Glossary

photo by:
Luke Franke/Audubon

Ally

An ally is a group or individual that cannot join your campaign, but supports your issue.

Ask

An "ask" is a specific request for action.

Audience

An audience is the group you are trying to recruit, work with, overcome, or speak to with your campaign. You can, and usually do have multiple audiences.

Birddog

Birddogging is showing up to a public event where your target is expected to attend and asking him or her a question that forces them to take a stance on an issue publically.

Campaign

A campaign is a series of tactical actions, guided by a strategic plan, that are enacted over a named period of time with a clearly defined victory or end point.

Constituency

A constituency is a community or group of individuals bound by a commitment to further a shared common goal.

Cover Strategy

A strategy focused on addressing the concerns of a target to vote a certain way.

Evaluation and Next Steps Stage

The period of evaluation, celebration, and preparation regardless of a campaign's result (win or lose).

Foundation Stage

The foundation period is the start of your power-building activities.

Goals

Goals are a series of definable, achievable steps that get you closer to achieving your vision.

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Hero Strategy
A strategy focused on affirming or promoting a target's power to lead on a specific issue.

Kick-off Stage
This period serves as the launch of your campaign and deadline for planning goals, strategy, and tactics, recruiting people to your cause, and confirming initial commitments.

Ladder of Engagement
A ladder of engagement is the process where individuals take on more responsibility with time, ultimately managing a high level of your campaign.

Legal or Regulatory Power
Legal or regulatory power is based on law and the courts and your ability to get involved in a legal battle.

Letter to the Editor (LTE)
A LTE is an opinion or statement sent to a newspaper that localizes and/or personalizes an issue.

Mountain-top Stage
The point where your campaign reaches maximum mobilization.

Opponent
An opponent is a group or organized people, often with money, who stand against what you want.

Organizational Considerations
Resources for your campaign including budget, staff time, volunteers, coalition members, etc.

Peaks Stage
A string of peaks function as tactical milestones with measurable outcomes.

Petition Drive
Petitioning is a tactic you use to generate widespread support of your issue to the target. A drive is a period of time in which you are actively gathering signatures.

Phonebanking
Phonebanking is a phone call between you (or a volunteer) and a current (or future) member of your campaign, discussing the issue you're working on, and ending with an ask.

Political or Legislative Power
Political or legislative power is based in elections relative to your ability to unseat or keep the target in power through voting.

Power
Power is your ability to get someone to do something they otherwise would not have done.

Power-mapping or Power Analysis
An analysis that devotes itself to understanding power relationships including identifying who makes the decision, and how to change that decision.

Press Conference
A press conference is a high-level presentation of information to the media and the public—especially important when it comes to breaking or urgent news.

Press Release
A press release is a written communication that reports specific but brief information about an event, circumstance, or other happening that is provided to the media through a variety of means.

photo by:
National Audubon Society

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Pressure Strategy

A strategy focused on building pressure through a series of tactics.

Recruitment

The process of bringing new individuals into your campaign.

Self-interest

Self-interest is how we perceive ourselves to be in relation to our community and others.

Script

A script is a specific, targeted message that you use to frame your ask during a one-on-one, a house meeting, or petition-gathering.

Snowflake Model

The Snowflake Model is a model used to distribute leadership opportunities to a group of committed individuals in order to make them increasingly effective, responsive, productive, and collaborative.

Story of Self

A Story of Self is your personal call to action and leadership as a result of facing a challenge. It also serves as a tool to practice communication and collaboration as you begin to structure your team.

Strategy

A statement that describes your big-picture plan to win.

Strategy Chart or "Campaign Framework"

An advocacy framework and planning tool used to make campaigns meaningful, strategic, and realistic.

Sweet Spot

The ideal area you want to be in a campaign where strategy, strength, and individual development converge.

Tabling

Tabling is a campaign activity that involves setting up a table at an existing event and requires you to talk to attendees to gather names, signatures, and other contact information.

Tactics

Targeted actions designed to build and demonstate your power. Tactics demonstrate your growth, and advance your goals by applying pressure to a target. They must be done BY someone, TO someone.

Target

A target is the decision maker who has the power over whether your goal is met or not.

Theory of Change

A "theory of change" in the campaign context is how and why you think you're going to win.

