



Step 3 – Map the Terrain Using the Tactical Map Tool




The “Define the Terrain” step provides two tools for understanding Sun Tzu’s three directives, beginning with “**Know the Terrain**” (using the **Tactical Map tool**) and then understanding how to use this knowledge of the terrain through the directives of “**Know Yourself**” and “**Know your Opponent**” (using the Spectrum of Allies tool). New Tactics methodology focuses on the examination of the human relationship “terrain” – the people, groups, organizations and institutions involved in maintaining abuses or the status quo as well as those seeking to make change. In this step, you will develop tools that will aid you in the process of identifying and tactically approaching this network of relationships.

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Step 3 – Define the Terrain: Using the Tactical Map Tool



Group Session Content: Step 3 – Define the Terrain

NOTE: Prepare your group to meet for a full day, or two consecutive half days, to conduct Step 3 for the best benefits of the process.

Part A: Using the Tactical Map

1. Sample Agenda – 3 Hour Session

2. Introduction to Step 3 – Define the Terrain

- Methodology Manual Resources:
 - Objectives of Step 3 – Using the Tactical Map
 - Background and Rationale
 - Key Terms for Step 3 – Using the Tactical Map
 - Key Points to Highlight
- Exercises:
 - Sharing in Parallel Lines
 - Identifying the Nature of Relationships in the “Tactical Map”
 - Define the Terrain Using the “Tactical Map” Tool

3. Session Handout to Participants

Agenda (Sample)



3 Hour Meeting Agenda: Step 3 – Define the Terrain (Tactical Map Tool)

NOTE: Prepare your group to meet for a full day, or two consecutive half days, to conduct Step 3 for the best benefits of the process.

Time (Minutes)	Activity
10 minutes	Welcome to all the participants Review of the Agenda Review and Group Agreement of Common Rules Expectations and Objectives of the Session
10 minutes	Exercise: Sharing in Parallel Lines and group discussion of key points raised by the participants
15 minutes	Presentation: Part 1 <ul style="list-style-type: none"> - <i>Introduction to Step 3 – Define the Terrain</i> (Part 1 is the brief review and overview of the purpose of the tactical map only, do not begin the tactical map process at this point – do the “Nature of Relationships” exercise first) Questions & Discussion
15 minutes	Exercise: Nature of Relationships
15 minutes	Presentation: Part 2 <ul style="list-style-type: none"> - <i>Introduction to Step 3 – Define the Terrain: Using the Tactical Map (with the group working collectively on an example together)</i>
15 minutes	BREAK
45 minutes	Exercise: Small groups creating their own tactical maps
5 minutes	Group Energizer
20 minutes	Each group (5 minutes) shares Step 3 – Tactical Maps
½ day Session Summary 10 minutes	Step 3 – Key Points Summary (NOTE: share that these are included in the participant handout) <ul style="list-style-type: none"> - Brief re-cap using THREE PPT slides featuring 1) “Journey of Change” mountain visual; 2) the 5 Steps slide to pre-view and 3) Sun Tzu’s three sources of knowledge to preview Step 3 – Spectrum of Allies tool Questions & Discussion
½ day Session Conclusion 10 minutes	Brief assessment from participants about this session Reminder of start time for next the session: Step 3 – Spectrum of Allies tool
Full day Session Break	BREAK: for a full day session determine the time needed for lunch before moving to Part B of Step 3 – Spectrum of Allies tool

Methodology – Define the Terrain



The “Define the Terrain” step provides two tools for understanding Sun Tzu’s three directives, beginning with “Know the Terrain” (using the Tactical Map tool) and then understanding how to use this knowledge of the terrain through the directives of “Know Yourself” and “Know your Opponent” (using the Spectrum of Allies tool). New Tactics methodology focuses on the examination of the human relationship “terrain” – the people, groups, organizations and institutions involved in maintaining abuses or the status quo as well as those seeking to make change. In this step, you will develop tools that will aid you in the process of identifying and tactically approaching this network of relationships.

Objectives:

- ✓ To provide participants a way to visualize the people, groups, institutions, and the nature of the relationships involved in the issue.
- ✓ To help participants expand their thinking about potential targets for tactical interventions.
- ✓ To help participants identify concrete targets for action.

