The SOAR Profile (TSP) 2.0: A Rapid Assessment Tool to Help Individuals and Teams Build Strategic Capacity

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INTRODUCTION

A McKinsey Quarterly study of 1,300 global executives found that the highest performing organization had a clear purpose, an understanding of *strengths*, shared *aspirations,* and leaders who knew how to unleash ideas (*opportunities*) with a *results*-driven process.[1] SOAR (strengths, opportunities, aspirations, and results), is a framework for strategic thinking, leading, and planning designed to empower leaders and other stakeholders in the organization to cooperate on strategic change initiatives through a collaborative approach of inquiring, imaging, innovating, and implementing (refer to SOAR framework).[2]

The SOAR Profile is a rapid self-report assessment instrument designed to help individuals and teams understand their natural SOAR-based strategic thinking, planning, and leading capacity and capabilities.[3] The 44-item SOAR Profile 1.0 was created in 2013 based on the theory and empirical research of SOAR. The SOAR Profile measures *Appreciative Inquiry perspective*, *SOAR-based Strategic Capacity*, *SOAR Capabilities*, and *Strategic Elements*.

To date, SOAR Profile 1.0 has been used in 12 empirical studies to understand individual and team SOAR-based strategic thinking, planning and leading from over 1,000 study participants (see table, SOAR Profile: Empirical Research). This study presents an overview of a new version of the SOAR Profile—the 32-item SOAR Profile 2.0.

METHODS

Beginning in January 2017, a review was conducted of the existing empirical studies utilizing the 44-item SOAR Profile 1.0. Results of the review identified redundancy in the measurement of *Appreciate Inquiry perspective*, *Strategic Capacity*, and *Strategic Elements*. Accordingly, 12 redundant items were removed from the SOAR Profile 1.0, leading to the creation of the 32-item SOAR Profile 2.0. Beginning in Summer 2017, the SOAR Profile 2.0 will undergo the same psychometric testing as the SOAR Profile 1.0 (i.e., internal consistency reliability and construct validity) by recruiting undergraduate and graduate student participants.

DISCUSSION

The SOAR Profile 2.0 will replace SOAR Profile 1.0 as we continue administrating the profile in our management related courses, doctoral dissertations, consulting, and training work. We plan to build a SOAR-based website to automate SOAR Profile 2.0 and provide participants with resources to strengthen their SOAR-based capacity and appreciative-perspective to achieve positive results for themselves, their teams, and their organizations.

The next phase of our research will address how SOAR-based capacity and capabilities influence individual, team, and organizational performance. We will administer a brief self-report survey comprised of the SOAR Profile 2.0 and performance indicators to business professionals from a variety of industries via LinkedIn groups. Our new research will aim to link SOAR-based strategic thinking, leading, and planning with individual, team, and organizational performance.

