Continuous Improvement Toolkit

Force Field Analysis

The Continuous Improvement Map

Managing Risk
PDPC

FMEA RAID Log*

Risk Analysis*

Fault Tree Analysis

Traffic Light Assessment

Selecting & Decision Making
Break-even Analysis Importance Urgency Matrix

Quality Function Deployment Cost Benefit Analysis

Payoff Matrix Delphi Method TPN Analysis

Decision Tree Pick Chart Voting Four Field Matrix

Critical-to X Force Field Analysis Portfolio Matrix

Kano Decision Balance Sheet Paired Comparison

Pugh Matrix Prioritization Matrix

Pareto Analysis Matrix Diagram

Planning & Project Management*
Daily Planning PERT/CPM

MOST RACI Matrix Activity Networks

SWOT Analysis Stakeholder Analysis

Project Charter Improvement Roadmaps

PDCA Policy Deployment Gantt Charts

DMAIC Kaizen Events Control Planning

A3 Thinking Standard Work Document control

Understanding Performance**
Lean Measures OEE

Process Yield

Capability Indices

Gap Analysis*

Bottleneck Analysis

Reliability MSA

Benchmarking***

Kano Cost of Quality*

Project KPIs KPIs

Descriptive Statistics

Probability Distributions

Histograms Normal Distribution

Graphical Methods

Run Charts

Control Charts

Understanding Cause & Effect
Chi-Square Nonparametric

Hypothesis

ANOVA DOE

Multivariate

Multi-vari Studies

Scatter Plots Correlation Regression

5 Whys Root Cause Analysis Data Mining

Fishbone Diagrams Relations Mapping SIPOC*

Implementing Solutions***
Best Practices

TPM Automation

Mistake Proofing Health & Safety

Simulation Just in Time 5S

