

## DVF MODEL FOR CHANGE

$$\begin{array}{ccccccc} \mathbf{D} & \mathbf{x} & \mathbf{V} & \mathbf{x} & \mathbf{F} & > & \mathbf{R} \\ \text{Dissatisfactions} & \text{x} & \text{Vision} & \text{x} & \text{First Steps} & > & \text{Resistance to Change} \\ & & & & & & \text{(also defined as Inertia)} \end{array}$$

(Dissatisfaction x Vision x First Steps) multiplied will overcome Resistance to Change

The formula is multiplicative, therefore if any element is missing or poorly defined (D, V, F, or R), Resistance to Change will be greater and Change will fail to occur

### MISSING ELEMENTS - CHARACTERISTICS

- If you have only Dissatisfactions, and lack **Vision** and **First Steps**, the result is usually complaining and moaning. Positive change will not happen.
- If you have Vision and Dissatisfactions, and lack **First Steps**, the result is usually a lot of thinking or talking ending in apathy and being "stuck in a rut". Positive change will not happen.
- If you have First Steps and Dissatisfactions, and lack a clear **Vision**, the results often include a lot of frenzied activity such as voluminous reports, frequent and/or urgent meetings (lacking clear a purpose), even training sessions. This has been termed "Flavor of the Month", a result of choosing whatever is the latest breaking idea, or trend. Eventually there will be a lot of frustration since using the latest trend or the classiest looking strategy is not enough to overcome resistance to change without the other elements. Positive change will not happen.
- If you lack definition or clarity of **Dissatisfactions** or **Resistance to Change**, the results may resemble "Flavor of the Month" listed above, perhaps at a slower pace. Eventually there will be an emergence of apathy and perhaps frustration since using the latest trend or the classiest looking strategy is not enough to overcome resistance to change without the other elements. Positive change will not happen.

Source: Dick Beckhard and Reuben Harris popularized the formula (originally written as C+ABD>X by David Gleicher) in their book, Organizational Transitions. The terms were renamed by Kathleen Dannemiller, making them more accessible and understandable to the general public. For more information see:  
[http://www.valuebasedmanagement.net/methods\\_beckhard\\_change\\_model.html](http://www.valuebasedmanagement.net/methods_beckhard_change_model.html)