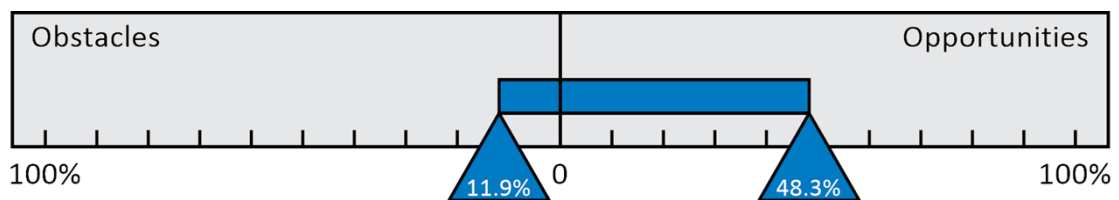




QO₂TM Opportunities-Obstacles Profile

Peter Piper





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THE OPPORTUNITIES-OBSTACLES QUOTIENT

Your answers to the QO2™ items measure your approach to risk. Your scores are mapped onto the Opportunities-Obstacles scale, indicating 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 48.3% on the opportunities side and 11.9% 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 4.1. This means that you are 4.1 times more likely to focus your energy on 'seeing opportunities' rather than 'seeing obstacles'.

You scored strongly on the Opportunities side of the QO2™ scale. This is a strength that is particularly valuable in organisations where persistence and initiative are important to success. You are particularly valuable in situations where there is frequent frustration, and people around you have lost their positivity about the situation that they are facing.

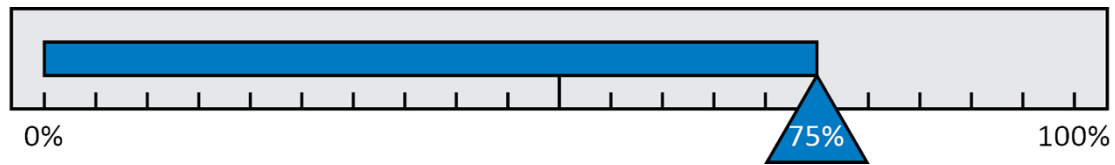
Your score on the Obstacles side of the scale is lower than many others. This means that you may not always focus sufficient effort into looking for problems in the projects that you are working on. You will prefer to put your energy into seeking opportunities. Consequently, your acceptance of risk will be higher than most colleagues at work, as you can usually see the opportunities that lie ahead and are prepared to go for them. Looking for opportunities is important in decision-making, but so too is identifying the obstacles that could impede progress.

The QO2™ scale is a composite of five sub-scales: Moving Towards Goals Energy, Multi-Pathways, Optimism, Fault-Finding and Time Focus. These sub-scales define the McCann Risk-Orientation Model. Around the model are your scores on each sub-scale, shown as a percentage of the maximum possible. Detailed information on each sub-scale is 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.

In relation to others, you scored moderately strongly on the 'Moving Towards Goals' Energy sub-scale. This means that you will expend 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 will usually keep going, although there will be times when you might feel it would be easier to give up and turn your attention elsewhere.

You probably consider yourself to be fairly successful in life, and your performance record will probably show that you have usually succeeded in the goals you have set yourself, although there may have been times when you felt you could have done better. On balance, you have a good measure of determination, even though you may have periods of self-doubt. When obstacles appear in your path, you will usually try to find that extra energy to push through the barriers and achieve what you want.

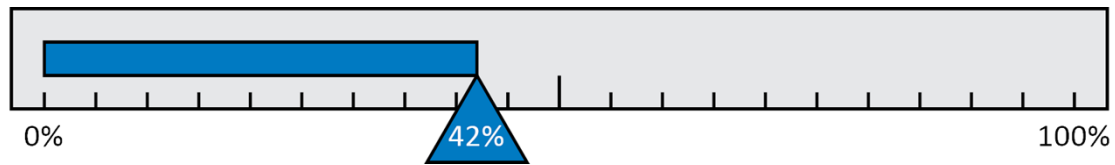
You are likely to set yourself goals that lie within your capabilities, as this gives you the confidence to succeed. Remember though, if goals are too easy to reach then your potential may not be maximised. You may consider that goals beyond your capability are too risky but try to balance this with setting yourself *stretch goals* that will challenge you. Do you have untapped potential that might be released by a goal-stretching program? Success at achieving goals that lie just beyond your current abilities will have a strong effect on increasing your confidence and self esteem.

