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SWOT Analysis

Problem Tree

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1. The McKinsey Seven- S Framework

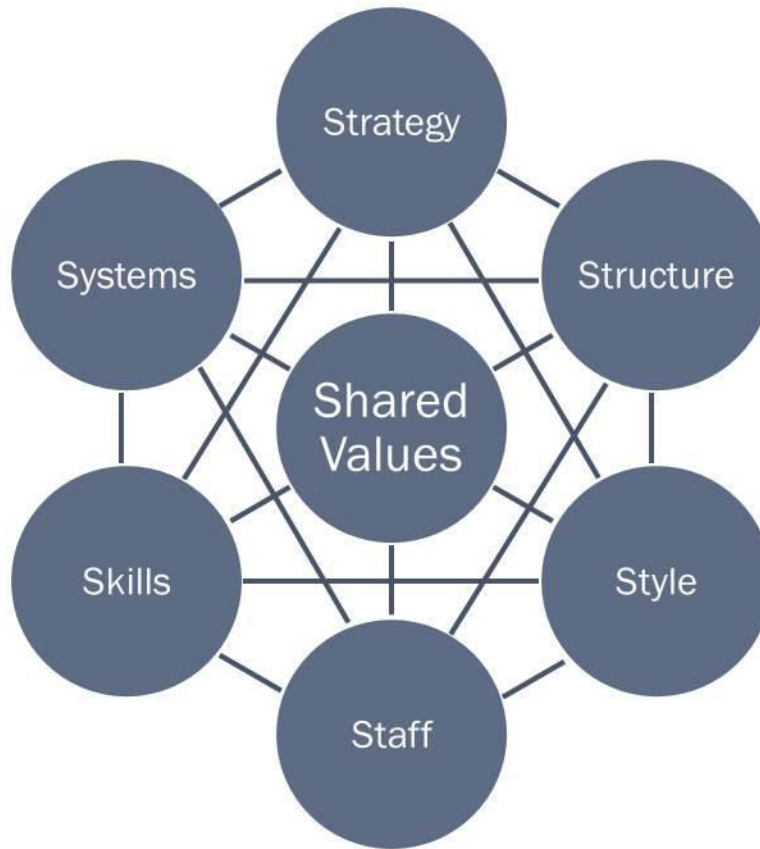


Figure 1. The Seven S Framework

The Seven- S Framework is a tool for organisational analysis. It is based on systems thinking, seeing an organisation as being composed of different parts that need to be aligned. The model involves seven organisational factors. The figure above describes how the seven factors are interdependent and how change in one affects all the others.

Hard elements	Strategy	The organisation’s vision, purpose and objectives. The plan to achieve objectives and improve performance.
	Structure	The way the organisation is structured. Reporting lines and information flow. This factor also includes Infrastructure: Premises; equipment; IT-connectivity etc.
	Systems	Procedures, workflow and how the daily work gets done.
Soft Elements	Shared Values	The values and norms people in the organisation are guided by, the corporate culture.
	Skills	Skills and capabilities of the employees.
	Staff	The composition of the employees. Gender, age, ethnicity etc.
	Style	Leadership philosophy and management style.

The hard elements are easier to directly influence than the softer elements. Examples of common interventions are development of strategic plans, organisational restructuring, process engineering, automation, refurbishment and supply of equipment. The softer elements are less tangible and more difficult to change, especially Style and Shared Values which are highly dependent on culture.

The Seven-S model is based on the theory that for an organisation to perform well, the seven factors need to be aligned and mutually reinforcing. The framework is useful for structuring an assessment or to analyse reasons for low organisational performance. It is also useful when planning a project or intervention to support organisational development.

1.1 Example of an application of the Seven- S Framework in a police project

A police organisation in the Middle East has in its strategic plan as one of its objectives to improve the police response to cases of domestic violence. The table below includes the seven elements of the Seven-S Framework. It has been populated with examples of organisational factors to be considered in order to align all the seven elements.

