

Figure C9.1 Case 9—Directions for Force Field Analysis

The nature of Force Field Analysis is to bring available information to group dynamics so that the best workable solutions can be found.

1. **For identification and reference purposes, give your Force Field Analysis a title.**
2. **Identify a goal.** What do you want your team to be able to accomplish?
3. **Develop a list of facilitating (positive) forces.** Include psychological, interpersonal, and institutional forces that will help solve the problem.
4. **Develop a list of restraining (negative) forces.** Include as many as you can think of that get in the way of realizing your goal.
5. **Rank the restraining forces.** Agree on three to six that are most important. Rate these for their solvability.
6. **Leverage the facilitating forces.** Brainstorm ways to strengthen and enhance them.
7. **Take the strongest, most important restraining forces, and decide which ones you can change.** For those, brainstorm ways they might be converted to facilitating or neutral forces.
8. **Do not worry that your notations in the three columns do not perfectly align.** In real life, especially in real-life teams and classrooms, they rarely do. The important thing is that they are insightful and revelatory and provide helpful signposts for moving forward.
9. **For the New Ideas column,** take the outcomes (from Step 7 above) and reflect on the potential gains for your team, putting these into action.
10. **One month later, evaluate your New Ideas.** Are they working? What's changed? Is anything better?