Because you have been reasonably successful in what you have achieved, you have learned to look for the opportunities in life. However, remember that it is important to not only *see* the opportunities, but to take action and *seize* them as well.





MULTI-PATHWAYS



The Multi-Pathways sub-scale measures your tendency to generate pathways around obstacles. Some people will look for just a few ways around obstacles, whereas others will generate lots of possible pathways, giving them more options.

You scored in the low range on the Multi-Pathways sub-scale. This means that you are more likely to concentrate on just a few ways of obtaining what you want. You may believe that there is only one way to do things well, and you will often persist with one line of action until you get what you want, or you decide to direct your efforts elsewhere. This will be more so if you also scored strongly on the MTG Energy sub-scale.

You could be a person who likes to work to rules and procedures, as you consider that these have been designed to deliver results. You may prefer to work on projects similar to ones that you are currently involved in, where you can be sure that your abilities are being used to the best advantage.

If you are involved with different projects, where you are working on unfamiliar tasks, you may lack confidence in your ability to deliver results. You may need to be careful that you don't reject what others are saying, just because they are proposing an unusual solution to a problem.

Your lower scores on the Multi-Pathways sub-scale may make you risk-averse when it comes to looking for ways around obstacles. In part, this may be due to a lack of confidence in being able to identify new pathways. If this is the case, you will benefit from studying the Multi-Pathway Generation Model, described in the accompanying *Development Guide*. Here there are four generic approaches to use: Introverted Left-Brain (ILB) Thinking, Introverted Right-Brain (IRB) Thinking, Extroverted Right-Brain (ERB) Thinking, and Extroverted Left-Brain (ELB) Thinking. More than likely you will be comfortable with one of these techniques but big improvements can be made by developing skills in the others as well.



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 sub-scale 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.

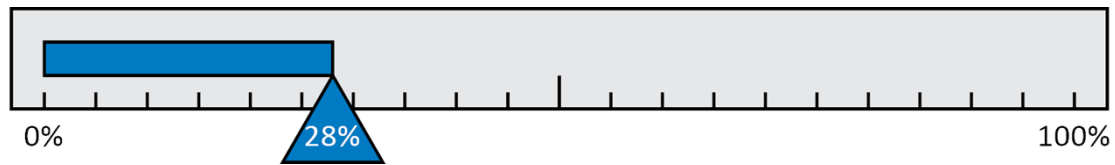
Setbacks may cause you to become temporarily stressed or even depressed, but usually you will eventually rebound, regarding problems as a learning experience. When difficulties occur in one part of your life you are unlikely to allow them to impact other aspects of your life. However, you may have difficulty 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 sub-scale 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.

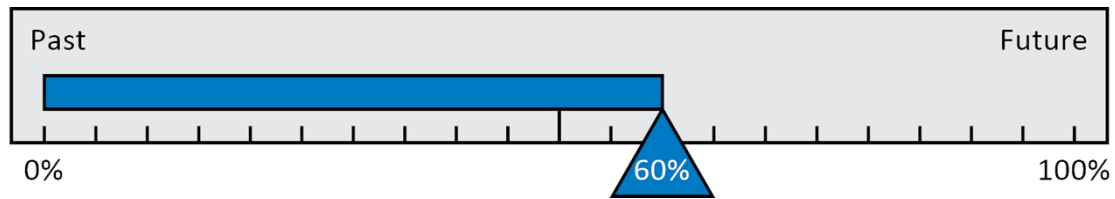
On the Fault-Finding sub-scale you have scored in the moderate range, indicating that your focus on opportunities is balanced to some extent with a focus on looking for the faults in any proposals or projects that you are involved in. You will usually think about the major obstacles that might arise, 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 sub-scale 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 indicate that you have a Balanced 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.

