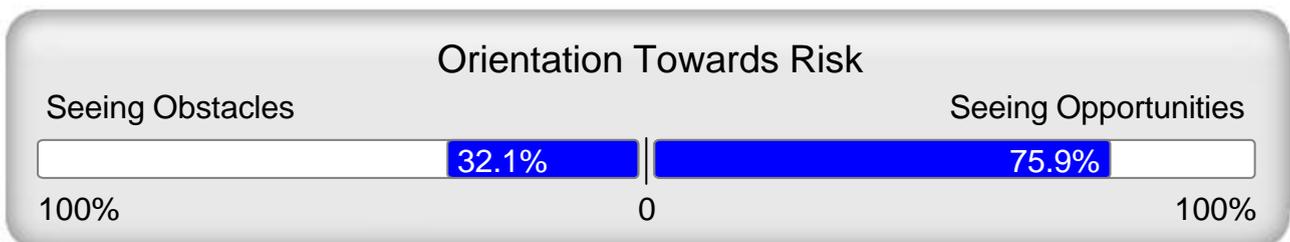


### QO2 Profile For MICHAEL ROGERS





## 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 75.9% 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 2.4. This means that you are 2.4 times more likely to focus your energy on 'seeing opportunities' rather than 'seeing obstacles'.

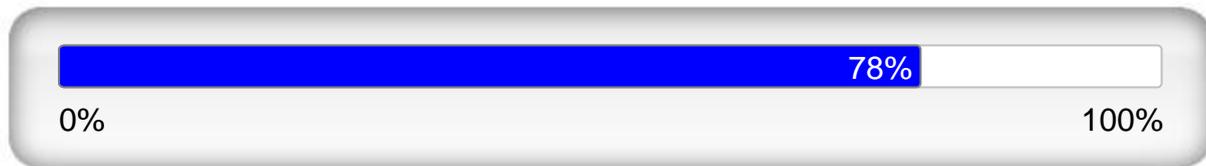
You scored with a mid-range value on the QO2 scale, showing a balance between seeing opportunities and seeing obstacles. Your bias towards the opportunities side of the scale is a strength that is particularly valuable in organisations where persistence and initiative are important. However, you will 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.

In relation to others, you scored moderately strongly on the 'Moving Towards Goals' Energy subscale. 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.

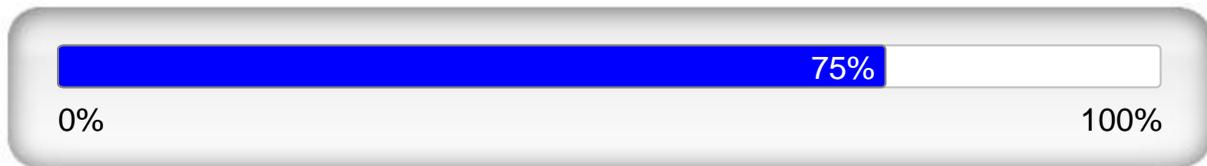
You probably consider yourself to be fairly successful in life, and your performance record will probably show that you have usually succeeded in the goals you have set yourself, although there may have been times when you felt you could have done better. On balance, you have a good measure of determination, 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



In relation to others, you scored moderately strongly on the Multi-Pathways subscale. When obstacles arise, you are likely to put effort into finding a way around them, once you are convinced that existing ways are unlikely to give you what you want. 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 quite a good improviser and will find solutions to problems when they arise. Often, you will be able to turn an obstacle into an opportunity.

You will probably be excited by new and different aspects of your work, and will direct a lot of your energy at work at looking for alternative ways of doing things so that the best result is always achieved. At work you will enjoy the challenge of different projects, as these will stretch you and test your ability to perform.

