

YWCA IS ON A MISSION

1. What is SOAR?

SOAR is a strength-based process tool rooted in Appreciative Inquiry, designed to assess organizational strengths, and initiate change. A SOAR *analysis* is a tool that focuses an organization on its current strengths and vision of the future as it develops its strategic goals.

SOAR is about action and how to be the best (from good to great). Inherent in SOAR analyses are:

- Innovation
- Engagement at all levels
- Results
- Achieving the good vs. avoiding error (room to make mistakes)
- Planting seeds vs. pulling weeds

2. What does SOAR stand for?

Strengths, Opportunities, Aspirations, Results Analysis

3. How is it different from a SWOT Analysis?

This tool differs from the commonly used SWOT (strengths, weaknesses, opportunities, and threats) analysis in that it engages all levels and functional areas of an organization, while SWOT is typically a top-down approach. With SOAR, the focus is on the organization and enhancing what is currently done well, rather than concentrating on perceived threats and/or weaknesses.

4. How do you conduct a SOAR analysis?

When conducting a SOAR analysis, the basic questions to be answered are:

- What are our greatest strengths?
- What are our best opportunities?
- What is our preferred future?
- What are the measurable results that will tell us we've achieved our vision of the future?

5. What will happen to the SOAR analysis I complete?

ALL SOAR analyses by team members will be compiled and reviewed collectively during team meetings. Your analysis can remain anonymous if you'd like. A consensus document will be created during team meetings that will then be presented to the YWCA Board of Directors to take into consideration when it meets to set our strategy.

6. What is the final result?

The process is on-going. This analysis is just the first step. Results of the team SOAR analyses along with the Board of Directors SOAR analysis will collectively be used to create a living strategic plan document that will include specific and agreed upon aspirations along with specific measures and expected results. That will then be used to guide our day to day decisions in hiring, coaching, program planning, finances, and all activities we undertake. We will measure our success and progress toward exacting the goals for the future of the organization by referring to the strategic plan's aspirations and results.

SOAR ANALYSIS WORKSHEET

Thoughts to keep in mind as you complete the SOAR analysis...

SOAR Strengths – What makes us proud to be YWCA of Palm Beach County??!!

- ☆ What about us is world class?
- ☆ What makes us unique?
- ☆ What is (are) our greatest achievement(s)?
- ☆ How do we use our strengths to get results?
- ☆ How do our strengths fit in the social justice space?
- ☆ How do our strengths fit in the DV space?
- ☆ How do our strengths fit in the child development space?
- ☆ How do our strengths fit in the women's health space?
- ☆ How do our strengths fit in the economic and racial justice space?

OAR Opportunities – What are our challenges and how can we reframe them into opportunities?

- ✓ How do we fit into the competitive funding environment?
- ✓ How can we be more efficient?
- ✓ What are our stakeholders (funders, clients, community, board of directors, teammates) asking for?
- ✓ Who are our new customers?
- ✓ How do we differentiate ourselves?
- ✓ What are our new markets?
- ✓ What new skills are needed?
- ✓ What are the top 3 opportunities to focus on?

AAR Aspirations – consider our strengths and opportunities here

- ◆ What do we as an organization care about the most?
- ◆ How are we showing that we care about that right now?
- ◆ How do we become the Flagship YWCA (what will set us apart?)
- ◆ Who are we known as in the community now?
- ◆ Who do we want to be known as in the community? Why?
- ◆ Where should we take our organization? Why?
- ◆ Most compelling aspiration?
- ◆ What strategic initiative(s) would support our aspirations (funding, new programming, board engagement, staffing, new partners collaborators)

RAR Results - How do we know we are succeeding?

- + What are some meaningful measures that show we are reaching our aspirations?
- + What are 3-5 Indicators we could use to formulate a score card for each measure?
- + What are the resources needed to implement?
- + Who should champion the aspiration (Board committee; staff member; ad hoc?)
- + What is the timeframe?

Name:

Department/Committee/Organization:

Years of Service/Partnership:



Please answer the following questions, feel free to use the back and additional sheets as needed.

1. In a few words, describe five things we do really well.
2. In a few words, describe five things we SHOULD be doing really well, but aren't right now.
3. What is our current brand (what are we known most for in the community?)
4. What should our brand be (what SHOULD we be most known for in the community?)
5. In a few words, describe five things you really care about that we do
6. In a few words, describe five things you really care about that we do not do.
7. If you opened the Palm Beach Post 5 years from now and there was headline (front page; above the fold!) about the YWCA, what would you want it to read?
8. How would we know we have matched that headline?