

Forces For & Against

This tool provides a productive way to talk about common constraints in a project, like time and budget—helping the team brainstorm ways to minimize forces that could hurt the work, but also take advantage of forces that could help.

⌚ TIME: 30–45 MINUTES

When should I use it?

When you're kicking off a project.

What will I need?

- + *Forces For and Against* 24"x36" poster (or whiteboard, flip chart, or 20"x23" Post-it pad)
- + *Forces For and Against* cards (or index cards)
- + *Forces For and Against Actions* 8.5"x11" poster

- 1 Place the *Forces For and Against* poster on a table or whiteboard. Spread out the *Forces For and Against* cards.
- 2 As a team, talk about where you would put each force on the spectrum of Forces Working For Us vs. Forces Working Against Us.
- 3 Rank the forces based on how big an impact the team thinks they might have.
- 4 Do a rapid-fire round of brainstorming about ways the team could deflect or minimize the most negative forces and take advantage of the most positive ones.
- 5 For every force you discuss (both positive and negative), capture any action items on the *Forces For and Against Actions* poster and assign an owner.

What are the forces that could hurt or help our work?

