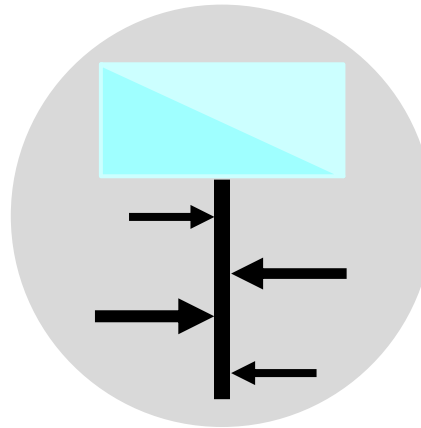


# Continuous Improvement Toolkit

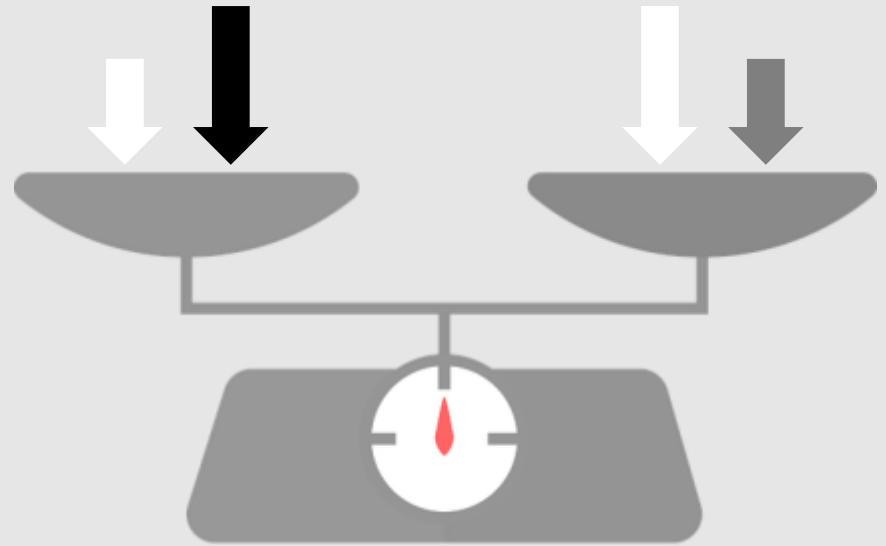
## FORCE FIELD ANALYSIS



# FORCE FIELD ANALYSIS

A basic decision-making technique that is used to analyze the **forces** behind any decision.

Better decisions are normally made by **weighing up** the helping and hindering forces then deciding whether to go for or against the decision



# FORCE FIELD ANALYSIS

Decision makers can make more **intelligent business decisions** in a team-oriented manner



# FORCE FIELD ANALYSIS

Force field analysis is widely used in the fields of . . .

Project and  
process  
management

Change  
management and  
organizational  
transformation

Social and  
cultural  
sciences



# FORCE FIELD ANALYSIS

Can be used by change agents and leaders at any level to analyze the **pros** and **cons** of any organizational decision.



