

SOQ Certification Course

26-28 November 2025

Brussels, Belgium



Unlock the Power of Creative Climate: Become a Certified SOQ Practitioner

In today's rapidly changing and competitive world, organizations must continuously adapt, innovate, and foster environments where creativity can thrive. The Situational Outlook Questionnaire® (SOQ) Certification course empowers professionals to become **catalysts** for this **transformation** by equipping them with a world-renowned, research-backed tool for assessing and enhancing the climate for creativity, innovation, and change.

Developed over more than fifty years and grounded in the pioneering work of Dr. Göran Ekvall, the SOQ is trusted by leading organizations worldwide to **unlock the full potential of their teams** and **drive sustainable success**.

As a certified SOQ practitioner, you will gain the expertise to **measure and interpret the nine critical dimensions of organizational climate**—such as Challenge/Involvement, Freedom, Trust/Openness, and Risk-Taking—that directly influence innovation and performance. The SOQ's robust scientific foundation ensures that your assessments are both reliable and actionable, providing clear insights into what supports or hinders creativity within your organization.

With these insights, you can benchmark your organization against industry leaders, identify targeted areas for improvement, and design interventions that foster a more dynamic, agile, and productive workplace. Completing the SOQ Certification not only enhances your professional credibility but also positions you as a **strategic partner** in **organizational development**. You will be able to **lead meaningful change initiatives, support leadership** and team **development**, and contribute to **higher employee engagement, well-being, and business results**.

Join a **global network** of certified professionals and make a measurable impact by creating climates where innovation flourishes and organizations achieve their most ambitious goals

What is the SOQ?

The SOQ is a rigorously validated, research-based tool designed to measure the climate for creativity, innovation, and change within organizations. Developed from over 50 years of research, beginning with Dr. Göran Ekvall's pioneering work at Volvo, Sweden, the SOQ assesses nine critical dimensions that **directly influence organizational performance, employee engagement**, and the **successful implementation of change initiatives**. These dimensions include Challenge/ Involvement, Freedom, Trust/Openness, Idea-Time, Playfulness/Humor, Conflict, Idea-Support, Debate, and Risk-Taking.

Why Attend the SOQ Certification Course?

The SOQ (Situational Outlook Questionnaire) certification is designed to benefit a wide range of individuals, teams, and organizations who are committed to fostering creativity, innovation, and effective change.

1

Evidence-based expertise.

Gain mastery of a tool that is trusted by hundreds of organizations worldwide and backed by decades of empirical research. The SOQ's **reliability** and **validity** are well established, with **high internal consistency** and **proven predictive power for innovation and organizational growth**.

2

Practical application for real results.

Learn how to use the SOQ to **diagnose your organization's climate, identify barriers to creativity, and implement targeted interventions**. The program includes hands-on training, real-world case studies, and actionable strategies that you can immediately apply to drive innovation and change.

3

International expertise and local relevance.

The Brussels course is delivered by o2c2 Consulting Group and BetterChangeTools®. This ensures that participants benefit from both global best practices and **local expertise**, making the program highly relevant for organizations operating in **diverse cultural and business environments**.

4

Access to an international network.

Our international network provides access to **global best practices** and a **community of experts** in creativity and innovation management, making the learning experience both **locally relevant** and **globally informed**.

What makes the SOQ certification course unique?

The SOQ Certification course distinguishes itself as a uniquely valuable option within the broad field of organizational assessment and development. Unlike many other programs that focus generally on organizational climate, culture, innovation, or change, the SOQ Certification course is **specifically designed to address the climate for creativity and innovation**. Its distinctiveness lies in its targeted approach, which is grounded in **decades of rigorous research** and **continuous refinement**.

What truly sets the SOQ Certification Course apart is its deeply validated, climate-focused, and action-oriented methodology. The program is built on more than 50 years of research, originating from the pioneering work of Dr. Göran Ekvall and further developed by Dr. Scott Isaksen and other international experts. This **scientific foundation** means that the SOQ does not merely provide theoretical insights, but delivers practical, actionable data that can be directly applied to foster creativity and innovation within organizations. The program's robust methodology includes both quantitative and qualitative assessment, enabling a **nuanced understanding of the organizational climate** and supporting **tailored interventions that drive real change**.

Furthermore, the SOQ Certification course is supported by a **global community of practice**, which enhances its value and impact. This community provides ongoing support, shared learning, and access to the latest developments in the field, ensuring that certified professionals are part of a dynamic network **dedicated to continuous improvement**. The program's unique ability to deliver both immediate and sustainable impact—at the individual, team, and organizational levels—makes it an outstanding choice for professionals and organizations who are committed to implementing real, evidence-based change and **achieving lasting results**.

