

S.W.O.T. Analysis for SE FYSPRT

<p align="center">Strengths</p>	<p align="center">Weaknesses</p>
<p align="center"><i>Systems who care</i> <i>Diversity in system representation</i> <i>Committed/steadfast</i></p> <p>Welcoming - Every voice is heard Compassionate Equitable participation - Equal voice Engaged Youth Voice Accepting - Give what you can Inclusive - Open to all Flexible - Willing to try changes</p> <p align="center">Opportunities</p> <p align="center"><i>*** Boys and Girls Club ***</i> <i>Create local FYSPRTS</i> <i>Department of Health funds</i></p> <p>Dept. of Children, Youth, & Families After school program (21st Century?) Faith community Police Depts. / Dept. of Corrections Legislators Juvenile Justice Center School Districts Farm Workers Association Legislative focus on behavioral health Online meeting capabilities More regional systems Families in WISE Education Services District</p>	<p align="center"><i>Lacking a clear, solid purpose</i> <i>Not always relevant to Youth/Family</i> <i>Large region</i></p> <p>Unreal expectations Lack of State support - unclear, slow WISE-driven rather than FYSPRT-driven Stronger collaborative voice needed Lack of Legislative relationships/partners Habit of using system language</p> <p align="center">Threats</p> <p align="center"><i>*** Lack of knowledge of FYSPRTs ***</i> <i>Funding</i> <i>Retention challenges/Loss of partners</i></p> <p>Technology challenges Lack of transportation Changes in how services are managed A.S.O. has slow moving processes Confusion w/language (Using Acronyms) Only one M.C.O. at this time Confusion around integrated care Lack of clarification from State</p>

Group External Factors		
Opportunities	Action	Progress
***Boys and Girls Club** Create local FYSPRTS Department of Health Funds Depart of Children Youth & Families After School Program (21st Century) Faith Community Depart of Corrections Police Departments Legislators School Districts Farm Workers Association Legislative focus on Behavioral Health Online meeting capabilities More regional systems Families in WISE Education Service District	Boys & Girls Club Brian Ace Ex. Dir. Meet with him Share vision of FYSPRT Build relationship with them	
Threats	Action	Progress
Lack of knowledge of FYSPRTs Funding Retention challenges/loss of partners technology challenges lack of transportation changes in how services are managed ASO has slow moving process confusion with language (using acronyms) only one MCO at this time confusion around Intergrated Care Lack of clarification from state	Lack of knowledge of FYSPRTS Begin conversation next meeting	

SWOT Training 9/22/15 notes

Strengths identified

Group 1:

- Community is supportive of Wraparound/supports family voice
- Diversity in organizations within group-new attendees
- FYSPRT is expanding
- Support from SWBH/RSN
- Accountable(Wise) TR lawsuit
- Strong community of peer support
- Funding
- Dual roles
- Natural conversations - equity
- Curiosity on how to make it better
- Inclusive
- Increased commitment/empathy

Group 2:

- Good support from the RSN
- Wide variety of community members
- Core group of committed people
- We are filling the gaps for a community need
- Long term commitment
- Lots of passion
- A needed service
- Ready for change
- Opportunistic time
- Over 50% of members have a child with special needs
- Momentum
- Compassionate members
- Members have both professional and lived experience
- Leaders are driven
- Huge community support ie; CUP-MCO's, Clark County etc.
- Potential for growth in our community
- Strong start
- Using strong historical relationships to build FYSPRT
- Developing a strong FYSPRT to replicate

- Already done a lot of outreach and collaboration
- Balanced focus between professional and family voice

Weaknesses

Group 1:

- Time constraints
- Challenging to get youth at the table
- Need to educate the community about what a FYSVRT is
- Need to recruit more members to help
- Uninformed community
- Need to get the word out
- Missing key players; DCFS, Catholic community service ,MH agencies
- Retaining members
- Improve/expand outreach
- Minimal diversity of culture/race , ie: Russian, latino, tribal, people of color

Group 2:

- Need for more youth involvement; need a youth tri-lead
- Time constraints, deliverables, planning, outreach, ability to attend/participate
- Lack of cultural diversity
- Having to explain purpose- marketing, education
- Lack of understanding of systems, language, jargon
- Knowing available resources
- Person first language
- Need for comfort agreement

