THE FIVE POSITIONS

Active Allies
Working for it

Passive Allies
Agree, not acting yet

Neutrals
Watching, undecided

Passive Opposition
Quietly against

Active Opposition
Working against it

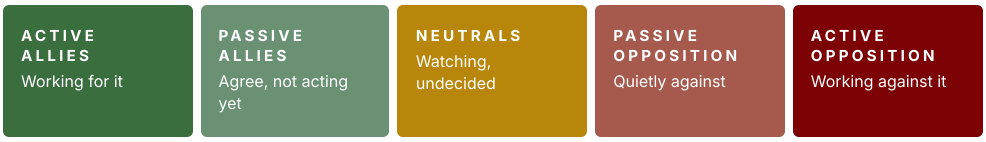
The goal is not to win the argument with your loudest critic. It is to move the room.

LEADING CHANGE · A WORKING TOOL

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.



INSIDE THIS WORKBOOK

1. How the spectrum works
2. Step 1 · Name the change
3. Step 2 · List the people who decide it
4. Step 3 · Map the spectrum
5. Step 4 · Choose the right play for each position
6. Step 5 · Read the momentum, then make the first move
7. A sample map from a fictional company

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

Dr. Michael Burcham
theburchamgroup.com

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.

ACTIVE ALLIES	PASSIVE ALLIES	NEUTRALS	PASSIVE OPPOSITION	ACTIVE OPPOSITION
Working for it	Agree, not acting yet	Watching, undecided	Quietly against	Working against it

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.

How to use this workbook

1. **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.
2. **Silence is not support.** The quiet middle decides most changes. Assume neutrality until someone acts.
3. **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.
4. **Keep it private.** This map names real people and honest judgments. Keep your filled-in copy private.

The path through this workbook

1. **Name the change** — Page 3
2. **List the people** — Page 4
3. **Map the spectrum** — Page 5
4. **Choose the plays** — Page 6
5. **Read the momentum** — Page 7

> *"The goal is not to win the argument with your loudest critic. It is to move the room."*

STEP 1 · NAME IT

What Is the Change?

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

COMPANY OR TEAM

DATE MAPPED

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.

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

STEP 2 · THE PEOPLE

Who Decides Whether This Succeeds?

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

#	NAME AND ROLE	INFLUENCE	TODAY	MOVE TO	SCORE
1		H M L	AA PA N PO AO	AA PA N PO AO	
	What they care about · the loss they fear, the win they want:				
2		H M L	AA PA N PO AO	AA PA N PO AO	
	What they care about · the loss they fear, the win they want:				
3		H M L	AA PA N PO AO	AA PA N PO AO	
	What they care about · the loss they fear, the win they want:				
4		H M L	AA PA N PO AO	AA PA N PO AO	
	What they care about · the loss they fear, the win they want:				
5		H M L	AA PA N PO AO	AA PA N PO AO	
	What they care about · the loss they fear, the win they want:				
6		H M L	AA PA N PO AO	AA PA N PO AO	
	What they care about · the loss they fear, the win they want:				
7		H M L	AA PA N PO AO	AA PA N PO AO	
	What they care about · the loss they fear, the win they want:				
8		H M L	AA PA N PO AO	AA PA N PO AO	
	What they care about · the loss they fear, the win they want:				
9		H M L	AA PA N PO AO	AA PA N PO AO	
	What they care about · the loss they fear, the win they want:				
10		H M L	AA PA N PO AO	AA PA N PO AO	
	What they care about · the loss they fear, the win they want:				
11		H M L	AA PA N PO AO	AA PA N PO AO	
	What they care about · the loss they fear, the win they want:				
12		H M L	AA PA N PO AO	AA PA N PO AO	
	What they care about · the loss they fear, the win they want:				

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)

STEP 3 · THE SPECTRUM

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.

ACTIVE ALLIES Working for it	PASSIVE ALLIES Agree, not acting yet	NEUTRALS Watching, undecided	PASSIVE OPPOSITION Quietly against	ACTIVE OPPOSITION Working against it

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.

STEP 4 · THE PLAYS

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
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.	Owner: _____ By when: _____
PASSIVE ALLIES Agree, not acting yet	Ask for something specific and small. A visible first step turns quiet agreement into public support.	Owner: _____ By when: _____
NEUTRALS Watching, undecided	Educate and involve. Let them experience the problem firsthand. Neutrals move on evidence and inclusion, not pressure.	Owner: _____ By when: _____
PASSIVE OPPOSITION Quietly against	Listen before you argue. Name the loss they fear, shrink the personal cost, and never spotlight them publicly.	Owner: _____ By when: _____
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.	Owner: _____ By when: _____

> ***"You rarely convert the opposition. You win by moving everyone else one step."***

STEP 5 · THE COACH'S READ

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



0% · Against you | 70% · Momentum is yours | With you · 100%

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.

OUR FIRST MOVE, THIS WEEK

NEXT MAP REVIEW

REVIEW WITH

A SAMPLE MAP · FICTIONAL COMPANY

What a Finished Map Looks Like

Beacon Field Services, a fictional company, for illustration only.

BEACON FIELD SERVICES · THE CHANGE

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

SPONSOR · MOMENTUM

CEO · 62%

ACTIVE ALLIES 2 people	PASSIVE ALLIES 2 people	NEUTRALS 2 people	PASSIVE OPPOSITION 1 person	ACTIVE OPPOSITION 1 person
M. Chen ● CFO	**D. Okafor** ● COO → Active Allies	**J. Whitfield** ● Regional Sales Lead → Passive Allies	**T. Brooks** ● Senior AE, 12 years → Neutrals	**G. Hale** ● Founding sales partner → Passive Opposition
S. Patel ● CRO (new hire)	**R. Alvarez** ● VP Customer Success → Active Allies	**L. Nguyen** ● Controller		

● High ● Medium ● Low influence → needs to move

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.

The coach's read

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.

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.



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