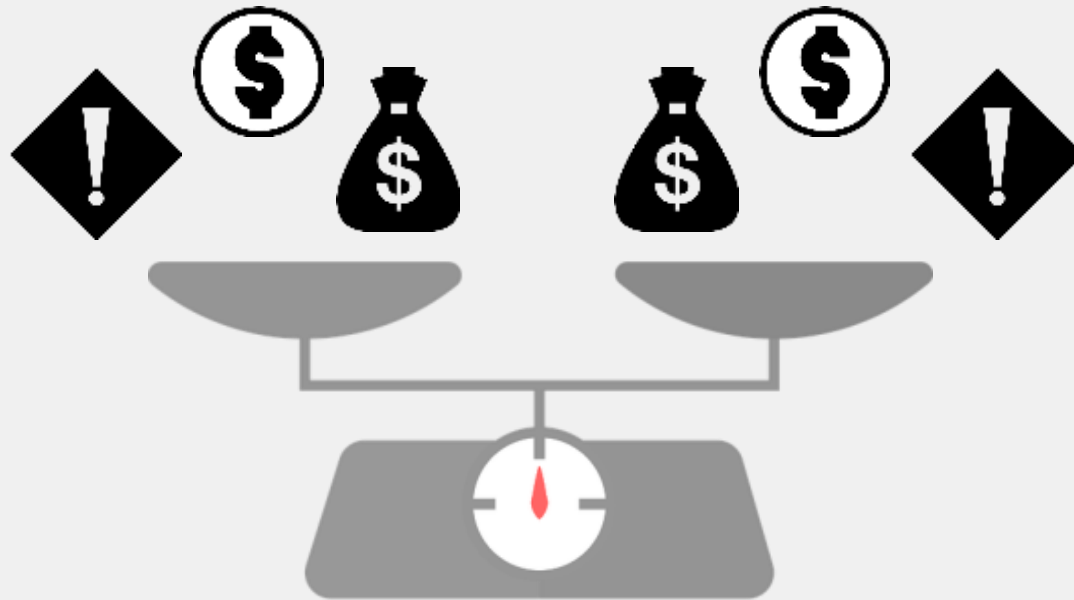
# FORCE FIELD ANALYSIS

It may be used when decision making is difficult or challenging, and you need a **quick tool** to make a go no-go decision.



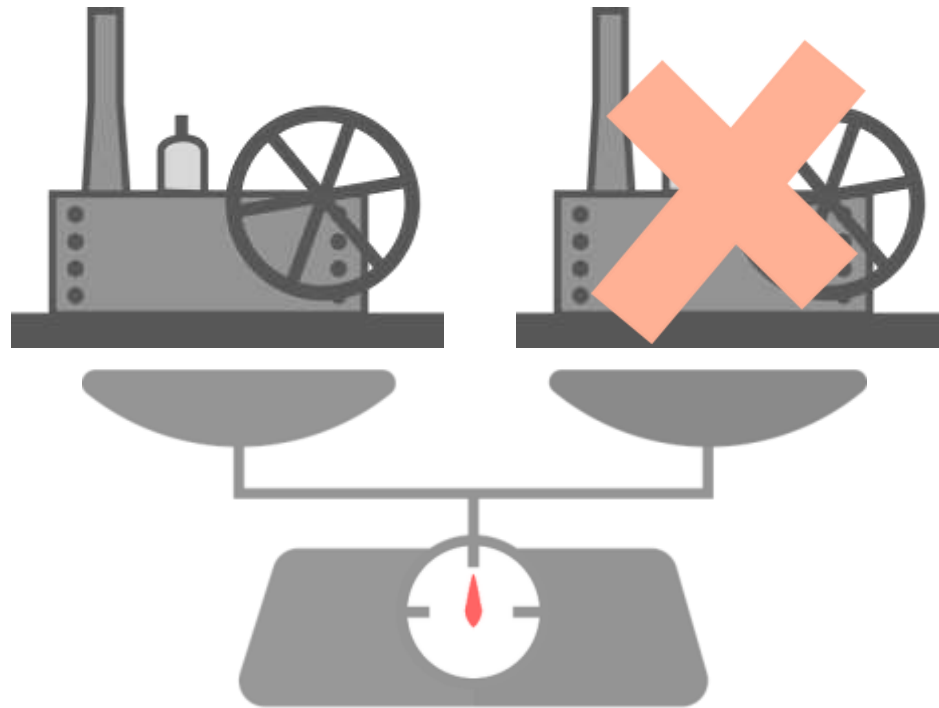
# FORCE FIELD ANALYSIS

It allows to better understand the benefits, costs and risks related to the decision, making it useful to explain the **reasons** behind making this or that decision.



# FORCE FIELD ANALYSIS

An example in which this technique can be used is deciding whether to install a new machinery in a production line or not.





# FORCE FIELD ANALYSIS

## Other Examples . . .

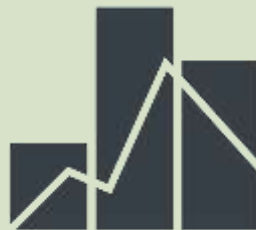
Deciding whether to move ahead with a **change** proposal or not.



Deciding whether to **employ** an in-house team or use outsourced professionals.



Deciding whether to expand the **business** or keep it stable and profitable.

