

Napoleon's Thirds

Purpose

To identify three types of audiences based on their attitude toward change and determine appropriate strategies for reducing their resistance to change.

Background

In any population:

- One-third welcome change and are usually ready to try new ideas.
- One-third will never change and will actively, vocally resist any move away from the status quo.
- One-third wait and see which third is winning before committing themselves.

The concept of Napoleon's Thirds

Welcome change

See which is winning

Will never change

Napoleon's Thirds

Strategies for Reducing Resistance to Change

Napoleon's Thirds	Reaction to Change	Strategies for Gaining . . .
1st	Welcome change	<p>Commitment:</p> <ol style="list-style-type: none"> 1. Assign the competent as leaders 2. Deputize the influential as champions 3. Mobilize the committed as intelligence 4. Involve everyone, early, as changers 5. Fuel their loyalty with early, personal wins 6. Reward learning, even if it stemmed from failures
2nd	Wait and see which side is winning	<p>Support:</p> <ol style="list-style-type: none"> 1. Reduce uncertainty: inform early, often 2. Reduce anxiety: listen, address fears 3. Reduce discomfort: empathize, reassure 4. Sell "What's in it for them" (tangible) 5. Inspire trust: consistency + competence 6. Make sure they're aware 1st Third is winning
3rd	Will never change	<p>Acceptance:</p> <ol style="list-style-type: none"> 1. Soften the negative aspects 2. Define disincentives ("the alternative") 3. Remain persistent, deeply committed 4. compromise, negotiate, accommodate (but set time and degree limits) 5. Demonstrate successes / new concepts 6. High risk / reward: they lead the change

TOOLS /
TECHNIQUES

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