Tuckerman's Team and Group Development Model

The four stages of group development are:

1. Forming

The first stage of Tuckman's Team and Group Development Model. Team members are positive, polite, and conflict-averse.

2. Storming

The second stage of Tuckman's Team and Group Development Model. Team members experience conflict with work styles, personalities, or lack of agreement.

3. Norming

The third stage of Tuckman's Team and Group Development. Team members set standards and expectations while developing trust and support for each other.

4. Performing

The fourth stage of Tuckman's Team and Group Development. The completion of tasks leads to constructive action and creative solutions.

Vision

A clear statement describing the future that you want to live in and are working to create.

Theory of Change for Advocacy Campaigns

WHAT IS A THEORY OF CHANGE?

A theory of change is how and why we think we're going to win. A theory of change must answer these questions: What change do you want to effect? How will you do it? Why do you think it will work?

A Theory of Change should be:

Plausible

Your evidence should be logical and well understood. Your strategies and tactics should give you want you want, or at the very least get you closer to your goal.

Doable

You should have given yourself enough time to achieve your goal. These goals should be aggressive, but realistic.

Testable

You should be able to test your hypothesis, track your progress, and evaluate the impact of your activities.

GETTING STARTED

In order to launch a successful campaign, you need to be able to state clearly why the plan you've established can reasonably result in a victory. This is your theory of change. If you are unable to describe why you believe your plan will work, your campaign will struggle to retain volunteers, convince your targets, and ultimately, will affect your ability to create change. It is that important. As you work on your chapter or group's theory of change, spare no detail. Your theory of change should address some parts, if not all, of the following considerations:

1. **What issue is your group, chapter or state office addressing?**

2. **What is your desired outcome?**

3. **What values do you, your partners, and your allies hold about the issue?**

4. **What strategies are already planned or in place now to address the issue?**

5. **How might you revise your theory of change if your fundamental understanding of the issue changes?**

Theory of Change Worksheet

THEORY OF CHANGE WORKSHEET

CHANGE STATEMENT: *In one or two sentences, using the "if/then" construction, describe your theory and what needs to happen in order to fulfill the purpose of your campaign.*

WHY IS THERE A NEED FOR CHANGE?

Bullet the reason(s) why the change must occur and for whom.

WHAT ARE THE KEY BARRIERS?

Bullet social and environmental factors including political, economic, and cultural that might impede the change you seek to implement.

HOW DO YOU PLAN TO SUPPORT YOUR EFFORTS(S)?

What resources do you have? Time, volunteer hours, money, etc.

IMPACT STATEMENT: *In one or two sentences, describe the outcome you expect as a result of your effort. Be realistic.*

APPENDIX C:

Strategy Chart or Campaign Framework Planning Tool Worksheets

CAMPAIGN FRAMEWORK PLANNING TOOL WORKSHEET

STRATEGY: *In one to two sentences, develop a statement that describes your big-picture plan to win.*

GOALS	ORGANIZATIONAL CONSIDERATIONS	DECISION MAKER (TARGET)	POWER ANALYSIS	TACTICS
LONG-TERM *What do you really want? Your vision.*	**RESOURCES** *Determine key roles, what assets you have, what assets you will need, your budget, and any planned partner activities.*	**TIER 1 TARGETS** *List the names and titles of the decision maker who can get you what you want.*	**OPPONENTS** *Identify two to three (or more) opponents who will devote resources to ensuring your campaign does not win.*	**ACTIONS** *Identify specific actions planned for the campaign and done to the target, in alignment with strategy.*
INTERMEDIATE *The campaign goal. (Note there can be multiple intermediate goals to achieve your long term goal).*	**ORGANIZATIONAL GAINS** *List three to five measurable outcomes that will grow out of the campaign. For example, increased # of activists, members, enhanced reputation, new donors, etc.*	**TIER 2 TARGETS** *List the names and titles of the individuals who can influence your Tier 1 targets to get you what you want.*	**CONSTITUENTS** *Identify your target group, community, or people who can join as members in support of your campaign.*	
SHORT-TERM *A step towards achieving the intermediate goal.*	**INTERNAL CONSIDERATIONS:** *Determine three to five problems, tensions, areas of concern, or possible conflicts that may constrict the campaign. Determine your plan to address and by what date.*	**TIER 3 TARGETS** *List the names and titles of the individuals who can influence your Tier 2 targets to get you what you want.*	**COALITION PARTNERS** *List three to five or more coalition partners that you plan to coordinate with around the issue.*	
			ALLIES *List three to five (or more) partners that will not join your campaign through a coalition but may demonstrate support for the issue.*	

