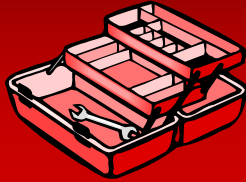


**S**trengths, **C**hallenges, **O**pportunities, and **R**isks (**SCOR**):  
A strategic tool for business, personal, and case analyses

Ann T. Neulicht PhD, CLCP, CRC, CVE, CDMS, LPC, ABVE-D  
IARP Annual Conference  
October 26, 2018



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## Objectives

- Answer who, what, where, and when when questions to understand SWOT analysis
- Identify Strengths, Challenges, Opportunities and Risks (**SCOR**)
- Apply SWOT/SCOR analyses to business, personal, and case/evaluatee issues



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**Chance favors the  
prepared mind**

(Louis Pasteur)

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## What is SWOT analysis?

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**Strengths**  


**Weaknesses**  


**Opportunities**  


**Threats**  


- **Planning tool** used to understand Strengths, Weaknesses, Opportunities and Threats involved in a project/business
- Technique is credited to **Albert Humphrey** who led a research project at Stanford University in the 1960's and 1970's
- Used as a **framework for organizing** and using data/information gained from situational analyses of internal and external environments

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## Why use SWOT?

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- A SWOT analysis guides identification of positives and negatives inside your organization (**Strength & Weakness**) as well as outside of it, in the external environment (**Opportunity & Threat**)
- SWOT can help with both strategic planning and decision-making through the development of situational awareness

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## When do you use SWOT?

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- Explore possibilities for your practice
- Make business, personal, career decisions
- Determine where change is possible
- Adjust and refine plans midcourse

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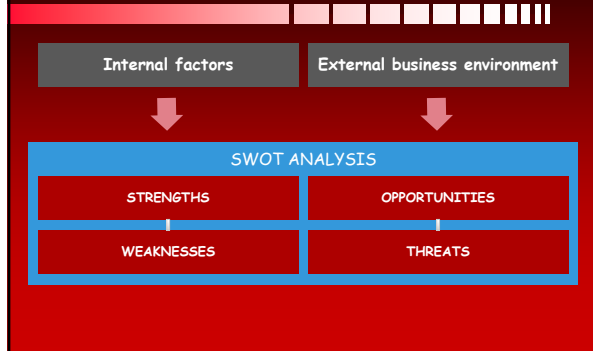
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## SWOT is an acronym



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## SWOT: Strengths

A strength is a resource or capacity that is effectively used to achieve objectives.

- Positive tangible and intangible attributes, internal to an organization/practice
- Characteristics of a business or a team that give it an advantage over others in the industry



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## Strengths

- What do you do particularly well?
- What do you do that is unique in the marketplace?
- What do your customers/evaluatees ask you to do over and over again?
- What are the tools/resources you use that are successful?



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## SWOT: Weaknesses

A weakness is a limitation, fault, or defect that prevents the achievement of objectives and/or detracts from an ability to attain goals.

- Characteristics that place a practice at a disadvantage relative to others
- Factors that do not meet established standards



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## SWOT: Opportunities

An opportunity is a favored situation for your organization. This may be a trend, change or perhaps a previously overlooked opportunity that allows the possibility of increased demand for your product or service.

- External attractive factors that represent the reason for an organization to exist and develop
- Factors that exist in the environment which will propel the organization



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## Opportunities

- Are there new situations coming down the road? New tools/skills available to you?
- Are there gaps in the market that you can fill?
- Are there partnerships that might be fruitful?



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## SWOT: Threats

A threat is any unfavorable situation in the organization's environment that is potentially damaging to its strategy. The threat may be a barrier, a constraint, or anything external that might cause problems, damage or injury.

- External factors, beyond an organization's control, which could place the organization's mission or operation at risk.
- The organization may benefit by having contingency plans to address them if they should occur.



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## Threats

- Who is your competition and what do they offer that you can't do as well or at all?
- Are there "environmental" changes or situations that could cause problems for you and your practice?
- What other roadblocks are being thrown in your path?



