SWOT analysis

Define the focus

Set a clear objective before identifying internal and external factors.

ORGANISATION / TEAM	REVIEW DATE	ANALYSIS LEAD

01 Scope and decision

What organisation, project, product or market are you analysing?

What decision should this analysis support? Define the objective and time horizon.

02 Evidence and perspectives

Which data, sources and stakeholder perspectives will you use?

Include source names and dates. Separate verified findings from assumptions.

03 Before you begin

- [ ] We have agreed a specific scope and objective.
- [ ] We have included people with relevant and different perspectives.
- [ ] We will check our findings against evidence and record uncertainties.

SWOT analysis

Build your SWOT matrix

Record a few specific, evidence-based factors in each quadrant.

Use S1, W1, O1 and T1 references. Add a source or mark an assumption to verify.

Strengths

INTERNAL / HELPFUL

What capabilities or resources support your objective?

Weaknesses

INTERNAL / HARMFUL

What internal gaps or constraints hold you back?

Opportunities

EXTERNAL / HELPFUL

What external changes could support your objective?

Threats

EXTERNAL / HARMFUL

What external developments could undermine it?

Keep factors relevant to the objective. Avoid vague claims and duplicated points.

SWOT analysis

Turn findings into action

Prioritise the findings, connect them and agree practical next steps.

04 Priorities and strategic options

Which factors matter most, and why? Use the references from your matrix.

Connect strengths with opportunities; use strengths to address threats.
Address weaknesses that limit opportunities or increase exposure to threats.

Which options follow from these connections? Record the linked factors.

05 Action plan

ACTION 1 / LINKED FACTORS

OWNER

DUE DATE

SUCCESS MEASURE

ACTION 2 / LINKED FACTORS

OWNER

DUE DATE

SUCCESS MEASURE

NEXT REVIEW DATE

REVIEW EARLIER IF...

☐ Owners and next steps are agreed; assumptions have follow-up actions.

SWOT supports strategic discussion. Assess significant risks in more detail where needed.