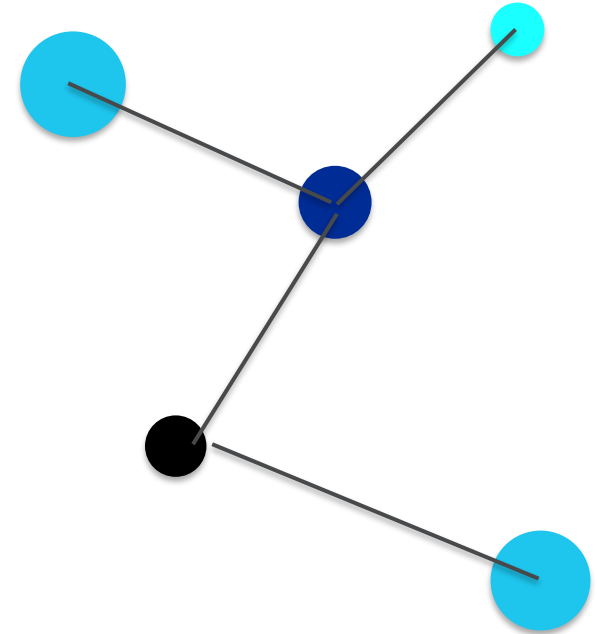


Advocacy That Works

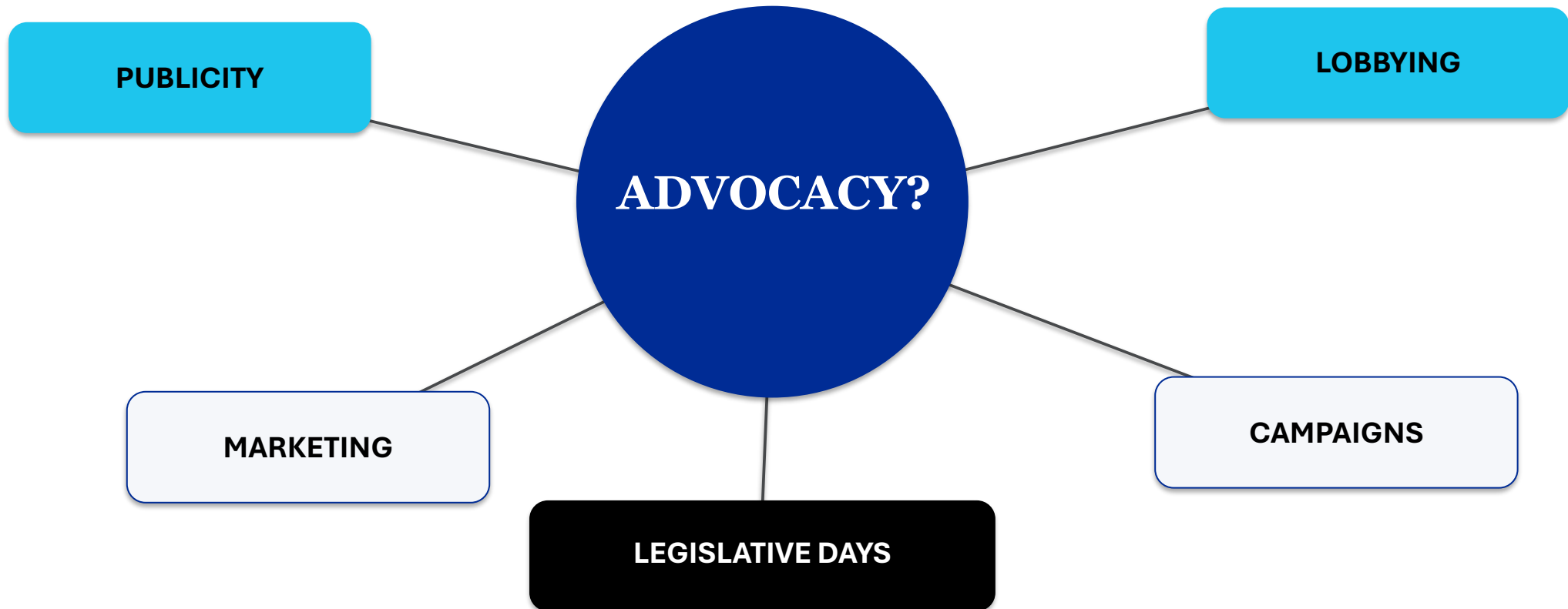
Build the Relationships Before You Need Them

