

Diagnostic Force Field Analysis

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Description:

This tool helps to expand the usefulness of a Force Field Analysis by understanding and analyzing the strength of the positive (driving forces) and negative (restraining forces) that are acting on the current state and driving or restraining movement towards the desired future state. This tool helps an improvement team investigate the forces that are occurring and to develop an action plan on how to maximize the positive forces and minimize the negative forces to help an organization to reach its desired improvement goal. It allows an improvement team to visually observe the cause and effect of positive and negative forces in one matrix on the current state of the issue they are trying to improve.

When to Use:

This tool should be used after the AIM Statement has been developed and agreed upon by the team. This tool enables the team to capture their collective knowledge of the current state. It helps them to compare the positive and negative forces of a situation and to encourage reflection on the underlying root causes of a problem before developing any solutions. This tool also encourages agreement on the strength of each positive and negative force helping team prioritize on where to focus their improvement efforts.

Construction Steps:

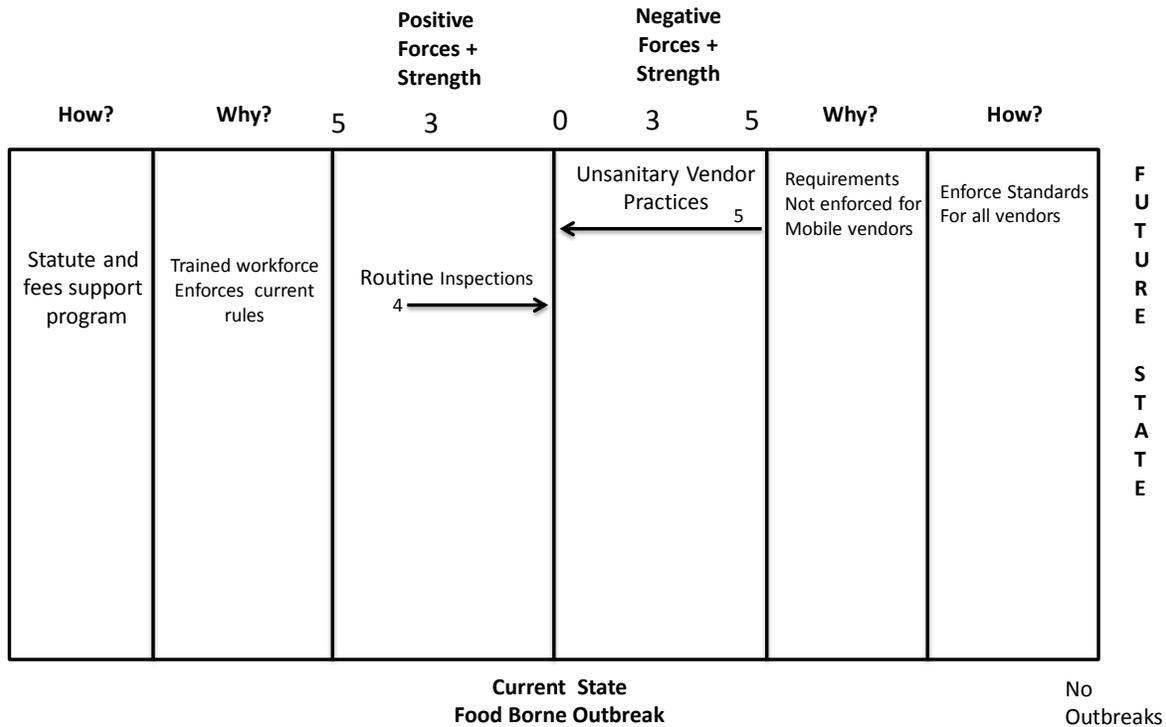
- Define the issue to be addressed from the completed AIM Statement – Current State.
- Draw a large 2x2 Matrix diagram and draw in a center line. The top of the center line should be labeled with a zero and at the bottom of the center line describe the current state. On the far right of the matrix describe the desired future state.
- On the left side of the center line divide the matrix into the following three columns:
 - Positive forces plus the strength of the positive force
 - Why the positive force is occurring?
 - How the force can be maximized to move toward the desired future state?
- On the right side of the center line divide the matrix into the following three columns:
 - Negative forces plus the strength of the negative force

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- Why the negative force is occurring?
 - How to minimize the negative force to reduce resistance moving to the desired future state?
- Brainstorm forces (positive and negative) pushing the organization either away from or toward the desired state
 - If the force is positive (driving), write it on the left-hand side of the matrix
 - If the force is negative (restraining), write it on the right-hand side of the matrix
- Assign a strength rating to each force and reach consensus for each strength; a suggested 1-5 rating scale is:
 - 1 – Low force which has minimal impact on the system
 - 2 – Marginal force which needs to be monitored for impact by others
 - 3 – Medium force which requires an action plan
 - 4 – Major force that is difficult to change
 - 5 – Superior force that has a major impact on the system and must be addressed
- Draw an arrow toward the centerline for each force representing its strength
- Determine in the “Why Column” what caused each of the forces to occur.
- Create an action plan on how to increase the positive forces with the highest strength and minimize the negative forces with the highest strength using the “How Column” in the matrix.

Example:



- 1 – Low force which has minimal impact on the system
- 2 – Marginal force which needs to be monitored for impact by others
- 3 – Medium force which requires an action plan
- 4 – Major force that is difficult to change
- 5 – Superior force that has a major impact on the system and must be addressed