

# Following: The Campaign Membership Tool™

## Target Followers Matrix

	Wellbeing Goals	Environmental Goals	Economic Goals
The Campaign's Cause	List how people will gain	List how the planet will gain	List how the economy will gain
Followers to commit: Activist Campaign Members			
Followers to support: Campaign Contributors			
Followers to facilitate: Campaign Enablers			

After listing the main gains the campaign aims to deliver, start by defining who are both the most likely and the most needed groups of followers of the campaign. Place in the matrix according to the three categories of gains to be accomplished (which will be most important to each group) and the three levels of follower engagement (who you need to be highly committed, or supportive, or facilitating). Then place your second set of prospective followers in the boxes – those who are likely to relate to these goals and gains and should be targeted in those terms. Refer to the definitions in Slide 5.

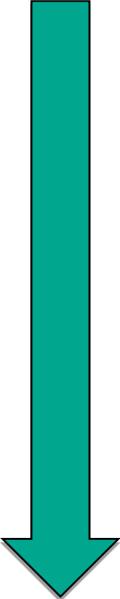
# Following: The Campaign Membership Tool™ Social Value Matrix

	<b>Wellbeing Case</b>	<b>Environmental Case</b>	<b>Economic Case</b>	<b>Campaign Proposition</b>
<b>Campaign Members (Yirit Followers)</b>				
<b>Campaign Contributors</b>				
<b>Campaign Enablers</b>				
<b>TOTAL BENEFITS</b>	<b>People Benefits</b>	<b>Planet Benefits</b>	<b>Cost Benefits</b>	<b>Proposition Benefits</b>

Detail all of the benefits – for others achieved through campaigning and for campaign followers because of their association with the campaign - that will attract and incentivise the specific follower groups identified as targets. The sum total states the social value to be generated and informs the cause objectives. In the last column describe the campaign system, stakeholding and organisation in terms that will appeal to these follower groups (and anything that should be avoided as a ‘turn off’). These lists become core content to produce the three cases for the campaign cause and the design of the campaign itself. Refer to the definitions in Slide 5.

# Following: The Campaign Membership Tool™ The Value Journey™

Potential followers will be at different places on the Value Journey. If a significant percentage have little awareness or understanding, the campaign will need a strong educational component and a long lead-in time. If there is a high level of acceptance then there are likely to be other leaders and campaigns vying for similar followings.



	The Value Journey	Value Meaning to the Follower
	Evaluation	<b>Value Recognition</b> of the cause / issue
		<b>Value Understanding</b> the consequences / possibilities <i>Possible stakeholder relationship</i>
	Contemplation	<b>Value Accepting</b> the case for action <i>Neutral stakeholder position</i>
	Motivation	<b>Value in Participating</b> - with low motivation <i>Passive follower stakeholder</i>
<b>Value in Committing</b> - with high motivation <i>Active follower or a solo or shared leader</i>		

# Following: A Selection of Insights

- Put followers first: differentiate between ‘market segments’ where followers have different values and perspectives relating to your campaign cause and therefore will have differing concepts on what is a benefit
- Recognise and tap into follower’s own leadership potential, cascading and empowering whole hearted Yirit commitment and their involvement in campaign recruitment, and do lots of listening
- Be clear about the followers you don’t want because their values or motivations would be detrimental, and prevent or discourage their engagement
- Identify where individual followers are on the value journey – some will need basic awareness raising to recognise the cause issue exists, education to understand the cause implications, and learning through the campaign before accepting its legitimacy (a process of sense making)
- Ascertain which individuals or interest groups may actively work against your campaign (i.e. because of conflicting interests or competition). Where appropriate show full consideration for their interests and try to convert them from resisters to enablers, otherwise carefully plot and review risks whilst countering their influences.
- Don’t bombard followers with your campaign needs (e.g. funding, attendance at rallies, signing petitions). Be selective and bridge between the follower and what they care about – seeing benefits being realised

# Some Leadership Navigation Guide Definitions

- **Benefits:** the outputs and outcomes arising from the pursuit and achievement of objectives
- **Cause Leaders:** the leadership purpose is to achieve an outcome that contributes to social progress. Cause Leaders, whether appointed or emergent, apply their intentional currents of influence to contribute to positive social change for the world we need to live in, setting out in their objectives the nature of the social impact they want to achieve. Each Cause Leader competes for a cause following seeking to better inspire, incentivise and align to follower values than the rival leaders
- **Cause:** a transformational purpose, intention or idea backed up by a compelling leadership narrative on what needs to be done (the vision and mission)
- **Common sense:** a cultural framework resulting from sense making where there is shared agreement on meanings. A culture with little common sense is both weak and dysfunctional
- **Contributing Followers:** sponsors and supporters with some significant common interests with the leadership and/or cause, but having a different perspective
- **Enabling Followers:** cooperating with the leadership, rather than competing, but with different interests at stake to be safeguarded
- **Followking:** Followking is the sum of the networks of followers brought together by the leader as stakeholders to be mobilised as participants, contributors and enablers in the fulfilment of the cause
- **Leaders:** people who have frequent and effective leadership moments of influence with the strongest becoming a channel of influence by streaming these moments and attracting followers
- **Leadership Functions:** to promote the change objectives and deliver them by creating order, realising opportunities and generating optimism
- **Management:** good management maintains order and controls resources
- **Member Followers:** participants with active commitment to the leadership and/or cause.
- **Motivation:** the drive of personal values and aspirations to realise benefits from change
- **Objectives:** one of the four “O” functions of leadership and a Quadrant of Influence in the Sphere of Leadership.
- **Proposition:** a leader’s proposal on how to fulfil the cause through a delivery system, organisation and stakeholder engagement
- **Sense Making:** is the process of forming meanings from experiences that result in shared common sense frameworks
- **Social Change:** changes to cultural meanings and behaviours, and relationship affiliations and capabilities resulting in social impact
- **Value Journey:** the pathway the leader seeks to take a prospective follower of a cause from evaluation to contemplation and on to motivation
- **Values:** are anything individual members of a culture aspire to or hold in high esteem. Values are social products considered of great worth and the things to be achieved. They determine what cultural attachments are—they may be material, status, qualitative or ideals. Values can be ‘aesthetic’ such as beauty, ‘worth’ in terms of exchange, or ‘use’ as in the form of application
- **Yelmo Appeal:** the leader’s appeal and influence to receive the support of followers for both the social cause with their change and their proposition to address the cause
- **Yirit Follower:** Member Followers exercising choice to adopt a person as leader, opting which influences are wanted and accepted and engaging as an active follower in a reciprocal relationship

# Leadership Navigation Guides Series by Bill Mather



The Campaign Membership Tool™ is developed from the guide:

*Following*

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

Published by Vice Versa Projects Ltd.

ISBN: 978-0-9935024-1-5

[www.viceversaprojects.co.uk](http://www.viceversaprojects.co.uk)