

Force Field Analysis

This tool was originally used in social psychology to demonstrate that situations are maintained when the forces driving and resisting change hold equal power. Use this tool is used to identify and analyze the risks or challenges that may occur during a process improvement project.

Step 1: Define the Desired Change

Step 2: Identify Forces For/Against Change. These can be internal or external influencers.

Examples	Internal	External
For:	Process produces a lot of errors Process takes too long	Changes in customer expectations Industry best practices/trends changing
Against:	"That's how we've always done it" Lack of time/resources for change	Policies strictly dictate current process Disruption to current service delivery

Step 3: Assign Scores to each Force. For example, a score of 1 would mean the influence a force has on change is weak.

Step 4: Total the scores and analyze which supportive forces can be strengthened, and which resisting forces can be weakened.

EXAMPLE:

Forces for Change				Desired Change	Forces Against Change			
It takes on average 6 months to on-board new hire	Potential loss of top talent due to lengthy on-boarding process	Cost to on-board each new hire is \$1,200 due to inefficient process	50% of requests to hire contain errors	Shorter timeframe to on-board new hires	Policies require many steps and approvals in the process	Many hours required of staff upfront to improve process	An upgrade is required to our existing systems	
4	3	2	1		1	2	3	4
TOTAL: 10					TOTAL: 6			

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