



Build your team

Leadership Dimensions **Developing capability**

To obtain a clear appreciation of any aspect of your team, organisation or operation a useful tool is a SWOT analysis.

A SWOT analysis identifies the **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats for a given situation, such as a group or company. It helps you take a critical look at how a business or operation can improve, develop or compete more effectively.

Use a SWOT analysis to evaluate your team situation

By identifying the strengths, weaknesses, opportunities and threats for your team or operation, you are able to plan and put into action appropriate measures to deal with all four areas of the SWOT.

Take special care!

In working through this tool, you could record information that is sensitive.

Treat all completed documents with care!

What to do

1. **Do a SWOT analysis** to obtain a clear appreciation of your team and team members.
2. Identify insights that require further consideration and list actions that should be added to your transition plan.

Tips on avoiding common traps in building productive and effective teams¹

- **Don't risk leaving the existing team in place unchanged for too long.**
Make one of your transition goals to set a deadline for deciding the composition of your team.
- **Develop a plan for addressing obvious team problems quickly.**
Even if you cannot 'fix' the problem immediately, develop remedial options as quickly as you can - even interim options such as recruiting temporary resources.
- **Develop your team strategy in line with what you are learning** about the strategy, structure and systems of your Trust.
- **Don't let uncertainty cost you good people.**
As you assess the directions of your changes, ensure that your top performers are aware of how you value them.
- **Don't initiate team building before your core people are in place.**
- Wherever possible, **only make implementation decisions if the people required to carry through the implementation are in place.**
- Don't stand alone when you tackle team building and team restructuring. Seek allies and in particular, seek the support of a good HR partner.

¹ Derived from pp 159-162. Michael Watkins, *The First 90 Days: Critical Success Strategies for New Leaders at All Levels*. Harvard Business School Press, 2003.

1. Do a SWOT analysis of your team and individual team members

Strengths	Weaknesses
What advantages does your team have? What do you do better than anyone else? What do people outside your team see as your strengths? What personal strengths have individuals demonstrated - Competence? Energy? Focus? Trust? Judgment?	What could you improve? What should you avoid? What do people outside your team see as weaknesses? What factors are eroding success?
Team strengths	Team weaknesses
Individual team member strengths	Individual team member weaknesses
Opportunities	Threats
Are there opportunities to develop new processes or improve the way the team works? Are there interesting trends, within or outside the Trust, which the team could leverage? For example, changes in technology or in Trust direction?	What obstacles does the team face? Is the team concerned about changes to individual roles? Changing technologies? Is demand for the team services decreasing? Are there factors that are destabilising the team?
Opportunities from within the team	Threats over which the team has control
Opportunities from outside the team	Threats over which the team has no control



2. Identify insights that require further consideration

Remember you are trying to *identify positive attitudes and behaviour* that can result in improved team cohesion and effectiveness.

Insights you uncovered about your team	Your response	Actions for your 30-60-90-day plan
A team strength or weakness? Opportunities within or outside the team? Threats over which the team has or hasn't control	What response is required from you?	How can you build on a strength, seize an opportunity, mitigate a weakness or counter a threat? List actions for your plan.