



# Steinbeis Foundation and University



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

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## Positioning of HRM in the modern Administration



### Functions of HRM:

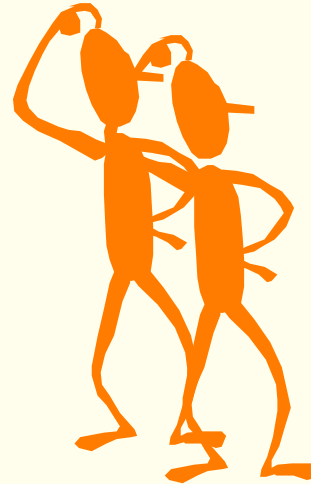
Personal Development

Work Design

Recruitment

Employees' care:  
Supervision, Mentoring, Services

Administration



### Roles of HRM:

Strategic Business Partner

Promoter

Change Agent

Expert

Employee Champion

Administrator

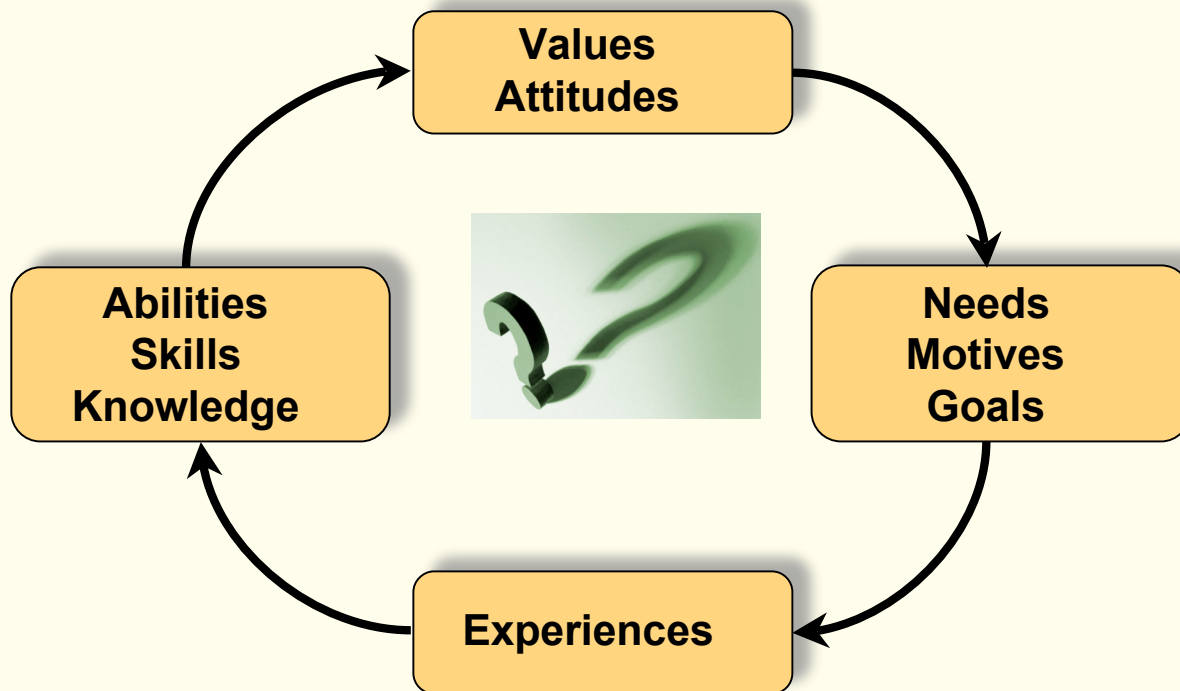


Goal: Meet strategic goals of organisation by attracting, developing, organising and empowering the employees

→ Do we know, what we are and what we want to achieve?

→ How to promote a change by HRM?

