Leader Toolkit
SWOT analysis

We are **INSPIRATIONAL** and **RESPONSIBLE** leaders, **DEDICATED TO QUALITY**.

We lead through creativity and innovation, striving for excellence in all we do. We build value for our community and our shareholders.

Why use this tool

When developing a strategy or planning a change, you need an accurate picture of the current status and readiness of the organisation (or part thereof).

A rigorous **SWOT** analysis can help because the solution to many issues may be found in:

- taking advantage of your **S**trengths and overcoming apparent **W**eaknesses in your organisation, or

- seizing **O**pportunities or dealing with **T**hreats, which are present in or are emerging from the environment in which you are operating

A SWOT analysis will help you bring together the three elements that point to critical issues that must be addressed. - your **goals**, the **resources** you have at your disposal and the **environment** in which you are operating.

1. **Your goals**
   The *Setting Team Purpose* tool will have helped you clarify your **organisational or team goals**

2. **The resources** at your disposal (**internal focus**)

3. **The environment** in which you are operating (**external focus**)

Your specific environment is likely to be a source of the (a) **O**pportunities and (b) **T**hreats that can affect change outcomes.

The *7 S model* analysis can help you analyse the **organisational environment**.

The wider **industry environment**, such as government policies and priorities or competitor behaviour, is also brought into focus during your **SWOT** analysis.
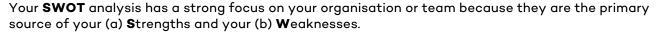
When to use this tool

Use SWOT analysis when embarking on strategy development or a planning a change program.

How to use this tool

- *Write your purpose statement* at the top of the SWOT analysis matrix or if appropriate, use the *Setting team (or organisational) purpose* tool to *develop your goal statement* with your team before you start the **SWOT**.

- Work through the **SWOT** analysis and / or select one or two team members with strong analytical and clear thinking skills and work through the **SWOT** analysis together.

- Identify the critical actions that must be part of or added to your plan.

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Your **SWOT** analysis has a strong focus on your organisation or team because they are the primary source of your (a) **S**trengths and your (b) **W**eaknesses.

Develop a list of critical issues and the actions you need to take in your strategy or change plan.

1. Write down your project, organisational or team purpose and keep this in mind as you work through your SWOT

2a. Strengths - internal	Consider the implications of the SWOT	Critical issues that jeopardise success	What do we need to do about them?
	Your strengths and weaknesses What contributes to these strengths or weaknesses? Our stakeholders? Our product and service? Available resources? ▪ What gives us this strength? Attitude? Skill? Situation?		
2b. Weaknesses - internal	▪ Is there an underlying cause for our weaknesses? (Find underlying causes through a **5 WHYS** analysis). ▪ How do these weaknesses affect our ability to work towards our goals?		
3a. Opportunities - external	**Your opportunities and threats** ▪ How do these threats impede our ability to achieve our goals? ▪ Which opportunities are critical to achieving our outcomes? ▪ How do we overcome the weaknesses that prevent me taking advantage of these opportunities?		
3b. Threats - external	▪ Can we use any of our strengths to take advantage of our opportunities? ▪ How do we address the weakness that will make these threats a reality? ▪ Can we use our strengths to reduce the likelihood and impact of these threats?		