Top three Weaknesses to focus on

1. Improve/expand outreach
2. Getting youth to the table
3. Diversity of culture

Opportunities

Group 1:

- Listserves/distribution lists

- Networking- finding and utilizing current members(YWCA, special ed. teachers, schools, PAVE, Innovative services etc)
- Start a membership committee and other subcommittees
- Retention/outreach pamphlet
- “ Vehicle of change”- community owns and can influence change in systems of care
- Follow up with people who come
- Facilitators/Mediators.....make sure all voices are heard

Group 2:

- Good support from RSN/MCOs
- There is some funding available; incentives, food, training, workshops
- Outreach opportunities ; i.e. Community events, fairs
- Events that support our work
- Family resource centers in the schools
- Website/social media
- Word of mouth
- Untapped resources; communities cultures
- Other groups with same or similar purpose
- Places that could use our resources, i.e. hospitals, treatment agencies, mental health agencies, Department of corrections, Children’s administration, Health care administration
- Medicaid integration

Threats

Group 1:

- People falling through the cracks during the Medicaid changes
- Continuity of care disruption
- Stigma re: mental health
- Confusion around systems
- Fear of change- people who have struggled to get where they are losing what they have
- Lack of collaboration, transitions have not been seamless
- Agency/institution-focused policies, not person-centered(i.e. case notes and SSI)
- Burnout among active FYSPRT members
- Cultural barriers in reaching out for diversity

Group 2:

- Apathy
- Not my problem

- Stigma & judgment
- Leave it to the experts
- Understanding recovery
- Limited funding
- Discouragement/ burnout
- Uncertainty
- Duplication of services
- Red tape/bureaucracy
- Time constraints

Top 4 threats:

1. Continuity of care/change
2. Agency/institutional focus
3. Stigma
4. Discouragement/burnout

Strengths

Community that needs, People (like minded), Compassion, Personal Experience, Knowledge, Group effort/Team Work, Ability to active listen, ability and willingness to help, Recognition of the need for FYSBRT to be, Open Door, Want to be the part that improving/Change agent, Collaboration, Diversity, Established partnership/Relationships, empowerment /voice to health care decision

Weaknesses(Needs)

1. Participants

Families

Youth

System/Community Partners

2. Outreach

3. Time

Travel, change/turnover, Orientation/Knowledge base, Culture awareness/diversity, Language, Stigma, Baggage, fear of speaking up, more male engagement.

Opportunities:

Organizations and groups, Training, Grants and additional funding, Caring Community, RSN(Regional Network support)Support, Schools open to new projects, Faith based community, Tribal community to engage, Internships (Grays Harbor College Human Services), Access to resources, Progressive Community, Provision of Educational/Awareness, Place to Meet

Threats

1. **Trust**
2. **Communication**
3. **Knowledge and understanding**

Judgement, Prejudice, Stigma, Funding Limitations, Fear of losing turf, Change, Needs, going unmet, Collaboration, Capacity, Cultural Barriers, Addressing disagreements.

Internal –Needs/u

1. **Up Participants**
2. **Outreach**
3. **Time**

Outreach

Marketing

FYSPRT, Manual

Recruiting

SWOT.....