While you are likely to enjoy the security of the present, you are reasonably comfortable with the uncertainty of the future. In general, you are happy focusing on the way things are and you will enjoy living each day as it comes. However a Balanced time line also means that you are likely to enjoy the security of the past. You will recognise that many lessons can be learnt from past situations and will value learning from experience. Those with F-time lines particularly need to learn the lessons of the past. It is here that you can help these people to learn from their mistakes.

Because you enjoy the security of the present and past, you may sometimes be nostalgic, remembering the time when things were better than they are now. However, you will also dream about what you might achieve in your life, but how often have you put your dreams into action?

While you may live in the present, remember that others are very future-oriented. This is often the case for those strongly advocating change. Try to listen to these people and consider what they are saying. Otherwise, they may see you as being too conservative. More than likely, you will embrace the future; it is just that you want to be sure that things will work out before you act.

Your balanced score on the Time Focus sub-scale makes a neutral contribution to your approach to risk. You are wary of the future but will accept the inherent risk of moving into the unknown once you are convinced that the chosen way is the right way. The other four sub-scales are likely to make a larger contribution to whether you are risk-accepting or risk-averse.



RESILIENCE INDEX



Resilience describes the ability to withstand, recover from, and adapt to adversity and stress. A measure of your resilience is derived from your scores on the subscales of the QO2.

Resilience is strongly correlated with persistence and determination and the ability to look for ways around any obstacles that may arise. Personal and social competence also play a role along with the ability to bounce back from negative situations.

Our resilience scale is derived from a combination of your scores on MTG Energy and Multi-pathway generation as well as some of the Optimism and Time Focus items. It's important to have both the *will* and the *way* to achieve our goals. One of the differences between optimists and resilient people is that the optimist may have a generalised expectation that things will work out whereas those with high resilience will also look for alternative pathways when blocked from a goal. If we only have the will, then we are vulnerable when obstacles arise. We are unable to generate alternative routes to our goal and therefore need extra energy to 'pound away' in the only way we know. Resilience is also related to the ability to put the past behind us and rebound easily from adversity. Resilient people approach goals with a positive emotional state, a sense of challenge, and a focus on success.

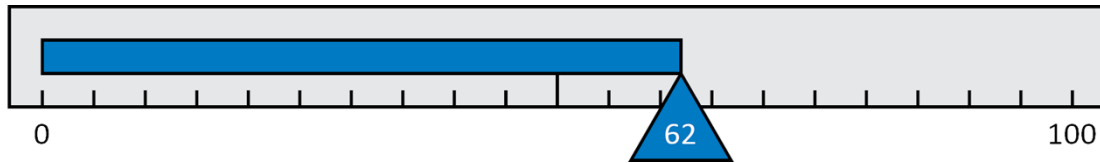
Those with low resilience have lower energy available to push towards their goals and will often follow a single pathway. They may well approach goals with a negative emotional state, a sense of ambivalence, and a conservative approach to risk.

Your Resilience Index on a scale ranging from 0 to 100, has been calculated as 64.

This value is in the low to mid-range of the scale, which means that you may have experienced many situations where things did not work out as planned. This may have caused you to have a lower MTG Energy level, and a tendency to resign yourself to life's difficulties. You may need to put more effort into adjusting your goals when unexpected circumstances arise. Developing a higher level of resilience will bring you through the various crises that you will undoubtedly experience during your life.



HANDLING CHANGE



The four sub-scales 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 understand the need for change but will usually need to be convinced that it is absolutely necessary and not simply a sudden notion of someone elsewhere in the organisation. In general, you are against change for the sake of change.

