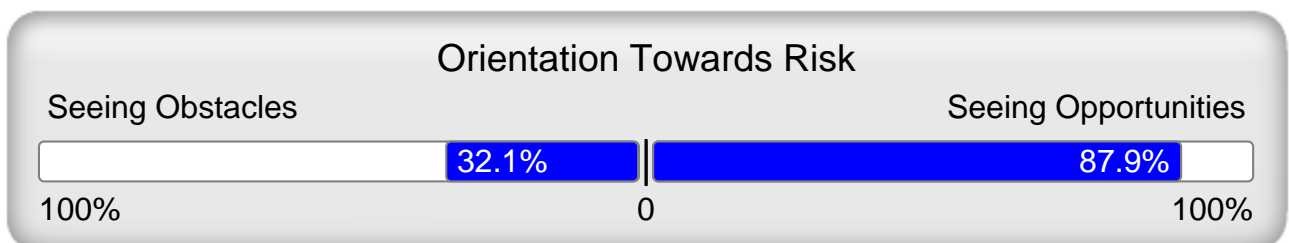


QO2 Profile For A SAMPLE





The Opportunities-Obstacles Quotient

Your answers to the QO2 items measure your approach to risk. Your scores are mapped onto the Opportunities-Obstacles scale, which indicates the balance you have between seeing opportunities and seeing obstacles. If you always focus on opportunities, it may prevent you from seeing potential obstacles; if you focus too much on seeing obstacles, it may cause you to miss opportunities.

On a scale ranging from 100% opportunities to 100% obstacles you scored 87.9% on the opportunities side and 32.1% on the obstacles side.

The ratio of your 'seeing opportunities' score to your 'seeing obstacles' score defines your QO2 - the Opportunities / Obstacles Quotient.

Your QO2 is 2.7. This means that you are 2.7 times more likely to focus your energy on 'seeing opportunities' rather than 'seeing obstacles'.

You scored with a mid-range value on the QO2 scale, showing a balance between seeing opportunities and seeing obstacles. Your bias towards the opportunities side of the scale is a strength that is particularly valuable in organisations where persistence and initiative are important. However, you will also have a good understanding of what will work and what will not.

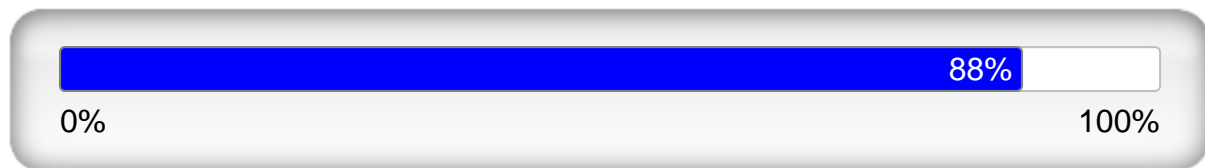
You are particularly valuable in situations where people around you have a tendency to give up, or have lost their positivity about the way forward. Your strong sense of reality can help people to see where their effort should be focused. Your acceptance of risk will be higher than many colleagues as you can usually see the opportunities that lie ahead and are prepared to go for them.

The QO2 scale is a composite of five sub-scales: Moving Towards Goals Energy, Multi-Pathways, Optimism, Fault-Finding and Time Focus. These five subscales define the McCann Risk-Oriented model shown on the previous page. Around the model are your scores on each subscale, calculated as a percentage of the maximum possible for each scale. Detailed information and advice on each subscale are given on the following pages.





Moving Towards Goals (MTG) Energy



Moving Towards Goals (MTG) Energy is a form of psychic energy - the energy that gives us the determination, enthusiasm, and resilience to formulate and achieve our goals in life.

You scored quite strongly on the 'Moving Towards Goals' Energy subscale. This means that you will expend a considerable amount of energy in trying to achieve the goals that you set for yourself. When problems arise which seem likely to prevent you from attaining your goals, you are likely to push even harder to get where you want to go. You are not the sort of person to give up easily.

You probably consider yourself to be fairly successful in life, and your performance record will probably show that you have achieved most of the goals you have set for yourself over the years. It is likely that you are a determined sort of person, and this has been largely responsible for the results that you have obtained. When obstacles appear in your path, you are capable of finding extra energy to push through the barriers and achieve what you want.

