

What it is

A template to use in planning any kind of change

What it can do

This tool can assist you to:

- o Assess current conditions for a change
- o Analyze the forces for and against the change
- o Plan ways to support drivers and reduce restraining forces

How it works

Use the template on the following page.

1. Consider all stakeholders in the change (including yourself) and list the most significant forces currently moving toward the desired future in the domains of:
 - a. **Hearts & Minds** (what people believe, feel and perceive)
 - b. **Behavior** (how people speak and act)
 - c. **Structure** (systems, structures, and processes both internally and externally to the organization)
2. Consider all stakeholders in the change (including yourself) and list the most significant forces currently actively restraining movement toward the desired future in the same three domains of Hearts & minds, behavior, and structure.
3. Identify steps that can be taken to mitigate or otherwise reduce the restraining forces that are keeping the change from moving forward.
4. Identify steps that can be taken to strengthen the forces moving towards the desired future.

Things to consider/Additional benefits

When trying to implement a change, most people's natural tendency is to support the drivers and reiterate the benefits of the change. Working to eliminate, reduce or mitigate the restraining forces strengthens the impact of any drivers and allows natural forward movement to occur.

HEARTS & MINDS DRIVING FORCES	
→ → → → →	← ← ← ← ←
BEHAVIOR DRIVING FORCES	
→ → → → →	← ← ← ← ←
STRUCTURAL DRIVING FORCES	
→ → → → →	← ← ← ← ←
HEARTS & MINDS RESTRAINING FORCES	
BEHAVIOR RESTRAINING FORCES	
STRUCTURAL RESTRAINING FORCES	