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## SWOT ANALYSIS

### STRENGTHS

- What do you do particularly well?
- What do you do that is unique in the marketplace?
- What do your referral sources/evaluators ask you to do over and over again?
- What tools/resources do you have to accomplish your tasks?

### WEAKNESSES

- What needed resources, staff, or skills do you lack?
- What do you not feel as comfortable doing?

### OPPORTUNITIES

- Are there new situations coming down the road?
- Are there gaps in the market that you can fill?
- Are there partnerships that might be fruitful?

### THREATS

- Who is your competition and what do they offer that you can't do as well or at all?
- Are there "environmental" changes or situations that could cause problems for you and your practice?
- What other roadblocks are being thrown in your path?

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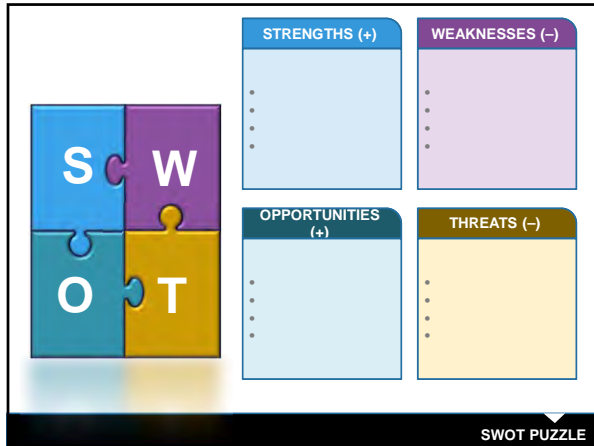
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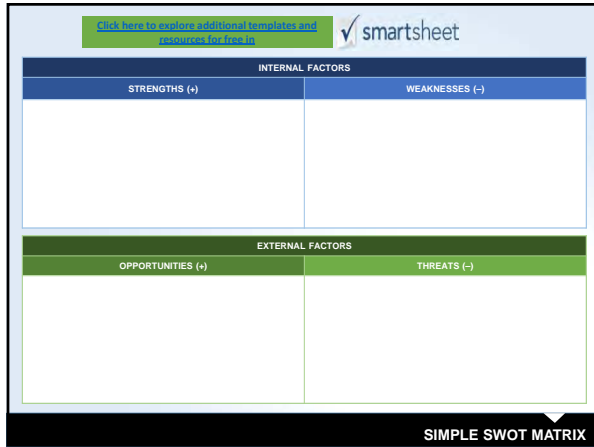
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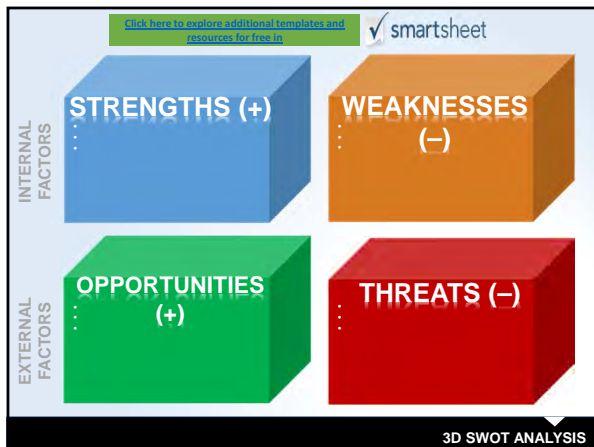
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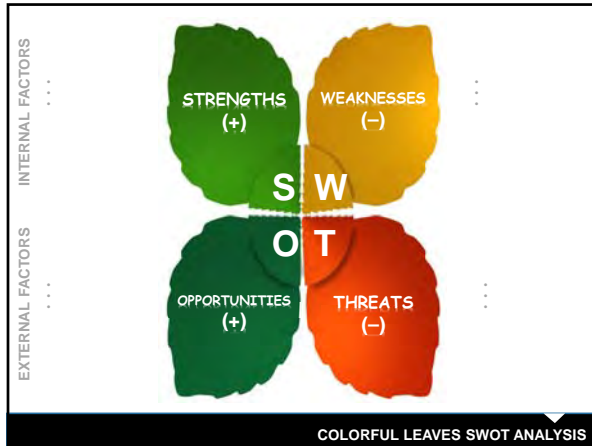
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### SWOT ANALYSIS

*Prepare an Action Plan*

SWOT-Analysis		Internal Analyses	
		Strengths	Weaknesses
External Analysis	Opportunities	Strategic Objective for S-O: Pursuit of new opportunities that fit the strengths of the company well	Strategic Objective for W-O: Eliminate weaknesses to exploit new opportunities.
	Threats	Strategic Objective for S-T: Strengths are used to ward off threats.	Strategic Objective for W-T: Defense strategies in order to keep existing weaknesses, become targets of threats.