Because you put a lot of effort into moving towards your goals, you are a person who is quick to see the opportunities in life. This means that you will be a fairly ambitious person, capable of achieving success in whatever you set your mind to. Most likely you will have high levels of confidence and self-esteem.

You are likely to set yourself challenging goals that will stretch your capabilities, as you are usually confident in your own abilities. However, beware of situations where your high MTG Energy may cause you to become over confident. If lots of obstacles appear in your path and you find that you are constantly having to push your way through them, it may be a message that you are heading in the wrong direction.

Overall, your strong scores on this scale will cause you to not only *see* the opportunities but to *sieze* them as well.



Multi-Pathways



You scored strongly on the Multi-Pathways subscale. When obstacles arise, you are likely to put effort into finding a way around them, rather than simply continuing as before. By putting energy into the generation of alternative pathways, you are likely to be successful in attaining your goals and in finding solutions to problems.

You are probably a good improviser and will not find it difficult to identify possible solutions when problems arise. It is likely that you will have the ability to turn obstacles into opportunities.

You are probably a person who likes to be different, and may stand out from the crowd. Doing the same as everyone else has never been your approach to life. At work, you will want the challenge of different projects, particularly those that test your ability.

However, your interest in generating multiple pathways may sometimes cause you difficulties in an organisation bound by standard rules and procedures. You may need to check that you do not place yourself in a difficult position when you suggest unusual solutions to problems.

You will be excited by new and different aspects of your work. Much of your energy at work may be directed at continually changing and adapting things so that the best result is always achieved. However, there is a downside to this: beware of a tendency to indulge yourself in looking for unusual ways around an obstacle, when there may be a simpler and more effective solution.

Your high scores on the Multi-Pathways subscale contribute significantly to your acceptance of risk. You will be prepared to accept higher levels of risk than many others, confident in your ability to find ways around obstacles when they arise.





Optimism



Optimism is a characteristic that is the basis of positive thinking. It gives people a generalised expectancy that they will succeed in their endeavours. Expected success, in turn, gives people the will to expend effort to reach their goals.

Your moderate to high scores on this subscale indicate that you are someone who usually believes that things will turn out for the best. Although you are a person with an optimistic view of life, you also have a strong sense of reality. You are unlikely to be enthusiastic about ideas until you have carefully assessed whether they will work. You hope that things will turn out for the best and may be disappointed when they don't. You will bring enthusiasm and positive energy to the workplace, but like to prepare yourself for possible failure.

When things go wrong, you may initially blame yourself, but after further consideration you may realise that others have let you down or that failure was due to external circumstances.

Setbacks may cause you to become temporarily stressed or even depressed, but usually you will eventually rebound, regarding problems as a learning experience. When difficulties occur in one part of your life you are unlikely to allow them to impact other aspects of your life. However, you may have difficulty in leaving problems at work; sometimes you might bring them home, and this may affect your private life.

You could have a tendency to worry over some aspects of your work, usually because you demand a lot from yourself. You probably regard this as a positive aspect as you will want to avoid unnecessary risks. However you may need to be aware of the dangers of 'ruminating', where excessive worrying could cause you to procrastinate and lead to unnecessary stress.

You will usually look at life in a fairly optimistic way, and may not always be well-prepared for disappointments, although your experience of life has taught you that things don't always work out the way you plan them.



Fault-Finding



The Fault-Finding subscale measures to what extent people put effort into examining what could possibly go wrong. People who look only to the opportunities often forget to examine the potential obstacles that could impede progress. Those who put most of their effort into potential obstacles analysis, may have little interest in looking for opportunities.

At work, you will be considered to be a fairly positive person who looks for the best in others. Your enthusiasm can be infectious when you are feeling positive, but you may need support from others when you are feeling a little 'down'. When new ideas are presented to you, you are likely to look at how they can be made to work, once you have considered the disadvantages. You will probably believe that everyone can make a valuable contribution at work once the best use of their skills is made, although you may be disappointed when people don't live up to your expectations.

