

BEYOND SWOT ANALYSIS: A REVIEW OF FOUR PLANNING MODELS

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REBAR  **LEADERSHIP**
RAISE THE BAR HIGHER

AGENDA

- **Introduction**
- **Session description**
- **Learning objectives**
- **Four planning models**
- **Application**

AT REBAR LEADERSHIP WE:

- *support, strengthen, equip...*
- *values-driven leaders.....*
- *no matter where they work....*
- *for higher levels of performance.*

SESSION DESCRIPTION

What's wrong with the SWOT Analysis? You know, the “tried and true” Strengths, Weaknesses, Opportunities and Threats model for strategic planning. Ok. There's nothing wrong with the SWOT Analysis. However, **organizations may fall into a comfortable pattern when limiting their strategy formation activities to the “same old, same old” planning model.**

SESSION DESCRIPTION

Many planning models exist that gather comprehensive and systematic feedback from an organization's ranks-and-file, consumers, stakeholders, alumni, communities and so on leading to valuable intelligence not otherwise cultivated.

SESSION DESCRIPTION

This session equips human resource leaders with supplemental planning approaches beyond the SWOT Analysis that will strengthen their organization planning efforts.

An added plus – the HR leader will be positively perceived by contributing to the strategy formation efforts!

LEARNING OBJECTIVES

- Review the traditional strategy formation SWOT analysis model
- Be introduced to four systematic planning models: Future Search, Appreciative Inquiry, Whole Scale Change and World Café.
- Analyze each model's strengths, weaknesses and application
- Prescribe the best-suited strategy formation framework for their organization

SWOTS ANALYSIS MODEL

IT'S THAT TIME OF YEAR AGAIN...

GET READY FOR THE STRATEGIC PLANNING RETREAT!

- *Just a few of us will be involved for streamlining the planning efforts.*
- *Bring your completed SWOT analysis.*
- *Bring your ideas.*

Strengths

Weaknesses

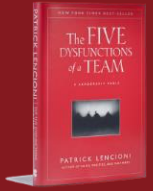
Opportunities

Threats

FLASHBACK TO LAST YEAR

- *We've done this SWOT analysis planning before.*
- *We lacked;*
 - *the energy*
 - *broader participation in the planning*
 - *execution post-retreat*

If team members are not pushing one another outside of their comfort zones during discussions then it is extremely likely that they're not making the best decisions for the organization.



SWOT Analysis	Alternative Models
Analysis oriented	Action oriented
Weakness and Threat focus	Strengths and Opportunities focus
Competition focus	Possibility focus
Incremental improvement	Innovative breakthroughs
Top down	Engagement at all levels
Focus on analysis	Focus on implementation
Energy depleting - <i>There are so many weakness and threats!</i>	Energy creating - <i>We are good and can become great!</i>
Attention to gaps	Attention to results

THE PRE-PLANNING STAGE

- 1. What is the real purpose of our planning efforts?**
 - a) Will we act on our planning?
 - b) Do we have an execution mindset?
- 2. Who need to be involved in the planning efforts?**
- 3. What conversations need to take place before our planning efforts?**
- 4. What conversations need to take place during our planning efforts?**

FOUR STRATEGIC PLANNING MODELS TO ENGAGE ENTIRE ORGANIZATIONAL SYSTEM

FOUR MODELS PRESENTED - COMMONALITIES

1. Take some of the pressure off senior leadership.
2. Contributing to a meaningful purpose compels people to action.
3. The power of the individual contribution is unleashed.
4. The whole person, head, heart and spirit is engaged.
5. Create emotional attachment to outcomes.
6. Knowledge and wisdom exists in the people in the organization, not just at the top.
7. Information is co-created by the members of the organization.
8. The methods creates a whole system view.

MISCONCEPTIONS

1. Too soft. They lack impact to the business or organization.
2. Logic alone changes people. No need to engage broader employees or stakeholders.
3. Not worth it or is too expensive.
4. Leadership should not give up control to middle management and worker-bees.
5. Multiple stakeholders included only leads to chaos and dysfunctional conflict.

