



Building Your Strategy



Steve Williams

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Image source: <http://www.ksefocus.com/wordpress-content/uploads/2009/07/focuslady.jpg>

Building Your Strategy

- Define your end game
 - What are you trying to achieve?
- Who is your target
 - Federal, provincial, university, funder?
- Refine your value proposition
 - Problem, solution, so what, benefit
- Map theory of change
 - Top down? Bottom up?
- Identify your tactics
- Define evaluation methods
 - Testing hypotheses



A QUICK REVIEW

<http://www.ispex.ca/wp-content/uploads/2014/08/science001.jpg>

Pathways for Change

Global Theories	(Sabatier, Jenkins-Smith)		core policy beliefs.	A strong group of elites with a common goal is in place or can be formed
	3. "Policy Windows" or Agenda Setting (Kingdon)	Political Science	Policy can be changed during a window of opportunity when advocates successfully connect two or more components of the policy process: the way a problem is defined, the policy solution to the problem or the political climate surrounding their issue.	<ul style="list-style-type: none"> Multiple policy streams can be addressed simultaneously (problem definition, policy solutions and/or political climate) Internal capacity exists to create, identify, and act on policy windows
to Strategies or Tactics	4. "Messaging and Frameworks" or Prospect Theory (Tversky & Kahneman)	Psychology	Individuals' policy preferences or willingness to accept them will vary depending on how options are framed or presented.	<ul style="list-style-type: none"> The issue needs to be redefined as part of a larger campaign or effort A key focus of the work is on increasing awareness, agreement on problem definition, or an issue's salience
	5. "Power Politics" or Power Elites Theory (C. Wright Mills, Robert Dahl)	Sociology	Policy change is made by working directly with those with power to make decisions or influence	<ul style="list-style-type: none"> One or more key allies is in place The focus is on incremental policy change (e.g., administrative or

	THEORY (<i>Key Authors</i>)	DISCIPLINE	HOW CHANGE HAPPENS	WHEN THIS THEORY MAY BE USEFUL
GLOBAL THEORIES	Large Leaps or Punctuated Equilibrium theory (<i>Baumgartner & Jones</i>)	Political Science	Like seismic evolutionary shifts, significant changes in policy and institutions can occur when the right conditions are in place.	<ul style="list-style-type: none"> • Large-scale policy change is the primary goal • You have strong media-related capacity
	Policy Windows or Agenda-Setting theory (<i>Kingdon</i>)	Political Science	Policy can be changed during a window of opportunity when advocates can successfully connect two or more components of the policy process (e.g., the way a problem is defined, the policy solution to the problem, and/or the political climate of their issue).	<ul style="list-style-type: none"> • You can address multiple streams simultaneously (e.g., problem definition, policy solutions, and/or political climate) • You have internal capacity to create, identify, and act on policy windows
	Coalition Theory or Advocacy Coalition Framework (<i>Sabatier, Jenkins-Smith</i>)	Political Science	Policy change happens through coordinated activity among a range of individuals with the same core policy beliefs.	<ul style="list-style-type: none"> • A sympathetic administration is in office • You have a strong group of allies with a common goal
	Power Politics or Power Elites theory (<i>Mills, Domhoff</i>)	Sociology	Policy change is made by working directly with those with power to make decisions or influence decision making.	<ul style="list-style-type: none"> • You have one or more key allies in a position of power on the issue • Focus may be on incremental administrative or rule changes
	Regime Theory (<i>Stone</i>)	Political Science	Policy change happens through the support and empowerment of policy makers by a close-knit body of influential individuals.	<ul style="list-style-type: none"> • You know or suspect that a coalition of non-politicians is deeply involved in policy making • You have access to or can become part of this coalition or regime
TACTICAL THEORIES	Messaging and Frameworks or Prospect theory (<i>Tversky & Kahneman</i>)	Psychology	Individual's preferences will vary depending on how options are presented.	<ul style="list-style-type: none"> • The issue needs to be redefined as part of a larger campaign or effort • A key focus of the work is on increasing awareness, agreement on problem definition, or salience of an issue
	Media Influence or Agenda-Setting theory (<i>McCombs & Shaw</i>)	Communications	Political issues on the public's agenda will depend on the extent of coverage a given issue receives by mass news media.	<ul style="list-style-type: none"> • You have strong media-related capacity • You want to put the issue on the radar of the broader public
	Grassroots or Community Organizing theory (<i>Alinsky, Biklen</i>)	Social Psychology	Policy change is made through collective action by members of the community who work on changing problems affecting their lives.	<ul style="list-style-type: none"> • A distinct group of individuals is directly affected by an issue • Your organization's role in an issue is as a "convener" or "capacity-builder" rather than as a "driver"
	Group Formation or Self-Categorization theory (<i>Turner, Tajfel</i>)	Social Psychology	Policy change can be achieved when individuals identify with groups and subsequently act in a way that is consistent with that social group or category membership.	<ul style="list-style-type: none"> • You are looking to build or tighten your base of support • Cohesion among your organization's members is a prerequisite for change
	Diffusion theory or Diffusion of Innovations (<i>Rogers</i>)	Sociology	Change happens when a new idea for a program or policy is communicated to a critical mass, who perceives it as superseding the current policy/program (or lack thereof) and thus, adopts the idea.	<ul style="list-style-type: none"> • The focus is on a new idea for a program or policy • You have trusted messengers and champions to model or communicate the innovation

Types of Policy Influence....

