

Introductory Thoughts for SWOT Analysis in Strategic Plan Discussion

“SWOT” Analysis – “Strengths, Weaknesses, Opportunities, Threats”

Strengths* – “Successful internal practices and activities that set you apart from competitors, emphasizing what your business excels in or offers uniquely. To identify these attributes, one should look at the organization's capabilities, resources, and aspects of brand identity that create a competitive advantage.”

Some Questions to Ponder

What do we think we do well?

What do our licensees think we do well?

Do we have appropriate awareness of who we are and what we do and don't do?

Do our licensees have appropriate awareness of who we are and what we do and don't do?

Are we able to hire and retain good staff?

How are we doing financially? Do we monitor our budget and expenses appropriately?

Do we use state/national benchmarks for reserves, staffing ratios, expenses?

Weaknesses – “Areas where an organization may encounter difficulties or exhibit deficiencies, such as: antiquated procedures; deficits in expertise; insufficient resources; and ineffective systems.”

Some Questions to Ponder

In what areas do we need to improve?

Do we have good data – length of time to complete licensure process, resolve complaints?

What is the biggest complaint of our licensees?

What do our community partners think of us – Professional Organizations, Trade groups, State legislature, State Government officials, etc...

Are we perceived as helpful?

Are our staff getting regular opportunities to improve their knowledge through training so that they are perceived as Subject Matter Experts?

Is there a real or perceived disconnect between the Professional Organizations and the Advisory Committees and the BSRB?

Opportunities – “Potential positive outcomes from external situations. These could emerge due to advances in technology, shifts within societal behaviors, or new market developments”

Some Questions to Ponder

Are we prepared to handle a growing in the number of Licensees?

What impact will the number of national compacts have on how we do what we do- licensing, investigations, financially, etc..?

Are there other groups who want to be licensed by the BSRB – art therapy, music therapy, etc...?

What are the criteria for inclusion of new groups?

What is the potential for utilizing technology/AI in our licensing process?

Threats – “Negative, external factors that the organization can’t control”

Some Questions to Ponder

What will be the role of the national compacts in “licensing” in the future?

Are our statutes/regulations/policies up to date? How do they compare with other States – national benchmarks?

Do we have the expertise we need to review out-of-state/country applicants/online programs?

Are we prepared to deal with online AI behavioral health service providers?

Are we prepared to deal with the blurring of professional boundaries – therapy vs counseling vs coaching vs advising, etc...?

* SWOT Definitions from Pepperdine Graziadio Business School on May 6, 2026, at <https://bschool.pepperdine.edu/personal-growth/article/best-practices-for-successful-swot-analysis.htm>