Force Field Analysis

What Is It?
Force field analysis is a problem-solving tool used to help change occur. Force field analysis is the exercise of identifying the driving and restraining forces that surround a proposed change. Working through this process of identifying forces encourages creative thinking by forcing a team to think together about the aspects of the desired change. The exercise also encourages the team to agree on the priority forces. This agreement provides a starting point for action.

Force field analysis is used by teams when trying out their improvement theories (hypotheses). It is often used just after the team has generated improvement theories using the funneling of data concept in which the nominal group technique has been applied. It is a powerful tool and can be used to help any desired change occur.

When Is It Used? Any time a change is expected to be difficult. Many times systems changes are difficult and complex to carry out.

How Is It Made? Perform the following six (6) steps:
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Define the change

Identify actions

Prioritize driving forces

Prioritize restraining forces

Brainstorm driving forces

Brainstorm restraining forces
How to complete

- **Define the desired change or action:** Agree on a simple statement to describe the change to be made. An action would have been previously defined during the Inquiry Process of your improvement planning (winnowing the data, perhaps using a nominal group technique).

- **Brainstorm the driving forces:** Driving forces are those which currently exist and tend to support, or drive, the desired change. It is important that these forces are brainstormed first because they are likely to be the most important source of ideas for an implementation plan.

- **Brainstorm the restraining forces:** Restraining forces are forces which currently exist and are most likely to inhibit implementation of the improvement action. Looking at the driving forces can sometimes help identify restraining forces, which are sometimes opposites of driving forces.

- **Prioritize the driving forces:** Discuss the driving forces and determine their relative importance. Forces can be prioritized by using several different methods: forced ranking, an open discussion, or a vote.

- **Prioritize the restraining forces:** Use the same process as in Step 4 to prioritize the relative importance of the restraining forces.

- **List the actions to be taken:** Use the same sentence stem format (increase the percent of adults that...) you used during the triangulation exercise.
## Force Field Analysis Chart

<table>
<thead>
<tr>
<th>Desired Change:</th>
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<tbody>
<tr>
<td><strong>Driving Forces (+)</strong></td>
<td><strong>Restraining Forces (-)</strong></td>
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<tr>
<td>ACTIONS:</td>
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<td>1.</td>
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# Force Field Analysis

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**ACTIONS:**

1. 
2. 
3.