

PROBLEM SOLVING AND ACTION PLANNING THROUGH ISSUE FACTORS ANALYSIS

This step-by-step guide to problem analysis and action planning has been developed by Dr. David Hartl, General Learning Climates, Inc., and uses the principles of Force Field Analysis created by social scientist Dr. Kurt Lewin.

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STEP 1. DESCRIPTION OF GENERAL STRATEGY DIRECTION THAT HAS BEEN DETERMINED FOR YOUR AGENCY: *(What is the purpose of your enterprise?)*

STEP 2. STATEMENT OF STRATEGIC GOALS: *(What goals must be achieved to fulfill the purpose?)* List each goal separately below.

STEP 3. OBJECTIVES THAT MUST BE ACHIEVED TO MOVE TOWARD THE GOALS: *(What specific objectives need to be achieved to get you to each of your goals?)*

STEP 4. ISSUE FACTOR ANALYSIS AND ACTION PLANNING (For each of the OBJECTIVES listed on the previous page, complete a separate sheet using the format shown.)

OBJECTIVE ANALYSIS SHEET

OBJECTIVE:

HELPING FACTORS	HINDERING FACTORS
(What factors do you think will help you do what you want to do? List as many as you can think of; try to list at least 10 helping factors.)	(What factors do you think will hinder you from doing what you want to do? List as many as you can think of; try to list at least 10 hindering factors.)

STEP 5. FACTOR SELECTION FOR ACTION PLANNING

(From the lists you created in your OBJECTIVES analysis, select three (3) HELPING and three (3) HINDERING FACTORS. [Criteria for selecting: They are bigger than a bread box but not as big as a house, they are within your grasp if you really reach; they particularly interest you.]

SELECTED HELPING FACTORS

1.

2.

3.

SELECTED HINDERING FACTORS

1.

2.

3.

STEP 6. CREATING ACTION PLANS

(Write in the spaces below all the POSSIBLE ACTION STEPS that you can take to implement the OBJECTIVE. Focus first on the HINDERING FACTORS. What can you do, what actions can you take, to eliminate or decrease the impact of the hindering factors to get them out of the way? Second, look at the HELPING FACTORS. What can you do, what actions can you take, to strengthen or add to the impact of helping factors?)

BESIDE EACH ACTION PLAN, write down the CONDITIONS, INFORMATION, ALLIES, and/or RESOURCES that must exist to implement each ACTION PLAN.

PLAN ACTIONS TO DEAL WITH THE **HINDERING FACTORS FIRST:**

POSSIBLE ACTION STEPS TO REDUCE HINDERING FACTORS

CONDITIONS, INFORMATION, ALLIES AND/OR RESOURCES, ACTIONS

1.

2.

3.

PLAN ACTIONS TO DEAL WITH THE HELPING FACTOR:

**POSSIBLE ACTION STEPS TO STRENGTHEN HELPING FACTORS
CONDITIONS, INFORMATION, ALLIES AND/OR RESOURCES, ACTIONS**

1.

2.

3.

IMPLEMENT YOUR SELECTED ACTION STEPS

Three ways to implement your action steps:

- 1. “I can do it.” All you need is the will and authority to execute the action.**
- 2. “We can do it.” You need to have authority and allies to join with you to execute the action.**
- 3. “We can get them to do it.” The action requires authority from some other person or official body to execute the action and they need to be convinced to implement.**

- ESTABLISH THE NECESSARY CONDITIONS,**
 - DISCOVER OR CREATE THE REQUIRED INFORMATION,**
 - DEVELOP THE APPROPRIATE ALLIES AND/OR RESOURCES, THEN**
- MAKE THE NECESSARY DECISIONS AND ACT ACCORDINGLY.**