Hand-out force-field analysis

What is a force-field analysis?

A force-field analysis is an investigation of the environment that can focus on an implementation of a change, a project result, a theory or an innovative activity. This analysis helps:
▼ to pay attention to the implementation in addition to the content;
▼ to identify internal and external factors at the beginning of the project that might require extra attention;
▼ to make certain that the participants of the project team feel responsible for the implementation.

Analysis of force-fields step-by-step

Step 1: Brainstorm external factors

Perform a brainstorm using two sheets:

1. A list of failures   Which external factors will influence the implementation negatively?

2. A list of supportive factors   Which external factors will stimulate the implementation?
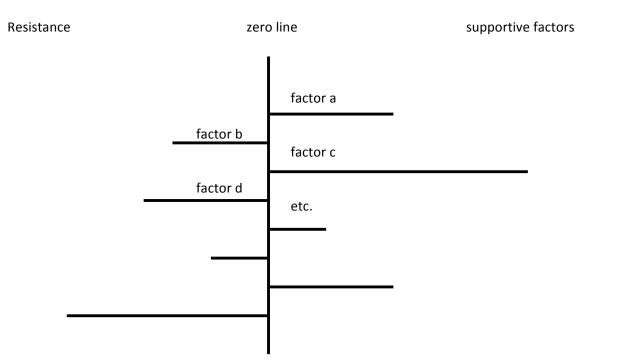

Be aware:
▼ Describe concrete, real experiences only
▼ Everything may be written down
▼ No discussion at this point

Step 2: Arrange and accentuate the information

▼ Explain questions

▼ Ask questions
    Analyse every point for possible sub-points

▼ Look for differences as well as 'common ground'
    If necessary, make a separate list for every organisational unit

Step 3: Graphic overview

Resistance   zero line   supportive factors

factor a

factor b

factor c

factor d

etc.

NB See checklist in enclosure

Step 4: Understanding resistance

Directions for the organization of an energy in a force-field:

▼   Focus rather on positive factors than on resistance, this is more effective.

▼   Focus rather on resistance that can be easily solved than on resistances that will cost a lot of energy.

▼   Resistance that can not be changed: pay attention, but do not pay energy.

▼   You have influence on resistance by the choice of words you use or the way of addressing someone.

▼   Participants of the production team, but also process managers are responsible for the content and the successful implementation

▼   When choosing a task, choose one with factors that you have personal influence on (+ of -)

Step 5: Action

Translate the force-field chart into actions that seem most effective :

▼   Focus on activities that have a chance to succeed in reality

▼   Focus on actions that need a minimum of activity and will yield a maximum result.

▼   A fair division of activities is NOT the most important aspect.

Step 6: Evaluation and adjustment

Organize a new meeting after some time:

▼   Exchange the results that have been achieved

▼   Examine the current situation

If necessary:

▼   Adjust the current results to have a better chance for success

▼   Arrange new actions

▼   Invite key officials

Attachment: Checklist external factors

▼   The culture and political atmosphere

▼   The influence of managers

▼   The influence of colleagues

▼   The influence of staff members

▼   The influence of employees

▼   The influence of politics

▼   The influence of the implementation on the work experience of the employees

▼   The influence of the implementation on the workplace

▼   The status of the participants within the organization

▼   Existing internal systems that are related to the subject

▼   Internal know-how on the subject

▼   The relation with internal experts and the interests that are at stake

▼   The support of external experts

▼   The relation with key officials in the company

▼   The interest of clients and external stakeholders

▼   The other change processes that are taking place at the same time

▼   External developments that have influence the organization