

Exercise #1 (15–30 minutes)

In order to map the context within which your group exists, use this table to list the organizations you can think of in your community. Note that the relevant “community” can be large (e.g., multicounty or statewide) or small (e.g., neighborhood or municipality), depending on the focus of your group. Be as specific about these groups as possible. In addition, think about each group’s mission or purpose. This will help you get a clearer picture of what each group does and how they relate (or can relate) to your own group. Feel free to use more space as desired and to include additional categories appropriate to your group’s focus and community.

Agency/Organization	Mission/Purpose
Units of Government	
Civic Groups/Clubs	
Economic Development	
Human Service Providers	
Health Care Providers	
Churches	
Youth Organizations	
Environmental Groups	
Individual Skills	
Government Agencies	
Other	

Exercise #2. Stakeholder Perspectives Worksheet

Questions	Stakeholders	
	_____	_____
What does the stakeholder need or expect (criteria for performance) from your organization? In other words, how does the stakeholder determine or evaluate success?		
How well does the organization perform against those criteria?		
How well does the organization perform relative to its competitors and other groups in the community?		
What makes the organization unique/special?		
What does the organization do especially well and should continue to do?		
How can the organization improve what it does or how it does it?		
How can the organization effectively build on its strengths and opportunities?		
How can the organization effectively cope with the weaknesses and threats?		

Key Questions for Looking at the Future

Exercise #3 (20–40 minutes)

1. What major trends or forces of change can be expected during the next 2 to 5 years?

Demographic, Income, and Household Characteristics	Education	Health and Health Care
Environment/Land Use	Politics	Citizenship and Values
Economic	Technology and Communications	Transportation
Other	Other	Other

2. Of the trends and forces you have just discussed, which are the most likely to affect your organization and stakeholders during the next 3 to 7 years? Which other groups also will be affected by these issues?

Trend	Who will be affected most?

Exercise #4 (60–90 minutes)

Use the following table to brainstorm a list of your organization’s strengths and weaknesses and of the opportunities and threats it faces. Draw upon the results and issues you discussed in the earlier exercises, such as the organizational assessment, other groups in the community, major trends that will affect your organization, and key discussion points that were raised. Make sure that you consider both current issues and likely issues in the future. After doing the initial brainstorm, you may want to refer to the Internal and External Issues Checklist to see if you have overlooked some important issue (do *not* use this as a checklist while doing the exercise).

Brainstorming List. “What are your group’s strengths, weaknesses, opportunities, and threats?”

Strengths	Weaknesses	Opportunities	Threats

SWOT Analysis

		EXTERNAL	
		Opportunities	Threats
INTERNAL	Strengths		
	Weaknesses		