



The Tipping Point: Assessing Readiness with DVF>R

Sometimes there is interest and energy in going towards a new direction, but for some reason the work loops around and doesn't progress. There is a ripeness that must be present in the issue itself as well as in the group in order for change to occur. One way to measure this ripeness is to use the DVF>R model.

Essentially this states, that the:

- Dissatisfaction with the status quo, disappointment with past results or performance, despair over how things are going, must be present, tangible and unlivable. Together with,
- A Vision for how things could be better, the new direction to go. Together with,
- First Practical Steps of how to proceed, how to organize the thinking and work, which step to do first, must be greater than the
- Resistance to learning or change. Resistance ALWAYS exists for a reason and it is important to understand where the resistance comes from, not just plow through or around it. Take the time to determine why the resistance exists, and try to include these factors within the change process.
- If any elements are missing, the product will be zero, and the desired change will not occur:
 - D but no V or F = frustration
 - D and F, but no V = flavor of the month
 - V and F, but no D = wishful thinking

Change is difficult. To effectively execute a strategy, one must *enable* change, as well as *understand* and *overcome* the resistance to change. The DVF>R model popularized by Dick Beckhard and Kathie Dannemiller recognizes that each item will help assess a group's readiness to achieve radical change. This formula can be used at the beginning of a change process to determine the factors involved. In particular, the "D" and the "R" can be strong clues to the patterns of the group that may need to be identified and shifted in order for change to be sustainable.

The DVF>R change model was popularized by Dick Beckhard and Reuben Harris (originally written as C+ABD>X by David Gleicher) in their 1987 book, Organizational Transitions: Managing Complex Change. The terms were renamed by Kathleen Dannemiller, making them more accessible and understandable to the general public.

For more information: http://www.valuebasedmanagement.net/methods_beckhard_change_model.html