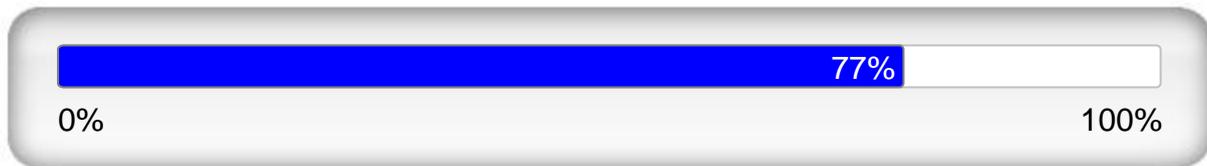
You are a person who likes to be different, but there is also an element of wanting to conform about you, as you don't particularly enjoy standing out from the crowd. Despite your different approach to the world, you will probably respect the rules and procedures, as you recognise that these have been developed to deliver results.

You will be excited by new and different aspects of your work. Much of your energy at work may be directed at changing and adapting things so that the best result is always achieved. However, there could be a downside to this: be careful not to indulge yourself in looking for unusual ways around an obstacle, when there may be a simpler and more effective solution.

Your moderately strong scores on the Multi-Pathways subscale contribute to your acceptance of risk. You may 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.



MICHAEL ROGERS



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## 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

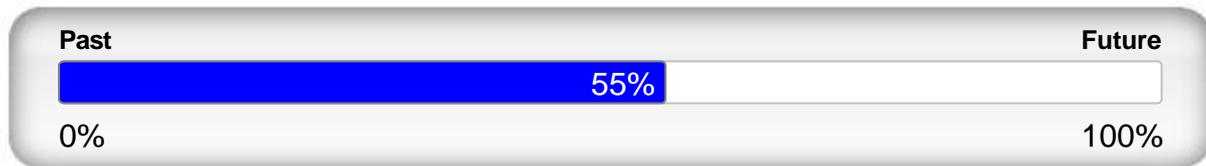


will give you confidence that the risk of things going wrong has been minimised.





## 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 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 to prevent history from repeating itself. 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 subscale 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 subscales are likely to make a larger contribution to whether you are risk accepting or risk averse.



## 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.

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.

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 77.**

This value is in the mid-range of the scale, which means that you are a hopeful person and will approach your goals with an expectation of success. You may have had as many setbacks as successes, but you still hope that your next project will be successful. You may need to put more effort into changing your goals when unexpected circumstances arise. Developing a higher level of hope will bring you through the various crises that you will undoubtedly experience during your working life.



## 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.

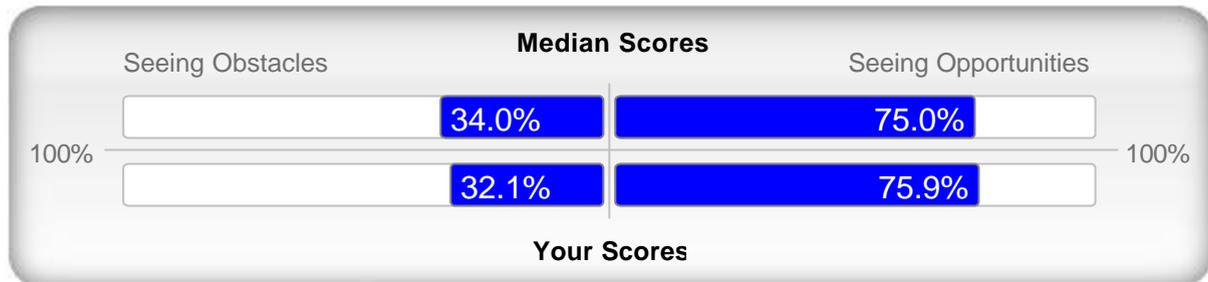
You may need to understand more about why people oppose change. Often it is because their perception is that the obstacles associated with the changes seem insurmountable in relation to the benefits likely to accrue. In the language of this profile they will have a significantly lower QO2 than you. You 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 2.4



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 QO<sub>2</sub><sup>TM</sup>

### 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 and stretch 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 all parts of personal development. You need to determine your PB (personal best) in relation to your current work load and responsibilities and then set yourself challenges that will break your PB, even if by only a small amount.