REFERENCES

[1]Isern, J., & Pung, C. (2007). Driving radical change. *The McKinsey Quarterly*, 4, 1-12.
[2]Stavros, J.M., & Hinrichs, G. (2009). *The Thin Book of SOAR: Building Strengths-based Strategy*, Bend, OR: Thin Book Publishers.
[3]Cole, M. L., & Stavros, J. M. (2013, March). *Creation of the SOAR Profile: An innovative tool to evaluate strategic thinking capacity*. Poster session presented at Lawrence Tech Research Day 2013, Southfield, MI.
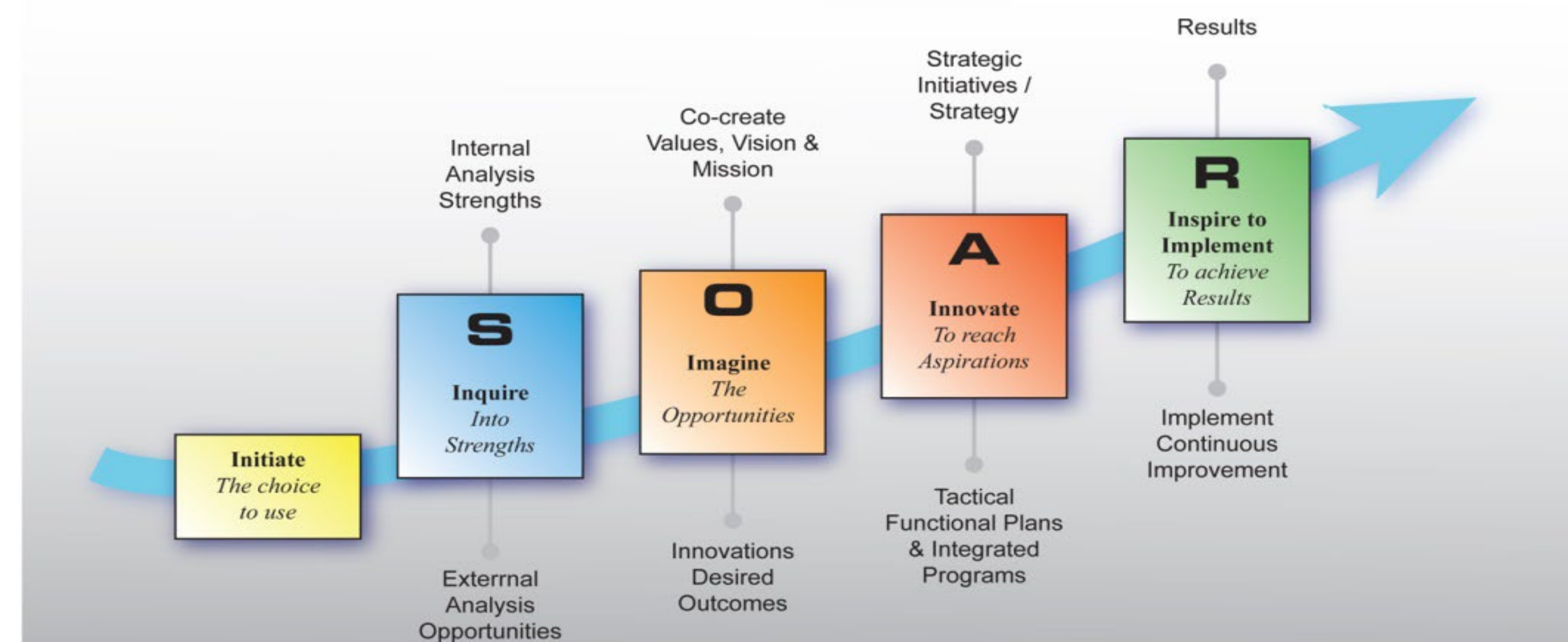
SOAR Framework. Reprinted with permission from http://www.soar-strategy.com

