

# Step 7: Identify Leverage Targets

**B**ecause the whole idea of a contract campaign is to pressure the boss to get the best contract for the union, you have to decide which pressure points you will target. In your contract campaign there are two types of **leverage targets**: direct and indirect.

## What is a *direct* leverage target?

A direct leverage target is the person (almost always ONE person) or entity that has the power to grant your demands and settle a contract. This is the head honcho, the person in charge.

Usually it's the CEO -- even if your facility or company is part of a huge company and it looks like the president of the division makes all the decisions. He or she has a boss and they set the budget, they determine corporate policy on pensions, insurance, retiree benefits and wages and holds the ultimate authority.

## What is an *indirect* leverage target?

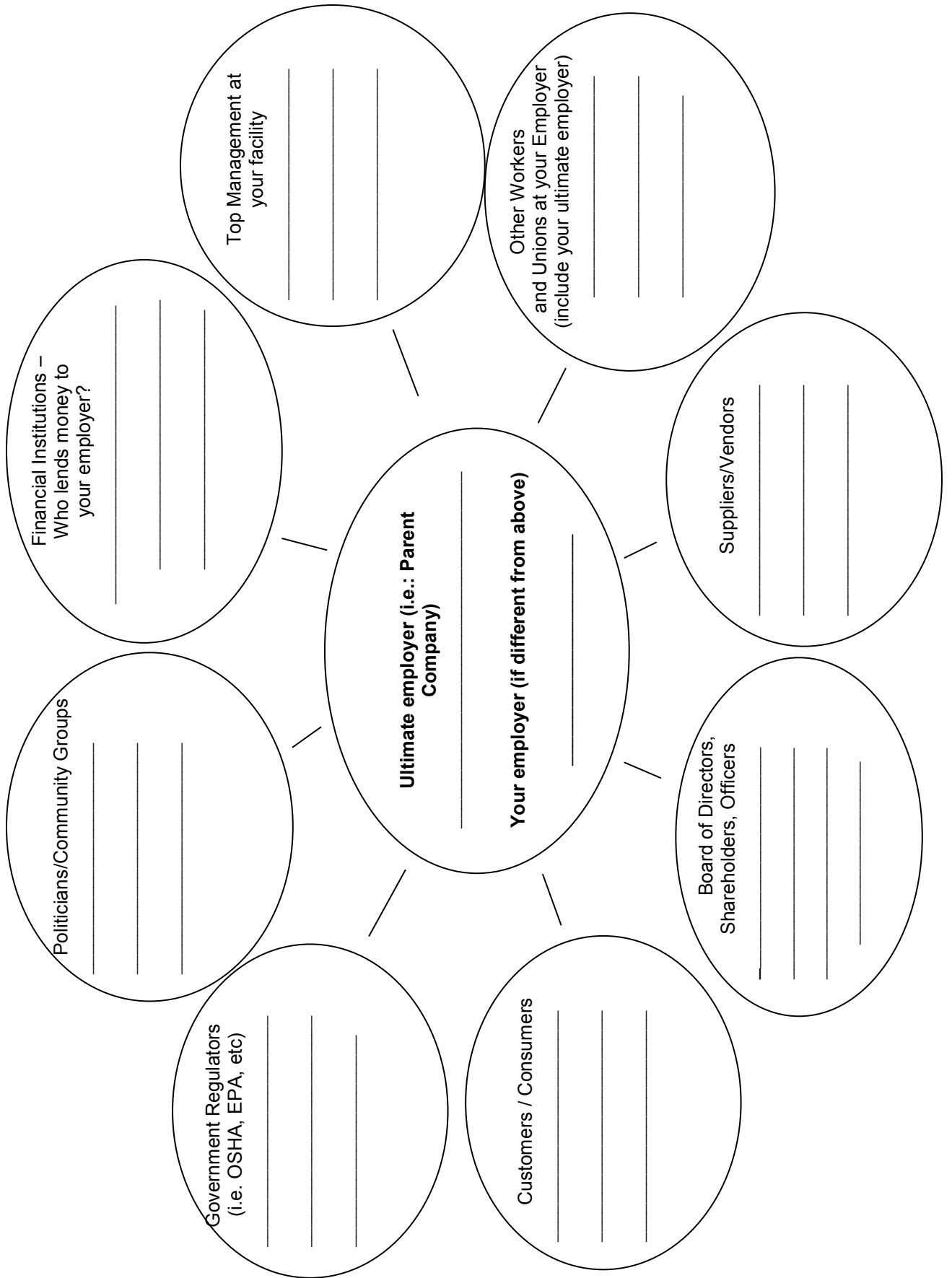
An indirect leverage target is a person, group or entity that can influence or persuade your direct target to grant your demands. Local management might not be able to grant your demands, but they certainly have influence. The same goes for the chief negotiator, customers, politicians and many other groups.

