WORKSHEET + WORKED EXAMPLE

What Helps or Hinders the Change?

A picture of helpful and constraining conditions, plus one change to those conditions.

20 minutes with others | Force Field Analysis

Use it in three moves

1. Describe the proposed change and what it would improve for people. Check that those affected recognize the need.

2. Name conditions that help and conditions that hold it back. Record evidence; avoid turning people into obstacles to be overcome.

3. Choose a constraint you can reduce, a helpful condition you can strengthen, or a reason to reconsider the change. Compare what happens with what you expected.

The change we are considering

What would it make better, and for whom?

One condition we can change

Or explain why the proposal needs to change.

What Helps or Hinders the Change?

YOUR WORKING NOTES / CONTINUED

Who can act, and who needs to agree?

What will tell us whether it helped?

When will we review it?

One item at a time

Copy this page for additional items. Use one row, option, task, or possibility per copy. The web tool handles calculations and comparisons where included.

Condition

Effect on the change

Choose: Still unclear / Helps / Holds it back

What makes us think so?

Whose experience should we check?

A question for me

What might the behavior I call resistance be telling me about the conditions?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

The change we are considering

Use one visible route for service requests.

What would it make better, and for whom?

Make requests easier to track without relying on someone being personally available.

One condition we can change

Try a clear acknowledgement and expected response window before asking people to stop private follow-ups.

Who can act, and who needs to agree?

Service coordinator, with the inbox cover team's agreement.

What will tell us whether it helped?

Ask whether requesters can tell what happens next; check duplicate follow-ups.

When will we review it?

After two weeks

Example item 1

Condition: A shared inbox already exists

Effect on the change: Helps

What makes us think so?: Both teams can access it during working hours.

Whose experience should we check?: Check access with part-time colleagues.

Example item 2

Condition: Requests receive no acknowledgement

Effect on the change: Holds it back

What makes us think so?: People reported sending private messages to check a request arrived.

Whose experience should we check?: Ask requesters and the colleagues covering the inbox.

The thinking behind it

Nic's central claim is that the environments we shape also shape us. If the current environment makes the old behavior sensible, another reminder may be the least useful intervention.

Force Field Analysis draws on Kurt Lewin's work on social equilibria and change, including his 1947 paper "Frontiers in Group Dynamics." It examines conditions that support or constrain movement. This adaptation keeps evidence and people's experience visible; it deliberately avoids adding subjective scores into a verdict about whether to proceed.

Kurt Lewin's 1947 paper

Read The Hollow Crown: Why Our Leadership Narratives Have Failed by Nic Payne