Quick Changeover Visual Management

Product Family Matrix Flow Pull

Spaghetti** Process Redesign

Data Collection
Data collection planner*

Check Sheets** Interviews

Questionnaires Focus Groups

Observations

Suggestion Systems

Sampling

Group Creativity
How-How Diagram*** Tree Diagram*

Brainstorming SCAMPER*** Attribute Analysis

Affinity Diagrams Morphological Analysis

Mind Mapping* Lateral Thinking

Five Ws

Designing & Analyzing Processes
Waste Analysis** Value Stream Mapping**

Value Analysis** Process Mapping

Flow Process Charts** Time Value Map**

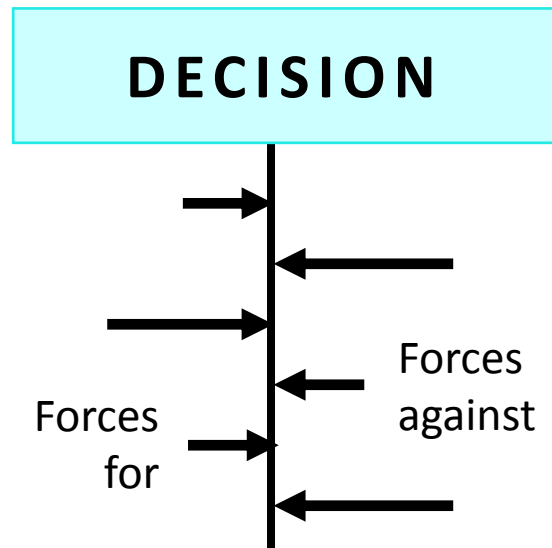Flowcharting IDEF0 Service Blueprints

Force Field Analysis

A **decision making technique** that can be used to analyze the **Pros** and **Cons** of any decision
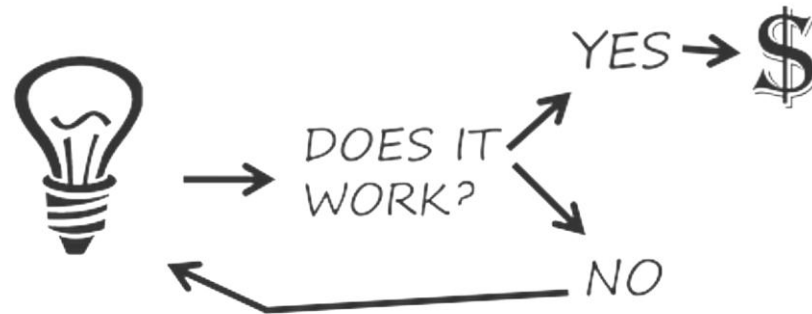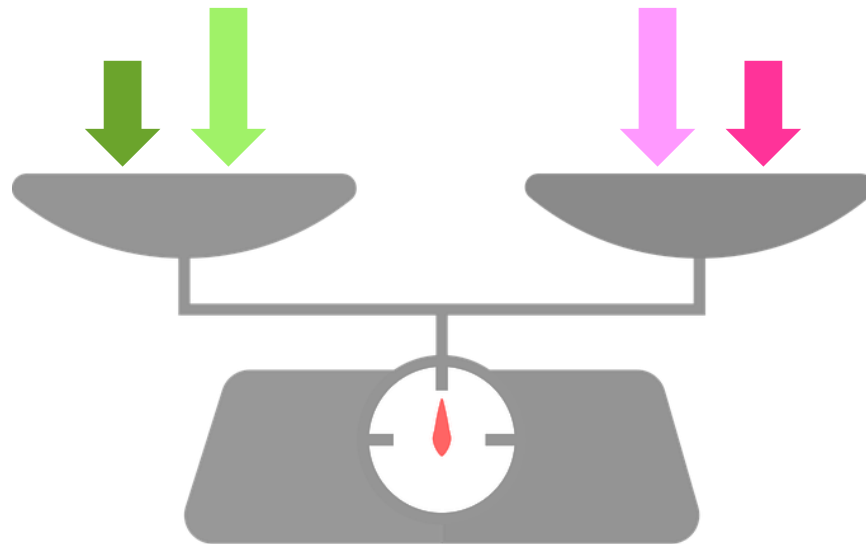
Force Field Analysis

It looks at the **forces** that are either driving or blocking movement toward a **goal**

Force Field Analysis

Better decisions are made by **weighing up** the pros and cons, then determining the force that will win!

Force Field Analysis

This technique is **widely used** in the fields of:

Organizational change and development

Business process management

Social and cultural sciences

Force Field Analysis

Uses . . .

To **analyze** the pros and cons of any organizational decision

When decision making isn't going well

To explain the **reasons** behind the taken decision
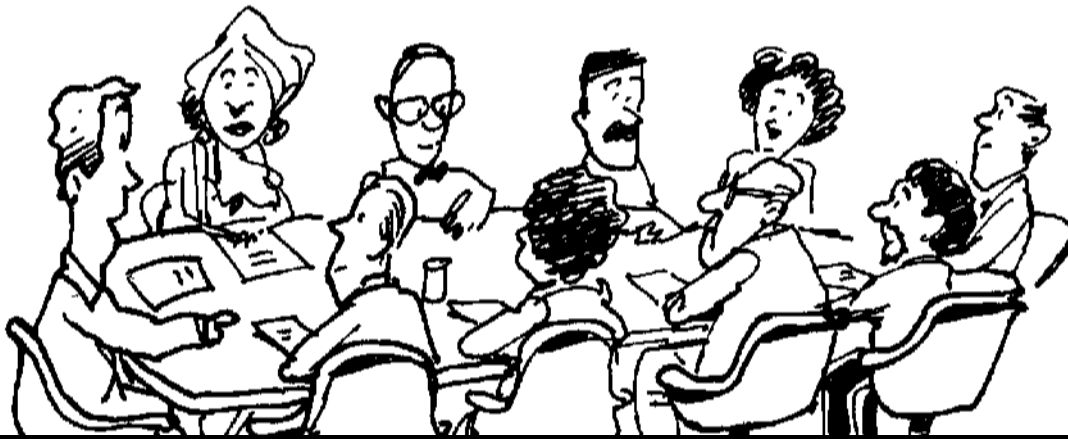
Force Field Analysis