FUTURE SEARCH

Planning Model # 1

FUTURE SEARCH NETWORK



Getting the Whole System in the Room for Vision, Commitment, and Action
Serving communities around the world for whatever people can afford.

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FUTURE SEARCH

Theory

Application

FUTURE SEARCH

Strengths

- Invites broad participation
- Highly participative
- Draws out collective wisdom that is often lost
- Seeks common ground

Weaknesses

- Requires patience by leadership
- Requires time commitment
- Leans toward democracy

APPRECIATIVE INQUIRY

Planning Model #2

...WHERE APPRECIATIVE INQUIRY, POSITIVE CHANGE RESOURCES, AND THE GLOBAL COMMUNITY CONNECT FOR WORLD BENEFIT.

The "AI Commons" is a worldwide portal devoted to the sharing of resources and practical tools on Appreciative Inquiry and the rapidly growing discipline of positive change. This site is a resource for everyone- whether you are a leader of change, a manager, a scholar, a student, or a simply curious mind. You are invited to discover as well as share your own resources on positive change. The site is proudly hosted by The Champlain College David L. Cooperrider Center for Appreciative Inquiry in partnership with Case Western Reserve University's Weatherhead School of Management.



[appreciativeinquiry.champlain.edu/learn/further-my-knowledge](https://www.appreciativeinquiry.champlain.edu/learn/further-my-knowledge)



APPRECIATIVE INQUIRY

Theory

Application

APPRECIATIVE INQUIRY

Strengths

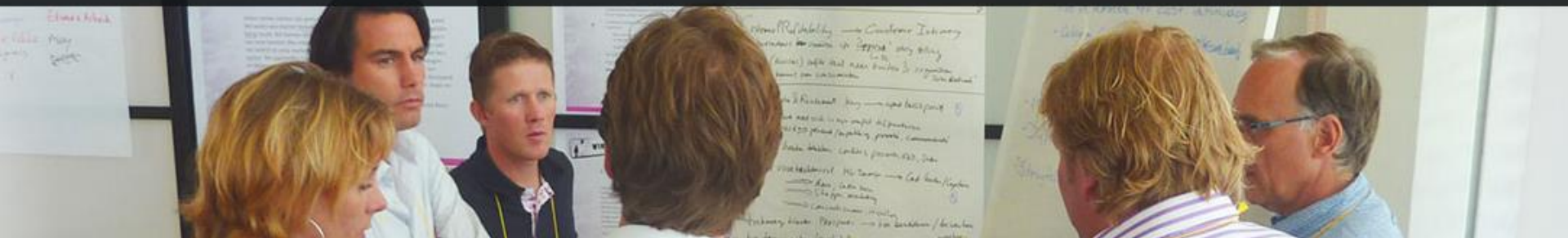
- Capitalizes on “the best of” an organization
- Movement toward positive future
- See “problems” as opportunities
- From “deficit thinking” to “possibility thinking”

Weaknesses

- Hard for “Eeyores” to see hope or be positive
- History can hinder progress
- “We’ve tried this before” attitude

WHOLE SCALE CHANGE

Planning Model #3



Changing an organisation from within.

Whole-Scale™ Change was born in 1981 when Ford Motor Company, seeking to move its management culture from a 'command and control' to a more participative style, brought in Kathy Dannemiller to design and facilitate the change. The method that emerged from this initial work has been used for over four decades and has helped hundreds of organisations worldwide.

Although each situation is different, the purpose of Whole-Scale™ Change is always the creation of change in organisations, networks and communities that requires the active involvement, energy, ideas and commitment of multiple stakeholders in order to be long lasting, effective and successful. It helps organisations uncover and engage the combined wisdom and the heart of their people to meet the challenges of a changing world.

