

Chapter 16

Instrument to Measure the Impact of Hope in Strategic Plan Implementation

Sarah E. Walters

Evangel University, USA

ABSTRACT

This chapter addresses how Winston et al.'s "An Instrument to Measure the Impact of Hope in Strategic Plan Implementation" can be implemented within the workplace. Leaders should have a way to measure the impact of hope on strategic plans. Winston et al.'s instrument include three main theories: hope, expectancy, and value chain theories. This instrument is unlike any other tool to date in its conceptualization of employee hope in the organizational context. This chapter explains the validity, reliability, and practical application steps of Winston et al.'s instrument.

INTRODUCTION

Hope. There are songs, businesses, books, and movies about hope. Merriam Webster's (2021) dictionary closely relates hope to a wish. Hope is a word many people use and few indeed practice. What is hope? More importantly, what role does hope play in organizations? Do leaders use it to inspire followers to take action? Many have said they hope a particular event or thing will happen, but how many have thought about what they mean when they say they hope something will happen? Synonyms of hope include wish, dream, desire, expectation, ambition, craving, yearning; yet, none of these are action-oriented. None of these synonyms help the person move towards action to make their hope a reality. They imply the person will sit back and wait on the wish to come true. Charles Snyder was one of the first to truly begin to operationalize hope and provide an actionable definition to the word hope. Snyder defined hope as "goal-directed thinking" (Snyder & Lopez, 2007).

Thus, for the first time, establishing hope may have an action component. Since Snyder's definition of hope was first promoted in 2000, leaders of organizations have struggled to measure hope within their organizations (Winston et al., 2008), specifically related to strategic plan implementation. Hence

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the development of “An Instrument to Measure the Impact of Hope in Strategic Plan Implementation.” This was the first attempt to operationalize and measure the impact of hope during strategic plan implementation. Leaders in any organization should seek to understand the amount of hope an organization’s employees have about the organization’s strategic plan because of Snyder’s concept of goal-directed thinking. Goal-directed thinking says if an individual believes they have the capabilities and resources to carry out the strategic plan, they are more likely to do so (Snyder, 2000). Snyder’s hope theory says an individual must set a goal for themselves, then determine their path to achieve that goal, followed by the agency or positive thinking to carry it through (Snyder, 2000). This appears to work differently in organizations where leaders are setting the goals for employees. This removes employee autonomy to set goals and forces them to determine the path and agency to attain a plan given to them. This cognitive appraisal is what Winston et al. sought to measure. Winston et al. wanted to know to what extent employees’ assessment of pathways and agency inform the amount of hope employees have in implementing a strategic plan.

Background

The word “hope” dates back as far as Biblical times in the early AD. The writer of the book of 1 Corinthians 13 states, “Three things will last forever faith, hope, and love- and the greatest of these is love” (1 Corinthians 13:13, NLT). Old English writers used “hope” to indicate expectation or anticipation (Merriam-Webster, 2021). Hope was also a name Puritan families used in the 16th and 17th centuries. Names in the 16th and 17th centuries often reflected how parents and families felt about the expectation of their baby (Ahlstrom, 2004). Over the centuries, the definition of “hope” has not changed in the dictionary but has undoubtedly changed in meaning. Snyder et al. (1991a) first began operationalizing a definition of hope that could be used in the clinical mental health field in the 1980s and 1990s. Snyder et al. (1991b) even suggested hope as the premise of positive thinking. If one hopes something will happen, their perspective shifts to a more positive outcome; thereby, focusing on the positive effect (Snyder et al., 1991b). Snyder’s hope theory suggests, hope consists of two main components: agency and pathway. If someone is hopeful, they assess their ability to see the positive outcome happening to them (agency) and develop a path providing them the steps they need to take to see the hope come to fruition (pathway) (Snyder, 2000). However, Winston et al. suggested there is more to hope theory than agency and pathway. Winston et al. agreed hope includes agency and pathways but added components from value chain and expectancy theory. Porter (1998) first proposed value chain theory, which says that the number of actual or perceived available resources determines someone’s self-efficacy. If someone has more human, physical, or monetary resources, they are more likely to believe they have the capabilities to accomplish a task. If someone lacks these resources, they are less likely to think they will complete the job. Expectancy theory is the link between the amount of effort one puts into a task and completing the job (Vroom, 1964). Vroom stated expectancy theory informs motivation which then influences valence, instrumentality, and force. Valence is one person’s ability to influence the outcome of a task (van Eerde & Thierry, 1996). Instrumentality is the belief one has about the amount of input versus the reward that one receives after completing the task (Vroom, 1964). Force is the objective measure of engagement a person puts into the job (van Eerde & Thierry, 1996).

Thus, the complete list of components in Winston et al.’s “An Instrument to Measure the Impact of Hope on Strategic Plan Implementation” includes agency, pathway, valence instrumentality, force, and value chain. Winston et al.’s instrument designed to measure hope in strategic plan implementation had

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