



Example of a Personal Leadership SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis

(rev 2008)

Strengths

- Compulsive
- Strong follow-through
- Articulate
- Writes well
- Balanced work-life perspective
- Multi-interested (e.g., work, recreational activities [e.g., curling, golf, etc.])
- Ambitious

Weaknesses

- Strong need to “get things done and off my list” with consequence of getting it done right away, thereby undermining the benefits of more careful deliberation over time
- Compulsiveness sometimes causes me to begrudge being given tasks, i.e., stress of many tasks and need to do each carefully can lead me to think unkindly about the people and/or circumstance creating the task
- Can be impatient, i.e., not tolerate those who do not understand (“suffer fools poorly”)
- Time pressure causes stress and can lead to emotional “hijacking”
- Do not handle multiple immediately competing demands well

Opportunities

- To engage others in providing feedback about their experience of me
- To receive coaching in service of improving my leadership skills
- To learn from others in similar roles to mine
- To enhance my ability to manage the need to complete task quickly in order to be able to deliberate more carefully
- To enhance my equanimity about work-related tasks

Threats

- Time pressure, which can derail my plan for self-improvement because it catapults me back to my “usual” habits
- The multitude of everyday demands, which conspires against self-reflection
- Etc.

Example of a Personal Developmental Plan

Issue	Personal Action Plan
External demands (e.g., travel, etc.)	Carefully assess each invitation to assure its necessity; explain my travel demands to the department; delegate clear responsibility for decision-making when I am absent
Develop heightened awareness of how I am perceived	Assure I am sensitive to “winners” and “losers” as I create new department roles; explain these choices to those chosen and those not and to the group as a whole; “tell one on myself,” e.g., offer to the group examples of my shortcomings (“I am a recovering transplant surgeon,” etc.)
Communication	Assure that I communicate key points multiple times and to assure that I present it to the whole group; focus on social interactions to assure that new members of the group know established members and each other; communicate to colleagues that I am working on my leadership skills and the format by which I am doing so
Difficulty engaging others for tasks	Challenge myself to develop ways in which I present the issue and ask the group to help propose and develop solutions (e.g., how can we lessen the use of unpaid time off in Respiratory Therapy? – ask the group)
Time management	Truly delegate responsibilities for when I am away and make these delegations known publicly; announce to colleagues that I perceive this as a challenge and invite their suggestions about how to improve this;
Time as stressor	Evaluate my time management; move closer to the Clinic (and announce this and why to the group)
Seen as aloof	Emphasize my availability; keep door open as much as possible; explain why door is closed when it is; consider open hours to discuss issues;