You could be uncomfortable with some new initiatives, particularly those that are introduced too quickly. Usually, this is because you prefer to work with proven approaches rather than ambiguous situations. You will want to see how any changes affect current operations, and are more comfortable with gradual change, rather than something that is too radical.

You may need to understand why, on occasions, you might resist change. It could be that your perception of the obstacles associated with the changes seems insurmountable in relation to the benefits likely to accrue. In the language of this Profile you could have a significantly lower QO2™ than those proposing the changes. For you, it is important that all the reasons why the change initiatives might fail have been well thought through, but often those with a higher QO2™ may not have even considered what the obstacles are! If this is the case you can help them by explaining carefully what objections you might have. If this is done from a logical perspective it is likely to be well received. They will appreciate the different viewpoint that you may be able to give.

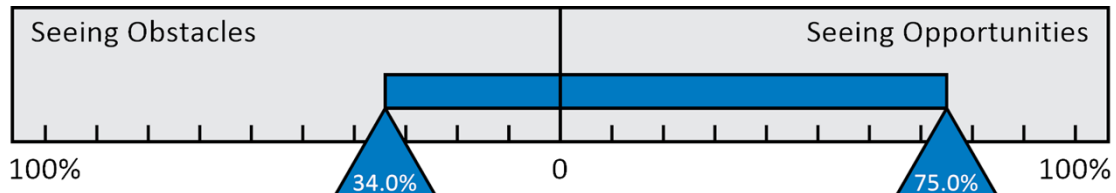
You may not see the benefits of change as quickly as others, so don't expect them to agree with you when you first offer your views. To you the obstacles may seem obvious but you will need to be patient and realise that others may need more time to accept what you are saying. It is also a good idea to have done a Potential Obstacles Analysis on the issues of the change so that you can present your assessment clearly. It may also help to indicate that you can see the opportunities that the changes will bring, but only after any potential problems have been factored in. When promoting change yourself, you are likely to take a conservative approach and make sure that the opportunities significantly outweigh the obstacles before you become an advocate. Consequently, your ideas may be accepted because of your track record with well-thought-through proposals.



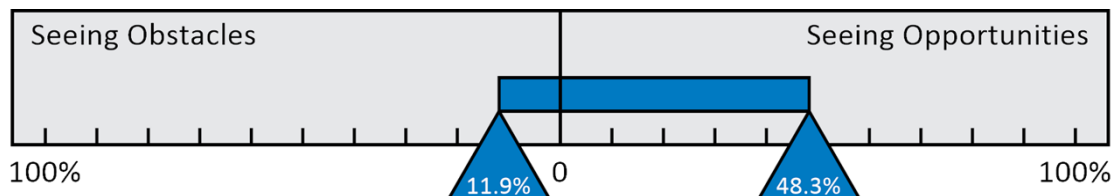
COMPARISON WITH OTHER PEOPLE'S SCORES

The median for the QO2 is 2.2 compared to your score of 4.1.

Median Scores



Your Scores



You may be interested in how your scores compare with others who have answered the QO2™ Profile 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 sub-scales, 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 sub-scales.





HOW TO BALANCE YOUR QO₂TM

GOALS

You are a person with a good amount of energy and a determination to pursue goals. Because a high MTG Energy is aligned with seeing *and* seizing opportunities, it is important to develop it to a high level. You are probably fairly good at *seeing* the opportunities that come your way, although you may not always *seize* them. You probably need only a small increase in confidence to give you the determination to succeed in anything you try.

You may need to check whether the goals that you set for yourself offer the right degree of challenge. If goals are easy to achieve, then you may never reach your true potential. You may have an easy and enjoyable time as you work towards your goals, but sooner or later you will realise that more could have been done with your life. On the other hand it might be that you are setting goals that lie well beyond your capabilities. If this is the case, then no amount of rewards, or cajoling can help realise these goals. In this situation you may well find a reason to give up as soon as you can. If this occurs then your MTG Energy will be in decline. You should reflect on which of the two above possibilities may apply to you.

