

Beckhard and Harris' change formula

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C = Change

A = Level of dissatisfaction with the status quo

B = Desirability of the proposed change or end state

D = Practicality of the change
(next practical steps, minimal risk and disruption)

X = Perceived 'pain' of the change
(discomfort, exposure, difficulty, risk)

For change to happen, the forces for change must outweigh the perceived costs of change

Factors A, B, and D must outweigh the perceived costs [X] for the change to occur. If any person or group whose commitment is needed is not sufficiently dissatisfied with the present state of affairs [A], eager to achieve the proposed end state [B] and convinced of the feasibility of the change [D], then the pain [X] of changing is too high, and they will resist the change. The cost is not so much about the monetary value – but the perceived cost/effort involved.

If any A, B or D are zero or near zero, the resistance to change will not be overcome. This means, that if the vision is not clear, or dissatisfaction with the current state is not felt, the likelihood of change is severely reduced. These factors do not compensate for each other if one is low. All factors need to have weight.