Benefits

By analyzing both the helping and the hindering forces, decision makers can make more **intelligent business decisions** in a team-oriented manner
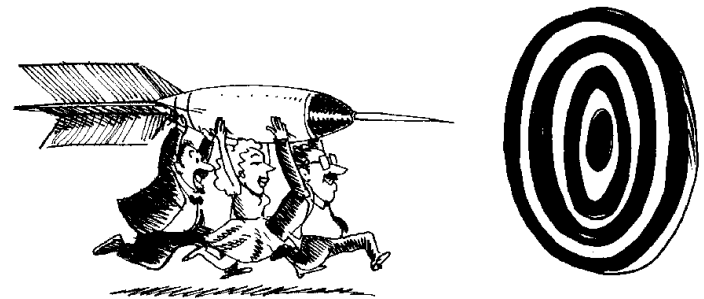
Force Field Analysis

Examples of Uses

Deciding whether to move ahead with a **change** proposal or not

Deciding whether to **employ** an internal or an external consultant
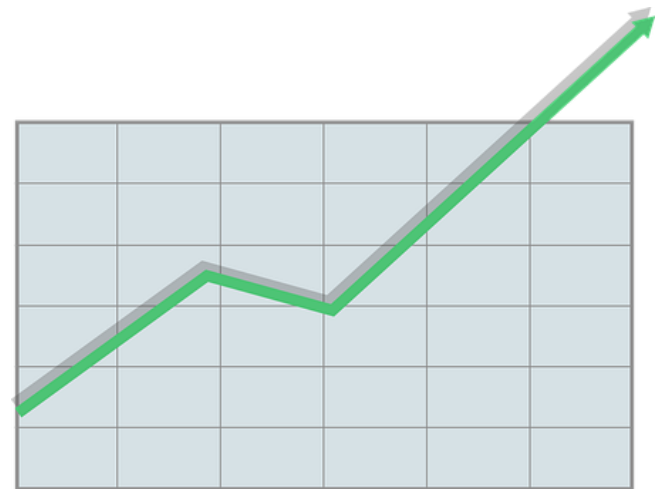
Force Field Analysis

How to Construct a Force Field Diagram
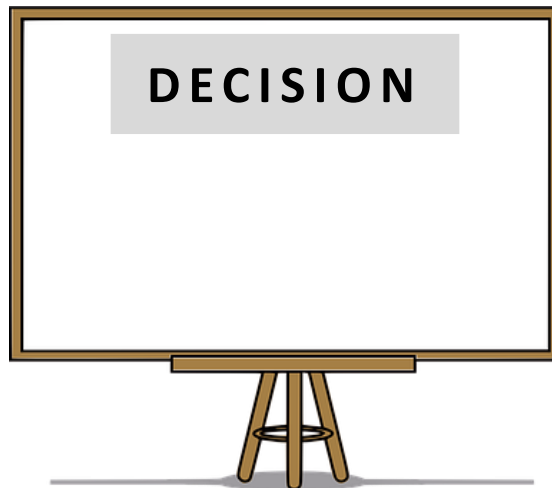
Gather the team. Involve experts where appropriate

Describe the decision that needs to be made
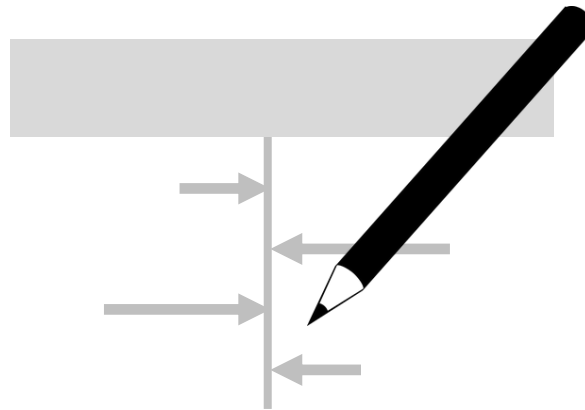
Force Field Analysis

