

# Influence Mapping

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Sector Skills Academy 2010  
Meeting Two: Seattle, WA  
January 31-February 2, 2011

# What is Influence Mapping?

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- ❑ Tool developed for community organizers
- ❑ Helps visualize what you need to do to influence stakeholders to make systems change happen



# Systems Change Framework

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- Industry Practices
    - Persuade businesses to increase wages or offer benefits, influence hiring practices to include low-income constituency, create access to advancement opportunities
  - Education and Training Infrastructure
    - Persuade colleges to offer more courses that accessible to adult learners, create new apprenticeships, integrate basic skills and technical education into one curriculum
  - Public Policy
    - Alter or increase public funding streams that support training or education, build coalition to change licensing or certification requirements
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What systems  
change goal(s)  
have you set for  
your sector work?

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## Example Systems Change Goal and Influence Maps

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- **Organization:** Community Resources
  - **Mission:** To assist immigrant groups attain their goals for self-sufficiency, financial independence, health, and community building.
  - **System Change Goal:** To persuade the local hospital to use a different, more culturally appropriate, values assessment with potential hires.
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## Influence Map #1

	= = <i>strong positive</i> — <i>moderate positive</i> --- <i>neutral</i> xxx <i>weak conflict</i> xxx <i>strong conflict</i> xxx	+++ <i>moderate support</i> +++ <i>strong support</i> +++ <b>OOO</b> <i>neutral</i> <b>NNN</b> <i>moderate opposition</i> <b>NNN</b> <i>strong opposition</i> <b>NNN</b>
<b>Those who can influence influencers.</b>	<b>Those who can influence decision-makers</b>	<b>Decision-Makers</b>
Community Resources  Hospital Union (Training Coordinator)  LatinoCare (Program Manager)	Hospital Union Leadership  Hospital Board Members  Workforce Intermediary	Hospital Management Team  Hospital Human Resources (Director)

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## Stakeholder Analysis

Stakeholder	Way(s) in which the stakeholder relates to the change or change strategy	How the change would effect stakeholder	Role in Change	Strength of linkage with other stakehold.	Going in position of stakeholder
Hospital Management Team	Economic, Cultural, Social, Historical	<b>Change in hiring policy; potential for more efficiency in hiring</b>	<b>Select a new values assessment and implement it</b>	Moderate	Strongly Against
Hospital Human Resources Director	Economic, Cultural, Social, Historical	<b>Hiring policies and procedures would change; potential for more efficiency in hiring</b>	<b>Select a new values assessment and implement it</b>	Moderate	Strongly Against
Hospital Union Leadership	Cultural, Social, Historical	<b>Could potentially help Union's diversity efforts</b>	<b>Helping persuade hospital to make the change</b>	Strong	Neutral
Workforce Intermediary	Political, Economic	<b>Process could affect a relationship with a large industry partner</b>	<b>Convener, Industry Expertise</b>	Strong	Neutral

## Actions for Change

Decision Maker or Influencer Who is Target of Action	Action	Who will take steps to implement action and what will they do?	Desired Outcome of Action
Workforce Intermediary	Inform Intermediary of program, desire to work with hospital more closely and assessment issue	CR will work with LatinoCare Program Manager to set-up a meeting with intermediary. CR will present issue, desire to work with hospital more and talk about potential solutions (assessments from other hospitals, etc..)	Intermediary will convene hospital management and human resources to relationship building with CR and discuss assessment issue as well as potential.
Hospital Union Leadership	Engage necessary Union leaders in dialogue and relationship	Community Resources with work with Training Coordinator to bring this issue and others to Union leaders who have more influence with management	Union leadership will see CR as resource and recognize need to change assessment and help persuade hospital management
Hospital Management/Human Resources Dir.	Engage Management and HR Dir. in collaboration and assessment issue	Workforce Intermediary will convene stakeholders to discuss collaboration, the assessments issue and help offer solutions (assessments from other hospitals)	Hospital and CR will have a better relationship. Hospital Management and HR Dir. Will recognize need to change assessment and adopt an alternative.

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