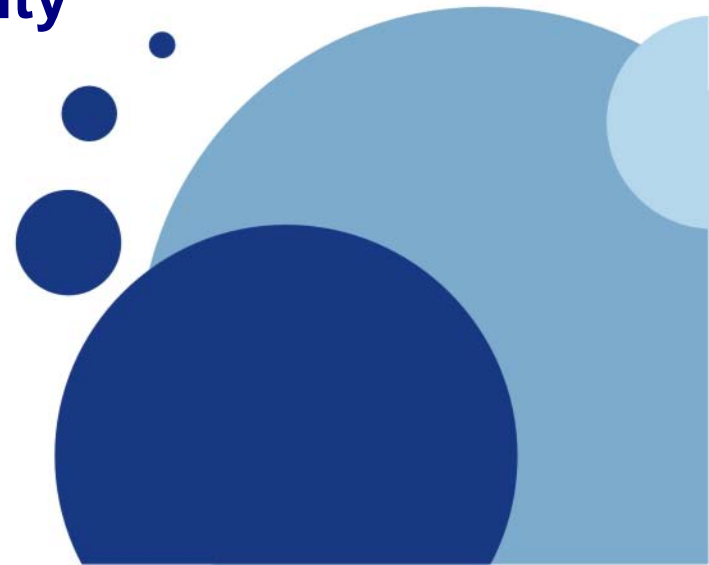
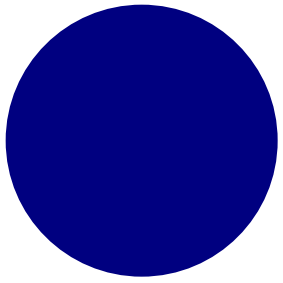


