

INTERNAL FACTORS

STRENGTHS

What advantages and value proposition do you have to rival other businesses?

People, skills capabilities

- Staff development, investment in training
- Communication
- Engagement levels
- HR strategy
- EVP
- Knowledge and expertise
- Benefits
- Succession plans
- Culture, philosophy and values
- Data

Resources, assets

- Properties and locations
- Equipment
- Financial reserves
- Technology

Competitive advantage

- Intellectual property
- Products and, or services
- Markets and reach
- Innovation
- Unique selling proposition

Internal processes

- HR and operational
- Cooperation across different departments (finance, marketing, IT, legal/risk, etc)

WEAKNESSES

Identify vulnerabilities: areas of your business and/or HR function that require change to be more efficient, or stopped?

People, skills capabilities

- Staff morale
- Budget constraints
- Skills gaps
- Employee turnover
- Expertise
- Internal disruption
- People analytics/data
- Historical data
- HR recognition, impeding contribution
- People management

Resources, assets

- Core activities
- Reliability
- Cash flow
- Dated technology/equipment

Competitive advantage

- Reputation and brand perception
- Quality
- Procurement strength
- Bureaucracy
- Reactive rather than proactive

Internal processes

- HR and operational

EXTERNAL FACTORS

OPPORTUNITIES

What opportunities and trends can you capitalise on?

People, skills capabilities

- Workforce planning
- Organisational design
- Restructure
- Personal and professional development expectations
- Transparency of benefits

Resources, assets

- Development of international sustainability reporting standards

Competitive advantage

- The gig economy
- Industry trends
- Technology development
- Target markets
- New product developments
- Expansion and growth
- Partnerships
- ESG/increasing Social reporting regulations

Internal engagement

- Board demands/upskilling expected by regulators
- Support to board committees on people risks and opportunities

THREATS

What external factors could impede your progress?

People, skills capabilities

- Competitors attracting staff away
- Personalisation of benefits

Resources, assets

- Lack of common international standards
- Competitive advantage
- Changes to demographics
- Increasing regulation
- Labour market conditions
- New competitors
- Changes to market demand
- PESTLE factors (see factsheet)
- Innovations in technology
- Cost of investments
- Loss of market share

External Factors/Stakeholders

- Investor expectations
- NGO expectations
- Regulators expectations
- Climate change
- Economic environment
- Geopolitics