



Not Your Mother’s SWOT (but still in the family!)

Underlying any SWOT is a clear understanding of our vision. We know that you are focused on a resilient and robust economy and community, as you have defined it for your region. Thus, the underlying question is always, “How does this contribute to our resilient economy and community?” The tool below asks you to focus on the seven different capitals and other factors necessary for a resilient and robust economy and community.

A SWOT is a planning tool to help you identify strategies for a more resilient economy and community. *We seize Opportunities, by building on our Strengths and addressing our Weaknesses, while managing Threats to our success.* By knowing what you are trying to do (seize opportunities and manage threats), you can plan how (build on strengths and address weaknesses). You don’t have to build on all strengths, or manage all weaknesses, only those directly related to the opportunities you are trying to realize.

Remember the process is iterative! Each square is linked to the others. You will need to revisit each square as you go deeper in your analysis. (*Hint: Starting with the opportunities will help you focus your conversation on strengths and weaknesses.*)

The SWOT asks you to focus on seven different capitals. It also asks you to focus on including those on the economic margins and on upward mobility, resulting in a stronger economy overall. And it asks you to look at who owns the businesses and capitals, as it is local ownership that helps jobs and benefits stick to place. Finally, it asks you to look at the emerging markets and the partnerships needed to ensure both the transactions and supports are in place to meet the demands of those markets.

In preparation for completing the SWOT, it is useful to first complete an analysis of the seven capitals in your region. Where are you strong? Where are you weak? What do you use? What is underutilized, and could be brought into productive use with appropriate and creative investment? (*Hint: The Spider Diagram is a great tool here!*)

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|---|---|
| <p>Strengths:</p> <ul style="list-style-type: none"> ✓ Capitals we have, use & could use more ✓ Energy and enthusiasm ✓ Partnerships between business, government, and organizations | <p>Weaknesses:</p> <ul style="list-style-type: none"> ✓ Capitals we are missing, or are weak ✓ People, firms and organizations on the economic margins ✓ Lack of partnerships between business, government, and organizations |
| <p>Opportunities:</p> <ul style="list-style-type: none"> ✓ Underutilized capitals we can invest in ✓ Upward mobility for all ✓ Emerging Markets/Demand ✓ Gaps in activities needed to meet demand for products and/or services in specific emerging markets where investment will have the greatest impact (leverage) ✓ Repurposed by-products or residuals ✓ Local, broad ownership ✓ Potential to go to scale | <p>Threats:</p> <ul style="list-style-type: none"> ✓ Policy Barriers ✓ Ownership by those outside of the region ✓ Negative opinion shapers and parties unwilling to collaborate |

Instructions for Small Groups (50 minutes total)

We recognize that participants will be from many different places and will not have the same context. The following exercises are meant to be practice and to raise areas where there may be questions. By drawing on your own experiences for the discussion, you will end up with a Spider Diagram and SWOT that don't actually exist in any one place, but will foster discussion and learning.

Take a moment to introduce yourselves. Your name, where you are from, and whom you work with. (5 minutes)

PART ONE: The Spider Diagram (15 minutes)

1. Materials: Short definitions on Capitals; Spider Diagram
2. Using a scale of 0 to 5 (where 0 is the weakest and 5 is the strongest), map out the strengths of each of the capitals in "your region". Remember, it is only wealth if it is healthy and fully functional and if the region owns or controls it and can make decisions about how to maintain and use it.
 - ✓ What are the 1-2 areas where you are the strongest? Give examples of why you rated them this way.
 - ✓ What are the 1-2 areas where you are the weakest? Give examples of why you rated them this way.
 - ✓ What are the 1-2 most critical underutilized capitals that could be brought into productive use with appropriate and creative investment

PART TWO: The SWOT (20 minutes)