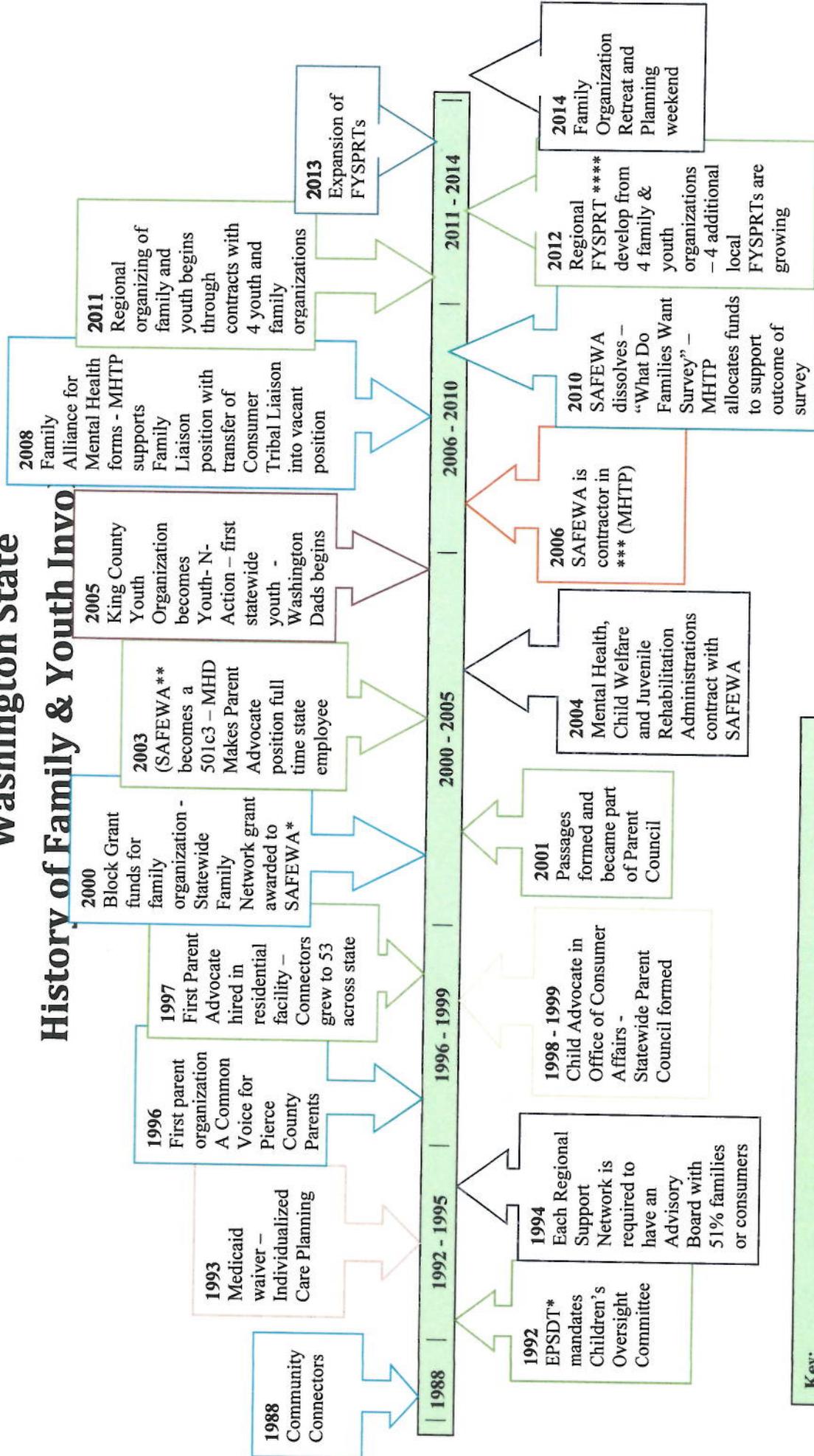
SWOT stands for Strengths, Weaknesses, Opportunities and Threats, and a SWOT analysis examines these factors for a given business, project, or personal objective. The idea is to define an objective and then use the analysis to determine what internal and external factors may support or hinder that objective. Strengths and weaknesses represent the internal factors affecting an individual or organization, while opportunities and threats constitute external, environmental factors.

A SWOT analysis helps to measure risks and rewards while also identifying the key factors related to accomplishing the stated objective. If done effectively, a SWOT analysis should lead to a strategy for dealing with negative factors while maximizing strengths and opportunities. The more precise your SWOT analysis, the easier it will be to create an action plan for accomplishing your objective.

The SWOT analysis is a simple, albeit comprehensive strategy for identifying not only the weaknesses and threats of a plan, but also the strengths and opportunities it makes possible. While an excellent brainstorming tool, the four-cornered analysis also prompts entities to examine and execute strategies in a more balanced way.