How to Construct a Force Field Diagram

Write the **decision** in a box at the top middle of a paper
or white board

DECISION

Force Field Analysis

How to Construct a Force Field Diagram

Draw a **line** from the box down the middle of the paper
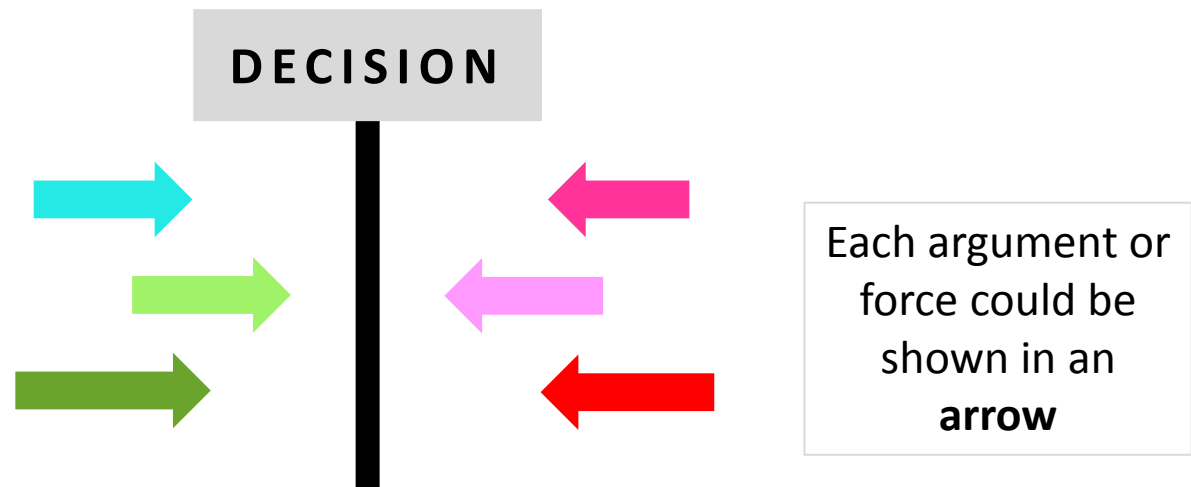
DECISION

Force Field Analysis

How to Construct a Force Field Diagram

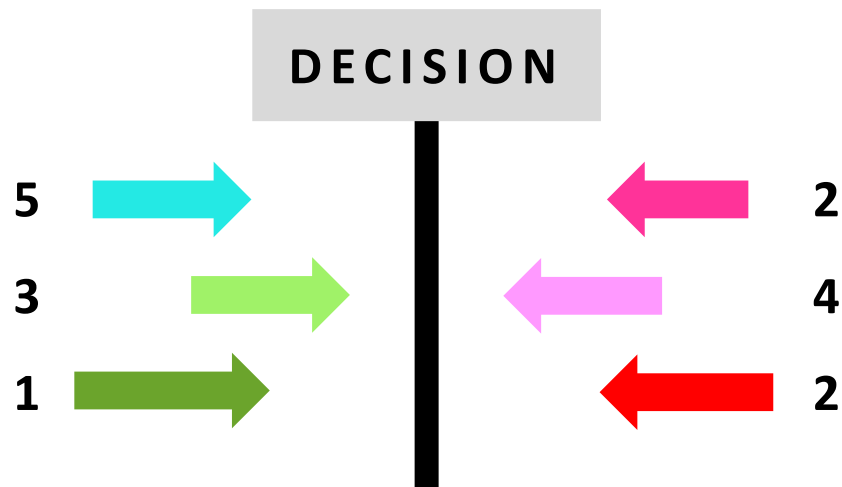List all possible **helping forces** left to the line

List all possible **hindering forces** right to the line

DECISION

Each argument or force could be shown in an **arrow**

Force Field Analysis

How to Construct a Force Field Diagram

Allocate a **numerical score** to each force indicating its significance (e.g. from 1 to 5)

