

This exercise is intended to start us thinking about “avenues of influence” for getting our message heard by our key targets. We begin by assessing who are the most important targets for us to focus on. In other words who has the power to give us what we want? We then map out their relationships with other political players that we may be able to influence. Their relationships are divided into three categories based on the degree of influence:

- 1 **Decision-Makers** — people/institutions who have the power to make the target listen.
- 2 **Influential Peers and Allies** — people/institutions the target naturally listens to.
- 3 **Adversaries** — people/institutions the target already distrusts and has a history of ignoring.

The more specific you can be in filling in these categories the more helpful the exercise will be. Likewise it can also identify areas of overlap between different avenues of influence and further research needs.

AVENUES OF INFLUENCE	TARGET A	TARGET B	TARGET C
<p>Decision-Makers Who is the target’s boss? Who are they accountable to? Who can’t they ignore?</p>			
<p>Influential Peers & Allies Who does the decision-maker listen to and trust? = effective messenger</p>			
<p>Adversaries Who can’t the power holder hear? = anti-messenger</p>			