Dr. Ken Haycock

Executive Director, Better Boards. Better Communities.



Much of What We Believe About Advocacy Is Wrong



These may be tactics. They are not advocacy itself.



Activity Is Not Results

ACTIVITY

What did we do?

≠

RESULTS

What changed?

REFLECTION • Think of your last advocacy effort. What actually changed?



What Advocacy Actually Is

Advocacy is a planned, deliberate, sustained effort to develop understanding and support incrementally over time.

PLANNED

DELIBERATE

SUSTAINED

INCREMENTAL

OVER TIME





THE RELATIONSHIP IS THE MESSAGE.



Make Deposits Before You Make Withdrawals

DEPOSITS

- Trust
- Understanding
- Information
- Support
- Reliability



WITHDRAWAL

THE ASK

Build the balance before you need to draw on it.

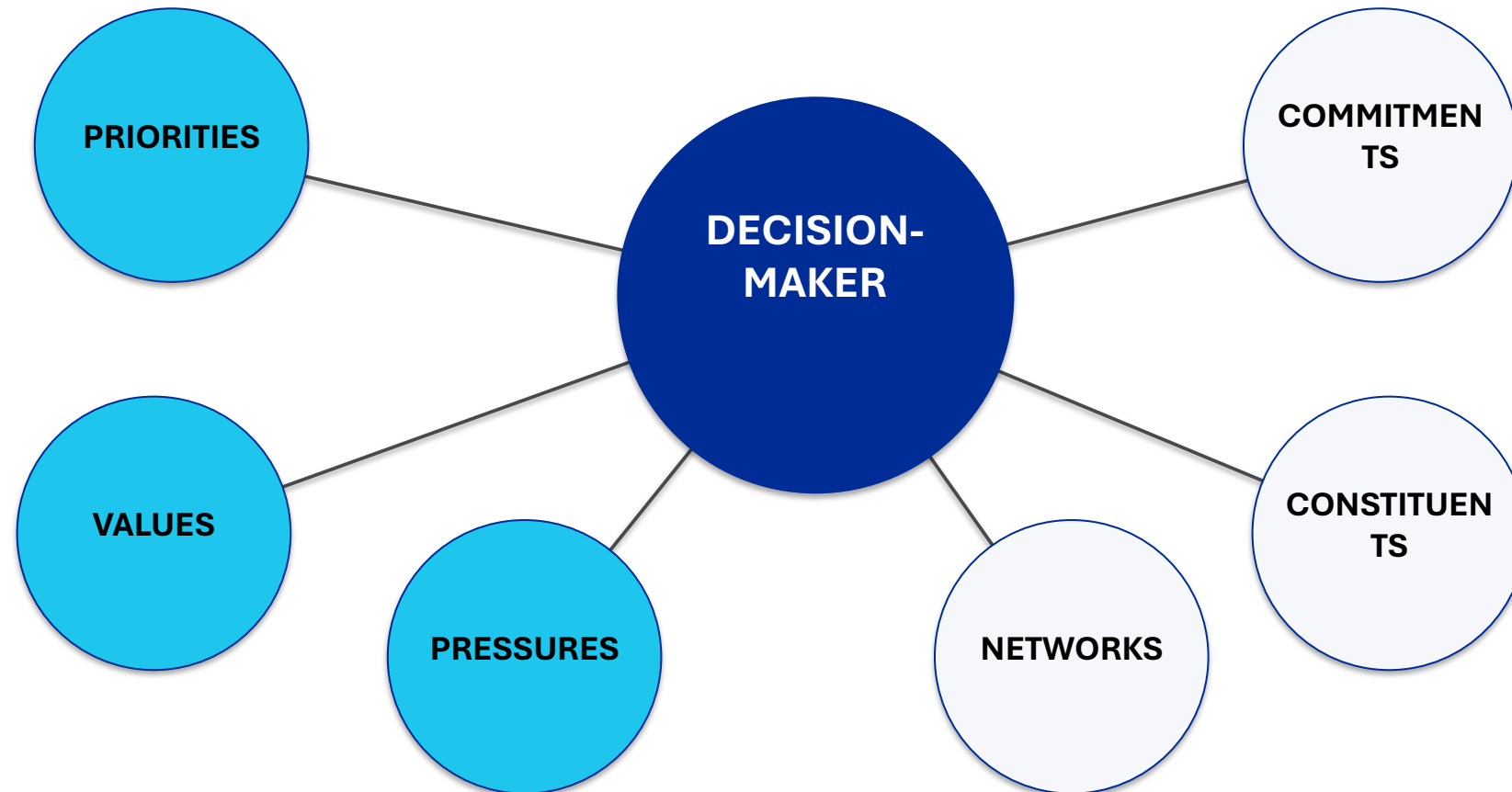


People do things for
THEIR reasons.

Not yours.



