

## How to Structure an Easily Readable Power Diagram

**Start with four columns on a sheet of paper.**

**In the center of the first column put your focal organization, e.g., the company or industry that is the focus of the case. I'll just use "Coal" from now on.**

**In the second column put their allies at a level above and below Coal (so as to make it easy to draw power relationship lines from Coal directly to governmental actors and indirectly through its allies.**

**In the third column put the government actors in the formal hierarchy from most powerful at the top, to least powerful at the bottom. (Then go back and adjust the location of Coal's allies according to which governmental entity they are able to influence so as to avoid overlapping lines of power.)**

**In the fourth column put Coal's opponents, arranged according to which governmental entities they will try to influence, just as you did for Coal's allies.**

**Only then draw your power relationship lines. This will avoid overlapping lines and help you avoid "overkill," i.e., showing power relationships that do not exist or where the potential power of A>B is so low as to be irrelevant to how the case will play out.**

**NOTE: The following 4-column diagram is NOT a power diagram. Rather, it is a format for disciplining yourself as a first step in constructing a power diagram. See Exhibit 8.1 for what diagram should look like.**

<b>Coal</b>	<b>Coal Ally #1</b>	<b><u>Public Policy</u></b> <b><u>Hierarchy</u></b> <b>Government Actor</b> <b>A</b>	<b>Coal opponent #1</b>
	<b>Coal Ally #2</b>	<b>Government Actor</b> <b>B</b>	<b>Coal Opponent #2</b>
	<b>Coal Ally n</b>	<b>Government Actor</b> <b>C</b>	<b>Coal Opponent n</b>