On the Fault-Finding subscale you have scored in the moderate range, indicating that your focus on opportunities is balanced to some extent with a focus on looking for the faults in any proposals or projects that you are involved in. You will usually think about the major obstacles that might arise, but may need to put more effort into Potential Obstacle Analysis. This is a systematic procedure designed to highlight the major obstacles that might be faced when a particular idea, proposal or project is implemented. The basic procedure involves asking:

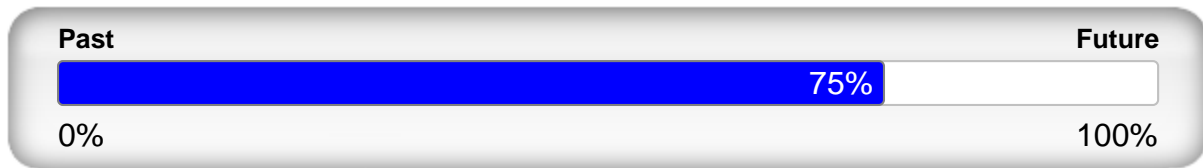
- What could possibly go wrong?
- What assumptions have we made?
- What could we do to minimise the risk?

You will balance your focus on caution with an assessment of more risky options. You can be very proactive when you believe in something or when an assessment of the facts indicates that you cannot lose. This is an ideal combination for maximising your chance of success at work.

In summary, you are likely to be more risk accepting, as the effort you put into considering the obstacles will give you confidence that the risk of things going wrong has been minimised.



Time Focus



The Time Focus subscale is a measure of psychological time - how we subjectively process time. For some people time moves quickly, for others it moves slowly. Some people live in the future; others long for the past; many live for the 'here and now'.

Your scores on this subscale indicate that you will have a Future (F) time line. A time line is a continuum running from the past to the present to the future. Most people will have an F-time line, a P-time line (Past) or a Balanced time line.

You enjoy looking to the future because you tend to see it in a positive light. The challenge of the unknown is something that excites you, and you may fantasise about all sorts of future possibilities involving yourself. For you, the future is a happy place, and you will want to be living in it. You will understand the importance of the phrase, 'Let's put the past behind us'.

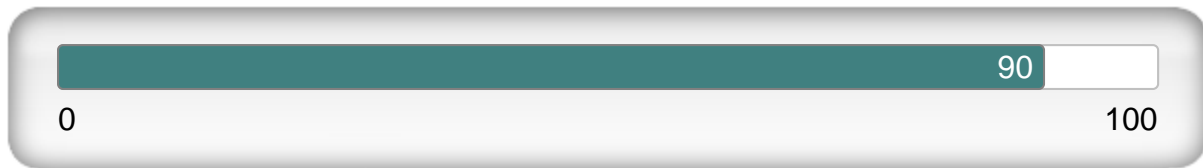
Your score towards the Future end of the Time Focus subscale contributes to your higher acceptance of risk than many others. For you the future is a land of opportunities - one that you want to be in as soon as you can. You are prepared to take risks to get there.

You may need to learn lessons from the past in order to prevent history from repeating itself. When mistakes are made, do you tend to push them aside, or do you spend time trying to analyse in detail what went wrong so that the same mistake is not made again?

Many people with scores similar to you also have a fast psychological time as well as a future one. You may have a tendency to live your working life in the 'fast lane' as you move from one opportunity to another. If this is the case you may need to find opportunities to slow down by setting aside time for personal reflection. Very few people can continue at a fast pace without suffering 'burn out' at some stage.



Hope Index



Hope is a word we use almost every day. One study has shown that the word ‘hope’ is used more than 100 times per million words, more than twice that for the word ‘happiness’, which is used 50 times per million words. It seems that hope is the one thing we all seek.

One of the differences between optimists and high-hope people is that the optimist may have a generalised expectation that things will work out whereas the person with high hopes will also look for alternative pathways when blocked from a goal.

In summary, hope is best defined as a combination of MTG energy and Multi-pathway generation. In other words we need both the *will* and the *way* to achieve our goals if we are to develop patterns of high hopes. If we only have the will, then we are vulnerable when obstacles occur. We are unable to generate alternative routes to our goal and therefore need extra energy to ‘pound away’ in the only way we know. People with lower determination but a higher capability to find a way around a problem can often be more effective in reaching their goals. People with elevated levels of MTG Energy and confidence that a way can be found around problems have the highest hopes. They will approach a goal with a positive emotional state, a sense of challenge, and a focus on success.

Low-hope people, however, have lower energy available to push towards their goals and will usually follow a single pathway. They may well approach a goal with a negative emotional state, a sense of ambivalence, and a conservative approach to risk.

Your Hope Index, on a scale ranging from 0 to 100, has been calculated as 90.

This value is at the higher end of the scale, which means that you are likely to approach your goals in a positive emotional state, with a sense of challenge and a focus on success. You are enough of a realist to know that plenty of setbacks will occur, but you are likely to treat these as challenges and not failures.



