

The Chapter Assessment

SOAR Analysis: Strengths, Opportunities, Aspirations and Results (Strengths, Weaknesses, Opportunities and Threats)

A strategic planning framework that:

- focuses on strengths and

Helps organizations focus on:

- What they are doing well,
- What skills can be improved and

Pushes organizations to develop strategic plans that are more dynamic, creative and optimistic.

SOAR Defined

A strategic planning framework with an approach that focuses on strengths and seeks to understand the whole system by including the voices of the relevant stakeholders. SOAR focuses on the positive core of an organization by integrates Appreciative Inquiry (AI) in developing a strengths based organizational strategy.



What is Appreciative Inquiry?

An evaluation process “that inquires into, identifies, and further develops the best of what is in an organization in order to create a better future” (Coghlan, Preskill, Catsambas, 2003).

- An approach to organizational analysis and learning.
- Intended for discovering, understanding and fostering innovations in social organizational arrangements and processes.
- Based on the belief that human systems are made and imagined by those who live and work within them.
- Seeks out the “best of what is” to help ignite the collective imagination of “what might be”.

STRENGTHS

OPPORTUNITIES

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ASPIRATIONS

RESULTS

Example guiding questions to consider:

Strengths	Opportunities	Aspirations	Results
<p>What are we doing really well?</p> <p>What are our greatest assets?</p> <p>What are we most proud of accomplishing?</p> <p>What do our strengths tell us about our skills?</p>	<p>How can we reframe to see the opportunity?</p> <p>How do we best meet the needs of our stakeholders?</p> <p>What do we need to move forward?</p>	<p>When exploring our values and aspirations, what are we deeply passionate about?</p> <p>Who are we, who should we become and where do we go in the future?</p> <p>What initiatives (e.g. projects, programs, and processes) would support what we want to accomplish?</p>	<p>Considering our strengths, opportunities and aspirations, what measures would indicate that we are on track to achieving our goals?</p> <p>What are the best rewards to support those who achieve our goals?</p>

Define the Organization's Values and Set its Mission and Vision

Values: Main values projected by the organization, reflecting the organization's culture and priorities.
(*True Blue*)

Mission: Defines what the organization seeks to provide. A good mission statement describes purpose, why the organization exists

Vision: Defines where the organization wants to be in the future. It reflects the optimistic view of the organization's future.

One of the Seven Habits of Highly Effective People is to *'begin with the end in mind.'* Our job as leaders is to articulate a clear and compelling vision to our members that will empower them to volunteer their best efforts.

Vision: "What your team's purpose looks like when achieved with excellence."

The Purpose of the _____ Chapter is to:

When we deliver our purpose effectively we will see the following outcomes:

1. _____
2. _____
3. _____

Chapter vision is (combine purpose & outcomes):

Goal Setting

Goals should be *smart*:

S- Specific

M- Measurable

A- Attainable

R- Realistic

T- Timely

As an example, you could say I want to:

"Get in shape." -- or --, "Join a health club and workout 3 days a week."

- Set goals with corresponding objectives designed to achieve that goal.

We want to be better at Public Relations

-- or --

We will have an improved public relations program by December of this year through implementation of the following steps:

- Establish a documented public relations program by September.
 - Write thank you notes to all faculty / chapters following events.
 - Make sure all promotional materials are consistent with our values/branding.
 - Sponsor a campus administration lunch by March 30th.
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The **GROW** model (as listed below) is a good way to set S.M.A.R.T. goals.

Goal- What is our end goal? Where do we want to be?

Reality- Where are we now? How far are we from our end goal?

Options- What are the possible options for reaching our objective?

Way Forward- After analyzing our options, what are the action steps that will take us to our final goal?

The following goals are broken up into the six True Blue Areas of Achievement.

Learning

Goal 1: _____

Goal 2: _____

Goals	
Realities	
Options	
Ways forward	

Example:

Learning:

- Goal
 - Delta Delta will achieve a chapter and new member GPA above all university student GPA by creating and implementing an academic plan.
- Realities
 - Delta Delta is has been below the all university student GPA for 5 consecutive semesters. The chapter does not utilize a scholarship program.
- Options
 - Continue to be satisfied with the status quo.
 - Decide to motivate chapter to be more committed to academics.
 - Utilize campus and national organization resources to develop a scholarship program.
- Way forward
 - Implement higher academic requirements for membership and enforce academic policies
 - Establish benchmarks for each member in terms of GPA requirement to attend events and hold positions by *Month, Day*.
 - Develop a written scholarship program for chapter membership to follow by *Month, Day*.