Hard elements	Strategy	To improve the police response to domestic violence.
	Structure	In what way is the current structure enabling/constraining to respond to victims and investigate domestic violence cases? Is there a need for restructuring? E.g. establishing a specialised family protection unit? What about premises and equipment? What are the needs of victims and investigators? E.g. do interview rooms need to be adapted to a more comforting, informal style? Are there rooms equipped for medical examination? Is the forensic lab equipped to analyse DNA/biological traces? Cameras to document bruises?
	Systems	Is there a need to review and adapt the process and procedures for investigation of domestic violence? E.g. how to secure evidence? How and where to interview the victim? Are there procedures for cooperation with other stakeholders? E.g. NGOs, social services, lawyers etc.
Soft Elem	Shared Values	What is the attitude to domestic violence in the police? How do police normally react when a woman reports that

		<p>she has been beaten by her husband? Do police think domestic violence is an internal family matter or do they see it as a crime to be dealt with by the police?</p>
	Skills	<p>What specialised skills are needed to investigate domestic violence? To what extent does police education cover investigation on gender based violence? Are investigators trained on how to interview victims/survivors of domestic violence? Do police have the skills to preserve and analyse biological specimens? DNA-analysis?</p>
	Staff	<p>What is the current ratio of women and men in the police? How do women victims feel about being interviewed by a male officer? Is there a sufficient number of women investigators? What can be done to increase the ratio of women investigators?</p>
	Style	<p>Is there a potential change champion in the leadership who would be interested and able to drive this work forward?</p>

1.2 Using the Seven S Framework in combination with other tools

The Seven S Framework provides a structure for thinking about organisations that helps inform other analytical tools often used in organisational development and strategic planning. Two of these tools are described in this handout: Problem trees and SWOT-analysis.

2. Problem Tree

A problem tree is useful to help analyse and identify root causes for problems. It is called a problem tree because it bears a strong resemblance with a trunk, roots, branches, twigs and fruit. A well structured problem tree is further useful to generate possible solutions and action plans.

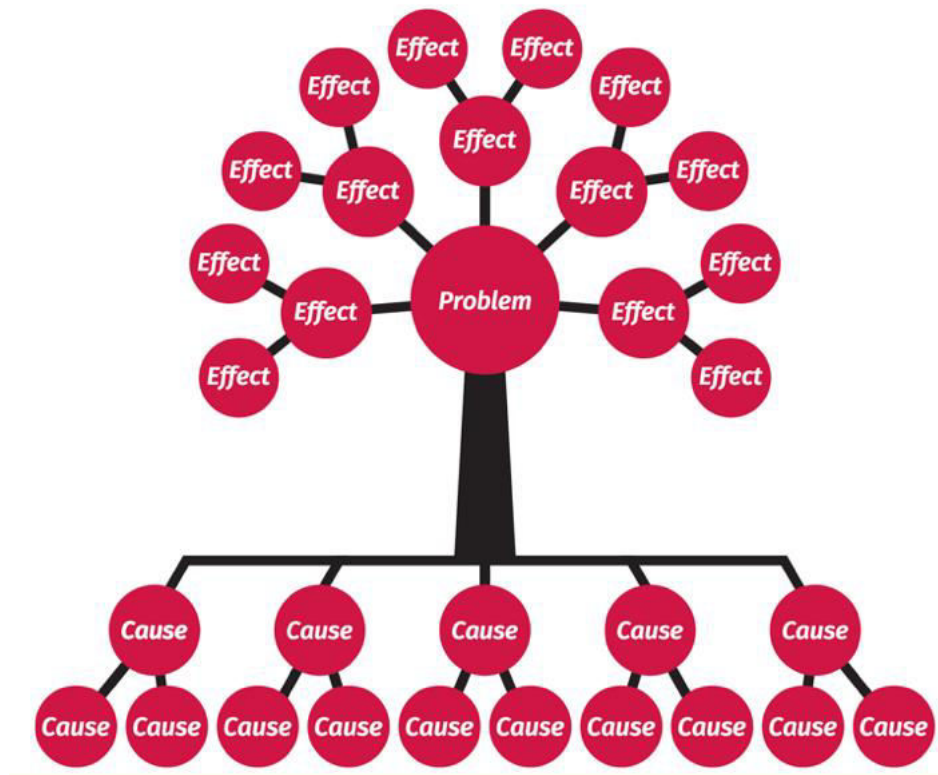


Figure 2. A Problem Tree - the trunk represents a problem to be analysed. The root causes of the problem to be described in the roots of the tree and effects/ consequences of the problem to be described in the upper branches.

