e. Which organizations or people could provide relevant data, resources, or other support?

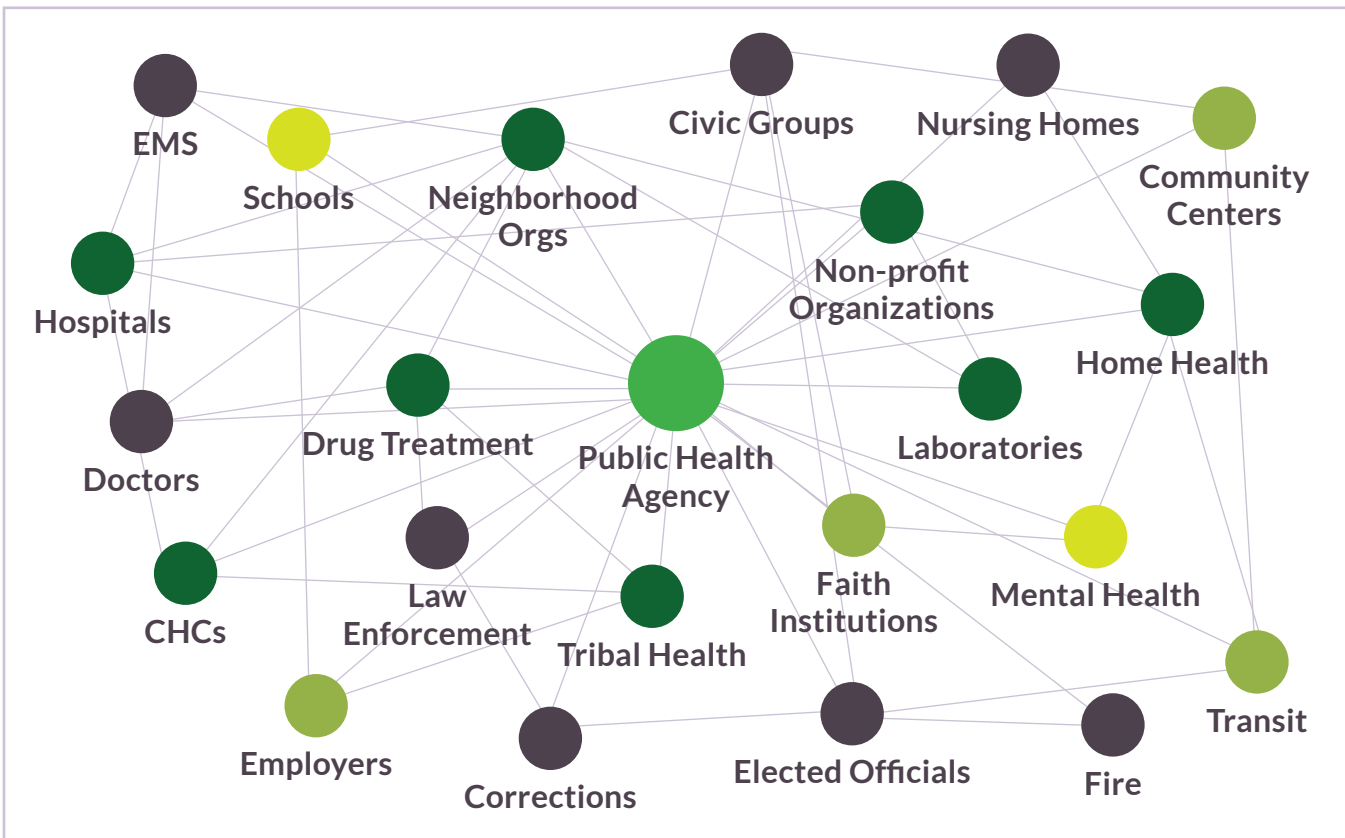
**3. Create and label circles:** Place your own office/agency/organization/coalition in a circle at the center of the diagram. Draw and label circles for all of the other people or organizations that you named in the table and would like to represent in the map. If completing this activity in person, you can also use cut-out circles that can be shifted to reflect closeness or distance of relationships.

**4. Color code the circles:** This step is optional, but can help to identify patterns in relationships. For example, partners or opponents falling in the following categories would each have their own color:

- a. Government agencies
- b. Community-based organizations
- c. Health care entities
- d. Businesses
- e. Elected officials

Feel free to create your own categories.

