



OPPORTUNITIES-OBSTACLES
QUOTIENT (OO₂) PROFILE

See the Opportunities, Without Missing the Obstacles

Navigate change with confidence. Balance your team's appetite for opportunity against the obstacles.

Independent expert review:

"A reliable measure of a construct with high face validity" · British Psychological Society



Trusted Science

Forty years of research underpinning everything we do.



Smart Technology

Unlocking that research and powering innovation.



Human Insight

Real understanding of people that improves how teams collaborate.

2.5M+
PROFILES

190
COUNTRIES

40+
YEARS OF RESEARCH

5
SUBSCALES

What the Opportunities-Obstacles Quotient (QO₂) Profile enables



Strategic Decision-Making

- ✓ Identify blind spots before they derail projects
- ✓ Balance innovation with measured judgement
- ✓ Make bolder moves with confidence



Change Leadership

- ✓ Build resilient teams that embrace obstacles as pathways
- ✓ Balance opportunity-seeking with realistic caution when leading change
- ✓ Sustain momentum through ambiguity and setback



Performance Under Pressure

- ✓ Strengthen goal focus and multi-pathway thinking
- ✓ Anticipate response to volatile environments
- ✓ Coach individuals toward realistic optimism



Risk-Orientation Scale

Measures how individuals balance opportunity-seeking against obstacle-spotting: the foundational insight behind change and innovation behaviour.



Five Subscale Architecture

Granular feedback on Moving Towards Goals, Multi-Pathways, Optimism, Fault-Finding and Time Focus: five concepts that determine our approach to risk.



Change and Resilience

Composite view of how individuals and teams navigate change, and balance innovation with risk.

How it works: simple, relatable, evidence-based

01



Complete the online assessment

Each team member completes the online QO₂ questionnaire, which builds a research-backed profile of how they see opportunities and obstacles.

02



Receive your personalised QO₂ report

Detailed insights into how you approach risk, opportunity and change, and the language to talk about it with your team.

03



Design your change playbook

Use QO₂ insights to align strategies, mitigate blind spots and build shared language to help leaders and teams move through change together.



We use the QO₂ in our leadership programs to help build capability. For example, it made one leader aware that his instinct was to focus on why things won't work, so he caught himself mid-conversation and reframed to 'how might it work', learning when to lean into a strength and when to balance it.

Stacey Kelly, Leadership, Team & Culture Development Specialist · Seed People Consulting

— GET STARTED

Help your people see **both lenses**

Better decisions start with self-awareness.
Contact us for pricing or a sample QO₂ report.



Enquire now

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Igniting Human Potential at Work