DECISION

5 →
3 →
1 →

← 2
← 4
← 2

Force Field Analysis

How to Construct a Force Field Diagram

Add up the scores of both lists to find out which force wins

DECISION

Actions should be taken where forces are greater

5 →   ← 2

3 →   ← 4

1 →   ← 2

9   8
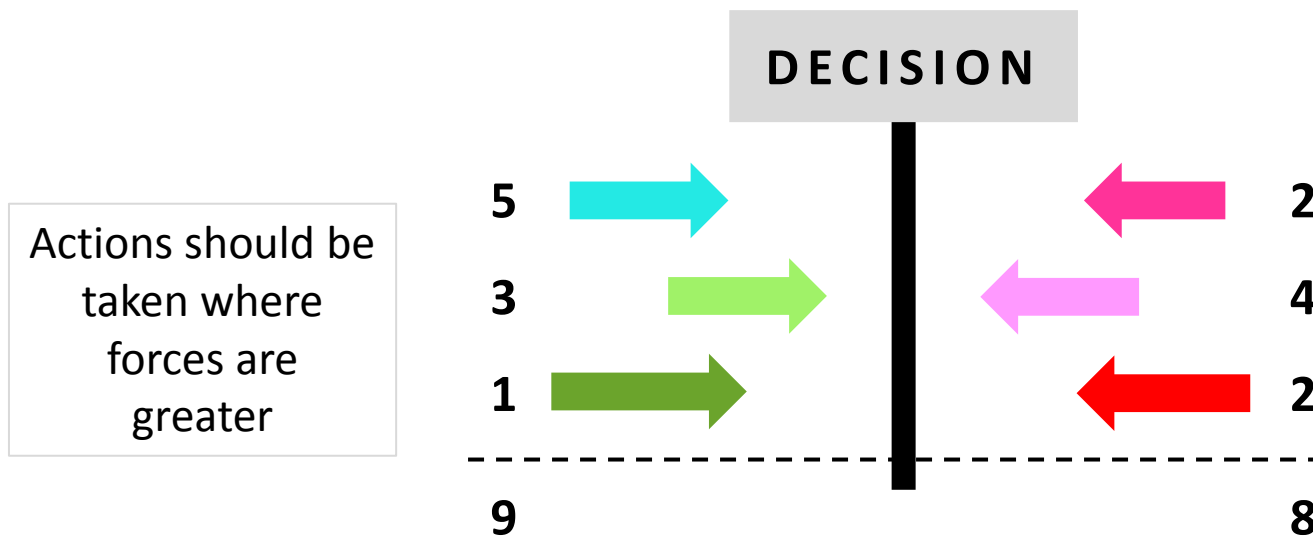
Force Field Analysis

Questions to Help Identify the Forces Involved

What are the **benefits**?

What are the **costs**?

What is the **best** or **worst** thing that could?

