



Tobacco Control Training Project

Building capacity to change policies & social norms.



A non-profit educational organization



ENGAGING DECISION MAKERS





Participants Introductions & Expectations

- Name
 - Agency / Modality
-
- One expectation for the training
 - One ground rule



The focus of this training program

**We are going to look at a process
for preparing and getting to DM**

- ◆ This process can help or hinder you in achieving your goals and objectives





WHAT WE ARE GOING TO ASK YOU TO DO IS: A STRATEGIC PLANNING PROCESS

First we'll ask you to be very clear on:

- What do you **WANT** from **Decision Makers**?
- **WHO** are these **Decision Makers**?

Decision Makers (DM):

- ◆ Those who have the power to help you meet your workplan goals & objectives by making policy changes.



Then we'll ask you to *put yourself in the shoes of decision makers* in order to:

- **Perform a series of analysis**
 - ◆ Be strategic about **communication**, looking at **information** and seeing how **we can transform it to influence** Decision Makers
 - ◆ **Analyze the interactive dynamics** that are involved in influencing people.





The focus of this training program

Action plan

- ◆ All these analysis will lead to a **deliberate action plan** to get you to decision makers.



Instructions: Worksheet 1

In your workgroups:

- Write the Program Goal & Objective on top
- Brainstorm a list of Decision Makers
Decision Makers: Those who have the power to help you meet your workplan goals & objectives by making policy changes.





Instructions: Worksheet 2

1. Write the **goal** and **objective** on top of worksheet # 2
2. Pick the top 3-5 DMs from Worksheet 1 that can help you achieve your goals and objectives. Use one box for each DM.
3. What you **WANT** from each Decision Maker
4. **From the Decision Makers' point of view**, what are some possible **BENEFITS** and **DISADVANTAGES** of what you WANT from them.



Instructions: Worksheet 3

- Use one worksheet per decision maker. You will need several.
- Fill in **BENEFITS** to that DM from Worksheet 2 - Analyzing Decision Makers
- **Rank – From the DM's point of view**, how **IMPORTANT** this benefit is to them 1=least important, 5= most important
- **Rank – How EASY will it be for you to strengthen** this benefit for them 1=difficult, 5= easy





Instructions: Worksheet 4

- Use one worksheet per decision maker. You will need several.
- Fill in **DISADVANTAGES** to that DM from Worksheet 2 - Analyzing Decision Makers
- **Rank – From the DM’s point of view, how IMPORTANT is this disadvantage to them**
1=least important, 5= most important
- **Rank – How EASY will it be for you to weaken this disadvantage for them**
1=difficult, 5= easy



Instructions: Worksheet 5

1. **Look at all your Benefits and Disadvantages – Worksheets 3 & 4**
2. **Based on your analysis:**
 - **List the Decision Makers in the order of who you would contact first, and why**



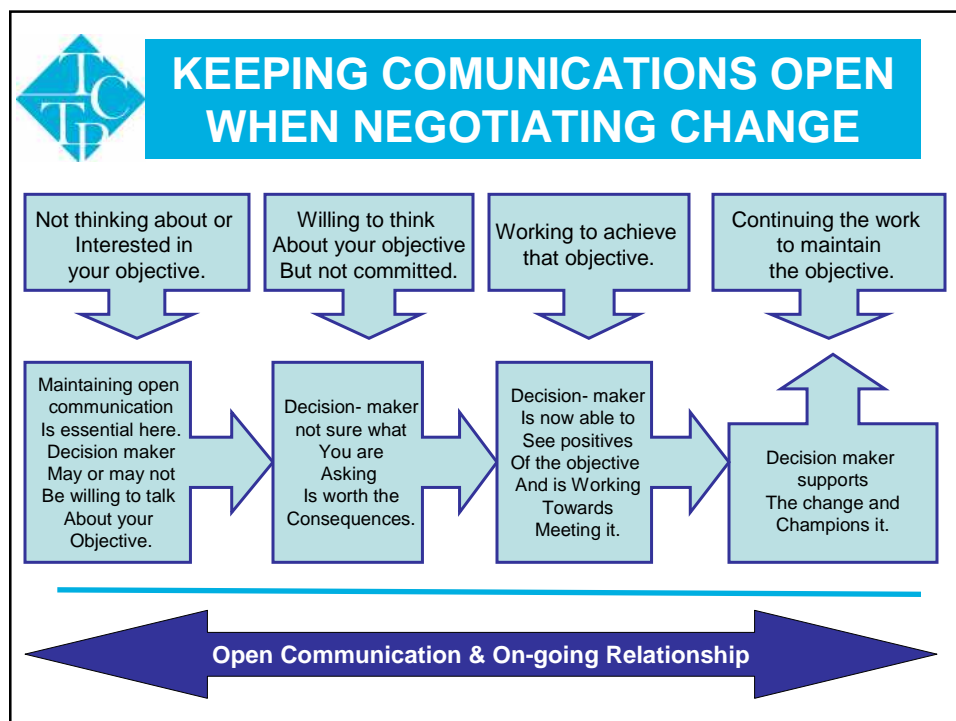
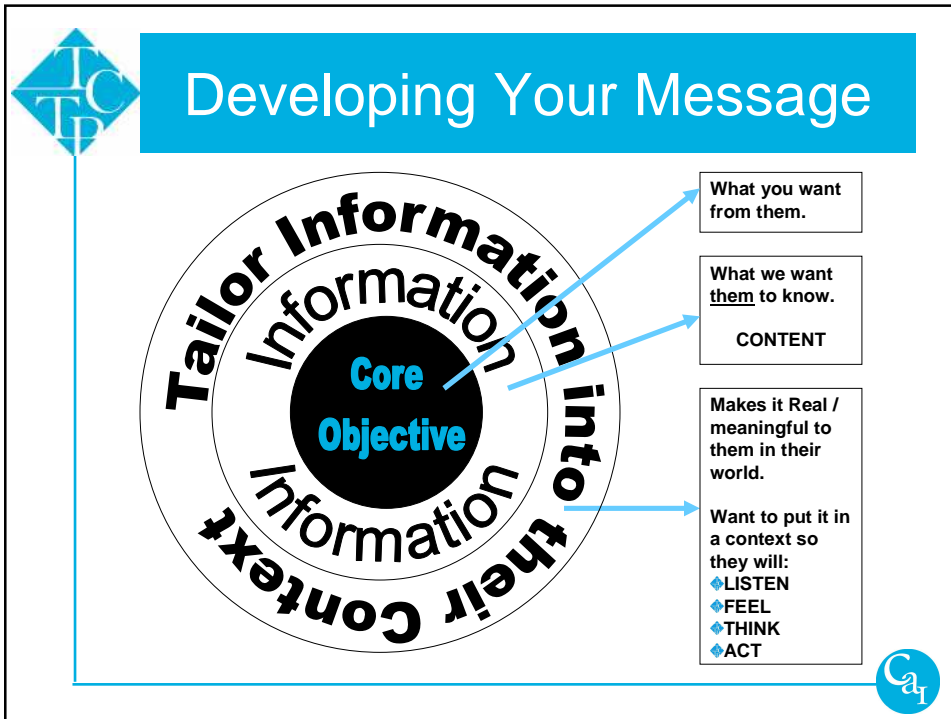


