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David Gleicher created a simple and elegant equation that addresses the reasons why changes succeed or fail. (Sometimes this model gets wrongly attributed to Richard Beckhard.)

$$SD \times V \times FS > R = C$$

If Shared Dissatisfaction times Vision times First Steps is greater than Resistance it will equal successful Change. However, if any of the factors is zero, that entire side of the equation will turn to zero and resistance will take over.

I find that some organizations (and individual leaders) do a great job covering one or two of these items but miss the third. For example, some organizations tend to come up with clear visions (V) or goals and do a fine job of developing plans (FS), but they fail to make a case that a change is needed (SD).

The equation gives people an easy way to identify what might be missing from their Thinking and practice leading change, and shows them why they get resistance so often.

Variations on this change formula are used often by those who consult on change management. By the way, my own IT and other technical clients tend to love this equation. It speaks their language. And others seem to find it useful as well. That's why I keep using it.

© 2010 Rick Maurer. Rick uses his Change without Migraines™ to advise organizations on how to lead change effectively. He is author of many books including *Beyond the Wall of Resistance*. In 2009, he created the Change Management Open Source Project, a free resource for people interested in change in organizations. You can access the open source project as well as many free articles and tools from his web site: www.rickmaurer.com