

# SOAR for Organizations

*Creating Strategy through Strengths*

## 1. **Strengths** – *What can we build on?*

- What are we most proud of as an organization?
- How does that reflect our strengths?
- What makes us unique?
- What can we become best at in our world?
- What is our proudest achievements in the last couple of years?
- What would we classify as our top 3 strengths?
- How do we use our strengths to get results?
- How do our strengths fit with the realities of the marketplace?
- What do we do or provide that is world class for our customers, industry, employees, and other potential stakeholders?

## 2. **Opportunities** – *What are our customers and stakeholders asking for?*

- Who is our primary customer?
- What do they really want?
- How much of what they really want are we providing them?
- What are we providing them that they do NOT want?
- Who are possible new customers?
- How can we distinctively differentiate ourselves from existing or potential competitors?
- What are possible new markets, products, services, or processes?
- How do we make sense of opportunities created by external forces and trends?
- Of the opportunities we have, what are the top three to focus our efforts?
- How can we best meet the needs of our employees, shareholders, and community?
- How can we reframe challenges to become exciting opportunities?
- What new skills do we need to take advantage of the opportunities?

### 3. **Aspirations** – *What do we care deeply about?*

- When we explore our values and aspirations, “what are we deeply passionate about?”
- Reflecting on Strengths and Opportunities documented above, who are we, who do we want to become, and where do we want to go in the future?
- What is our most compelling aspiration?
- How much will our Purpose change if we adopt the compelling aspiration?
- What evidence is available to show how widely held that aspiration is within the organization?
- What strategic initiatives (projects, programs, and processes) support our values and aspirations?

### 4. **Results** – *How do we know we are succeeding?*

- Considering our Strengths, Opportunities and Aspirations, what meaningful measures would indicate that we are on track to fulfilling our aspirations and Purpose?
- What the 3 to 5 key measures or indicators that would create the best scorecard to track progress (profit, people and process)?
- Using the measures identified, what goals do we need to create for the organization?
- How do we make sure everyone in the organization is contributing to the goals?
- What resources are needed to implement our most vital goals and projects?
- What are the best ways we can support everyone who contributes to the achievement of our goals?

*Adapted from The Thin Book of SOAR, Jacqueline Stavros and Gina Hinrichs*