Washington State

History of Family & Youth Invo



Key:

- * EPSDT - Early Periodic Screening, Diagnosis, and Treatment
- ** SAFEWA - Statewide Action for Family Empowerment of Washington
- *** MHTP - Mental Health Transformation Project
- **** FYSVRT - Family, Youth & System Partner Roundtables

August 2014
 FREDLA
 TA Network



Family/Youth Centered Continuum

- **Professional Centered:** Professionals decide what services are needed. Professionals are seen as the expert.
- **Family/Youth Focused:** Professionals are the experts and the families/youth are helpers and allies of the professional. The professional decides on the rules and roles.
- **Family/Youth Allied:** Families/youth are viewed as customers. Professionals strive to meet needs and desires of families/youth. Families/youth are experts and professionals work collaboratively with them on mutually-agreed upon goals.
- **Family/Youth Centered/Professional Partnership:** The professionals' services exist to support the families/youth as primary agent in helping. The needs and priorities of the family/youth determine how and when services are delivered. Families/youth participate and have decision-making authority at every level of the system, from policy making, financial planning to program design, evaluation, and service delivery.



Family/Youth Driven Practice

- Recognizes both the family, youth and professionals as *experts* who bring different knowledge and skills to their working *partnership/relationship*. A broad based perspective of *family/youth needs* permits flexibility in interventions as well as options for addressing *family/youth priorities*, including the importance of *natural supports*. Families are recognized as the primary social unit for the development of children/youth, and professionals are most effective when they proactively *support* the family/ youth.



Objectives

- What are Family Youth System Partner Roundtables?
- What's the Function
- What's in it for you
- Organizational Criteria
- Assessing Readiness – Stages of Change



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What is the Family Youth System Partner Roundtable (FYSPRT) Model?

The FYSPRT Model creates a platform for family, youth and system partnership. Roundtables are based on the following values:

- **Respect**- Families and youth as well as system partners will value what each brings to the table without judgment meeting each where they are.
- **Equity**- All members have value and expertise in a particular area (Mental Health, Chemical Dependency, Family/Youth Perspective, Education, Juvenile Justice, Child Welfare... all systems who touch the lives of Youth and Families) and all expertise is valued equally.



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What is the FYSPRT Model? (Cont.)

- **Reciprocity**- Everyone gives and everyone receives, everyone learns and everyone teaches. There is the expectation that all members will give and receive in achieving the goals of the group.
- **Partnership**- Families, youth, community and systems will work together to find solutions that work well for everyone. All groups will look for shared truth in achieving goals.



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What is the FYSPRT Model? (Cont.)

- **Empowerment-** Families as well as system and community partners will build skills to operate independently and in partnership.
 - Families and youth will have skills to be better advocates .
 - System partners will have skills to embrace Family-Driven and Youth Guided practice.
- **Support-** Families and youth as well as system and community partners will receive support when needed.



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Original FYSPRT Function & Purpose

- To be a working partnership among family, youth, community and system partners, bringing broad perspective to build and strengthen relationships.
- To identify family, youth, community and system needs; creating options and opportunities to address family and youth priorities.
- To provide leadership and influence the establishment and sustainability of Washington State Children's Behavioral Health System Principles in service delivery for children, youth and families.
- To provide insight on long-term strategies in support of fully implementing and sustaining Washington State Children's Behavioral Health System.
- FYSPRTs will leverage the experiences, expertise, and insight of key family, youth, community and system partners committed to building seamless behavioral health services for Washington State children, youth and families.



Manual Description of FYSPRT Background and History

- Developed under the DSHS Washington System of Care Expansion Project as key component
- By convening a group of stakeholders, including families, youth, system partners, providers, community leaders, system representatives and others; engaging them, in a systematic process of evaluating system level needs and strengths and identifying strategies for improvement, FYSPRTs are 'intended' to promote development of a system of care based on community priorities. By ensuring families and youth are key collaborators and in core positions of leadership systems of care becomes more "family driven and youth guided".
- Finally, ensuring the community mobilization process is representative of the diversity of the community and focuses on issues such as disproportionality, cultural and linguistic competence of services and supports, systems of care become more culturally and linguistically competent.



Authority & Infrastructure

- Adopted by Settlement Agreement for the TR versus Quigley and Teeter Lawsuit as part of the exit criteria for the Settlement Agreement stipulates:
- Washington State's Children's Behavioral Health delivery system will "maintain a collaborative governance structure that includes child serving agencies, youth and families and other stakeholder."
- DSHS & HCA (Health Care Authority) will use a sustainable family, youth and interagency Governance Structure to 'inform' and provide oversight for high level policy making, program planning, decision making and the implementation of the Agreement.
- The executive team of the Governance Structure will make decisions about how the system needs of the population of focus are met.
- DSHS and HCA will 'engage' families, youth and local community representatives through FYSVRT and other methods.
- The family, youth and local community representatives 'will act as "full partners" in governance committees and groups.