Human rights abuses are sustained by complex systems of relationships that mutually reinforce the role of the abuser. Some of these relationships are hierarchical or otherwise structural; others are informal. Each of these relationships is a potential site of intervention that would respond to a different tactic.

At the same time, most organizations seeking to advance human rights can only accommodate one or two primary tactics within their institutional frameworks, due to the time they take to learn, the investment in staffing, the measurement of performance and effectiveness, and the difficulties of raising funds. This pattern is reinforced by the human tendency to “do what we know how to do.”

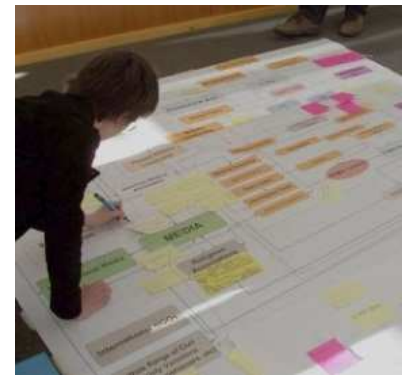
If human rights abuses will not yield to a single tactic, and if most organizations can only employ one or two tactics, then it is imperative to develop the capacity to advance a knowledge and awareness of many tactics as well as skills to collaborate on an overall strategy aimed at disrupting the system of relationships embedded in human rights abuses.

Methodology – How to Begin to Define the Terrain

Identifying Relationships Using the “Tactical Mapping” Tool



The New Tactics Strategic Effectiveness Method includes the use of the “Tactical Map” tool for “defining the terrain.” The tactical mapping process was developed by New Tactics in Human Rights to help organizations evaluate their own context and the broader situation of their work from a different perspective. We’ve used this activity with hundreds of people around the world. Used in the Strategic Effectiveness method, tactical mapping helps us to think about:

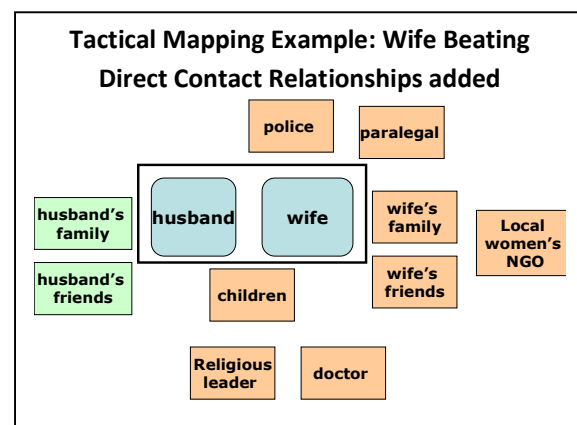
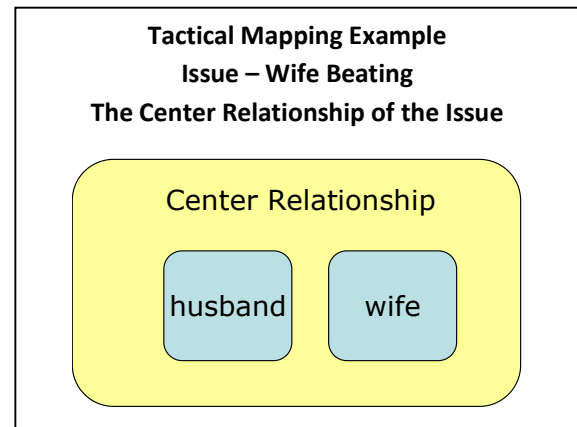


- ✓ The key relationships that can help move the issue and strategy forward
- ✓ The effectiveness of the current tactics
- ✓ Relationships, institutions, or social groups not affected by the current tactics
- ✓ Tactics that might engage the groups that are unaffected by the situation
- ✓ Potential allies for building a more comprehensive and effective strategy.