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## Set Goals and Objectives... Like Any Other Plan

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What steps can you take to:

- Capitalize on your strengths
- Overcome or minimize your weaknesses
- Take advantage of some new opportunities
- Respond to the threats




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**THE POND YOU FISH IN DETERMINES THE FISH YOU CATCH....**




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**Simple "Rules"**

- Be realistic about the strengths and weaknesses of your organization or practice
- Distinguish between where your organization is today, and where it could be in the future
- Be specific: Avoid gray areas
- Always analyze in relation to your core values, mission, mandate, goals, vision
- Keep your SWOT short and simple - avoid complexity and over analysis




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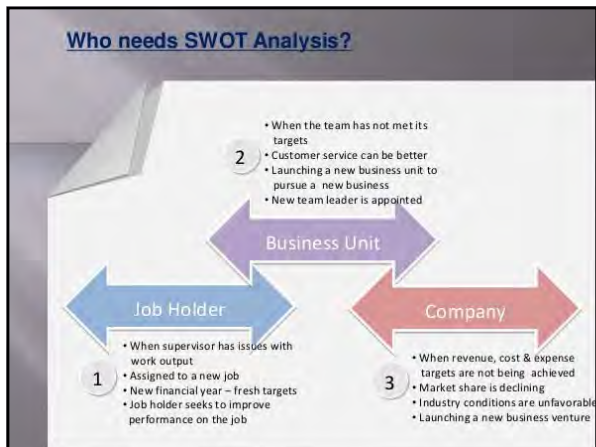
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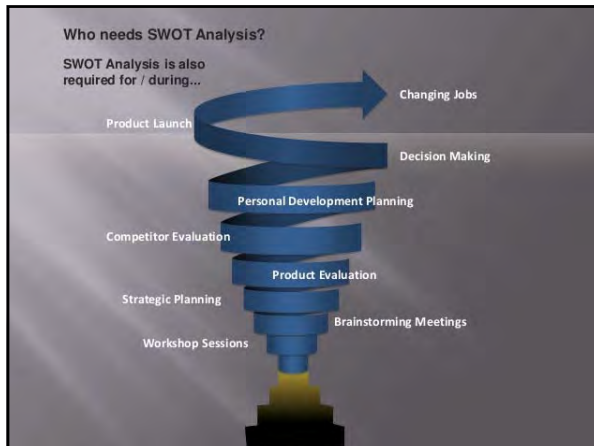
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<b>STRENGTHS (+)</b> 	<i>What assets and skills can you bring to this field? What do you find appealing?</i> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
<b>WEAKNESSES (-)</b> 	<i>List any competency deficits do you have this field.</i> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
<b>OPPORTUNITIES</b> 	<i>Assess the climate of the market. List any external factors benefiting this career path.</i> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
<b>THREATS (-)</b> 	<i>List any hazards of entering this field.</i> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>

CAREER CHANGE SWOT ANALYSIS

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SCOR:

Strengths, Challenges, Opportunities, Risks

<b>STRENGTHS</b> 	<b>CHALLENGES</b> 
<b>OPPORTUNITIES</b> 	<b>RISKS</b> 

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## Personal Analysis: Strengths



- What advantages do you have that others don't have (for example, skills, certifications, education, or connections)?
- What do you do better than anyone else?
- What personal resources can you access?
- What do other people (and your boss, in particular) see as your strengths?
- Which of your achievements are you most proud of?
- What values do you believe in that others fail to exhibit?
- Are you part of a network that no one else is involved in? If so, what connections do you have with influential people?