Broadening Policy Horizons

- Providing opportunities for networking & learning within the jurisdiction or with colleagues elsewhere
- Introducing new concepts to frame debates, putting ideas on the agenda, or stimulating public debate
- Educating researchers and others who take up new positions with broader understanding of issues
- Stimulating quiet dialogue among decision-makers

Expanding Policy Capacities

- Improving the knowledge and data of certain actors
- Supporting recipients to develop innovative ideas
- Improving capabilities to communicate ideas
- Developing new talent for research and analysis

Affecting Policy Regimes

- Modification of existing programs or policies
- Fundamental re-design of programs or policies
- Establish new policy regime and programs

So, “influence” is only one standard for judging success; what might be other indicators?

Reversing the Field: From Challenges to Strategies

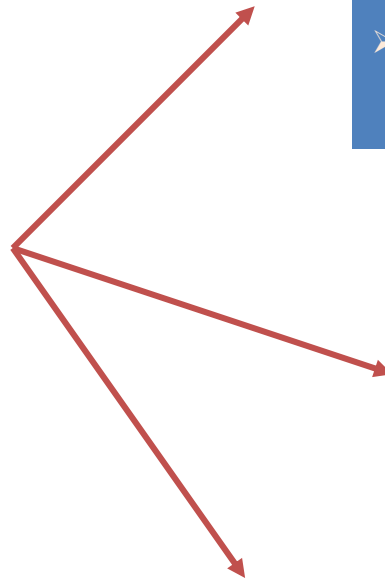
- The challenge of ‘two communities’ long a concern
- Different cultures, time horizons, sense of possibilities
- Policy-making systems are complicated, often opaque
- Ministerial and top executive time is over-determined
- Incredible volume of information converging on them
- Policy challenges not the domain of any one department
- Policy often ‘catches up’ to practice; ↑pace of change
- Canadian “PM” government even more centralized
- Political leaders less likely to take advice from officials
- Governments see ‘mandates’ as the ‘long campaign’
- Research can challenge underpinnings of policy regimes
- Groups now mobilize to discredit science-based findings

Focus: Developing Access, Trust, Expertise, Pressure Points, Plans

- Identify policy windows, time horizons, change ‘quotient’
- Map and expand consensus in applied research networks..
- Get international validation...
- Build/lever other capacities to influence those in power (NGOs, think tanks, associations, lobbyists, etc.)
- Build knowledge both inside & outside government (networks)
- Conferences, workshops, etc.
- Placement and recruitment of graduate students as strategy
- Fostering scholar-practitioner exchanges (short & longer term)
- Persuade first ministers...
- Innovation can start anywhere
- Readiness to make the case...
- Is implication ‘policy-ready’?
- What about pilot projects?

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VALUE



PROPOSITION DESIGN

Audience: Policy maker? Journalist? General Public?

Problem?


Benefits?

So What?

Issue

Solution

Wright, D. (2013). Bridging the Gap Between Scientists and Policy Makers: Whither Geospatial?. Presented at the Geospatial World Forum, Rotterdam. Retrieved from <http://slideshare.net/deepseadawn/gwf-policy>

A teal-tinted photograph of a hospital hallway. In the foreground, there are several white plastic chairs with metal frames. The hallway extends into the distance, with a door on the left labeled '307' and a sign above it that says 'WALK IN CLINIC'. The ceiling has a grid of fluorescent lights, and the floor is a light-colored, reflective material. A text box is overlaid in the center of the image.

**Lack of genetic
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Problem?

Each year in Canada: 200,000
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So What?

**Many adverse drug
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Each year in Canada: 200,000
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Benefit?

- Predict and prevent adverse drug reactions
- Lessen the burden on our health system

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Solution?

