



Purpose

This methodology will assist in identifying and understanding the factors that will impact upon change implementation. Force Field Analysis is based on Kurt Lewin's work and is a systems approach to analyse the factors that:

- ▶ **Support the change**, i.e. exert a push force towards the change, such as national standards, service user advocacy and feedback, political pressures, technology
- ▶ **Resist the change**, i.e. exert a pull force away from the change, such as lack of necessary skills, recruitment/retention challenges, resources, ICT enablers, infrastructure

How to use it?

Use Force Field Analysis to organise data and assist analysis in relation to forces for and against change. Assess the relative strength of the forces to provoke thinking about how to increase the 'push forces' or decrease the 'pull forces' as part of the change plan.

Session outline

- ▶ Develop a list of all the forces for change and all the forces for staying the same.
- ▶ Based on discussion determine the most influential forces for and against the change. Use the length of the arrows to indicate the strength of influence.
- ▶ Work with the group/individuals to agree the key drivers for change and why.
- ▶ Engage in a process to work with the group/individuals who wish to maintain the current situation to fully understand their perspective. Seek other views including those of service users to open the discussion to different perspectives.
- ▶ Work with people to understand why maintaining the status quo is not sustainable. Put in place supports to address concerns and support people to embrace the change.

Adapted from: Cummings, T. G. and Worley, C. G. (2005: 126) and Iles, V. and Sutherland, K. (2001) People's Needs Defining Change – Health Services Change Guide