



## Advocacy: Developing a Powerful New Vision

California Association of Library  
Trustees and Commissioners

March, 2008



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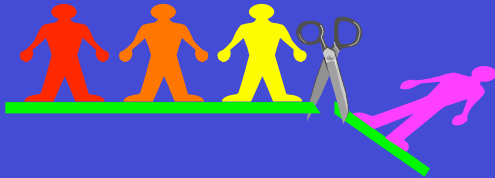
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## Applying What We Know



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## Our Major Issue...

# *The Curse of High Public Satisfaction*

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## What Do We Mean Here?

- Public Relations
- Publicity
- Marketing
- Advocacy/Lobbying
- At the Table

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## Advocacy

- a planned, deliberate, sustained effort to develop understanding and support incrementally over time



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## Compared to other groups...

### **Councillors** are...

- *More* concerned with funding issues, current policies and procedures, succession planning, role of the councillor
- *Less* concerned with advocacy, indicators of board performance, trustee recruitment, intellectual freedom, enhanced board profile, fundraising, trends and issues, supervising the director

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## Let's be honest here...

- Do you want advocacy/political skills in your organization? Where?
- Do you hire for them?
- Do you develop them? Funding?
- Do you encourage their use?
- Do you use them yourself?

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## Advocacy Lessons

Advocacy is about...

✓logical incrementalism...

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## Advocacy Lessons

Advocacy is about...

✓respect...

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## Advocacy Lessons

Advocacy is about recognizing that...

- ✓ People do things for their reasons, not yours...

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## Advocacy Lessons

Advocacy is about ...

- ✓ deposits and withdrawals...

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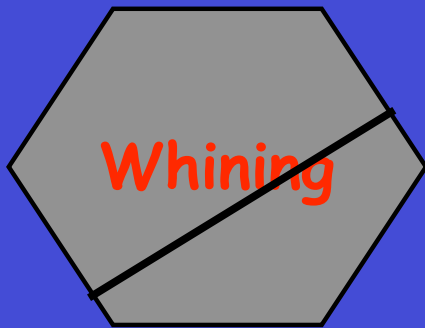
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## Advocacy Lessons

And most of all...

- ✓ advocacy is about connecting agendas...

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## What's at stake?

- Your mission: connecting people with ideas and information?
- Reorient: Remember FAB

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## Steps to success...

- Mission and Objective
- Current Market Situation
- Opportunity and Issue Analysis (SWOT)
  - Strengths/Weaknesses (internal: control)
  - Opportunities/Threats (PEST: no control)
- Competitor Analysis

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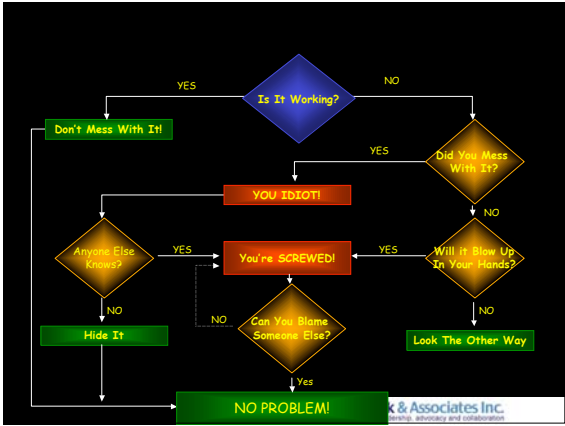
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## The 5-Step Plan

- 👉 Objective:  
have a clear, measurable objective.
- 👉 Target Group(s):  
know who is important in the achieving of your objective.



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## The 5-Step Plan

- ✓ Strategies
  - What? the obstacles
  - When?
  - Where?
  - Who?
  - How? the message



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## The 5-Step Plan



- ✓ Communication Tools: never start your planning with the communication tool. It's Step # 4.
- ✗ Evaluation: make it an integral part of the planning process from the outset

--Pat Cavill  
© Pat Cavill Consulting

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## Today..