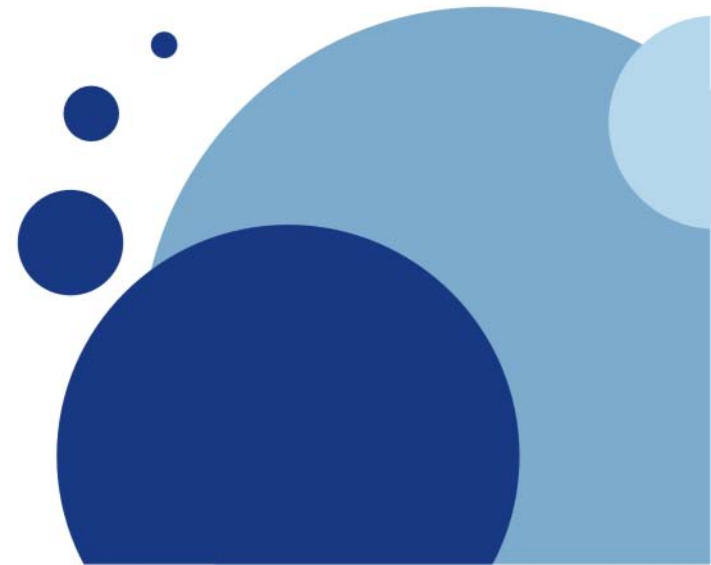
Issue Linking and Influence

**Jason B. MacDonald, Ph.D.
Boise State University**






**How do advocacy groups
influence when they are not
in a position of power?**

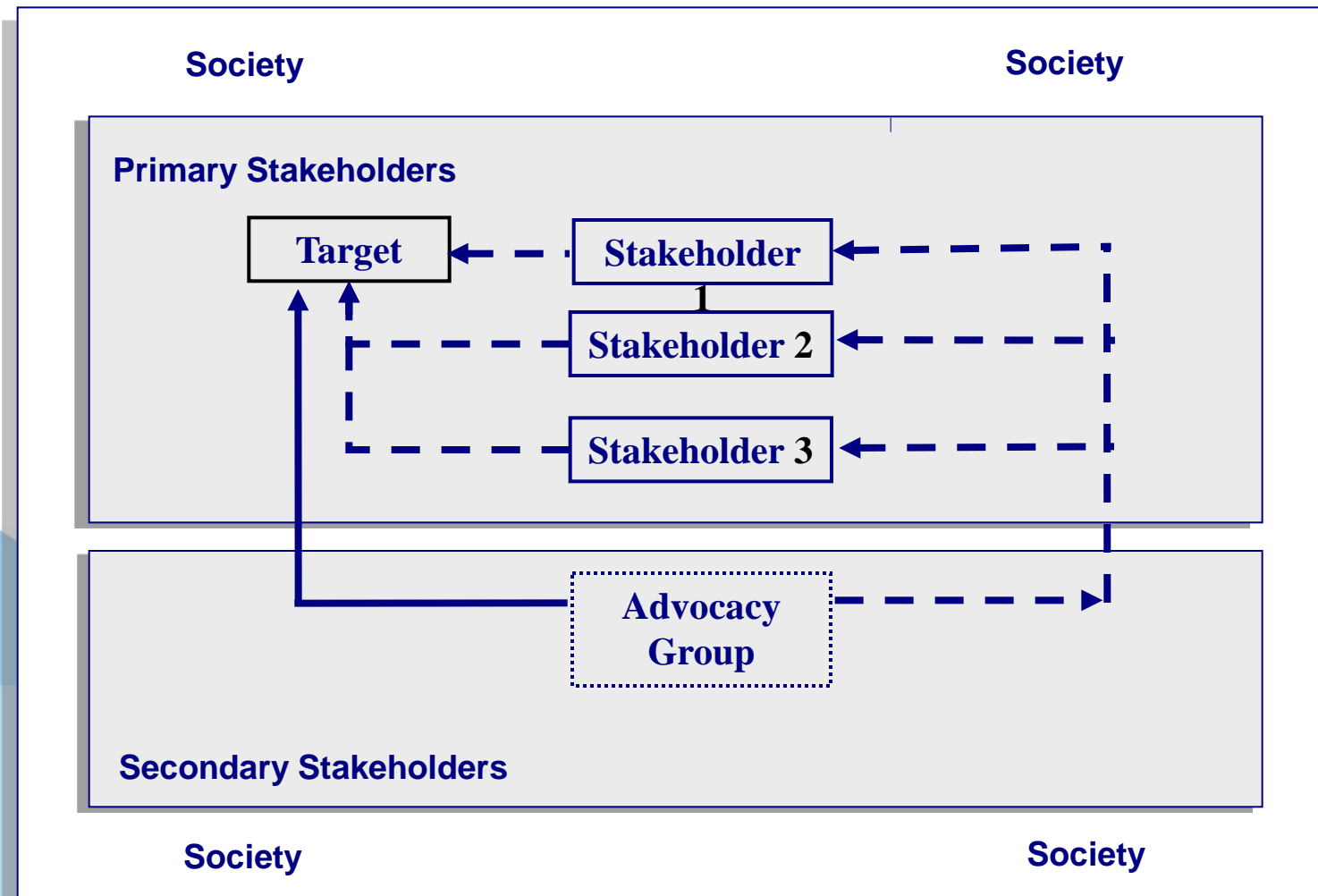




What Do We Know About Influence?


- Studies on advocacy and activism
 - Stakeholder influence theory
 - Social movement theory
 - Studies on non-governmental organizations
- 

Influence Paths (Direct and Indirect)





Stakeholder Salience

- Which stakeholders get priority?
 - Salience = power + urgency
 - Power is not enough
- 



Power and Influence

- Sources of Power
 - Situational Power
 - Ability to reward and coerce
 - Based on dependence
 - Intentional Power
 - Referent (based on identification)
 - Expert power
 - Legitimate (based on perceived authority)
- 




Influencing Powerful Stakeholders

- Identification Strategies
 - Common ground technique
 - Identification through antithesis
 - Building disidentification
 - The transcendent “We”
 - Competing for Legitimacy and Expert Power
 - Winning the media
- 