CAMPAIGN FRAMEWORK PLANNING TOOL WORKSHEET

GOALS	ORGANIZATIONAL CONSIDERATIONS	DECISION MAKER (TARGET)	POWER ANALYSIS	TACTICS
LONG-TERM	RESOURCES	TIER 1 TARGETS	OPPONENTS	ACTIONS
INTERMEDIATE	ORGANIZATIONAL GAINS	TIER 2 TARGETS	CONSTITUENTS	
			COALITION PARTNERS	
SHORT-TERM	INTERNAL CONSIDERATIONS	TIER 3 TARGETS	ALLIES	

Power-mapping Exercise

Power-mapping is an analysis that devotes itself to understanding power relationships including identifying who makes the decision (on your campaign goal), and how to change that decision. We may know exactly who our decision maker is, but we may not know what moves them to take action. That is the purpose of power-mapping. Through this process, you will figure out some of the exact ways that make it easier for your decision maker to say "yes" to a campaign goal.

THE POWER MAP

We use advocacy to generate the change we want to see. Using our power analysis to understand our social, environmental, political, and economic landscape, we will:

Build power
Show strength and growth by the numbers (offline and online).

Apply pressure
Target decision makers in tactical ways.

Practice persuasion
Engage in daily discussions to promote the change we want.

GETTING STARTED

With your team, start by drawing a circle in the center of a blank piece of paper or on a board. At the top of the paper, clearly state your goals as they relate to a specific decision maker. For example, we want to pass 100% clean energy resolution in our [insert city, insert state] by getting the mayor to vote in favor.

Inside the circle, jot down the name and title of the decision maker(s) you want to get to a "yes" decision. In the above example, your main decision maker is the mayor. But for other campaigns, it could be someone else. Does the decision fall on the board of education, a city commission on public health, the public utility commission, the mayor, a legislator on the budget committee, or governor? What do you know about this person? Who influences them?

Begin fleshing out their influences. An influencer is a person related, in some way, to your decision maker. They typically are your Tier 2 targets. The assumption is that this person will have influence over your target. Does their spouse influence them? If so, write their name under personal influences. Research their spouse. Do you have any connections to him/her? Do any of your partners have connections? How can you find out more about this person?

Is your decision maker religious? If so, put a faith leader (or person within the faith) in the personal influences box. Again, ask yourself, do you have any connections to this person of faith? Do your partners? Do they have any reasons to support your issue? Any reasons to oppose? And so on. Continue to flesh out your the influencers until you feel confident that you know how to get your decision maker to do what you want them to do *[campaign goal]*.

APPENDIX E:

Power Map Worksheet

Use this space to match your issue with a decision maker.

