

# Strategic Planning and Organizing SWOT Analysis

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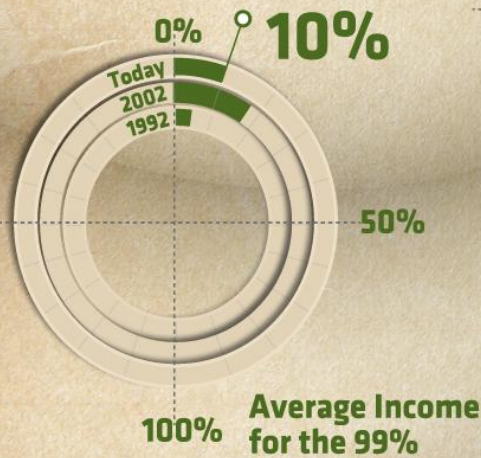
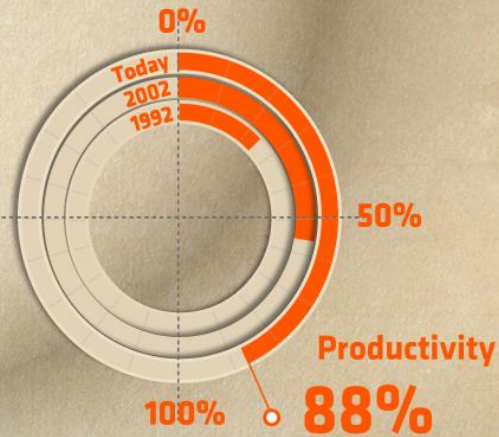
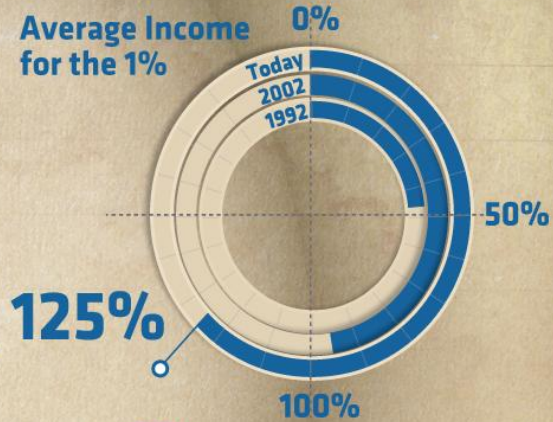
National Labor College, Organizing I



# CEO PAY AND YOU



It trickles down?  
Income for the wealthy  
soars while wages stagnate  
despite productivity gains.



**Percentage Growth Since 1982, Inflation Adjusted**

Sources: U.S. Bureau of Labor Statistics (BLS)  
[<http://www.bls.gov/lpc/>]; Emmanuel Saez, University of California, Berkeley  
[<http://elsa.berkeley.edu/~saez/TabFig2011prel.xls>].