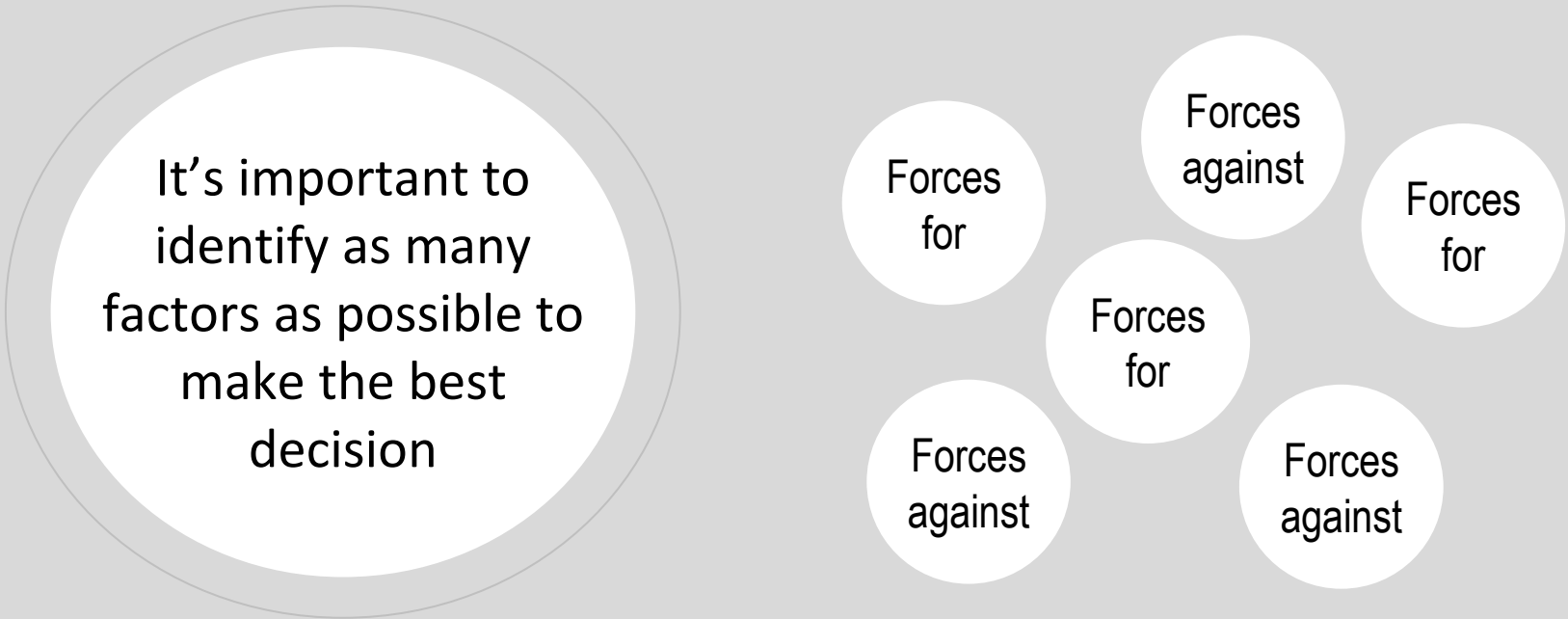


Deciding whether to develop your own **system** inhouse or start using a commercial solution.



# FORCE FIELD ANALYSIS

Force field analysis looks at the **forces** that are either driving or blocking movement toward making a decision or change.



