PLANNED CHANGE			
DRIVING FORCES			**RESTRAINING FORCES**
	▶ ◀		
	▶ ◀		
	▶ ◀		
	Seek Equilibrium		

Figure 1: Force Field Diagram (based on Kurt Lewin's Theory)

UNFREEZING
CHANGE
REFREEZING

Figure 2: Kurt Lewin's Change Theory

FORCE FIELD ANALYSIS COMPONENTS (K. Lewin)
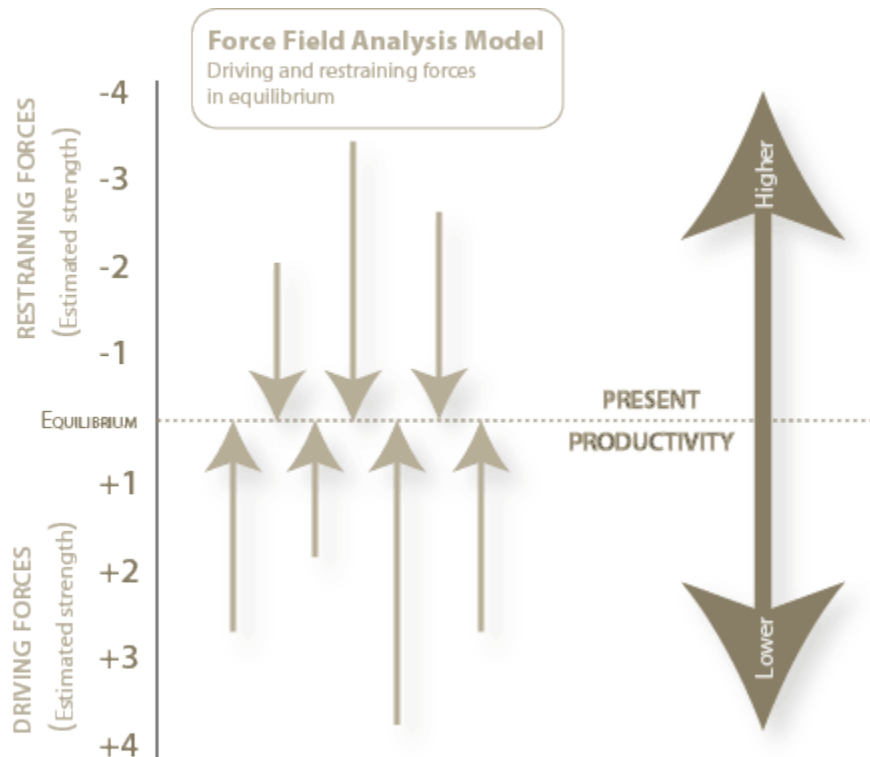
Driving Forces

Driving forces are those forces affecting a situation that are pushing in a particular direction; they tend to initiate a change and keep it going. In terms of improving productivity in a work group, pressure from a supervisor, incentive earnings, and competition may be examples of driving forces.

Restraining Forces

Restraining forces are forces acting to restrain or decrease the driving forces. Apathy, hostility, and poor maintenance of equipment may be examples of restraining forces against increased production. Equilibrium is reached when the sum of the driving forces equals the sum of the restraining forces.

Equilibrium

This equilibrium, or present level of productivity, can be raised or lowered by changes in the relationship between the driving and the restraining forces.

Change Model Paradigm	*Characteristics*
Power Coercive	Leader orders change, subordinates comply
	Change agent must have authority
	Origin of regulations and laws
	May be used to force a change, ie: desegregation laws
	May fail due to high resistance
Empirical Rationale	Emphasis on Reason and Knowledge
	Based on premise that people will change once they realize it serves their rationale self interest
	Recipients are not actively involved in change process but are educated about the values
	Often used for technological change
	Ignores beliefs, feelings, values
Normative Educative	Change only really occurs once attitude, values, skills, relationship changes are made
	Those affected by the change MUST be involved in the planning
	Mutual trust and collaboration needed
	Conflict must be resolved amicably
	Kurt Lewn's theory is an example

Table 1: General Change Model Paradigms