

## OpenAgile Engagement Meeting

### Process Facilitator's Workbook

#### Recipe: Force Field Analysis

**Purpose:** Help the team members examine what factors will support a proposed change or which will inhibit the change.

**Time Needed:** 15 to 45 minutes depending on the complexity of the issue.

**Description:** the team defines a desired state they want to achieve. They work to identify the factors that either restrain or drive the change they want. The factors are listed on a poster/flipchart; the group then assesses the strength of each supporting factor relative to the other supporting factors and repeat the process for inhibiting factors. The team discusses which factors they can influence – either by increasing the strength of a supporting factor or by reducing the strength of an inhibiting factor.

**Steps:**

1. Begin the meeting by saying “ *If we want this change to succeed, we need to understand more about the factors that will support or inhibit the change.*”
2. Describe the process.
3. The team works for 7-10 minutes to identify factors that will drive or support the change.
4. Report what has been identified and post the results, then repeat the process for the restraining or inhibiting factors.
5. Assess the relative strength and discuss what course of action would be most helpful for implementing the change wanted.
6. While team is working prepare a flip chart as in photograph below but leave the factors unstated.
7. Have the team report one factor at a time for those that support change. Locate these on the flip chart.
8. Repeat the process for the restraining or inhibiting factors.
9. Examine each factor and draw a line toward the center indicating their relative strength. Do this first for driving and then for restraining factors.
10. Examine the factors for most effective actions. How can the team strengthen driving factors or mitigate restraining factors in order to reach or achieve the desired state.

**Materials and preparation.**

Flip chart or white board. Markers, digital camera.

**Advanced:**

- Consider a discussion of influence and control. What can the team directly control to make a change? What can't they control, and where are their points of influence in the situation.
- The approach can be used to evaluate other dimensions of a team's work, and in some cases they may see that changing a situation may require more effort than the outcome they desire will be worth.

Picture on following page...

(issue being analyzed)

{ desired state  
Related to the issue }

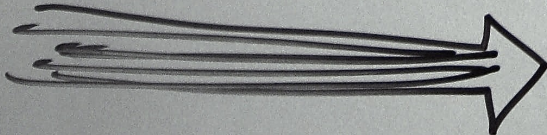
DRIVING

RESTRAINING

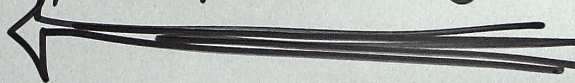
factor 1.



factor 2.



factor x



factor y



factor z

