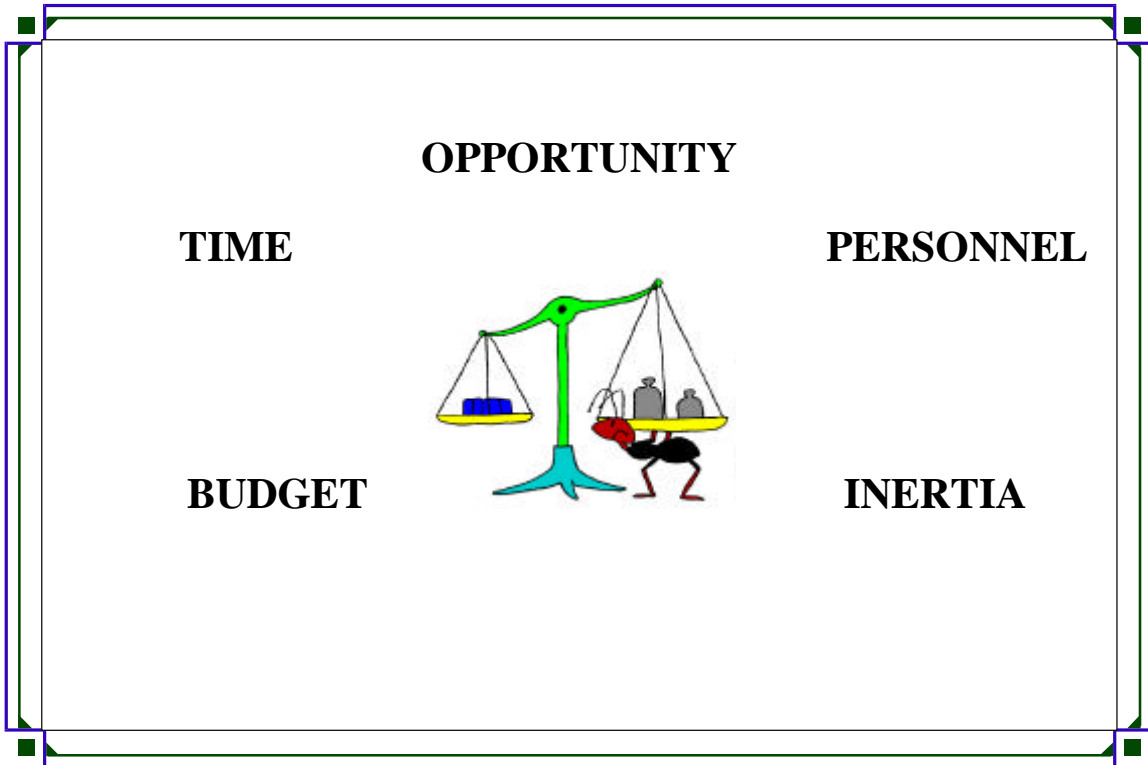


FORCE FIELD ANALYSIS



Purpose

Force Field Analysis is a method for analyzing, organizing, and displaying elements which resist (Restraining Forces), and elements which push (Driving Forces) for change to a desired state.

Force Field Analysis is an attempt to understand how change occurs. Change is viewed as the result of a struggle between forces that are seeking change and those favoring the status quo. Change results when the forces driving the change are stronger than the restraining forces.

Force Field Analysis assists teams in the careful analysis of a situation when they are planning for change. Once driving and restraining forces are identified, teams can make

plans to use and support the available driving forces and overcome the restraining forces that may prevent implementation of a solution. These plans to facilitate change should be included as a part of the team's Action Plan.

Force Field Analysis is also useful in situations where several ideas are being considered for their potential. If several equally effective solutions are available, the ease of implementation, as determined by a **Force Field Analysis**, may help the team decide on a course of action.



Process

1. Identify the potential improvement, task, change, or concern to be analyzed.
2. State what the situation is (current state) and what it should be (desired state).
3. Draw a line down the center of a flipchart and label the left side “Driving Forces” and the right side “Restraining Forces.”
4. Use brainstorming to identify the existing forces which are, or can help to move the situation to the desired state. These will be listed in the “Driving Forces” column later.
5. Use brainstorming to identify the existing forces which are keeping the situation where it is, or are causing it to get worse. These will be listed in the “Restraining Forces” column at a later time.
6. Rank all listed items as high, medium, or low.
7. Match up restrainers with drivers that could balance or overcome their influence.
8. List matching drivers and restrainers on the chart. Each idea should have an arrow drawn under it pointing to the right or the left indicating that it is helping or hindering the movement of the situation to the desired state.
9. List non-matching drivers and restrainers. Then, brainstorm offsetting drivers for the non-matched restrainers (it is not necessary to come up with a driver for every

restrainer). These ideas should be listed in the “Driving Forces” column and circled to signify they are proposed, not existing.

10. Identify items needing team action using your rankings (High, Medium, Low).
11. Focus first on reducing or eliminating restrainers.
12. Develop an action plan based on the needs and priorities developed.



Example

Telephone Customer Service

<p>Current State: Phones not answered by the third ring.</p>	<p>Desired State: Phones answered before the third ring.</p>
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Driving Forces	Restraining Forces
<p>Customer Dissatisfaction →</p>	<p>← Number of staff available to answer phone (High)</p>
<p>Desire for improved customer service →</p>	<p>← Population growth (Low)</p>
<p>Administration support for change →</p>	<p>← Current automation technology (Medium)</p>
	<p>← Current telephone technology (Medium)</p>
	<p>← Budget limitations (Low)</p>



Key Points

- Driving and Restraining Forces can be anything. Among them are supplies, equipment, personnel, money, regulations, traditions, and resistance to change.
- When listing forces, be as specific as possible.