Feature	SOQ Certification course	Other Programs/Tools
Focus on climate for creativity/innovation	✓	Often broader or less specific
Research-based, validated	✓	Varies
Combines quantitative & qualitative data	✓	Rarely
Multi-level (individual, team, org)	✓	Sometimes
Actionable, practical interventions	✓	Varies
International/local expertise	✓	Varies
Certification required for use	✓	Not always
Benchmarking with innovative orgs	✓	Rarely
Community and ongoing support	✓	Varies

Who can benefit from SOQ certification?

1

Leaders and managers.

This certification equips them with the tools and insights needed to assess and improve the organizational climate, which is a critical driver of creativity, innovation, and adaptability.

Certified leaders can:

- Identify and address barriers to innovation within their teams or departments.
- Foster a climate of trust, openness, and support for new ideas, which enhances employee engagement and motivation.
- Use SOQ results to guide leadership development, align strategies with organizational readiness for change, and implement targeted interventions for improvement.

2

Team leaders and project managers.

Team leaders and project managers benefit from SOQ certification by:

- Assessing and improving team dynamics, such as trust, debate, and risk-taking, which are essential for effective collaboration and innovation.
- Creating forums for group dialogue and teambuilding, leading to higher team performance and more successful project outcomes.

3

Human Resource (HR) professionals.

HR professionals play a pivotal role in shaping organizational culture and climate. SOQ certification enables them to:

- Measure and enhance the workplace climate, aligning HR strategies with organizational goals.
- Design and implement training programs, policies, and practices that foster creativity, trust, and innovation.
- Support employee engagement, well-being, and retention by creating a positive and dynamic work environment.

4

Innovation and change management professionals.

Professionals responsible for driving innovation and managing change within organizations can use SOQ certification to:

- Identify factors that support or hinder innovation and adaptability.
- Design and implement strategies that enhance the organization's capacity for sustainable growth and transformation.
- Benchmark their organization's climate against best-in-class innovators and industry standards.

SOQ Certification Course Content

The SOQ Certification course provides a comprehensive, hands-on learning experience designed to equip you with the knowledge and skills to assess and enhance the climate for creativity, innovation, and change within organizations. The following key elements are included:

1

Introduction to the SOQ model.

Gain a thorough understanding of the SOQ framework, including an overview of its nine scientifically validated dimensions—Challenge/Involvement, Freedom, Trust/Openness, Idea-Time, Playfulness/Humor, Conflict, Idea-Support, Debate, and Risk-Taking. Explore the theoretical foundations and research that underpin the SOQ, and discover how these dimensions directly impact organizational performance and innovation.

2

Administering and interpreting SOQ results.

Receive in-depth training on how to effectively administer the SOQ assessment. Learn to interpret individual, team, and organizational profiles, and develop the skills to provide clear, constructive feedback. This module ensures you can translate SOQ data into actionable insights that drive meaningful change.

3

Practical application in organizational contexts.

Discover how to apply the SOQ in a variety of real-world settings, such as team development, leadership programs, organizational change initiatives, and strategic planning. Through case studies and practical exercises, you will learn to use SOQ results to benchmark performance, identify strengths and areas for improvement, and design targeted interventions that foster a more innovative and agile work environment.

4

Feedback and consulting skills.

Develop your ability to give appropriate feedback to individuals and groups and deliver workshops, using the SOQ. Learn best practices for engaging diverse teams, managing different perspectives, and guiding organizations through the process of climate improvement. This component emphasizes the practical consulting skills needed to support creative problem-solving and sustainable organizational growth.

By completing the SOQ Certification course, you will be fully equipped to assess, interpret, and enhance the climate for creativity and innovation—empowering you to make a measurable impact in any organizational setting.

Recognition of the SOQ

The SOQ is a highly recognized and respected tool for measuring the climate for creativity, innovation, and change within organizations. Its recognition comes from several important factors:

- **Long history and research foundation**

The SOQ is based on **more than 50 years of research**, starting with the work of Dr. Göran Ekvall in the 1950s and further developed by experts like Dr. Scott Isaksen. This long history means it is built on solid scientific foundations and has been refined over many years.

- **Used worldwide**

The SOQ has been applied in **hundreds of organizations across the globe**, including well-known companies like DaimlerChrysler, PricewaterhouseCoopers, Dupont, Alcatel-Lucent, and many others. It is used in a wide range of industries, from manufacturing and healthcare to education and consulting.