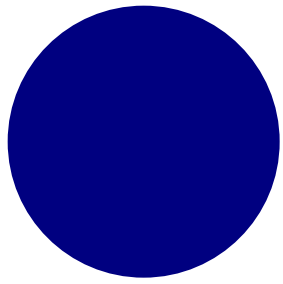
Influencing Powerful Stakeholders

- Building Urgency
 - Some powerful stakeholders are simply not aware of key issues
 - Issue raising and disidentification
- 

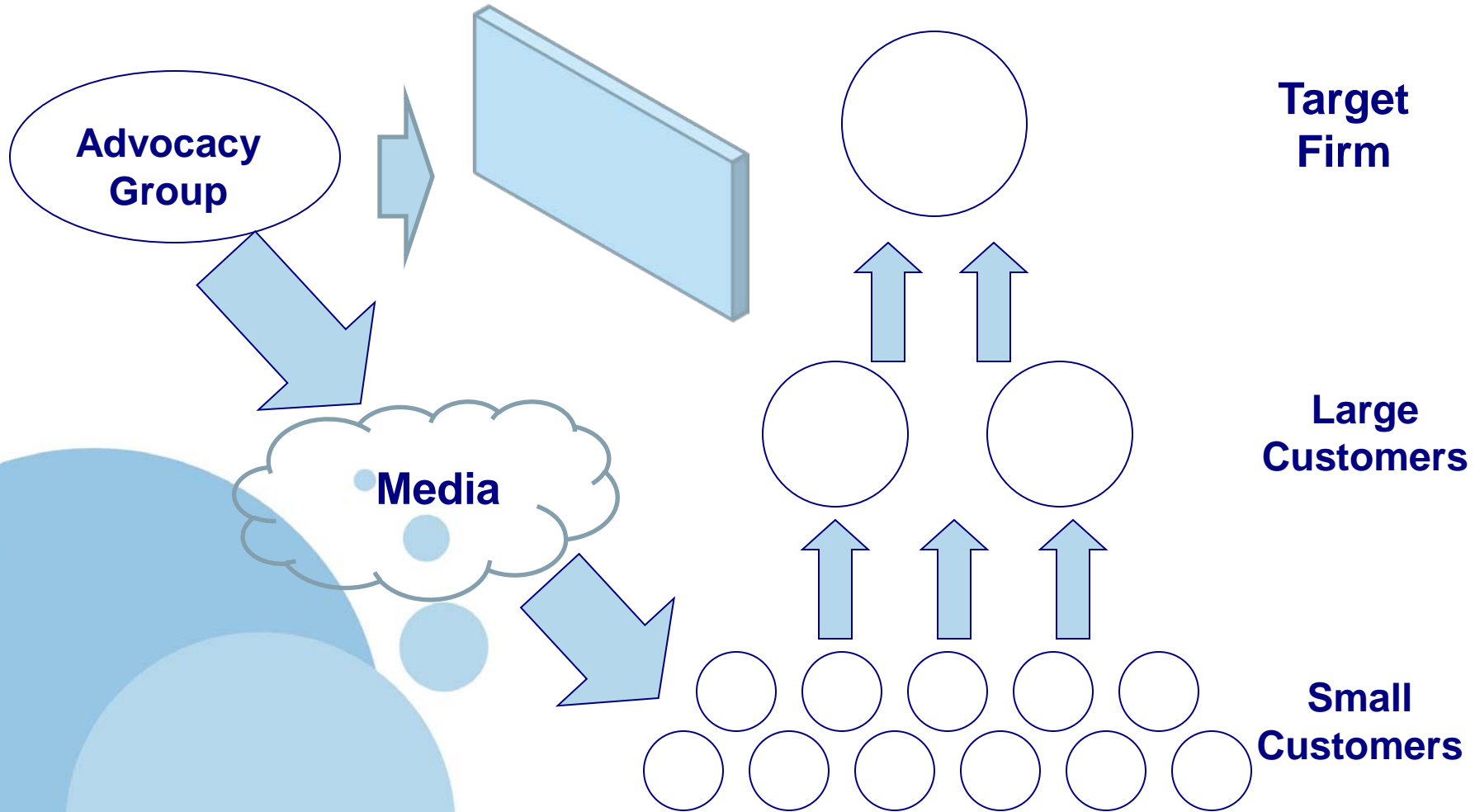


Influence Chains

- What if the advocacy group has no power over the target?
 - i.e., target is not dependent on the advocacy group for resources
 - Intermediaries are needed to build influence
 - Advocacy groups typically need to map out and support multi-link chains
- 