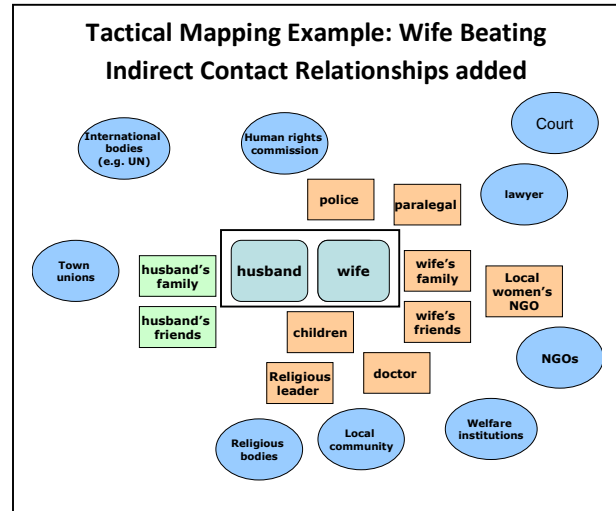
Tactical mapping sets the stage for creating strategy and identifying and implementing tactics.

In brief, the steps for creating a tactical map include:

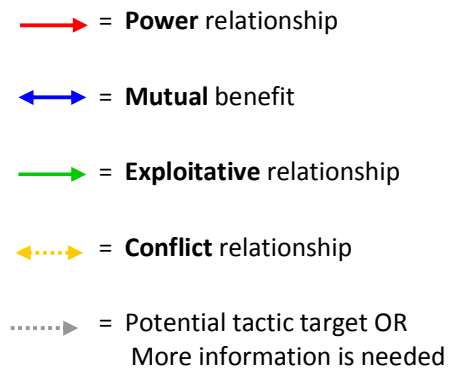
1. Identifying the people, groups, organizations, and institutions involved in your issue, such as:
 - a. **CENTER Relationship:** The starting point of the map is the “face-to-face” relationship that best represents the identified issue. In the example on the right, the center relationship in the issue of wife beating is the husband and wife.
 - b. **DIRECT Contact Relationships:** People, groups, organizations, institutions that have direct contact with each of the people identified at the center (local, national, international). In the example, the mapping process has revealed six direct relationships with the wife, but only one for the husband.



- c. **INDIRECT Contact Relationships:** People, groups, organizations, institutions that have indirect contact with those that have already been identified on your map (local, national, international). In the example, the ovals show relationships that the husband and wife do not have direct contact with, but which may influence the issue and the central relationship indirectly.



- d. **NATURE of the Relationships:** In what ways do the people, groups, organizations, or institutions relate to each other in terms of power, benefit, exploitation and conflict? The mapping process is not complete until we understand what kind of relationships exist between the groups and individuals. The color-coded arrows on the right are added between the people, groups or organizations, to show what is the main nature of each relationship, and where the potential for an innovative tactic targeting a specific relationship might be.



Key Terms for Step 3 – Define the Terrain

Terrain – A term generally used to refer to physical features of the earth. However, New Tactics uses terrain to refer to the context such as social, political, cultural relationships, institutions and structures created and maintained by humans.

Review of Other Key Terms

Problem – A situation, condition, issue or obstacle that makes it difficult to achieve a desired human rights related objective, purpose or goal.

Strategy – A set of decisions that defines what is important to do in order to reach your goal (what). It guides your overall plan, research, selection and implementation of tactics, monitoring of progress; and assessment and evaluation of effectiveness.

Tactic – A specific action or combination of actions taken to affect a given situation. Tactics are how you move a strategy forward.

Target(s) – The person, place or thing the tactic is intended to affect.

Key Points to Highlight

Step 3 – Define the Terrain (Tactical Map)

- Step 3 is one of the **three sources of knowledge** from Sun Tzu – Know the Terrain.
- We see the “**terrain**” in our human rights efforts as the context of our **human relationships**. We are seeking to change human behavior, laws – which are developed and enforced by human beings, and institutions – (small and large) which are created and maintained by human beings. This includes the social, political, economic and cultural context in which we live together as human beings.
- **The tactical map tool helps you to visualize:**
 - Your terrain in terms of human relationships
 - Your efforts for change at the face-to-face interpersonal level
 - Many more opportunities for intervention
 - The larger picture of a complex problem
 - The need for collaboration with others in order to address complex problems.
- The **center relationship** of your tactical map tool helps you to evaluate again your problem statement in order to clearly identify whose human right is being violated.