## Learning within a concrete context...



... 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






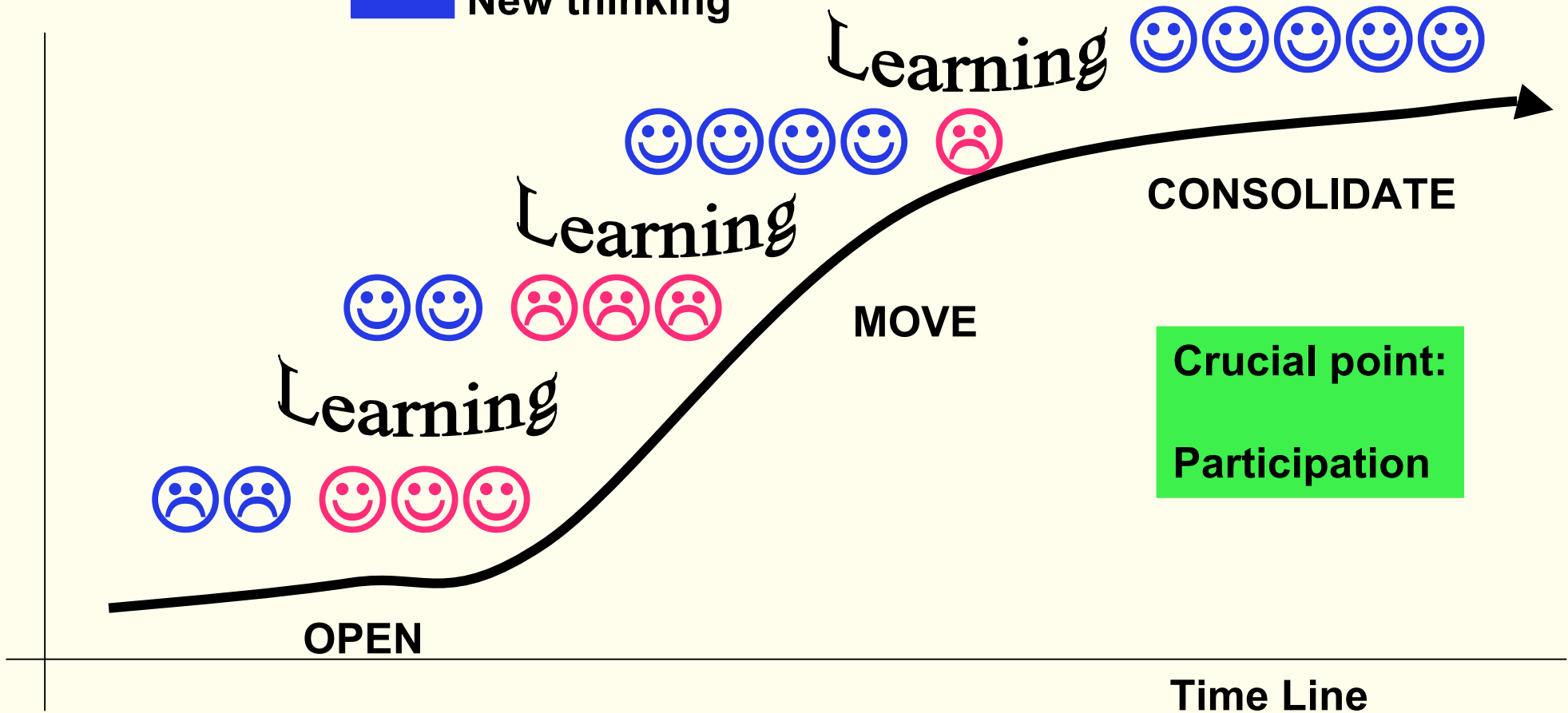
# Promoting a Change by Modern HRM Organisational Development Process with Learning



Development  
Level

 Old thinking

 New thinking





# SWOT- Analysis – instrument of strategic planning in dynamic development



Criteria for assessing a new venture or proposition	Strengths	Weaknesses	Opportunities	Threats
	<i>Internal (Company)</i>		<i>External (Market)</i>	
<b>Product:</b> What quality of Services?	<b>Structures</b>		<b>Behaviour</b>	
<b>Price:</b> Which results with how many costs?	<b>Instruments</b>			
<b>Place:</b> Level of image, influence and acceptance?	<b>Ressources</b>		<b>Beliefs</b>	
<b>Promotion:</b> Who knows what we do and plan?				



# SWOT Analysis / Criteria Examples for HRM



<i>Internal Factors (Company)</i>	
<b>Strengths</b>	<b>Weaknesses</b>
<p><b>What are the strengths of our HRM?</b> <b>Examples:</b></p> <ul style="list-style-type: none"><li>• Developed techniques for HRM</li><li>• Innovation culture in the HRM-Team</li><li>• Modern IT-Infrastructure</li></ul>	<p><b>What are the weaknesses of our HRM?</b> <b>Examples:</b></p> <ul style="list-style-type: none"><li>• Poor position in management: Reactive rather than pro-active work</li><li>• No ideas to meet the lack of young, qualified people</li></ul>
<p><b>What are the opportunities for our HRM?</b> <b>Examples:</b></p> <ul style="list-style-type: none"><li>• New management team wanting to improve business through organizational development and cultural development programmes</li><li>• Governmental programmes to promote the qualification of young people</li></ul>	<p><b>What are the threats for our HRM?</b> <b>Examples:</b></p> <ul style="list-style-type: none"><li>• Contribution of HRM not recognised by top management</li><li>• Budget reduction for vocational training and further training</li><li>• Deficit of well qualified people in labour market</li></ul>
<b>Opportunities</b>	<b>Threats</b>
<i>External Factors (Market, internal environment)</i>	