**CEOs use their multinational corporations to create jobs...overseas.**

**2.9 million**  
**jobs created overseas**  
**in the past decade...**

**jobs created overseas  
in the past decade...**

**...while they cut  
1.1 million  
American jobs.**

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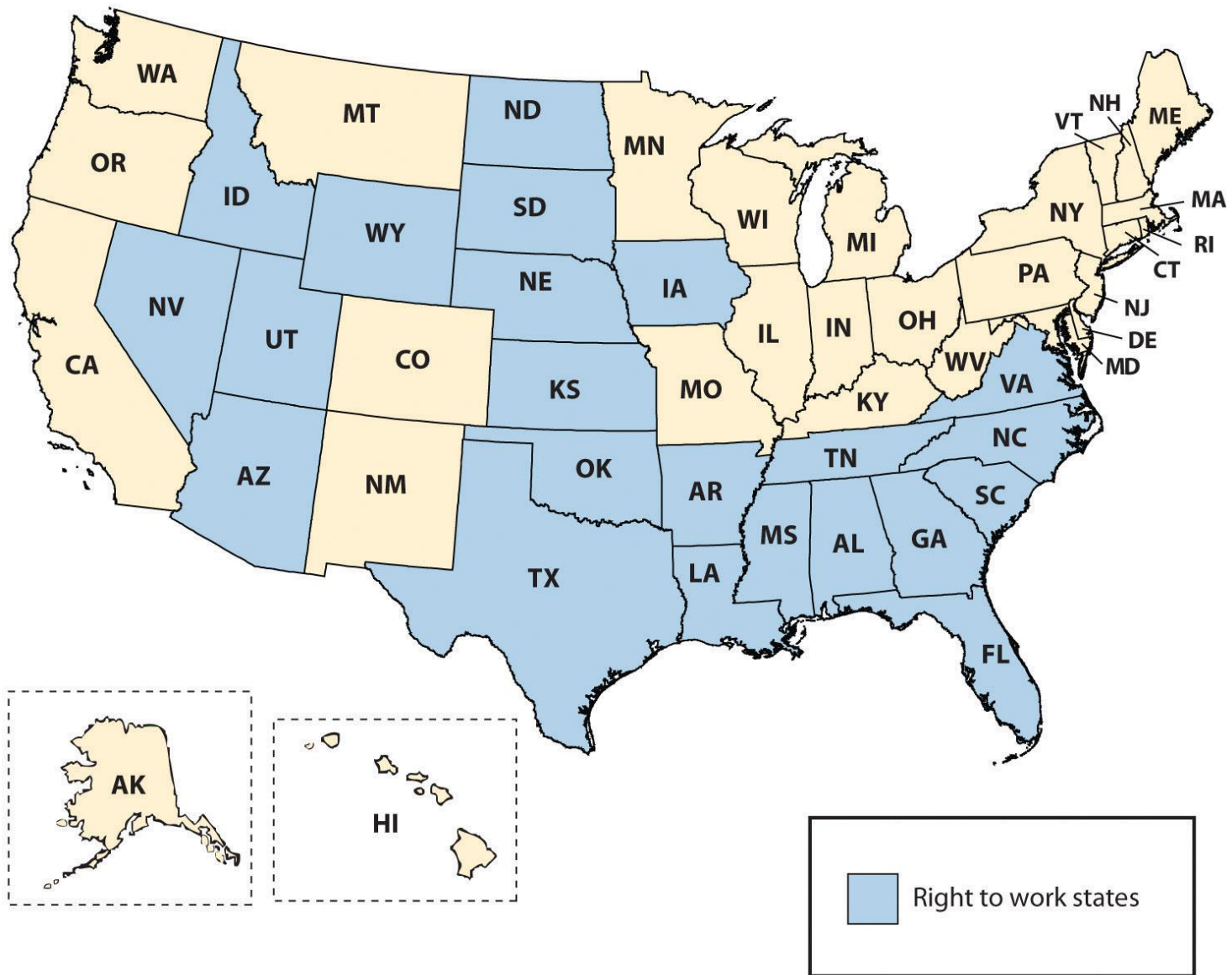
Sources: Change in employment levels calculated based on data from U.S. Multinational Companies: Operations of U.S. Parents and Their Foreign Affiliates in 2010, U.S. Bureau of Economic Analysis (BEA), November 2012 (Table 1) and U.S. Multinational Companies: Operations in 2006, BEA, November 2008 (Table 1).

