ASSIGNMENT #3: SWOT, PEST, AND SOAR | SELF and PROFESSIONAL/ORGANIZATIONAL

Goals:
- To **think about your abilities within a larger societal context** (SWOT or SOAR to PEST)
- To **continue to move** from the cv/resume' to the project statement to a larger arena into organizations, residencies, grants, foundations. (SWOT or SOAR to PEST)
- To **compare and contrast an individual profile to an institutional profile**.

Learning Outcomes:
- 25% of total project evaluation for each outcome.
- Four charts; two individual and two organizational with evaluative methods that are systematized.
- A look at abilities and qualities in the round.
- Ability to move from the personal to the wider constructs in society.
- Preparation to investigate elements more fully.

Methods:
- Look at models of SWOT and PEST and SOAR templates online.
- These are free to look and use a layout that is easiest for you. You may hand draw or write or type and layout.
- First examine yourself as an artist/educator and delineate SWOT or SOAR elements. Next make a PEST analysis. Then examine an organization with a SWOT or SOAR and PEST lens. The organization can be a gallery, a non-profit, a foundation, a residency, an institution.
- Think of this as a professional analysis, meaning it is to be shared and is not private.

Assessment:
Basic Competency
- Simple divisions with few words. Not reflective about the qualities.
- Lack of relationship between the individual and the organization.

Advanced Competency
- A careful professional analysis to help one move forward toward specific goals.
- A thoughtful evaluation of a specific organization or entity that delves into the particulars of the website or articles about the organization.
- An understanding that this is a motivating exercise and a planning exercise to help us look more carefully at information in our field.

SWOT Analysis

SWOT assumes that strengths and weaknesses are frequently internal, while opportunities and threats are more commonly external. The name is an acronym for the four parameters the technique examines:
- **S**trengths: characteristics of the business or project that give it an advantage over others.
- **W**eaknesses: characteristics that place the business or project at a disadvantage relative to others.
- **O**pportunities: elements in the environment that the business or project could exploit to its advantage.
- **T**hreats: elements in the environment that could cause trouble for the business or project.

ttps://en.wikipedia.org/wiki/SWOT_analysis

PEST Analysis

PEST analysis (political, economic, socio-cultural and technological) describes a framework of macro-environmental factors used in the environmental scanning component of strategic management. It is part of an external analysis when conducting a strategic analysis or doing market research, and gives an overview of the different macro-environmental factors to be taken into consideration. It is a strategic tool for understanding market growth or decline, business position, potential and direction for operations.
- **Political** factors relate to how the government intervenes in the economy. Specifically, political factors have areas including tax policy, labor law, environmental law, trade restrictions, tariffs, and political stability. Political factors may also include goods and services which the government aims to provide or be provided (merit goods) and those that the government does not want to be provided (demerit goods or merit bads). Furthermore, governments have a high impact on the health, education, and infrastructure of a nation.
- **Economic** factors include economic growth, exchange rates, inflation rate, and interest rates. These factors greatly affect how businesses operate and make decisions. For example, interest rates affect a firm's cost of capital and therefore to what extent a business grows and expands. Exchange rates can affect the costs of exporting goods and the supply and price of imported goods in an economy.
- **Social** factors include the cultural aspects and health consciousness, population growth rate, age distribution, career attitudes and emphasis on safety. High trends in social factors affect the demand for a company's products and how that company operates. For example, the ageing population may imply a smaller and less-willing workforce (thus increasing the cost of labor). Furthermore, companies may change various management strategies to adapt to social trends caused from this (such as recruiting older workers).
- **Technological** factors include technological aspects like R&D activity, automation, technology incentives and the rate of technological change. These can determine barriers to entry, minimum efficient production level and influence the outsourcing decisions. Furthermore, technological shifts would affect costs, quality, and lead to innovation.

https://en.wikipedia.org/wiki/PEST_analysis

SOAR Analysis

The SOAR Analysis is a tool that guides you to consider your organization's strengths and potential to create a shared vision of the future. Rather than other types of analysis that focus on weaknesses or areas for improvement, the SOAR analysis encourages you to focus on the positive.

SOAR is a strategic planning instrument that allows an organization to focus on current strengths and to project its vision for the future. Grounded in Appreciative Inquiry, SOAR complements SWOT approaches: focusing on the organization or issue, enhancing what is currently done well, and imagining how to move forward. This approach should engage individuals at all levels of the organization or system who are invested in the issue or program (Stavros & Hinrichs, 2009).

SOAR Framing Questions

- *S = Strengths*: What is working well? What are we proud of? What are our assets, capabilities, and greatest accomplishments?
- *O = Opportunities*: What are the external circumstances or challenges and how can we reframe them in a way that creates potential for action? How can we reframe challenges to be seen as opportunities? What new skills do we need to move forward?
- *A = Aspirations*: What is our preferred future? What can we be as a system? What strategic initiatives would support our aspirations?
- *R = Results*: How do we know we are succeeding? What indicators will allow us to measure progress toward achieving our goals? What resources are needed?

Implementing SOAR...
- Engages stakeholders to determine conditions that have led to the greatest successes of the past and focuses on generating untapped potential and possibilities.
- Focuses on "what we want" instead of "what we don't want." This activity reframes threats and weaknesses to focus on "where we are going," which allows individuals to look past fixing what is broken.
- Determines the unique strengths of organizations or systems. What are its best qualities – resources, capabilities, environment and plusses?
- Determines the results we want to see and aspirations for the future. This is the vision for the future and should inspire and challenge.
- Prioritizes opportunities with the most potential for success and impact.
- Determines goals to be addressed and identifies what measures you will use to track success toward that goal. (Strengths, opportunities, aspirations, results (SOAR) analysis, 2017)

Works Cited Stavros, J. M., & Hinrichs, G. (2009). SOAR: Building Strengths-Based Strategy. Bend, OR: Thin Book Publishing Co. *Strengths, opportunities, aspirations, results (SOAR) analysis*. (2017, July 2). Retrieved from ASQ Service Quality Division: http://asqservicequality.org/glossary/strengths-opportunities-aspirations- results-soar-analysis/

SOAR Action Plan

Goal: _____

Strengths	Opportunities
What are your current strengths pertaining to this goal? How can these strengths be leveraged to enhance your goal?	What **resources** are available for progressing toward your goal? Internal: External:
Aspirations	**Results**
Where do you see your goal/outcome in 5 years? What helped to achieve it?	What **strategies** would support improved implementation of your goal? What would indicate that you are on the right track to achieving your goal?

What strategies are you interested in pursuing over a <u>one-month</u>, <u>three-month</u>, <u>and six-month</u> timeframe?

What is your jurisdictional capacity to work on these strategies? (Consider staffing, funding, evaluation, training needs).

Who needs to be involved in this initiative (organizations/people)? What roles will they play?

How will you know when you are successful? (Indicators of success) Based on today's conversations, what additional information do you still need to collect? (From NASTAD or your jurisdiction).