# SWOT Analysis / Criteria Examples for an manager

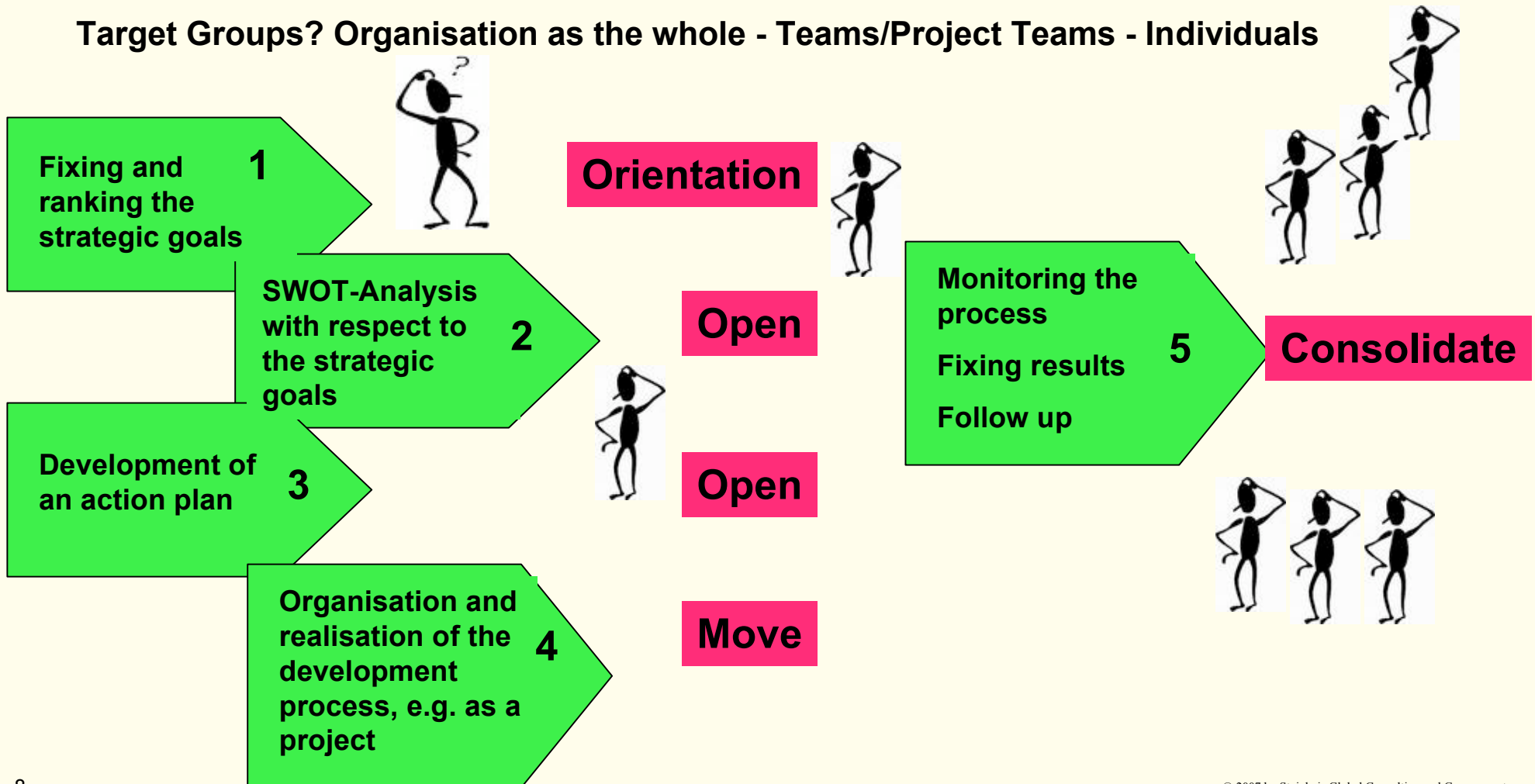


Strengths	Weaknesses
<p><b>What are my/ Your strengths?</b></p> <p><b>Examples:</b></p> <p>Enthusiasm, energy, imagination, expertise in subject area</p> <p>excellent track record in specialized area</p>	<p><b>What are my/ Your weaknesses?</b></p> <p><b>Examples:</b></p> <p>Not good at achieving results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



Where? In national institutions, administration bodies and in enterprises

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







## 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 END



„The future is here. It's just not widely distributed yet.“ William Gibson



Thank You.



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