**“You must be the change you wish to see in the world.”  
- Mohatma Gandhi**

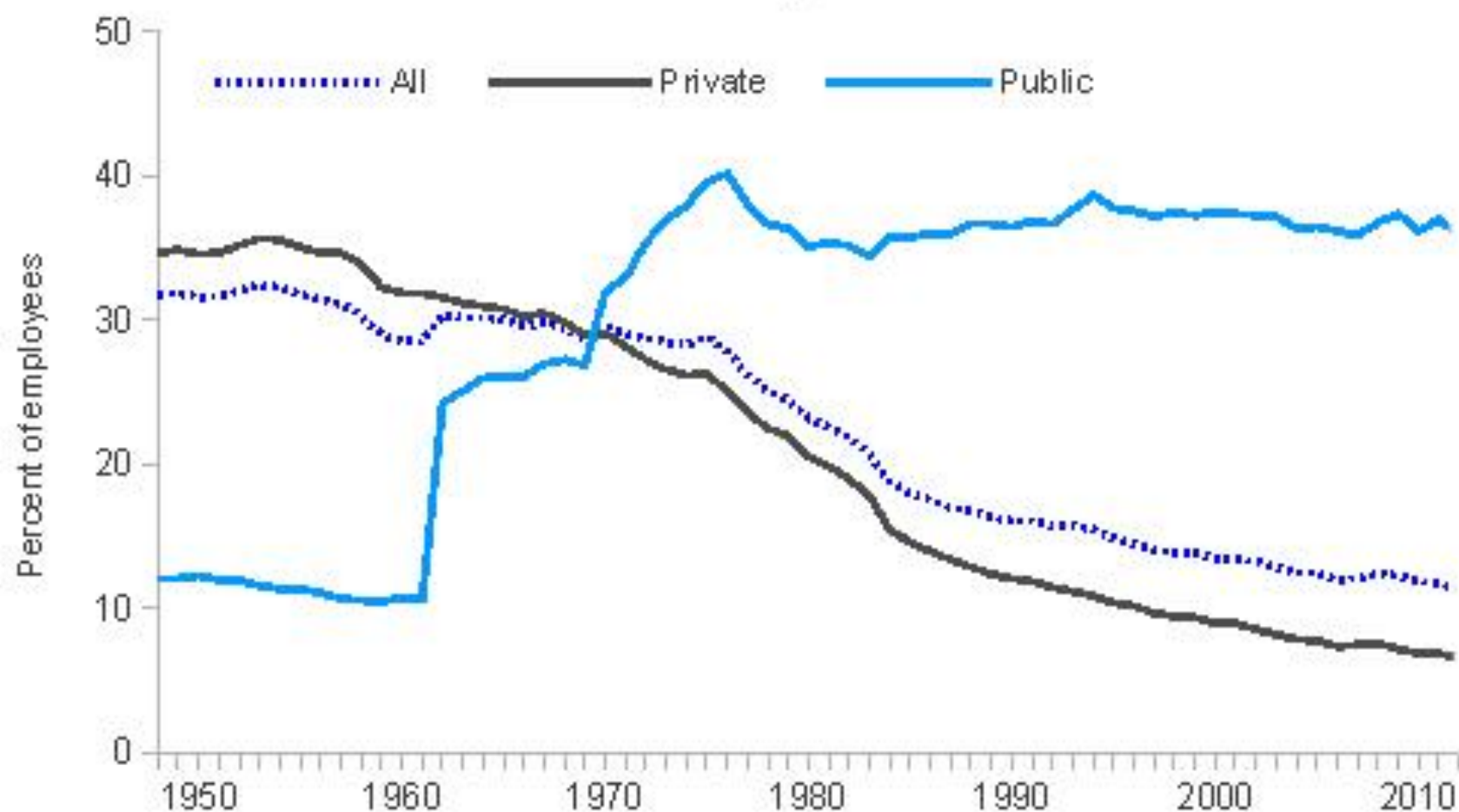
**“...There is no path. We make the path by walking.”  
- Antonio Machado**







## Union Membership, 1948-2012



Source: Labor Research Association and Bureau of Labor Statistics.

# Strategic Organizing

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No longer playing by the rules that were designed for us to lose.

Involving the union's #1 resource: our members.

We cease organizing in isolation from each other.

We make organizing a community process.

We start organizing like a movement again.



# Strategic Corporate Research

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A way for unions...

To understand key employers & industries

To plan comprehensive campaigns involving strategic research, community outreach, and worker mobilization

To use creative tactics

To build power (density) for workers

# Strategic Corporate Research

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We want to look at a corporation from the boss's perspective – what are the employer's strategic relationships that allow the business to exist and profit?