SOAR Profile: Empirical Research

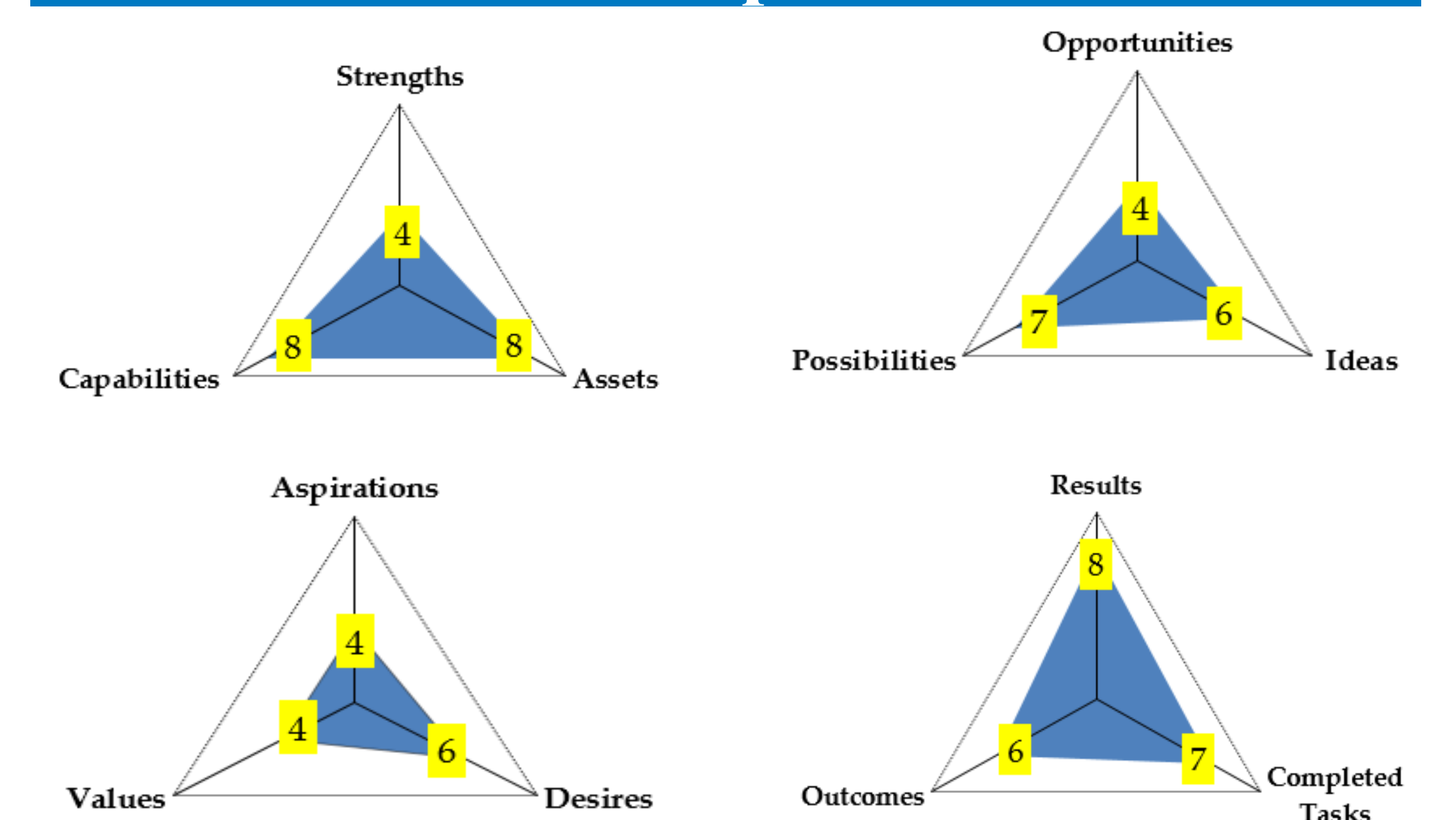| Year	Author	Title	Publication
2017	Storey	Storey, G. (2017). *An Empirical Analysis of Bring-Your-Own-Device (BYOD)*. Doctoral dissertation, College of Management, Lawrence Technological University, Southfield, Michigan.	Doctoral Dissertation
2017	Schnellbacher	Schnellbacher, E. (2017). *New Product Development: The Role of Best Practices and SOAR in Predicting New Product Success*. Doctoral dissertation, College of Management, Lawrence Technological University, Southfield, Michigan.	Doctoral Dissertation
2016	Cole Stavros Kahn	Cole, M. L., Stavros, J. M., & Khan, A., (2016, April). *Appreciative inquiry: An operating system for SOAR*. Poster session presented at Lawrence Tech Research Day 2016, Southfield, MI.	Research Poster
2016	Kuehn	Kuehn, L. (2016). *An Exploration of the Strategic Decision Making Process and the Influence of Appreciative Inquiry and SOAR on a Senior Leader's Use of Analytics*. Doctoral dissertation, College of Management, Lawrence Technological University, Southfield, Michigan.	Doctoral Dissertation
2016	Devries	Devries, V. (2016). *A Mixed Methods Study on the Relationship among Strategic Human Resources Practices, SOAR, and Affective Commitment in the Federal Workplace*. Doctoral dissertation, College of Management, Lawrence Technological University, Southfield, Michigan.	Doctoral Dissertation
2016	Cole Cox Stavros	Cole, M. L., , Cox, J. D., & Stavros, J. M. (2016). Building collaboration in teams through emotional intelligence: Mediation by SOAR. *Journal of Management & Organization*.	Journal Article
2016	Cole Stavros	Cole, M. L., & Stavros, J. M. (2016). Relationship among emotional intelligence, SOAR, and team-based collaboration: Implications for a strengths, opportunities, aspirations, and results (SOAR) based approach to coaching psychology. In L. E. van Zyl, A. Odendaal, & M. W. Stander (Eds.), *Meta-theoretical perspectives and applications for multi-cultural contexts of coaching psychology* (pp. 257-278). New York, NY: Springer International Publishing.	Book Chapter
2015	Stavros Cole	Stavros, J. M., & Cole, M. L. (2015). Promoting diversity in teams through an inclusive approach that builds strategic thinking capacity. In L. M. Roberts, L. Wooten, & M. Davidson (Eds.), *Positive organizing in a global society: Understanding and engaging differences for capacity-building and inclusion* (pp. 202-207). London, UK: Taylor and Francis.	Book Chapter
2014	Hitchcock	Hitchcock, J. (2014) *An Exploration of Organizational Collective Motivation and the Influence of the SOAR Framework on Organizational Collective Motivation*. Doctoral dissertation, College of Management, Lawrence Technological University, Southfield, Michigan.	Doctoral Dissertation
2014	Cole Stavros	Cole, M., & Stavros, J. (2014) *Psychometric Properties of the SOAR Pro le*. Paper session presented at Lawrence Tech Research Day 2014, Southfield, Michigan.	Journal Article
2014	Cox	Cox, J. (2014) *An Evaluation of the Relationship between Emotional Intelligence, SOAR, and Collaboration: Implications for Teams*. Doctoral dissertation, College of Management, Lawrence Technological University, Southfield, Michigan.	Doctoral Dissertation
2013	Cole Stavros	Cole, M. L., & Stavros, J. M. (2013, March). *Creation of the SOAR Profile: An innovative tool to evaluate strategic thinking capacity*. Poster session presented at Lawrence Tech Research Day 2013, Southfield, MI.	Research Poster

