

NOT VISION MISSION FRIENDLY

VISION MISSION FRIENDLY

Change Archetypes

NAYSAYERS

Oppositional
Intransigent
Misinformed
Status quo
Combative

Motivated by
oppositional
defiance

FENCE SITTERS

Passive
Tentative
Bystanders
Undecided
Skeptical

Motivated by
strategic or ritual
compliance

SUPPORTERS

Missionaries
Passionate
Excited
Reliable
Doers

Motivated by ex-
trinsic and intrinsic
factors

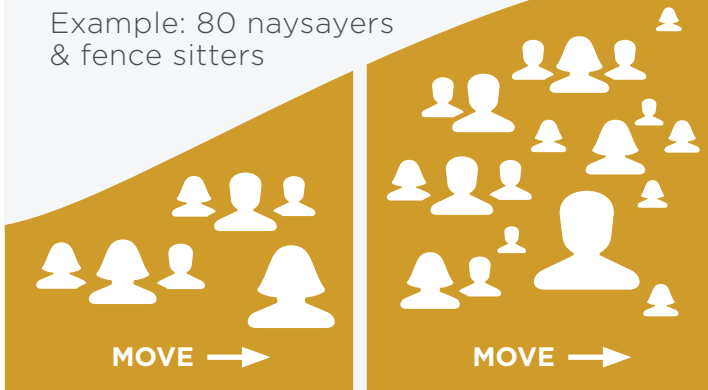
THOUGHT LEADERS

Visionaries
Evangelists
Invested
Risk takers
Doers/Leaders

Motivated mostly by
intrinsic factors

Change Dynamics

Example: 80 naysayers
& fence sitters

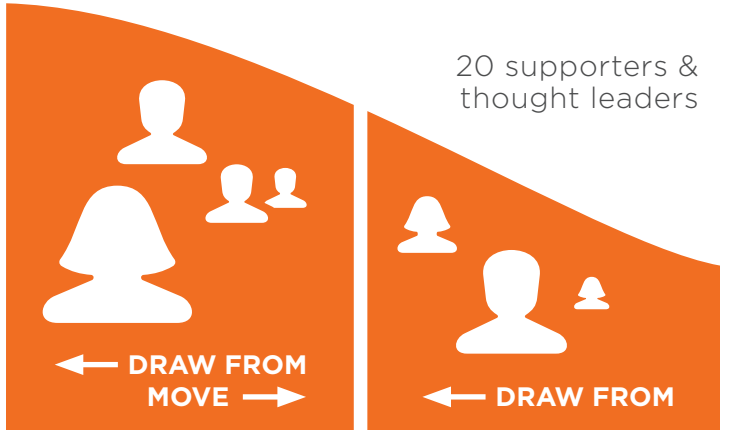


NAYSAYERS

FENCE SITTERS

MAJORITY **80** < **20** COMMITTED MINORITY

20 supporters &
thought leaders



SUPPORTERS

THOUGHT LEADERS

Organizational Change Strategies



Ignore, or
redirect their
negative
energy

Help them
to see the
Vision and
Mission

Show
party photos/
withhold
incentives

GET THEM TO SEE VISION & MISSION

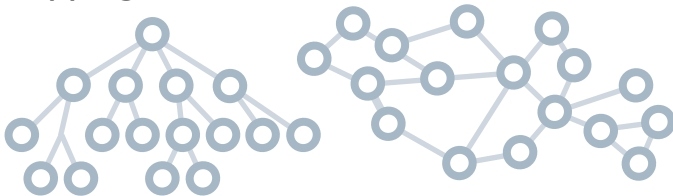


All incentives, rewards,
and training go here

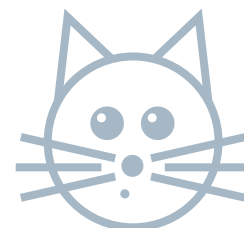
Show them the
love. Give them what
they want/need.
Let them run.

GET THEM INVOLVED IN VISION & MISSION
AND CULTURE & LEARNING

Tipping Points



Our mental models of organizational structure are usually based on hierarchical org charts. But organizations are made up of independent actors with individual motivations, goals, and influence.



Making a cat video go viral requires different processes than making a paradigm shift go viral. Committed minorities lead to tipping points in learning curve-based paradigm change.