It's important to identify as many factors as possible to make the best decision

Forces for

Forces against

Forces for

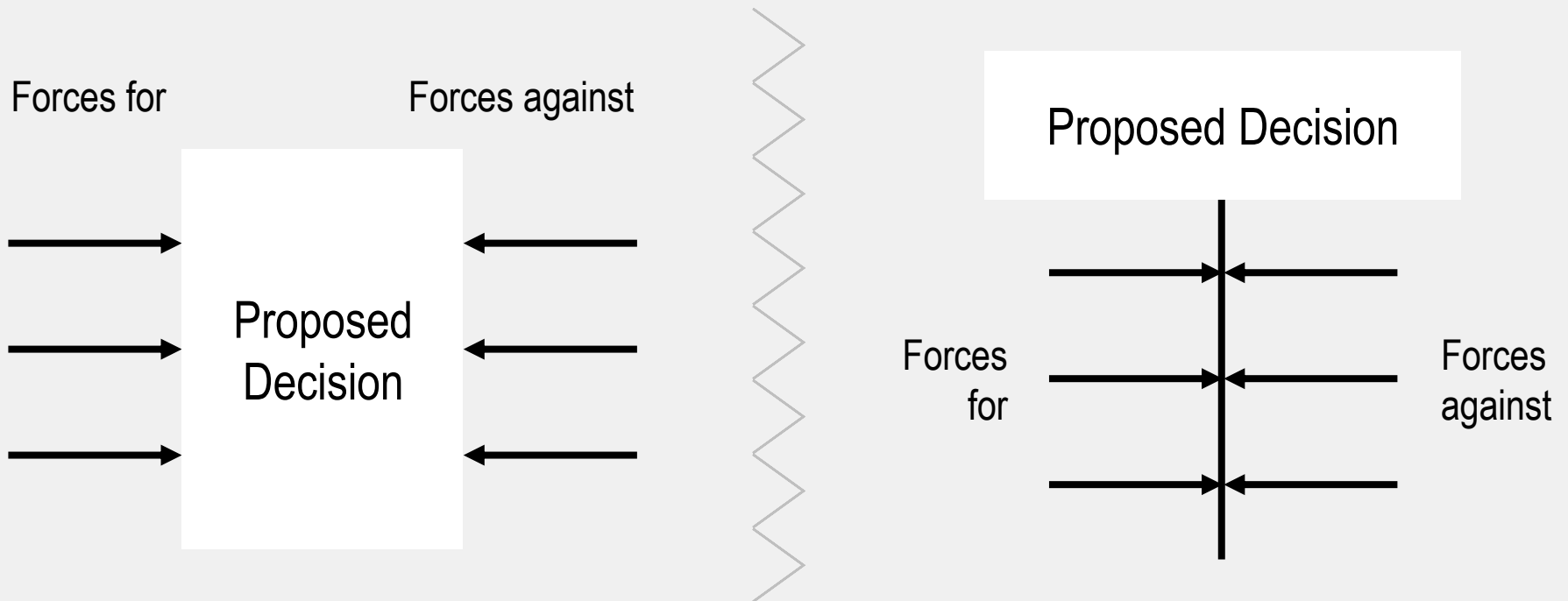
Forces for

Forces against

Forces against

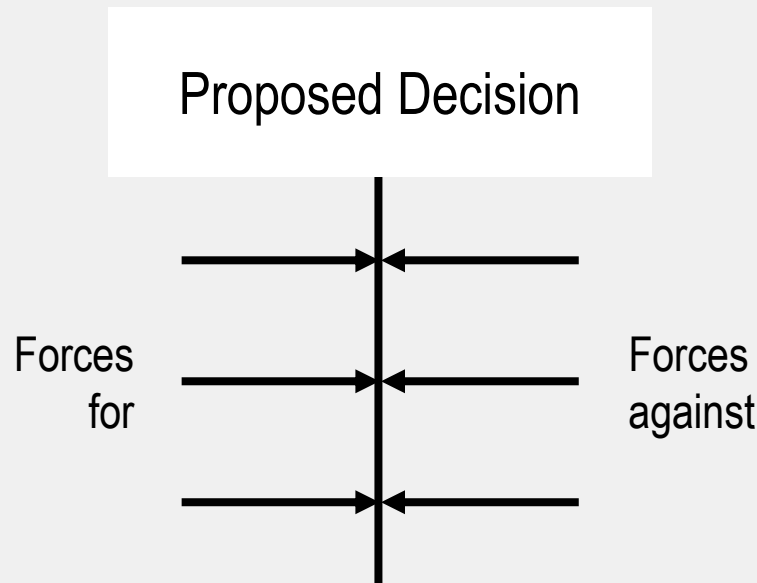
# FORCE FIELD ANALYSIS

It is often represented in the form of a **diagram** to make the exercise more visually engaging.



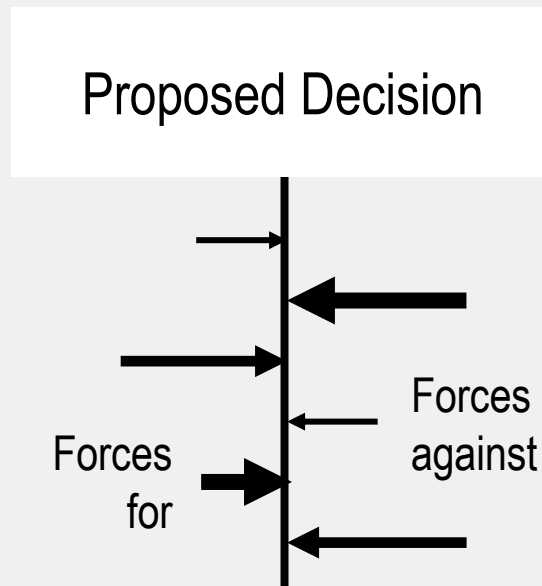
# FORCE FIELD ANALYSIS

You simply need to list all possible helping forces left to the line, list all possible hindering forces right to the line, assign scores according to the degree of influence each force has, then find out which side wins.