Appreciative Inquiry
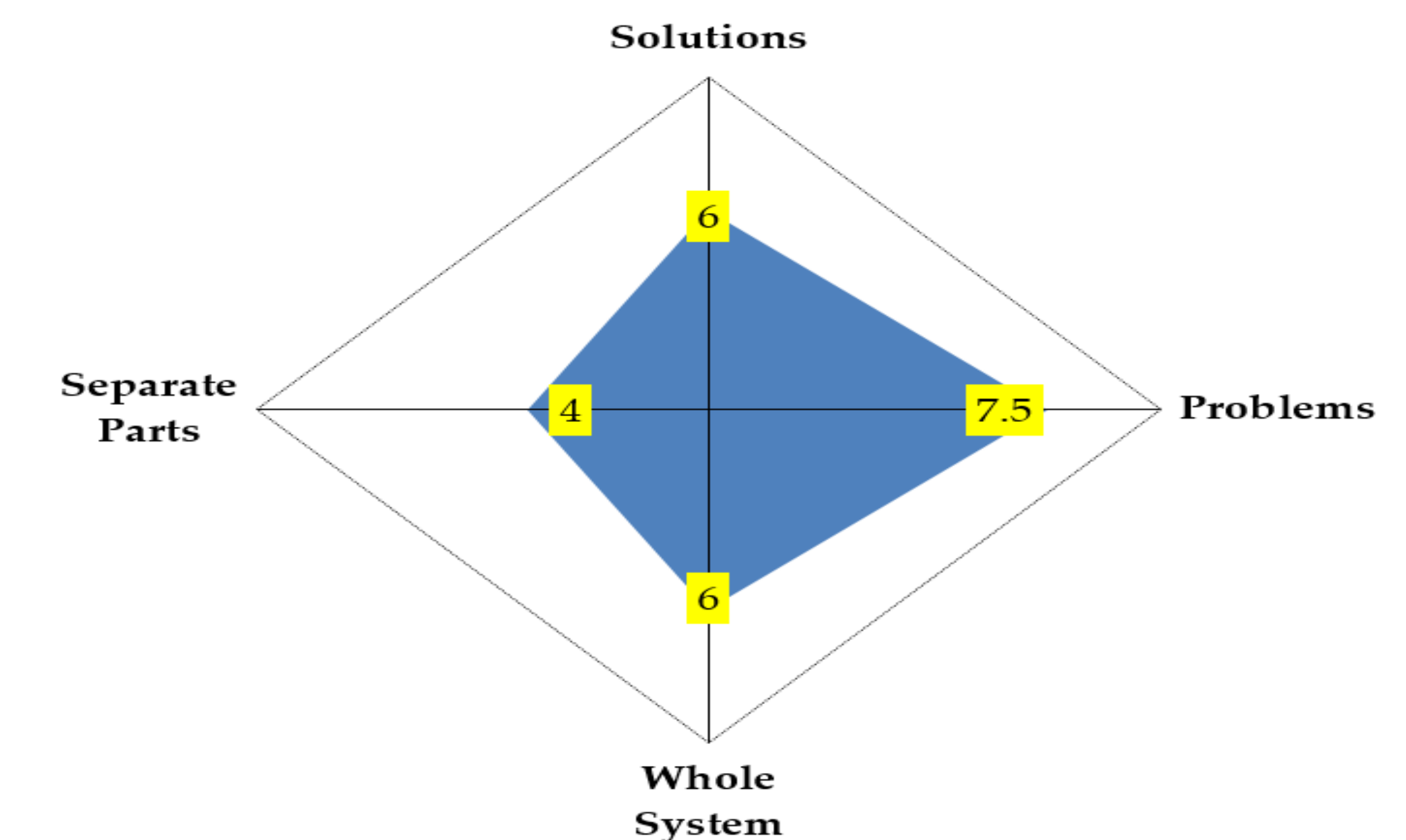
Strategic Capacity