How easy or difficult will it be to **implement**?
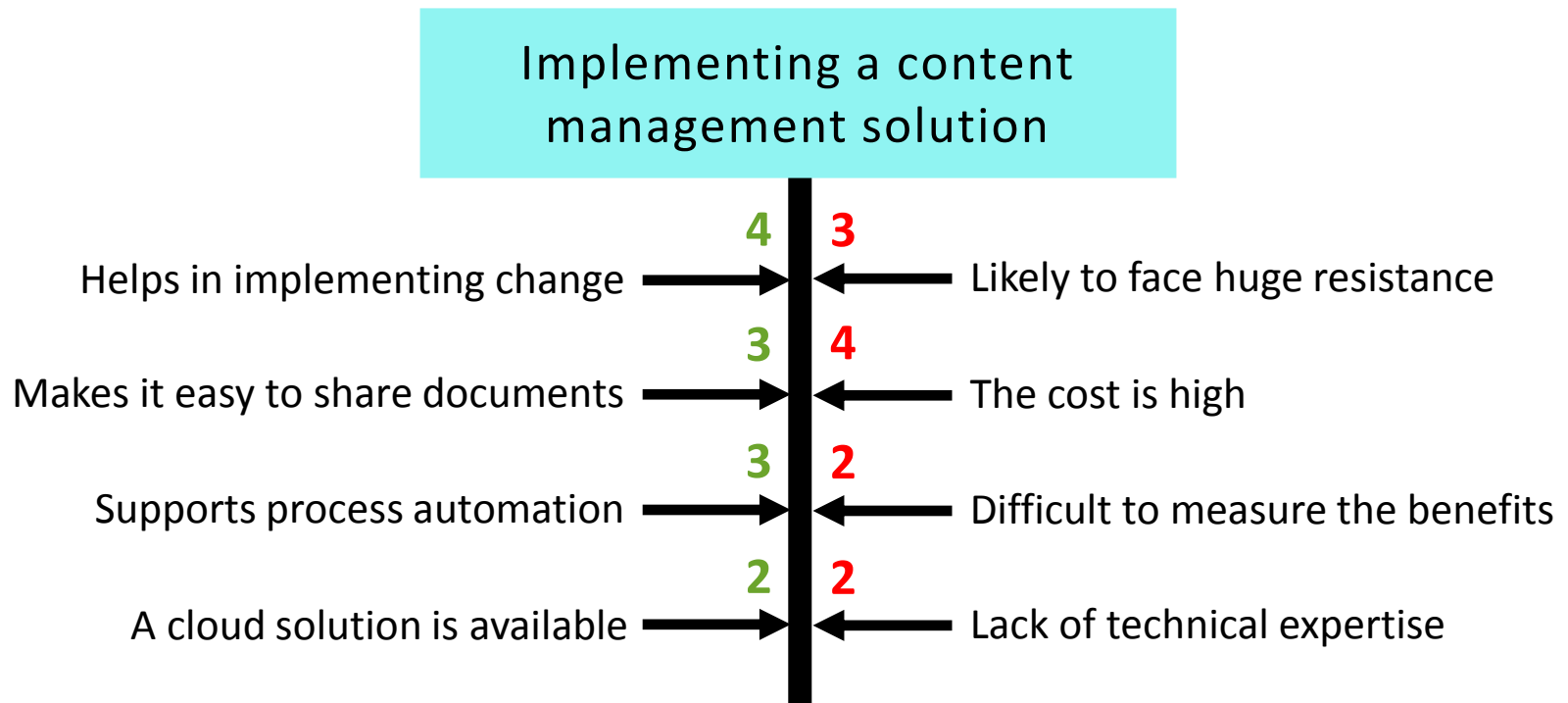
How **long** it will take?