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## Personal Analysis: Challenges



- What tasks do you usually avoid because you don't feel confident doing them?
- What will the people around you see as your weaknesses?
- Are you completely confident in your education and skills training? If not, where are you weakest?
- What are your negative work habits (for example, are you often late, are you disorganized, do you have a short temper, or are you poor at handling stress)?
- Do you have personality traits that hold you back in your field? For instance, if you have to conduct meetings on a regular basis, a fear of public speaking would be a major weakness.

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## Personal Analysis: Opportunities



- What new technology can help you? Can you get help from others or from people via the Internet?
- Is your industry growing? If so, how can you take advantage of the current market?
- Do you have a network of strategic contacts to help you, or offer good advice?
- What trends (management or otherwise) do you see in your company, and how can you take advantage of them?
- Are any of your competitors failing to do something important? If so, can you take advantage of their mistakes?
- Is there a need in your company or industry that no one is filling?
- Do your customers or vendors complain about something in your company? If so, could you create an opportunity by offering a solution?

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## Personal Analysis: Risks

S  
Strengths

C  
Challenges

O  
Opportunities

R  
Risks

- What obstacles do you currently face at work?
- Are any of your colleagues competing with you for projects or roles?
- Is your job (or the demand for the things you do) changing?
- Does changing technology threaten your position?
- Could any of your weaknesses lead to threats?

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**SCOR©: Strengths, Challenges, Opportunities, Risks**  
(Neulicht, 2017)

S  
Strengths

C  
Challenges

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## SCOR: Strengths

S  
Strengths

C  
Challenges

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Opportunities

R  
Risks

- What do you do well?
- What are your Skills? Talents? Personality? Achievements?
- What unique resources can you draw on?
- What do others see as your strengths?
- What type of support do you have (people that can help you)?

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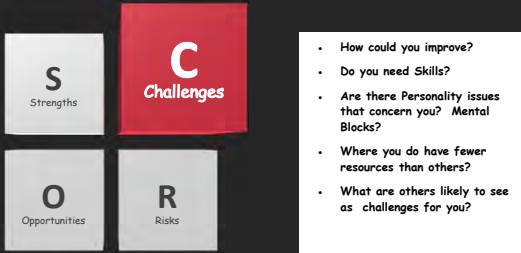
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## SCOR: Challenges



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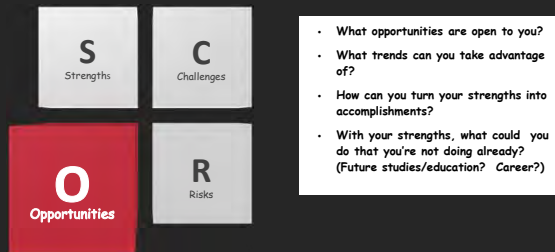
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## SCOR: Opportunities



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## SCOR: Risks



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**SCOR®: Strengths, Challenges, Opportunities, Risks**  
(Neulicht, 2017)

<b>S</b> trengths	<ul style="list-style-type: none"> <li>-What do you do well?</li> <li>-What are your skills? Talents? Personality? Achievements?</li> <li>-What unique resources can you draw on?</li> <li>-What do others see as your strengths?</li> <li>-What type of support do you have (people that can help you)?</li> </ul>
<b>C</b> hallenges	<ul style="list-style-type: none"> <li>-How could you improve?</li> <li>-Do you need additional skills?</li> <li>-Are there personality issues that concern you? Mental Blocks?</li> <li>-Where do you have fewer resources than others?</li> <li>-What are others likely to see as challenges for you?</li> </ul>
<b>O</b> pportunities	<ul style="list-style-type: none"> <li>-What opportunities are open to you?</li> <li>-What trends can you take advantage of?</li> <li>-How can you turn your strengths into accomplishments?</li> <li>-With your strengths, what could you do that you are not doing already? (Future studies/education? Career?)</li> </ul>
<b>R</b> isks	<ul style="list-style-type: none"> <li>-What could stop you from your goals? Obstacles? Peer Pressure? Drugs?</li> <li>-What threats could harm you?</li> <li>-What threats do your challenges expose?</li> </ul>