Handling Change

The four subscales of Multi-Pathways, Optimism, Fault-Finding and Time Focus can be combined to give some indication of how you handle change. The calculation shows that you will adapt well to change, and on many occasions will initiate it, but only if you are sure that it has distinct advantages. You are likely to be against change for the sake of change, and will want to see the benefits of any new initiatives before accepting them.

Your generally positive approach to life means that you will want to keep informed of the latest ideas or new technology, but will want to be sure that most problems have been 'ironed out' before they are implemented. In particular, you will want to see how any changes affect current procedures and processes, and are more comfortable with gradual change, rather than something that is a little radical.

When you do have changes that you are excited about and wish to implement, take a little time to research them fully before jumping into action. Try involving others in the changes and incorporating their views into your plans.

You may need to understand more about why people oppose change. Often it is because their perception is that the obstacles associated with the changes seem insurmountable in relation to the benefits likely to accrue. In the language of this profile they will have a significantly lower QO2 than you. You probably explain and even promote the opportunities associated with the change, but you may not put sufficient effort into addressing the obstacles. In fact, you may not even see the obstacles as clearly as those with a lower QO2 than you! If this is the case you will benefit from asking such people what the difficulties might be from their perspective.

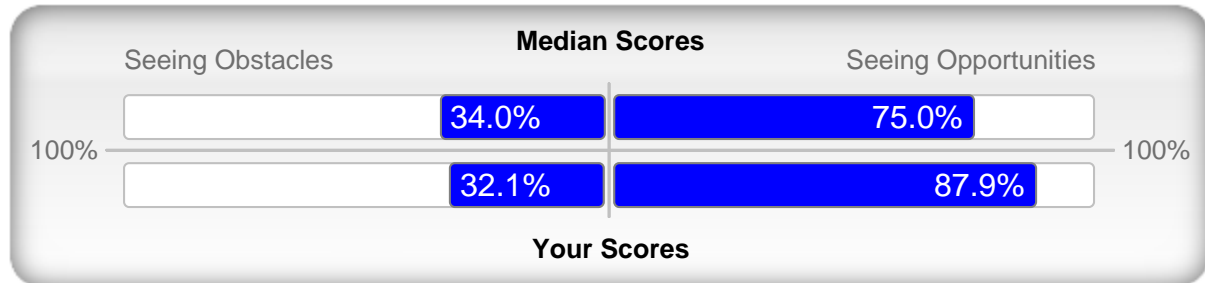
Because others may not see the benefits of change as quickly as you, don't expect them to agree with you the first time you propose new initiatives. To you the benefits may seem obvious but you will need to be patient and realise that others may need more time to accept what you are proposing. It is also a good idea to be prepared for objections, and to have done a Potential Obstacles Analysis on the issues of the change so that you can handle the objections in a clear and precise way, rather than perhaps improvising with ambiguities.





Comparison With Other People's Scores

The median score for the QO2 is 2.2 compared to your score of 2.7



You may be interested in how your scores compare with others who have answered the QO2 questionnaire. The median scores of a development sample of 1000 respondents are shown by the top bar above. This data shows the importance of having a balance across the Opportunities-Obstacles dimension.

Of further interest is the norm data on the five subscales, which allows you to interpret your scores relative to other people. The lower quartile, median and upper quartile data are summarised below:

Sub-Scales	Lower Quartile	Median	Upper Quartile
MTG Energy	68%	77%	87%
Multi-Pathways	68%	77%	86%
Optimism	60%	70%	79%
Fault-Finding	21%	30%	40%
Time Focus	53%	63%	73%

Looking at the MTG Energy norms as an example, 25% of respondents had a score less than 68%, 50% of respondents had a score greater than 77%, and 25% of respondents had a score greater than 87%. A similar interpretation applies to the other subscales.



How to Balance Your QO₂TM

GOALS

You are a person with a lot of energy and a determination to pursue goals. This is a characteristic to be admired, and you should continue to focus your energy in this way. With a good record of achieving success, you should reflect on whether the goals you set for yourself could be extended even more.

Because you are highly goal-oriented, you may sometimes expect too much of others who are less focused on them than you. You may need to check whether they share the same achievement, determination and motivation as you. Sometimes, you may move too fast for them and lose their support. Take time to explain your vision to them and what could be achieved if everyone works together.

