



# GENERIC SWOT ANALYSIS TERMS



## **Strengths**

Strengths detail what an organization excels at and what separates it from the competition: a strong brand, loyal customer base, a strong balance sheet, unique technology, etc. For example, a new hedge fund may have designed a proprietary trading strategy that returns market-beating results. It must then decide how to use those results to attract new investors.

## **Weaknesses**

Weaknesses prevent an organization from performing at its highest level. They are areas where the business needs to improve to remain competitive: a weak brand, high turnover, high levels of debt, an inadequate supply chain, or lack of capital funds.

## **Opportunities**

Opportunities refer to favorable external factors that may give an organization a competitive advantage. For example, if a country cuts taxes, a car manufacturer can export its cars into a new market, increasing sales and market share.

## **Threats**

Threats are factors that have the potential to harm an organization. For example, a drought is a threat to a wheat-producing farm, as it may destroy or reduce the crop yield. Other threats include things like rising costs for materials, increasing competition, tight labor supply, and so on.

# HYBRID SWOT ANALYSIS PILOT (2022)



- 27 SEP Request received from leadership
- 28 SEP SWOT data collection tool created
- 29 SEP Approval to proceed meeting occurred
- 30 SEP Data collection begins
- 10 OCT Data collection closed
- 11 OCT Analysis start
- 20 OCT Analysis complete
- 21 OCT Offsite event at SANGB

# HYBRID SWOT PROCESS



- Collect data before the offsite ([https://www.surveymonkey.com/r/\\*\\*\\*\\*\\*](https://www.surveymonkey.com/r/*****))
    - Via SurveyMonkey (anonymous)
    - Rank / Order of magnitude (e.g. “the number 1 strength of the team is XYZ”)
    - Stratify by leadership level (AD, DC, BC)
  
  - Internal affinization (grouping by theme)
    - “The team works well together” (2)
    - “Team work is at an all time high” (1)
    - “Teamwork is our number one strength” (4)
    - “We work well as a group” (1)
    - *TEAMWORK* (8)
  
  - Plot SWOT items on the SWOT chart
    - Pareto chart (magnitude AND quantity of themes)
    - Teamwork might have shown up 100 times, but cumulative magnitude may be lower than something else
- 
- Present the SWOT chart to the GVSP team at their offsite event
  - Discuss results
  - Plot path forward with G7 guidance/consultation (“How does GVSP get from A to B, knowing our SWOTs?”)

# SEATED COMPONENT OBJECTIVES



- Large group discussion to determine which (single) Strength, Weakness, Opportunity and Threat we have the most influence over
  
- Each team will be assigned one of the four SWOT items above to either:
  - Maintain (Strength)
  - Build on/improve (Weakness)
  - Take advantage of/leverage (Opportunity)
  - Mitigate/eliminate (Threat)
  
- Team brief out at the end of the day
  - What
  - How
  - When
  - Who
  - Link to Blue List?

# SEATED COMPONENT AGENDA



0800 – 0815	Start / Intro / Coffee & Doughnuts (covered AD/AAD/DCs)
0815 – 0930	Strategy
0930 – 0945	Intro to SWOT (Organizational Development team)
0945 – 1015	Section 1 – Strengths
1015 – 1045	Section 2 – Weaknesses
1045 – 1100	Break
1100 – 1130	Section 3 – Opportunities
1130 – 1200	Section 4 – Threats and SWOT close-out

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*What are you going to do with this information?*