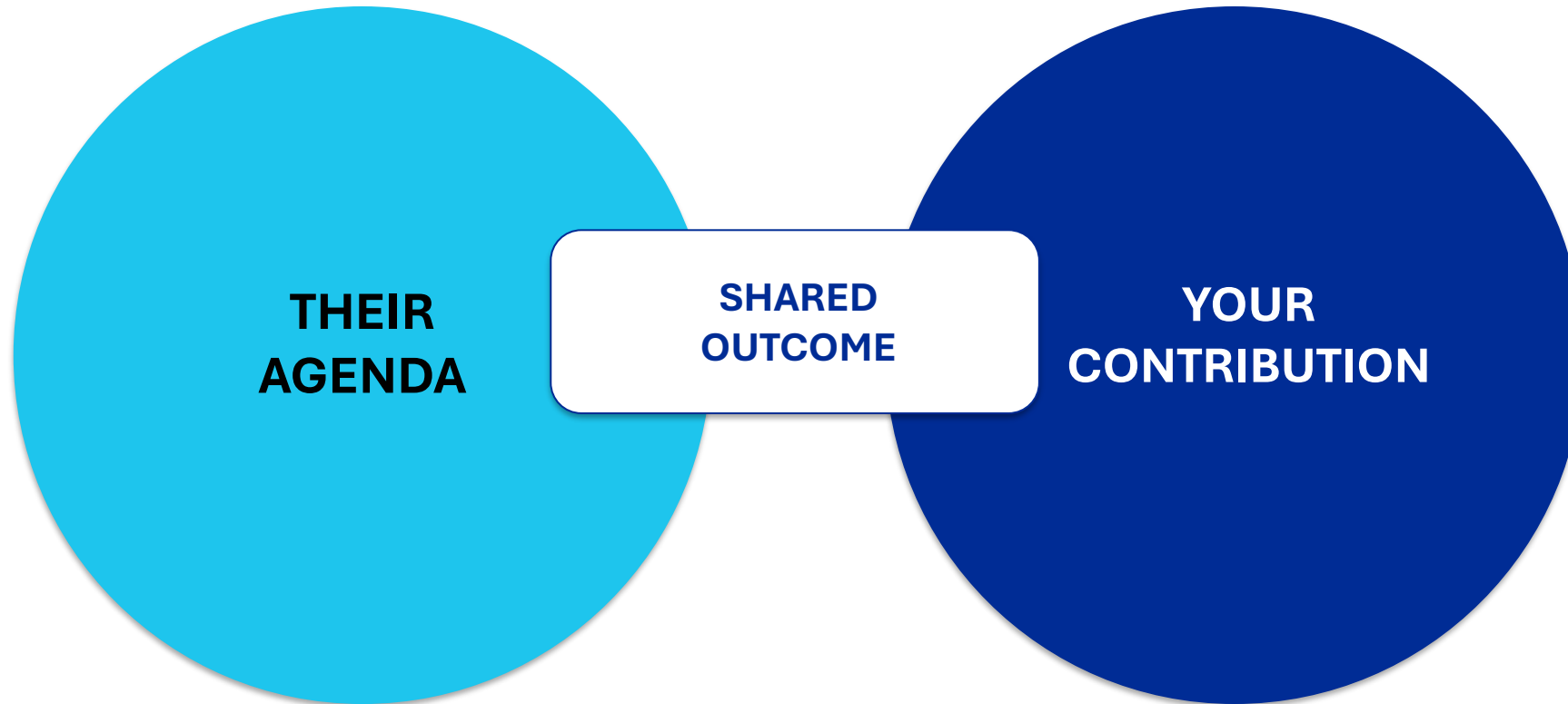
Understand the Decision-Maker



How much do you actually know about the person you need to influence?



Connect Their Agenda With Yours



What are they trying to accomplish—and how do we help?