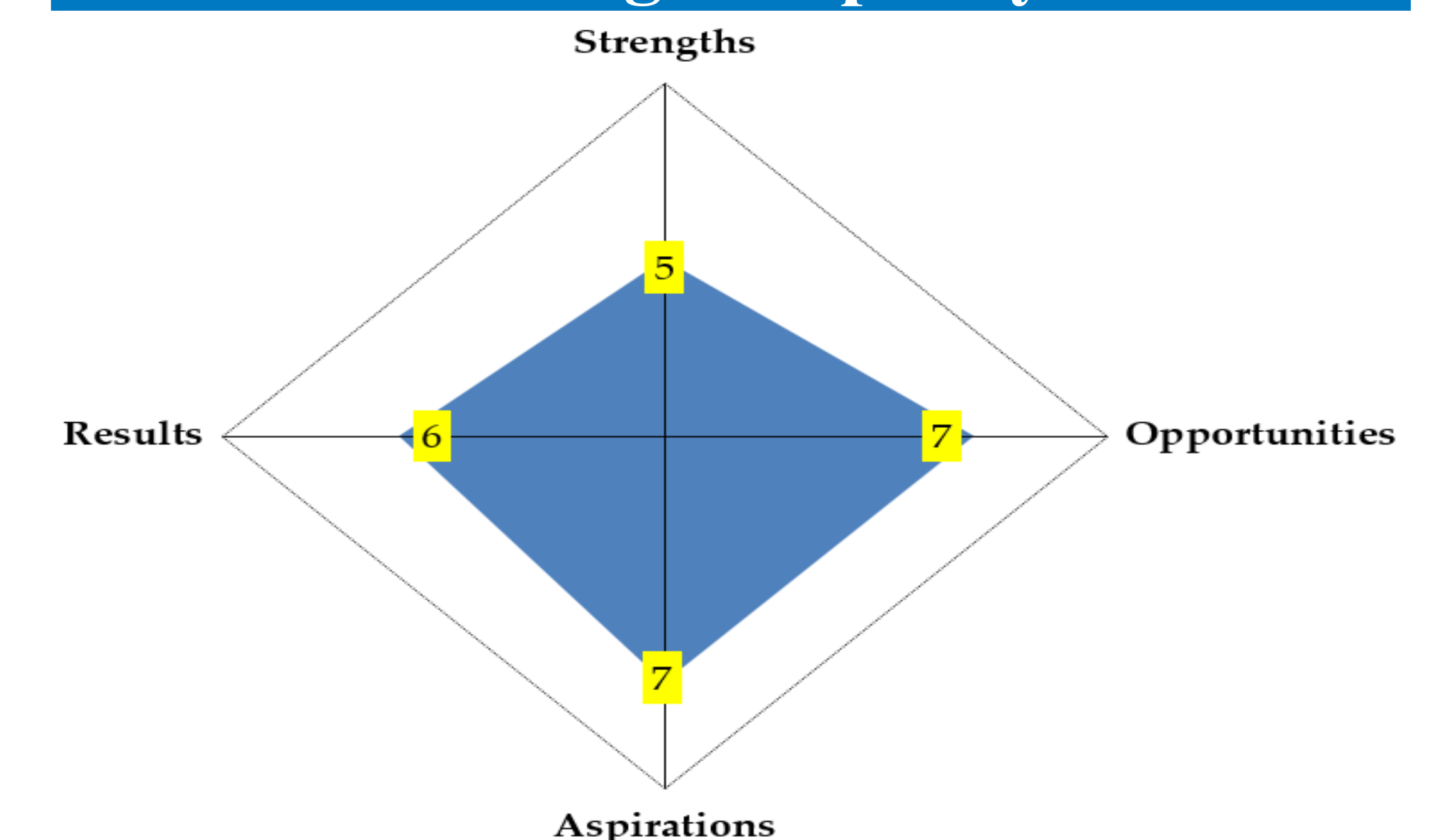
SOAR Capabilities

Strategic Elements