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.
It looks at the forces that are either driving or blocking movement toward a goal.
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.
Force Field Analysis

Benefits:

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:

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

- Deciding whether to employ an internal or an external consultant...
How to Construct a Force Field Diagram:

- Gather the team. Involve experts where appropriate.
- Describe the decision that needs to be made.
- Write the decision in a box at the top middle of a paper or white board.
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 on 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).
- Add up the scores of both lists to find out which force wins.

Actions should be taken where forces are overwhelming.
Force Field Analysis

Questions to Help Identify the Forces Involved:

- What are the **benefits**?
- What are the **costs**?
- What are the **best** and **worst** things that can happen?
- How easy or **difficult** will it be to implement?
- How **long** will it take?
- What must we do to make it work?
- How could it fail?
- What would happen if the decision was not made?
Force Field Analysis

Example – Implementing a content management solution:

Implementing a content management solution

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

- **Employing an internal consultants**
  - Familiarity with the organization: 5 (Positive) → 3 (Negative)
    - Not exposed to best practices: 3 (Negative) → 5 (Positive)
  - Privacy: 3 (Positive) → 3 (Negative)
    - Difficult to recruit candidates: 3 (Negative) → 3 (Positive)
  - Potential senior managers: 1 (Positive) → 1 (Negative)
    - Are likely to face size reductions: 1 (Negative) → 1 (Positive)
  - The cost is significantly less: 5 (Positive) → 1 (Negative)
    - Difficult to accurately measure the true costs and benefits: 1 (Negative) → 5 (Positive)
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Further Information:

- 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