Siren has used the problem tree extensively in working with police organisations around the world. The method is usually appreciated by clients as a helpful tool to structure complexity and allow different perspectives in identifying underlying causes for a problem.

2.1 Example of an application of the problem tree in a police project

The ideal way if using the method is to gather key stakeholders to a workshop and have them generate the data while you as a consultant stay in the role of asking probing questions and help the group structure the problems in a tree showing causes and effects. The tree can also be used to structure information collected in interviews or research reports to help make sense of data. Below is an example of a problem tree analysing why there are only few cases of gender based violence reported to the police and why the police are not investigating all cases reported to them.

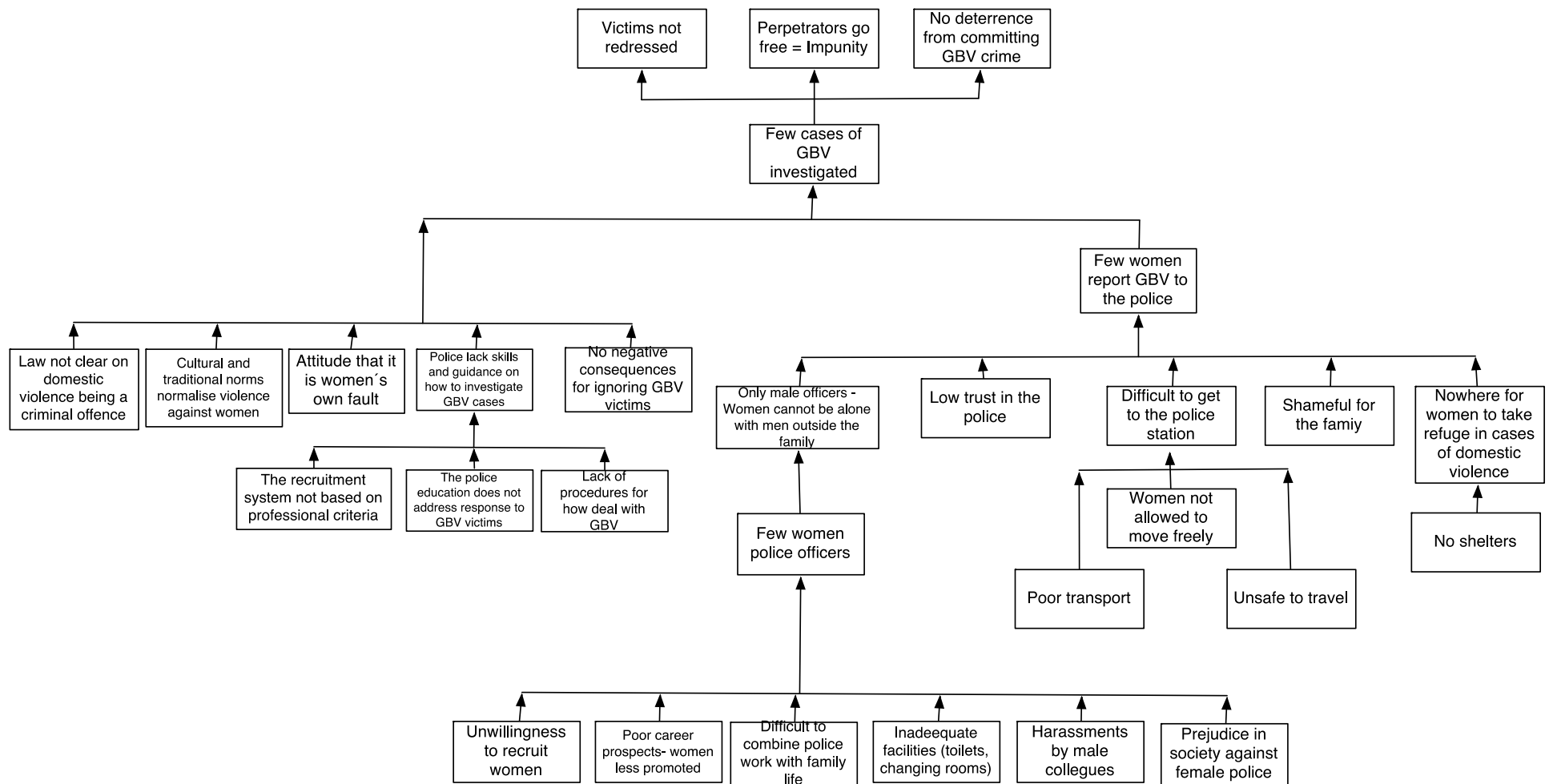


Figure 3. A Problem Tree identifying causes for the low number of investigations of gender based violence cases

The problem statements in the tree are connected with lines indicating causes and effects. The lines mean “because” if you read the tree top-down. E.g: “Few women report cases of gender based violence to the police *because* they don’t trust the police will take them seriously and *because* police stations are staffed by men only. There are no women police *because* police work is not regarded as suitable for women; poor career prospects for women in the police; difficult for women to combine family life with the shift system; fear of harassments from male colleagues etc.

The lines mean “leads to” if you read the tree bottom-up. The lack of shelters *leads to* women having nowhere to take refuge in cases of domestic violence. Not investigating cases of gender based violence *leads to* perpetrators going free, impunity and low deterrence.

2.2 Generating sufficient data

Our experience is that clients often think that training and equipment is the solution to most organisational challenges. The consultant has an important role to help the client think wider in the problem analysis. Below are some examples of questions a consultant can use in helping a client to think about all the elements of the Seven S Framework and to identify the root causes for a problem.