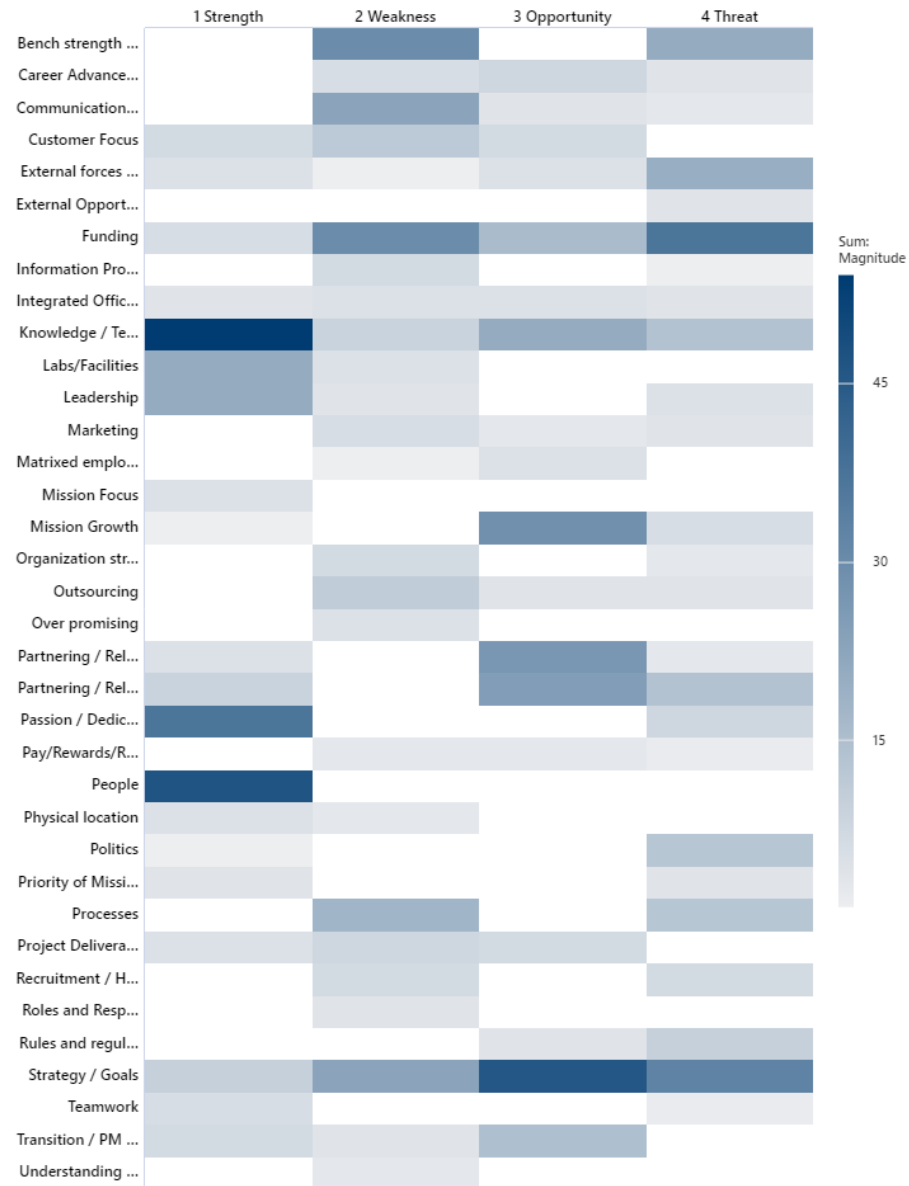
*How will you know when you're finished?*

*How can OD help you get there?*

# DATA COLLECTION AND METHODOLOGY OVERVIEW



- Anonymous data collected via SurveyMonkey tool
- 19 responses captured, stratifiable by leader type (AD, DC, BC etc)
- Participants ranked top 5 Strengths, Weaknesses, Opportunities, and Threats to GVSP organization
- Verbatim responses affinitized, assigned total magnitude score where higher score indicates more significance (5-4-3-2-1)
- *The data and analysis presented serves as a starting point for discussion.. a call to action, rather than end point itself*



# DATA COLLECTION AND 3 ROUND AFFINITIZATION SNAPSHOT



Type	Magnitud	Leader_Ty	Verbatim	Decomp1
Strength	5	BC	highly talented people.	People
Strength	5	CE/STE	People	People
Strength	5	BC	People	People
Strength	5	DC	Workforce dedication to mission	Passion / Dedication
Strength	5	BC	The workforce	People
Strength	5	AD	People	People
Strength	5	AD	Transition of products to platforms	Transition / PM Link
Strength	5	BC	working level people	People
Strength	4	BC	associates that are very dedicated.	People
Strength	4	BC	People	People
Strength	4	CE/STE	Knowledge	Knowledge
Strength	4	BC	Experience	Knowledge / Technical Expertise
Strength	4	DC		of Mission
Strength	4	DC		hip
Strength	4	BC		hip
Strength	4	AD		ge / Technical Exp
Strength	4	BC		ge / Technical Exp
Strength	4	AD		Dedication
Strength	4	BC		

