Solution Implementation

Force Field Analysis

Change in a group or business means essentially an alteration in the way things get done. It may mean changes in compensation methods, sales and production levels, leadership styles, or interpersonal function, among others. Kurt Kewin's Force Field Analysis provides a framework for problem-solving and for implementing planned change efforts around a wide range of group and business issues.

In every situation, there are factors, people, events, and circumstances pushing *for* change—the **Driving Factors**. Likewise, in every situation there are factors, people, events, and circumstances pushing *against* the change—the **Resisting Factors**.

These factors push against each other continually, but the pressure is not always constant. It can vary according to the strength, commitment, determination or stubbornness of the people involved and can be affected by outside influences such as public opinion, changes in regulations, changes in the business etc.

When we want to implement changes of any kind, we need to explore the driving and resisting factors as well as considering the plan from both sides. We need to explore and consider what effect applying some extra pressure in one area will have on the resisting pressures somewhere else. Conversely, by increasing our understanding of the resisting factors we may be able to engage in behavior which reduces these, the contributing to our desired change.

Driving Factors	Resisting Factors

Desired Direction of Change
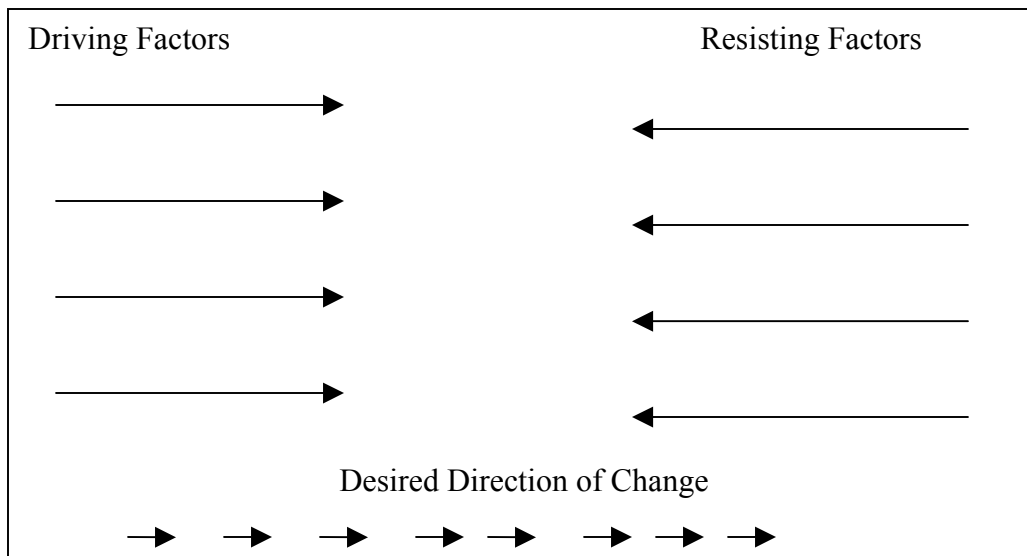
By being aware of these factors and using them positively, we can begin to develop strategies which will improve the quality and effectiveness of our desired change. *Driving/resisting factors.*

1. What am I hoping to accomplish?

2. What will I settle for at this stage?

3. What are the driving and resisting forces? List them in the box.

4. How can I increase my driving forces and decrease my resisting forces? What effect will these changes have on the problem/opportunity?

5. How and when can I make these changes?

6. What help do I need and who can I ask?

"Moaning" with attitude

Barriers to implementation must be identified and eliminated or planned for. This technique legitimizes initial dissent and conflict as a means of predicting all the possible problems associated with implementation of a new idea. The process is as follows:

1. Define the intended action plan.
2. Generate all possible problems. This is the "moaning" process.
3. Evaluate each problem from the perspectives of possible causes, potential impact and likelihood of occurrence.
4. Change the group's thinking from convergent to divergent thinking.
5. Generate ideas to prevent the cause or minimize the effects. This is the "with attitude" part of the technique.
6. Develop contingency plans for addressing the problems with the highest impact.

Moaning with attitude legitimizes dissent in a positive way. One of the essential ground rules is, *"if you moan in the first phase, you must suggest a way forward in the 'attitude' phase."* This technique is most useful to simple problems that are rational in nature.

Results Planning Action Plan

This is an example of a systematic process of moving a change project from the identification of the problem/opportunity through implementation and monitoring.

Part 1. (Make sure you truly understand the nature of the problem/opportunity)

A. Area of Concern. This needs to be a statement of the larger context (situation statement) in which the specific problem or opportunity can be understood.

B. Statement of Problem/Opportunity. Be sure this is a clear, specific statement of the problem that you can use to construct your plan's objectives.

C. Evidence of the Problem.

D. Causes of the Problem.

Part 2.

Objectives. These objectives should directly reflect the problem statement. If they don't maybe this problem statement isn't accurate. Develop as many as you think appropriate for the plan. At least three to five are usually necessary.

Part 3.

Develop an implementation plan based on the **Results Planning Model Action Plan.**
(see example that follows)

Part 4.

Evaluation. Describe generally how you will monitor the success (or process) of your
change project.

<table>
<tr><td colspan="6"><div align="center">Results Planning Model
Action Plan</div>
Implementation Plan

Objective # _____ -
_____</td></tr>
<tr><td>Action Steps to Be Taken</td><td>Person(s) Responsible</td><td>Who Must Be Kept Informed/Involved</td><td>Time Line</td><td>Potential Problems /Constraints</td><td>Evidence of Accomplishment</td></tr>
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