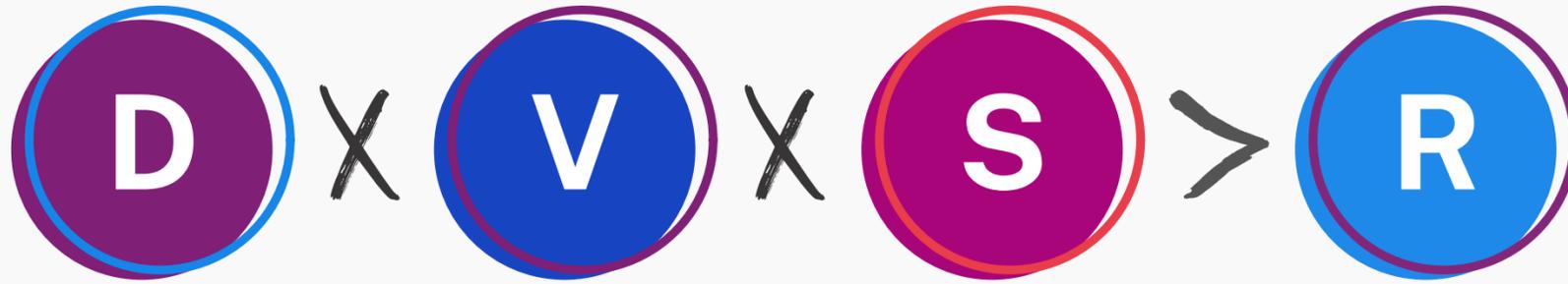


# The Change Equation: A formula for creating successful organisational change

The Change Equation identifies three ingredients for overcoming resistance to change so that effort and emphasis is correctly focussed to overcome resistance. If all three are in place in sufficient amounts and multiplied together then there will be enough momentum to overcome resistance. If any of the ingredients are missing the result of the equation will be zero and therefore no change will happen.



Is **dissatisfaction** felt with the present amongst who need to change

The **vision** of the future must be attractive to the people who need to change

Confidence in taking the first **steps**

**Resistance** or personal cost of changing

## what can it be used for?

This technique can be used to prepare for dealing with people who may be resistant to change - the three ingredients should be used as a checklist to decide how to address the 'missing' ingredient.

As a diagnostic tool for facilitators, it can be used daily, fine-tuning what you say and helping you choose what tools and techniques you employ from the kitbag. For example, where dissatisfaction appears low, this may be because of complacency. The intervention required will be different from that required where people are dissatisfied but lack the confidence to change things.

## how to do it...

Identify the individuals or groups that you will be working with and assess the level of **resistance** to change using your knowledge.

Ask yourself:

1. Do I need to/am I trying to create **dissatisfaction**?
2. Do I need to/am I trying to help paint the picture of the **vision**?
3. Do I need to/am I trying to build **confidence**?

Plan and prepare your approach and supporting information and kitbag tools to match the needs of the group



Asking the group questions to establish your understanding is a useful first step when working with new people. e.g. What needs to change around here? What is the vision for your team? Where is the business going? How do you feel about this new way of working?

Remember this is a broad rather than precision diagnostic tool, the needs of a group can change during the course of an hour or so as they become better informed. A group that starts with no dissatisfaction can transform into a group that is hungry for information about the future.