

WHO ARE THE DECISION MAKERS?

GOAL	
Objective	
Brainstorm Decision Makers	

ANALYZING THE DECISION MAKERS

GOAL	
Objective	

Decision Makers <i>List your DMs</i>	What do you need from this Decision Maker to achieve your objective?	From the Decision Makers' point of view, what are some possible BENEFITS of what you want from them?	From the Decision Makers' point of view what are some possible DISADVANTAGES of what you want from them?

BENEFITS

Decision Maker:	What you want from them:

Do one worksheet per decision maker. Fill in all the possible BENEFITS to that DM from the previous worksheet (Analyzing Decision Makers) and analyze across.

From the Decision Makers' point of view what are some possible BENEFITS of what you want from them? <i>(From Worksheet 2)</i>	From the Decision Makers' point of view, how IMPORTANT is this benefit to them? <i>1 = least important to 5 = most important</i>	How EASY will it be for you to strengthen this benefit for the DM? <i>1 = difficult to 5 = easy</i>
	<div style="display: flex; justify-content: space-around; font-size: 1.2em; color: #c0392b;"> 1 2 3 4 5 </div>	<div style="display: flex; justify-content: space-around; font-size: 1.2em; color: #c0392b;"> 1 2 3 4 5 </div>
	<div style="display: flex; justify-content: space-around; font-size: 1.2em; color: #c0392b;"> 1 2 3 4 5 </div>	<div style="display: flex; justify-content: space-around; font-size: 1.2em; color: #c0392b;"> 1 2 3 4 5 </div>
	<div style="display: flex; justify-content: space-around; font-size: 1.2em; color: #c0392b;"> 1 2 3 4 5 </div>	<div style="display: flex; justify-content: space-around; font-size: 1.2em; color: #c0392b;"> 1 2 3 4 5 </div>

DISADVANTAGES

Decision Maker:	What you want from them:
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Do one worksheet per Decision Maker. Fill in all the possible DISADVANTAGES to that DM from the previous worksheet (Analyzing Decision Makers) and analyze across.

From the Decision Makers' point of view what are some possible DISADVANTAGES of what you want from them? <i>(From Worksheet 2)</i>	From the Decision Makers' point of view how IMPORTANT is the disadvantage to them? <i>1 = least important to 5 = most important</i>	How EASY will it be for you to weaken this disadvantage for the DM? <i>1 = difficult to 5 = easy</i>
	1 2 3 4 5	1 2 3 4 5
	1 2 3 4 5	1 2 3 4 5
	1 2 3 4 5	1 2 3 4 5

WHERE TO START

To get decision makers to support what you want, you need to both **increase the benefits** (rewards) to the DM **as well as decrease the disadvantages**. The more important an item (benefit or disadvantage) is to the decision maker, the more ability it will have to facilitate the DM's support. Sometimes, increasing a benefit may have the effect of decreasing the importance of a disadvantage. Likewise, decreasing a few, less important disadvantages may cause the importance of other disadvantages to decrease.

Look at the Benefits and Disadvantages Worksheets, list the Decision Makers in the order of who you would contact first, and state why.

Decision Maker	Why?
1.	
2.	
3.	
4.	

ROLL WITH RESISTANCE

Example:

Decision Maker: Look, no one is even asking for a smoke free apartment. What's wrong with just leaving things alone without going through all of the hassle of advertising "smoke free" apartments and renting apartments based on that!!!

Response: I can see how complicated this is for you. You've told me how important it is to have all of your apartments fully rented and it seems like going through a new procedure for advertising and renting is a lot. Hard to sort it out!!!

Decision Maker: I know it makes sense, but you don't seem to understand how hard it is to make the dormitories smoke free. Every time I bring it up the student association puts up a fight. It's a hassle all of the time.

Response: _____

Decision Maker: I know that advertising tobacco products is bad for the kids in the neighborhood, but I need the extra money.

Response: _____

Decision Maker: Look, you should go to Hollywood if you're concerned about smoking in the movies. What's wrong with showing a movie with people smoking now and then?

Response: _____

Decision Maker: You want me not to have a tobacco bar night? These events have put us on the map!

Response: _____

LEADERSHIP, POWER AND INFLUENCE

Decision Maker:

Power Base	Who can use this type of power with the Decision Maker?	How can they help me engage the Decision Maker?	How can I enlist their help?	Pros/Cons of using this type of Power
Coercive Power				
Reward Power				
Connection Power				
Expert Power				
Informational Power				
Legitimate Power				
Referent Power				

PERSONAL SURVEY

List the DMs	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?
	Not Very Some-what Very Circle One	Not Very Some-what Very Circle One	Not Very Some-what Very Circle One	Not Very Some-what Very Circle One
	Not Very Some-what Very Circle One	Not Very Some-what Very Circle One	Not Very Some-what Very Circle One	Not Very Some-what Very Circle One
	Not Very Some-what Very Circle One	Not Very Some-what Very Circle One	Not Very Some-what Very Circle One	Not Very Some-what Very Circle One
	Not Very Some-what Very Circle One	Not Very Some-what Very Circle One	Not Very Some-what Very Circle One	Not Very Some-what Very Circle One

ACTION PLAN FOR ENGAGING DECISION MAKERS

Objective:

Activities	Whose Responsible	Start Date	End Date	Resources Needed	Potential Barriers	Strategies to Overcome Barriers