**5. Make connections:** Draw lines between the circles to represent connections or relationships between partners and/or opponents. Relationships can be formal (e.g., X agency funds Y nonprofit) or informal (e.g., the Director of X organization is friends with Y elected official). Optional: use different types of lines to indicate the kind of relationship (e.g., a solid line for formal, a dotted line for informal).



- 6. Review the map:** Use the following prompting questions for discussion and take notes.
- What patterns do you notice?
  - What do you notice about formal and informal relationships to the key decision-maker(s) for the change target?
  - What existing connections could be leveraged to achieve the change target?
  - Where could your agency improve its relationships to advance the change target?
  - Where could your agency facilitate connections between partners to increase the likelihood of success for the change target?

## About Human Impact Partners

[Human Impact Partners](http://www.humanimpact.org) transforms the field of public health to center equity and builds collective power with social justice movements. [www.humanimpact.org](http://www.humanimpact.org)

For more information about this resource, please contact [info@humanimpact.org](mailto:info@humanimpact.org).

## Acknowledgements

Gratitude to HIP's Capacity Building team and wider staff for all their wisdom and input in creating this resource, specifically Jessi Corcoran, Solange Gould, Ana Tellez, Megan Gaydos, Renae Badruzzaman, Jamie Sarfeh, and Clara Liang. Graphic Design by MJ Hammond and Anna Engle, Design Action Collective.

This resource is supported by a grant from the Health Impact Project, a collaboration of the Robert Wood Johnson Foundation and The Pew Charitable Trusts. The views expressed are those of the author(s) and do not necessarily reflect the views of the Health Impact Project, The Pew Charitable Trusts or the Robert Wood Johnson Foundation.

# *Activities to Deepen Your Power-Building Analysis*

[humanimpact.org/  
power-analysis-guide](https://humanimpact.org/power-analysis-guide)

**CHAPTER 3**

# **Power Mapping**



# What is power mapping?

Power mapping is a tool to assess the power landscape in regards to a specific policy or practice change you're working toward (your "change target") and identify strategic pressure points.

The process involves generating a list of key players — partners, opponents, powerful influencers, and other interested parties — and mapping them across two dimensions:

- 1. Their power or influence in decision making around your change target**
- 2. Their support of or alignment with the change target**

Once key players are mapped, you can make a strategic plan to advance your change target by:

- **Increasing the power** of those who are already aligned, or in agreement, with the change target
- **Increasing support** for the change target among those who already have power

## Why should we map power?

Power mapping creates a helpful visual of where power lies in decision-making around your goal. By identifying who has the power to block or advance your change target, you can focus organizing efforts for the biggest impact.

Power mapping is a tool many community organizers use to make gains for social movements. We encourage government agencies to engage with community power-building organizations during the power mapping process to deepen the work, strengthen community relationships, and share power.

For more background information and other power mapping examples, see these resources:

- Power analysis [presentation](#) and [book chapter](#) from SCOPE, a community-based organization focused on building grassroots power in Los Angeles
- [Mapping Power and Money](#), a guide in the Greater Boston Anti-Displacement Toolkit
- [Power Points](#), a Los Angeles-focused guide and worksheet by artist and designer Rosten Woo

# Power mapping activity

## Why:

The purpose of this activity is to deepen your understanding of the power landscape surrounding the change in policy or practice you're working toward. The process can uncover people or organizations who may not have been on your radar previously and help you identify next steps for shifting partners and opponents to help you reach your goal.

## Who:

Invite 3-6 people to participate in power mapping. Who you invite depends on your change target and your current allies. You may choose to include people both within and outside of your agency; it is particularly fruitful to include partners across government and outside of government, such as community power-building organizations. We recommend including people who are aligned with your goal and represent diverse expertise and connections in order to cover a breadth of information about potential partners and opponents.

If you have a large team working towards the change target, you do not necessarily need to complete this activity with the entire group; you can complete the first pass with a small group and solicit further input at a larger meeting.

## What you'll need:

### If Virtual:

- Power mapping [Jamboard](#)

### If In Person:

- Power mapping [Jamboard](#) and means of projection (so all can see)  
OR
- Hard copies of the maps and tables on the Jamboard slides, such as hand drawn on butcher paper
- Sticky notes
- Markers

**Time:** This activity can take between an hour and two hours depending on the scope of your change target.

## Instructions

### 1. Prepare for power mapping.

 Before you begin, identify:

- a. What is your change target?  
*Tip: Be as specific as possible. Example: Pass a rent control policy to promote keeping low-income families in X neighborhood in their homes.*
- b. How does power and influence play out surrounding the change target? For example, what power dynamics or structural issues and opportunities already exist?

