

GOWLINGS

How the System Works..... and How to Work the System

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This Afternoon's Program

- ◆ Part I: How the System Works
- A Reality Check: Politicians, Public Servants and Public Policy
- The 6 Ps of Public-Policy Advocacy

The Program (cont'd)

- ◆ Part 2 ... and How to Work the System
 - A Strategic Approach
 - Elements of Persuasion
 - “Do It Yourself” Public Policy
 - Coalitions:
 - Strange Bedfellows vs the Usual Suspects
 - Three Phases of Meeting Politicians

A Reality Check: Politicians, Public Servants and Public Policy

◆ How the System Really Works:

■ The Players:

- role of (and constraints on) of MPs and Senators
- role of (and constraints on) Ministers
- political staff and public servants
- the “argument industry”
- the courts

■ The Process

- so many demands, so little time
- the role of “do-it-yourself” public policy

The 6 Ps of Public-Policy Advocacy

- ◆ Principle / Purpose
- ◆ Process
- ◆ Precedent
- ◆ Politics
- ◆ Positioning
- ◆ Perseverance

Purpose / Principle

- ◆ in determining one's *objectives, principles* and *purpose*, take into account those of Government
- ◆ consider Robert McNamara's advice on "empathy" "belief" and "facts (in *Fog of War*)
- ◆ key task for Government is determining the "bottom line" – i.e. the problem to be addressed
- ◆ your challenge: to know what the Government thinks it knows about your issue
- ◆ your objective: to make your purpose/objective/principle congruent with those of the decision-maker(s)

Process

◆ Why It's Important

- key to a focussed effort
- who's "in" and who's "out" of the loop
- often determines issue definition and positioning
- indicates decision / representation points
- part of strategy blueprint
- statutory requirements - basis for appeal

Process (cont'd)

- ◆ Players / Venues / Dynamics of Decision-Making
 - Bureaucratic
 - Political
 - International / Intergovernmental Entities
- ◆ Timetables:
 - Research / Policy Development
 - Consultations
 - Cabinet Consideration
 - Legislative Strategy
 - Obligatory Dates

Precedent

- ◆ Administrative, Policy and Political
- ◆ Why It's Important
 - fairness, principle, uniform application, ease of interpretation and application
 - conservatism - change only as required
 - often requires policy decision to change
 - must anticipate consequences, reactions and implications for future instances (i.e. similar propositions)

Politics

- ◆ *The Binding Agents: Relationships, Alliances, Friendships, Loyalties, Discipline and Solidarity*
- ◆ *Belief: Biases, Principles, Hang-Ups and Faith*
- ◆ *Dreams: Ambitions, Visions, Objectives, Accomplishments - and Legacies*
- ◆ *The Deals: IOUs, Favours, Future Considerations, Log-Rolling and Endorsements*
- ◆ *The Unpretty: Rivalries, Retaliations, Jealousies and Revenge*
- ◆ *Spin and Grin: Image, Credit, Profile, Positioning and Reputation*
- ◆ *The "Byproducts": Platforms, Policies, Frameworks, Precedents and Commitments*

Positioning

- ◆ key to definitions of “issue”, “objectives” and “success”
- ◆ must know both Govt’s stated and unstated objectives
- ◆ links to political and public-policy agenda
- ◆ your objective:
 - shift issue to favourable terrain for client/cause
 - help Govt solve its problem
 - “air war” linked to “ground war”
- ◆ “expectations management”
 - internally and externally
 - build on success – success breeds success

Persistence

- ◆ in the face of:
 - fatigue, expense, intervening priorities and change of personnel and leadership
- ◆ why it's important
 - (from Gov't perspective)
 - limited resources - unlimited demands
 - squeaky wheel
 - officials' desire to get it over with and move on
 - (from advocate's perspective)
 - establishes and maintains personal and institutional credibility
- ◆ need to build on success

Part 2:

How to Work the System

- ◆ A Strategic Approach
- ◆ Elements of Persuasion
- ◆ “Do It Yourself” Public Policy
- ◆ Coalitions:
 - Strange Bedfellows vs the Usual Suspects
- ◆ Three Phases of Meeting Politicians

A Strategic Approach

- ◆ Stage 1: Inquiry
- ◆ Stage 2: Develop Theory and Theme
- ◆ Stage 3: Test It, Listen, Observe, Modify
- ◆ Stage 4: Roll Out, Led by Champion
- ◆ Stage 5: Evaluate
- ◆ Stage 6: Persist

Elements of Persuasion

- ◆ compelling narrative
- ◆ theory and theme
- ◆ strategic language
- ◆ confront your negatives
- ◆ emphasize commonalities not differences
- ◆ invest in future relationships

Meeting Politicians

- ◆ Three Phases of Meeting Politicians
 - Before
 - During
 - After

Stage One – Before the Meeting

- ◆ insight and information collection
 - political history and current role
 - affinity for issue at hand?
 - what they need/want/fear
- ◆ determine appropriate narrative
 - language, metaphor
- ◆ Work the staff
- ◆ Provide advance briefing material etc.

Stage Two – During the Meeting

- ◆ Be on time and prepared
- ◆ Prepare for “small stuff” and “Big Issue”
- ◆ Plan to be:
 - 40% on “send”
 - 60% on “receive”
- ◆ Send: stick to “theory” and “themes” not “debate”
- ◆ Receive:
 - ask for “advice”
 - identify and parse resistance
- ◆ Leave on time

Stage Three – After the Meeting

◆ Feedback

- debriefing session with other participants
- backchannel insight on “how’d we do?”
- identify issues and info for follow-up

◆ Follow-up

- written thanks to politician and especially her/his staff
- determined follow-up and relationship building
- amend pitch accordingly
- track and pursue the “ask”
- plan for local follow-up in riding

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