Where to start:
Understanding Power
This lecture will cover

• Power:
  – Academic and practitioner perspectives
  – Use of Power Analysis by practitioners

• Learning outcomes:
  – Able to apply different power analysis frameworks to real life examples.
  – Understand importance of informal/invisible power to change processes
Power: The Oxford English Dictionary definition

• The ability or capacity to do something or act in a particular way
• The capacity or ability to direct or influence the behaviour of others or the course of events
Discussion in Pairs: What About You?

Think of an example where you have personally felt powerful or disempowered – what kind(s) of power were involved?
Theorists (Lukes, Foucault)
Stephen Lukes:
3 Dimensions of Power

• Dimension 1: ability of one person to achieve compliance by others
• Dimension 2: not just about making decisions, but also setting the agenda that leads to decisions
• Dimension 3: the ability to control what people think of as being 'right' → acquiescence
‘There is no need for arms, physical violence, material constraints. Just a gaze. An inspecting gaze, which each individual will end up interiorizing to the point that he is his own overseer.”
Michel Foucault
Practitioner Frameworks for Understanding Power

• In ascending order of practical usefulness.....
• Foucault (over to Tom) and Visible/Hidden/Invisible (descriptive – context analysis)
• Power Cube (scoping)
• 4 Powers (planning/action – for your strategy)
Visible, Hidden and Invisible
The Power Cube

LEVELS

Global
National
Local

FORMS

Visible
Hidden
Invisible

SPACES

Provided/Invited
Closed

Claimed/Created

http://www.powercube.net/
Unpacking the Power Cube

Forms

Visible

Hidden, operates behind the scenes

Invisible, based on ideology and beliefs.

Spaces

In closed groups

With invited parties

In created or claimed spaces

Levels

Global/Regional

National

Local
4 Powers model (Rowlands 1997)

• Power Within
• Power With
• Power To
• Power Over
And here’s how some activists think about power

https://www.youtube.com/watch?v=uDZ0iA_6UEo&feature=youtu.be
Buzzgroups of 4

Reactions, questions, thoughts?
Applying the four powers framework to design a change strategy
Strategies depend on Type of Power

- Power Within
- Power With
- Power To
- Power Over

- Norm shifting; Gender activism; popular education; awareness raising; media
- Community/Social Organization; coalitions & alliances; representation
- Lobbying; campaigns; research; electoral
- Statecraft; patronage
Power Over (not this course!)

• Statecraft and Diplomacy (Machiavelli)
• War (Clausewitz, Sun Tzu)
Power With (→ week 3)
Power Within: Shifting Norms

- Kwame Appiah
  - Driver of change on eg slavery, foot binding, duelling is shift in what is honorable
  - Reformers mobilised public contempt and shame

- Cristina Bicchieri
  - Based on UNICEF experience on e.g. early marriage and breast feeding
  - Moral v social norms → different strategies

- Htun and Weldon: the rice cake
Practice most developed in Gender Activism (Rao and Kelleher)

Adapted from Rao and Kelleher, Gender at Work
Tactics for each quadrant (the Social Change Project)
We Can: Power Within and Violence Against Women, South Asia
- What are the tactics that activists use in this campaign?
- Where is We Can mainly working on the Rao and Kelleher 2x2?

Power to: Using Power Analysis for Influencing

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Power mapping at global level

Annex: Map of key players: Power v. ambition*

[Diagram showing power mapping with key players including AOSIS, Rest of Africa, Progressive G77, S. Africa, Mexico, Indonesia, Brazil, Other EU, China, USA, Australia, Canada, Saudi/OPEC, Russia, etc., with indicators of more and less supportive 2°C, and categories like Core/deal-makers, Deal-blockers, Swing states, Climate champions.]

*Adapted from graphic developed by J. Morgan (E3G) for CAN-International / GCCA
Power Mapping → Change Strategy
Some Possible Change Strategies

• Group A: High Influence, High Support
  – Convening ‘unusual suspects’; Gap filling eg on evidence

• Group B: Low Influence, High Support
  – Build Power With/ Within to increase confidence and organizational voice

• Group C: High Influence, Low Support
  – Messenger not message; Seize Windows of Opportunity

• Group D: High Influence, Opposed
  – ‘Doubt is our product’; Divide and Rule
DON’T WORRY IF THIS IS A BIT TOO MUCH TO ABSORB. WE’LL KEEP COMING BACK TO AND USING POWER ANALYSIS – IT’S A CORE PART OF THE COURSE. BUT LET’S TRY AND APPLY IT TO SOME SPECIFIC CHALLENGES.
What kinds of power are involved in the following?

• Lowering the voting age to 16 in US/UK (you’re advising some youth NGOs)
• Getting a better deal for Deliveroo riders (you’re talking to a group of them outside your local takeaway)
• Fairer elections in Uganda (you’re advising a network of Ugandan NGOs)
  – Choose one and discuss
Buzzgroups of 4

Choose one of these examples and discuss what kinds of power are involved
Key Messages/Learning Outcomes

• Power is the underlying forcefield of social change. It is everywhere.

• To understand it/make it visible you need a range of concepts and tools, including:
  – Able to apply different power analysis frameworks to real life examples.
  – Understand importance of informal/invisible power to change processes.

• = first step in designing a change strategy.
Questions or Comments?

“We’d now like to open the floor to shorter speeches disguised as questions.”
Coming Up Next: Why Systems Thinking Changes Everything!