Staff and Skills

Do the personnel have adequate training and capabilities?
What are the criteria for recruitment?
Is staff committed and motivated?
How well do people cooperate and support each other?
Staff composition men/women

Systems and processes

Planning
Budgeting and financial management
Procurement
Systems for recruitment and promotion
Policies, procedures and guidelines
Reward and sanction system
Quality control system
Legal requirements
Internal and external communication

Structure

Command and control
Roles and responsibilities
Job descriptions
Communication one-way or two-way

Premises
Equipment
ICT
Transport

Style of management

How does the staff feel about the leadership?

What is the dominant leadership style?

How are decisions made?

How do managers communicate and provide information?

On what basis are leaders selected?

What role does politics play? Is there any political interference from outside?

Shared values

Norms and values are often at the bottom of the tree and important root causes. The easiest way to get productive answers about culture is to ask "why" in relation to a problem:

Why are there so few women police? (Not suitable for women; women should prioritise taking care of the family)

Why are the police not investigating GBV? (It is a family matter; women bring it on themselves)

2.3 Generating options for decision making based on a problem tree

The problem tree is a helpful tool both to generate data and to make sense of data. It also provides a basis for generating ideas for solutions and options for action. Below is the same tree as above but now with some initiatives and options for action to address the root causes. These ideas could be the basis for an action plan for how to improve police response to victims of gender based violence. Again, it is ideally not the consultant but the client who should generate the ideas for options for action. The role of the consultant is to facilitate and ask questions.

