Example of Power and Strategy Matrix[4]

Contested arenas of power	POWER OVER Power to control, exclude, privilege some groups and interests over others, coerce, divide, silence	CHANGE STRATEGIES AND ACTIONS	
		Engage, challenge, expose, and resist dominant power	Build, create, and mobilise transformative power
Visible power – making and enforcing the rules Presidents, legislatures, courts, ministries, police, military, United Nations, World Bank, chambers of commerce. Instruments: Policies, laws, constitutions, budgets, regulations, conventions, agreements, and enforcing mechanisms, etc.	Biassed laws/policies Decision-making structures that favour the elite and powerful and exclude or target (through biassed enforcement) others based on gender, race, class, location. Unrepresentative governance bodies Lack of transparency and accountability Laws not upheld/ gap between law and practice Policy + budgets written by corporate or other (hidden power) interests	Demand accountability to existing laws and agreements or challenge discrimination (in the law or in enforcement) using advocacy, lawsuits Expose corruption, ties to hidden power or injustice with direct action, petitions, strikes, vigils, social media, etc. Align advocacy "inside" visible power with "outside" pressure strategies	**Impact Decisions and Governance: Laws, Policy, Judicial, and Spending** Mobilise community power for accountability Leverage relationships with allies in key positions Engage in legal, political, and judicial advocacy Reform institutions Shape policies and practices Garner mainstream media coverage Influence political party agendas, support candidates that represent our interests, get involved in education and mobilisation around elections; provide protection against electoral violence
Hidden power – setting the agenda Political control over what and who is part of decision making Exclusion & delegitimization of others through "unwritten rules", intimidation, misinformation, and co-optation Examples: industry suppression of climate science	Activist leaders are discredited as troublemakers or outsiders and their issues as elitist, impractical, anti-tradition, etc. (e.g. LGBTQI+ rights / labour rights are 'special' interests) Collusion where the state protects private actors (corporations, financiers, oligarchs, etc.) by detaining activists and using lawsuits and libel cases to silence organisations who expose corruption. Media does not consider these groups' issues newsworthy Corporations and political leaders prevent information from going public	Research and expose hidden power actors and their influence and interests Expose and discredit shadow actors Develop strategies to protect ourselves from detention, threats, and backlash Amplify power of grassroots and women leaders Connect local to national to global organising efforts to align pressure on powerful	**Build our own movement infrastructure, visions, agendas, and narratives** Build collective power of communities Strengthen movement leadership and organisation Build strategic alliances across borders and sectors Participatory research to legitimise our issues Mobilise popular narratives and cultural strategies to reach out and build a larger "we"
Invisible power – shaping norms and beliefs Socialisation: Cultural norms, values, practices, and customs shape people's understanding of their needs, rights, roles, and normalise inequities and the status quo Control of information and political narrative to "manufacture consent" and silence dissent Dominant ideologies validate social realities	Socialization/oppression Belief systems (e.g. patriarchy) cause internalisation of inferiority, powerlessness, shame, anger, resignation, etc. Dominant ideologies and narratives in popular culture, education, and media reinforce bias and inequality and stifle other ways of thinking (e.g. women blame themselves for abuse) Crucial information is misrepresented or withheld Misinformation and disinformation that can polarise and create conflict among us or doubt in solutions	Challenge and disrupt repressive social norms and traditions Question taboos and use of shame/guilt to control Name and expose underlying interests and values driving political narratives Draw attention to contradictions and impacts of invisible power Understand fear as a tool of control and its impact on our bodies Engage in careful media analysis to sort out reality from misinformation	**Create shared awareness through analysing context, power through lived experience** Develop new agendas and our own narratives Foster critical consciousness, self-esteem, and solidarity Amplify non-dominant voices, ideas, views, and beliefs Influence and inform public discourse, attitudes, and behaviour Creatively produce media and cultural, artistic practices. Use music, songs, and popular culture Cultivate alternative ideas and models for economic, social, and ecological well-being
Systemic power – defining the logic of all power relationships Setting the codes of inequality, individualism, competition, exploitation – of people and nature; the use of violence for control based on capitalism, patriarchy, white supremacy-racism, colonialism, imperialism	Preventing 'real' solutions, e.g. ending fossil fuel dependency Naturalising the way things are (e.g. trans is "abnormal") and patriarchy "protects women and children better" Preventing and demonising significant alternative economic approaches	Expose how the dominant logics are at work in policies, institutions, etc. and the effect they have Activate collective imagination and desire for futures that embody liberation, collective benefit, and planetary survival Lift up different ideological, political, cultural, and economic ideas and ways of living in order to break the hold of current systemic logics (e.g. Indigenous cosmovision, care economies, feminist just transition, solidarity economy, etc.)	**Reimagine the future, our path to liberation, and how we can live in balance with nature** Support social practices and rituals that preserve or recover ancestral knowledge and ways of thinking Create cooperatives, collectives, mutual aid, and other interdependent, alternative ways of living that address needs, care, and practise inclusive democracy. Autonomous - liberated zones or small alternative structures Eg. Ubuntu, Pekka Savings Cooperatives, Cooperation Jackson MS[2], Zapatistas[3], Rojava[4] Kurdish Forces, many indigenous communities