**Introduction to SOAR Analysis**

SOAR is an analysis tool that assists organizations in auditing their status and exploring feasible and meaningful possibilities for growth, innovation, and viability. It asks stakeholders to describe and discuss the strengths, opportunities, aspirations, and results for the organization. These are then analyzed to look at themes, shared and divergent understandings, and informing planning.

SOAR is an information gathering approach based on appreciative inquiry, a method we have used in past strategic planning at SUNY Cortland. It is an alternative to the traditional SWOT analysis—with a more positive, asset-oriented focus.

www.soaranalysis.com
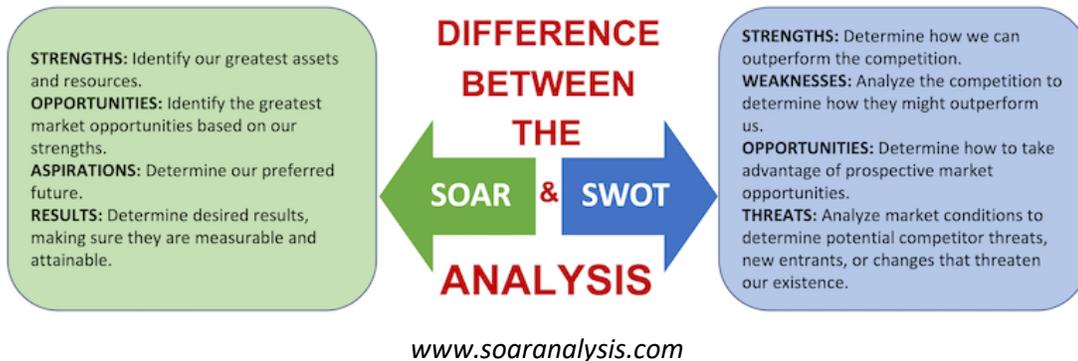
We are drawing upon the work of Stavros, J. and Hinrichs, G. (2021) *Learning to SOAR: Creating Strategy that Inspires Innovation and engagement.* SOAR Institute.

The SOAR Elements

- **Strengths: What are we great at?**
  Distinctive core competencies, assets, resources, and accomplishments of an organization that can be enhanced and leveraged for growth and sustainability.

- **Opportunities: What are our possibilities?**
  Situation awareness of the internal and external environment that identifies new or expanded ideas, programs, and innovations relevant to the organization and stakeholders.

- **Aspirations: What are our ambitions, vision, dreams?**
  Considers where the organization is now versus what it can feasibly become in the future.

- **Results: What are meaningful outcomes?**
  Real tangible and measurable conditions that indicate achievement of goals, objectives, and aspirations. How will we know that we are making a difference?