

## WORKSHEET 27

### Internal Strengths

**Instructions.** Internal strengths are resources or capabilities that help an organization accomplish its mandates or mission.

1. Fill out as many worksheets as are necessary to derive a complete list. Put an asterisk (\*) next to the eight to ten strengths you think are the most important. Discuss each of the high-priority strengths.
2. Identify any strategic issues that may be associated with the list.
3. Look at the list of options for preserving or enhancing strengths. Note with an asterisk (\*) any that might be pursued immediately without unnecessarily or unwisely foreclosing future choices, then discuss.

Strength	Description	Options for Preserving or Enhancing Each Strength
<p><i>Examples:</i></p> <ul style="list-style-type: none"> <li>• Highly skilled and motivated staff in Divisions A and B.</li> <li>• Board is well-connected to most major external stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• All levels of staff in Divisions A and B are well trained and experienced.</li> <li>• Good morale in Divisions A and B.</li> <li>• Good two-way communications involving the board and most key external stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain adequate compensation and reward levels.</li> <li>• Continue training programs.</li> <li>• Keep an effective performance management system in place.</li> <li>• Work to find other ways to improve information and communications with remaining key stakeholders.</li> </ul>

## WORKSHEET 28

### Internal Weaknesses

**Instructions.** Internal weaknesses are deficiencies in resources or capabilities that hinder an organization's ability to meet its mandates, fulfill its mission, and create public value. (*Examples:* poor internal and external communications, unclear mission or vision, structural misalignments, noncompetitive pay scales, low morale, inadequate resources.)

1. Fill out as many worksheets as are necessary to derive a complete list. Put an asterisk (\*) next to the eight to ten weaknesses you think are the most important. Discuss each of the high-priority weaknesses.
2. Identify any strategic issues that may be associated with the list.
3. Look at the list of options for minimizing or overcoming the weaknesses. Note with an asterisk (\*) any that might be pursued immediately without unnecessarily or unwisely foreclosing future choices, then discuss.

Weakness	Description	Options for Minimizing or Overcoming Weakness
<p><i>Examples:</i></p> <ul style="list-style-type: none"> <li>• Lack of a clear, functional mission statement.</li> </ul>	<ul style="list-style-type: none"> <li>• We don't have a clear organizational mission.</li> </ul>	<ul style="list-style-type: none"> <li>• Review mandates and current mission statement.</li> <li>• Define a contemporary mission for the organization; involve appropriate stakeholders.</li> </ul>