It seems that high MTG Energy is acquired through life's experiences. When we are children, goals are either set through our own innate desire to succeed (intrinsic goals) or through the expectations of our parents, school teachers or significant others (extrinsic goals). In many cases the extrinsic goals help formulate the intrinsic ones. Whenever we achieve any of these goals we are usually rewarded in some way by prizes, admiration or concessions. Very soon an expectation of succeeding is established; if a goal is set, we will believe we can achieve it and therefore our MTG Energy is developed.

This is why goal setting is so important for personal development. Goals must be set that challenge the individual rather than those that are easy to reach or too far away. In sport the concept of the personal best sets the right goals. This can easily be extended to cover personal development. You need to determine your PB (personal best) in relation to your current work load and then set yourself challenges that will break your PB, even if by only a small amount.





HOW TO BALANCE YOUR QO₂TM

PATHWAYS

Your scores on the Multi-Pathways sub-scale show that in general you will probably prefer a more traditional approach, focusing on tried and tested approaches rather than those that have no track record and therefore may be too risky. You are most comfortable working with those projects on which you have some experience, and you will be aware of many of the potential problems that could occur. However, sometimes you could miss an opportunity that arises, through your reluctance to try something different.

You can be of great help to others in your organisation who might want to change the way of doing things without having thought through the risks. However, to improve results at work, try to be more open-minded to different approaches, by not rejecting them completely, but taking a little more time to consider the advantages of doing things differently. If the downside risk is not too great, try a different approach. You will soon learn the advantages of generating alternative ways to achieve end results.

It is worth learning how to use the techniques for pathway generation, defined by the Multi-Pathway Generation Model. The four thinking modes of this model are described in the *Development Guide* accompanying this Profile and are summarised below.

ILB (Introverted Left Brain) thinking is a logical, sequential process that helps you determine the root cause of any obstacles. Once the root cause of the obstacle is found then a pathway can be built around it.

IRB (Introverted Right Brain) thinking is a technique to use when you have a mental block. It uses techniques like visual mapping and processes such as meditation or creative visualisation, often accompanied by appropriate music to help you break through pathway blockages.

ERB (Extroverted Right Brain) thinking uses the power of the group to generate many possible pathways that you might not have thought about yourself.

ELB (Extroverted Left Brain) thinking uses the group again but this time in an objective, critical, analytical way to determine which of many pathways actually have the best chance of working.





HOW TO BALANCE YOUR QO₂TM

TIME FOCUS

In relation to others, you have a Balanced time line, with a focus a bit more to the present and past, than the future. You may well put considerable effort into analysing your current situation before moving forward, but when things go wrong, you may have difficulties in putting the past behind you. There is no point in thinking too deeply about situations that have not met your expectations. When setbacks occur, you may need to develop resilience so that you can rebound from any adversity. Rather than thinking too deeply about failures, it is better to deal with them by talking to other people, who can help you to analyse what went wrong. Remember the saying, 'From every problem stems an opportunity'.

If something is worrying you, try putting your troubles behind you by using the time line swivelling technique. Imagine the problem you are facing right in front of you. Close your eyes and picture the problem. See it in all its detail, with sounds and colour. Then imagine wrapping it up and tying it tight with cord. Reach out with your imaginary hands and grab hold of the problem. With all your might hurl it back over your head far into the past so it can never return. Now imagine the future, as you would like it to be, in all its splendour. Try this imaging technique several times when you feel depressed and can't escape the feeling that your problems are permanent. Putting difficulties behind you using this imaging technique can help your problems to disappear. You have temporarily reversed your time line, with the future now in front of you and the past behind you.

With a Balanced time line, you may have some difficulties in imagining the future. Because you may not see what might be, as readily as others, you could have a fear of the unknown. If this is the case you may benefit from exercises that help you to 'imagine', to fantasise, to conjure up future possibilities in visual images. Techniques such as creative visualisation, free mental image stimulation, and those associated with Introverted Right Brain (IRB) thinking might help you. Having a Balanced time line, you can be of great help to those who spend their life living too much in the future. You can give them a grounding in reality. They, in turn, could help you become more comfortable with what 'might be' rather than 'what is'.





