



Media

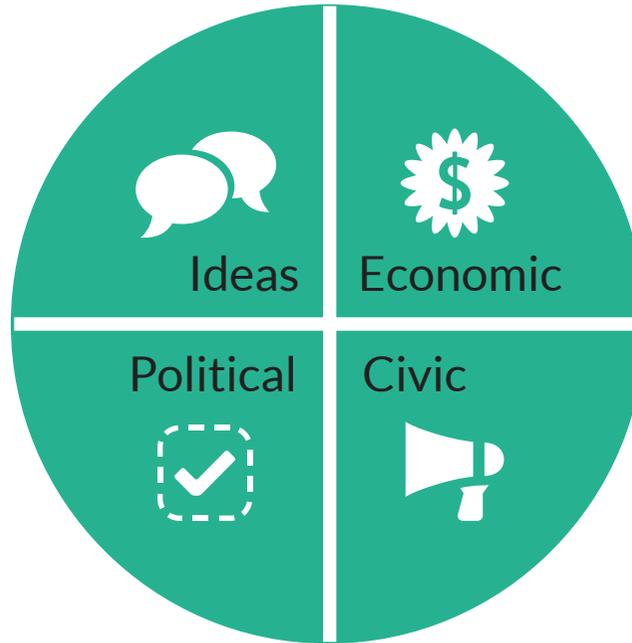
EXTERNAL FORCES



Culture



Law



Economic



Political



Technology

POWER YOU CAN BUILD



Environment



Demography

Forces for Change

This a tool for analysing the forces that shape our world right now and for thinking about the kind of power you need to build to achieve the changes you seek. It's useful at the very beginning of a strategy process to open up conversations about power and change. Print out the diagram or copy it onto a big sheet. Start by thinking about the biggest scale of change you want to bring about (for example: taking down the banks or closing detention centres). Write it along the top of the diagram.

Forces outside of our control:

In this section of the diagram list out all of the things in the external world that are affecting your issues. These are things which you don't control and which can be both positive or negative for your cause. Think especially about trends - what are the big changes over the past five years that give you a sense of what's going on. We've added some categories to help get you started but you'll likely find others which you should add. Discuss these and try to think about the various things that are true about the context that are specific to now (e.g. the rise of zero hours contracts in the UK)

Forces we control:

Once you've listed the forces that are shaping your context then you can start to think about the kind of power that you need to build to win the change you want. We've identified four key types of power that have been used to bring about change in the past (nb: in reality these power bases usually overlap and aren't quite distinct but we've still found it helpful to separate them for this exercise):

- **Ideas:** Concepts, theories and intellectual arguments that undermine the current system and/or paint a picture of what an alternative system could look like; these become narratives and are underpinned by people and institutions that develop and propagate them (for example: news outlets, blogs, and political traditions like feminism, anti-imperialism etc)
- **Economic:** Economic power that you control that gives you power and resources to change the new economic and political system (for example: co-ops, credit unions, unions, business owned by your constituency or the [solidarity economy](#))
- **Political:** Political players, parties and institutions that could be allies in your struggle (for example: political parties, constituencies or other elected power and related bodies etc)
- **Civic:** The civil society organisations and groups of citizens you can organise around the change you want to create (for example: groups like BLM, the Green NGOs etc)

Start by listing the key groups/power bases that already exist under each of the four power bases that help the move towards the change you want to bring about. Then have a conversation about the balance of these four forces you think will be needed to bring about and then maintain the change you've listed. This latter point is crucial to ensure that we do not win a change only for it to be taken away again later because we didn't have the power needed to deliver and protect it. In other words, a hegemony.

We're making no judgement about the role of these sorts of power and which will be needed to create change you're interested but we do think it's important to think about each of these areas in turn.

This model is the end result of a lot collective thinking and practice. NEON led the synthesis of these insights to create the model, with the support of the Public Interest Research Centre (PIRC). PIRC designed the model and made it beautiful.

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