

- **Not teaching people to “fish”** – Lack of education and awareness building in those responsible for, or involved in, benchmarking.
- **Lack of communication** – Or unclear communication. Benchmarking not linked to other corporate activity/goals so communication and relevance are blurred.
- **Failing to prioritize** – Trying to “change the world” at once and not identifying subjects, which are linked to key business processes.

#### **Why Focus on Benchmarking Process?**

Only when you know how your process performs and what its key enablers are can you understand, learn from and adapt the best practice or innovations from other companies which will then lead to competitive advantage.

#### **Code of Conduct**

Just as such other professional organizations as Public Relations Society of America (PRSA) have codes of ethics, so does The Benchmarking Centre. Here is a summary of its code:

##### **Principles**

- Legality
- Exchange
- Confidentiality
- Use
- First party contact
- Third party contact
- Preparation
- (Practice) Etiquette and Ethics
- (Be willing to participate in a) Benchmarking Exchange Protocol
  - “Never ask for something you would not be prepared to share in return.”

**For direct access to The Benchmarking Centre, go to:**

[www.aboutbenchmarking.com](http://www.aboutbenchmarking.com)

#### **Force Field or Conflict Analysis:**

##### **Understanding the Pressures For and Against Change**

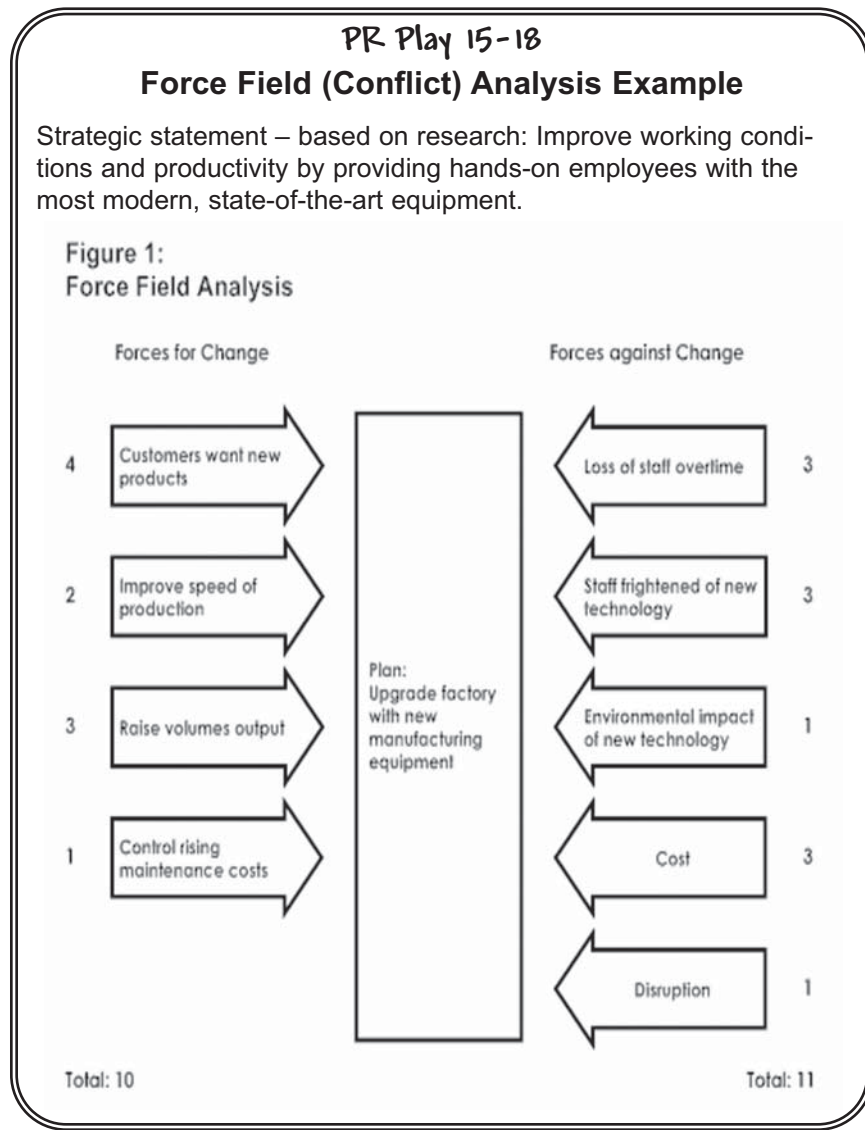
##### **How to Use the Tool:**

Force Field Analysis, also called Conflict Analysis, is a useful technique for looking at all the forces for and against a decision. In effect, it is a specialized method of weighing pros and cons.

By carrying out the analysis you can plan to strengthen the forces supporting a decision, and reduce the impact of opposition to it.

**To carry out a Force Field Analysis, follow these steps:**

- List all forces for change in one column, and all forces against change in another column.
- Assign a score to each force, from 1 (weak) to 5 (strong).



- Draw a diagram showing the forces for and against change. Show the size of each force as a number next to it.

For example, imagine that you are a manager deciding whether to install new manufacturing equipment in your factory. You might draw up a force field analysis like the one in **PR Play 15-18**. (Also see page 481.)

Once you have carried out an analysis, you can decide whether your project is viable. In the example (PR Play 15-18), you might initially question whether it is worth going ahead with the plan.

When you have already decided to carry out a project, a Force Field Analysis can help you to work out how to improve its probability of success. Here you have two choices:

- To reduce the strength of the forces opposing a project, or
- To increase the forces pushing a project

Often the most desirable solution is the first: just trying to force change through may cause its own problems. People can be uncooperative if change is forced on them.

If you had to implement the project in the example (PR Play 15-18), the analysis might suggest a number of changes to the initial plan:

- By training staff (increase cost by 1) you could eliminate fear of technology (reduce fear by 2).
- It would be useful to show staff that change is necessary for business survival (new force in favor, +2).
- Staff could be shown that new machines would introduce variety and interest to their jobs (new force, +1).
- You could raise wages to reflect new productivity (cost +1, loss of overtime -2).
- Slightly different machines with filters to eliminate pollution could be installed (environmental impact -1).

These changes would swing the balance from 11:10 (against the plan), to 8:13 (in favor of the plan).

### **Key points:**

Force Field Analysis is a useful technique for looking at all the forces for and against a plan. It helps you to weigh the importance of these factors and decide whether a plan is worth implementing. For more, go to: [http://www.mindtools.com/pages/article/newTED\\_06.htm](http://www.mindtools.com/pages/article/newTED_06.htm)

PR Play 15-19



The Internet's Most Visited Career Skills Resource

Force Field Analysis Worksheet

- For instructions on Force Field Analysis, visit <http://www.mindtools.com/rs/ForceField>.
- For more business leadership skills visit <http://www.mindtools.com/pages/HowtoLead.htm>.

Forces FOR change	Score		Forces AGAINST change	Score
		<div style="border: 1px solid black; padding: 5px; margin: 0 auto; width: 80%;"> <p style="text-align: center; margin: 0;"><b>Change proposal</b></p> <p style="text-align: center; margin: 0;">.....</p> <p style="text-align: center; margin: 0;">.....</p> <p style="text-align: center; margin: 0;">.....</p> <p style="text-align: center; margin: 0;">.....</p> <p style="text-align: center; margin: 0;">.....</p> <p style="text-align: center; margin: 0;">.....</p> <p style="text-align: center; margin: 0;">.....</p> <p style="text-align: center; margin: 0;">.....</p> <p style="text-align: center; margin: 0;">.....</p> <p style="text-align: center; margin: 0;">.....</p> <p style="text-align: center; margin: 0;">.....</p> <p style="text-align: center; margin: 0;">.....</p> <p style="text-align: center; margin: 0;">.....</p> <p style="text-align: center; margin: 0;">.....</p> <p style="text-align: center; margin: 0;">.....</p> </div>		
<b>TOTAL</b>			<b>TOTAL</b>	

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