Exercise: Sharing in Parallel Lines



Methodology:

This exercise is helpful in providing participants with more energizing and interesting way to share their understanding, insights and memory of content and experiences from a previous session without taking a great deal of time.

Objectives:

- To provide participants with an opportunity to discuss a previous workshop session.
- To help participants exchange the information with a number of other participants to get different perspectives.

Getting Ready:

This exercise will take about 15 minutes. Be sure to have a watch or timer ready.

Facilitation Note: 2 minutes

2 minutes – Ask participants to stand and form two lines facing each other (parallel lines).

The Group Exercise Process: 6 minutes

Participants will be sharing with THREE different people about what they remember / learned / or insights from the previous session.

Ask the participants to find the person directly across from you in the other line.

1. Say: You will have just 2 minutes with each person – 1 minute for each of you to share.
[NOTE: you may need to give a 1 minute warning and ask participants to switch if their partner has not yet shared.]
2. Say: Take 2 minutes to share what you remember / learned / or insights from the session we had about the Foundations the New Tactics Methodology. Start NOW (start your timer).
3. Say: STOP and shift to the next person to your RIGHT: Take 2 minutes to share what you remember / learned / or insights from the session we had about Step 1 – Identify the Problem. Start NOW (start your timer).
4. Say: STOP and shift again, to the next person to your RIGHT: Take 2 minutes to share what you remember / learned / or insights from the session we had about Step 2 – Build a Common Vision. Start NOW (start your timer).
5. Say: STOP – let's reflect on what we've learned from each other.

Reflection and Sharing: 7 minutes

While people are still standing, ask participants what they want to share with the full group starting with the overall methodology; then about Step 1; and finally about Step 2. Relate any comments, insights and ideas back to key points you want to highlight about the methodology, Step 1 and Step 2.

Source: CVT-New Tactics in Human Rights

Exercise: Identifying the Nature of Relationships in the Tactical Map Tool



Methodology:

This exercise is especially helpful in providing participants with an experiential understanding of the nature of relationships as they take place in our daily lives. It is meant to give participants a knowledge base on which to draw as they begin to analyze the context within which their problem is occurring, to better understand the social, political, and cultural relationships that order that terrain.

Objectives:

- To provide participants with an opportunity to think about how relationships actually operate in their daily lives.
- To help participants act out and see how such relationships can impact an issue they may be working on in their organization and/or community.

Getting Ready:

This exercise will take 15-20 minutes. To prepare, print and divide the handout (below).

Facilitation Note:

Divide the participants in such a way so that all 5 lines used in the tactical map tool will be “acted out” as a photograph – “freeze-frame” (no moving action and without words). Note: an optimal small group size is 3 people. Print and divide the handout (below) so that each group has a piece of paper with a relationship listed on it. If you have many groups, prepare multiples of the 5 situations in order to have more than one group provide a “photograph” of the different relationships. Participants will observe the “photographs” of the relationships created by different groups to discuss any variations of interpretation of the five kinds of relationships during the reflection and sharing session following the activity.

The Group Exercise Process:

1. Give each of the small groups a relationship situation to create their “photograph” to show the large group of workshop participants. Give them 5 minutes to think of the relationship and how to “freeze-frame” – no moving action and without words.
2. Bring everyone back together. Give each small group a turn to show the “photograph” of their relationship. Have the large group of workshop participants guess which type of relationship is being acted out. If they are having trouble guessing, ask the small group to give the clue listed on their handout.
3. Repeat so that each small group has a chance to present.

Reflection and Sharing:

4. Ask the large group what they learned during the process. Relate these comments and ideas back to the usefulness of the tactical map tool. Discuss the importance of understanding the “nature of the relationship” for the selection of future targets and the tactics that would be appropriate for those targets.

Source: This exercise was originally developed by Majdi Ghazal, Jordan River Foundation (JRF) – Queen Rania Family & Child Center, additionally adapted by Noor Zada, Trainer/Program Officer Youth Advocacy Programs, Partners-Jordan, and documented by Nancy Pearson, New Tactics in Human Rights Project in July 2010.

Trainer Information for Participants: Relationship Situations

Facilitation Note: Copy and cut along the dotted line and provide one relationship scenario per group

Create a “freeze-frame photograph” (no talking and no movement) to show the following relationship:

Group 1: A “power” relationship.