# FORCE FIELD ANALYSIS

Note that the **length** or **thickness** of each arrow indicates the weight of the force.

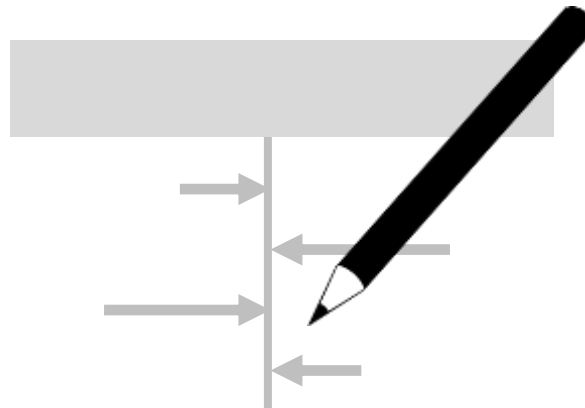


# FORCE FIELD ANALYSIS

## How to Construct a Force Field Diagram

Gather the team and involve experts where appropriate

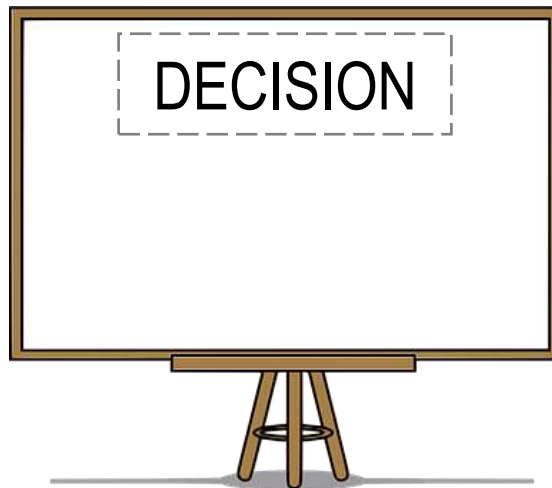
Describe the decision that needs to be made



# FORCE FIELD ANALYSIS

## How to Construct a Force Field Diagram

**Write the decision** in a box at the top middle of a flipchart paper or whiteboard



# FORCE FIELD ANALYSIS

## How to Construct a Force Field Diagram

**Draw a line** from the box down the middle of the paper



DECISION

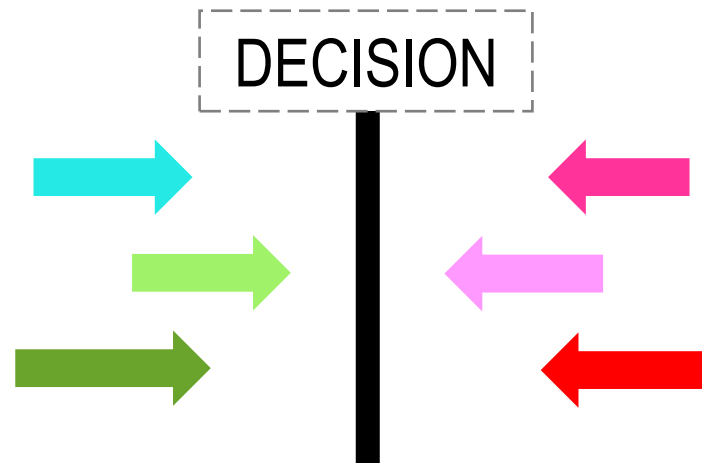


# FORCE FIELD ANALYSIS

## How to Construct a Force Field Diagram

List all possible helping forces left to the line, then list all possible hindering forces right to the line

