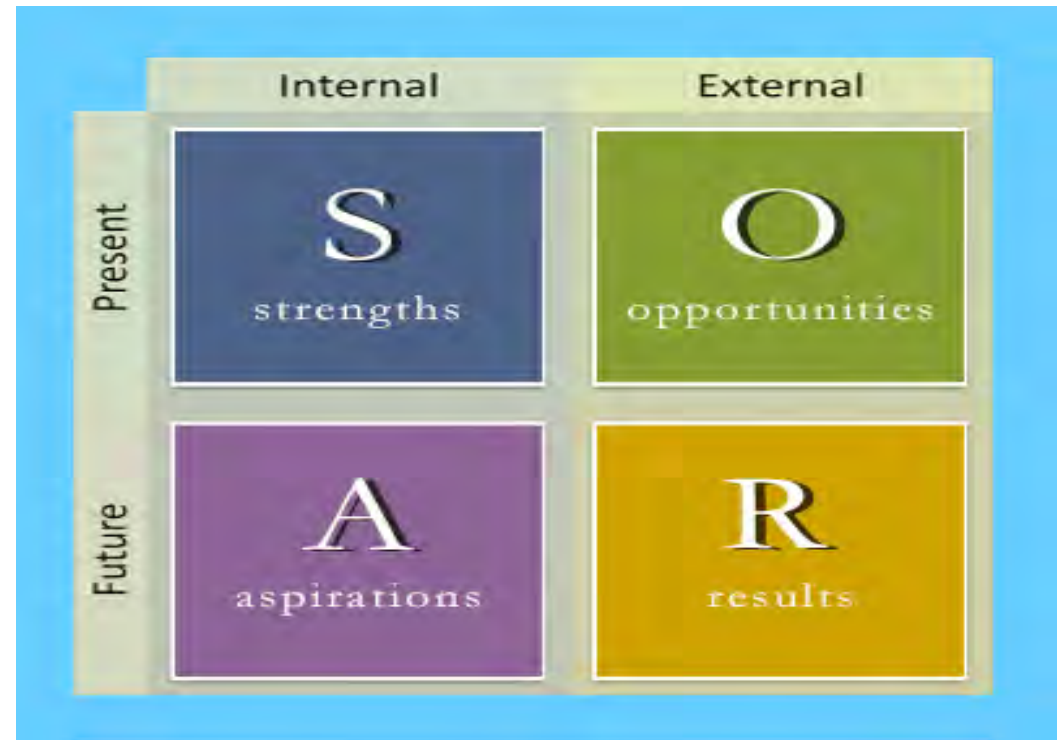




# Strategic Planning

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# SWOT vs SOAR



# Comparison of SWOT/SOAR Approaches

## SWOT

- ▶ Strengths
  - ▶ Organization's resources and capabilities
  - ▶ Basis for developing differentiating advantage

## SOAR

- ▶ Strengths
  - ▶ What are we doing really well?
  - ▶ What are our greatest assets?
  - ▶ What are we most proud of accomplishing?
  - ▶ What do our strengths tell us about our skills?

# Comparison of SWOT/SOAR Approaches

## SWOT

- ▶ Weaknesses
  - ▶ Absence of strength, lack of resource or capability
  - ▶ Flipside of a strength; downside of focusing on competitive advantage

## SOAR

- ▶ Opportunities
  - ▶ How do we collectively understand outside threats?
  - ▶ How can we reframe to see the opportunity?
  - ▶ What are the stakeholders asking us to do?
  - ▶ How can we best partner with others?

# Comparison of SWOT/SOAR Approaches

## SWOT

- ▶ Opportunities
  - ▶ External circumstances that support profit and growth
  - ▶ Unfulfilled customer needs, new technology, favorable legislation

## SOAR

- ▶ Aspirations
  - ▶ Considering Strengths and Opportunities, whom should we become?
  - ▶ How do we allow our values to drive our mission?
  - ▶ How can we make a difference for our organization and its stakeholders?

# Comparison of SWOT/SOAR Approaches

## SWOT

- ▶ Threats
  - ▶ External circumstances that hinder profit and growth
  - ▶ More competitors changes to revenue stream, restrictive regulations

## SOAR

- ▶ Results
  - ▶ What are our measureable results?
  - ▶ What do we want to be known for?
  - ▶ How do we tangibly translate Strengths, Opportunities, and Aspirations?

# SOAR Approach

- ▶ Integrates Appreciative Inquiry
  - ▶ Philosophy and organizational change approach that builds on strengths
  - ▶ What works and how do we do more of what works
- ▶ Stakeholders' Commitment
  - ▶ Personal values connect with the organization's values
  - ▶ Collective effort moves the organization forward

# 5-1 Approach

- ▶ Initiate
  - ▶ Identify representatives for the team, the amount of stakeholders for a whole system perspective; plan how to gather info; identify the questions to ask
- ▶ Inquire
  - ▶ Participants engage in conversations in small groups; questions come from SOAR analysis
- ▶ Imagine
  - ▶ Envision the desired future; visualize a future of actions that reflect high potential opportunities



# 5-1 Approach

- ▶ Innovate
  - ▶ In designing the strategic initiatives, get creative then get real; create action items
- ▶ Inspire to Implement
  - ▶ Moving from possibilities to inspired action involves many stakeholders with different skills working on linked projects; meaningful and measureable goals are defined