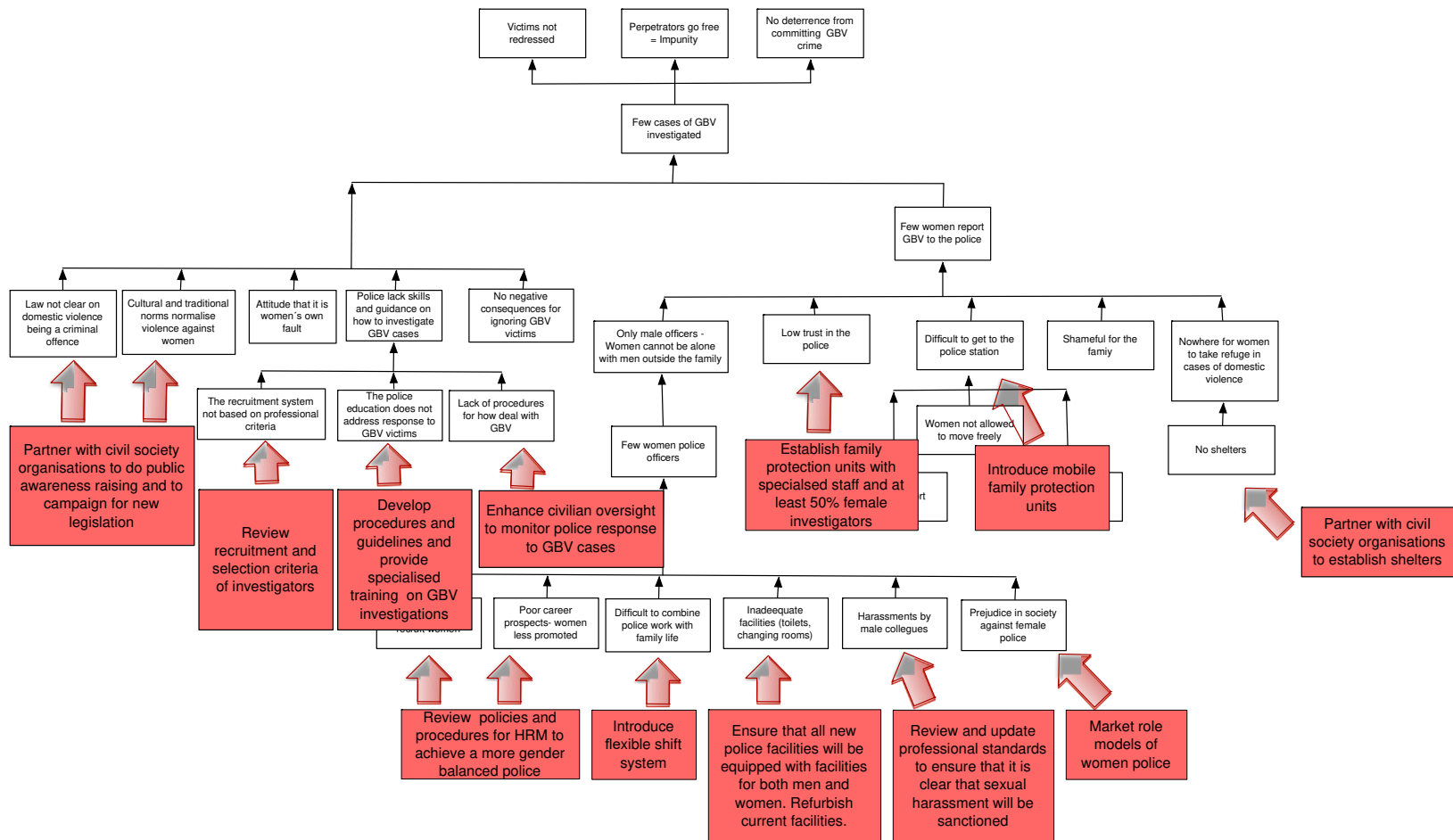


Figure 4. Options for action to address root causes

The following problems and possible solutions were generated using the problem tree method.

Problems	Possible solutions
Poor transport and unsafe roads makes it difficult for women to go to police stations	Introduce mobile police stations Staff and equip with required facilities to respond to domestic violence cases (female staff, medically trained staff, rape kits, cameras etc.)
Women are not willing to make statements about gender based violence to male police officers.	Recruit more women to the police and provide them with specialised training on gender based violence
Women don't trust that the police will take domestic violence cases seriously	Establish a pilot family protection unit staffed by at least 50% female investigators. Design and equip this unit with adapted interview rooms, examination rooms and required forensic equipment.
Victims have nowhere to go if they need to leave their home to be protected from violence	Establish partnership with NGOs for shelters.
Societal norms normalise violence against women	Partner with NGOs to conduct awareness raising campaigns
Attitudes within the police: Many police think women bring the problems on themselves	Include training on gender based violence in police education.
Police don't have required knowledge and skills to investigate domestic violence cases	Include training on gender based violence in police education. Develop guidelines and procedure manuals.
Few women willing to join the police	Review HRM policies and procedures Review shift system Refurbish police premises to ensure that they are adapted for both men and women (changing rooms, hygiene facilities, dormitories).

