Force Field Analysis

Problem
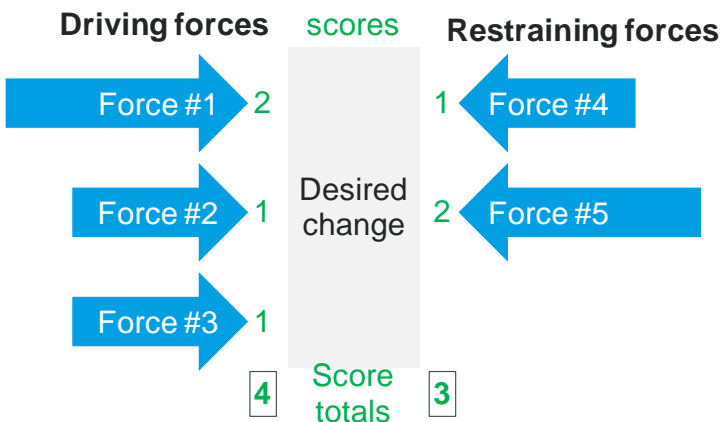How to implement a desired change?

Difficulty

Easy to use

Force field analysis helps identify those forces that help accomplish a goal and those forces that hinder the attainment of that goal.

Desired change → **Force Field Analysis** → Strategy to implement change

Driving forces | scores | Restraining forces

Force #1 2 | | 1 Force #4

Force #2 1 | Desired change | 2 Force #5

Force #3 1 |

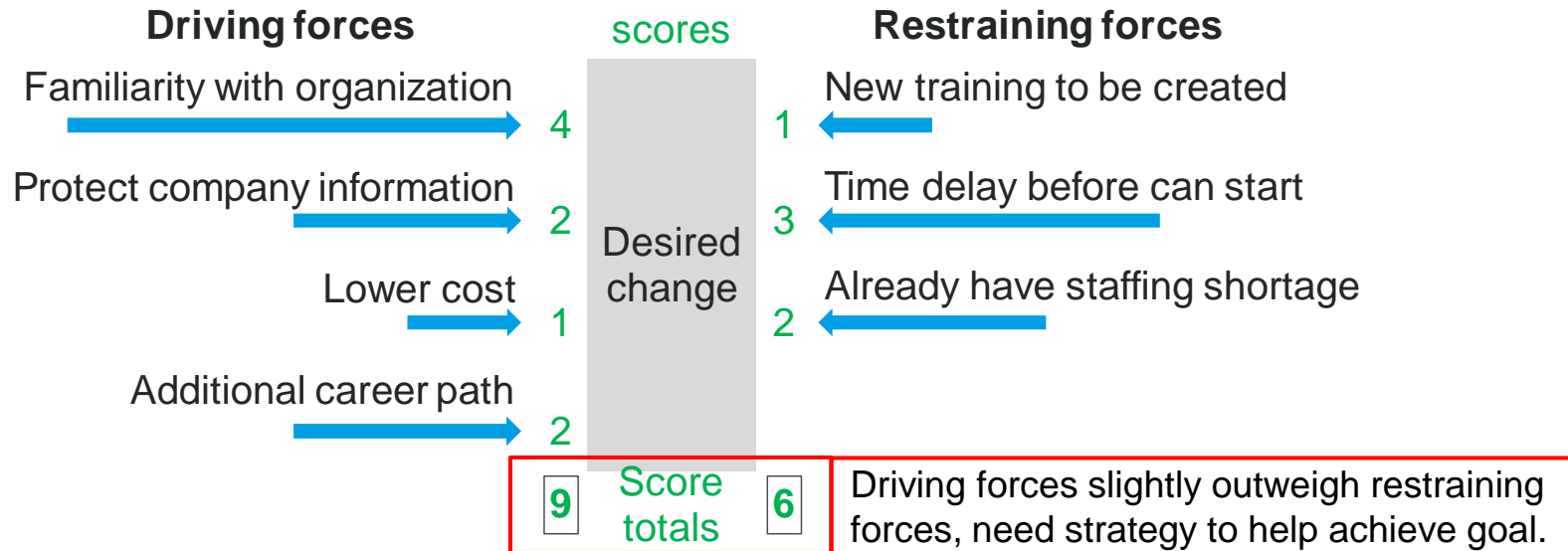**4** | Score totals | **3**

Forces
- *favorable* (same as) *driving*
- *unfavorable* (same as) *restraining*

1. Clearly define the desired change.
2. Determine *favorable* driving forces for the change
3. Determine *unfavorable* driving forces for the change
4. Score the driving forces according to the degree of influence (low numbers for less influence and high numbers for more influence).
   - In a graphic, vary the length of the arrow.
5. Total the scores.
6. If the difference between favorable and unfavorable driving forces is too small, create a strategy to
   - strengthen the favorable driving forces; and
   - weaken the unfavorable driving forces.
7. Repeat steps 2-6.

Force Field Analysis – Example – Hire Consulants

**Goal:** *Use <u>internal consultants</u> instead of hiring <u>external consultants</u>.*
Force Field Analysis: Might look like the following:

Driving forces	scores	Restraining forces
Familiarity with organization → 4		1 ← New training to be created
Protect company information → 2	Desired change	3 ← Time delay before can start
Lower cost → 1		2 ← Already have staffing shortage
Additional career path → 2		

9 Score totals **6**

Driving forces slightly outweigh restraining forces, need strategy to help achieve goal.

Hence, to encourage the desired change (that is, "use internal consultants"), you could, before promoting this change:
1. Codify the roles and responsibilities of consultants (needed for training) – **partially mitigates "New training …".**
2. Encourage potential internal consultants to take workplace training for new roles – **partially mitigates "Time delay …"**
3. Increase staffing efforts – **partially mitigates "Already have …"**
These activities will increase the value of (driving-restraining) forces.

A graphical representation
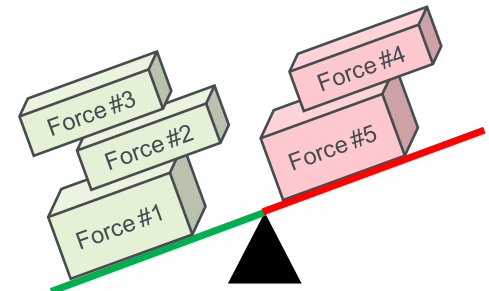
Force Field Analysis – Notes

Slide 1

1. The Force Field Analysis concept was created by Kurt Lewin in 1940.
2. Some organizational concerns do not fit well using Force Field Analysis, such as safety issues. These factors should be included in a larger analysis.
3. While Force Field Analysis identifies decision making forces, it can be subjective. For important decisions, multiple tools – including Force Field Analysis – should be used.
4. To identify favorable and unfavorable driving forces for a specific change, use brainstorming and other tools.

Slide 2

1. Many types of graphics can be used to show the results of a Force Field Analysis.
2. While each force can have the same weight, the more common case is that each force has a team determined weight.