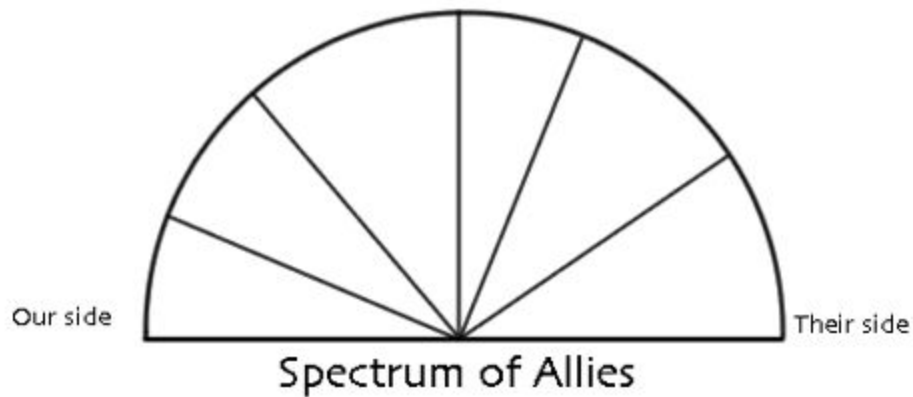


Spectrum of Allies Workshop



Activism is about using your power and voice to make change. Organizing is about that, too, but it's also about activating and empowering others. It helps to think in terms of groups. Successful movement-building hinges on being able to see a society in terms of specific blocks or networks, some of which are institutions (unions, churches, schools), others of which are less visible or cohesive, like youth subcultures or demographic groupings.

Analyzing your spectrum of allies can help you to identify and mobilize the networks around you. A spectrum-of-allies analysis can be used to map out a local campaign or to strategize for a whole social movement.

Here's how a spectrum-of-allies analysis works: in each wedge you can place different individuals (be specific: name them!), groups, or institutions. Moving from left to right, identify your active allies: people who agree with you and are fighting alongside you; your passive allies: folks who agree with you but aren't doing anything about it; neutrals: fence-sitters, the unengaged; passive opposition: people who disagree with you but aren't trying to stop you; and finally your active opposition.

Some activist groups only speak or work with those in the first wedge (active allies), building insular, self-referential, marginal subcultures that are incomprehensible to everyone else. Others behave as if everyone is in the last wedge (active opposition), playing out the "story of the righteous few," acting as if the whole world is against them. Yet movements win not by overpowering their active opposition, but by shifting the support out from under them.

For example, in 1964, the Student Nonviolent Coordinating Committee (SNCC), a major driver of the civil rights movement in the U.S. South, conducted a "spectrum-of-allies style" analysis. They determined that they had a lot of passive allies who were students in the North: these students were sympathetic, but had no entry point into the movement. They didn't need to be "educated" or convinced, they needed an invitation to enter.

To shift these allies from "passive" to "active," SNCC sent buses north to bring folks down to participate in the struggle under the banner "Freedom Summer." Students came in droves, and many were deeply radicalized in the process, witnessing lynching, violent police abuse, and angry white mobs, all simply as a result of black people trying to vote.

Many wrote letters home to their parents, who suddenly had a personal connection to the struggle. This triggered

another shift: their families became passive allies, often bringing their workplaces and social networks with them. The students, meanwhile, went back to school in the fall and proceeded to organize their campuses. More shifts. The result: a profound transformation of the political landscape of the U.S. This cascading shift of support, it's important to emphasize, wasn't spontaneous; it was part of a deliberate movement strategy that, to this day, carries profound lessons for other movements.

Here is an account from SNCC organizer, Bernard Lafayette, who describes identifying allies in their efforts to register voters in Selma, Alabama, in 1965:

We tried to get people around the city to come, but it was slow. So we went out in the rural [areas]. The people out there are close to the earth, they're very religious and warm and friendly. And mostly they're unafraid. They own most of their own property and their little stores. So we got these people to go and try to register to vote. Then we used this as a leverage to try to embarrass many of the people in the city. City folks are sometimes critical and skeptical about country people. So we pointed that these people were really getting ahead. When these city people began to go down it was really sort of a birth of a movement. (Story from Candie Carawan, ed., *Sing for Freedom: the story of the Civil Rights Movement through its songs*)

In this case, going after a group that was easier to reach (rural folks) made it more possible to mobilize a harder group (city folks). At other times, one might choose to reach out to harder-to-mobilize groups first.

