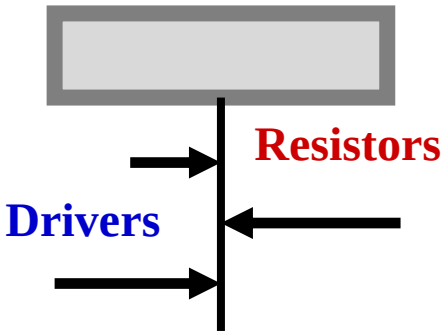
Continuous Improvement Toolkit

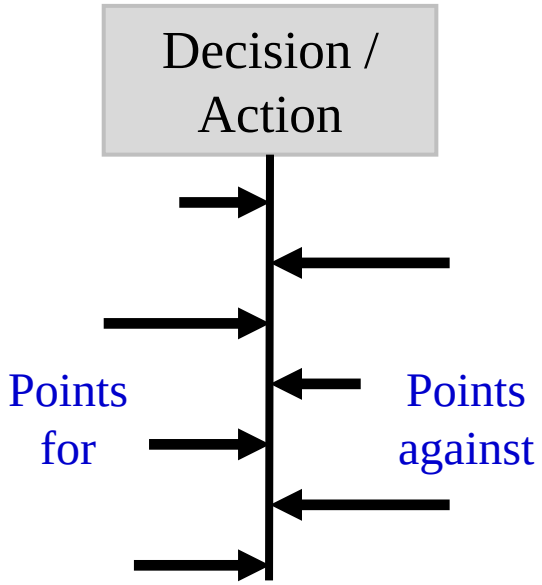
Force Field Analysis




Managing Risk
PDPC
FMEA
RAID Logs
Fault Tree Analysis
Risk Assessment*
Traffic Light Assessment
Deciding & Selecting
Pros and Cons
Importance-Urgency Mapping
Break-even Analysis
Cost Benefit Analysis
Force Field Analysis
Voting
Pugh Matrix
Decision Tree
QFD
Matrix Diagram
TPN Analysis
Kano Analysis
Prioritization Matrix
Critical-to Tree
Paired Comparison
Cause and Effect Matrix
Pareto Analysis
Planning & Project Management*
RACI Matrix
Stakeholder Analysis
PEST
PERT/CPM
Activity Diagram
SWOT
Roadmaps
Project Charter
Gantt Chart
PDCA
Control Planning
Gap Analysis
Hoshin Kanri
Kaizen
How-How Diagram
Tree Diagram**
Standard work
Lean Measures
KPIs
OEE
Capability Indices
MSA
RTY
Descriptive Statistics
Cost of Quality
Probability Distributions
ANOVA
Reliability Analysis
Graphical Analysis
Hypothesis Testing
Understanding Cause & Effect
Confidence Intervals
Design of Experiments
Scatter Plot
Correlation
Regression
5 Whys
Chi-Square Test
Multi-vari Charts
Relationship Mapping*
Fishbone Diagram
TRIZ***
Identifying & Implementing Solutions***
Simulation
TPM
Mistake Proofing
Pull Systems
JIT
Ergonomics
Work Balancing
Automation
Bottleneck Analysis
Visual Management
Flow
Value Analysis
5S
Waste Analysis
SMED
Time Value Map
Process Redesign
IDEF0
Value Stream Mapping
SIPOC
Flow Process Chart
Process Mapping
Service Blueprints
Understanding Performance
Run Charts
Control Charts
Benchmarking
Sampling
Brainstorming
Analogy
SCAMPER***
Nominal Group Technique
Mind Mapping*
Affinity Diagram
Attribute Analysis
Lateral Thinking
Visioning
Flowcharting
Creating Ideas**
Designing & Analyzing Processes
Data Collection
Focus groups
Interviews
Photography
Check Sheets
Observations
Questionnaires
Critical Incident Technique

- Force Field Analysis

- A decision making technique that can be used to analyze the pros and cons of a decision.
- It looks at forces that are driving or blocking movement toward a goal.
- Better decisions are made by weighing up the pros and cons.
- The greatest overall force wins!
- **It is widely used in the fields of:**
  - Organizational development
  - Social sciences
  - Process management
  - Change management.



- Force Field Analysis

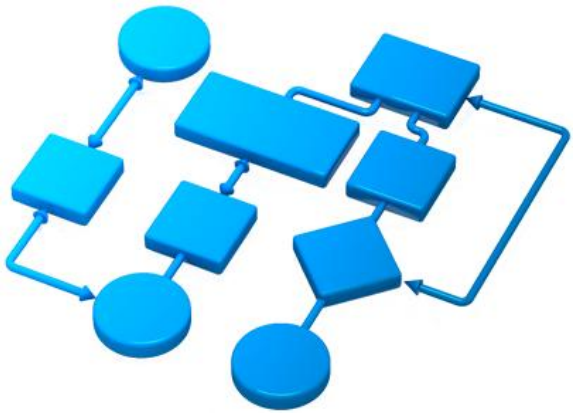
When to Use It?

- When decision making is hindered by a number of significant points for and against a decision.
- To decide whether to go ahead with a change or not.
  - It helps analyzing the opposing forces.
  - The main goals is to strengthen the forces supporting the change and managing those against it.
- To identify risks to a planned action.
- To help communicate the reasoning behind the taken decision.

- Force Field Analysis

How to Construct a Force Field Diagram:

- Gather the team and describe the intention for decision making.
- Write the decision in a box in the top middle of a paper or white board.
- Draw a line down the middle of the page.
- List the helping forces in a column on the left side of the page.
- List the hindering forces in a column on the right side of the page.
- Allocate a score to each of the forces using a numerical scale (e.g. 1: extremely weak and 5: extremely strong).
- Add up the scores of both columns to find out which of them wins.



