

The Spectrum of Allies

Change does not need everyone. It needs movement.

Name the change, map the people who decide it, and choose the right play for each position. You do not win by converting your fiercest critics. You win by moving each group one step toward you.



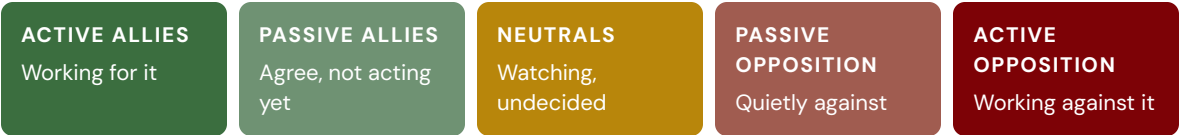
Michael Burcham

Type into it or print it. Revisit the map every two weeks.

Change Does Not Need Everyone. It Needs Movement.

You do not win change by converting your fiercest critics. You win by moving each group one step toward you.

Every change has a spectrum. Around any real change, people spread across five positions, from the champions working for it to the resisters working against it. Most leaders spend their energy arguing with the far end. The spectrum says the leverage is everywhere else.



This workbook maps the actual people around your change: where each one stands today, where you need them, and the right play for each position. The map tells you where your next conversation should be.

THE PATH THROUGH THIS WORKBOOK



HOW TO USE THIS WORKBOOK

Map people where they are, not where you wish they were. Optimism on this page costs you the change. If you are not sure where someone stands, that is a conversation to have, not a guess to make.

Silence is not support. The quiet middle decides most changes. Assume neutrality until someone acts.

One step is the win. A skeptic who goes quiet, a neutral who leans in, a supporter who speaks up. Movement compounds. Conversion is rare.

This map names real people and honest judgments. Keep your filled-in copy private.

“The goal is not to win the argument with your loudest critic. It is to move the room.”

What Is the Change?

If you cannot say it in one sentence, the organization will write its own version. Theirs will be worse.

THE CHANGE, IN ONE SENTENCE

WHY NOW · THE CASE IN PLAIN LANGUAGE

The cost of staying the same, said honestly. This is the sentence your allies will repeat for you.

WHAT VISIBLE WIN PROVES IT IN 90 DAYS

WHO SPONSORS IT

One name the organization believes

COACH'S NOTE

People do not resist change as much as they resist loss. Somewhere in this sentence, someone hears a loss of status, comfort, or competence. Knowing who hears what is the whole point of the next page.

COMPANY OR TEAM

DATE MAPPED

Test it: could someone two levels down repeat the change back to you tomorrow?

Who Decides Whether This Succeeds?

List the ten or twelve people whose position actually matters. Then place each one honestly.

#	NAME	ROLE	INFLUENCE	TODAY	MOVE TO	SCORE	WHAT THEY CARE ABOUT • THE LOSS THEY FEAR, THE WIN THEY WANT
1			H M L	AA PA N PO AO	AA PA N PO AO		
2			H M L	AA PA N PO AO	AA PA N PO AO		
3			H M L	AA PA N PO AO	AA PA N PO AO		
4			H M L	AA PA N PO AO	AA PA N PO AO		
5			H M L	AA PA N PO AO	AA PA N PO AO		
6			H M L	AA PA N PO AO	AA PA N PO AO		
7			H M L	AA PA N PO AO	AA PA N PO AO		
8			H M L	AA PA N PO AO	AA PA N PO AO		
9			H M L	AA PA N PO AO	AA PA N PO AO		
10			H M L	AA PA N PO AO	AA PA N PO AO		
11			H M L	AA PA N PO AO	AA PA N PO AO		
12			H M L	AA PA N PO AO	AA PA N PO AO		

Positions: AA Active Allies • PA Passive Allies • N Neutrals • PO Passive Opposition • AO Active Opposition Score = position points (AA 4, PA 3, N 2, PO 1, AO 0) × influence weight (H 3, M 2, L 1)

Your Change, on One Map

Write each name in the column where that person stands today. Add an arrow and the column they need to reach.

[illegible]

Mark influence: add H, M, or L after each name. Circle the high-influence names.

Work it from left to right: activate your allies before you answer your critics.

The Right Play for Each Position

Each position calls for a different move. Write the next move for the people in each column, then name who owns it.