- c. What does it mean to be aligned with your change target? For example, what values, expectations, or shared understanding underlie your goal?
- d. Which key partners and opponents should be mapped?

*Tip: You can use the brainstorm questions from the landscape analysis resource to generate your list. Example: local politicians, affordable housing groups, racial justice organizations, community leaders, etc.*

You can answer these questions multiple ways:

- **Meet as a group** to discuss and answer these questions together. Depending on the size of the group, this could take up to an hour.
  - **Use the Jamboard** and ask group members to answer these questions individually using sticky notes on the board ahead of the power mapping session. Then discuss and find consensus on the answers to these questions during the first 15-20 minutes of the power mapping session.
  - **Answer the questions on your own** and check your assumptions with the group during the first 15 minutes of the power mapping session. Find group consensus on the answers to these questions (especially questions a and c) before progressing.
- 2. Place partners and opponents on the map:** On the blank map on [slide 4 of the Jamboard](#), use sticky notes to place people and organizations according to their power or influence over decision-making *and* their support or alignment with your change target. Make sure to find consensus with the group on the sticky note placement.
  - 3. Make meaning of the map:** When the power map is complete, it's time for the team to consider how to:
    - a. **Increase the power/influence** of those who are already aligned with you
    - b. **Increase the support/alignment** of those who already have power/influence

Before you begin, review the map on [slide 3 of the jamboard](#) to think about what each of the quadrants represents.

Fill out the first 3 columns of the table on [slide 5 of the jamboard](#) as a group. Use these prompting questions:

- Who should we consider shifting and why?
- In what way do they need to shift (power or support)?
- What would it take to shift them? (e.g. time, investment, alliance-building, etc.)

Then evaluate which partners/opponents you'd like to prioritize targeting based on the amount of work it would take to shift their power or standpoint. Fill out the last column with either "yes" or "no" accordingly.

- 4. Make an action plan:** Once you have filled out the table, the team can assign next steps to individuals. Who will do what by when? Be strategic, and make use of each team member's unique skills and relationships. For example:
  - Someone who already has the ear of a powerful individual on the map could continue to build that relationship and increase their alignment with the change target through one-on-one meetings

- Someone who works in government could advocate for including an aligned community organization in an advisory board to increase their power and influence over the change target

*Tip: If you have completed a Landscape Web, it can come in handy at this step!*

## Troubleshooting power mapping issues

Power mapping should take no more than 2 hours. If it turns into a several hour, multi-day conversation, there was likely a hiccup earlier in the process. Here are some common mistakes to avoid:

- **The change target is too broad.**
  - Solution: Narrow the change target as much as possible. For example, a broad target like “advance equitable practices in the health department” can be broken down into more specific practice changes, such as “pass an internal policy to reimburse community members in cash/check for their input in health department initiatives.”
- **The list of key opponents and partners is too extensive.**
  - Solution: Cull the list to those who have the most power/influence and those who most support your change target. Those who are against your change target but have little influence over the decision can be cut first.
- **You have too little knowledge of the partners and opponents.**
  - Solution: Pause to do some research on the potential partners and opponents – specifically their power over and alignment to the change target – before returning to mapping.
- **Your team does not agree on the meaning of power or alignment in relation to the change target.**
  - Solution: Take time to get on the same page about these things before returning to mapping. If your group feels stuck in understanding power, it may help to use the activities in the Assessing Your Power resource to unearth definitions and find shared meaning.

## About Human Impact Partners

[Human Impact Partners](http://www.humanimpact.org) transforms the field of public health to center equity and builds collective power with social justice movements. [www.humanimpact.org](http://www.humanimpact.org)

For more information about this resource, please contact [info@humanimpact.org](mailto:info@humanimpact.org).



# Acknowledgements

Gratitude to HIP's Capacity Building team and wider staff for all their wisdom and input in creating this resource, specifically Jessi Corcoran, Solange Gould, Ana Tellez, Megan Gaydos, Renae Badruzzaman, Jamie Sarfeh, and Clara Liang. Graphic Design by MJ Hammond and Anna Engle, Design Action Collective.

This resource is supported by a grant from the Health Impact Project, a collaboration of the Robert Wood Johnson Foundation and The Pew Charitable Trusts. The views expressed are those of the author(s) and do not necessarily reflect the views of the Health Impact Project, The Pew Charitable Trusts or the Robert Wood Johnson Foundation.