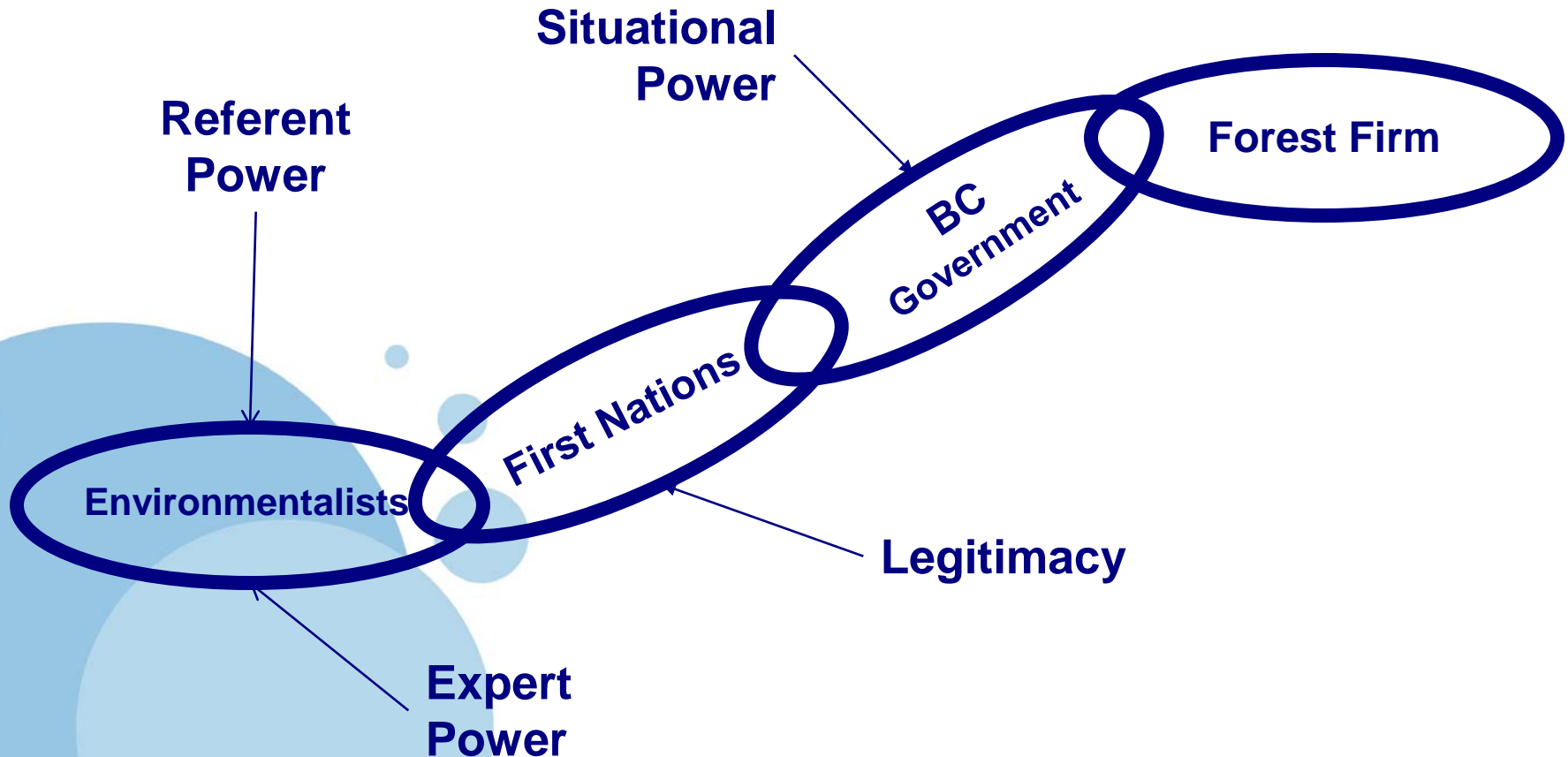


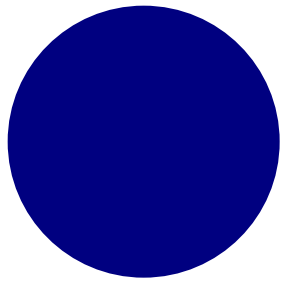
Typical Indirect Influence Chain



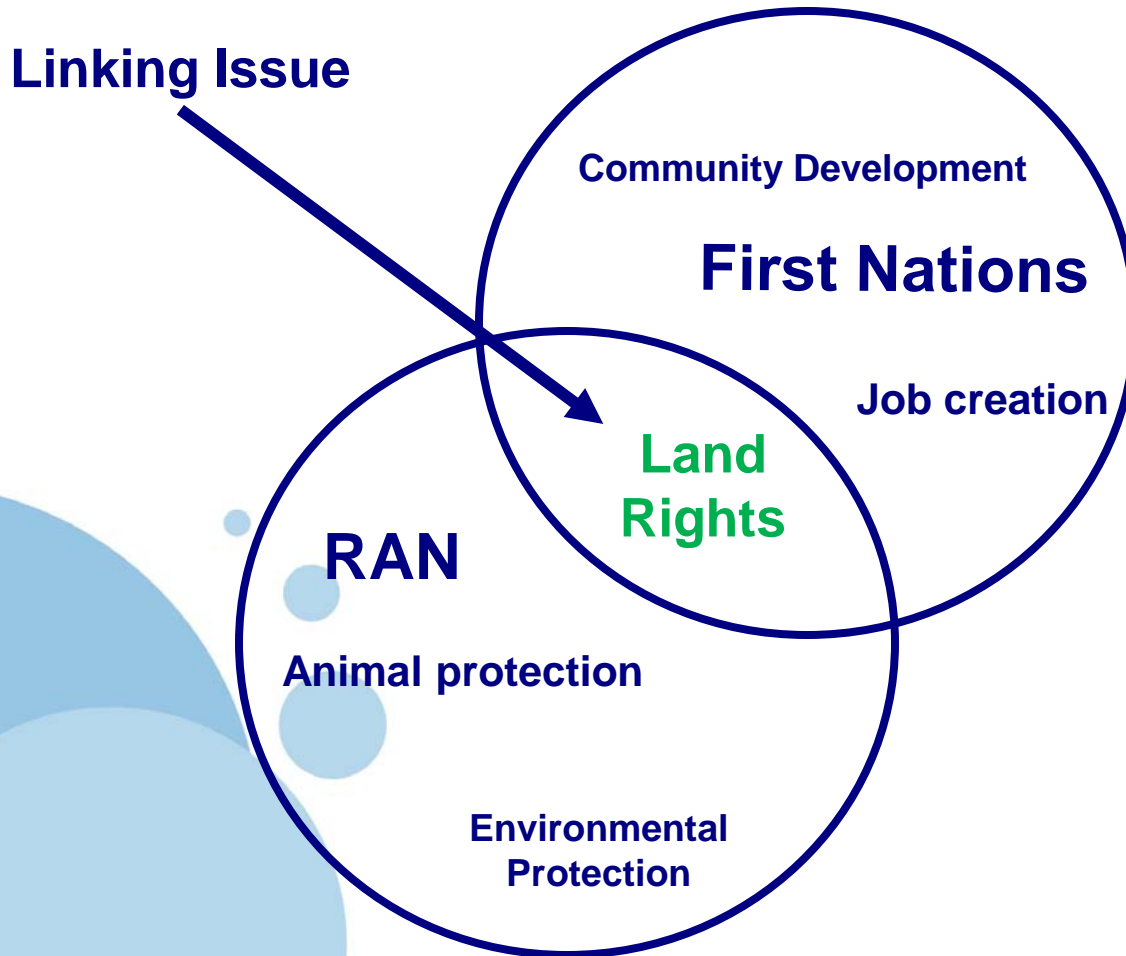
Example
1

Rainforest Action Network and the BC Forest Industry