Category	Count	Count
BC	525	147
Strength	145	41
People	35	8
Knowledge / Technical Expertise	31	8
Passion / Dedication	20	5
Leadership	13	4
Labs/Facilities	11	4
Customer Focus	7	3
Teamwork	6	1
Project Deliverables	5	1
Mission Focus	5	1
Partnering / Relationships (Industry, Academia)	5	1
Funding	4	1
Physical location	2	1
Politics	1	1

*80% goodness?*

# SWOT SUMMARY CHART

## TOP 5 CUT OFF



<p style="text-align: center;"><b>STRENGTHS</b></p>	<p style="text-align: center;"><b>WEAKNESSES</b></p>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ol style="list-style-type: none"> <li>1. Knowledge / Technical Expertise</li> <li>2. People</li> <li>3. Passion / Dedication</li> <li>4. Labs/Facilities</li> <li>5. Leadership</li> </ol>	<p style="text-align: center;"><b>THREATS</b></p> <ol style="list-style-type: none"> <li>1. Bench strength / Attrition</li> <li>2. Funding</li> <li>3. Communication / Transparency</li> <li>4. Strategy / Goals</li> <li>5. Processes</li> </ol>

# SWOT SUMMARY CHART

80% CUMULATIVE SCORE CUT OFF  
(EXPANDED SCOPE)



<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ol style="list-style-type: none"> <li>1. Knowledge / Technical Expertise</li> <li>2. People</li> <li>3. Passion / Dedication</li> <li>4. Labs/Facilities</li> <li>5. Leadership</li> <li>6. Strategy / Goals</li> <li>7. Partnering / Relationships (Internal, PM)</li> <li>8. Transition / PM Link</li> <li>9. Customer Focus</li> </ol>	<ol style="list-style-type: none"> <li>1. Bench strength / Attrition</li> <li>2. Funding</li> <li>3. Communication / Transparency</li> <li>4. Strategy / Goals</li> <li>5. Processes</li> <li>6. Customer Focus</li> <li>7. Outsourcing</li> <li>8. Knowledge / Technical Expertise</li> <li>9. Project Deliverables</li> <li>10. Recruitment / Hiring</li> <li>11. Organization structure</li> <li>12. Information Protection</li> </ol>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ol style="list-style-type: none"> <li>1. Strategy / Goals</li> <li>2. Mission Growth</li> <li>3. Partnering / Relationships (Industry, Academia)</li> <li>4. Partnering / Relationships (Internal, PM)</li> <li>5. Knowledge / Technical Expertise</li> <li>6. Funding</li> <li>7. Transition / PM Link</li> <li>8. Career Advancement / Training</li> </ol>	<ol style="list-style-type: none"> <li>1. Funding</li> <li>2. Strategy / Goals</li> <li>3. Bench strength / Attrition</li> <li>4. External forces / Competition</li> <li>5. Knowledge / Technical Expertise</li> <li>6. Partnering / Relationships (Internal, PM)</li> <li>7. Processes</li> <li>8. Politics</li> <li>9. Rules and regulations</li> <li>10. Passion / Dedication</li> <li>11. Recruitment / Hiring</li> </ol>

# ADDITIONAL DATA CAPTURED: TODAY VS FUTURE PAIRS



One word to describe us today:	One word to describe where we need to be:
Visionary	Visionary
Skating	Proactive
Steady	Quick
Expert	Leader
Essential	Fully-Funded
Distracted	Deliberate
Effective	Exceptional
Focused	Balanced
Smaller	Larger
Tactical	Strategic
Okay	Technical
Experts	Proactive
Primed	Revolutionary
Tipping Point	Necessary
Responsive	Proactive
Directed	Leading
Compartmentalized	Undivided
Overstretched	Leader
Stretched	Balanced

# WORKING GROUP TARGETS FROM SWOT ANALYSIS



## STRENGTH

- Maintain and build technical knowledge/ org. capability and technical leadership (external view/reputation) throughout the organization (consider link to strategic plan, bench strength and CTRs)

## WEAKNESS

- Outline a Communication/ Information Management Strategy: what to talk about, to whom, and when (between teams)

## OPPORTUNITY

- Develop the Plan to create the Overall Strategy (consider link to partnering)

## THREAT

- Define who/what are external forces that threaten the organization's technical space

# LESSONS LEARNED



- Pilot process was a success with many replication opportunities ahead
- Effort maximized in-person time to rapidly brainstorm and work solutions
- Pareto of SWOT magnitudes was helpful- there were some surprises when stratified by leader type
- Results from data collection and affinitization required in-person screening:
  - Easy to misplace SWOT terms during data collection (e.g. “Is that really a threat? Sounds like a Strength to me)
  - New ideas generated during discussion and added into the analysis
  - Existing ideas modified or re-affinitized on the spot
- Anonymous collection of data propagated non-attribution/non-retribution theme of the day
- Caution: Ensure no sensitive data is submitted into tool



Thank you!