Preparing a Partner



**ENGAGING
DECISION
MAKERS**
Welcome to day II







Rolling With Resistance



LEADERSHIP & POWER

- **LEADERSHIP** IS DESCRIBED AS:
 - THE PROCESS OF ATTEMPTING TO **INFLUENCE** THE **BEHAVIORS** OF OTHERS
- **POWER** IS DESCRIBED AS:
 - THE LEADER'S **INFLUENCE POTENTIAL**





POWER BASES

COERCIVE POWER

- ◆ Based on “fear”
- ◆ Using or threatening to use sanctions
 - Undesirable work assignments
 - Reprimands
 - Dismissals
- ◆ Leader must be perceived as having the ability to administer the negative outcomes
- ◆ Can cause an external change in behaviors, but not an internal change in values or beliefs



POWER BASES

REWARD POWER

- ◆ Based on leader's ability to provide rewards or incentives for other people
- ◆ Others believe that their compliance will lead to gaining positive incentives such as pay, promotion or recognition
- ◆ Leader must have control over the resource to produce the reward
- ◆ Can cause external change in behaviors, but does not result in an internal change in values or beliefs





POWER BASES



CONNECTION POWER

- ◆ Leader has connections with important or influential people
- ◆ Others are compliant because they want to be seen favorably by the important or influential person
- ◆ Induces compliance from others' aim at avoiding disfavor of the powerful connection
- ◆ Does not necessarily result in an internalized change in values, beliefs or attitudes



POWER BASES



EXPERT POWER

- ◆ The leader is believed to have exceptional knowledge, skills or expertise
- ◆ Induces compliance by possessing the expertise to facilitate the work behaviors of others
- ◆ Respect for the leader leads to compliance
- ◆ Results in internalized change or acceptance





POWER BASES



INFORMATION POWER

- ◆ Leader is perceived to have access to information that others find valuable or necessary
- ◆ Influences others' need for this information or desire to be “in the know”
- ◆ Leads to internalized and lasting changes in beliefs, attitudes or values.



POWER BASES



LEGITIMATE POWER

- Power based on the position or authority of the leader
- The higher the position is perceived to be, the greater the amount of legitimate power the leader can yield
- People feel the leader has the legitimate right to exert power and influence and that they have an obligation to respond.
- Leads to internalized or personal acceptance or change in values, attitudes or beliefs





POWER BASES



REFERENT POWER

- ◆ Power due to the positive personal relationship between the leader and the people he/she is trying to influence
- ◆ Based on the personality characteristics or charisma of the leader
- ◆ Leads to private change or acceptance through enabling people to identify with the leader and see himself/herself as similar to the leader on certain relevant dimensions
- ◆ Leader is generally like and/or admired by others because of personality



Instructions: Worksheet 7

- Think about Decision Maker you prioritized and answer the questions on each column. Use one form per decision maker.
 - How would you use this type of power with the Decision Maker?
 - Who else can help me engage the Decision Maker?
 - Pros/Cons of using this type of Power





Instructions: Worksheet 8

- Do this Worksheet individually.
- Put DMs you are planning to target on the left
 - How **COMFORTABLE** are you approaching the **DM**?
 - How **SKILLED** are you at approaching the **DM**?
 - How **COMFORTABLE** are you approaching the messengers you've identified?
 - How **SKILLED** are you at preparing the messengers to go to the **DM**?
- For each decision maker circle in each column:
 - **Not Very / Somewhat / Very**



Instructions: Worksheet 9

- Do this Action Plan either individually or with others in your Area you collaborate with.
- Write down an objective you plan to work on when you return to your office.
- Identify the activities that will help you achieve that objective.
- **Continue to analyze across and fill in the form.**