- [how many?] people will walk through your doors
- They will...
- borrow [how many?] items,
  - ask over [how many?] reference questions,
  - attend [how many?] library programs,
  - log in for more than [how many?] Internet sessions...

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## Tipping Points

- Epidemics...thresholds...
- Little changes have big effects.
- Things happen in a hurry.
- The power of context
- The law of the few: connectors; mavens; salespeople--the rule of 150
- The stickiness factor...the form and format are important

(thank you Malcolm Gladwell...)

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## Lessons about tipping points

- ✓ Concentrate resources on a few key areas...connectors, mavens, salespeople
- ✓ Do not do what you think is right...  
test your intuitions
- ✓ Recognize phases...  
Early adopters; early majority; late majority; laggards

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## Connecting players, fertile environments and tipping points

- Know the research base
- Know the advocacy rules
- Become a player
- Appreciate peer pressure
- Plan, plan, plan...evaluate and re-plan

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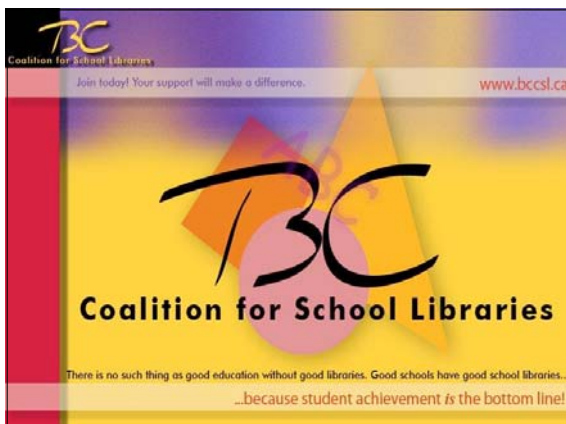
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## In effect...

Whining, lobbying and the public venting of frustration are no longer reasonable means of advancing one's cause, if indeed they ever were...

Our ability to present our case based on our effect locally is what will make a difference.

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## Effective Commissions...

- ✓ Developing Strong and Healthy Communities
- ✓ Adding Value as a Community Leader with a Clearly Defined Niche
- ✓ Market-driven
- ✓ Customer-focused
- ✓ At the Table

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## Effective Commissions...

- Do their job: strategic directions; ensure resources to achieve directions; relationship with director; monitor outcomes and impact; audit performance
- So... what does this mean?

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## Lessons Learned: The Library

- ✓ Organizational Culture
- ✓ Evidence-based Decision-making
- ✓ Capacity and Capabilities
- ✓ Strategic Orientation and Direction
- ✓ Value-Added Propositions

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## Lessons Learned: The Community

- ✓ Relationship Marketing
- ✓ Partnerships and Agendas
- ✓ Courtesy vs. Cooperation vs. Collaboration
- ✓ Advocacy
- ✓ Community Development

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## Lessons Learned

- ✓ we do make a difference!
  - ✓ but it is not about us...
  - ✓ focus on community development
- ✓ rules for effective advocacy
- ✓ rules for becoming a player
- ✓ acknowledge and use our strengths:
  - ✓ partnerships and connecting agendas
  - ✓ planning, implementing, assessing, planning...
  - ✓ optimism, fortitude, tough poise

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## or...the 4Fs and a 5<sup>th</sup>...

- ✓ Focused
- ✓ Flexible
- ✓ Friendly
- ✓ Fast...

✓ and Fun...

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## Conclusions...

- there is no one right answer, as situations and contexts vary...
- a critical new role dilemma is how to move advocacy based on evidence up the priority list...
- we need more action-based research projects...

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## To Your Success...



*Dr. Ken Haycock*

voice: 408.207.8123  
[ken@kenhaycock.com](mailto:ken@kenhaycock.com)

[www.kenhaycock.com](http://www.kenhaycock.com)

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