- **Endorsed by experts**

The SOQ is frequently **cited in academic research and technical manuals**. It is recognized by organizational psychologists, consultants, and leaders as a reliable way to understand and improve the work environment for innovation.

- **Professional certification**

Only trained and certified professionals are allowed to administer and interpret the SOQ, which helps maintain high standards and credibility.

Validity of SOQ

Validity is about whether a tool measures what it is supposed to measure, and whether you can trust the results. Here's why the SOQ is considered valid:

- **Measures what matters**

The SOQ is designed to **measure the specific aspects of a workplace** that help or hinder creativity and innovation—things like trust, support for new ideas, freedom, and willingness to take risks. These are the real ingredients that make a workplace more innovative.

- **Backed by research**

The questions and dimensions in the SOQ are not random—they are based on decades of **research about what makes organizations creative and successful**. Studies have shown that organizations with higher SOQ scores are more innovative, productive, and have happier employees.

- **Consistent results**

When different people in the same organization take the SOQ, or when it is used at different times, the **results are steady and reliable**. This means you can trust that the SOQ is giving you a true picture of your organization's climate.

- **Real-world proof**

The SOQ has been used in many real organizations to **identify strengths and weaknesses in their climate**. The results have helped these organizations make changes that led to more innovation, better teamwork, and improved performance.

- **Easy to understand and use**

The SOQ uses clear questions and provides practical feedback, making it easy for organizations to **take action based on the results**. It also includes open-ended questions for extra insights, so you get both numbers and stories to guide improvement

Trainer



Samantha Stead

Sam has over 25 years of experience leading and facilitating organizational change. As co-founder of **Think First Serve Inc.** and **Better Change Tools**, Sam has helped people in teams and organizations around the world to think better, lead better, and work better together in their quest for new ways to grow. Prior to that, she was VP of Customer Insight & Product Development at an international publisher that sells directly to consumers, giving her first-hand experience of what it really takes to change and grow an organization. As an expert facilitator and trainer of Creative Problem Solving 6.1™, Sam uses **VIEW** and **SOQ** to help her clients develop their skills in inclusive leadership, thoughtful processes, and creating a climate for creativity, innovation, and sustainable change. Now, with **Better Change Tools**, she helps other independent and in-house OD consultants do the same for their clients.

Investment

Registration	Early early bird Before September 20th Save 15%	Early bird Sept 21 - Oct 15 Save 10%	After October 15
Residential	€3.350	€3.555	€3.950
Non-residential	€2.680	€2.835	€3.150

ⓘ This certification program can also be organized for groups of 4 participants or more. Contact us for adjusted prices. Registration fees are excl. VAT.

Participants receive

- Support material
- Lunch and coffee breaks
- Free participation network event on Saturday (€ 150 value)
- 30 free SOQs (€ 1.050 value)
- Membership BCT community first year.
- Free Friday night network dinner (€ 50 value)

Support and aftercare

At o2c2, we understand that obtaining a SOQ certificate is just the beginning. That's why we offer comprehensive support and aftercare to ensure that you get the most out of your certification and continue to create optimal impact.

Training courses and workshops

Access to exclusive training courses and workshops specially developed for certified practitioners. These sessions help you keep your knowledge up to date and develop new skills.

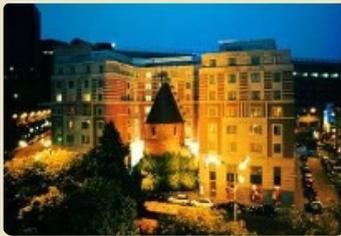
Network

Join our extensive network of certified professionals and organizations. Connect with a vibrant community of like-minded professionals and access ongoing learning opportunities.

Support and advice

Our customer-focused helpdesk is ready to answer all your questions. We also offer specialized consulting services to help you continuously improve your business impact.

Venue



Hotel Novotel Brussels City Centre

[Zwarte Lieve Vrouwestraat 32, 1000 Brussel](#)

[Click here](#)

How to apply for SOQ Certification?

Applying for the SOQ Certification is simple and user-friendly. We have streamlined the process to get you on your way to certification as quickly as possible.

01

Register online

Fill in the registration form on our website www.o2c2.eu or send an email to info@o2c2.eu with your contact details.

02

Preparation package

After registering, you will receive a comprehensive preparation package with all the necessary documents and a checklist for your certification process. You will need 4 to 5 hours to prepare.

03

Planning your first SOQ intervention

Plan already your first SOQ intervention, preferably within three weeks after the certification course.



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