Continuous Improvement Toolkit

Force Field Analysis
Force Field Analysis

A decision making technique that can be used to analyze the Pros and Cons of any decision.
Force Field Analysis

It looks at the **forces** that are either driving or blocking movement toward a **goal**

![Diagram of Forces for and Forces against]

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Force Field Analysis

Better decisions are made by **weighing up** the pros and cons, then determining the force that will win!
Force Field Analysis

This technique is **widely used** in the fields of:

- Organizational change and development
- Business process management
- Social and cultural sciences
Force Field Analysis

Uses . . .

To analyze the pros and cons of any organizational decision

When decision making isn’t going well

To explain the reasons behind the taken decision
By analyzing both the helping and the hindering forces, decision makers can make more intelligent business decisions in a team-oriented manner.
Force Field Analysis

Examples of Uses

Deciding whether to move ahead with a **change** proposal or not

Deciding whether to **employ** an internal or an external consultant
Force Field Analysis

How to Construct a Force Field Diagram

Gather the team. Involve experts where appropriate

Describe the decision that needs to be made
How to Construct a Force Field Diagram

Write the **decision** in a box at the top middle of a paper or white board.
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How to Construct a Force Field Diagram

Draw a line from the box down the middle of the paper.
How to Construct a Force Field Diagram

List all possible **helping forces** left to the line

List all possible **hindering forces** right to the line

Each argument or force could be shown in an **arrow**
How to Construct a Force Field Diagram

Allocate a **numerical score** to each force indicating its significance (e.g. from 1 to 5)
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How to Construct a Force Field Diagram

Add up the scores of both lists to find out which force wins

Actions should be taken where forces are greater
### Force Field Analysis

#### Questions to Help Identify the Forces Involved

- What are the **benefits**?
- What are the **costs**?
- What is the **best** or **worst** thing that could?
- How easy or difficult will it be to **implement**?
- How **long** will it take?
- How could it **fail**?
- What must we do to make it work?
Example – Implementing a content management solution

Implementing a content management solution

- Helps in implementing change: 4
- Likely to face huge resistance: 3
- Makes it easy to share documents: 3
- The cost is high: 4
- Supports process automation: 3
- Difficult to measure the benefits: 2
- A cloud solution is available: 2
- Lack of technical expertise: 2
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Example – Employing an internal over an external consultant

Employing internal consultants over external ones

- Familiarity with the organization: 5 → 3
- Not exposed to best practices: 3 → 3
- Protecting privacy: 3 → 3
- Difficult to recruit candidates: 5 → 1
- Potential senior managers: 1 → 1
- Likely to face size reductions: 1 → 1
- The cost is significantly less: 5 → 1
- Difficult to accurately measure the true costs and benefits: 1 → 1

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It’s important to identify as many of the factors as possible.

The length or thickness of each arrow may indicate the weight of the force.
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Further Information

Care should be taken for factors relating to environment, health and safety.