Remember: in most social change campaigns it's not necessary to win the active opponents over to your point of view, even if the opponent is the target. It's only necessary to move each of the pie wedges one step in your direction. If you can make your passive allies become active, and the neutrals become your passive allies, and the passive opponents act neutrally – **you can win**.

Written by Joshua Kahn Russell for Beautiful Trouble (<http://beautifultrouble.org/principle/shift-the-spectrum-of-allies/>). Tool adapted by Daniel Hunter, Training for Change (www.TrainingForChange.org).

Let's Dive Deeper!

Issue you are focusing on: _____

Goal (s) of your campaign: _____

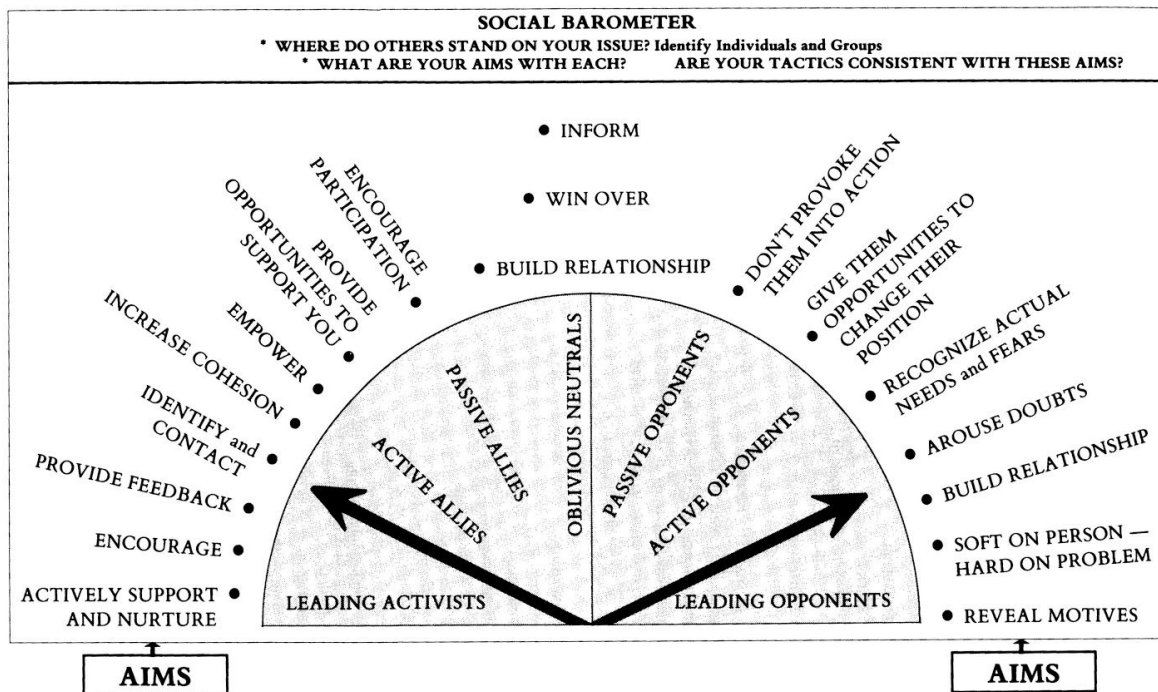
Step 1: Rough completion of your Spectrum of Allies. Bear in mind, some groups may fall between different groups, this is ok! As you go through the process, you may decide that some groups are actually in a different category, be flexible.

Step 2: Identify what makes different groups fall into your categories. This may require some research and thought. Take your time to make sure you are being thorough.

Step 3: Choose a slice! Decide which slice of the pie you are going to tackle first. It is important to remember that although some actions may work across groups, frequently it is more effective to develop tactics and actions based on influencing specific groups. "Which slice do we want to target in our next action and assist the people in it to move one step toward us?"

Step 4: Break your pie into target market/constituent personas! Just because different people fall into the same spectrum on your issues, does not make them all alike. They may have very different opinions about why they agree/disagree with your issue. Create a persona for your target market/constituent personas!

Step 5: Develop an action!