- Force Field Analysis

Questions to Help Identify the Forces Involved:

- What are the benefits?
- What are the costs?
- What must we do to make it work?
- How could it fail?
- What is the best or worst thing that could happen?
- How easy or difficult will it be to implement?
- How long it will take?
- What would happen if the decision was not made?

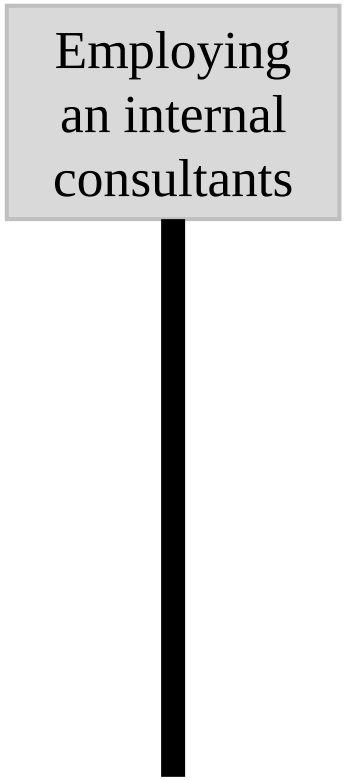
- Force Field Analysis

Tips:

- It's important to identify as many of the factors that will influence the change as you can.
- Each argument or force could be shown on an arrow.
- The length of each arrow indicates the weight of that force.
- The total score on one side is then formed by the combination of both the number and weight of forces.
- Where appropriate, involve other people such as experts.
- Care should be taken for factors relating to health and safety before using this technique.

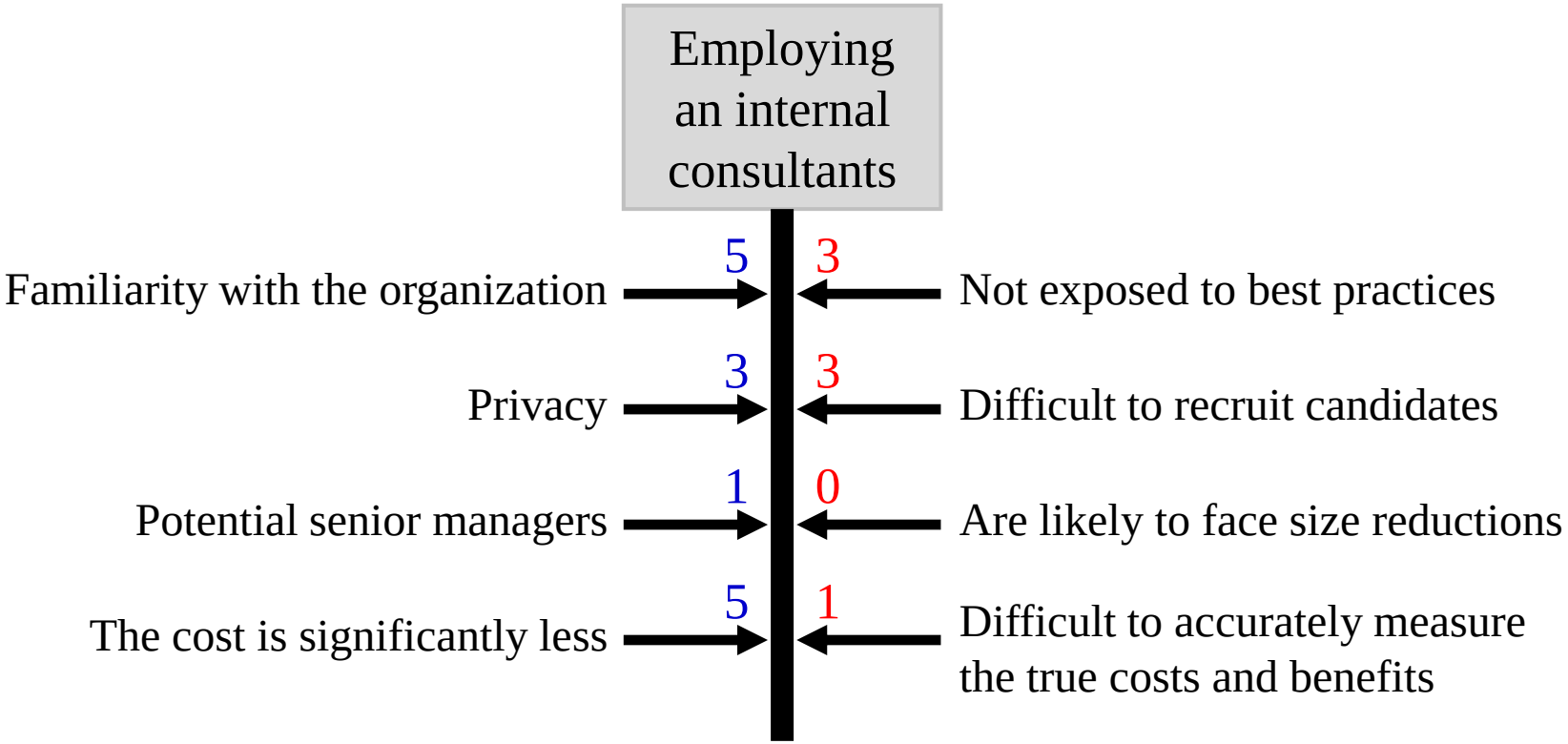
- Force Field Analysis

Example - Employing an Internal Over an External Consultant?



- Force Field Analysis

Example - Employing an Internal Over an External Consultant?



Actions should be taken where forces are overwhelming