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'.

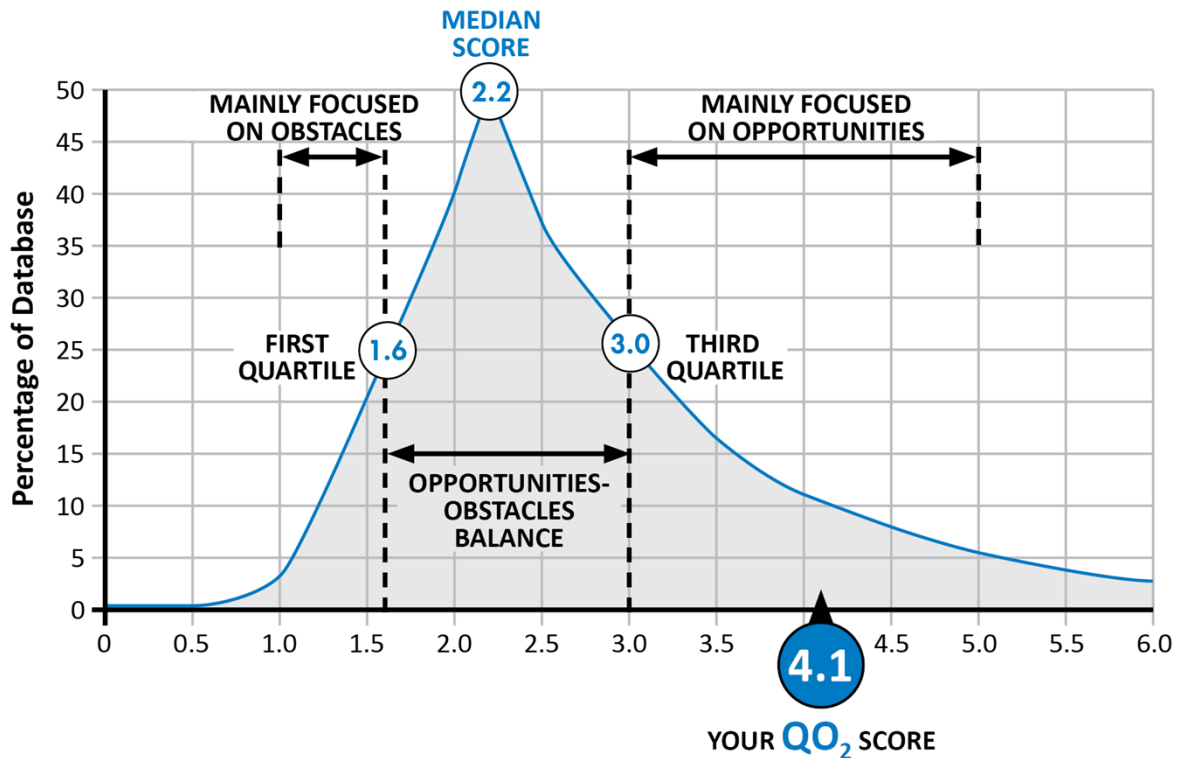
You may therefore benefit from further developing expertise in analysing the downside potential of any projects you are involved in. A useful way of doing this is to identify a full range of possible outcomes. Imagine all the things that might go wrong and develop clear alternatives to carry out if that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

Alternatively, you could look for someone with a lower QO₂TM to help you identify potential obstacles. A useful technique is *Inverse Brainstorming*. Whereas brainstorming is about creating 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, 25% have a QO2™ greater than 3.0. As your QO2™ is greater than or equal to 3.0, you will be a person who puts more energy into seeing and seizing opportunities, rather than focusing on potential obstacles and pitfalls. This is a great strength at work, as you will normally 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 in identifying possible obstacles. The advice in the section 'How to Balance Your QO2™' may help you. 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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