Once identified, we work to affect those strategic relationships to change how the boss deals with workers.

# Returning to the basics



# Why is all of this necessary?

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# The implementation of strategic organizing means:

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Building power rather than just numbers of members

Having an industry vision

Picking your targets instead of your targets picking you

Utilizing the union treasury wisely and committing sufficient resources to win

Involving the union's #1 resource: its members.



# 3 key steps for strategic planning

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1. Envision the desired “future state” of your organization
2. Assess the “current state” of your organization
3. Design a strategy to move from the current state to the future state



# Uses of SWOT Analysis

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Makes sense of complicated situations

Ensures that any strategic planning is based on your real situation, not just opinion and assumptions

Big projects or Small projects



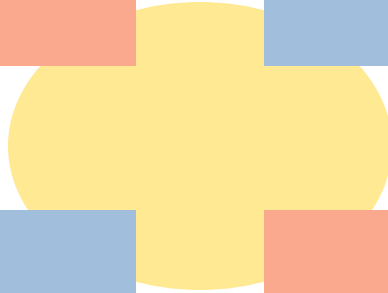
# SWOT Analysis

S

W

O

T



**S**

**Strengths**

**W**

**Weaknesses**

SWOT  
Analysis

**O**

**Opportunities**

**T**

**Threats**



A diagram illustrating a SWOT analysis. It features four colored rectangles arranged in a 2x2 grid around a central yellow circle. The top-left rectangle is orange and contains the letter 'S' and the word 'Strengths'. The top-right rectangle is blue and contains the letter 'W' and the word 'Weaknesses'. The bottom-left rectangle is blue and contains the letter 'O' and the word 'Opportunities'. The bottom-right rectangle is orange and contains the letter 'T' and the word 'Threats'. The central yellow circle contains the word 'GOAL'. A solid green horizontal bar is located at the bottom of the image.

**S**

**Strengths**

**W**

**Weaknesses**

**GOAL**

**O**

**Opportunities**

**T**

**Threats**

Internal assessment  
of the organization

```
graph TD; A[Internal assessment of the organization] --> B[What are our strengths?]; A --> C[What are our weaknesses?]; B --> D[O]; C --> E[T]; D --- F((GOAL)); E --- F;
```

