

## FACILITATOR GUIDE · CHANGE &amp; TRANSFORM™

# Presenting Gleicher's Formula for Change

A step-by-step guide for leaders and facilitators: how to explain the formula, work it with a team, and convert the conversation into a first step someone owns.

$$D \times V \times F_1 > R$$

## 1 · Set the frame

State the purpose plainly: this is a framework for understanding what has to be true for change to succeed — in an organization or in a person.

### Script

*"Gleicher's Formula for Change explains what drives change and what stops it. Dissatisfaction, vision and first steps, multiplied together, have to be greater than resistance."*

## 2 · Explain the components

|                      |                                                                                                            |
|----------------------|------------------------------------------------------------------------------------------------------------|
| <b>D</b>             | <b>Dissatisfaction</b><br>The felt cost of present reality. How uncomfortable is the way things are today? |
| <b>V</b>             | <b>Vision</b><br>A clear, specific picture of the future state — what it looks like once the change holds. |
| <b>F<sub>1</sub></b> | <b>First Steps</b><br>Concrete, near-term action that makes the change believable and reduces overwhelm.   |
| <b>R</b>             | <b>Resistance</b><br>The natural pushback: fear, habit, loss, uncertainty, competing priorities.           |

### Worked examples

— **D** — an owner frustrated by declining margin or turnover that will not stop.

- **V** — a profitable business with an engaged team and loyal customers.
- **F<sub>1</sub>** — one measurable goal, one scheduled session, one drafted process change.
- **R** — fear, habit, workload, or a leadership system still rewarding the old behavior.

### 3 • Demonstrate the multiplicative effect

*“The power of the formula is that it multiplies. If any one factor is missing, resistance cannot be overcome — no matter how strong the other two are.”*

- Low dissatisfaction — no felt need to act.
- Unclear vision — no shared destination.
- Missing first steps — overwhelm, then drift.

### 4 • Work the room

Ask these in order and write the answers where everyone can see them.

- Think of a change you have hesitated to make. What is holding you back?
- What frustrations in present reality make change worth the cost?
- If the constraint disappeared, what would the ideal outcome look like?
- What is the simplest first step toward that outcome?
- What specific fear or obstacle is producing the resistance — and what would address it?

### 5 • Apply it to real work

#### Business

A company facing high turnover: dissatisfaction is poor morale and lost productivity; the vision is a cohesive, engaged team; first steps are structured listening, a leadership standard, and a manager enablement plan. Together they exceed the resistance that has held the pattern in place.

#### Personal

A health goal: dissatisfaction is low energy; the vision is a stronger, healthier version of yourself; the first step is one scheduled session and one week of prepared meals.

### 6 • Land the takeaway

*“Dissatisfaction moves people. Vision shows them where. First steps give them a path. Without all three, resistance prevents progress. With them, change becomes not just possible but expected.”*

### 7 • Close with commitment

- Where does this organization fall short today — dissatisfaction, vision, or first steps?
- What one change have you been considering but not acted on?
- What is the first step, who owns it, and by when?

## Questions to ask a client or a leadership team

- What challenges in the business are causing real dissatisfaction?
- What does success look like once that challenge is resolved?
- What small, actionable steps can the team take toward that future state?
- Where is the strongest source of resistance right now?
- What system condition is producing that resistance — and who can change it?

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