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*Life is uncertain*

**Eat Dessert first**




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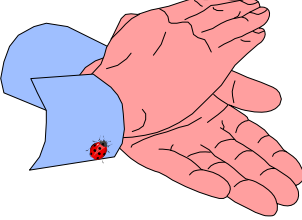
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**THANKS!**



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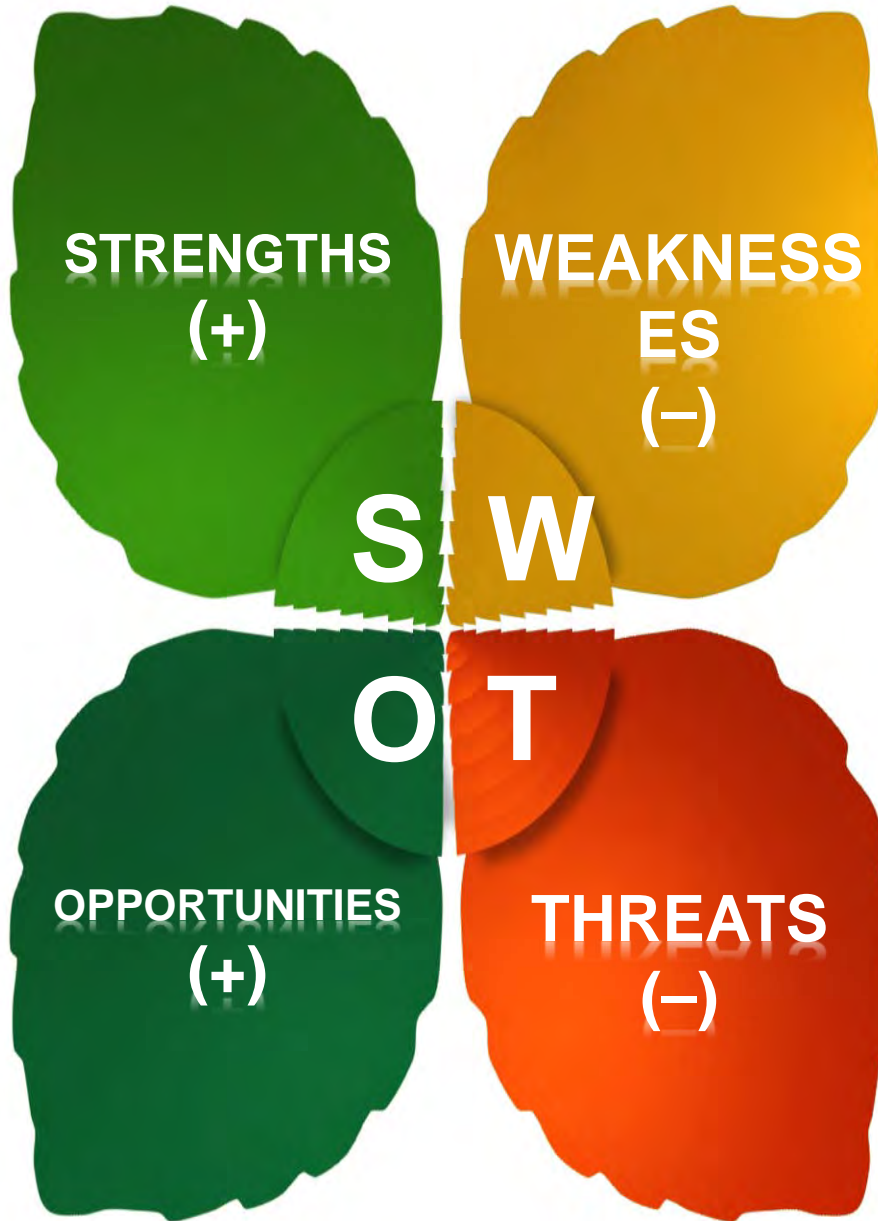
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INTERNAL FACTORS

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## COLORFUL LEAVES SWOT ANALYSIS

# SCOR©: Strengths, Challenges, Opportunities, Risks

(Neulicht, 2017)

