PATHWAYS TO POWER

A workshop!

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ClimateAdvocacyLab.org
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Name
Location
Organization/affiliation

What's one reason you wanted to attend today's session?
Closed captioning

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The Climate Advocacy Lab

Helping the climate community build grassroots power and win through evidence-based advocacy.

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Introducing our authors

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Workshop Agenda

- Why Pathways to Power?
- Our Framework
- Deep Dive into Leadership Development
- Facilitated Exercise
- Next Steps and Wrap Up

Our goal: Help folks begin thinking about how they could measure their power-building work and create an initial plan to do so.
Why Pathways to Power?

- *Pathways to Power* was developed in response to organizations' need for a structured approach to align their power-building objectives with measurable outcomes.

- It serves as a vital resource for organizations seeking to demonstrate their effectiveness in building power in scenarios where evidencing such impact has traditionally been challenging.

- The creation of this toolkit fills a need, offering a readily accessible and practical framework for practitioners dedicated to power-building efforts.
Why Pathways to Power?

• Since 2020, we have made great strides in our ability to define power-building and in developing measurement strategies that help optimize the work.

• Drawing on the deep knowledge of fourteen organizations, we built an initial toolkit that makes it easier for a wider set of organizations to begin the deliberative process of identifying metrics that best suit their unique organizational circumstances and mix of power-building strategies.

• This framework helps to connect what is measurable to broader power-building strategies that organizations are already engaged in.
Our Partners

This report would not have been possible without the experience and depth of knowledge that our organizational partners shared with us. They include:
How Power Building Metrics are Different

- Power is dynamic, relational and contextual.
- Building power is not linear and there is often not a straight line between action and outcome.
- Power-building is not one size fits all and there is not one single metric that can capture progress. Measurement frameworks must be able to provide structure while still remaining flexible.
This framework can be used across different organizations, enabling them to:

<table>
<thead>
<tr>
<th>Lay out their power-building strategies and assess progress towards their goals</th>
<th>Demonstrate the impact of their power-building work</th>
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<tbody>
<tr>
<td>Have a shared lexicon, so that they can collaborate and learn with other organizations</td>
<td>Work towards a set of refined and individual metrics that allow a more nuanced view of power-building efforts across many organizations</td>
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Quick Reflections

- What are some of the big things that your organizations are trying to win?
- Looking at the list that you just made, what strategies do y’all use to build towards those wins?
- Based on your gut, how do you know y’all are making progress? How do you know when to shift your strategies or tactics?
Our Framework
Our Framework

- We offer examples of metrics organized across six organizational strategies that we call “pathways to power.”
- This framework is a starting point for a more holistic and individualized measurement plan. Power-building cannot be reduced to a one-size-fits-all formula, so each organization must identify its own unique mix of pathways and metrics.
<table>
<thead>
<tr>
<th>Pathway</th>
<th>Base-Building</th>
<th>Leadership Development</th>
<th>Advancing Issue Campaigns</th>
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<td>Building Electoral Influence</td>
<td>Long-term Narrative Change</td>
<td>Organizational Resilience</td>
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Our Framework

Pathway

Base-Building

Elements

- Size
- Strength of individuals’ organizational affiliations
- Relationships among members
- Willingness to take key actions to achieve organization’s goals
- Ability to engage and ally with broader community
- Organizational priorities and structure

*NOTE: This slide shows examples of elements from just one pathway. Please check out the toolkit for the full list!
**Our Framework**

**Pathway**

**Elements**

**Metrics**

*NOTE: This slide shows examples of metrics from just one pathway and element. Please check out the toolkit for the full list!

<table>
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<tr>
<td>- # of new members brought in by existing members</td>
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<tr>
<td>- # of high-effort actions taken by base (e.g. attending in-person events, creating social media content)</td>
</tr>
<tr>
<td>- # of low-effort actions taken by base (e.g. engaging with social media content, signing a petition)</td>
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<tr>
<td>- # of base members that take more than one action in a given time period</td>
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<tr>
<td>- % of members enthusiastic to continue participating in the organization’s actions</td>
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Deep Dive: Leadership Development
Pathway, Deep Dive: Leadership Development

Leadership development helps movements level up and scale. As political context and campaign goals shift, we identified 6 elements that organizations might consider measuring.

1. Leveling up types of activities over time
   - Increase in # of high-commitment activities a person engages in over time
   - Increase in % of high-commitment activities a person engages in over time

2. Deepening skills, expertise, and responsibility over time
   - Increase in actions that demonstrate deep skill, such as:
     - # of people who attend a leadership training
     - # of people who testify or lobby their legislator
     - # of people participating in strategic discussions and conducting power analyses
     - # of events or trainings the leader had run for other people
   - Increased competency in action-taking, which could be measured using quantitative data, or qualitative data gathered from statements made by staff or other volunteers about:
     - Confidence speaking in front of individuals or about a topic
     - Greater command of key issues
Leadership development helps movements level up and scale. As political context and campaign goals shift, we identified 6 elements that organizations might consider measuring.

<table>
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<th>METRICS</th>
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| 2. **CONTINUED** Deepening skills, expertise, and responsibility over time | - Increased knowledge of key constituencies in the area  
- Building relationships with key community members  
  - # of actions taken by people in events run by the leader  
  - # of actions taken by people trained by this leader |
| 3. Mobilizing other individuals | - # of individuals brought in by a given person  
- # of individuals leaders can consistently mobilize  
- # of one-on ones with individuals in their network  
- Presence of leadership development plans for individuals brought in by a given leader  
- Volunteers’ trust toward leader (e.g. does a person increase feelings of efficacy among individuals in their network?) |
### Elements of Leadership Development

#### 4. Running for office or taking on roles in their community:
Leaders seeking out decision-making power in other venues
- # of leaders who run for office
- # of leaders who enter political or policy jobs in the community or state after volunteering for an organization

#### 5. Emotional transformation:
Leaders having increased feelings of political efficacy or excitement
- Increased feelings of efficacy over time
- Increased feelings of excitement over time

#### 6. Leadership development among individual staff
- Talking on more complex projects over time
- Self-starting and demonstrating problem-solving skills
- Starting new campaigns or expanding campaign scopes
Case study (a hypothetical)

(Fake) Org name: Youth Climate Justice 4 All

Mission: We empower young voters by regularly meeting them no matter where they are on their civic journey. We believe that empowered young voters can become powerful catalysts for change by advocating for themselves and their communities, ultimately changing the face of politics.

What we’re trying to win: All electric schools & Climate and just transition curriculum.

How do we do it?: We work with high school and college students by teaching them about the political process, how to lobby their legislators, and ways to engage their friends and classmates.
Group Reflections

- Share your names, roles, pronouns, organization (if any)
- Quick Recap: How did you answer the questions asked during the whiteboard exercise? Any reactions or reflections?
- Have your orgs collected data points that can be used to measure the change you identified in the exercise above? If so, which ones? If not, what might need to occur to begin collecting them?
- Who would you need to convince in your organization to make this work happen?
- Collecting data takes a village! Who can benefit from collecting this data in their work? Who needs to be a part of this conversation in your organization?
Embark on a deliberative process to identify a well-selected set of metrics that map onto your particular organization’s goals and circumstances.

Consider the internal and external supports needed to successfully identify a well-selected set of power-building metrics for your organization.

Start somewhere, and iterate from there.

Work with your staff or other volunteers to socialize a data and learning mindset.

Test these metrics out.
THANK YOU!

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WAY TO WIN
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