KELD

Kentucky Extension Leadership Development

Facilitator's Guide

Using a SWOT Analysis
Taking a Look at Your Organization

Nothing stops an organization faster than people who believe that the way you worked yesterday is the best way to work tomorrow. —Jon Madonna

Rationale:

Effective organizations must use deliberate planning strategies to identify issues and needs.

Program Goal:

To develop the skills necessary to implement and interpret results of a SWOT analysis

Program Objectives:

- To distinguish the elements of a SWOT analysis for organizational growth
- To successfully facilitate a SWOT analysis as an effective planning strategy
- To evaluate SWOT analysis results for application to organizational program planning

Pre-Program Preparation/Materials:

- Read and make copies of *Using a SWOT Analysis: Taking a Look at your Organization* (CLD2-5).
- Secure a computer and projector; have CLD2-5 PowerPoint pulled up on the computer.
- Make copies of **Handout 1: SWOT Analysis worksheet** for each participant.
- Have a flip chart (paper you can hang on the wall), and markers.

Introduction:

All communities and organizations must deal with change. Change can be considered an opportunity or an issue. The key question is: How does your group successfully address change? Before you try to determine a strategy to address your community issue or opportunity, you need to evaluate the factors that may affect your decision. A SWOT analysis is used to examine these factors and help determine how you can reach your goal successfully.

Introductory Activity:

Present participants with this Richard Eden quote (PowerPoint slide 2):

The biggest room in the world is the room for improvement. —Richard Eden

Ask participants: "What does this quote mean to you?"

Use the discussion to get participants in the mind frame of changing and improving.

After 1 to 2 minutes of discussion, move to slide 3 and ask: "How do you move forward if you don't know where you are?"

This question will encourage the audience to think about their current status and future possibilities.

Objective 1: To distinguish the elements of an SWOT analysis for organizational growth

A SWOT analysis is a deliberate planning method used to evaluate the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats of an organization or project. The acronym SWOT stands for:

- **S**= Strengths: *internal* attributes of the organization that are helpful to achieving the goal(s)
- **W** = Weaknesses: *internal* attributes of the organization that are harmful to achieving the goals(s)
- **O** = Opportunities: *external* conditions that are helpful to achieving the goal(s)
- **T** = Threats: *external* conditions that could do damage to the goal(s)

Doing a SWOT analysis is a straightforward process that will allow your organization to reach their goals successfully.

Learning Activity 1:

Show PowerPoint slide 4, and clearly review/explain each component of the SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). Ask the audience:

"What situations can you think of where doing a SWOT analysis might benefit you?"

"How does knowing each of these aspects help you to reach your goal?"

Encourage participants to talk about specific examples and to discuss each aspect (SWOT) separately.

Objective 2: To successfully facilitate a SWOT analysis as an effective planning strategy

A SWOT analysis tells you where you are and helps determine the direction a project or group should go to reach their goal successfully. A SWOT analysis takes inventory of internal attributes and external conditions that can affect your ability to reach the goal.

Learning Activity 2:

Show PowerPoint slide 5 (a picture of Superman).

Share the scenario: "Superman wants to change his profession and become a farmer."

Show PowerPoint slide 6. "We are going to do a SWOT analysis using what we know about Superman to determine what he needs to do to reach his goal successfully."

Give participants **Handout 1: SWOT Analysis worksheet.** Allow them a few minutes to write down their ideas and begin filling out their worksheet.

After a few minutes, bring everyone back. Using flip chart paper (one for each aspect) or a whiteboard, make a SWOT diagram and ask participants to help you list the Strengths, Weaknesses, Opportunities and Threats.

Your chart should look something like this:

Answer Key:

What are the strengths and weaknesses within Superman that could affect his ability to become a successful farmer?	What are the opportunities and threats outside of Superman that could affect his ability to become a successful farmer?
Strengths	**Opportunities**
Strength heavy lifting	Low fuel costs-fly stuff to market
X-ray vision	Wouldn't have to move could fly to the farm from metropolis
Fly	Wouldn't need a lot of equipment strong enough to pull the plow, fly trailer of cattle to market, etc
Speed	Farm multiple farms
	Endorsements with his fame for income
Weaknesses	**Threats**
No knowledge	Start-up income
Time management- always saving the world	Land
Impatient	Enemies
	Kryptonite
	Weather

Objective 3: To evaluate SWOT analysis results for application to organizational program planning

There are several ways to proceed once you have successfully facilitated a SWOT analysis. For example, the group can handle data analysis, or the facilitator can compile the results and bring them back to the group. Group data analysis may include a focused discussion or perhaps the development of goals or an action plan. The most appropriate analysis should be determined by the needs of the organization—or desired results of the group.

Learning Activity 3:

Break the audience into four groups and assign each group one SWOT square. (**Note**: If working with a particularly large group—i.e. more than 40 people—you may have to break individuals into smaller groups and assign more than one group to each SWOT square.)

Show PowerPoint slide 7 during this section. Ask participants to work together to compile and organize the information in their square and to answer the following corresponding question for their square:

Strength: How can we make the most of each of these strengths?

Weakness: How can we improve upon each weakness?

Opportunity: How can we capitalize on each opportunity?

Threat: How can we minimize each threat?

Have each group write on a new piece of flip chart paper what major themes or ideas they gleaned out of the brainstorming and write the answer to their question on the bottom of the sheet.

When each group is finished, collect the papers and attach them to the wall or on a whiteboard in the form of the SWOT diagram box.

Show PowerPoint slide 8 during this section. Discuss with the pariticipants the findings of each group, then ask the group the following questions (which are in the lesson).

- What do these results tell us?
- What decisions need to be made?
- Are we ready to proceed? If yes, what is our first step? If no, what needs to be done before we proceed?

Conclusion:

A SWOT analysis is a very useful planning tool for groups, organizations and communities. It is important to understand what a SWOT analysis is, how to successfully facilitate one and how to apply the results once the analysis is finished.

So overall… (show PowerPoint slide 9):

Now in what situations do you think undertaking a SWOT analysis might benefit you?

And…Who here thinks that Superman would be a great farmer?

Handout 1: SWOT Analysis Worksheet

SUBJECT: _____

	HELPFUL To achieving the Objective	**HARMFUL** To achieving the Objective
External Factors Outside of the Organization	S	W
Internal Factors Inside of the Organization	O	T