Using the Power Framework to create an organisational strategy

The Power Framework can also be used to map the current reality of how your organisation is working alongside people with first-hand experience and create a strategy for change. If you can, bring together people from different parts of your organisation. You can do this activity in one session, or arrange a series of meetings to look in-depth at each quadrant in turn.

1. Draw the framework on a large sheet of paper.
2. Take time to explore each quadrant of power in turn. Think together about what is getting in the way, and what is going well.
3. Summarise each on a sticky and put it onto the framework according to where it lies in relation to the axes. You could use different coloured stickies for ‘barriers’ and ‘opportunities’.
4. Take a look at your completed framework. What have you learned? Which quadrant have previous activities focused on? What opportunities can you build on? Where are the gaps? How do different things relate? Can you see why previous efforts have been successful or not?
5. Use the completed framework to inform conversations about power in your organisation. You could consider:
   - How does what you’ve learned affect your vision or theory of change?
   - Which efforts have already been successful and could be built on?
   - How does this inform your priorities, eg in training and spending?

Your Power Framework might look something like this:

- Consciousness and capabilities:
  - Community we work with not used to being asked
  - Exhausted staff – low morale
  - Budget includes expenses for participants
  - People don’t like coming to our office
  - Not enough time allocated for relationship building

- Culture:
  - Low trust of staff ‘on the ground’. Fear of disrupting known processes
  - Close relationships in engagement team, supported by regular debrief
  - Top-down decision-making processes
  - Vision statement shows high level commitment to working together

- Resources:
  - No explicit participation objectives

- Policies and governance:
  - Vision statement shows high level commitment to working together