WHOLE SCALE CHANGE

Theory

Application

WHOLE SCALE CHANGE

Strengths

- Whole system represented
- Action learning approach
- Shifts culture while planning

Weaknesses

- Who is the “whole system?”
- Time is an investment
- Patience
- Planning to plan

WORLD CAFE

Planning Model #4



the WorldCafe™

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WORLD CAFÉ

Theory

Application

WORLD CAFE

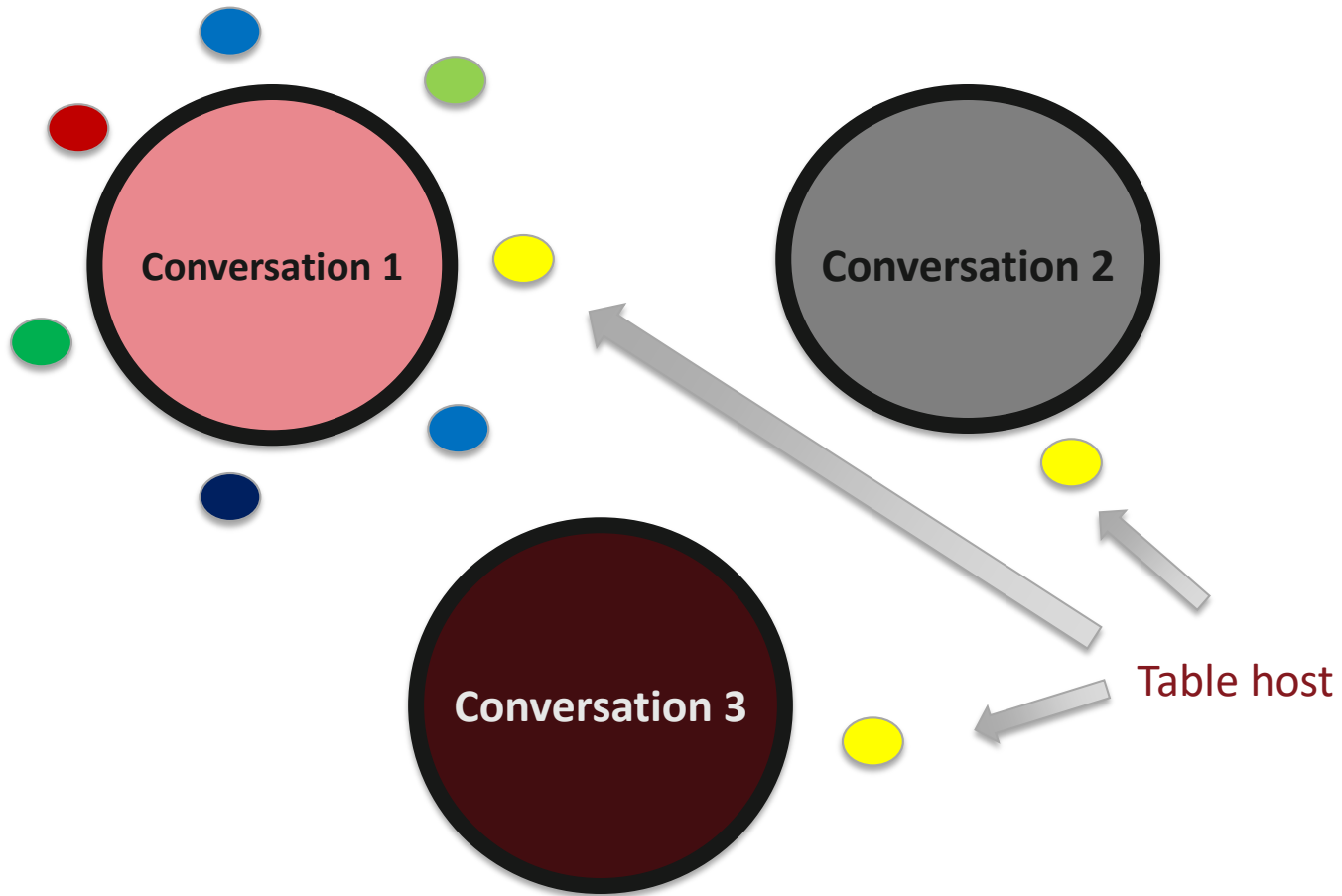
Strengths

- High energy experienced
- Visual data sets generated
- Conversational leadership

Weaknesses

- What are the questions that matter most?
- Trust must be established first to be open and honest
- Space and context critical

Application - Let's Try A World Café!



What Did Observers See?

What Did You Experience?

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THANK YOU FOR YOUR ACTIVE PARTICIPATION!

See us at www.rebarleadership.com