Because a high MTG Energy is aligned with seeing *and* seizing opportunities, it is important to develop it to a high level. However, there are some situations where too high an MTG Energy can cause problems. You may need to regularly consider whether you are over-confident in your ambitions. It is possible that your determination to achieve your goals might prevent you from objectively seeing the obstacles likely to impede progress. It may help if you talk to others about what you are trying to achieve, and ask for their assessment of what might go wrong. Indeed, it is possible that in your determination and persistence you may be slow to see the times when you have the wrong goals.

What level of MTG Energy is best is difficult to predict. It very much depends on the individual, which is why any goal-setting program has to be personally tailored.

You may be able to help others develop their MTG Energy by helping them with goal setting. Goals should be set that challenge and stretch the individual rather than those that are too easy to reach or too far away. In sport, the concept of the personal best sets the right goals. This can be easily extended to the workplace. Assessing people's current capabilities and then helping them set stretch goals will, over time, develop their MTG Energy.



How to Balance Your QO₂TM

PATHWAYS

You are a Multiple-Pathways person. This means that you are constantly looking for new approaches to try. You probably, therefore, have a reputation for being a person who can find ways around problems. You probably see this as one of your strengths and it has probably given you the confidence to pursue and be stimulated by opportunities that come your way.

You have a natural tendency to want to try different approaches to the projects that you are involved in. While this is an admirable quality, you may need to consider whether this is always the best thing to do. Sometimes, following proven methods leads to safer, more effective outcomes. When deciding how you are going to approach a particular project, take some time to discover whether other people have worked on the same or similar projects. Listen to them and utilise their experience. There may be times when you would be better to stay with your initial course of action and put in extra effort to overcome resistance.

Your tendency to look for ways around problems may cause you to quickly implement alternative solutions whenever obstacles occur. If this is the case you will benefit from studying the Multi-Pathway generation model described in the accompanying *Development Guide*. You should reflect on whether you give enough attention to the ILB (Introverted Left Brain) quadrant. This is the quadrant that helps you identify the root cause of any obstacle. Once the root cause of the obstacle is found then a pathway can be built around it. In this way the solutions you generate may have a better chance of succeeding. The secret to effective pathway generation around obstacles is to use all four modes of thinking - not just that one that comes naturally to you.



How to Balance Your QO₂TM

TIME FOCUS

Because your Time Focus is more future-oriented rather than present-oriented, you may not always spend sufficient time analysing your current situation. When things go wrong, you will probably rebound quite easily by formulating a new strategy, which might be based more on your optimism rather than a detailed interpretation of the facts.

You may therefore need to spend more time determining answers to the question, 'Where are we now?' This will require a detailed analysis of the strengths, weaknesses, opportunities and threats for you, your team and your organisation. By fully understanding where your team/organisation has been and where it is now, you can move it forward into the future, based on reality. By carrying out a 'history walk' with your team, it may help others to see where you want them to go. If you are already doing this, you will be well on the way to achieving a balance between focusing on the future but learning from the past.

Your great enthusiasm for the future may sometimes be overpowering for others with higher scores on the obstacles side of the Risk Orientation scale (a lower QO₂). Make sure that you are not working too far ahead of others in your team and the organisation. As an F-time person, you may have difficulties in interacting with P-timers, who are more focused on the past and will tend to look to tried and tested approaches. When interacting with such people try to slow down and make the connections between what has occurred in the past, what is happening in the present and how this relates to the future that you can readily see. Point out similar successful situations in the past and show them how successful these were.

To a P-time person, changes should be presented as small increments from what is currently happening. No leaps should be made from the present to the future. Each proposed change should be dealt with in detail and the links made carefully between what is happening now and what might happen in the future. All possible problems should be identified and discussed, with adequate time allowed for the P-timers to reflect on whether every potential obstacle has been identified. This could take some time, but it is well worth the investment if it leads to acceptance rather than rejection.



How to Balance Your QO₂TM

OBSTACLES

When a situation goes wrong, you need to carefully consider to what extent it was due to you personally, and to what extent it could have been due to other people or external events. If you find you are blaming other people or circumstances that could not have been predicted in advance, you may need to consider how you might have prevented problems from occurring. If you are blaming yourself, you may need to consider was it all due to you? Surely, other people or situations must have contributed to the setback. Whatever caused the problem, it is important that you can learn from the mistake and prevent it from happening again.

