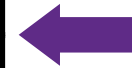


Forces for Change	Score



Change Proposed



Forces Against Change	Score

## Analysing the pressures for and against change

When you're making a difficult or challenging decision about whether to go ahead with something or not, it pays to use an effective, structured decision-making technique that will improve the quality of your decisions and increase your chances of success. Force Field Analysis (FFA) is one such technique and we'll explore below what it is and how you can use it.

## About FFA

FFA was created by social psychologist Kurt Lewin in the 1940s and is based on the concept that inertia and procrastination is brought about by opposing forces that drive or resist the change you want to make. Change will tend to happen when the driving forces towards the change are strengthened or the resisting forces against the change are weakened.

FFA is used in decision making by analysing the forces for and against a change, so that there is a clear rationale behind the final decision that you make.

## How to use FFA

To use FFA follow the 5 steps below, using the downloadable PDF of the model.

### Step 1: Describe the decision you have to make

Write your dilemma down in the box in the middle of the page.

### Step 2: Identify the forces for change

Think about the kinds of forces that are driving change. These can be internal and external.

If you think about the decision of whether to move to a new job in a new company internal drivers could include:

- I'd like to have a better work/life balance
- I'd like to be able to work from home some of the time
- I'd like to feel less stressed them to the left-hand side of your FFA.

External factors might be:

- My colleagues will be more pressured if I leave
- I will lose the chance of a bonus if I leave now
- My clients depend on my advice

Now add the forces against change to the right-hand side of your FFA.

## Step 4: Assign Scores

Next, score each force, where a score of one is weak and five is strong, according to the degree of influence each one has on the plan, and then add up the scores for each side (for and against).

For a visual representation of the influence that each force has, draw arrows around them. Use bigger arrows for the forces that will have a greater influence on the change, and smaller arrows for forces that will have a weaker influence.

## Step 5: Analyse and Apply

Now that you've done your FFA, you can use it in two ways:

1. To decide whether or not to move forward with the decision or the change.
2. To think about which supportive forces you can strengthen and which opposing or resisting forces you can weaken, to enable you to feel ready to make the change.

If you had to implement your decision to move jobs in the example above, the analysis might think of ways in which you could make the transition easier. For instance, you could:

- carry out research about the any new role and minimise what is unknown
- think about ways in which you could remain in touch with your colleagues once you've left
- reassure your clients that they will be taken care of by a colleague and plan a thorough hand-over before you leave
- Plan to be honest in your exit interview to let the management team know what pressures colleagues are under These new thoughts might swing the balance from 11:10 (against the plan), to 13:8 (in favour of the plan).