

# Team Tactics Tools & Techniques to Improve Performance

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## Team Planning

<b>The Tool</b>	SWOT Analysis
<b>What is it?</b>	<p>SWOT analysis is a very flexible tool to analyse your strengths and weaknesses, and the opportunities and threats you face.</p> <p>It helps you to focus your attention/time/activities/resources on your strengths, minimise weaknesses, and take the greatest possible advantage of opportunities available</p>
<b>When to Use it</b>	SWOT analysis can be used in a variety of scenarios. It is very effective as part of a preliminary business planning process.
<b>What you need</b>	Flip Chart Paper or Electronic White Board

### How to work with this

SWOT Analysis analyses four areas:

1. **Strengths:** Advantages. What you do well
2. **Weaknesses:** What could be improved or avoided. What is done badly
3. **Opportunities:** Interesting trends, new markets
4. **Threats:** Obstacles, competition, changes to laws, regulations etc

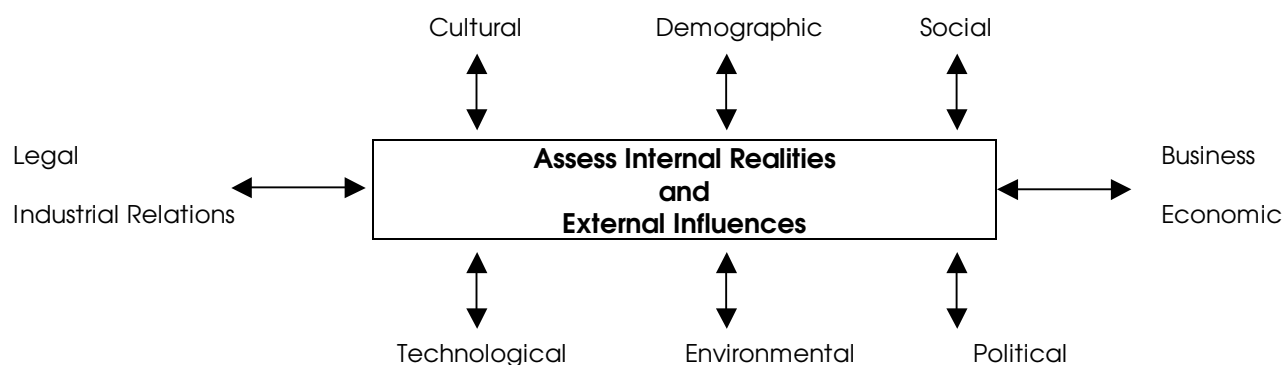
### Build your SWOT

1. Depending on the scale of the analysis you can either draw a box with four quadrants each labeled according to one of the 4 areas or you can use 4 separate sheets of Flip chart paper
2. Focussing on one area at a time call for contributions from the group i.e. Strengths. Write down responses on the flip chart.

### Refine your SWOT

1. **Opportunity or Threat?**  
Sometimes there's a fine line between internal strengths and weaknesses, and external opportunities and threats. For example, in relation to global warming and climate change, one could mistake environmentalism as a threat rather than a potential opportunity.
2. **Expand on Points**  
Often SWOTS will contain single words, which need to be explained or justified in more detail. For example, under opportunities one might find the term 'Technology.' Eg 'Technology enables us to upgrade our current equipment thereby increasing productivity without increasing labour costs'
3. **Rate and Weight**  
Some points may be more significant than others so weight factors. For example: Use percentages  
Threat A = 10%, Threat B = 70%, and Threat C = 20% (total 100%).
4. **Prioritize**  
Once your SWOT has been reviewed and refined you can begin selecting factors that will most greatly influence your strategy by ranking them highest to lowest. Prioritise those with the highest rank e.g. Where opportunity C = 50%, opportunity A = 25%, and opportunity B = 10% - your plan would address opportunity C first, and opportunity B last.

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The Strengths	The Weaknesses
<p>Use the following questions as a prompt</p> <ul style="list-style-type: none"> <li>▪ What are your advantages?</li> <li>▪ What do you do well?</li> <li>▪ What do other people see as your strengths?</li> <li>▪ Consider this from your own point of view and from the people you deal with.</li> </ul>	<p>Use the following questions as a prompt</p> <ul style="list-style-type: none"> <li>▪ What could you improve?</li> <li>▪ What do you do badly?</li> <li>▪ What should you avoid?</li> <li>▪ Consider this from an internal and external basis - do other people perceive any weaknesses? Are "competitors" doing better than you?</li> </ul>
The Opportunities	The Threats
<p>Use the following questions as a prompt</p> <ul style="list-style-type: none"> <li>▪ Where are the opportunities facing you?</li> <li>▪ What are interesting trends?</li> <li>▪ Useful opportunities can come from: Changes in technology and markets Changes in govt policy related to your field Changes in social patterns, population profiles, lifestyle changes, etc.</li> </ul>	<p>Use the following questions as a prompt</p> <ul style="list-style-type: none"> <li>▪ What obstacles do you face?</li> <li>▪ What is your competition doing?</li> <li>▪ Is changing technology/society threatening your position?</li> </ul>

Ask how could we...

- Build on Strengths
- Exploit Opportunities
- Resolve Weaknesses
- Avoid Threats

Focus your activities/resources on your strengths, minimise weaknesses, and take the greatest possible advantage of opportunities.

- It is important to leverage opportunities
- Match strengths to opportunities and look for a fit
- Address any gaps between current strengths and future opportunities
- Rephrase threats as opportunities where possible
- Address weaknesses so that they are minimized or better still become strengths.