environment, no map and no strategy based upon the terrain. However, he shouts, “Have no fear for I have created a SWOT diagram!”

I’d flee in panic.

In figure 3, I’ve placed side-by-side a map of the battle of Thermopylae and a SWOT diagram for the same battle.

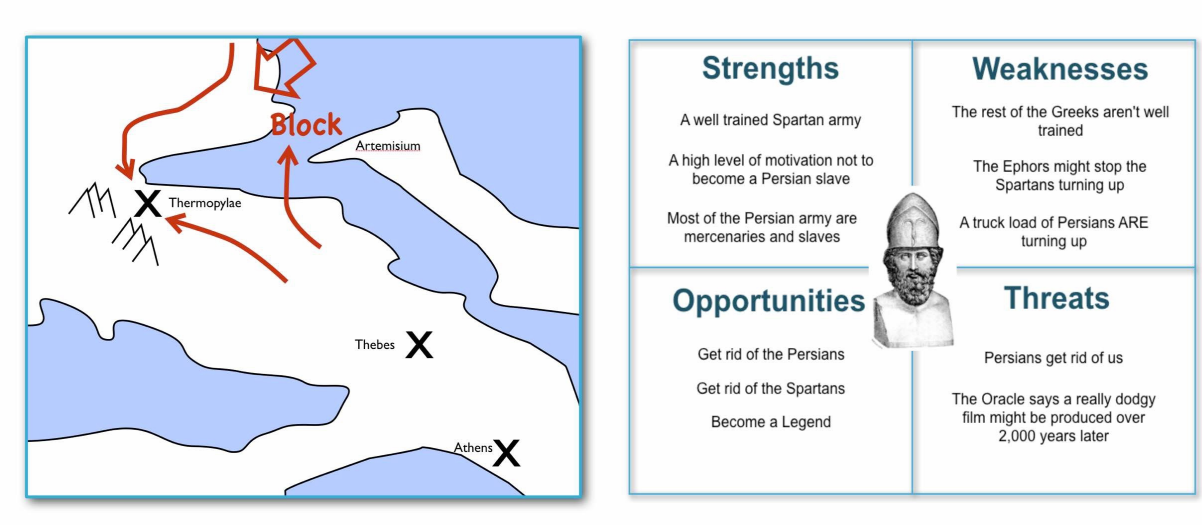

Figure 3 — Themistocles SWOT

Now, ask yourself, what do you think would be more effective in combat — a strategy built upon an understanding of the landscape or a SWOT diagram? What do you think would be more useful in determining where to defend against the horde of Xerxes army? Which would help you communicate your plan? Would Themistocles ever be able to exploit the landscape from a SWOT? Which was I using in running my business — a map or a SWOT? The wrong one.