- Develop Pharmacogenetic testing capabilities
- Incorporate Pharmacogenetic information in clinical decisions

Linking Theory to Strategy

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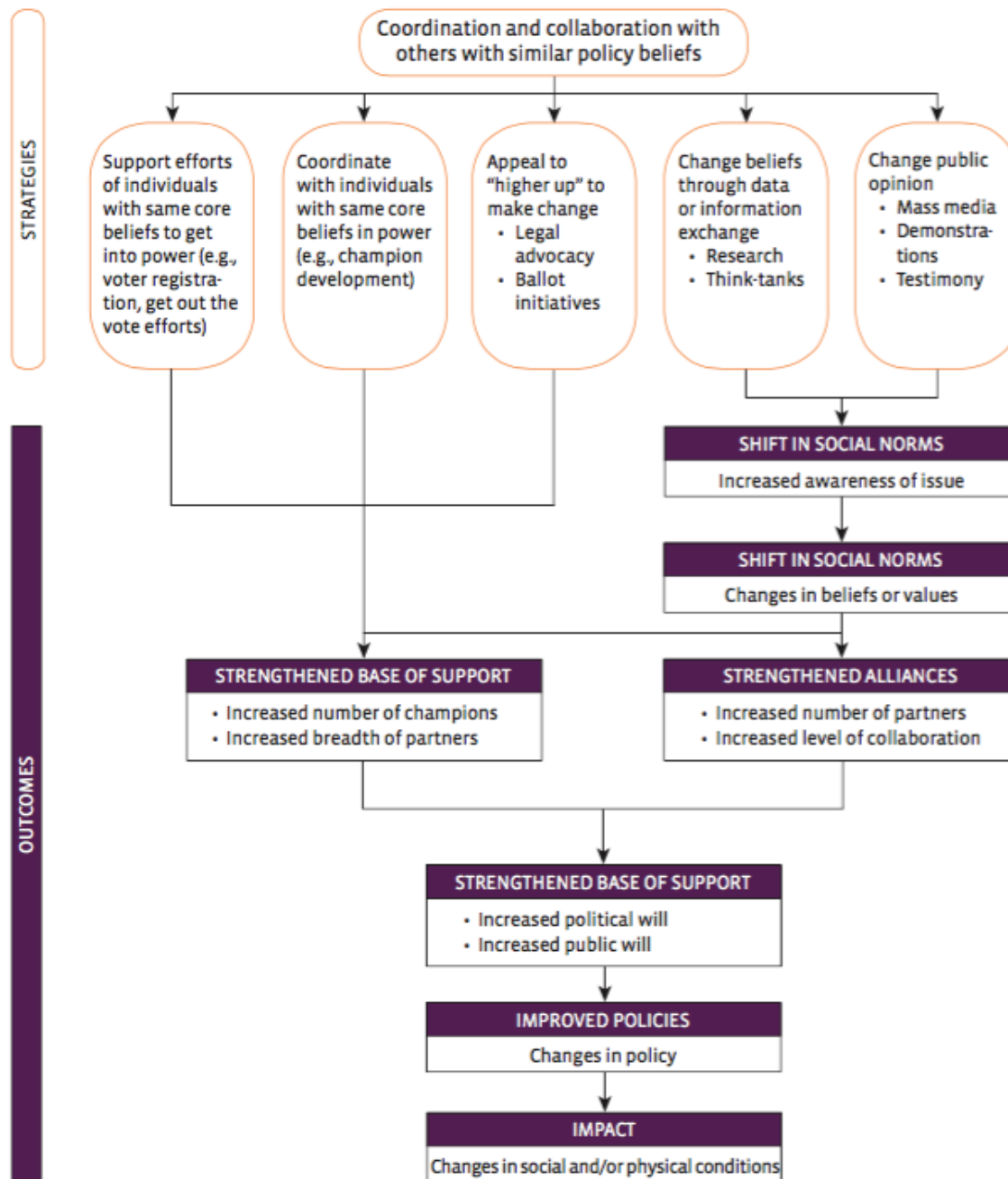
Welcome to:

Goodbye
King Coal

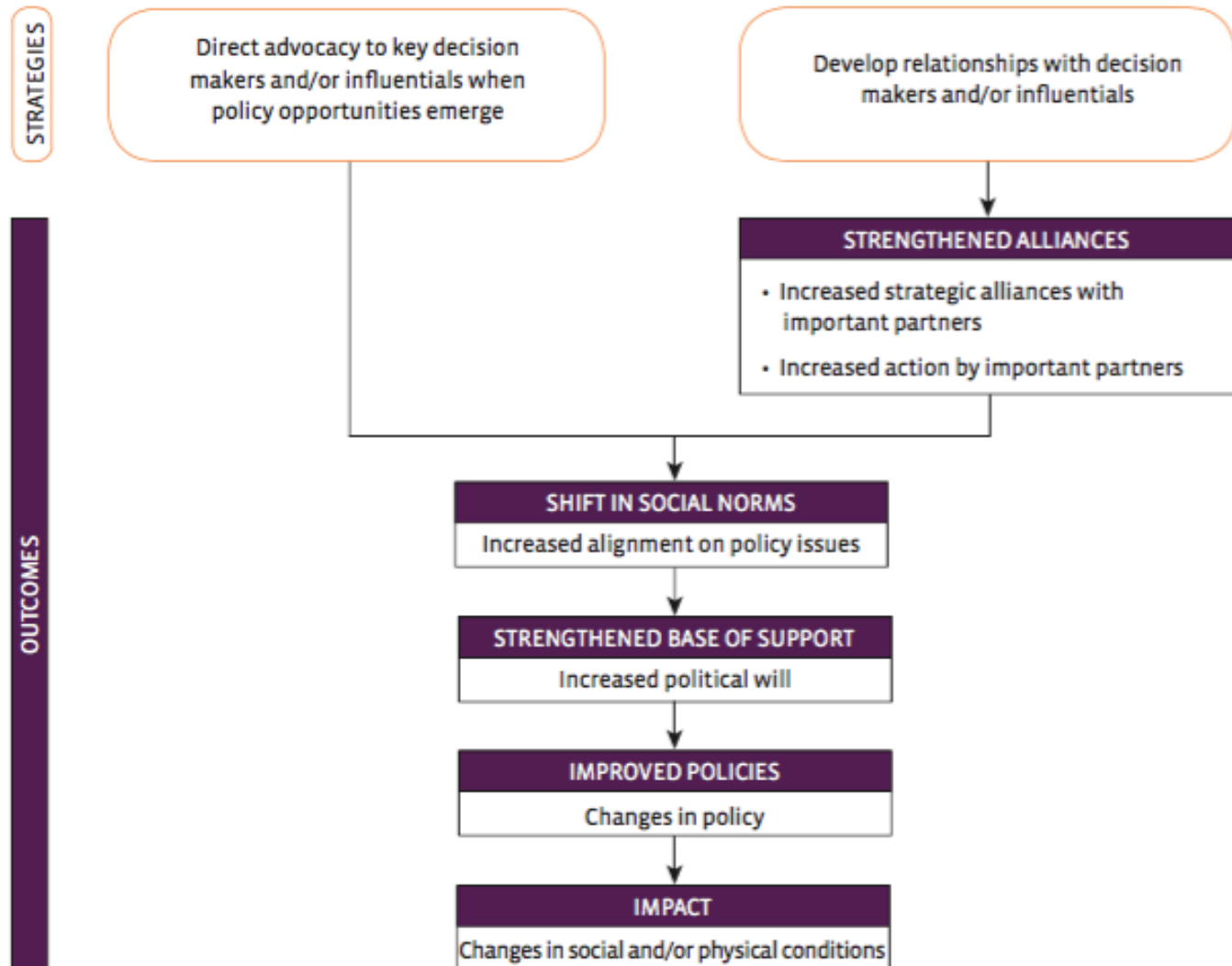
Celebrating a major climate victory

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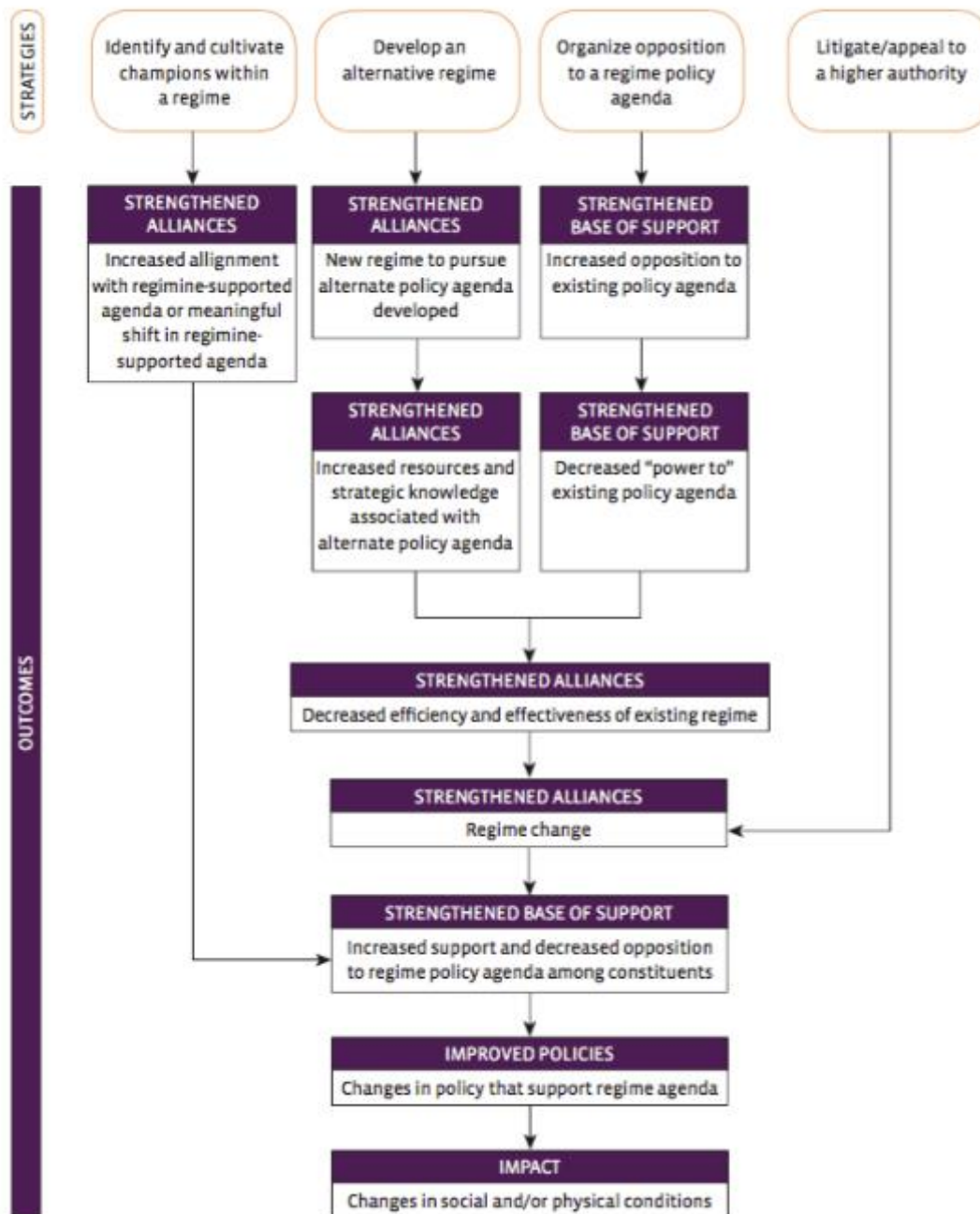
"COALITION" Theory of Change