FYSVRT Mission and Vision from the Manual

- **Vision:** Through respectful partnerships, families, youth, systems and communities will effectively collaborate to proactively influence and provide leadership to address challenges and barriers faced by the behavioral health service system for children, youth and families in Washington State.
- **Mission:** To bring all necessary parties together to contribute to continuous improvement to children's behavioral health services and supports. Regional FYSVRTs strive to provide an equitable forum for families, youth, systems and communities to strengthen and sustain community resources that effectively address individualized behavioral health needs of children, youth and families.



Organizational Criteria

FYSVRT alignment with the Washington State principles requires the following:

- Tri-Leadership representing a family, youth, and system partner;
- Bring community, individual and agency resources to address local needs;
- Maintain a current membership list and have over half of which will be family and youth with a balance of participation by each;
- Establish Date, Time, and Location for monthly meetings (distributed broadly as well as to regionally located FYSVRT and related family, youth, professionals, organizations; and posted on Statewide and Regional FYSVRT Webpages);
- Include meeting agenda items that reflect Washington State Principles, Regional Activities, and Statewide Information Sharing;
- Report back from Local FYSVRT to Regional FYSVRT to Statewide FYSVRT
- Provide feedback and recommendations for system improvement to Local, Regional and Statewide FYSVRT.



Organizational Criteria Continued:

- Identify barriers/challenges and approaches to problem solve local cross system issues;
- Identify Technical Assistance (TA) needed to address FYSVRT needs;
- Identify resources/initiatives/projects of existing community and system agencies that support Washington State's Children's Behavioral Health principles.
- Submit SOC related activity information for federal reporting in the TRAC System through Regional and Statewide FYSVRTs.
- Document activities supporting the system of care for the purpose of reporting quarterly to regional FYSVRTs.
- Help move our respective part of the work towards Washington State principles in community organization, workforce development, policies, practice, financing, and structural change.
- Create a charter to outline roles, responsibilities, accountabilities, reporting relationships and other function alignment.



What's in it for you?

The FYSVRT Model is a valuable tool for creating a sustainable platform for family/youth voice. Having a FYSVRT can bring values on multiple levels:

- **Practice Level-** Offers a forum for equipping families, youth, system and community with tools to be better partners in care and practice. Offers an authentic body to bring systemic challenges forward to suggest effective, family-driven, youth guided solutions developed in partnership.



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What's in it for you? (Cont.)

- **Organizational Level-** FYSVRT offers a pool of engaged families and youth for organizations to draw on for feedback as well as possible family/youth leadership positions.
- **System Level-** FYSVRT offers a sustainable platform for authentic family/youth voice that can advise the system throughout transformation efforts to assure adherence to a family-driven, youth guided philosophy.

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Opportunities and Challenges

<p>Opportunities</p> <ul style="list-style-type: none"> ○ Trusted Community Organization ○ Culturally Specific Group ○ Families/youth see they are not alone ○ Becoming an advocate for themselves, children and their community 	<p>Challenges</p> <ul style="list-style-type: none"> ○ Broken trust ○ Cultural myths, stigmas, and misconceptions ○ Helping professional partners to receive their newfound voice ○ Transportation
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Assessing Readiness

- To establish and support a healthy FYSPT Model, there must be a level of readiness on the part of the families, youth, community and system partners. Without buy-in from all parties there is the potential for many challenges.



