“SWOT Analysis – Instrument for Strategic Development of Human Resources Management (HRM)”

Paper presented to the First National Conference for ADMINISTRATION, DEVELOPMENT AND TRAINING of The National Institute of Administration (Tripoli, Libya)

Tripoli 28 – 29 October 2007
Positioning of HRM in the modern Administration

Functions of HRM:

- Personal Development
- Work Design
- Recruitment
- Employees’ care: Supervision, Mentoring, Services
- Administration

Roles of HRM:

- Strategic Business Partner
- Promoter
- Change Agent
- Expert
- Employee Champion
- Administrator

Goal: Meet strategic goals of organisation by attracting, developing, organising and empowering the employees

⇒ Do we know, what we are and what we want to achieve?
⇒ How to promote a change by HRM?
Promoting a Change by Modern HRM
Individual Learning Process

Learning within a concrete context...

- Abilities
- Skills
- Knowledge
- Values
- Attitudes
- Needs
- Motives
- Goals
- Experiences

... to achieve Personal Mastery

Learning in loops

Integration:
- recognizing relationships
- discovering similarities
- considering multiple aspects

Growth:
- new experiences
- new situations
- new activities

Assimilation:
- known things in a new light
- new characteristics in persons or things
- noticed subtle differences
Promoting a Change by Modern HRM
Organisational Development Process with Learning

Development Level
- Old thinking
- New thinking

Time Line
- OPEN
- MOVE
- CONSOLIDATE

Crucial point: Participation
SWOT- Analysis – instrument of strategic planning in dynamic development

<table>
<thead>
<tr>
<th>Criteria for assessing a new venture or proposition</th>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Internal (Company)</strong></td>
<td><img src="#" alt="Structures" /></td>
<td><img src="#" alt="Instruments" /></td>
<td><img src="#" alt="Behaviours" /></td>
<td></td>
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<tr>
<td><strong>External (Market)</strong></td>
<td></td>
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<tr>
<td><strong>Product: What quality of Services?</strong></td>
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<tr>
<td><strong>Price: Which results with how many costs?</strong></td>
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<tr>
<td><strong>Place: Level of image, influence and acceptance?</strong></td>
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<td><strong>Promotion: Who knows what we do and plan?</strong></td>
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</table>

The SWOT-Analysis is an instrument of strategic planning in dynamic development. It helps in identifying and analyzing the internal and external factors of an organization or venture. The SWOT matrix is divided into four quadrants: Strengths, Weaknesses, Opportunities, and Threats. Each quadrant is further divided into Internal (Company) and External (Market) factors. The criteria for assessing a new venture or proposition include Product, Price, Place, and Promotion.
### SWOT Analysis / Criteria Examples for HRM

**Internal Factors (Company)**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What are the strengths of our HRM?</strong></td>
<td><strong>What are the weaknesses of our HRM?</strong></td>
</tr>
<tr>
<td><strong>Examples:</strong></td>
<td><strong>Examples:</strong></td>
</tr>
<tr>
<td>• Developed techniques for HRM</td>
<td>• Poor position in management: Reactive rather than pro-active work</td>
</tr>
<tr>
<td>• Innovation culture in the HRM-Team</td>
<td>• No ideas to meet the lack of young, qualified people</td>
</tr>
<tr>
<td>• Modern IT-Infrastructure</td>
<td></td>
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</tbody>
</table>

| **What are the opportunities for our HRM?** | **What are the threats for our HRM?** |
| **Examples:** | **Examples:** |
| • New management team wanting to improve business through organizational development and cultural development programmes | • Contribution of HRM not recognised by top management |
| • Governmental programmes to promote the qualification of young people | • Budget reduction for vocational training and further training |

**External Factors (Market, internal environment)**

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
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</tbody>
</table>
# SWOT Analysis / Criteria Examples for an Manager

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What are my/ Your strengths?</strong></td>
<td><strong>What are my/ Your weaknesses?</strong></td>
</tr>
<tr>
<td><strong>Examples:</strong></td>
<td><strong>Examples:</strong></td>
</tr>
<tr>
<td>Enthusiasm, energy, imagination, expertise in subject area</td>
<td>Not good at achieving results through undirected use of personal energies,</td>
</tr>
<tr>
<td>excellent track record in specialized area</td>
<td>trouble at expressing themselves orally and on paper</td>
</tr>
<tr>
<td></td>
<td>management experience and expertise limited</td>
</tr>
<tr>
<td><strong>What are my/ Your opportunities?</strong></td>
<td><strong>What the my/ Your threats?</strong></td>
</tr>
<tr>
<td><strong>Examples:</strong></td>
<td><strong>Examples:</strong></td>
</tr>
<tr>
<td>More general management opportunities requiring development of new managers</td>
<td>De-centralisation having the effect of removing departments</td>
</tr>
<tr>
<td>Development of new locations and need for management</td>
<td>Elimination of middle management layers</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Opportunities</strong></td>
<td><strong>Threats</strong></td>
</tr>
</tbody>
</table>
Working with SWOT-Analysis

Where? In national institutions, administration bodies and in enterprises

Target Groups? Organisation as the whole - Teams/Project Teams - Individuals

1. Fixing and ranking the strategic goals
2. SWOT-Analysis with respect to the strategic goals
3. Development of an action plan
4. Organisation and realisation of the development process, e.g. as a project
5. Monitoring the process

Consolidate

Orientation

Open

Open

Move

Fixing results
Follow up

Open

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EFFECTS OF SWOT-ANALYSIS

Transparency

Awareness

Participation

Motivation for change

Involvement in change

Learning in work activity

SWOT helps to understand:
- where you want to be
- when, why, and what the measures will be for having got there.

SWOT is an technique to
- communicate
- involve
- enable and facilitate participation from people.

Modern HRM promotes learning and change processes by changing itself and help the managers to reach success.
„The future is here. It's just not widely distributed yet.“ William Gibson

Thank You.

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