Influence Is Personal—and Strategic

LIKING

Genuine regard
and connection

RECIPROCITY

Contribute
before asking

AUTHORITY / CREDIBILITY

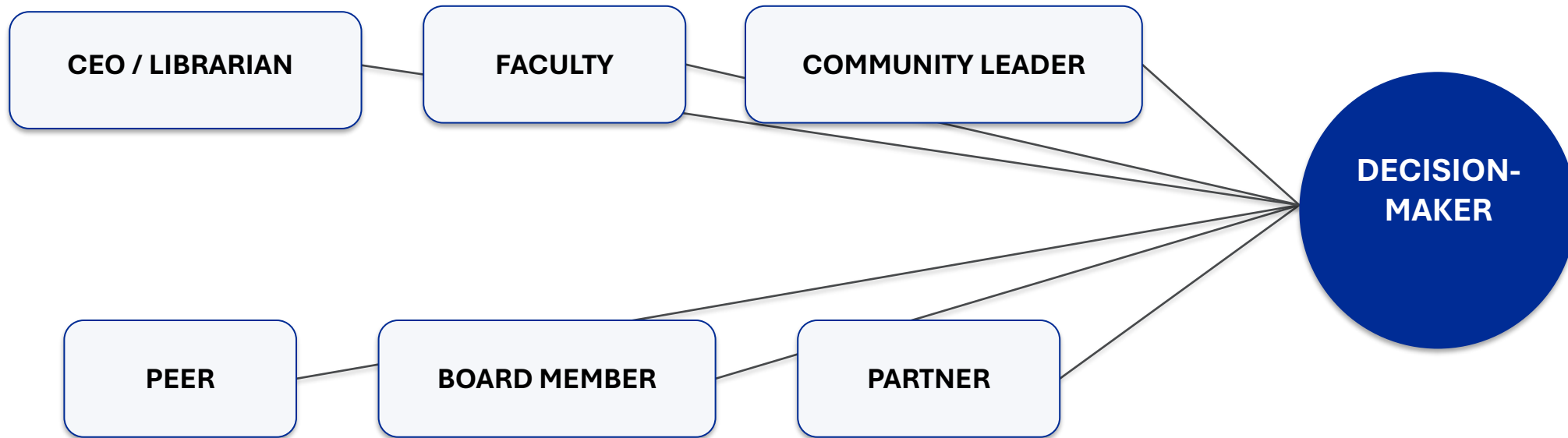
Who carries
weight?