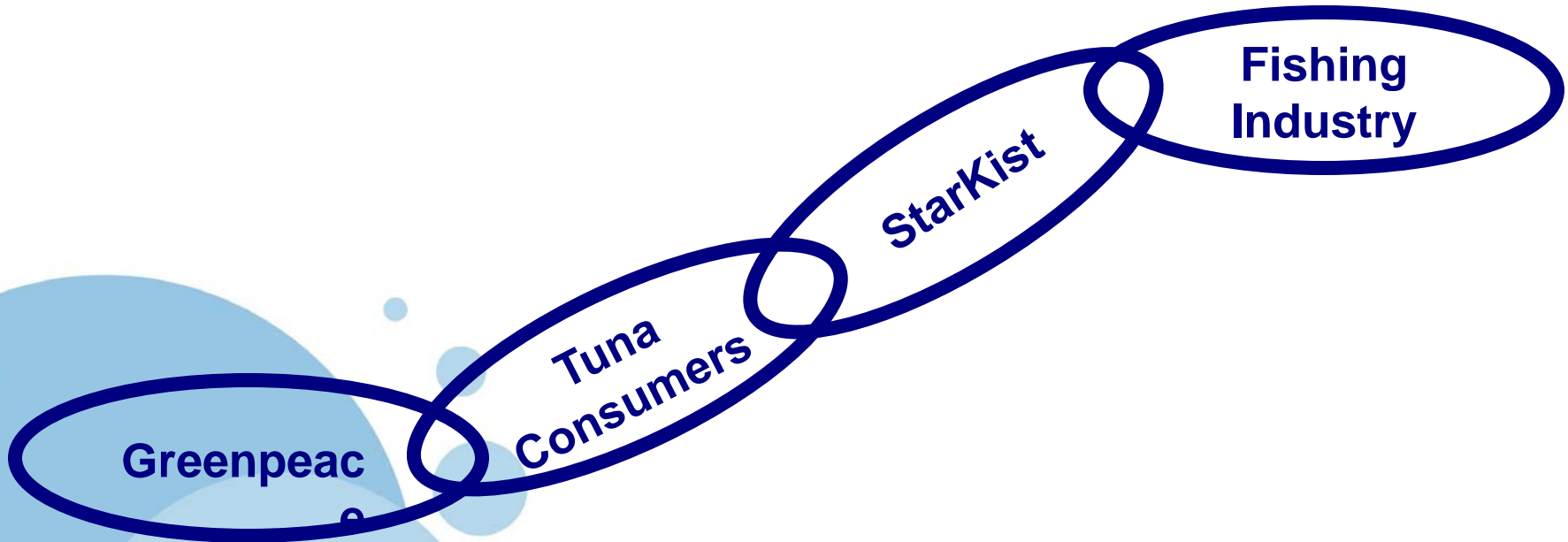


Rainforest Action Network and the BC Forest Industry



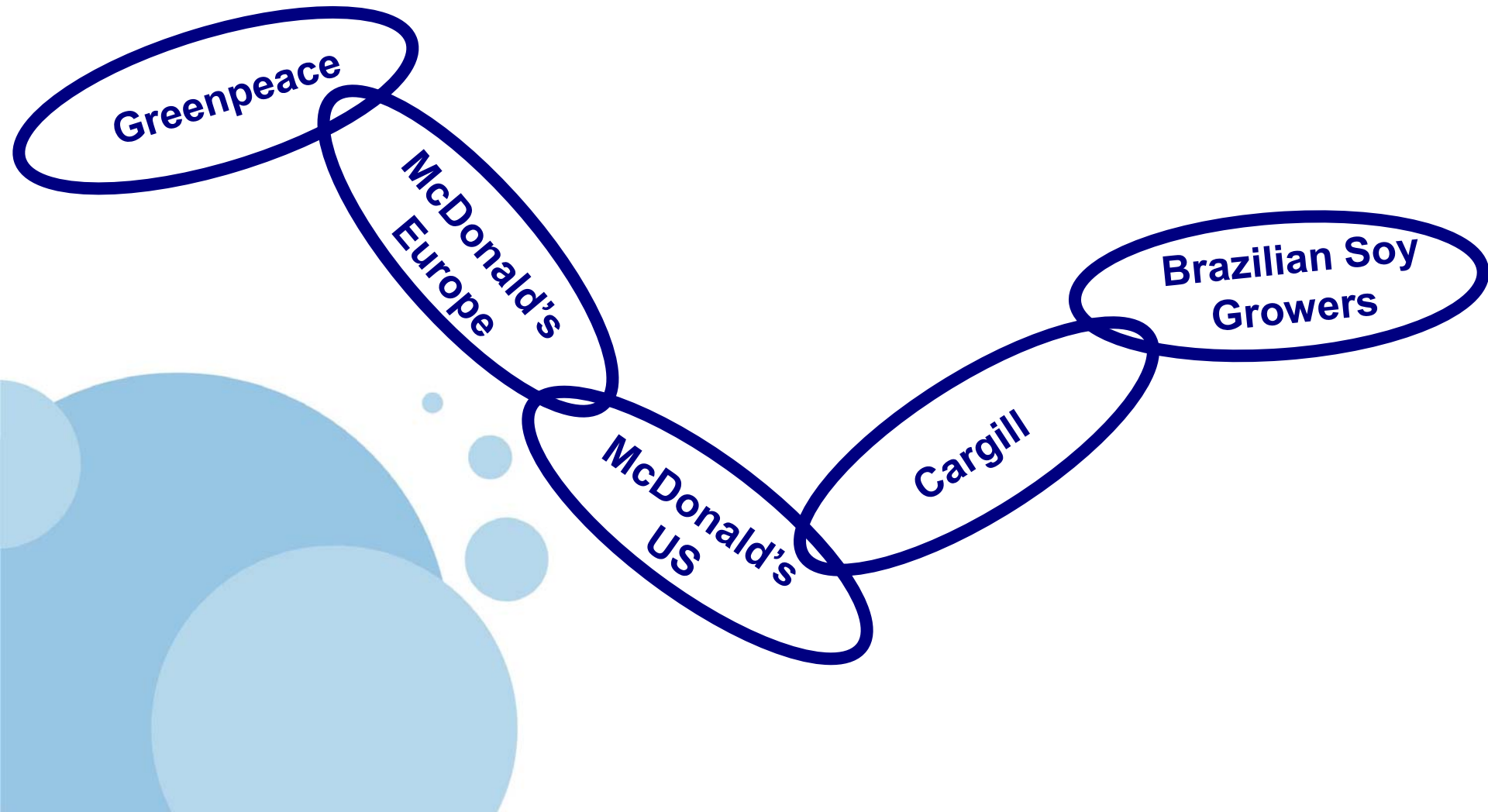
Example
2

Greenpeace and the Tuna Fishing Industry




**Example
3**

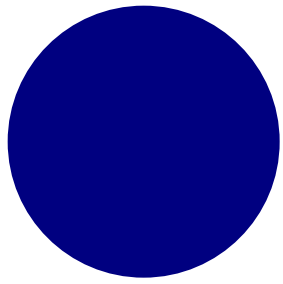