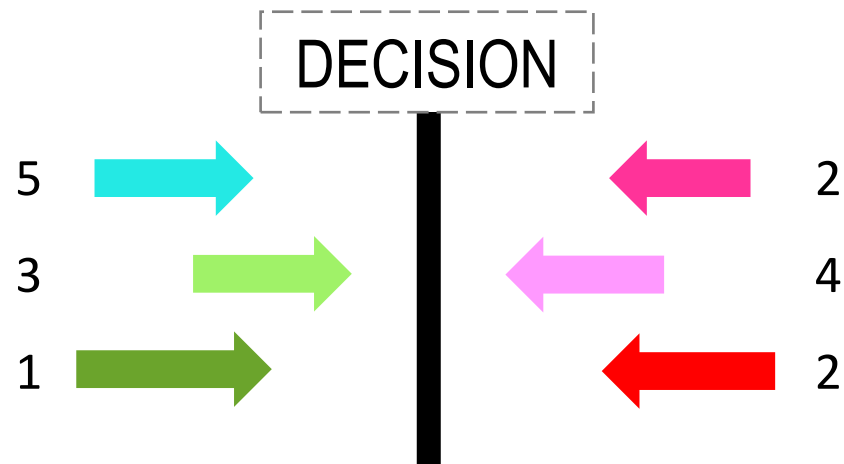
Each argument or force could be shown in an **arrow**



# FORCE FIELD ANALYSIS

## How to Construct a Force Field Diagram

Allocate a **numerical score** to each force indicating its significance (e.g., from 1 to 5)

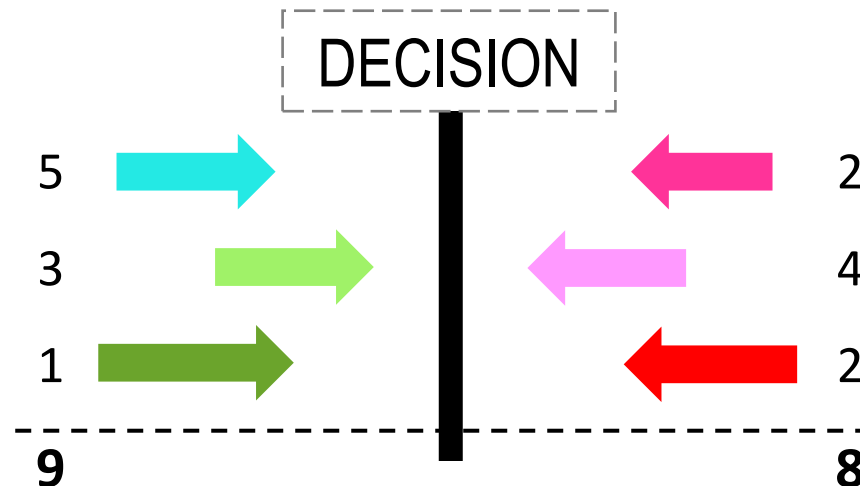


# FORCE FIELD ANALYSIS

## 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 costs and benefits?

What is the best and worst thing that could happen?

How easy or difficult will it be to implement?

How long it will take?

What would happen if the decision was not made?

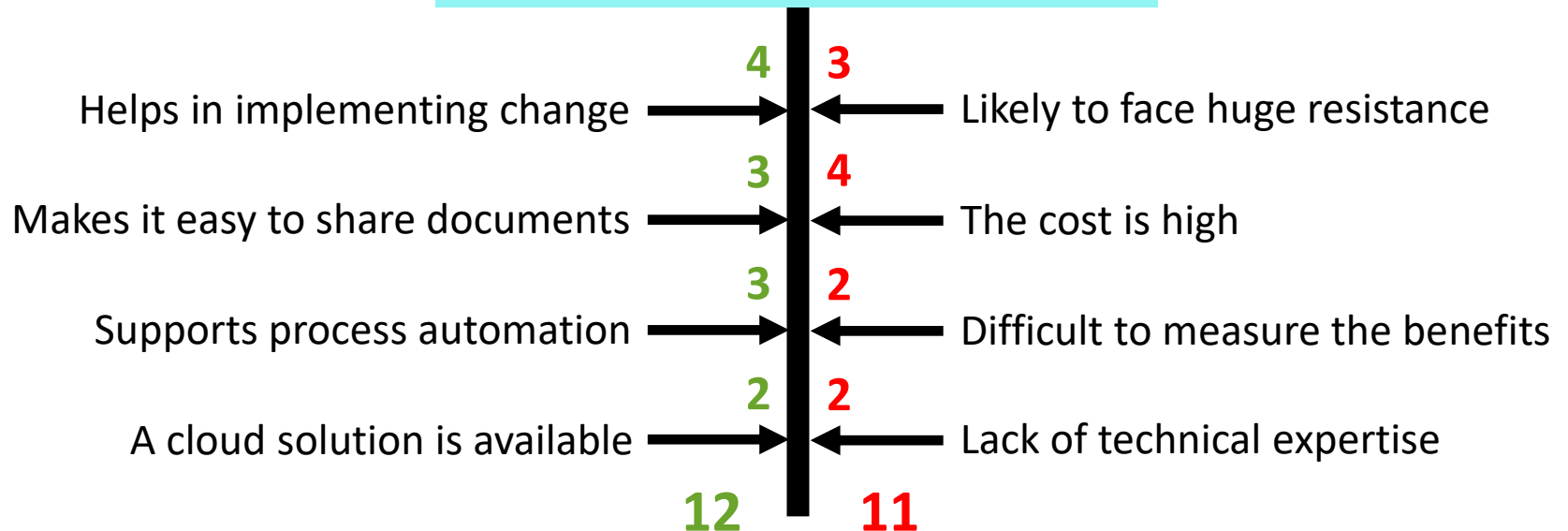
What must we do to make it work?