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Assessing Readiness- Stages of Change

In the transtheoretical model as of 1997, change is a *"process involving progress through a series of six stages."*

- **Precontemplation** - "people are not intending to take action in the foreseeable future, usually measured as the next 6 months"
- **Contemplation** - "people are intending to change in the next 6 months"
- **Preparation** - "people are intending to take action in the immediate future, usually measured as the next month"



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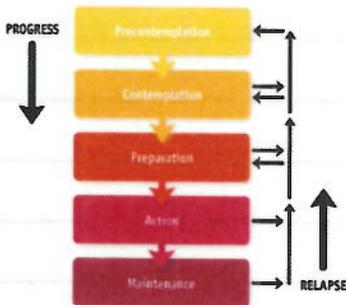
Assessing Readiness- Stages of Change

- **Action** - "people have made specific overt modifications in their way of business and life styles within the past 6 months"
- **Maintenance** - "people are working to prevent relapse," a stage which is estimated to last "from 6 months to about 5 years"
- **Termination** - "individuals have zero temptation and 100% self-efficacy... they are sure they will not return to their old unhealthy habit as a way of coping"
- In addition, the researchers conceptualized "relapse" (recycling) which is not a stage in itself but rather the "return from action or maintenance to an earlier stage"



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Assessing Readiness- Stages of Change (Cont.)



Assessing Readiness- Stages of Change Examples

- **Precontemplation** – "We are family/youth friendly... Our families/youth like us, there is no need to get them all stirred up... Our families/youth wouldn't understand... Our families/youth aren't like other families/youth they..."
- **Contemplation** – "We believe in family/youth voice, we are looking at options... Maybe a survey..."
- **Preparation** – "We hear our families/youth and have set up a committee to find out what they want..."



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Assessing Readiness- Stages of Change (Cont.)

- **Action** – “ We have brought families/youth to the table and allocated dollars and staff support time for the establishment of a FYSPRT”
- **Maintenance** – “We have a comprehensive outreach strategy and a work plan to assure that we keep family/youth voice strong”
- **Termination**- “We cannot make changes in our system without having families and youth fully engaged, supported, and at the table with equity...”



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What's Everybody so Afraid of? “The Perceived Risks”

- The most critical key to developing strategies for system, community partners, youth and families to work together effectively lies in understanding why both partners feel it is dangerous, risky and intensely difficult work.
- Any partner's ability to be creative enough, or persistent enough, to overcome political, financial, and structural barriers obstructing the process, needs some sense of safety.



6 Mutual Themes Emerge

- Fear of losing power and control.
- Fear of having responsibility without authority.
- Fear of loss of personal and professional identity and value.
- Fear of being seen as incompetent.
- Fear of Isolation – of being excluded.
- Fear of a child getting hurt.



SUPPORT, COLLABORATION AND COOPERATION

- Everyone wants to feel valued, respected, competent, in control of their own "sphere" of responsibility.
- No one wants to feel powerless or manipulated.
- It does not appear that any of the partners wish for anything less than positive outcomes for children, youth and families.
- As communities implement and evaluate services and supports for children, youth and families they must respect the humanness of all members of the system.



"Never doubt that a small group of thoughtful citizens can change the world. Indeed, it is the only thing that ever has." Margaret Mead

Remembering who we are and why we came to the table....
Use your vision and mission as your guide for everything
And relationships matter!



SWOT

SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats. By definition, strengths (S) and weaknesses (W) are considered to be internal factors over which you have some measure of control. Likewise, by definition, opportunities (O) and threats (T) are considered to be external factors over which you have essentially no control.

If you're not very familiar with this planning tool, an overview of the four factors (Strengths, Weaknesses, Opportunities and Threats) might help clarify what each term pertains to:

1. **Strengths** - Strengths are the qualities that enable us to accomplish our organization's mission. Strengths can be either tangible or intangible.
2. **Weaknesses** - Weaknesses are the qualities that prevent us from accomplishing our mission and achieving our full potential.
3. **Opportunities** - Opportunities are presented by the environment within which our organization operates.
4. **Threats** - Threats arise when conditions in an external environment jeopardize the reliability and profitability of our organization's business.

Conducting a *SWOT* analysis simply requires us to apply the principles of this **business planning** strategy.

Strengths	Weaknesses
Opportunities	Threats

Strengths -What is working well?

Weaknesses - What needs improvement or change?

Opportunities - What opportunities are around us?

Threats - What obstacles do we face?

Identifying Strengths

The first step in conducting a SWOT analysis is to find out the strengths. This involves determining the characteristics that places the organization in a position of strength in relation to all the other organizations within the chosen niche and other areas of specialization.

One way to do this is to create a comparison chart that lists your competitors alongside your own organization to allow a comparison of the things you do to the things that they do. You should also list the characteristics that make each a stronger organization on its own, as well as those traits that it can draw on to help it grow.