**What are our strengths?**

**What are our weaknesses?**

GOAL

O

T



Internal assessment  
of the organization

**What are our strengths?**

**What are our weaknesses?**

GOAL

**What are our opportunities?**

**What are our threats?**

External assessment  
of the environment

Helpful to achieving goal

Harmful to achieving goal

**Strengths**

**Weaknesses**

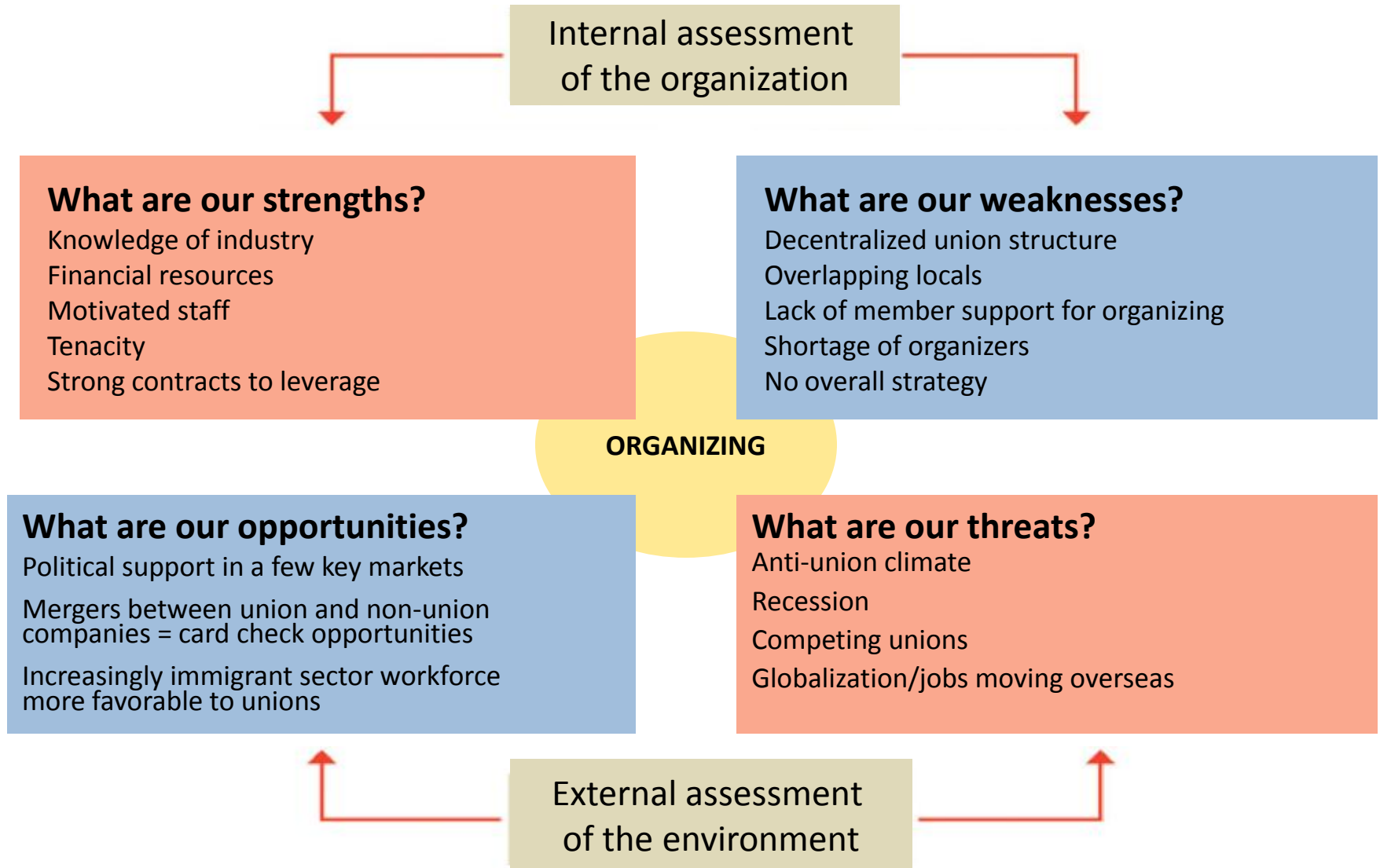
SWOT  
Analysis

**Opportunities**

**Threats**



## EXAMPLE ANALYSIS:



# A Strategic Plan is like a Roadmap

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Identify short-term objectives

Doable and manageable

Aligned with other organizational goals

Measurements for assessment



# Key factors to consider in your plan

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Goals

Organizational considerations

Constituents, allies and opponents

Targets

Tactics

Timeframes

Internal assessment  
of the organization

```
graph TD; A[Internal assessment of the organization] --> B[What are our Strengths?]; A --> C[What are our Weaknesses?]; D[What are our Opportunities?] --> E[External assessment of the environment]; F[What are our Threats?] --> E; B --- G((ORGANIZING)); C --- G; D --- G; F --- G; E --- G;
```

The diagram illustrates the organizing process. At the top, a box labeled 'Internal assessment of the organization' has two red arrows pointing down to two boxes: 'What are our Strengths?' (orange) and 'What are our Weaknesses?' (blue). At the bottom, a box labeled 'External assessment of the environment' has two red arrows pointing up to two boxes: 'What are our Opportunities?' (blue) and 'What are our Threats?' (orange). All four boxes are connected to a central yellow circle labeled 'ORGANIZING'.

**What are our Strengths?**

**What are our Weaknesses?**

ORGANIZING

**What are our Opportunities?**

**What are our Threats?**

External assessment  
of the environment