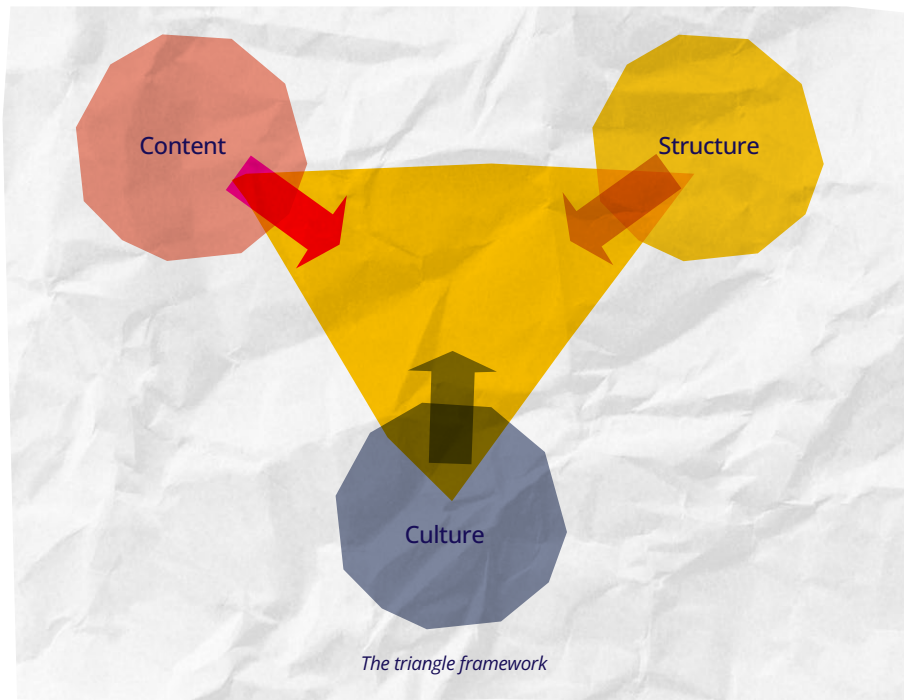**HANDOUT:**

The Triangle Framework

This three-way analysis guides where and how to focus visible power strategies. It divides visible power into two domains – Content and Structure – and considers how these are influenced by Culture, the invisible power of norms and beliefs. This framework overlaps in some ways with the four arenas of power.

The triangle framework

Content: what's written in and what's deliberately left out of laws, policies, budgets, and the rules, and who are the people in charge of making those rules. Bias and discrimination are reinforced by what's there and what's not there when rights aren't recognised, and by who gets to decide.

Structure: the interpretation, implementation, and enforcement, of those rules by judges, police, military, legislators, civil servants and managers – the people and institutions responsible for implementing the rules, regulations and standards, along with their enforcement mechanisms and implementers. All too often, these are biased and serve the interests of those in power. This is why many organisations seek to retrain judges and police as part of their change strategies. Holding decisionmakers to account is critical, to ensure that policies are created and implemented in a way that serves the people most affected. Even when a decent law exists, biased police or judges serving the interests of those in power tend to reinforce injustice.

Culture: the norms, values, beliefs and traditions that can either justify or upend inequality and injustice. Artistic and creative expressions – music, art, dance – can mirror, reinforce, or disrupt these beliefs.

By precisely locating how the Content and the Structure contribute to injustice – and potentially, to addressing a key aspect of that injustice – the triangle can help sharpen strategies that engage and use visible or formal power for change.

The framework is a reminder that changing laws and elections – examples of strategies to reform governments – can advance our justice values without fundamentally shifting the underlying norms and beliefs that uphold power. Integral aspects of engaging visible power, therefore, can include narratives that affirm our power together, educating and organising people to claim their rights, and demanding that the system treat people with dignity and fairness.

	How and where does this contribute to the problem or situation? (local, national, regional, global)	How and where might you make change for justice and toward a solution?	What is needed for an effective strategy? (allies, information, skills, clout)
Content Laws, policies and rules (is a right or harm not specified?)			
Structure Enforcement mechanisms (courts, commissions, management, boards, police, etc)			
Culture Beliefs, norms, ideologies, narratives.			

1 Distinction attributed to Jane MacIlvey, US labor educator and organiser, in Building a Revolutionary Movement.

2 "The Big Difference Between Organising and Mobilising: How Unions Can Win in the Future" Alternet, October 21, 2015.