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Opponents → Avoiders
Reduce resistance

- Invest in contact: don't dodge, but involve
- Don't push them: it will create more defensive behavior
- Don't try to convince them: if they give you the benefit of the doubt, that's enough
- Don't argue with them, but immerse yourself, in a face-to-face conversation, in their perspective
- First identify common concerns, then differences
- Look for low-hanging fruit, only later more complex topics
- Make clear agreements about ways of working together and communicating
- Be aware that resistance can also be an expression of commitment. Explicitly appreciate this
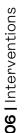
Avoiders → followers
Persuade: build trust

- Explore pro's and con's and show understanding for their views
- Ask what could give them more confidence in your project and what it might look like for them in practical terms
- Make clear how possible con's can be resolved
- Provide extra information about the 'why' of the project and what the next steps will look like in concrete terms
- Give their views the right to exist by, for example, including them in the report of the meeting
- Emphasize your good intentions and focus on credibility
- Connect them with people who are already on board
- Avoid provocations, you risk they would lean back towards opponents

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Followers → Partners

Action: stimulating engagement

- Keep them informed
- Actively involve them by giving them tasks and responsibilities within the project
- Make their commitments visible to others and appreciate it publicly
- Celebrate small successes and make it clear how they contributed to them
- Show them how important they are for further steps in the process
- Give them a 'stage' during a meeting

Retaining Partners

Maintain engagement

- In addition to the formal reporting moments, send them additional status updates
- Make them aware of potential risks. Tell them how they can be avoided and how they can contribute to the solution
- Thank them regularly for their contribution
- Take the initiative to ask them for advice. In this way you make clear their contribution is relevant
- They serve as ambassadors for your project

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