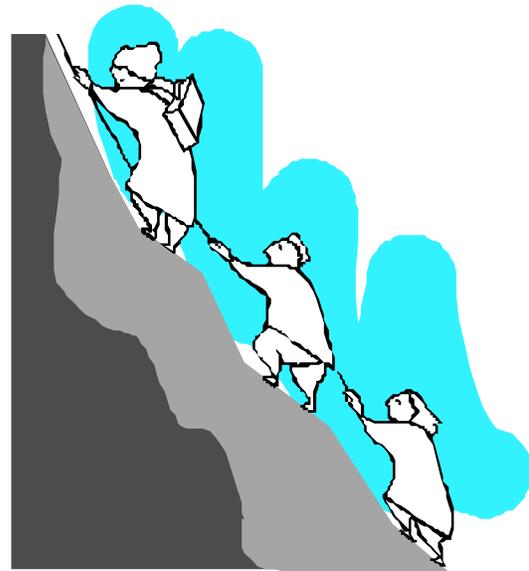


Students Channel

Force Field Analysis



**DRIVING
FORCES**

**RESTRAINING
FORCES**

January, 2001

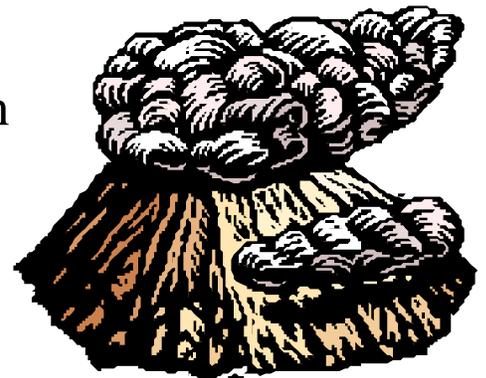
Driving Forces

- Staff knowledge and dedication
- Pride in, and commitment to, customers, products, services and education (strive for excellence)
- Collaboration (operating partners, management at all levels, regions and DC)
- Strong relationship with operating partners and community
- Communication – quality improvement
- Stakeholder involvement with customer focus
- Web technologies
- Empowerment (from leadership and PBO)
- Accepting challenges with personal energy and willingness to change, while embracing the mission
- Recognition of successes



Restraining Forces

- Resource challenges (human, space, and funding)
- Communication vehicles are inconsistent in frequency and content
- Lack of management and leadership development
- Lack of collaboration among leaders
- So focused on output that we lose site of the big picture and leadership responsibilities
- Variance in how we make the PBO practical in day-to-day work
- Too focused on the process, without focusing on the outcome and importance
- Old baggage; old thinking – inability or resistance to change, embedded cynicism
- Some rules, policies, and regulations seem unnecessarily restrictive, especially in light of the PBO
- Competing or unclear priorities resulting in a lack of understanding of the resources and coordination needed from other channels
- Lack of shared understanding of business processes and how technology decisions affect them
- Fire drills
- Limited public access to automation



Actions to Maintain and Support the Driving Forces

- **Staff knowledge and dedication**
 - ♦ *Plan for depth on the bench; provide career paths; expand educational opportunities and learning*
- **Pride in, and commitment to, customers, products, services and education (strive for excellence)**
 - ♦ *Make more use of quick hits*
- **Collaboration (operating partners, management at all levels, regions and DC)**
- **Strong relationship with operating partners and community**
 - ♦ *Make greater use of focus groups*
- **Communication - quality improvement**
- **Stakeholder involvement with customer focus**
- **Web technologies**
- **Empowerment (from leadership and PBO)**
 - ♦ *For all of our workforce, encourage ownership through empowerment within appropriate boundaries*
- **Accepting challenges with personal energy and willingness to change, while embracing the mission**
 - ♦ *Remain nimble*
- **Recognition of successes**
 - ♦ *Celebrate successes*



Actions to Reduce the Restraining Forces

- **Resource Challenges (human, space, and funding)**
 - ♦ *Openly discuss resource challenges across the Channel, and generate collaborative solutions. Management decide to recruit*
- **Communication vehicles are inconsistent in frequency and content**
 - ♦ *Enhance managers' and team leads' role and responsibility to share agendas across the Channel*
- **Lack of management and leadership development**
 - ♦ *Provide and schedule leadership training*
- **Lack of collaboration among leaders**
 - ♦ *Have project, topic-specific meetings in which we problem-solve as a peer group of managers*
- **So focused on output that we lose site of the big picture and leadership responsibilities**
 - ♦ *Make explicit the outcomes and reasoning for a project and how it incorporates the PBO way.*
- **Variance in how we make the PBO practical in day-to-day work**
 - ♦ *As managers, help translate the PBO to our work: involvement of balanced score card into our work*
- **Too focused on the process, without focusing on the outcome and importance**
 - ♦ *First define the outcome and need, then define the process*
- **Old baggage; old thinking - inability or resistance to change, embedded cynicism**
 - ♦ *Model new behaviors; embody values; develop short-term goals, and address our own cynicism*
- **Some rules, policies, and regulations seem unnecessarily restrictive, especially in light of the PBO**
 - ♦ *Propose alternatives to rules, policies, and regulations based on data and analysis*
- **Competing or unclear priorities resulting in a lack of understanding of the resources and coordination needed from other channels**
- *Senior Leadership with the Management Council set priorities and disseminate to the Students Channel*
- **Lack of shared understanding of business processes and how technology decisions affect them**
 - ♦ *Work, work, work with CIO*
- **Fire Drills**
 - ♦ *Minimize effect of fire drills by having organized data to respond*
- **Limited public access to automation**
 - ♦ *Ensure that all SFA information can be accessed by multiple means*