



ABOUT BECOMING A SITUATIONAL OUTLOOK QUESTIONNAIRE® QUALIFIED PRACTITIONER



The Situational Outlook Questionnaire® (SOQ) is a two-part questionnaire that measures people's perceptions of the climate for creativity, innovation, and change, within their immediate work environment. The SOQ assesses nine dimensions using 53 questions and includes open-ended questions to provide more meaningful information on what is working, what is not, and what needs to be done to make the climate better. The SOQ is based on more than 50 years of research and development, and has shown its value in helping teams, leaders and organizations improve their ability to produce results.

Who administers The Situational Outlook Questionnaire®

Only those who are qualified by CPSB can administer, interpret, and apply the SOQ. End users of the SOQ complete the measure on-line. The data is then processed to provide group results for presentation and interpretation. Feedback is then prepared for:

Leadership Development – Individuals receive their personal results and those from selected observers

Team Effectiveness – Team members receive their group results so they can improve their performance

Organizational Improvement – Leadership teams receive results so they can assess the readiness, willingness, and ability of the organization to implement and sustain change efforts

How to become a Qualified SOQ Practitioner

The purpose of the qualification program is to prepare the practitioner and provide the required knowledge and skills to apply the SOQ and deliver SOQ Services. Those who seek to become qualified must successfully complete a two-part program of preparation. The first part is done through distance learning and emphasizes knowledge of the assessment. Participants receive the technical manual, a DVD with introductory video clips, and a CD with articles and other resources. The second part of the program is done as a course or tutorial with a Qualified SOQ Trainer. This part emphasizes the practical application and administration of the SOQ and provides the participant with additional resources.

The program is designed to help you with:

- Knowing the measure – SOQ services are based on the assessment itself, so Qualified Practitioners must know what is being measured as well as how and why it does so.
- Positioning the SOQ to meet needs – Once you know about the measure, the next step is being able to identify appropriate opportunities to apply it, along with the services associated with the approach.
- Administering the SOQ – The Qualified Practitioner must be able to take a lead role in planning to acquire the data in such a way that the client(s) finds the information and insights useful.
- Interpreting the Results – Following successful administration of the SOQ, the Qualified Practitioner must be able to read, review, and understand the results before communicating them to the client and end users.
- Communicating the Results – Once prepared, the Qualified Practitioner must know how to share the results with the appropriate audiences to ensure comprehension and the ability to take actions for improvement.
- Helping the Client Make Change Happen – SOQ Services are designed to help those who lead and manage organizations and teams make their climates more productive, innovative, and ready to sustain change. The Qualified SOQ Practitioner partners with the client(s) to help them make change happen.
- Following Up and Following Through – A Qualified SOQ Practitioner develops a relationship with the client(s) so that when there is a need for follow up, the client knows who to call.

What makes a good Qualified SOQ Practitioner?

First and foremost, the practitioner should be a professional – Someone who understands and believes in a systems approach to change and innovation; and sees the context as an important part of that system.

Potential Qualified SOQ Practitioners:

- Must be in a context that recognizes and reinforces the ethical standards associated with human assessment.
- Must be professionals who have client contacts that they can and should approach, and would benefit from the SOQ.
- Are internal specialists and professionals in Human Resources or Organizational Design roles who are committed to regular use of SOQ Services to assist line and business unit managers in meeting their innovation challenges.
- Can also be consultants who work through an SOQ Distributor to obtain and use the SOQ.

What are the Stages for SOQ Qualification?

The SOQ Qualification contains two different stages. The learning process is divided into different segments to make it easier for the Qualified SOQ User. The first two stages can be done from your own workplace or home and the last three stages have to be done in a face-to-face setting with CPSB trainers.

1. Application for the SOQ Qualification Course

Before the potential SOQ User can sign up for the course there are a couple administrative things that have to happen. Please send a Letter of Interest, your Curriculum Vitae and the application form back to CPSB (luc.deschryver@cpsb.eu)

2. Pre-work/Distance Learning

After we receive your Letter of Interest, Curriculum Vitae and Application we will send you a distance-learning package by mail. This package will contain:

- a. An Instructional DVD
- b. An additional support CD with articles and resources
- c. A Book by Scott Isaksen and Joe Tidd called: *Meeting the Innovation Challenge: Leadership for Transformation and Growth* (Wiley, 2006)
- d. The SOQ Technical Manual: Isaksen, S. G., & Ekvall, G., (with contributions from Akkermans, H., Wilson, G. V., & Gaulin, J. P.) (2006). *Assessing your context for change: A technical manual for the SOQ – Enhancing performance of organizations, leaders and teams for*

- over 50 years (2nd ed). Orchard Park, New York: The Creative Problem Solving Group, Inc.
- e. Best and Worst-case work experience documents
 - f. Qualification Agreement and License to Use the SOQ

The instructional DVD will provide you with the information that is necessary to do the pre-work and will guide you through the process of learning and studying.

3. Comprehensive Exam

Before the 2-day practical program starts, the potential Qualified SOQ Practitioner has to demonstrate a thorough understanding of definitions, language, history psychometric properties, and ethical practices by achieving at least 80% accuracy on a comprehensive exam. If the participant does not pass the exam on the first day of the program, he or she can retake it on the second day of the program.

4. Practical 2-Day Program

This 2-Day program is very much focused on the practical aspects of the SOQ. They will include case studies, reviewing scoring and administration procedures, presentation materials and resources, etc. Participants receive an additional CD with practical resources and information to help them use the SOQ. The next certification program is held in Brussels, Belgium on October 22-23, 2009.

5. What is my investment?

The cost of this certification program is 1.950 euro (excl. VAT). This includes the training material and lunches and the coaching of your first debrief session with a client.

6. Becoming a Qualified SOQ User

At the end of the qualification course, the SOQ Users will get an official CPSB 'Qualified SOQ Practitioner' certificate and both parties sign the agreement and license.

For More Information Contact:

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