I wish to acknowledge inspiration from David H. Albert: "People Power — Applying Non Violence Theory" New Society Publishers, Philadelphia, PA, 1985.

Spectrum Breakdown

Group	Why are they in this category?	Develop opinion statement	Who are their key influencers?
Leading Activists			
Active Allies			
Passive Allies			
Neutral			
Passive Opponents			
Active Opponents			
Leading Opponents			

CONSTITUENT PERSONA DEVELOPMENT

Target Audience	What are their priorities/values?	How do they get their information?	What would inhibit them from joining you /influences them against you?	Other

Things to consider for Constituent Personas/Target Markets:

Demographic information: Demographic information involves statistical aspects of consumers such as gender, ethnicity, income, qualification and marital status.

Psychographic information: Psychographics is the use of sociological, psychological and anthropological factors, as well as consumer behaviour, style of living and self-concept to determine how different market segment groups make decisions about a philosophy, person or issue.

Behavioural information: Consumer behaviour is the purchase decision process, what influences their purchase decision, what purposes they use the purchased good for, and their responses and attitudes

Geographic information: Geographic information is essentially where the individual is located, and is vital to the organization when they are determining their target audience.

Lifestyle: A lifestyle is defined as “a person's pattern of behaviour” which is closely related to consumer’s personality and values

Constituent Audiences: More Things to Consider

1. What is the desired action of your target audience?

- Donating to your organization
- Volunteer for an event
- Advocate by spreading the word and educating others
- Attending an event or rally
- Lobbying elected officials
- Voting on an issue

2. What demographic groups are most likely to take the desired action?

Figure out not only who has a need for your product or service, but also who is most likely to take action (buy, donate, volunteer). Consider the following factors but be cautious not to whittle things down too far.

- Age Group
- Gender (M, F, both)
- Location (local, regional, national &/or urban, suburban, rural)
- Marital/Family Status
- Income Level
- Education Level
- Occupation

Note: Though you may want to consider things like “race” I advise against it. In most cases, openly targeting a particular race sets you up for more pitfalls than benefits.

3. How do they think?

- Personality types
- Attitudes
- Values
- Interest/Hobbies
- Lifestyles
- Behaviors

4. What needs, challenges and frustrations do they have?

5. How does your idea, service, or product help your target audience?

What problem does it solve? How does it make their lives easier? better? What would motivate them to pay for it?

6. What drives them to make decisions? (or donating, volunteering, sharing, etc)

What influences them to take that final step? What obstacles might be in their way?

7. Do they currently use (or support) a product or service of your organization or that of a similar organization?

If so, this means that they have shown an active interest in your type of service (good) but may be open to new opportunities or may be satisfied with the way things are.

8. What media do they currently use?

Consider the magazines they read, tv & movies they watch, websites they visit, social media sites they frequent. For social media, consider the times they are most active and what types of content they engage with (follows, clicks, comments, mentions, likes, and shares)

9. How can you best reach your target audience?

10. Are you confident you picked the right target audience?

Local Team Event Planning Checklist!

So you want to plan an event for your local community? Awesome! Please use this document to help you organize and maximize attendance. Although we recognize many of our events are reactive, we suggest for pro-active 2-3 months of planning time (if possible). If you are on a shorter time limit, I suggest using the same steps, but doing them faster! Please take this sheet and write out a step-by-step event plan using these prompts.

Step 1: Identify the Objectives

- Are you trying to educate your community about an issue? Are you trying to recruit more members? Want to protest something? Pressure your elected officials? Facilitate Team Bonding? Trying to get massive media coverage on an issue?
- These are all important questions to ask, create an objective statement that is 1-2 sentences long.
- Talk with your team members, does this make sense, does it align with our current campaigns or movement building goals?
- Check to see if there are any other groups doing similar events

Step 2: Identify Goals

- Are there specific goals within your objective? What is the desired outcome of the event?
 - How many people would you like to attend?
 - Who do you want to attend? (**See more at Step 3**)
 - What do you want them to leave with? (education, resources, toolkits, inspiration?)

