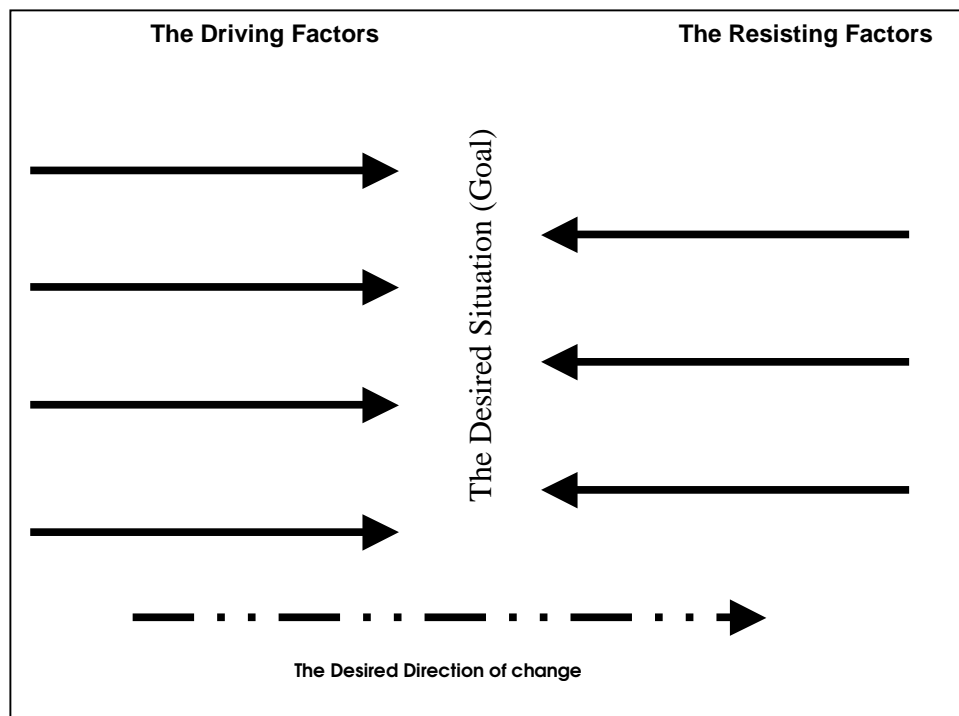


Team Problem Solving

The Tool	Forcefield Analysis
What is it?	In every situation there are factors, people events and circumstances pushing FOR change, these are the driving factors. Likewise, in every situation there are factors, people, events and circumstances pushing against change. These are the resisting factors. These factors push against each other continually, but the pressure is not always constant.
When to Use it	When the team is considering implementing changes any kind i.e. improvements to processes, they need to explore the driving and resisting factors and consider the issue from both sides.
What you need	Flip Chart Paper or Electronic White Board



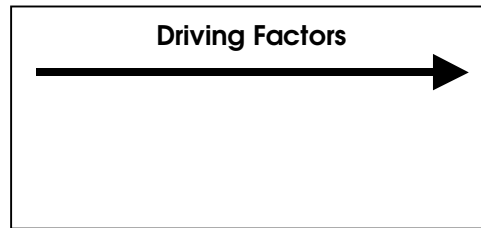
Adapted from Lewin's Forcefield Analysis Model: (Lewin K, Group Decision and Social Change in TM Newcombe and EL Hartley (eds) Readings in Social Psychology, Holt, Rinehart and Winston, New York 1947)

How to Work with this

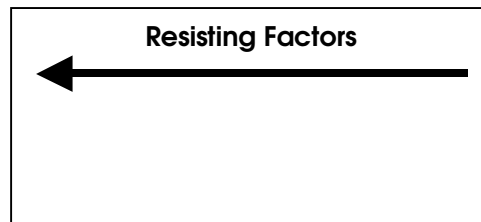
1. Clearly define the goal by asking the question, "What are we trying to achieve?"
2. Depending on the scale of the analysis you may either:
 - Divide one sheet of Flip Chart into two columns labelling one Driving Factors and the other Resisting Factors, or
 - Use two separate sheets of Flip chart Paper

Team Tactics Tools & Techniques to Improve Performance

3. Identify and describe the driving forces: What factors are present that promote change and work to your advantage?



3. Identify and describe the resisting forces: What factors act as barriers or obstacles to the changes?



4. Refine and Rank the Lists

- Often lists will contain single words, which need to be explained or justified in more detail.
- Some points may be more significant than others so weight factors. For example: "Factors For" A = 10%, B = 70%, and C = 20% (total 100%).

5. Explore ways to leverage the driving factors: How can we **increase** the driving factors?

It's generally accepted that it's more productive to leverage the forces for change ie work with the momentum that already exists

6. Explore ways to minimise resistance: How can we **decrease** the resisting factors?

By increasing your understanding of the resisting factors you may be able to implement strategies which reduce these, thus contributing to your desired change

7. What effect will these changes have on the situation?

Consider what effect applying extra pressure in one area will have on the pressures somewhere else.

8. Plan: How and when can we make these changes?