POSITION	THE PLAY	OUR NEXT MOVE • WHO, AND WHAT WE WILL ASK	OWNER	BY WHEN
ACTIVE ALLIES Working for it	Give them real work, not just thanks. Let them recruit, teach, and carry the message into rooms you are not in.			
PASSIVE ALLIES Agree, not acting yet	Ask for something specific and small. A visible first step turns quiet agreement into public support.			
NEUTRALS Watching, undecided	Educate and involve. Let them experience the problem firsthand. Neutrals move on evidence and inclusion, not pressure.			
PASSIVE OPPOSITION Quietly against	Listen before you argue. Name the loss they fear, shrink the personal cost, and never spotlight them publicly.			
ACTIVE OPPOSITION Working against it	Contain, do not convert. Limit the platform, protect the undecided from the counter-story, and stop spending your best hours here.			

“You rarely convert the opposition. You win by moving everyone else one step.”

Read the Momentum, Then Make the First Move

Momentum shows how far the room already leans toward the change, weighted by influence.

MOMENTUM SCORE

A. Add the SCORE column on page 4

B. Add everyone's influence weight (H 3, M 2, L 1), then multiply by 4

Momentum = A ÷ B, as a percent



OUR FIRST MOVE, THIS WEEK

NEXT MAP REVIEW

REVIEW WITH

THE COACH'S READ · CHECK EVERY LINE THAT IS TRUE

- ☐ A high-influence person is **Neutral**. The battle is for the neutrals. Start there.
- ☐ Someone must move **more than one step**. That is a campaign, not a conversation. Plan the intermediate step.
- ☐ There are **no Active Allies** yet. Turn your strongest passive ally into a visible one first.
- ☐ A high-influence person is **Active Opposition**. Contain the platform and move the people around them. Do not schedule another debate.
- ☐ **No opposition** is mapped at all. Either this is not a real change, or the opposition has gone quiet. Silence is not support.
- ☐ Momentum is **70% or higher**. Convert it into visible wins before it goes stale: announce, celebrate, repeat.

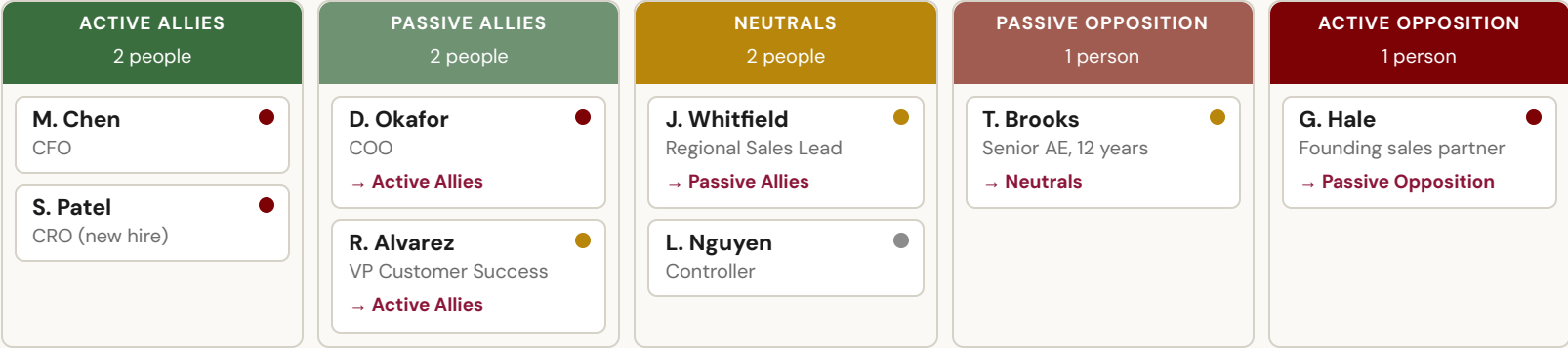
None checked? The map is balanced. Give allies jobs, ask supporters for one visible act, and put your evidence in front of the neutrals.

BEACON FIELD SERVICES · THE CHANGE

We are moving from founder-led selling to a disciplined sales team model.

SPONSOR · MOMENTUM

CEO · 62%



WHY NOW

Every major account still runs through one person. Growth has outrun the founder’s calendar, and deals now wait in line.

90-DAY PROOF

Two named account executives close renewals without the founder in the room, at full margin.

MOMENTUM

Score A = 47 · Maximum B = 76 · A ÷ B = 62%

G. Hale: high influence, actively against. Contain the platform and move the people around him. Do not schedule another debate.

Next move: ask D. Okafor to open the next all-hands with why this matters. A visible act from a trusted COO moves the neutrals.

Then: show J. Whitfield the comp plan before anyone else sees it. His number is what he cares about.

● High ● Medium ● Low influence → needs to move

THE LAST WORD

“You rarely convert the opposition. You win by moving everyone else one step.”

Revisit the map every two weeks. People move, and the map should move with them.



Michael Burcham