Step 3: Identifying and Expanding on your Target Audiences

- Deciding who you want to attend is crucial for picking a time and location of your event along with other details and should be done as early as possible! This step is crucial if you are trying to reach people “outside the choir”. For this exercise, don’t feel uncomfortable using some stereotypes, they are necessary for building a persona.
- For each target audience, be as specific as possible (ex. young business professionals, CU boulder students, latino populations in Weld county)
- Three important questions to ask for each of these audiences: “What are their priorities/values? How do they get their information? What would prevent them from attending?”
- Once you have brainstormed multiple points for each of these questions, take a look at the priorities and what would prevent them from attending. Use these to help you plan a location and time for your event. For example, if you are trying to engage young business professionals you might want to plan an event outside of work hours that has a professional development aspect. Please be sure to consider any accessibility needs, child care, proximity to public transportation, etc.
- <https://www.eventbrite.co.uk/blog/segment-your-event-audience-ds0c/>

Step 4: Identify Date, Time and Venue

- Do your research! Is the location near public transportation? Is it accessible to your target audience? How much does it cost? What is the capacity? Does it have the necessary materials for your event or would you need to provide those (i.e. projector, PA system, chairs, etc.) If it is outside, is there a back-up option for rain or snow?

- Check local event calendars and reach out to other groups to ensure your event does not conflict with others if possible!
- Book it early! Venues fill up quick!

Step 5: Create Timeline (This should be done at least 1-2 months in advance if possible)

- Timelines help us check things off the to-do list so we don't forget and rush last minute
- Leave at least one month to market your event to maximize attendance
- Stick to your timeline! Being proactive will make this a much less stressful experience and allow you to delegate to others!

EXAMPLE TIMELINE: (This is purely meant as an example, you may identify more/less steps for your event)

2 months in advance

- Write out full event plan (Objective, goal(s), tactics, timeline)
- Choose date/time based on event plan
- Book venue
- research and select potential speakers/panel members or choose documentary
- Create Facebook event (just basic details, you can add more details later)
- Create Action Network Page
- Put event on 350 Colorado website (just basic details, you can add more details later)
- Create check list for needed materials and budget
- Begin recruitment of volunteers to help you run the event
- Outreach to potential sponsors or donors

1 month in advance

- Create an eventbrite or other ticketing website if you have limited capacity and expect large amount of interest
- Begin social media marketing (1-2 posts a week)
- Put up flyers in local coffee shops
- Add to community calendars send to newspapers and radio stations
- Use identified communication strategies from Target Audience exercise
- Create a press list and identify a few reporters to send direct pitches to (Do not send yet)
- Send info about event to other local groups and leaders

2 Weeks

- Obtain materials (projector, PA system, etc.) make sure they work
- Tour event venue and check for outlets, seats, tables, etc. make sure you have everything you need and troubleshoot any issues
- Put together info and share about how to get to event (public transport, bikeways, driving directions, etc.)
- Social media (2-3 Posts a week)
- Attend other local group's meetings and talk about the event
- Send invitation email to members

1 Week

- Social media countdown to event (if small event cut down to 4 posts during the week with 3 right before event)

- Send reminder email to attendees
- Continue marketing such as radio, local calendars, etc.
- Ask members
- Create post-event survey for attendees
- Create and send media alert (also referred to as media advisory), send direct pitches to few select members of the press
- Prep press release (details can be completed following event)

Day-Of

- Re-send media alert early in the morning and do press calls
- Message attendees via Facebook or post in event page with updates and reminders
- Get there early! Make sure everything works and set up venue
- Have fun and relax!
- Introduce yourself to as many attendees as possible. Have volunteers ready to chat it up with attendees and tell them about 350 Colorado.
- Take pictures and video! Maybe Facebook live video
- Live tweet the event

Post Event:

- Send press release as soon after the event as possible
- Distribute survey and review answers
- Send thank you email and follow up (perhaps video of event or slides from presentation)
- Inventory any leftover supplies
- Debrief with your team
- Create a blog post or post press release on website
- Post photos and updates on social media

PRO TIPS:

- People love free food/drinks/stuff! Try and get some donations from local restaurants or grocery stores
- Make the event unique, why should they attend this event and not something else?
- What can they leave your event with, that they won't get elsewhere?
- How will this event benefit you?
- Make it convenient!
- Stay within your budget! Keep it cheap
- Keep it simple. Depending on the size of your event, too many great ideas can lead to the necessary steps being forgotten. Identify necessary aspects, lock those down, then you can expand.

MORE TIPS:

<https://www.wildapricot.com/articles/event-checklist>