Gleicher version of the formula for change

To understand this formula, we need to know where Beckhard and Harris's change model comes from.

C = A x B x D> X

The letters in this formula stand for:

C : change

A : the current degree of dissatisfaction (D)

B : the desired situation

X : the negative side effects of the change (problems, demotivation and risks)

For a change to happen, its power must be great enough to transcend the negative side effects.

Factors A, B and D must transcend the negative side effects of X in order for the change to be implemented.

An organization must ensure that the change produces positive results and does not waste any resources before taking the next step in the process: the Gap analysis . The Gap analysis describes the current situation of the organization and determines what wishes a company has for the future. Finally, the organization must plan and manage the change.

This comparison was the main approach from which Beckhard and Harris rewrote the model.

Kathleen Dannemiller, respected teacher and consultant (1923-2003), often used the formula and modernized and simplified it so that the formula became more accessible to consultants and managers. Dannemiller and Robert W. Jacobs (strategic advisor) were the first to publish the usual version of the formula in 1992.

Gleicher introduced the methodology and Beckhard and Harris promoted the technique, but its success boomed when Dannemiller modernized the formula for change. Since the simplified version was published in 1992, this formula has been popular with today's organizations for applying change management to achieve goals and succeed.