

Force Field Analysis 2

What Force Field Analysis is a visual listing of possible forces driving or preventing change. When a change is planned, Force Field Analysis helps you look at the big picture by analyzing the forces impacting the change and weighing the pros and cons. Forces that help you achieve the change are called "driving forces." Forces that work against the change are called "restraining forces." By knowing the pros and cons, you can develop strategies and goals to reduce the impact of the restraining forces and strengthen the driving forces.

When Force Field Analysis is used when you are trying to institute a change and you want to know the relative forces for and against the change. It can also be used to develop an action plan to implement a change. Specifically it can:

1. Identify obstacles to success
2. Determine if a proposed change is feasible and realistic

How

1. **Set up the chart:** Using a board or flip chart, write the problem at the top of the page in terms of a lack or shortfall. For example, "We need to better Implement TQL." Draw a line down the center, then one across the chart about 3 to 4 inches below the goal statement. Above the left column, on the line, write "Driving," and on the right, write "Restraining". Alternatively, the goal statement may be written as a problem or a lack of something, with the arrow going the opposite way. Divide the paper into two columns by drawing a line down the middle. At the top of the left column, write "Driving Forces." Label the right column "Restraining Forces."

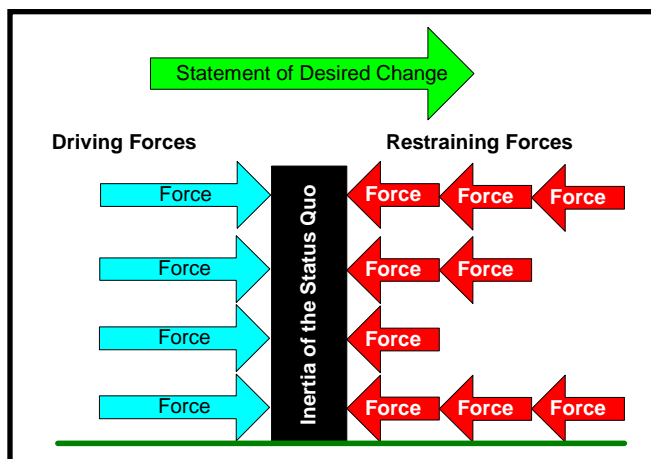
2. **Brainstorm list of items:** Using the rules for brainstorming to generate a list of both driving forces and then identify the restraining forces for each driving force.

3. **Discuss placement of individual items on chart:** Discuss each item to ensure all participants understand its meaning. Toss out repetitive items. Add new ideas to the list of items for discussion. Place items under the appropriate heading.

4. **Assign a relative strength of each item:** Discuss and assign a strength of each item on both sides. Based on the imbalance of forces and a discussion regarding the necessity of proceeding, decide if the goal or change is feasible. If so, devise a manageable course of

action which:

- Strengthens driving forces
- Weakens restraining forces
- Creates new driving forces



CAUTION!

Advisor should remain neutral.

Use a structured brainstorming process if participants are unfamiliar with one another.

Stick to the brainstorming rules.