

and independence by shifting sides, or lose their autonomy and weaken their position by prematurely committing support to one side. Sometimes they can maintain joint allegiance by privately professing allegiance to each or by following mover and opposer for separate reasons, double-speaking in an attempt to stay close to all.

Suggestions: For the leader of the group, the message would be to allow the follower to find his own level and not put him on the spot too early with a "What do you think, Sam?" Followers are very good implementors once they commit to someone or to an idea. Use that. You'd choke with a room full of only movers and opposers!

Bystander

This is a really interesting character who needs special attention. True, he stays quiet, but he's really quite different from the follower. Whereas the follower can be heard agreeing and "Me, too"ing, the bystander stays out of direct action altogether. He/she makes *no* alliances with any of the other three categories. He watches, witnesses, and keeps opinions to himself. This makes for uneasiness on the part of everyone else because no one knows *what* he's thinking. Bystanders don't express a clear position. Rather, they go for abstractions and cerebral descriptions *about* something rather than emotional commitments *to* something.

Bystanders are most comfortable standing apart, making comments **like** "Hmmm," or, "I have to think about that. " In this commentator-like role, they take on an air of objectivity and wisdom (often unwarranted). They therefore have the power to comfort those they watch by making them feel known and valued with a few murmurings or asides. They can also hurt others they ignore by continuing simply to observe silently, in a noncommittal way.

The bystander's position is a very seductive one. Both sides try to get him to declare for them, and since no one knows what he's thinking, there's much attention and energy spent in this pursuit. Unlike the follower, who can be had and does commit, the bystander wishes to remain apart—enigmatic, there to be wooed.

Suggestions: For the meeting leader, know that bystanders don't all do so voluntarily. Some people become bystanders because they're overshadowed or given neither encouragement, confidence, nor training to try any other role. In order to puncture the vacuum they surround themselves with, try giving them a specific role or job, not waiting for them to volunteer or asking them for overt commitment.