

Sweeping People into the Campaign—The Early Coalition

A Campaign Tool

One of the most important jobs in a campaign is mobilizing a coalition. The members of your coalition will change over time as the campaign evolves. At the early “quiet” phase of the campaign, your job is to consolidate the base before taking on too many battles; you are gathering momentum and building facts on the ground before going public. At this stage you will need:

- ▶ A few people with passion; this is your base, your core.
- ▶ A few skeptical friends to test your ideas on.
- ▶ A few people behind the scenes to open doors for you and provide the cover you may need to build a foundation for the campaign.

Use the grids below to begin developing an action plan to mobilize a coalition for the early, “quiet phase” of the campaign.

1. People with Passion for the Change Effort

Identify two or three people with passion for the change effort who are especially important to target now. They are likely to be associated with some of the “found pilots” you have identified.

| Which Person with Passion for the Change Effort? (Why is this person important to target now?) | What’s in it for Them? (From their point of view, what are the benefits of connecting to your change effort?) | “Capture” Strategy (How to sweep this pilot or person into your change effort?) | Next Steps (What are the next few steps to take? Who will do what by when?) |
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2. Friendly Skeptics

At this early stage, you also need a few friendly skeptics as you test your ideas and learn how to think and talk about the changes in ways that resonate with others. Pick one or two who are especially important to target now.

| Which Friendly Skeptic? (Why is this person important to target now?) | What’s in it for Them? (From their point of view, what are the benefits of connecting to your change effort?) | “Capture” Strategy (How to sweep this pilot or person into your change effort?) | Next Steps (What are the next few steps to take? Who will do what by when?) |
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3. People Who Can Provide Cover

At this early stage, you also need a few people who can help keep options open for the campaign. Working behind the scenes, they might begin laying the groundwork for the campaign or come to its defense if it gets into early difficulties. While it is probably too soon for them to take a public stand as champion, they can help you think ahead to the advocates, resources and infrastructure that you will eventually need. Pick one or two who are especially important to target now.

| Which Can Provide Cover? (Why is this person important to target now?) | What's in it for Them? (From their point of view, what are the benefits of connecting to your change effort?) | "Capture" Strategy (How to sweep this pilot or person into your change effort?) | Next Steps (What are the next few steps to take? Who will do what by when?) |
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