3. SWOT Analysis

An analysis of strengths, weaknesses, opportunities, threats (SWOT) is an often used tool for strategic planning. A SWOT analysis distinguishes between the internal and external context of an organisation or a project. The internal factors (strengths and weaknesses) are grouped in the upper part of the matrix and the external factors (opportunities and threats) are grouped in the lower part.

	Positive	Negative
Internal factors	Strengths	Weaknesses
External factors	Opportunities	Threats

Figure 3. The four dimensions of the SWOT analysis

Strengths represent the resources and capabilities of the organisation and should be taken into account as strengths to build when developing the organisation. **Weaknesses** calls for remedies and invites thinking about how to address current weaknesses. (We sometimes use “challenges” instead of “weaknesses” when presenting the tool to a client as “weaknesses” can be disturbing and offensive when talking about the client’s organisation)

Opportunities are external conditions that potentially can be exploited while **threats** can jeopardise progress and need to be mitigated.

The Seven S framework provides a good basis for assessing the internal factors while external factors typically relates to the political, economic, social, technical and legal context (PESTLE-analysis).

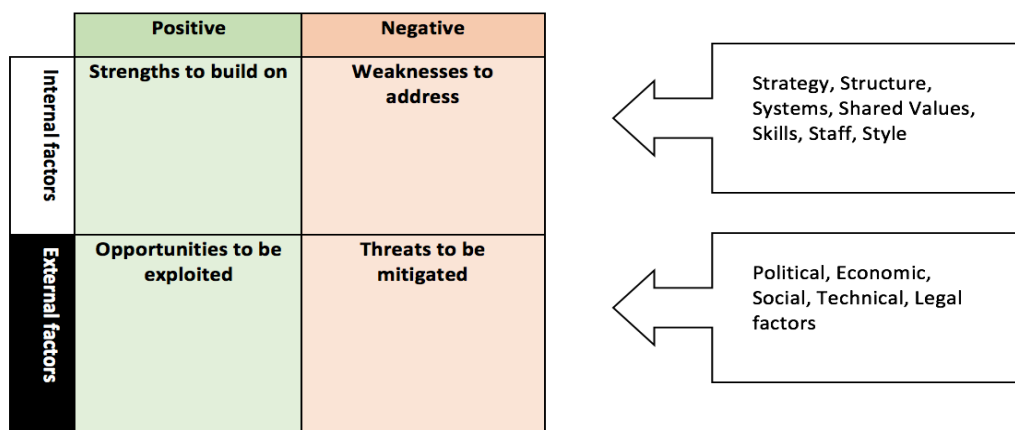


Figure 4. How to help make sense of the data in a SWOT analysis

3.1 An example of application of a SWOT Analysis in a police project

A police organisation in the Middle East has in its strategic plan as one of its objectives to improve the police response to cases of domestic violence. As a consultant you may suggest to use a SWOT Analysis to help the client structure and make sense of data. A resulting SWOT-matrix could look like the one below.

