

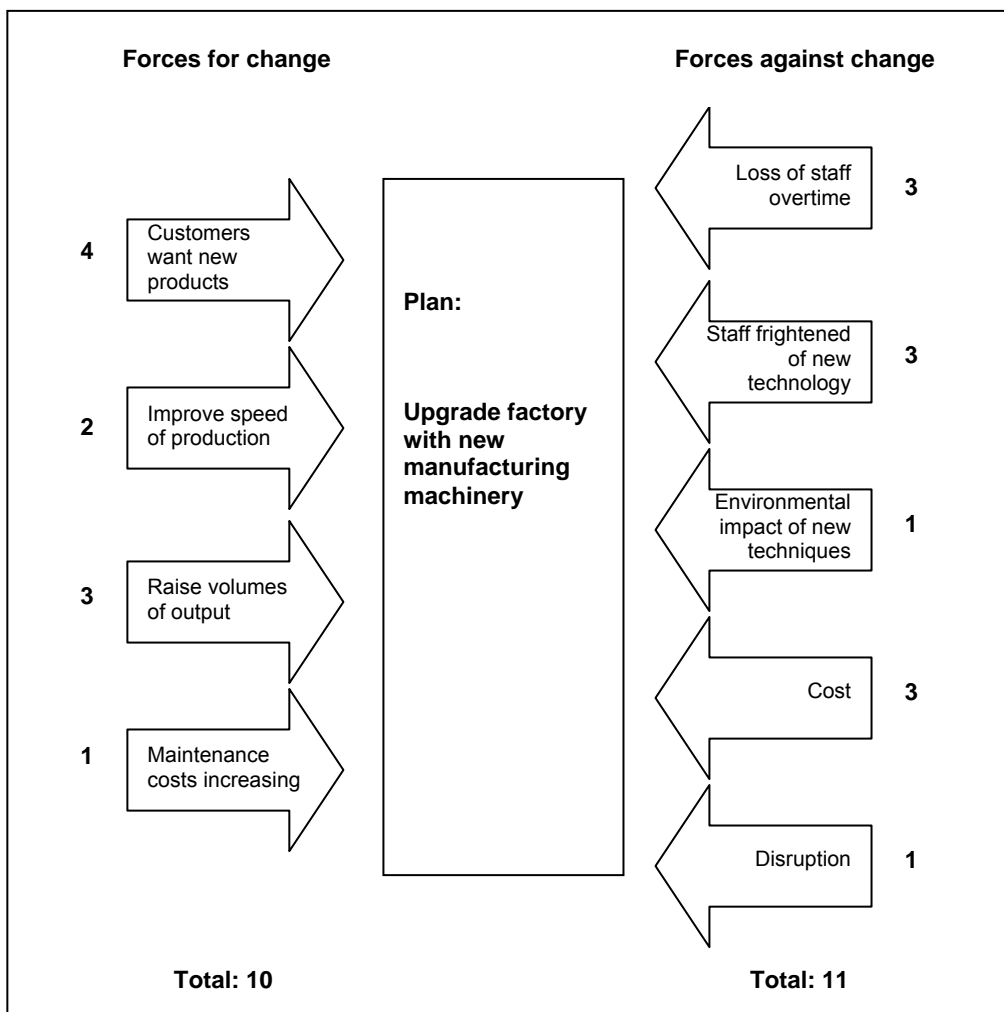
Force Field Analysis

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 six to eight people using flip chart paper or overhead transparencies so that everyone can see what is 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 one (weak) to five (strong). The score may well not balance on either side. The resulting table might look like Figure 5 below.

Figure 5: Force field analysis example



Source: Mind Tool, see: www.psywww.com/mtsite/forcefld.html

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 is 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.

Force Field Analysis is natural follow-on from Problem Tree Analysis which can often help to identify objectives for policy change. A useful next step on from Force Field Analysis is Stakeholder Analysis in which the specific stakeholders for and against a change are identified, together with their power, influence and interests.

Further resources

- One case study comes from PLA Notes (1999) Issue 36, pp.17-23. IIED, London, at: http://www.worldbank.org/participation/PRSP/plna/plan_03604.pdf.
- Another case details the use of Force Field Analysis in a school situation to assess the potential to change from teacher-centered methods of working to greater pupil participation in planning. See: <http://www.crossroad.to/Quotes/brainwashing/force-field.htm>
- For original literature of Force Field Analysis see Lewin, K. (1951) *Field Theory in Social Science*, New York: Harper and Row.
- Simple step-by-step guides to carrying out Force Field Analysis are available at: <http://www.mindtools.com/forcefld.html> for examples of the use of force field analysis in management, and at: <http://www.psywww.com/mtsite/forcefld.html> for examples of the use of force field analysis in psychology.
- For a brief overview see: <http://www.mycoted.com/creativity/techniques/forcefieldanal.php>.
- Examples of the application of force field analysis in change management, see: http://www.accel-team.com/techniques/force_field_analysis.html, and in health (MSH and UNICEF), see: <http://erc.msh.org/quality/example/example5.cfm>.
- For computer software to conduct Force Field Analysis see: http://www.skymark.com/resources/tools/force_field_diagram.asp.