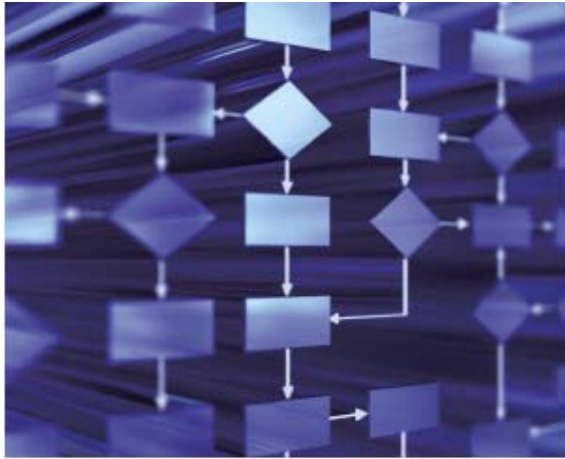




**Building Organizations** **Delivering Results**

**Organizational Design + Effectiveness**



# Beckhard's Model of Change

Mobilizing Commitment and Reducing  
Barriers to Change

# Beckhard's Formula

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

D=Dissatisfaction with status quo

V=clear and compelling Vision

F=First steps to get change going

R=Resistance



# D=Dissatisfaction with the Status Quo

What critical info do people need to have in order to create a shared need for change?

A.K.A. – creating a burning platform

How to increase level of “D”

- Have the leader (DM, CEO) discuss his/her view from the bridge
- External expert describing trends, best-in-class examples
- Valued customer describing current experiences with your business practices
- Financial metrics (cost of poor quality/service or missed opportunity)



# V= Vision for the Future

How will YOU help employees see what success looks like?

A clear, compelling vision for the future

- Must be a vivid description
- Examples: Henry Ford, Dr. Martin Luther King, Jr.

Create big goals for the future

- Example: NASA's mission to put a man on the moon



# F=First Steps to Get the Change Going

- Short and long term goals for achieving the change
- Plans for meaningful involvement
- Quick wins and visible signs to show you mean business
- Measures of success
- Link people to systems
- Communications plan



Sources: Richard Beckhard & Rueben Harris, "Managing Complex Change", 1987 & Queen's University Change Management Workshop, 2007.



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