Some of the strengths may include the fact that much of the work is done by volunteers, as well as the fact that most of the funding and materials used for their operational costs come from specific contracts and donations.

Identifying Weakness

The weaknesses identified through a *SWOT* analysis of an organization should include all of the factors that put the organization in a position of weakness. Such weaknesses could include the fact that they are dependent on grants, contributions, and donations. This is something that organizations are not totally in control of since they cannot force people to give them money. As such, the organization is forced to depend on the goodwill of contributors/contract entities. If the organization is struggling to consistently raise adequate monies, it will have no reliable way of predicting how much it will receive in any business cycle. This is definitely a weakness because it makes it really hard to create a budget.

Identifying Opportunities

Opportunities in a *SWOT* analysis might include factors such as government incentives. Other opportunities that may be capitalized upon include the organization's ability to organize fundraisers or raffle drawings to help them raise money. All of these types of funds can further free up capital for unfunded expenses required to perform their work.

Identifying Threats

Threats in a *SWOT* analysis should include all of those aspects that threaten continued survival. For most, the main threat to their stability is a downturn in the economy which typically translates to a dwindling of funding. Often, another threat is too much competition from too many for the same purpose. This makes it harder for people to choose.

Other opportunities that may be capitalized upon include the ability to organize fundraisers to help them make money and the ability to organize other functions such as raffle drawings.

Steps

Facilitate to gain consensus on the top three to five issues.

(Many issues are based on gut feeling or intuition, rather than on extensive external and internal assessments.

Issues that are too narrow do not warrant planning and issues that are too broad will bog you down.

Deal with issues that you can do something about.

Be careful not to ignore current major issues in the interest of pursuing more creative and forward-looking goals.

Many organizations have faltered because their planning focused too far down the road and they ended up falling over their feet.

For each issue, one at a time, identify goals that, when achieved, will address the issue.

It might require several goals for each issue.

If planners get stuck on identifying goals, then have them brainstorm what can be done (strategies) to address the issues, and don't think about specific goals for now.

Once strategies have been suggested, then suggest some specific milestones that will be recognized along the way of implementing the strategies -- can call them goals.

Don't worry about getting the perfect goals.

You can refine them as you actually work to implement them.

Internal factors

The first two letters in the acronym, S (Strengths) and W (Weaknesses), refer to internal factors, which means the resources and experience readily available to you. Examples of areas typically considered include:

- Financial resources, such as funding, sources of income and investment opportunities
- Physical resources, such as your company's location, facilities and equipment
- Human resources, such as employees, volunteers and target audiences
- Access to natural resources, trademarks, patents and copyrights
- Current processes, such as employee programs, department hierarchies and software systems

Businesses should also consider "softer" elements such as company culture and image, operational efficiency and potential, and the role of key staff.

When listing strengths and weaknesses, individuals shouldn't try to sugarcoat or glaze over inherent weaknesses or strengths. Identifying factors both good and bad is important in creating a thorough SWOT analysis.

External factors

External forces influence and affect every company, organization and individual. Whether these factors are connected directly or indirectly to an opportunity or threat, it is important to take note of and document each one. External factors typically reference things you or your company do not control, such as:

- Market trends, like new products and technology or shifts in audience needs
- Economic trends, such as local, national and international financial trends
- Funding, such as donations, legislature and other sources
- Demographics, such as a target audience's age, race, gender and culture
- Relationships with suppliers and partners
- Political, environmental and economic regulations

Here is a SWOT Analysis template with some examples filled in:

Strengths

- Political support
- Funding available
- Market experience
- Strong leadership

Weaknesses

- Project is very complex
- Likely to be costly
- May have environmental impact
- Staff resources are already stretched

Opportunities

- Project may improve local economy
- Will improve safety
- Project will boost company's public image

Threats

- Environmental constraints
- Time delays
- Opposition to change

The SWOT analysis is a simple, albeit comprehensive strategy for identifying not only the weaknesses and threats of a plan, but also the strengths and opportunities it makes possible. While an excellent brainstorming tool, the four-cornered analysis also prompts entities to examine and execute strategies in a more balanced way. However, it is not the only factor in developing a good business strategy.