## How to Balance Your QO<sub>2</sub><sup>TM</sup>

### PATHWAYS

You will like to try out new ideas at work, but may be cautious in case they fail. Occasionally, you might take a risky option, but only if all the alternatives have been thoroughly considered. Your scores on the Multi-Pathways subscale are moderate to high, indicating that you will try different approaches but always have one eye on their outcome.

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 looking at different ways of carrying out your current projects. This will help you to feel more comfortable with generating alternative ways to achieve end results.

It is worth learning how to use the techniques for pathway generation, defined in the Multi-Pathway generation model that accompanies this profile.

**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 QO<sub>2</sub><sup>TM</sup>

### 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 rebounding and putting the past behind you. There is no point in thinking too deeply about situations that have not met your expectations. Successful people are able to put the past behind them when setbacks occur, by realising that problems are never permanent and that tomorrow will bring new opportunities. 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 the "may be's" rather than the "what is".



## How to Balance Your QO<sub>2</sub><sup>TM</sup>

### 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 QO<sub>2</sub> 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

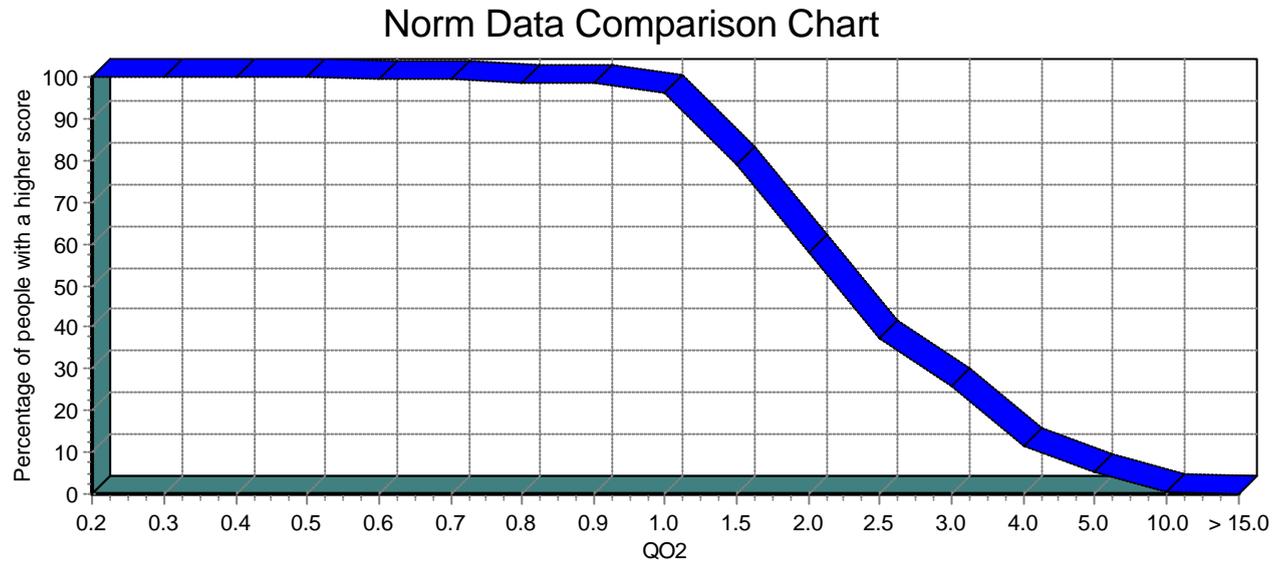


obstacles.



## 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.



This norm data shows that, compared to our research sample, you have a QO2 score close to the midpoint. This means that you will be able to see potential opportunities at the same time as identifying any major obstacles that might arise. This is a great strength at work, as it gives you a balance across the Opportunities-Obstacles dimension.

If you want to achieve an even better balance in your QO2, read the advice given 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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