

Leader Toolkit

SWOT analysis on team and individuals



We are **INSPIRATIONAL** and **RESPONSIBLE** leaders.

We inspire each other to be brave and bold. We act with integrity and invest in our people to learn and grow.

Why use this tool

It is important for your success and the success of each the individual team members that you have the right people in the right roles. So it is vital that you have clarity around structure, system, direct and skills before you start to mould your team.

A SWOT analysis identifies the strengths, weaknesses, opportunities and threats of a given situation such as a group or company. By identifying the strengths, weakness, opportunities and threats to your team or operation you are able to plan and put into action appropriate measures to deal with all four areas of the SWOT.

Use the following SWOT analysis to do a complete review on your team, which will assist you in assessing each individual in your team.

When to use this tool

Use this tool when you are transitioning to a new leadership role.

If you 'revitalising' your leadership, use this checklist to consider whether there are areas you would like to revisit.

How to use this tool

- Step 1** Do a **SWOT analysis** of your team and individual team members
- Step 2** **Identify insights** that require further consideration
- Step 3** **Transfer actions** to your **Build your 90 day plan**

Tips

Avoid common traps in building productive and effective teams ⁽¹⁾

- Don't risk leaving the existing team in place unchanged for too long.
Make one of your goals to set a deadline for deciding the composition of your team.
- Develop a plan for addressing obvious team problems quickly. Even if you cannot 'fix' the problem immediately, develop remedial options as quickly as you can - even interim options such as recruiting temporary resources.
- Develop your team strategy in line with what you are learning about the strategy, structure and systems of the organisation.
- Don't let uncertainty cost you good people.
As you assess the directions of your changes, ensure that your top performers are aware of how you value them.
- Don't initiate team-building before your core people are in place.
- Wherever possible, only make implementation decisions if the people required to carry through the implementation are in place.
- Don't stand alone when you tackle team-building and team-restructuring.
- Seek allies and in particular, seek the support of your People Business Partner.

(1) Derived from pp 159-162. Michael Watkins, *The First 90 Days: Critical Success Strategies for New Leaders at All Levels*. Harvard Business School Press, 2003.

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Step 1: Do a SWOT analysis of your team and individual team members

Strengths	Weaknesses
What advantages does your team have? What do you do better than anyone else? What do people outside your team see as your strengths? What personal strengths have individuals demonstrated - Competence? Energy? Focus? Trust? Judgment?	What could you improve? What should you avoid? What do people outside your team see as weaknesses? What factors are eroding success?
Team strengths	Team weaknesses
Individual team member strengths	Individual team member weaknesses
Opportunities	Threats
Are there opportunities to develop new processes or improve the way the team works? Are there interesting trends, within or outside the organisation, which the team could leverage? For example, changes in technology or in company direction?	What obstacles does the team face? Is the team concerned about changes to individual roles? Changing technologies? Is demand for the team products or services decreasing? Are there factors that are destabilising the team?
Opportunities from within the team	Threats over which the team has control
Opportunities from outside the team	Threats over which the team has no control



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Step 2: Identify insights that require further consideration

Remember you are trying to identify positive attitudes and behaviour that can result in improved team cohesion and effectiveness.

What insights did you uncover about your team	Requires a response from you?	What can you do to build on a strength, seize an opportunity, mitigate a weakness or counter a threat. Add actions to your <i>Build your 90 day plan</i>