Clue: where one person has power or control over another.

Create a “freeze-frame photograph” (no talking and no movement) to show the following relationship:

Group 2: A “mutual” relationship.

Clue: where each person in the relationship is receiving a benefit.

Create a “freeze-frame photograph” (no talking and no movement) to show the following relationship:

Group 3: A relationship that shows “exploitation” is taking place.

Clue: this is where one person not only has power but is ALSO gaining something else too (for example: money, sex, in-kind goods and favors, etc.)

Create a “freeze-frame photograph” (no talking and no movement) to show the following relationship:

Group 4: A relationship that shows “conflict” is taking place.

Clue: this can be between people, groups, institutions, etc.)

Create a “freeze-frame photograph” (no talking and no movement) to show the following relationship:

Group 5: A relationship that is “unclear.”

Clue: sometimes we don’t have enough information about the relationship to understand what is going on.

Exercise: Define the Terrain Using the Tactical Mapping Tool



Methodology:

This activity will help participants to apply the tactical mapping tool to the problem they have been focusing on throughout the training. It will help them to further “define the terrain” in which their problem occurs, helping them to set the stage for creating strategy and identifying tactics by guiding them in thinking about:

- ✓ The key relationships that can help move the issue and strategy forward
- ✓ The effectiveness of the current tactics
- ✓ Relationships, institutions, or social groups not affected by the current tactics
- ✓ Tactics that might engage the groups that are unaffected by the situation
- ✓ Potential allies for building a more comprehensive and effective strategy

Objectives:

- To provide participants a way to visualize the people, groups, institutions, and the nature of the relationships involved in the issue.
- To help participants expand their thinking about potential targets for tactical interventions.
- To help participants identify concrete targets for action.

Getting Ready:

This exercise will take 1-1.5 hours. To complete the activity, you will need the following materials: large sheets of flip-chart, newsprint, or construction paper that can be taped together to make larger sheets; Post-its (at least 4 colors and at least 3x3 size) – or small size pieces of different color paper; colored markers or crayons (Black, Red, Green, Blue, and Orange/Yellow); masking tape; and floor or table space for working on the maps and wall space to display the maps. It is also helpful to have a copy of the handout “Creating Your Tactical Map – Instructions for Participants” available for each participant.

Facilitation Note:

Before turning this exercise over to the group, it is helpful for you (as facilitator) to demonstrate the tactical map tool. Use a common problem. For example, “domestic violence,” which most people know about but do not often discuss. The “center relationship” for this problem is easy to determine, it most commonly involves a “husband” and a “wife.” Ask the group to help you complete the rest of the steps for your demonstration map (using the same steps for the group exercise process below).

Once you have finished modeling the problem of “domestic violence” (or the problem you’ve chosen), move to the group exercise. Remind the groups to keep in mind the PROBLEM that their small group decided to work on during this workshop. This is a good time for the group to further reflect on the accuracy of their problem statement, as they try to determine the center relationship. During the first step, be sure to check in with the groups to be sure they have found a good “face-to-face” example of their issue to place in the center of their map.

The Group Exercise Process: *These are the steps listed on the participant handout. The groups can self-direct as they move through the steps, but be sure to move from group to group and check on their progress.*

1. Ask the group to think of the problem they agreed to work on during the workshop. Ask them to think of what TWO PEOPLE most closely represent the problem. After the group has identified this “center relationship,” ask the group to discuss whether or not these two people are the best representation of the problem. If groups are struggling to find the center relationship, possible questions prompts to guide them could be:
 - Who is violating another person’s right in this situation?
 - Is this a **face-to-face** relationship?
 - Who is preventing a solution or standing in the way of the change you are seeking?
 - Is there a relationship in this problem that was overlooked?

When all the members of the group are in agreement, have them chose TWO different colors of “Post-its” – a color for each person (for example: green for one person and orange for the other). Place these two colors with the names of the people in the center of the flip chart paper. Draw a box or circle around this relationship. (You have now started the tactical map.)

