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## Tools

### Force Field Analysis

*Identifying Positive and Restraining Forces for Change*

#### Background

Force field analysis is used for identifying forces that help drive change and restrainers that inhibit change. It is a technique for weighing pros and cons of a proposed change, so the positives can be reinforced and/or the negatives minimized or eliminated.

#### When to Use

- When an analysis of the change environment will help increase the probability of success
- When honest reflection related to the problem's root causes is needed
- When collective thinking and shared agreement will help navigate the change process

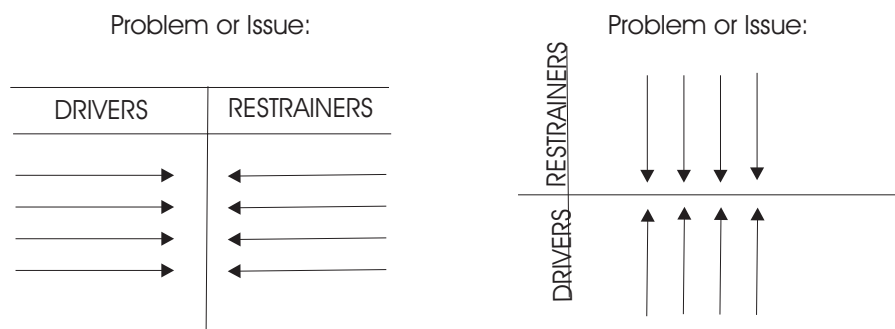
#### How to Use

1. Draw a "T" chart with the problem or issue clearly stated above the top line. Label one side of the chart "Driving Forces" and the other side "Restraining Forces".
2. Brainstorm "driving" and "restraining" forces. Driving forces are actions, skills, equipment, procedures, culture, people, etc. that help achieve the goal. Restraining forces inhibit reaching the goal.
3. Prioritize forces for both driving and restraining forces. Note: The nominal group technique tool may be used.
4. Reach consensus on the "driving forces" that will result in the greatest gain and the "restraining forces" that will allow for the most progress if they are removed. Note: The I0-4 Consensus tool may be used.

#### Variation

Draw a horizontal line in the middle of the chart. Vertically, write each restraining force above the horizontal line. Vertically, write each driving force below the horizontal line. Rationale: Think of the gravitational pull. The weight of restrainers inhibits change. Driving forces must overcome the weight of restrainers.

#### How Does It Look



#### Next Steps

Develop an implementation plan that addresses key driving and restraining forces.