“POWER POLITICS” Theory of Change

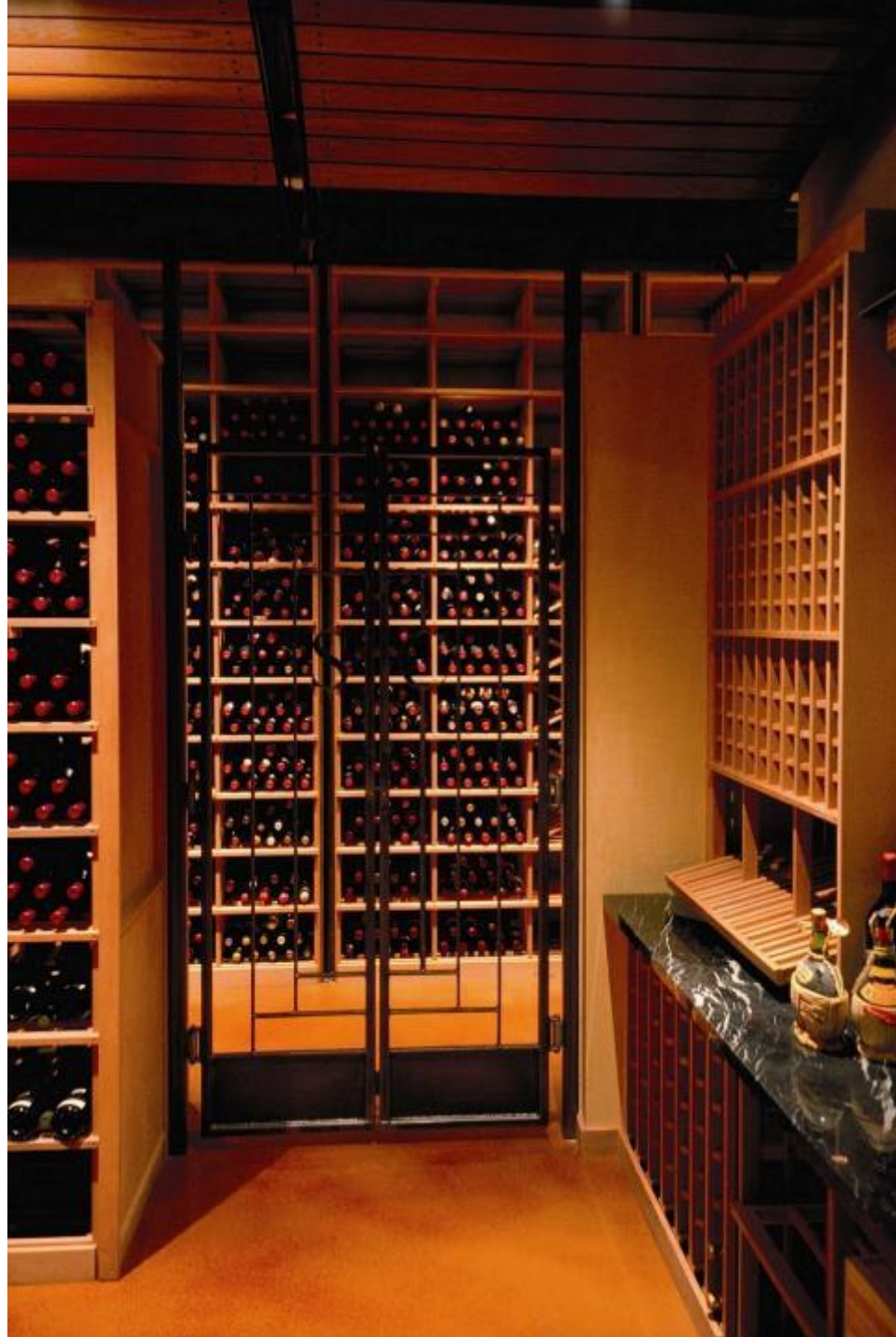


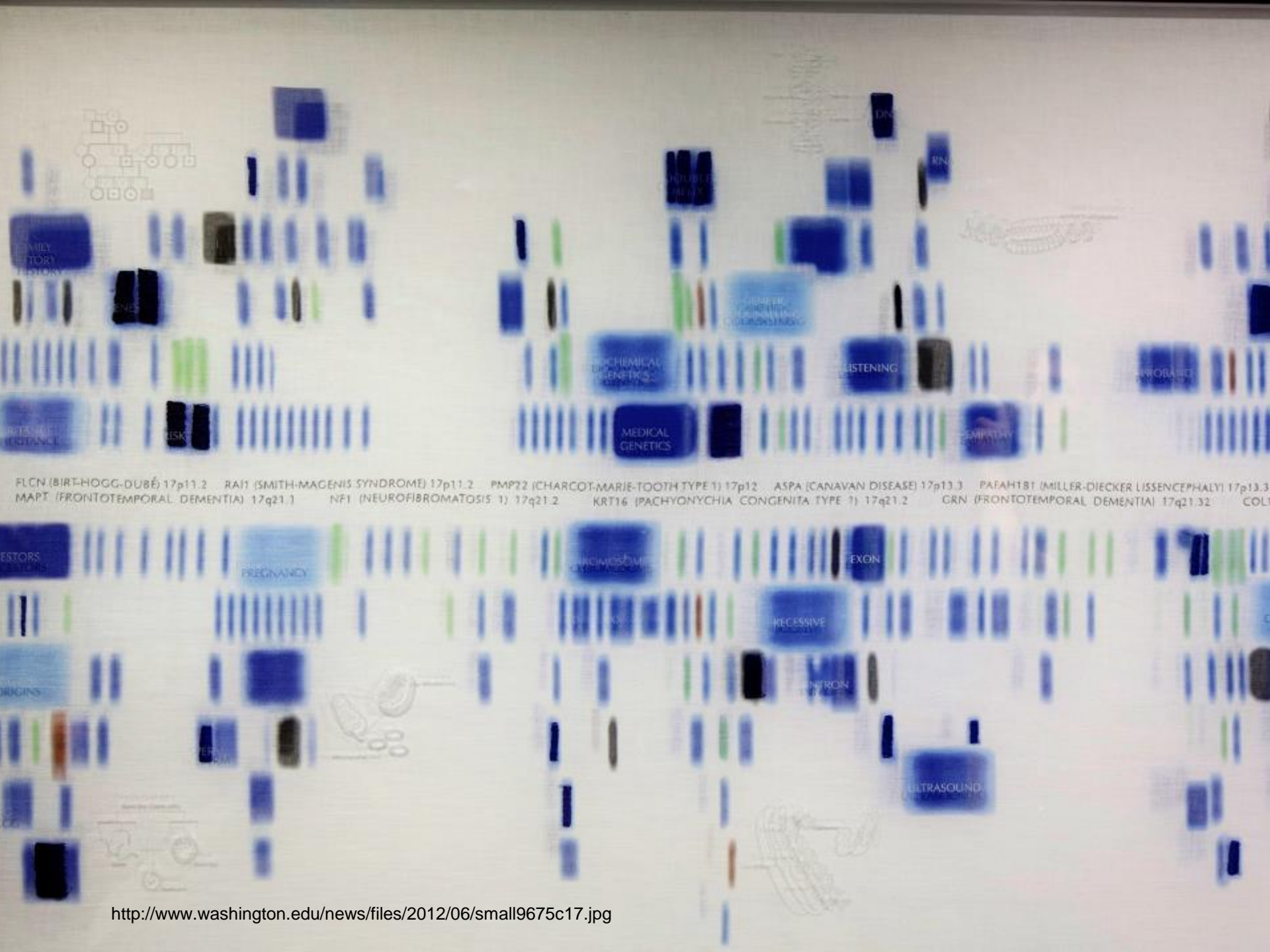
"REGIME" Theory of Change





Building your strategy: Case Studies





Problem



Benefit?

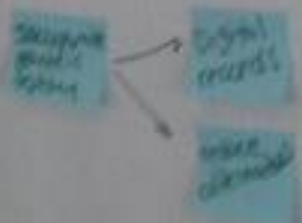
- Reduce liability
Enhance patient
care - ↑ increase
precision, less
guess work / trial & error

So what?

So WHAT?
Patient care can be
optimized, reducing
risk & cost of
adverse effects.

Personalized medicine
in clinical decisions →
Pharma care
Reduces hospital (EE) visits

Solution?



1) Kind of influence?