Not every indirect leverage target is an adversary. You can have friendly relationships with an indirect target. But it's important to remember that just because you start off friendly, doesn't mean your indirect targets won't become opponents.

## What are your employer's key relationships?

Every company or organization operates in a complicated network or web of relationships. Many of these relationships are targets that can help you get a good contract. Some targets you can have an impact on, some you can't. Some relationships are friendly with the company, some are friendly with the union. In

# Identify Potential Leverage Targets—Spider Diagram (Activity 1 –Step 7)



order to have any impact on these relationships, you must first identify them and then figure out which ones you'd rather deal with.

Your relationship with your employer is usually limited to local management and a few people from upper management. Your employer operates on a much larger scale than this, however. It has suppliers and customers. It has owners and bankers and lenders and analysts. There are different divisions with union and non-union workplaces. By understanding these people and structures, you can figure out which relationships you can impact.

While you cannot coerce targets other than your own employer, you can ask targets for assistance, use lawful persuasion, and publicize their relationship to your employer.

Designing a **spider diagram** will help you chart the key relationships.



As you are identifying and analyzing your leverage targets, you will likely find that additional research is needed. To assist with your research you will find a short research manual on the Resource CD.

This research manual includes information on internet resources and provides other useful tips.

## Identify Potential Leverage Targets—Spider Diagram (Activity 1 –Step 7)

### **Instructions:**

1. In the center oval fill in your ultimate employer (If you work for a subsidiary, the parent company. If you work for a state agency, the state government or budgeting agency, etc.)
2. Below that, write the name of your immediate employer.
3. In all the other ovals list at least three specific people or organizations for each category. For example, if your company supplies the auto industry, don't write "auto companies" write the biggest auto customers. If you don't know, find out.
4. Make sure you include your Direct Leverage Target on the list. Remember, the direct leverage target is almost always a person, find out his or her name.
5. There are blank versions of this form on the Resource CD.

You've analyzed key employer relationships, now it's time to determine the union's priorities.

### Why do you have to assess possible leverage targets?

As a local union, you will not be able to impact every relationship your employer has. That's why it's important to choose which relationships are worth targeting.


### How do you assess leverage targets?

Just like you analyzed both union and employer strengths and weaknesses (Step 2), you have to analyze each of these relationships before you select your leverage targets. Remember, to select good leverage targets you need to use good information.

Keep in mind these questions when considering whether a certain relationship will make a good target:

- How easy is it for the union to impact this target?
- Will membership involvement be able to impact this target?
- Will this build the union?

Don't lose sight of your goals! It's not useful to turn your campaign into a personal vendetta against your boss.



## Evaluating Targets

The best leverage target is one that meets both the following criteria:

- Your Local can impact it.
- By impacting this target, you will get a stronger contract or build your union.

## Selecting Your Leverage Targets—Page 1 (Activity 2—Step 7)

**Instructions:**

1. Refer back to your answers from the Spider Diagram (Activity 1 – Step 7). As a group, determine which six potential leverage targets the union has the strongest ability to impact. Then list these six potential targets in the space provided. Make sure you include your *direct leverage* target (the one who can grant your demands).
2. After you've listed the potential targets in the first column, think about the strengths and weaknesses of each. Record your answers in the appropriate spaces. For example, if the company's headquarters is located close to you, that is a strength for the union and a weakness for the company.
3. Choose the top three – these are your targets.

## Selecting Your Leverage Targets—Page 2 (Activity 2—Step 7)

Leverage Targets	Strengths and Weaknesses
<b>Direct Target:</b>	<b>Strengths:</b>
	<b>Weaknesses:</b>
<b>Indirect Target:</b>	<b>Strengths:</b>
	<b>Weaknesses:</b>
<b>Indirect Target:</b>	<b>Strengths:</b>
	<b>Weaknesses:</b>
<b>Indirect Target:</b>	<b>Strengths:</b>
	<b>Weaknesses:</b>
<b>Indirect Target:</b>	<b>Strengths:</b>
	<b>Weaknesses:</b>
<b>Indirect Target:</b>	<b>Strengths:</b>
	<b>Weaknesses:</b>

## List Your Top Leverage Targets Here

1.

2.

3.



### **Don't Forget Who Calls the Shots!!**

You may not choose the Direct Leverage Target to focus on, but if you don't, always ask yourselves how the Direct Leverage Target is likely to react to your actions. Don't ever forget that the Direct Target will often make the final decisions.