



THE BECKHARD-HARRIS CHANGE FORMULA

The Beckhard-Harris change model describes the conditions necessary for change to occur. The model specifies that resistance to change is always present and will prevail when ...



There is NO **DISSATISFACTION (D)** with the current state (of whatever the focus of change might be), or



There is NO shared **VISION (V)** of a different future (what does it look like on the other side of change?), or



There is NO clearly identified **FIRST STEPS (F)** towards the new reality.

When one of the elements is missing, the product of $D \times V \times F$ is **zero**, resulting in greater



RESISTANCE (R)

Continue to page 2 to learn how we apply the change formula

$$(D \times V \times F > R)$$

in our strategic planning facilitation process.

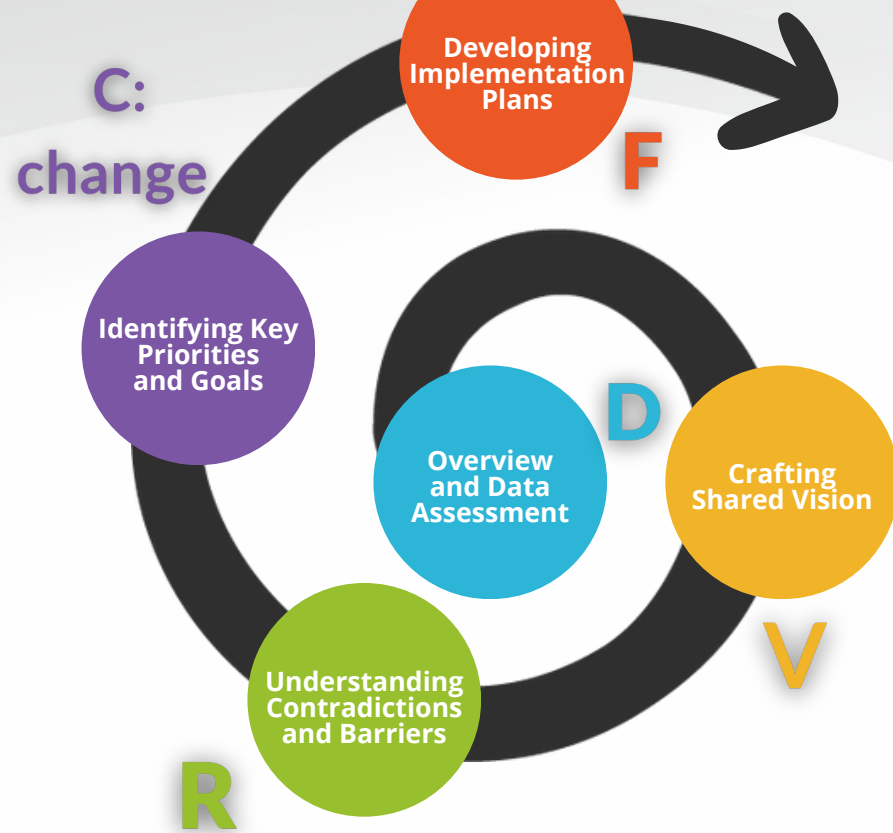
innovation

strategic thinking

creativity

problem solving

ENGAGE PEOPLE IN THE PLANNING PROCESS TO OVERCOME RESISTANCE TO CHANGE



D Beginning with a look at the data will bring to light what trends need to be paid attention to and makes participants realize that they are dissatisfied with what they are seeing - things could be better.

V By creating a shared vision of what success looks like, the team can begin to think strategically about what actions will need to be taken to implement new and sustain current programs and services. The process also uncovers the barriers to reaching that vision for which the group will brainstorm solutions.

F From the possible solutions, the group identifies the goals for key focus areas to build the first steps to implement the strategic plan beginning with a calendar of activities for the first 12 months.

When we miss any of these steps, we end up with plans that are not understood nor supported by individuals impacted, thus resulting in initiatives that are usually met with resistance.