How could it **fail**?
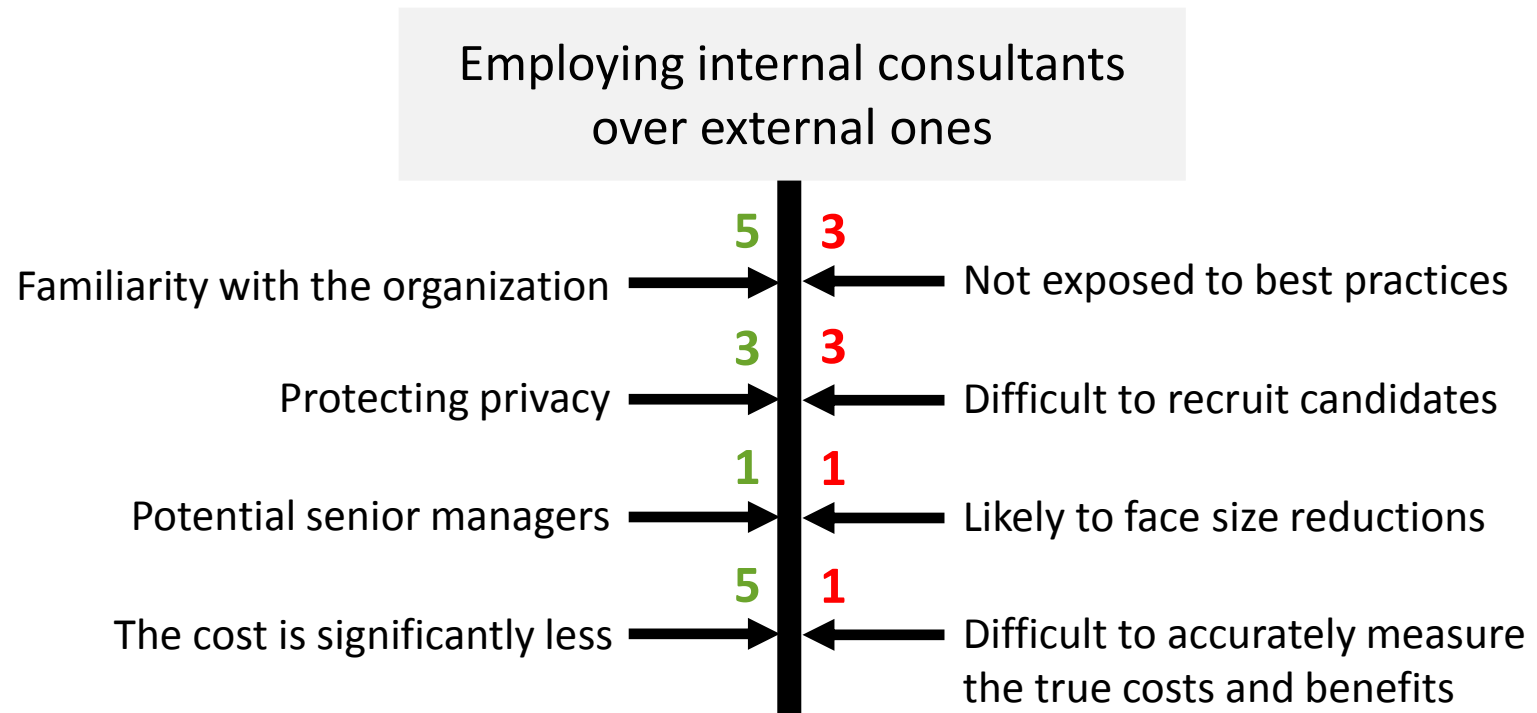
What must we do to make it work?

Force Field Analysis

Example – Implementing a content management solution

Implementing a content management solution

4	**3**
Helps in implementing change → ←	Likely to face huge resistance
3	**4**
Makes it easy to share documents → ←	The cost is high
3	**2**
Supports process automation → ←	Difficult to measure the benefits
2	**2**
A cloud solution is available → ←	Lack of technical expertise

Force Field Analysis

Example – Employing an internal over an external consultant

Employing internal consultants
over external ones

|	5	3	
Familiarity with the organization	→	←	Not exposed to best practices
	3	3	
Protecting privacy	→	←	Difficult to recruit candidates
	1	1	
Potential senior managers	→	←	Likely to face size reductions
	5	1	
The cost is significantly less	→	←	Difficult to accurately measure the true costs and benefits

Force Field Analysis

Further Information

It's important to identify as many of the factors as possible

The length or thickness of each arrow may indicate the weight of the force
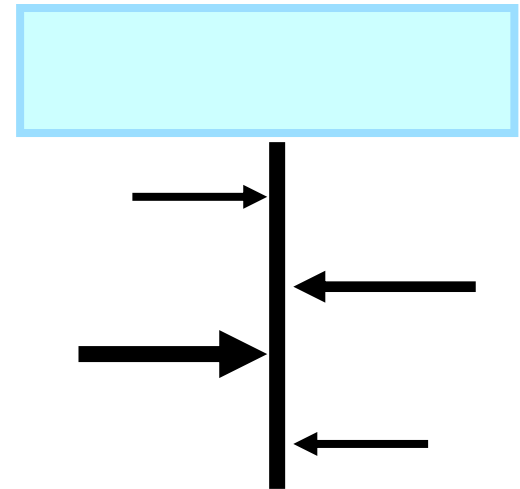
Force Field Analysis

Further Information

Care should be taken for factors relating to environment, health and safety