Change in ^{health} insurance coverage

2) Level (of government)?

[Provincial (health ministry) or Federal]

3) Who are The people?

[? ~~College~~ Ministry of Health
- Collage of physicians
- Advisors - internal?
- CAHSR
-]

4) What are their beliefs?

5)

~~FDA~~?
FDA

Knowledge → genetics?

Willingness to change policies.

Reimbursement procedures

Window? → changes in Prescription drug Plan

6) Where do they get their info from?

* Social Media? ✓

* CAHSR?

Canadian
social
advice
policy
research

these international examples?

ADVOCACY

EVALUATION FRAMEWORK

**BASED ON WORK BY TANYA BEERS, CENTER FOR EVALUATION
INNOVATION**

Image: <https://thornleyfallis.ca/wp-content/uploads/2013/08/advocacy.jpg>

Framework for Policy & Advocacy

Where are they on the spectrum of engagement?

Levels of Engagement

ACTION

WILL

AWARENESS

PUBLIC

STAKEHOLDERS

DECISION MAKERS

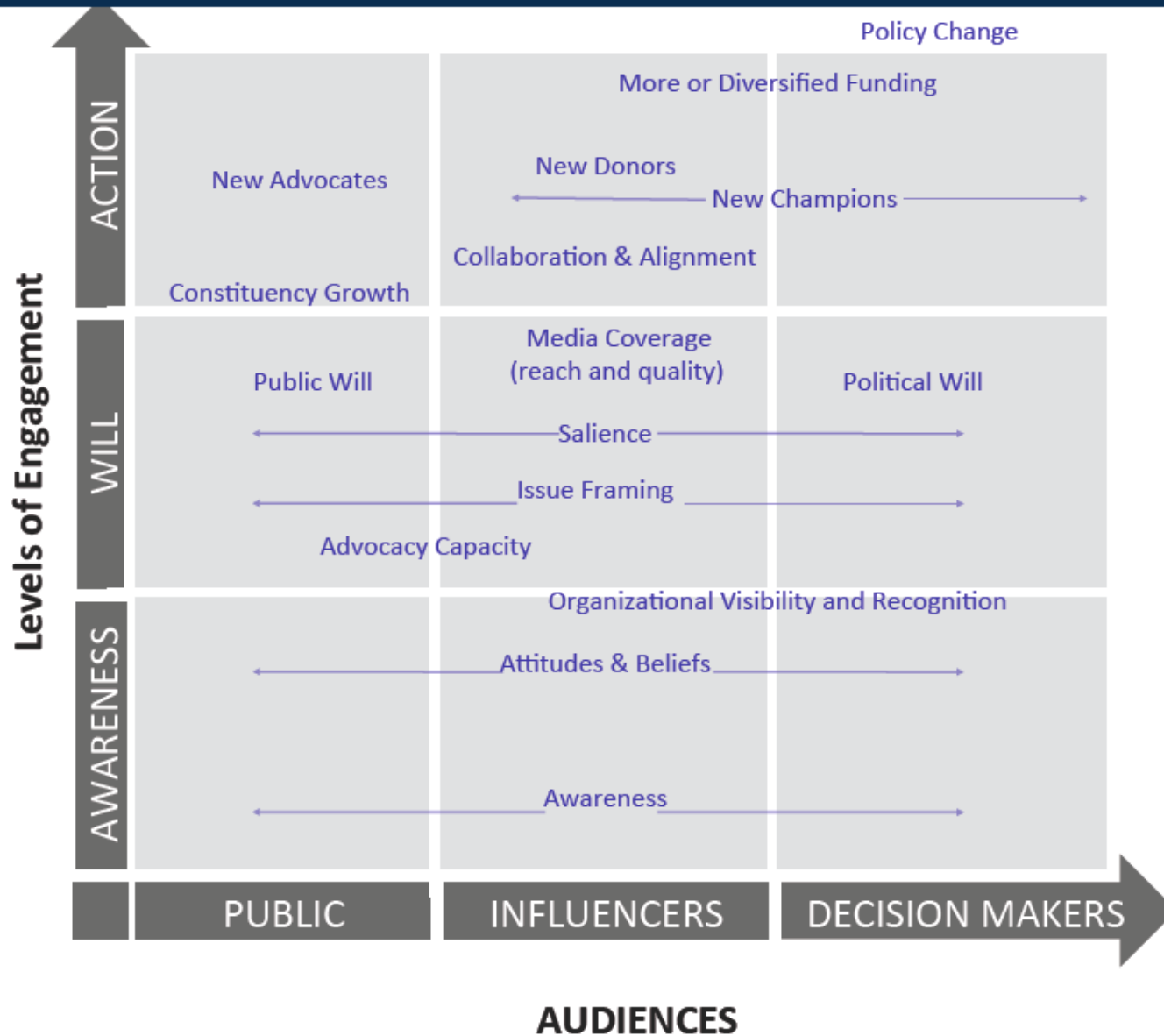
AUDIENCES

Who are your target audiences?