# FORCE FIELD ANALYSIS

## Example – Implementing a Content Management System

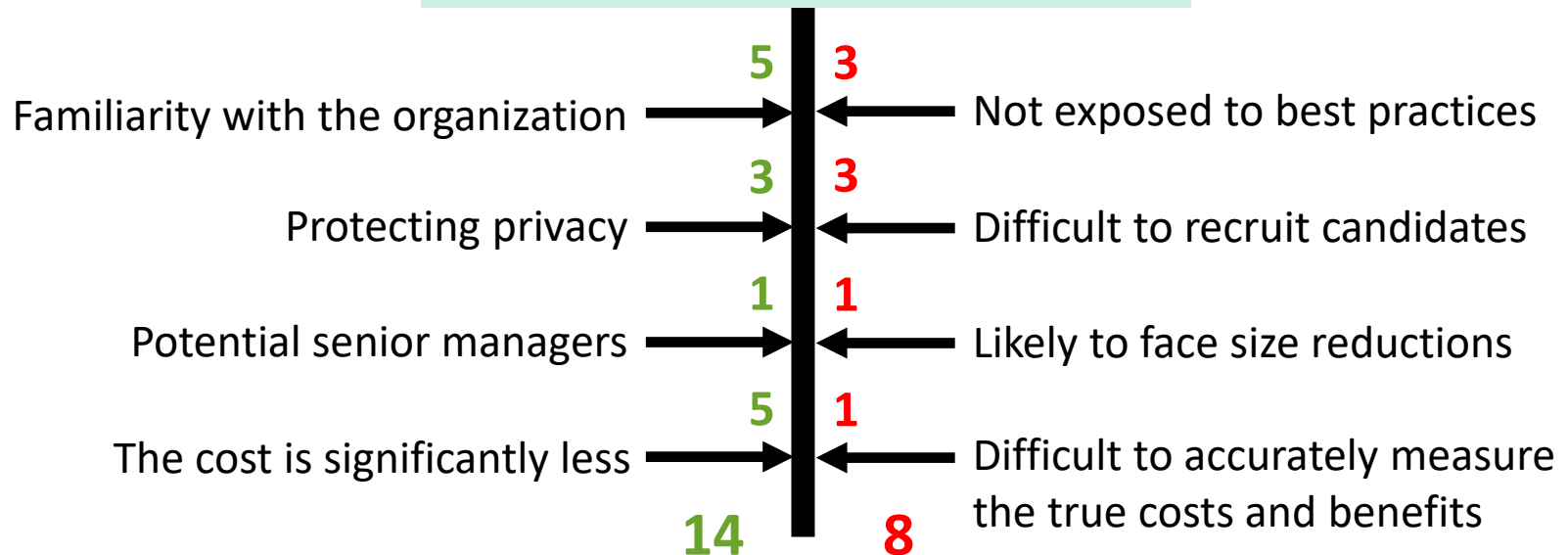
Implementing a content management system



# FORCE FIELD ANALYSIS

## Example – Employing an Internal Over an External Consultant

Employing internal consultants  
over external ones



# FORCE FIELD ANALYSIS

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The Continuous Improvement Toolkit

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