



# CAMPAIGN MANEUVER-BUILDING

GRA Chicago

July, 1978

STEPS	PROCEDURES	ILLUSTRATIONS	GUIDELINES
I NAMING THE VICTORY	<ol style="list-style-type: none"> <li>1. Standing in the winners' circle, discuss the victory.</li> <li>2. Tell the tale of the contradiction and how you rode it out until it broke into a triumph.</li> <li>3. State the victorious resolve.</li> </ol>	<ol style="list-style-type: none"> <li>1. Four reticent authorization figures pave the way for TM saturation.</li> <li>2. Found a way around an obstructionist through old movement colleagues.</li> <li>3. Turn Area Houston blue by quarter II.</li> </ol>	Informal conversation on the miraculous achievement effected by the maneuver. Remain in the victory's perspective throughout all steps.
II DISCERNING THE SITUATION	<ol style="list-style-type: none"> <li>4. Describe issues of haze.</li> <li>5. List on the board points of advantage.</li> <li>6. List points of vulnerability.</li> </ol>	<ol style="list-style-type: none"> <li>4. Where will finances come from?</li> <li>5. Positive image of TM in the state.</li> <li>6. Only have political entrees.</li> </ol>	Use board to gain objectivity on the task. Vulnerabilities are internal and external.
III LISTING THE DO'S	<ol style="list-style-type: none"> <li>7. Individually list 15-20 things to do.</li> <li>8. Star your best 5 things.</li> <li>9. Brainstorm do's on the board; get 50 to 100.</li> </ol>	Prepare slide shows, visit key colleagues in every metro and enlist them for saturation tasks, print brochure, build logistics model.	Accept everything, making marginal notation of fears, unknowns, issues, etc., as they come out.
IV THE INTUITIVE GESTALT	<ol style="list-style-type: none"> <li>10. One person reads aloud rapidly while the rest individually write down 3 arenas of action.</li> <li>11. Have a couple sample lists read and allow quietness.</li> <li>12. Get up 4 complete lists of arenas and consense on final list of 5-14 arenas.</li> </ol>	Arena examples: materials, funding set-up, training, logistics, etc.	Trust intuitions. Get up entire sets on board. At the end ask if any crucial arena is missing. Allow silent time for pondering.
V THE REFLECTIVE CHART	<ol style="list-style-type: none"> <li>13. Build rational chart that holds all arenas in dynamic relationship.</li> <li>14. Give poetic names to each arena and create maneuver diagram according to direct assault, flanking thrust, diversionary feint, etc.</li> <li>15. List the four components under each arena.</li> </ol>	See sample chart on the following page.	Divide into three groups to do these three steps. Chart is a gimmick to give pause time and a device for the talk-thru. Gather back and report.
VI THE CORPORATE TALK-THRU	<ol style="list-style-type: none"> <li>16. Assign a different scribe for each maneuver talk-thru.</li> <li>17. Select one person to talk through the specifics of how to do the maneuver, including its intent, troop use, timing, etc.</li> <li>18. Group respond to capture key insight to each maneuver.</li> </ol>	Sample key insight: follow the geographical time line at all costs and don't image an over-time mop-up operation.	Dare to risk intuitions. Leader watch for break-loose insights that transforms a listing of do's into a strike, eliciting the "a-ha".
VII THE MANEUVER WRITE-UP	<ol style="list-style-type: none"> <li>19. Assign group to write each maneuver, centered on respective scribes.</li> <li>20. Decide time period for each maneuver.</li> <li>21. Write the maneuver and place it on a time line.</li> </ol>	First sentence states why the maneuver; second states the victory and advantages; third is an orchestration of the do's as "We will...".	Write quickly, print and distribute. These paragraphs become your symbol of "death ground". Phase maneuvers for the whole campaign.

DO THE MANEUVERS