Greenpeace and Brazilian Soy Growers



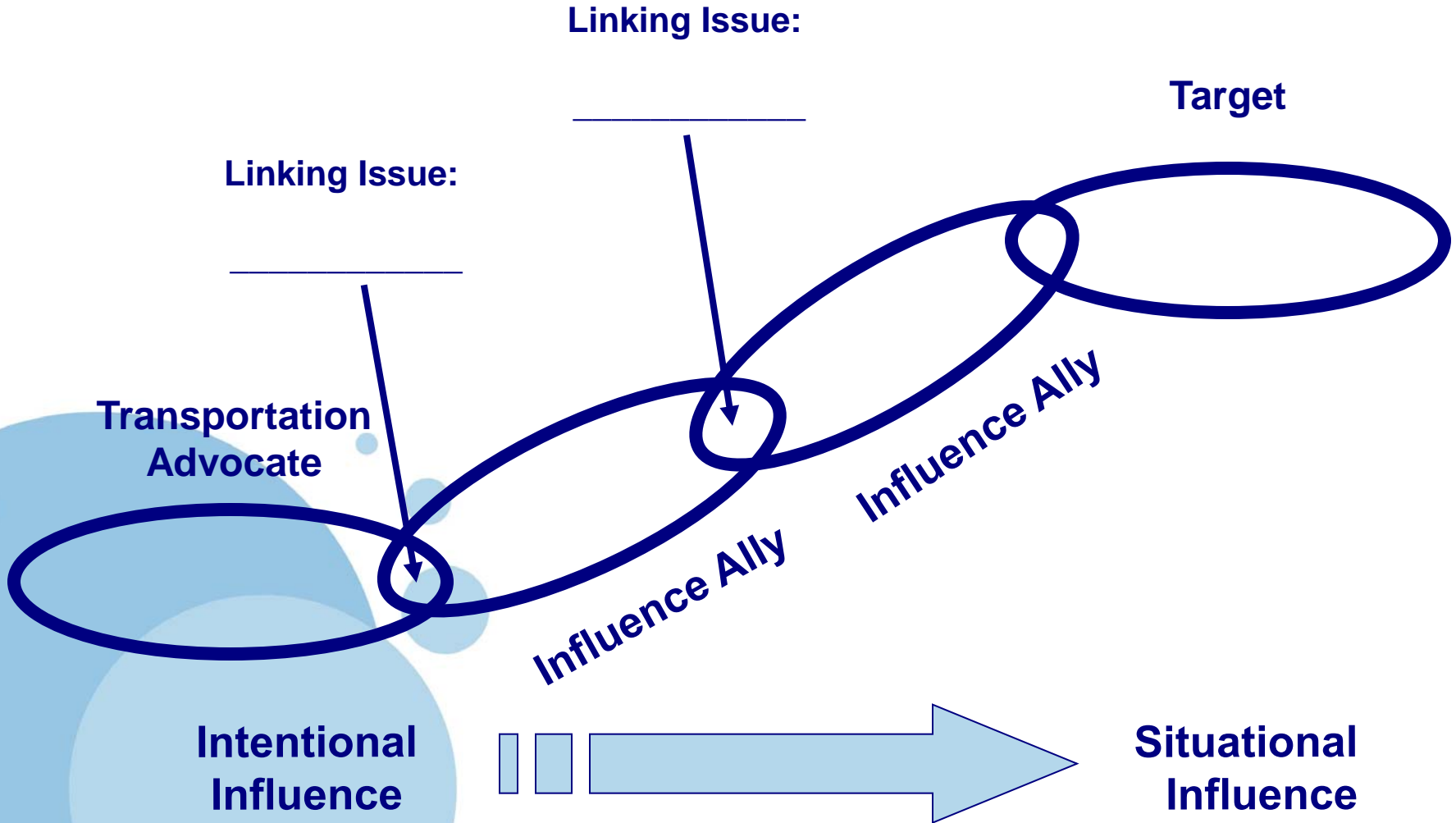


Issue linking Exercise

- Who are you trying to influence? (i.e., final target)
 - Identify your target's stakeholders
 - Which stakeholders are most salient?
 - Do you have influence potential over these stakeholders? No?
 - Identify your target's stakeholder's stakeholders
 - Do you have influence potential over these stakeholders?
 - Do you have influence potential over these stakeholders? No?
- 




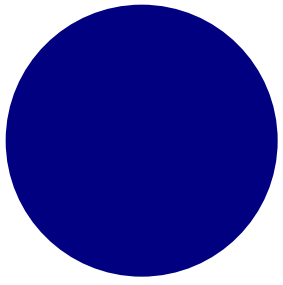
Issue linking Exercise





Summary

- The challenge of influencing non-dependent targets
 - Stakeholder salience and the sources of power and influence
 - Issue linking and influence chains
- 



Questions?

