

Identify driving & restraining forces

Think of rational and emotional forces that are positively contributing to achieving your goal, and forces standing in your way.

Tip Some categories and corresponding forces that commonly influence projects are suggested in the grey and pink sticky notes below, to get you started

What are the factors that are favorably and unfavorably influencing your desired goal(s)?

SPONSORSHIP	The COO supports the transition as it aligns with streamlining operations and improving efficiency within the creative team.	The CDO is a strong proponent of the initiative, as it directly aligns with their focus on digital transformation	The CFO is hesitant to fully commit to the transition due to concerns about budget constraints and shrinking revenues.	The Creative Director is enthusiastic about the move to a digital platform, recognizing the potential for improved collaboration and organization in brainstorming sessions.	The HR Director supports the initiative, seeing it as a way to improve employee experience and engagement by providing modern tools for collaboration.	The Project Manager is open to supporting the transition, recognizing the benefits of using a digital platform to improve project tracking and communication within the creative team.	
FINANCE	According to the CFO's memo, there is only three months' worth of cash remaining, necessitating careful management of expenditures.	The development team is assured that its budget will remain intact, preventing disruptions to their ongoing projects.	The CFO is open to diverting funds from less essential initiatives in other departments to support the transition if necessary.	Selecting a digital platform that offers a good balance between cost and features can help maximize the budget and ensure a smooth transition.	Demonstrating the potential return on investment (ROI) and long-term cost savings from the digital platform can help secure the CFO's commitment.	Working closely with the procurement team to negotiate favorable terms and pricing for the digital platform can optimize budget use.	
PRODUCT	The digital platform is built on a strong foundation and can handle the transition from physical to virtual without significant performance issues.	The new digital platform seamlessly integrates with your existing systems and tools, ensuring smooth adoption without disrupting workflows.	Some of the new technologies required for the transition are untested in terms of potential obsolescence and security vulnerabilities, which may present risks.	The digital platform provides an intuitive user experience, making it easy for team members to adopt and use effectively.	The platform can scale according to your team's needs and adapt to different use cases, offering long-term flexibility.	The platform meets high standards of security and privacy, protecting sensitive data and intellectual property during the transition.	
MARKET	In-person sales have decreased by 67% and are expected to decline further, indicating a shift in market dynamics that favors digital solutions.	Virtual sales from existing clients are projected to grow by 40% by the end of the year, showing a trend toward digital channels.	There is an increase in inquiries from new leads, suggesting growing interest in digital interactions and opportunities for expansion.	The market is increasingly demanding solutions that support remote and virtual collaboration, making the transition to a digital platform more relevant.	Adopting a digital platform can provide a competitive advantage by showcasing your organization's commitment to innovation and modern practices.	Staying current with market trends and gathering insights from customer feedback can help guide the transition and ensure the digital platform meets market expectations.	
COMPETITION	Competitors may be able to bring new products or services to market more quickly through the use of digital platforms, emphasizing the need for your organization to streamline processes and enhance collaboration for faster innovation.	Competitors are actively developing new solutions, underscoring the importance of maintaining a competitive edge through digital innovation.	Two competitors have expressed interest in development collaboration due to challenges in innovating independently, which could present partnership possibilities.	Competitors are embracing digital tools for collaboration and efficiency, highlighting the need to keep pace with industry trends.	Competitors may leverage digital platforms to attract your clients, making it crucial to enhance your digital capabilities.	Strengthening your digital presence can improve your organization's market perception as a modern and forward-thinking company.	
CAPABILITIES		The marketing team is not yet prepared to promote virtual products, which may require training and strategy adjustments.	The product team is experienced and intact, offering a strong foundation for adapting to digital collaboration and innovation.	Leveraging the team's technical capabilities can support the transition and implementation of the digital platform.	Providing training and development opportunities for staff can ensure a smooth transition and effective use of the new digital tools.	Evaluating and optimizing resource allocation can help enhance capabilities and support the transition efficiently.	Promoting collaboration between departments can help integrate the new digital platform more effectively across the organization.
WORKFORCE		Most department heads are committed to the change and share a cohesive vision, providing strong leadership and direction for the transition.	Employees are feeling overworked and insecure, which may impact their willingness to adopt new processes and tools.	Offering change management support can help guide employees through the transition and address concerns about workload and job security.	Maintaining open and clear communication can help manage employee expectations and keep them informed about the benefits and timeline of the transition.	Providing comprehensive training and support resources can ease the burden on employees and help them adapt to the new digital platform.	Involving employees in the decision-making process and gathering feedback can increase buy-in and commitment to the change.
PEOPLE		Ted, a pioneer of current products, feels his identity is threatened as he now plays a secondary role to Ned, who leads the virtual conversion team.	Sangeeta (CFO) is non-committal to the new direction, and her reasons for hesitation are not entirely clear, potentially causing uncertainty.	Addressing role changes and clarifying expectations can help employees like Ted adapt to new dynamics and reduce feelings of displacement.	Engaging with Sangeeta and other key individuals in open conversations can help address concerns and foster a clearer understanding of the new direction.	Offering change management support can help individuals like Ted navigate the transition and find their new place within the team.	Encouraging collaboration between individuals with different expertise, such as Ted and Ned, can create a more unified approach to the transition and draw on their combined strengths.
CULTURE		The team demonstrates a strong sense of commitment and ownership, which can be harnessed to support the successful transition to a digital platform.	There is a history of being reactive rather than proactive in addressing market shifts, suggesting the need for a cultural shift toward innovation and forward-thinking.	Encouraging a proactive approach can help drive the adoption of new processes and technologies, positioning the organization ahead of market trends.	Recognizing and celebrating successful transitions can reinforce a culture of innovation and adaptability.	Fostering a culture of open feedback and communication can help identify areas for improvement and ensure team members feel heard and valued.	Leaders demonstrating adaptability and embracing change can set a positive example for the rest of the team, fostering a culture of innovation and progress.