

Worksheet: Strategies for Acting Politically

Building on the work of Heifetz/Linksky and Mark Friedman

Population-Level Result:

Indicator:

Program Result and Performance Measures:

Key Strategies to implement to support the result

Your role:

Your wants:

Your reality:

Allies (stakeholders who are most likely to be interested in supporting the work...they gain the most if work is successful)

Who might be your allies? Why?	What's their main "want"?	What is their current reality?	How can this ally best help you successfully implement your strategy?

Adversaries (stakeholders most likely to oppose what you are trying to do – they may have different perspectives, and/or stand to risk losing the most if you are successful)

Who might be your adversaries? Why?	What do they stand to lose if the strategy succeeds?	What is their current reality?	How might you neutralize them or get them on your side?

Senior Authorities (Stakeholders who hold a broader internal and external view of the work)

Who are the senior authorities most important to your strategies success and why are they important?	What is their reality?	What messages are they giving about how the system perceives your strategy?	What might you say or do to gain and maintain their support as your strategy is being implemented?

Casualties (stakeholders who stand to lose something they value – i.e., a familiar way of doing things, their status, their jobs, etc.)

Who might be the casualties in your strategy?	What will they lose?	What new skill would help them survive the change and thrive in the new organization? How might you help them acquire those skills	How could you help them succeed elsewhere?	Which casualties will need to leave the organization?	What will be the impact of them leaving the organization and how will you address this impact?

Dissenters (Those who are the naysayers, the skeptics, those who question the work itself)

Who are the dissenters in and of your organization	What ideas are they bringing forth that might be valuable for your strategy?	What's their main "want"? What is their reality?	How might you support their ideas to have a hearing?	How can you protect them from being marginalized or silenced?