CONSISTENCY

Connect to stated
values &
commitments



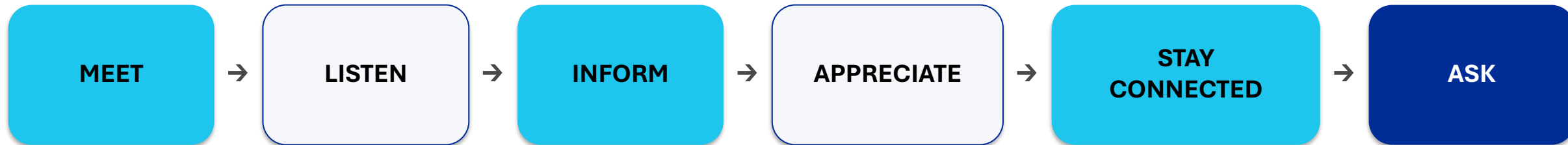
Who Should Carry the Message?



Who will they listen to?



Build the Relationship Before You Need It



The ask comes last.

Relationship first. Request later.



Turn Advocacy Into a Plan

GOAL



DECISION-MAKER



RELATIONSHIP ACTION

What do we want? → Who matters? → What do we do now?



Measure Results, Not Activity

WHAT WE DID

Meetings

Emails

Posts

Media

Attendance



WHAT CHANGED

Understanding

Support

Behaviour

Decision

WHAT CHANGED?



One Person

**Who is one person
important to your organization's future
with whom you should be building
a stronger relationship now—
before you need anything?**

Take 10–15 seconds. No response required.



The Relationship is the Message: A Guide to Strategic Advocacy

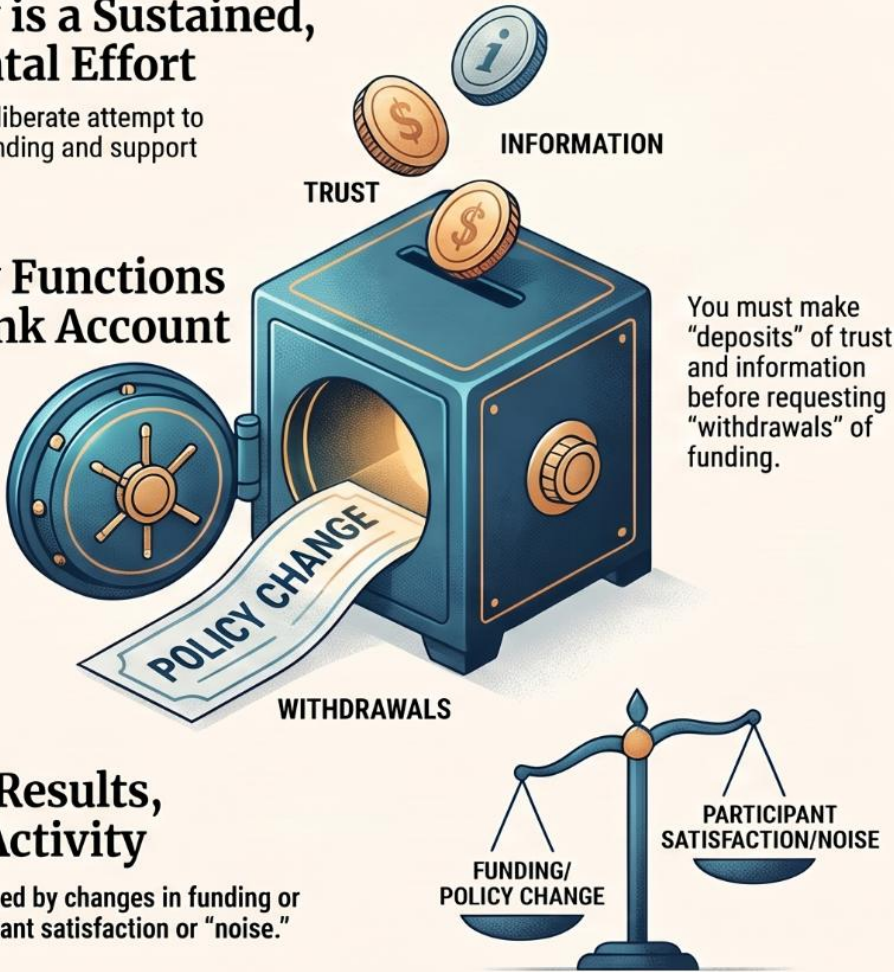
Advocacy is a planned, deliberate effort to build understanding over time, emphasizing that the quality of the relationship with decision-makers is the primary driver of success.

