

C9 Maintain relationships integral to the campaign

What needs to be done to keep people on side?

An objective of many campaigns is to win enough support to build a consensus – in order to change public perceptions, everyday behaviour, or the law. In some cases it might be about preserving a situation, or a status quo.

This requires high levels of interpersonal skills, such as the ability to nurture contacts – usually strangers, often busy people who have little spare time – and to develop your relationship with them for the good of the campaign.

Equally important are your relationships with the campaign team – both paid and unpaid members – and with contacts in other bodies which form part of any campaign coalition.

Maintaining productive working relationships at all levels is therefore fundamental to the success of a campaign.

Performance criteria

In order to maintain relationships integral to the campaign, you should be able to:

1. Identify potential allies, **supporters** and opponents of your campaign
2. Assess the level and extent of power of potential allies, **supporters** and opponents and their links to, or influence on, campaign **targets**
3. Identify opportunities to engage with others with the aim of winning their support
4. Take advantage of opportunities to engage with potential allies and **supporters** and proactively seek their involvement
5. Network with **stakeholders** to maintain their interest and loyalty to the campaign
6. Keep relevant others informed of campaign progress, events and **outputs**
7. Draw on the skills and expertise of others such as the **campaign team**, **stakeholders** and **beneficiaries** in delivering the campaign
8. Ensure that your actions and behaviour at all times when dealing with others encourages openness, fairness and cooperation
9. Deal with grievances and manage conflicts of interest in the **campaign team**

Knowledge and understanding

In order to maintain relationships integral to the campaign, you will need to know and understand the following:

- a) The campaign vision and **strategy**
- b) The environment in which your organisation operates
- c) Who are your potential allies, supporters and opponents and assess their influence on the campaign target
- d) What are the opportunities to engage with others and use these to your advantage
- e) Methods and techniques for engaging with others at all levels in order to win support without compromising your campaign objectives
- f) The beneficiaries of the organisation, their needs and characteristics and how they can help the campaign
- g) Existing supporter groups for involvement in the campaign
- h) The networking opportunities to maximise exposure of the campaign
- i) The importance of maintaining productive working relationships
- j) How to deal with grievances and manage conflicts of interest in the campaign team
- k) Why it is important to maintain relationships with beneficiaries and supporters when the campaign ends

Skills

- Engaging allies
- Negotiation
- Identifying and exploiting networks
- Interpersonal
- Motivating others
- Managing 'complex' relationships

Behaviours you need to be able to display

- Patience
- Approachability
- Resilience
- Self-motivation
- Persuasiveness