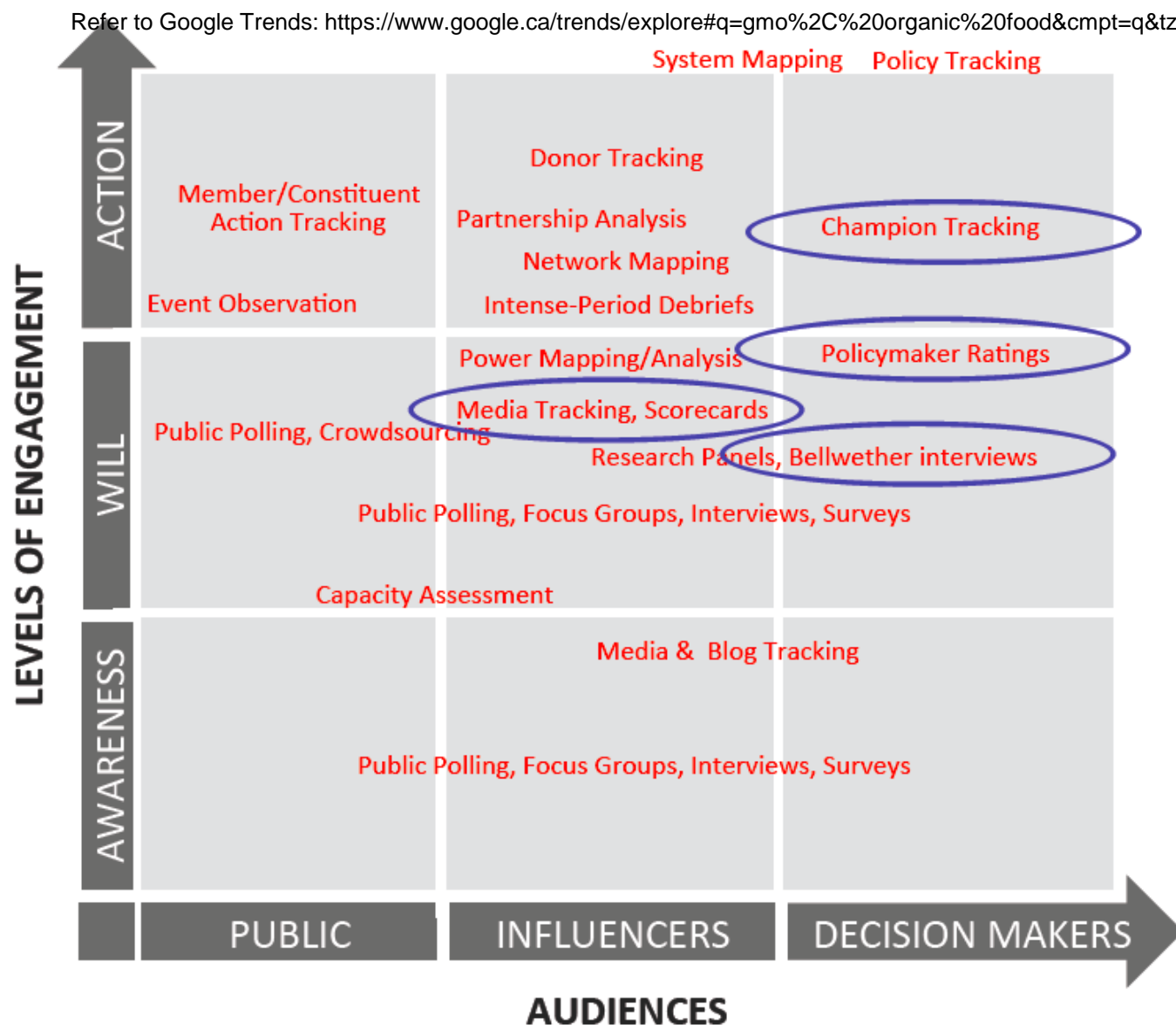
Framework with Tactics



Indicators of Your Audience's Position



Assessment Methods Mapped onto the Framework





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Thank you!

Steve Williams

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GenomeCanada



genomics.entrepreneurship
@UBC

Resources

Lindquist, E. 2001. *Discerning Policy Influence: Framework for Strategic Evaluation of IDRC-supported Research*. Ottawa: Evaluation Unit, IDRC. Available at <https://idl-bnc.idrc.ca/dspace/bitstream/10625/29252/1/118166.pdf>.

Ferguson, N. (2014). Knowledge mobilization planning form. Ontario Centre of Excellence for Child and Youth Mental Health.

Stachowiak, S. (2013). Pathways for Change (pp. 1–31). Center for Evaluation Innovation.

Wright, D. (2013). Bridging the Gap Between Scientists and Policy Makers: Whither Geospatial?. Presented at the Geospatial World Forum, Rotterdam. Retrieved from <http://slideshare.net/deepseadawn/gwf-policy>