

# Tool: Force-Field Analysis

*Collaborative problem - solving of the barriers or limiting forces is the basis of system change - Senge, 1999.*



## Limits to Growth

The piecemeal change efforts of schools the last decade have taught us a valuable lesson about seeking success through systematic change strategies. If we want to make long-standing progress, we need to identify and develop strategies for dealing with apparent limits (barriers/challenges) to the innovation's success. Limits generally don't become visible until after the initial stages of implementation. By then the limiting forces will be much stronger and more difficult to manage. Therefore, our highest leverage comes from anticipating and dealing with the limiting forces rather than waiting until we are forced to react to the barriers. The truth is: After the initial successes, limits to growth is where the MOST opportunity exists for progress in scaling and sustaining the innovation benefits. –Senge, *The Dance of Change*, 1999.

## Directions

The following force-field analysis process is a system tool to assess “what's working?” and “what needs to work better?” to increase the innovation's success. Beginning during the early growth phases of success, call time out regularly to talk together. Determine what forces are supporting the successes of innovation and identify the anticipated barriers/challenging forces that may be limiting the innovation's scalability. *Selecting one or more of the limiting forces is the basis of system change – Senge, 1999.*