2. Ask the group to add the people who have DIRECT contact with each of the people you have identified at the center. You may want to use the same color “post-its” for those people who are related or closely associated to the people at the center. For example, people in community groups or faith-based groups, NGOs – including your organization, government institutions or systems, etc. Instruct the group to use proper NAMES as they develop their maps. The map works best when it is as specific as possible. If they don’t know the proper names of the people/organizations, these might be areas that will need further research in the future.
3. Next, ask the group to add people who have INDIRECT contact with the people you have identified at the center or to others already on your map. For example, provincial, regional, national level government institutions, international NGOs, funding organizations, etc. (add names or position titles for these, if known). NOTE: If the group has not yet identified where they belong on the map, be sure to ask the group, “Where do YOU belong on the map?” Be sure to add this information at this time.
4. Next, have the group identify the NATURE of the relationships involved in the problem. Remind them of the following types (they should be familiar from the model you demonstrated):

- ✓ RED lines – These are POWER relationships: One person has power over another.
- ✓ BLUE lines – These are MUTUAL relationships: Each side gains equitably.
- ✓ GREEN lines – These are EXPLOITATIVE relationships: One person not only has power but is gaining something else too, like corruption (money, in-kind goods, sexual favors, etc.)
- ✓ ORANGE lines – These are CONFLICT relationships: Conflict between people; institutions
- ✓ GRAY lines – These are relationships that you want to learn more about– research for action

5. Last, ask the group to discuss and consider who might be a potential TARGET for action, given the view of the terrain they now have after having completed their tactical map. Remember, a target is the person, place, or thing the tactic is intended to affect.

Reflection and Sharing:

When the tactical maps are completed, ask participants to take some time to reflect on the relationships that were revealed on their maps. Are people involved in the problem that they hadn't considered before? Are their past tactics targeting the right people? Are there other key groups that should be targeted that current tactics are not reaching? Are there any allies that had previously gone unnoticed? Ask participants to consider the following points and to discuss what the map highlighted regarding each point:

- ✓ The key relationships that can help move the issue and strategy forward
- ✓ The effectiveness of the current tactics
- ✓ Relationships, institutions, or social groups not affected by the current tactics
- ✓ Tactics that might engage the groups that are unaffected by the situation
- ✓ Potential allies for building a more comprehensive and effective strategy

Handout: Creating Your Tactical Map – Instructions for Participants

1. Find the “center relationship” for your problem

- Think of an example of your problem.
 - What TWO PEOPLE most closely represent the problem?
 - NOTE: The center CANNOT be an organization or institution.
- Other questions that might help in finding the “center relationship”:
 - Who is violating another person’s right in this situation?
 - Is this a **face-to-face** relationship?
 - Who is preventing a solution or standing in the way of the change you are seeking?
 - Is there a relationship in this problem that was overlooked?
- Choose TWO different colors of “post-its” - a color for each person (For example - green for one person and orange for the other).
- Place these two colors with the names of the people in the center of your flip chart paper.
- Draw a box or circle around this relationship. (You have now started your tactical map)

2. Add all the people who have DIRECT contact with each of the people you have identified at the center.

- Use the same color “post-its” for those people who are related or closely associated with each person at the center.
- Choose other colors to represent the **people** in community groups; faith-based groups; NGOs – including your organization; government institutions or systems, etc. Put the NAMES of the people you know in these groups. If you don’t have specific names – these might be areas that you will need to research further in the future.

3. Next, add all the people you can think of who have INDIRECT contact with the people you have identified at the center or to others on your map.

- For example: provincial, regional, national level government institutions; international NGOs; funding organizations, etc. You will most likely not know the names of the people at this level in your map. If you do, put their names. **NOTE:** If you have not done so already, be sure to place **YOU** and/or your organization on the map.

4. When you think you have thought of everyone you can who might be involved in the problem and connected to the two people at the “center” – then you are ready to add the NATURE of the relationships you have identified.

- RED lines – These are POWER relationships: One person has power over another.
- BLUE lines – These are MUTUAL relationships: Each sides gains equitably.
- GREEN lines – These are EXPLOITATIVE relationships: One person not only has power but is gaining something else too, like corruption (money, in-kind goods, sexual favors, etc.)
- ORANGE lines – These are CONFLICT relationships: Conflict between people; institutions
- GRAY lines – These are relationships that you want to learn more about – research for action

5. Choose a TARGET

- Review your tactical map and think about the best place for you to start an ACTION that will help you move toward your vision of solving the problem.
- Draw a CIRCLE around the name on this “post-it.”

