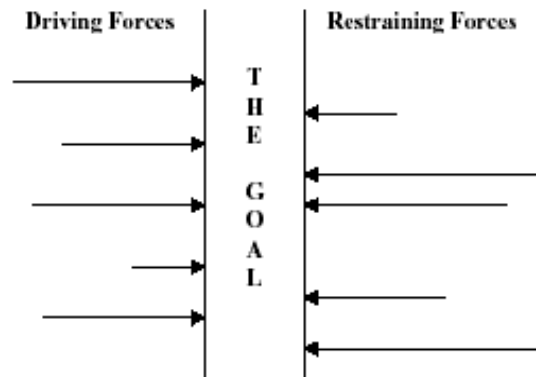


**PROBLEM-SOLVING I: IDENTIFYING NEEDS AND PROBLEMS  
ACTIVITY 1**

**FORCE FIELD ANALYSIS**

A force field analysis is a useful way of identifying pressures for and against change which must be considered in a problem-solving situation. The pressures for change (the driving forces) are listed and their strength is estimated. The length of each arrow represents the strength of that particular pressure in the mind of the person doing the analysis. The pressures which resist change (the restraining forces) are also listed and their strengths are estimated. The driving and restraining forces can then be arranged in a diagram similar to the one shown below.



This technique does not make decisions. Rather, it helps the problem-solver to visualize the forces at work and the individual and cumulative strengths of each force. A more sound decision can be made when pertinent factors are identified.

**Step #1:** Define the problem and goal.

**The Problem:**

Poor company performance at structure fires.

**The Goal:**

To improve company performance at structure fires.

## Step #2

Individually list the forces driving the problem toward a solution (these may be individual, organizational, or external). In short, they are things you have going for you in reaching your goal.

1. *Good ICS in place in department.*

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

6. \_\_\_\_\_

7. \_\_\_\_\_

8. \_\_\_\_\_

## Step #3

Individually list the restraining forces that are preventing movement toward solution (these forces can also be individual, organizational, or external). In short, they are things which are contributing to the problem.

1. *Lack of "hands-on" experience.*

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

6. \_\_\_\_\_

7. \_\_\_\_\_

8. \_\_\_\_\_

**Step #4**

Estimate the relative strength of each driving and restraining force (high, medium, or low).

**Step #5**

Estimate your ability to influence each force, particularly the high impact restraining forces. Assess your ability to reach the goal based on this analysis.