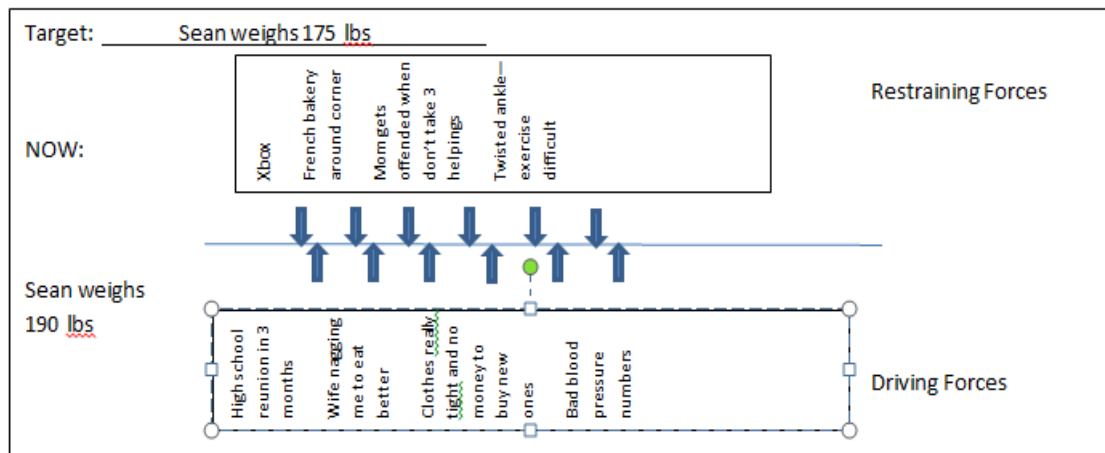


Force Field Analysis

Summary: Force Field Analysis is a way of working with the natural tendency of organizations to be in a constant state of equilibrium—there are always forces driving change and there are always forces restraining change. These operate together to mostly maintain the status quo. After agreeing on the current state as well as the target (the desired future state), the focus moves to identifying those forces that restrain movement and those that drive it—both existing forces and new forces that could be added to the mix. Once the forces are identified, the process moves to developing strategies to reduce the power of restraining forces and to goose up driving forces or add new ones.

Example: (In real life you'd identify as many forces and strategies as possible)



Strategies—reduce power of restraining forces

Hide the Xbox

Take a new route to work that avoids the bakery

Refuse to answer the phone when mom calls

Consider telling mom what the problem is and ask for help

Find some upper-body exercises as well as some seated lower-body exercises that don't require much weight on the ankle

Strategies—increase power of driving forces

Post a picture of myself from high school on the bathroom mirror and on the refrigerator

Ask my wife to help me plan better meals

Ask if she'll agree to eat what I'm eating

New: Throw out tempting food—if it's not there, I can't eat it.

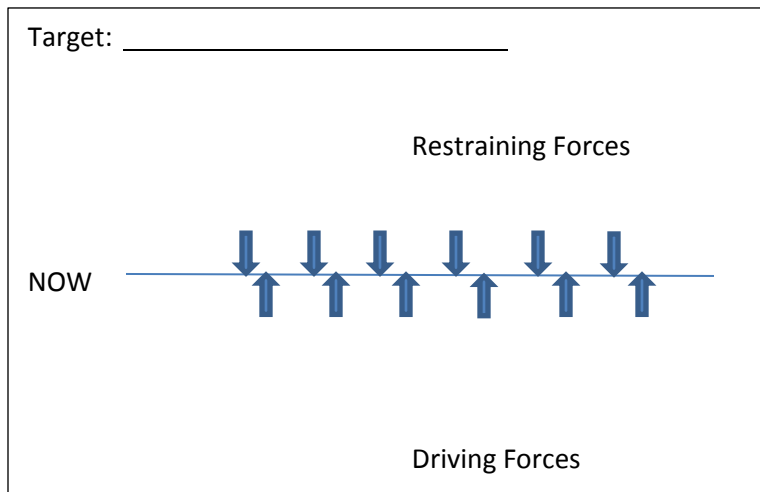
Make a shopping list of healthy stuff and stick to it (get Cathy to agree)

Note: It is often most effective and least disruptive to reduce the impact of restraining forces.

Process:

1. Set up worksheet as shown in Figure 1, below. If working in a group, use newsprint and post on the wall with the long side running horizontally. Consider using two sheets, taped end-to-end. If working individually, use landscape orientation for paper. Have additional newsprint available.

Fig. 1



2. **Identify “now”**—the current state.
3. **Identify the “target”**—what are you hoping to move to?
4. **Identify driving and restraining forces**—brainstorm using a facilitator. Complete identification of driving forces first and then complete identification of restraining forces. Remember: brainstorming involves getting a lot of ideas out. The facilitator should keep it moving, write down what people say, and should NOT edit or criticize.
5. **Prioritize forces.** Remember that brainstorming without subsequent prioritization is pointless. Way to prioritize: Give everyone several votes, based on how many forces you want to end up focusing on—function of time and complexity of issue. Have people place check marks next to their top three or five or whatever.
6. **Strategy formation.** Use newsprint to do the following:
 - Identify ways of reducing the power of the restraining forces
 - Identify ways of using more effectively and/or increasing the power of *existing* driving forces.
 - Add *new* driving forces.
7. **Prioritize strategies.** (See number 5, above.)
8. **Follow implementation process if moving forward.** Examples: Identify first steps for implementation. Assign responsible parties. Establish timeline. Follow up dates.