Participant Handout:

Step 3 – Define the Terrain: Using the Tactical Map



Step 3 – Defining the Terrain Objectives:

1. Introduce Sun Tzu's source of knowledge, "Know the Terrain," in order to better understand the complex systems that maintain human rights abuses.
2. Provide an introduction and "hands-on" use of the tactical map tool.
 - Immediate benefits:
 - To verify the problem statement
 - To understand the importance of identifying a clear center relationship
 - To visualize the people, groups, institutions, and the nature of the relationships sustaining a specific human rights abuse.
 - Future benefits:
 - To track the nature and effectiveness of tactics
 - To monitor the implementation of strategy.
3. Expand the group's thinking about the need for collaboration to address complex human rights issues.
4. Expand the group's thinking about potential points for tactical intervention.

Handout: Tactical Map - Instructions for Participants

Key Points to Remember

- Step 3 is one of the three sources of knowledge from Sun Tzu – Know the Terrain.
- We see the “terrain” in our human rights efforts as the context of our **human relationships**. We are seeking to change human behavior, laws – which are developed and enforced by human beings, and institutions – (small and large) which are created and maintained by human beings. This includes the social, political, economic and cultural context in which we live together as human beings.
- **The tactical map tool helps you to visualize:**
 - Your terrain in terms of human relationships
 - Your efforts for change at the face-to-face interpersonal level
 - Many more opportunities for intervention
 - The larger picture of a complex problem
 - The need for collaboration with others in order to address complex problems.
- The **center relationship** of your tactical map tool helps you to evaluate again your problem statement in order to clearly identify who’s human right is being violated.

1. Review of definitions

Terrain – is generally used to refer to physical geography or the “lie of the land”. However, this “lie of the land” in New Tactics methodology refers to the social, political, cultural relationships, institutions and structures which are created and maintained by human beings.

2. Why is it important to define the terrain?

This is a key aspect of Sun Tzu’s strategy development regarding “Know the Terrain”.

In our human rights work, the “terrain” or “where the battle will be fought” is within the context of our human relationships. We are seeking to change human behavior, laws – which are developed and enforced by human beings, and institutions – (small and large) which are created and maintained by human beings. This includes the social, political, economic and cultural context in which we live together as human beings.

List below your understanding and discussion points regarding “Know the Terrain” in the New Tactics methodology:

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-
-
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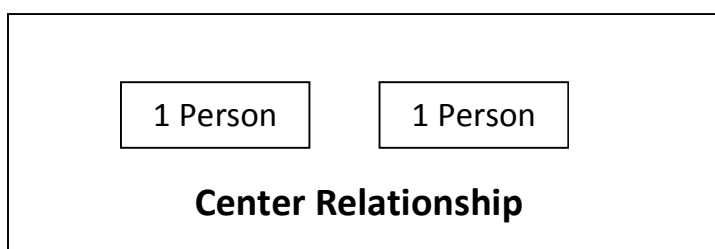
Why use the Tactical Map tool? To *find and explore*:

- **Who** is involved in the human rights problem identified?
- **How** are they connected?
- **Where** and from **whom** we can find help?
- **What** tactics are currently being used?

1. IMPORTANT: First determine the center relationship.

Why? In order for real change to take place regarding the problem you identified, you need to know who will experience the change you are seeking. What violation is taking place? Who – in a face-to-face relationship – represents this violation?

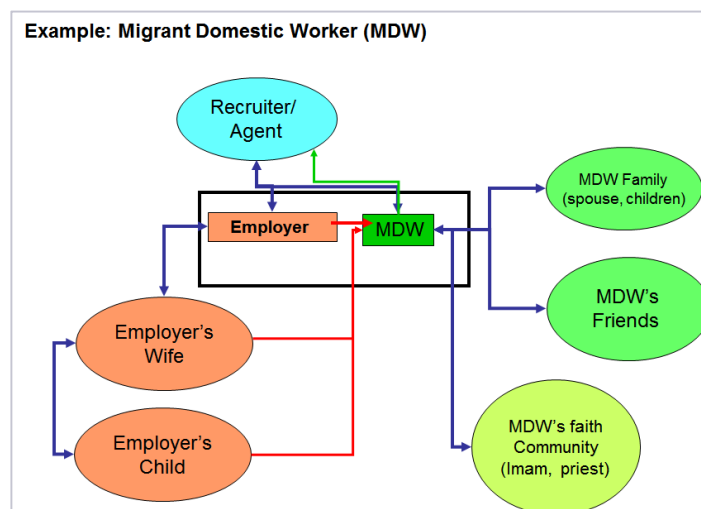
Choose TWO people who have a FACE-TO-FACE relationship and clearly represent the problem you are seeking to change.