# EXAMPLE SWOT (AMAZON)



<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Innovative technology</li> <li>• Satisfied customers</li> <li>• Local Marketing</li> <li>• Largest merchandise selection</li> <li>• Efficient delivery network</li> <li>• Strong brand name</li> <li>• Prime Membership</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Low Margins</li> <li>• Product flops</li> <li>• Free shipping = Increasing costs</li> <li>• No offline presence</li> <li>• Lack of physical stores</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Emerging market expansion</li> <li>• Increase physical presence</li> <li>• More Acquisitions</li> <li>• Introduce more products</li> <li>• Partnerships</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Increasing competition</li> <li>• Cybercrime</li> <li>• Government regulations</li> </ul>

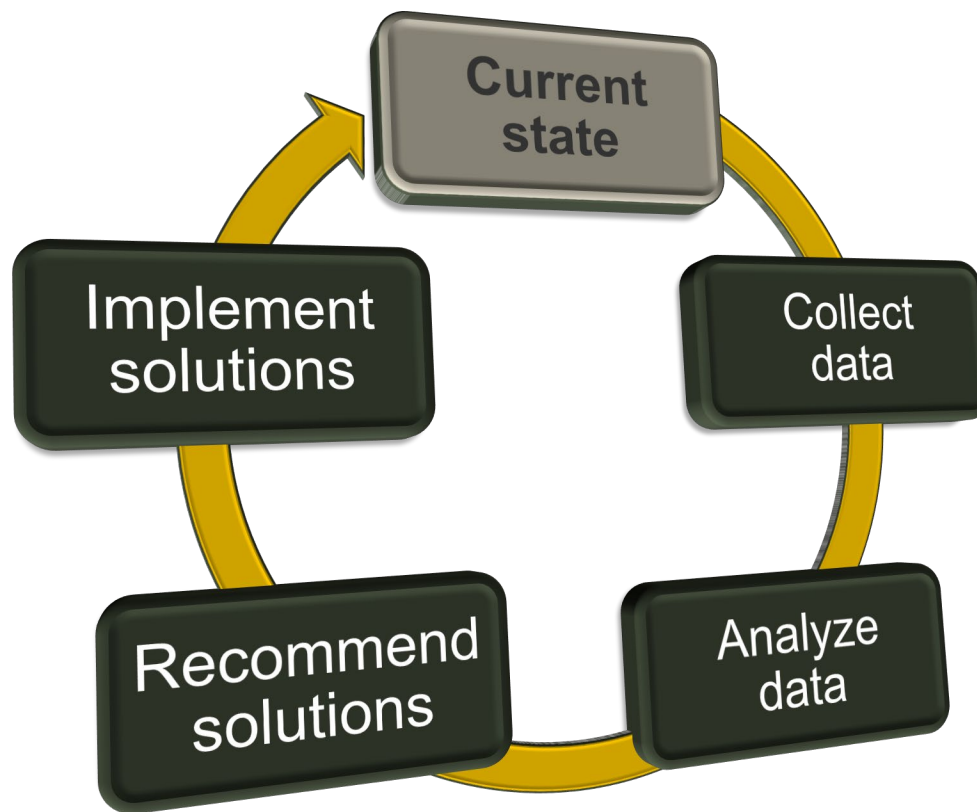


Whose house is this going to?

# SWOT KEY TERMS



# GVSC OD LIFECYCLE



# SWOT NEXT STEPS



## USING THIS DATA:

- SO Strategies: use Ss to take advantage of Os.
  - “The number one strength we have is our People. How can we leverage our People to achieve Mission Growth?” → decompose this into a chartered effort
- WO Strategies: overcome Ws by taking advantage of Os.
- ST Strategies: use Ss to avoid or mitigate Ts.
- WT Strategies: overcome Ws to avoid or mitigate Ts.