	Positive	Negative
Internal factors	Strengths	Weaknesses/Challenges
	<p>Strategy -Improved response to domestic violence is a priority in the strategic plan of the police.</p> <p>Style/structure -The Head of the Judicial Police is a change champion and has suggested to launch a pilot project to establish a family protection unit</p>	<p>Staff/skills/shared values -Investigators not trained on how to deal with cases of domestic violence. -A dominating attitude that domestic violence is an internal family matter and women have themselves to blame. -Few women in the police and a very limited number of women investigators.</p> <p>Structure -No private interview rooms. Investigative interviews done in offices shared by other staff. - No forensic technology for DNA analysis</p> <p>Systems -No clear procedures for domestic violence cases- how to promptly secure evidence and how to support and protect the victim. - No system for providing legal aid or shelter</p>
External factors	Opportunities	Threats
	<p>Legal -A law on domestic violence being a criminal offence has recently been passed</p> <p>Political/Social -Civil Society Organisations are conducting awareness raising campaigns about domestic violence. -Some NGOs are mobilising shelters for women. -International donor organisations emphasise gender issues and are willing to fund projects with clear gender profile</p>	<p>Political -Influential conservative community leaders are campaigning against the new law and against government interference in family life.</p> <p>Social - Women are reluctant to contact the police to report domestic violence. They don't trust that the police will deal with it seriously. - Women risk getting socially stigmatised if they report their husbands or family members to the police. - Women are reluctant to give statements to male officers. - Police is not seen as a suitable job for women-difficult to recruit women to the police.</p> <p>Economic The government has no budget allocated for protection of victims. There are e.g. no government shelters or subsidies for legal aid</p>

3.2 Generating options action based on a SWOT Analysis

The SWOT-analysis provides a basis for generating options for action. Below are some examples of initiatives that can be identified going back to the SWOT-matrix above.

Weaknesses/Challenges	Options to address weaknesses/challenges
Investigators not trained on how to deal with cases of domestic violence.	-Develop a course for specialized training on domestic violence investigations. -Conduct training of trainers -Include domestic violence investigations in the police academy curriculum
A dominating attitude that domestic violence is an internal family matter and women have themselves to blame.	-Conduct seminars for police on the medical, social and mental effects of domestic violence. This could be done in partnership with local civil society organisations.
Few women in the police and a very limited number of women investigators.	-Conduct a survey on what the barriers are for women to join the police. -Review recruitment and promotion policies and set targets for gender balance ratio in the police - Conduct recruitment campaigns to attract women to apply to the police academy
No private interview rooms. Investigative interviews done in offices shared by other staff	-Build on the initiative to launch a pilot project for a family protection unit. Study international good practice on how to design premises. This will include private interview rooms as well as other requirements such as medical examination room, access to shelters etc.
No forensic technology for DNA analysis	-Equip the forensic laboratory with required technology and provide relevant training.
No clear procedures for domestic violence cases- how to promptly secure evidence and how to support and protect the victim.	-Develop guidelines and procedure manuals

Opportunities	Options to exploit opportunities
-Civil Society Organisations are conducting awareness raising campaigns about domestic violence. -Some NGOs are mobilising shelters for women.	Establish partnerships between the police and NGOs. This could serve a range of purposes -Training and awareness raising within the police -Support for victims -Access to shelters, legal aid, counselling etc.
International donor organisations emphasise gender issues and are willing to fund projects with clear gender profile	Develop a project proposal for the pilot project of establishing a national family protection unit and present to donors for funding.

Threats	Options for mitigating threats
- Women are reluctant to contact the police to report domestic violence. They don't trust that the police will deal with it seriously.	Establish a dedicated hotline for reporting of domestic violence cases. Staff the hotline with women and provide training on how to interact with domestic violence victims. Establish a monitoring mechanism to oversee the progress of investigations.
- Women are reluctant to give statements to male officers. - Police is not seen as a suitable job for women-difficult to recruit women to the police.	See above: Recruitment campaign and to address the barriers for women to join and pursue a career in the police.
- Women risk getting socially stigmatised if they report their husbands or family members to the police.	This is about societal norms and the police is not the only actor to challenge this norm. A possible option is to partner with NGOs in public awareness raising campaigns.

Strengths	How can we build on the strengths?
Improved response to domestic violence is a priority in the strategic plan of the police.	Set performance targets to be able to measure progress. E.g. reduced gap between the numbers of cases reported to the police and number of cases reported to NGOs. Or number of cases that lead to prosecution.
-The Head of the Police Academy is a change champion and has suggested to launch a pilot project to establish a family protection unit	Mobilise donor support to launch this pilot project.