Example of Identified Problem: Migrant domestic workers are suffering physical abuse in their place of employment.

Center Relationship: the Employer and a Migrant Domestic Worker.

The example also provides for the start of the “community level” relationships.



Step 3 – Define the Terrain: Using the Tactical Map (Participant Handout), page 5

The focus needs to be the PEOPLE, even when looking at organizations and institutions, try to identify the people within the organization and/or institution that have a responsibility, interest or investment in the face-to-face center relationship or in the problem identified.

3. Add all the people who have DIRECT contact with each of the people you have identified at the center.

- The **people** in the community: faith-based groups; NGOs – including your organization; government institutions or systems, etc. Put the NAMES of the people you know in these groups. If you don't have specific names – consider that these might be areas that you will need to research further in the future.

4. Next, add all the PEOPLE you can think of who have INDIRECT contact with the people you have identified at the center or to others on your map.

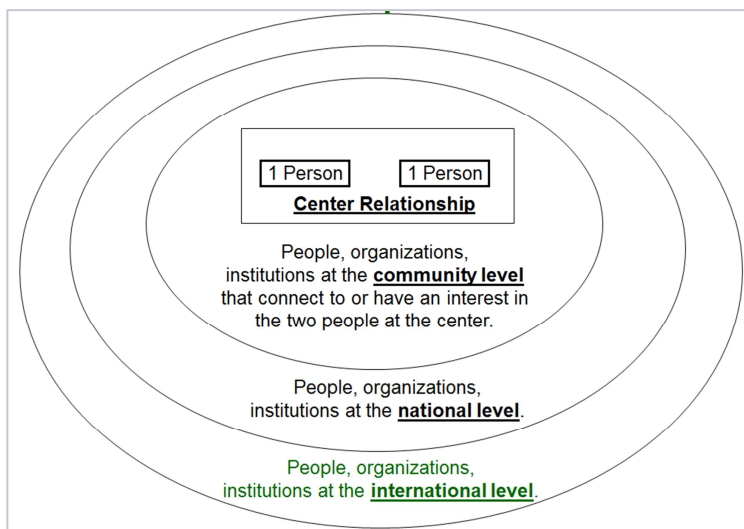
- For example: additional local, provincial, regional, and national level government institutions; non-governmental organizations (NGOs), civic and business organizations; funding organizations, etc. You may not know the names of the people at this level in your map. If you do, put their names.

5. Next, add all the people you can think of who have INDIRECT contact with the people you have identified at the center or to others on your map at the INTERNATIONAL level.

- For example: international NGOs; funding organizations, etc. You will most likely not know the names of the people at this level in your map. If you do, put their names.

6. Reminder: Where do YOU belong on the tactical map?

It is very important to see where your organization is connected to the people on your tactical map. This provides you with insights about your relationship with those directly involved in the problem you have identified and other organizations.



7. Discuss the NATURE of the Relationships in terms of power, exploitation, conflict, mutual benefit, and those that are not clearly identifiable.

Adding Connecting Lines:

- Determine the NATURE of relationships between the different “*points of contact*” by color-coding lines and arrows.

RED line	→	Power relationship
GREEN line	→	Exploitive relationship
BLUE line	↔	Mutual benefits relationship
Yellow line	↔	Conflict relationship
GREY line	← · · →	Potential tactic target OR more information is needed

8. Identify a potential TARGET

- Review your tactical map and think about a good place for you to start an ACTION that will help you move toward your vision of solving the problem.

Tactical Map Example – sharing some relationship elements at each level of the tactical map.

