

POWER PRINCIPLE · CHANGE & TRANSFORM™

Gleicher's Formula for Change

Change does not fail for lack of a plan. It fails when dissatisfaction is unspoken, the future state is vague, or the first step is missing — and resistance wins by default. Gleicher's formula states the condition that must be true before any change moves.

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

Dissatisfaction × Vision × First Steps must exceed Resistance.

The four elements

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|----------------------|--|
| D | Dissatisfaction
The felt cost of present reality. How uncomfortable is the way things are today? |
| V | Vision
A clear, specific picture of the future state — what it looks like once the change holds. |
| F₁ | First Steps
Concrete, near-term action that makes the change believable and reduces overwhelm. |
| R | Resistance
The natural pushback: fear, habit, loss, uncertainty, competing priorities. |

Why it multiplies

The relationship is multiplicative, not additive. If any one factor is zero, the product is zero and resistance holds:

- No dissatisfaction — people feel no reason to move.
- No vision — people cannot tell what they are moving toward.
- No first step — people feel stuck, and intent decays into talk.

Where it sits in the Compass system

Gleicher states the pre-condition for change. Compass Change & Transform™ supplies the architecture that makes each factor real and keeps it real — the operating framework, the individual adoption journey, and the improvement engine working as one value stream.

Formula element	Compass pillar	ADKAR® outcome	ARC™ move
D — Dissatisfaction	FOUNDATION™	Awareness	Assess
V — Vision	SIMPLIFY™	Desire	Refine
F ₁ — First Steps	LEAD™	Knowledge · Ability	Commit
Sustained result	GROW™	Reinforcement	Assess again

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Five questions for the room

- What is the felt cost of leaving this exactly as it is?
- What does the future state look like, specifically, once this holds?
- What is the first step — small enough to start this week, real enough to matter?
- Where is resistance strongest, and what system condition is producing it?
- Who owns the change, and how will we know it is working?

Signature line. Charter the work. Build adoption. Assess reality. Refine the system. Commit to execution. Institutionalize what works.