

The Force Field Exercise

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This is a leadership tool that you can use to assess the culture of your group, team or organization. It enables you to see the behavioral impact that each team member has upon it. Follow the steps:

1. Identify and record in the “criteria” section below, the ten behavioral characteristics that you would like to see in all of the individuals in your group, team or organization.. For instance: *integrity, self-starter, team player, flexible, leadership, accountable, responsible*, etc.
2. Define what each characteristic means so the behavior patterns can be easily recognized when modeled.
3. Write the name of each of your team members in the appropriate column according to the overall behavior he/she models most of the time:

Strength Column: This individual models the overall criteria consistently.

Opportunity Column: This individual models overall behavior opposite of the criteria.

Developmental: This individual is inconsistent in modeling the criteria.

On the Line: Indicates behavioral shifting from one column to another. E.g.: Strength to Development, Opportunity toward Development, Development toward Opportunity etc. Movement can be in either direction.

4. If most individuals are in the Strength column, you have a good informal culture that is consistent with the ideals that you want in your organization. There is strong reinforcement by peers to model the strength behaviors.
5. If most are in the Opportunity column, your organizational culture is in trouble. You have a big gap between what is supposed to happen and what really happens in your organization. There is peer pressure to reinforce negative behavior.
6. If most are in the Developmental column, mediocrity is the norm. Individuals do the minimum to get by. There is an absence of strong peer leadership among the team members.

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CRITERIA:

STRENGTH	ON-THE-LINE	DEVELOPMENTAL	ON-THE-LINE	OPPORTUNITY