



3. On the right hand side, list all the factors which are making the issue you have selected unsuccessful. These are the **negative** influences on the issue. Ask yourself what negative forces are currently in place or could be in place that are stopping you from driving the issue in a positive direction. Write a response on each line denoted with an arrow. They are the factors (shown in the example above) with the arrows trying to push the issue in a negative direction.

4. Having identified the positive and negative forces, the next step is to look at how to double or increase the benefits of the positive force factors and halve or reduce the problems listed in the negative force factors. You may be able to add additional positive forces or completely remove negative ones. If you are able to increase and strengthen the forces on the positive side and weaken or remove the forces on the negative side then your issue will move forward. To start this action complete the following.

- Go back to the left hand side of the Force Field and say "What would I need to do to make all these positive forces twice as strong and double the impact?" Then write the actions underneath each arrow as shown above.
  - Now go to the right hand side of the Force Field and say, "Do we want to double the negative forces?" No we don't! We want to halve them. Ask yourself "What would I need to do to half the impact of these negative forces, reduce their strength or even remove them completely?" Then write the actions underneath each arrow as shown above.

5. You will now see that you have doubled your positive forces and halved your negative forces. The sheer strength of the Force Field Analysis shows the strengthened positive issues pushing down your weakened negative issues and moving your issue in a positive direction.

6. Now that the Force Field is completed we need to conduct a [Pareto Analysis](#). There are three easy ways for you to select the top issues to work on.

- The first way is to simply ask yourself or the team which five of these actions do you/they feel like doing. There are a lot of subtle benefits in this question, it suggests that action will follow.
- The second way is more analytical and requires you to rate on a scale of minus 5(poor) to plus 5(good) where you are now with each of the factors and where you want to be in say six months time. The arms of the Force Field provide the ideal audit tool as shown above. Carry out a gap analysis to select the actions to be addressed.
- The third way is a team approach where the members of the team are each given three votes to select which actions they personally think need action. A vote is usually recorded by placing a mark/tick against the actions they vote for. After every one has finished select the actions that have scored the highest votes and they are the actions to be addressed.