As we learned, the D,V,F > R formula is as follows:  
  
D – Dissatisfaction with the current state to be motivated for change. If the dissatisfaction is low, the urgent need for change may not be strong enough to warrant change.  
V – Vision for the future must be strong and clear in order to bring on change. If there is not a strong vision for the future, change will not likely occur.  
F – First steps must be taken to move toward the vision. Once initial wins are witnessed, benefits of moving forward with change to get to the vision will be more evident. If no steps are taken, change will likely not occur because people will not see or understand how they get to the vision.  
R – Resistance to change may be great because people tend to shy away from the unknown. We are creatures of habit, and we will always resist change to a certain degree.   
  
The DVF>R formula shows us that a strong dissatisfaction of the current system, a clear vision, and first steps toward the vision will accomplish change. However, if resistance is equal or greater to these three things, change will not likely occur.   
  
One of the changes I witnessed was an integration of our End of Lease Specialist position and our Asset Remarketing position when I worked in our Asset Management department. When I left the department last month, the training for the integration was in full force, yet employees were still feeling the pain of the new change. I worked as an End of Lease Specialist for about 9 months before being promoted to an Asset Remarketer. The vision of smashing the two roles together was not appealing to me, as the End of Lease position was more of a glorified customer service position, whereas the Asset Remarketing position was more of a sales position (selling off-lease equipment). My initial thought of learning about the integration was one of disappointment. I worked hard to get promoted to being an Asset Remarketer, and the thought of having to go back to working in more of a customer service role did not appeal to me at all. My former boss did not portray a clear vision of the “whys” behind this, and how he envisioned this integration benefiting our group. It was a great move for my co-workers who were in the End of Lease position; it was essentially a promotion. However, the Asset Remarketers viewed this whole integration as a major step backward (moving from sales into customer service). I know my former boss had to go forward with the integration because he was told to by his boss, however, I believe if he would have spent more time communicating with us what he saw as NOT working and how he envisioned this change benefiting us in the future, we may have seen more dissatisfaction with the way we were operating and would have welcomed the change. In the end, the resistance to change for a couple people was just too high to believe in the integration. One of my co-workers left the company after many years, and I was offered a position doing project analysis and administrative work, which I felt was a great opportunity to move forward with my career.