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mentors into PAAI who have helped keep the curriculum up-to-date (for example, especially social media) and essential in placing our students in the advocacy profession.

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This article answers several questions that are often discussed between academics and lobbyists: first, can effective lobbying skills be learned in a university setting ... are good lobbyists born or taught (Goldman, 2012)?; and second, what subjects are and should be included in the curriculum of public affairs and lobbying courses? Lobbying is a well-established occupation and has attained a professional status in the United States and other democracies in the world (McGrath, 2005, 2006). Almost 40 years have passed since interest group scholar Berry (1977, p. 92) wrote, ‘No one has interviewed the people who actually hire staff lobbyists and lobbyist entrepreneurs to ask them what qualities they look for. It is entirely possible that employers have no clear idea either of what qualifies a person to be a lobbyist’. Maybe 30 years ago the statement had some validity, but in modern day lobbying in Washington DC it is wrong and at best, dated. We know the art and craft of lobbying can be taught effectively and we have been doing it for over’



effectiveness and efficiency of their efforts. Those who wait longer or simply ignore the complex demands of advocacy are more likely to jeopardize their success and will certainly, at a minimum, increase their costs in terms of time, money and manpower spent on their efforts.

The theory of policy change in major advocacy campaigns recognizes the multi-dimensional dynamics of policymaking in Washington. We have dubbed it 'The Campaign Mindset'. Its application requires detailed knowledge of the targeted policy, the institutional process that needs to be engaged to affect it, the key players, in and outside of government, with a stake in the issue, as well as the underlying political dynamics that might affect the outcome of the lobbying campaign. It also requires the leadership to build an organizational commitment to manage and fund the effort, as well as a strategic framework and action plan to guide its efforts.

The Campaign

objectives. It would also examine the scope of the policy, its budgetary cost, beneficiary impact and legality.

The *Policy* analysis basically asks the question, where will the debate and decisions regarding the policy objective be joined institutionally? What official actions need be taken to promote or defeat the initiative? Is this policy a Presidential initiative that would require interagency or regulatory review, or is it in some stage of Congressional oversight or formal action? The analysis would also include an explanation of the formal rules and customary behaviors associated with the actions of each of these institutions that may impact the policy's final disposition.

The *Parties* analysis identifies and profiles all essential individuals and entities both in and outside of the Congress that would have a stake in whether this policy campaign succeeds or fails. We require students to do an extensive 'network analysis' or 'map' of the key stakeholders and champions for and against a policy or program.<sup>6</sup> It is essential to understand the motivations and relationships among the champions and those in support and opposition of a policy. At a minimum, it would include public officials in the executive or congressional branches of government and their staff that will be required or want to promote or defeat this policy initiative. The analysis would additionally examine individuals and organizations outside of government who may seek to shape the outcome of the campaign directly or indirectly. This might include individual thought leaders, think tanks, industry representatives, NGO's, various sectors of the media, including those that are issue or audience specific, as well those designed for mass consumption.

With respect to public officials, the analysis would begin to determine their current knowledge of the issue and their ability to develop full command of the topic, their motivation for participation and their ability to influence others and drive the debate. Outside non-media government players might be examined in terms of their ability to shape the substantive parameters of the issue, their effectiveness in influencing decision makers by opinion or grassroots mobilization. Media players would be evaluated primarily from a historical perspective in terms of how they might have covered this policy before, if at all, and their disposition and motivations for covering it in the prospective debate.

The *Politics* section requires a dynamic assessment, in that politics is an aspect of Washington policy-making, which is permanently in flux and must be monitored continually. It is an element of policy-making that has many dimensions, some more predictable than others, but all requiring careful review as they relate to the goals and actions of the campaign. Some of the more prominent dimensions are often straightforward, but essential to understand. For example, ideological association of the policy and correlation to the institutional power distribution in the Congress or partisan control of the White House is necessary to understand. Is the policy proposal a partisan issue? Is there or have there been strong public sentiments associated with this issue? Are its proponents, institutionally and individually, held in a high regard?

distractions currently or on the horizon that would shift the public or decision maker's attention from fully addressing this policy?

There are virtually a limitless number of politically oriented questions that this

actions of the effort but as importantly, it provides the underlying structure for assigning those actions, coordinating their implementation, assessing their impact and adjusting their applications in real time whenever necessary.

The orchestration of these efforts is usually quite elaborate, requiring a comprehensive and sophisticated skill set. It usually requires an individual that will likely have an expertise in one of the conventional tools of advocacy, but is also able to simultaneously see how all the moving parts of these efforts must be arrayed, managed and harmonized among the participants, the targets of the effort, the media and those that are financing it and invested in the ultimate outcome for months and even years. Regardless of a specific task within the campaign, understanding the importance of having a strategyerstanding drivBT1.1950000ny 9(but)-465.6ing

other social media to promote, persuade or call to act to increasingly narrowly drawn audiences.

**Direct Promotion:**

Personally promoting specific legislative actions directly with members of Congress, their staff, as well as officials of the Executive Branch, is the most commonly known



obvious allies whose support is welcomed but expected. Occasionally, respected organizational entities and individuals are recruited as coalition partners who have no obvious connection to the issue in question. However, given the ‘strange bedfellow’ perception, they add a more provocative and possibly compelling credibility to the overall effort.

As building robust coalitions adds credibility and strength to an overall campaign, mobilizing community leaders and their followers, among others, strengthens and enhances the effectiveness of your locally targeted efforts as well. These activities are typically undertaken to demonstrate local support for an issue or position to an individual target identified in your overall strategy. Multiple activities, such as conducting local meetings, generating paid, earned and social media, sending direct mail, phone banking, and so on, are used to inform, motivate and facilitate this engagement. The strategy and action plan of the overall campaign requires activating people in a timely and targeted fashion with the goal of building and maintaining support for the effort, while executing key advocacy actions for the duration of the advocacy effort and beyond.

The tactics and strategies of lobbying discussed above are numerous and complex. Understanding what these activities are, how they relate, and how they are conducted is important to being an effective lobbyist. However, although these understandings

contributions on the process and the profession; as well as perspectives about the norms of public advocacy from academics and lobbyists on Capitol Hill. We have focused on the importance of integrating a strong element of ethical lobbying in advocacy campaigns. We require students to build and use ethical strategies, tactics and relationships within the letter and spirit of the law.<sup>7</sup>

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The content of our institute on lobbying is conveyed through academic literature and the writings of professionals in the field of advocacy. Our lectures structure the class as well as presentations by distinguished advocacy professionals and thought leaders in the Washington DC area.<sup>8</sup> In addition, before the class commencing, a major

substance and practice of lobbying is part art. Lobbying skills require the blending of

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