THE FOUNDATION OF STRATEGIC ADVOCACY

Advocacy is a Sustained, Incremental Effort

It is a planned, deliberate attempt to develop understanding and support over time.

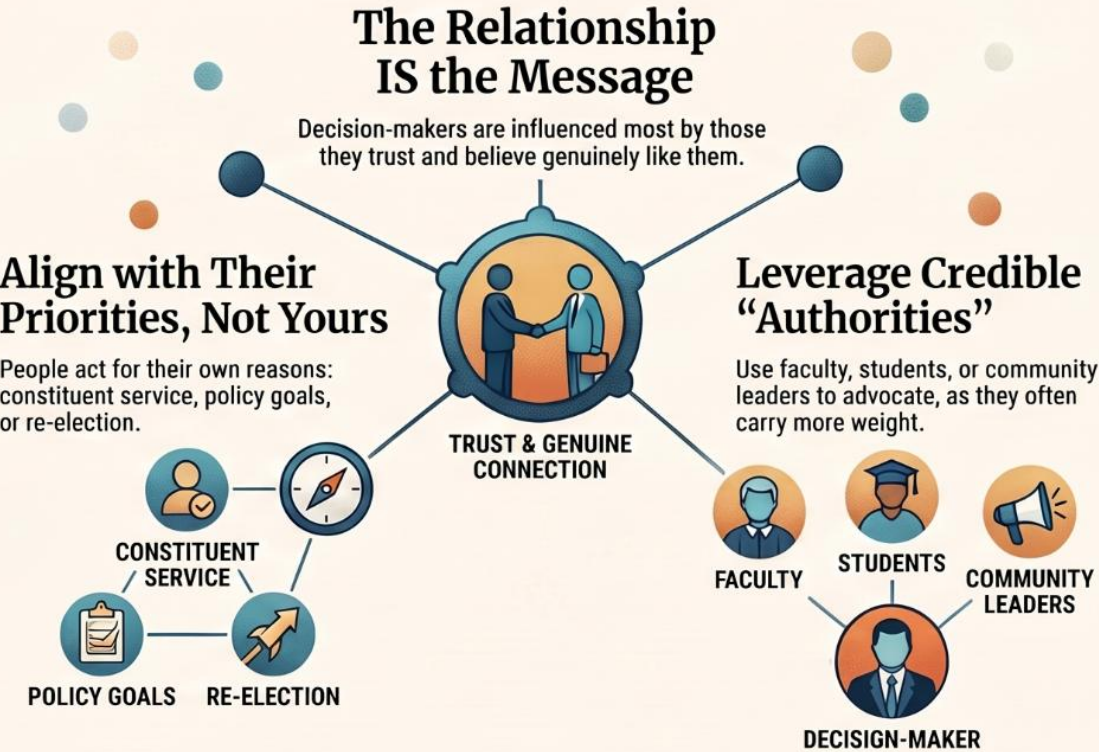
Advocacy Functions Like a Bank Account



Evaluate Results, Not Just Activity

Success is measured by changes in funding or policy, not participant satisfaction or "noise."

THE PRINCIPLES OF INFLUENCE



POLITICIAN PROFILE & ADVOCATE STRATEGY MATRIX

	Politician Profile	Primary Form of Support	Advocate Strategy
	Progressive	Rhetorical/Words	Focus on mission and shared social values.
	Right-wing	Financial/Funding	Focus on evidence, ROI, and unique value proposition.