POWER-MAPPING EXERCISE

PUBLIC INFLUENCES

VIP INFLUENCES

DECISION MAKER

PERSONAL INFLUENCES

FINANCIAL INFLUENCES

Ladder of Engagement Worksheet

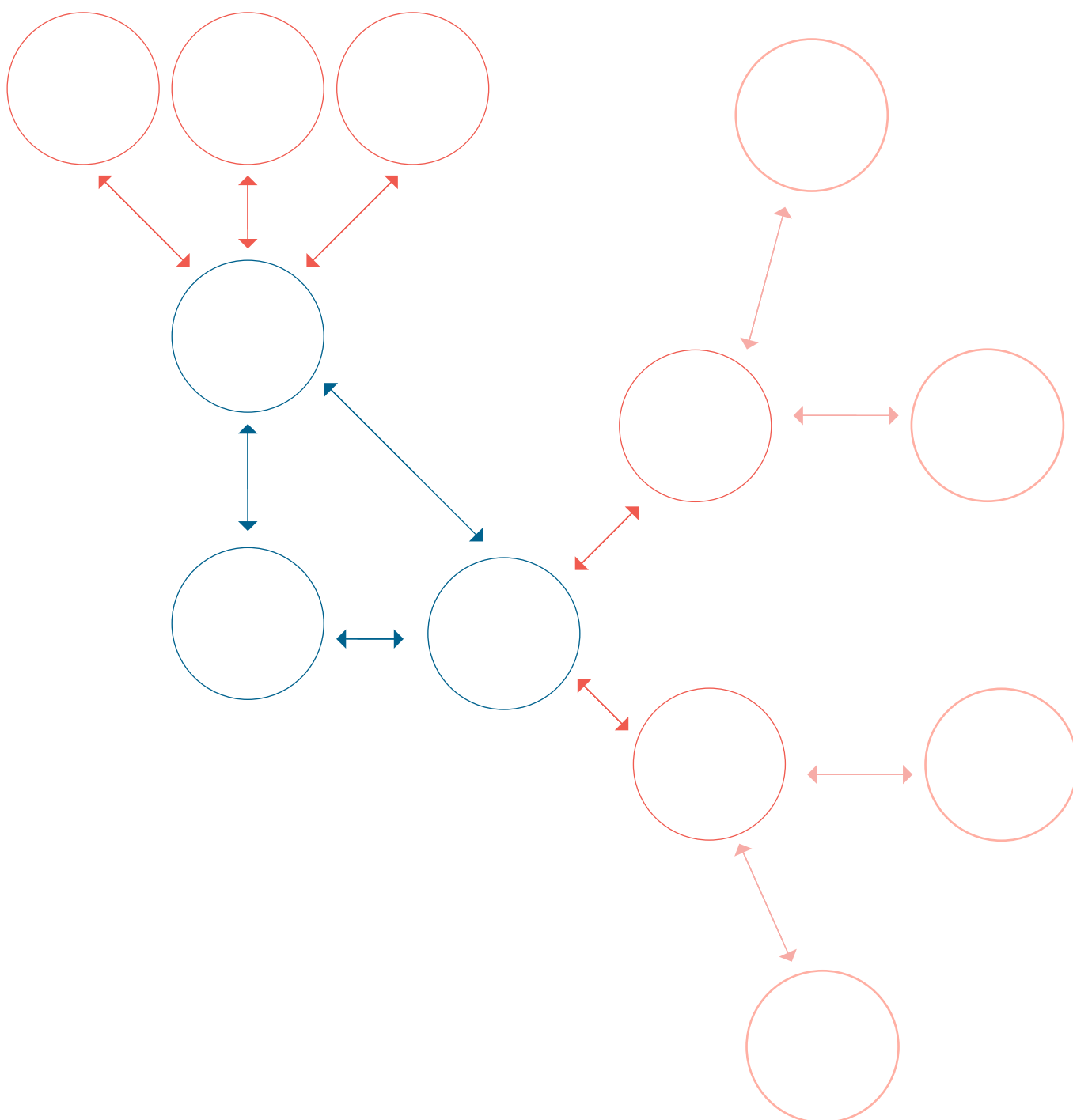**ORGANIZER / ADVOCATE**

LEADERSHIP PROSPECT

TEAM MEMBER

VOLUNTEER

SUPPORTER

chart adapted from:
Marshall Ganz,
Harvard University

APPENDIX G:

Snowflake Model Worksheet

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Target Strategy Worksheet

⬡ TACTICS
YOUR TARGET STRATEGY
CHOOSE YOUR STRATEGY (HERO/COVER/PRESSURE):
LIST OUT YOUR TACTICS:

APPENDIX I:

Developing Your Campaign Timeline Worksheet

CAMPAIGN TIMELINE		
MONTH	ACTIVITIES	YOUR METRICS FOR SUCCESS
	Identify two to three activities planned for the month and indicate which team or individual is responsible for each task.	*List two to three key performance indicators including # of people engaged, conversion to memberships, petition signings, bills introduced, etc.*

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You're Ready to Launch Your

WHEN WE ORGANIZE,
WE TAKE FLIGHT

Own Advocacy Campaign

TAB PHOTO CREDITS:

Golden-Winged Warbler
     Photo: Ami Stinnissen/Audubon Photography Awards
Black-Throated Blue Warbler
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Allens Hummingbird
     Photo: Brad Lewis/Audubon Photography Awards
Cerulean Warbler
     Photo: Charlie Trapani/Audubon Photography Awards
Sandhill Crane
     Photo: Barbara Ponder/Audubon Photography Awards
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