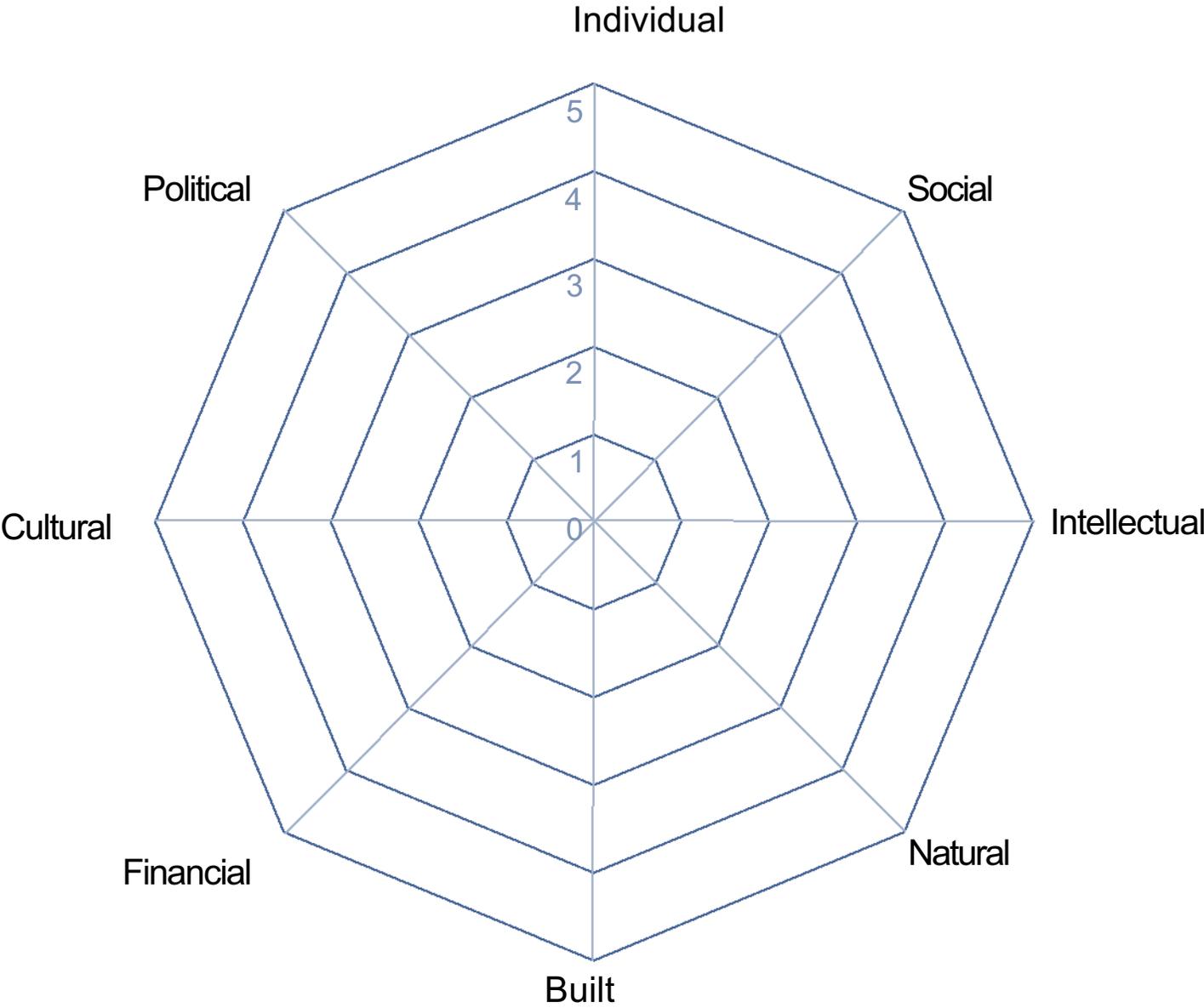
1. Materials: Blank SWOT table
2. Complete the SWOT table addressing the factors provided in the overview.

PART THREE: Reflection (10 minutes)

Reflect on the following questions as a group:

- ✓ What was challenging to using this approach?
- ✓ What do you see as the benefits of using this approach to a SWOT analysis?
- ✓ How will you use this going forward? How could you introduce this to your colleagues?
- ✓ What remaining questions do you have

Spider Diagram: Assessing The Capitals



Instructions:

Using a scale of 0 to 5 (where 0 is the weakest and 5 is the strongest), map out the strengths of each of the capitals in the chosen sector. Remember, it is only wealth if it is healthy and fully functional and if the region owns or controls it and can make decisions about how to maintain and use it.

- ✓ What are the 1-2 areas where you are the strongest? Give examples of why you rated them this way.
- ✓ What are the 1-2 areas where you are the weakest? Give examples of why you rated them this way.
- ✓ What are the 1-2 most critical underutilized capitals that could be brought into productive use with appropriate and creative investment?

SWOT Analysis Template

| | |
|----------------------|-------------------|
| Strengths | Weaknesses |
| Opportunities | Threats |