**PESTLE Analysis – External Risks**

**PESTLE** is an acronym for the various external factors which might impact on the change you’re trying to implement. The following factors may help as a starting point for brainstorming (though clearly you’ll need to adapt this to factors appropriate to your own situation):

* **Political**: what is happening politically in the environment in which you operate, eg employment laws, environmental regulations, trade restrictions and reform, tariffs and political stability.
* **Economic**: what is happening within the economy, eg economic growth/ decline, interest rates, exchange rates, inflation rate, wage rates, minimum wage, working hours, unemployment (local and national), credit availability, cost of living etc.
* **Sociological**: what is happening socially in the area in which you operate, eg cultural norms and expectations, health consciousness, population growth, age distribution, career attitudes, emphasis on safety, global warming.
* **Technological**: what is happening technology-wise which can impact what you do, how will this impact your products or services; new technologies are continually being developed; things that were not possible five years ago are now mainstream, eg mobile phone technology, web 2.0, blogs, social networking.
* **Legal**: what is happening with changes to legislation; this may impact employment, quotas, resources, imports/ exports, taxation etc.
* **Environmental**: what is happening with respect to ecological and environmental aspects; many of these factors will be economic or social in nature.