Your scores are reasonably balanced between pushing forward with opportunities and holding back to make sure any potential difficulties are considered. However, when problems do arise, make sure that you spend some time reviewing with the key stakeholders, without recriminations, what aspects of the project were overlooked.

Many successful executives in organisations plan for the unexpected. They consider things that might go wrong and develop alternative strategies in advance. Through experience they have often learned that 'if anything can go wrong, it will'.

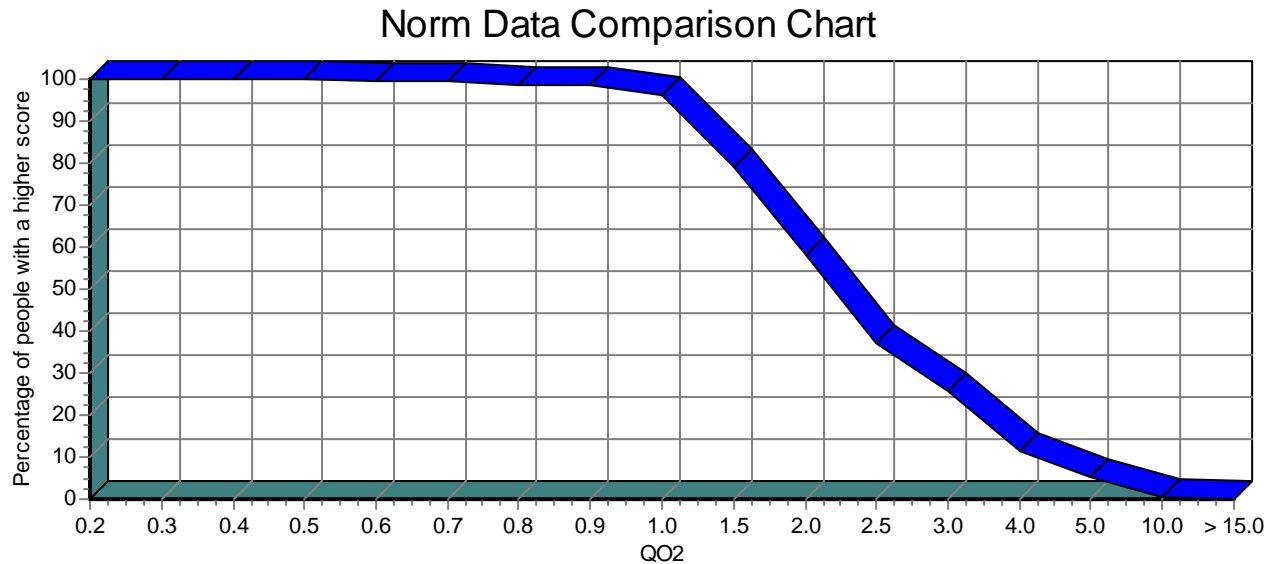
You may therefore benefit from further developing expertise in analysing the downside potential of any projects you are involved in. A useful way of doing this is to identify a full range of possible outcomes. Imagine all the things that might go wrong with your project, and develop clear alternatives to carry out if that scenario comes to pass.

Alternatively, you could look for someone with a lower QO₂ to help you identify any potential obstacles. A useful technique is *Inverse Brainstorming*. Whereas brainstorming is all about thinking up creative ways around problems, inverse brainstorming looks at an opportunity and then considers all the obstacles that might prevent the opportunity from working. This technique is very useful in exposing the assumptions that often lie hidden in the unconscious mind when just one person looks for what could go wrong. The beliefs and values we hold may prevent us from seeing the reality of a situation, which can be exposed by considering the alternatives offered by others, particularly those with an eye for seeing obstacles.



Norm Data

For your information, some database reference material is presented below. This data shows the percentage of people sampled who have QO2 scores higher than the value listed.



The norm data shows that for a development sample of people across a number of job functional areas, 50% of respondents have a QO2 greater than 2.2, with 25% between the values of 2.2 and 3.0. As your QO2 is between 2.2 and 3.0, you will be a person who puts more energy into seeing opportunities, rather than focusing on possible obstacles and problems. This is a great strength at work, as you will probably have an optimistic view of life and be a positive influence on those around you.

If you want to achieve a better balance in your QO2, you should look at how to further develop your skills, as indicated in the section 'How to Balance Your QO2'. If you are already implementing this advice, you are well on the way to balancing the risks in any decision you take.



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