Force Field Analysis

What:
To move an organization or any situation off of the status quo, takes some significant energy. To achieve a goal, you must recognize the forces that both support and keep you from your goal. Plan to strengthen those that can augment or support the goals. For instance, if your home energy costs are much higher than you think they should be, you might use this method to figure out what can help you get to your goal and what's keeping you from reaching it.

This is a simple graphic way of understanding the forces that move us toward and away from our goals.

When:
Force field analysis is helpful when you need to understand what elements need to change in order to ensure success.

How:

Step One: Decide what your goal is. Describe this goal as in the example. Draw a line down the middle of your chart. This line represents your goal.

![Chart]

Step Two: Describe your current situation. Draw a line toward the middle of the chart to represent the way things are.

Step Three: Brainstorm the forces that are supporting your efforts to achieve your goal. Think about forces with you as an individual, forces within the department and within the company.

Step Four: Brainstorm all the influences that keep you from your goal or move you away from it.
Restraining Forces

CURRENT COSTS

- OLD INEFFECTIVE APPLIANCES
- POOR INSULATION
- SMALL LAUNDRY LOADS
- HOME ENTERTAINMENT
- LIGHTS LEFT ON
- SPOUSE LIKES HEAT
- SIZE OF HOUSE
- AMOUNT OF GLASS IN HOUSE

Goal

LOCAL CONSERVATION CAMPAIGN
INCREASED COSTS
INSULATION
MORE FLUORESCENTS

Supporting Forces
Another format which is useful to support behavioral changes is:

**FORCE FIELD ANALYSIS FORM**

**Step One:** Identify the desired outcome. Brainstorm the driving forces and the restraining forces.

**Desired Outcome(s)** I want to delegate more, to empower my people to leave me more time to deal with strategic challenges.

<table>
<thead>
<tr>
<th>Weight</th>
<th>Driving Forces</th>
<th>Present</th>
<th>Restraining Forces</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>I got Praxis feedback.</td>
<td></td>
<td>I never have done it.</td>
<td>45</td>
</tr>
<tr>
<td>20</td>
<td>My people are ready.</td>
<td></td>
<td>Afraid of risk.</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>It is part of PE.</td>
<td></td>
<td>Is it really the right way to do business?</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>All successful leaders do it.</td>
<td></td>
<td>My people will want more money as they take on more responsibility.</td>
<td>10</td>
</tr>
<tr>
<td>15</td>
<td>I need more time.</td>
<td></td>
<td>My boss will rip me open at the staff meeting if I don't have all the answers.</td>
<td>45</td>
</tr>
<tr>
<td>15</td>
<td>I can leverage against key staff.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Step Two:** Distribute values to each entry. Total of values equals 100.
Step Three: List the top three issues in boxes A, B, and C. Then generate a list of possible actions to meet these challenges.

Strategic Approaches

A

B

C

Possible Action Plans

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Step Four: Develop a clear specific action plan to ensure success.

<table>
<thead>
<tr>
<th>No.</th>
<th>Action Step</th>
<th>By When?</th>
<th>Who Involved?</th>
<th>Resources Required</th>
<th>Success Measures</th>
</tr>
</thead>
</table>

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