

Management by competencies



How we know what to do?



From last lesson

- ▣ Company environment
 - ▣ Outer
 - ▣ Macro x trade
 - ▣ Analysis – PESTE
 - ▣ Inner
 - ▣ Weak x Strong
 - ▣ Analysis – next time :o)

SWOT

	Positive	Negative
Internal	Strengths	Weaknesses
External	Opportunities	Threatens

- SWOT analysis
- Collects all important factors together
- Very popular in Internet business
- Can be used in any case that needs to be analyzed
 - New product
 - New project
 - New service
 - Analyze new workflow

Strengths

- ▣ Where is our advantage
- ▣ What is unique in our company
- ▣ Why we lead?
- ▣ Examples
 - ▣ Experienced management
 - ▣ Special know-how
 - ▣ IT services or IS

Weaknesses

- ▣ What do we do wrong?
- ▣ Where we lost money or good-will because of our own mistake?
- ▣ What was our last big inner problem?
- ▣ Examples
 - ▣ Old technical equipment
 - ▣ Bad behavior of employees
 - ▣ Bad quality of IT services

Opportunities

- What can be a new impulse for the company?
- Where we can find a new sources?
- How we can improve our company?
- Examples
 - Lower taxes
 - Donations (EU/government/other organizations)
 - New technologies

Threatens

- ▣ What can be dangerous for our improvement?
- ▣ What kind of pressure we must cope with?
- ▣ What do our competitors plan?
- ▣ Examples
 - ▣ Higher taxes
 - ▣ Structure of unemployment
 - ▣ Entrance of the new competitor

SWOT – analysis		Internal	
		Strengths	Weaknesses
E x t e r n a l	Opportunities	<p><i>S-O-Strategy:</i> Developing the new methods, suitable for improving the strengths of the company</p>	<p><i>W-O-Strategy:</i> Removing the weaknesses to found the new opportunities</p>
	Threatens	<p><i>S-T-Strategy:</i> Using the strengths to eliminate the threatens</p>	<p><i>W-T-Strategy:</i> Developing strategies to eliminate the threatens, endangering our weaknesses.</p>

S – O Strategy (maxi – maxi)

- Developing the new methods, suitable for improving the strengths of the company
- How we can use the opportunities to make our strengths stronger
- Examples:
 - Using donations from Czechinvest to teach the members of management
 - Using favorable (low) interest rate to develop new methods from our know-how

S – T Strategy (maxi – mini)

- Using the strengths to eliminate the threatens
- How we can cope with the dangers from outside by our own?
- Examples
 - Use our management experiences to optimize our processes and save money to face the higher taxes.
 - Use IS with easy user interface to eliminate the number of training days for the new employees

W – O Strategy (mini – maxi)

- Removing the weaknesses to found the new opportunities
- How we can use opportunities to remove our weaknesses?
- Examples:
 - Using donations from EU to buy / upgrade information system (if it is weak)
 - Using favorable (low) interest rate to take bank loan to buy new machines (if they are too old)

W – T Strategy (mini – mini)

- Developing strategies to eliminate the threats, endangering our weaknesses.
- The hardest part of SWOT
- How we can eliminate our weaknesses in the way to not be endangered by threats?
- How we can use our threats as our benefit?
- Examples
 - Use the higher unemployment to motivate our employees to behave in a better way
 - Use the fact of the new competitor's entrance to increase the pressure on quality of our IT services

When to use SWOT

- Every time you need:
 - To analyze situation
 - To make important decision
 - To build the strategy
- SWOT can be use to make decision
 - In a company
 - In a project
 - In a private life

Personal SWOT

- Problem – where and how to find the best partner for life?
- What are your personal
 - Strengths – languages, behavior, fun, communication skills
 - Weaknesses – lazy, angry, jealous
 - Opportunities – new schools, new jobs opportunities, knowledge about clubs
 - Threatens- other people, diseases

What will be your strategy?

Summary

- ▣ SWOT analyses
 - ▣ Strengths
 - ▣ Weakness
 - ▣ Opportunities
 - ▣ Threatens
- ▣ Strategies
 - ▣ S – O, S – T
 - ▣ W – O, W - T

Thank you for your attention...

