



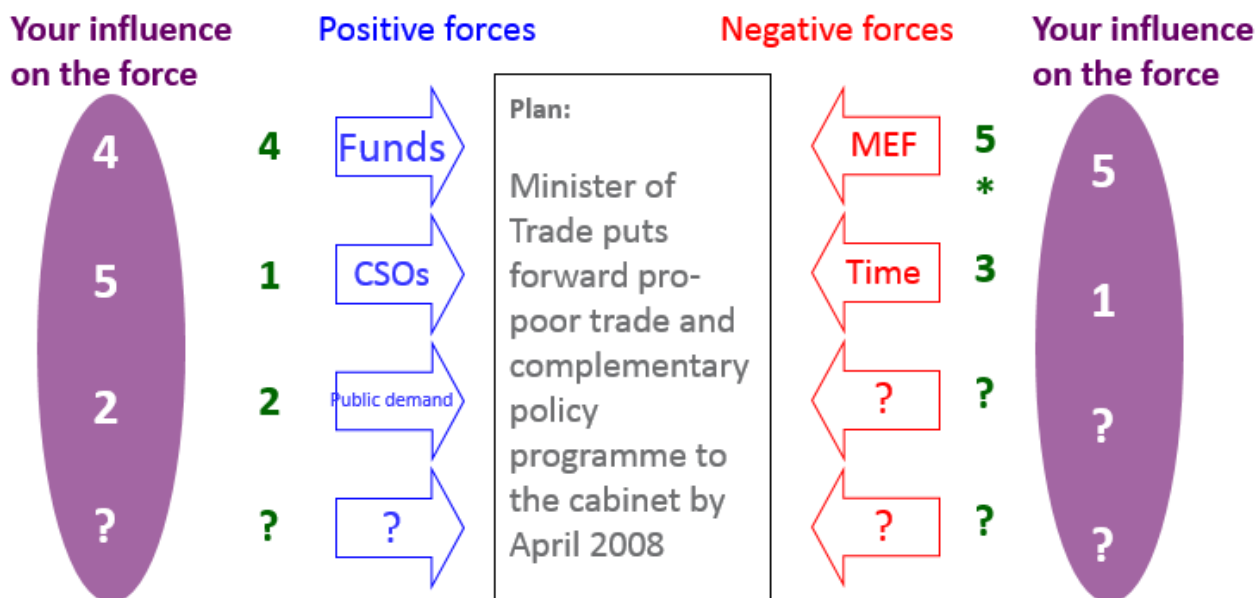
Force Field Analysis

Force Field Analysis was developed by Lewin (1951) and is widely used to inform decision-making, particularly in planning and implementing change management programmes in organisations. It is a powerful method for gaining a comprehensive overview of the different forces acting on a potential policy issue, and for assessing their source and strength.

Detailed Outline of the Process

Force Field Analysis is best carried out in small group of about 6-8 people using flip chart paper or overhead transparency so that everyone can see what's going on. The first step is to agree the area of change to be discussed. This might be written as a desired policy goal or objective. All the forces in support of the change are then listed in a column to the left (driving the change forward) while all forces working against the change are listed in a column to the right (holding it back). The driving and restraining forces should be sorted around common themes and should then be scored according to their 'magnitude' ranging from 1 (weak) to 5 (strong). The score may well not balance on either side.

The next step is to assess the degree to which you can influence each of these forces, and you can add this to the flip chart as well:



Throughout the process rich discussion, debate and dialogue should emerge. This is an important part of the exercise and key issues should be allowed time. Findings and ideas may well come up to do with concerns, problems, symptoms and solutions. It's useful to record these and review where there is a consensus on an action or a way forward. In policy influencing the aim is to find ways to reduce the restraining forces and to capitalise on the driving forces.

What can you do to strengthen these	Forces for the change	What do you want to achieve?	Forces against the change	What can you do to weaken these