

# A Breakthrough with a Team Resisting Change

## THE PROBLEM

An administration team within the agricultural industry was having difficulty dealing with change. Within the group, there seemed to be a climate of resignation and despondency. It seemed to them that things were always in a state of flux and that, as soon as they had started settling down or making progress, they had to change again!

Their performance was only mediocre and they experienced comparatively high levels of absenteeism. Their manager was being asked to address the issue as most of the other teams in the section had been making headway implementing the recent changes.

## ACTION TAKEN

An internal TMS Accredited Training and Development Consultant spent time with the manager and her team. Through this consultation, the consultant developed a program using the TMS concepts and the **QO<sub>2</sub><sup>TM</sup> Profile**. The rationale behind this decision was that the QO<sub>2</sub><sup>TM</sup> Profile feedback helps illustrate the importance of considering both opportunities and obstacles in any situation, especially when dealing with change. Furthermore, by giving team members feedback on the 5 subscales within the QO<sub>2</sub><sup>TM</sup> Model; Moving Towards Goals Energy, Multi-Pathways, Time Focus, Fault-Finding and Optimism, the consultant would be able to draw-out some actionable development initiatives.

The major component of the solution was a 1-day workshop, delivered off-site, and focused solely on the team's results from their QO<sub>2</sub><sup>TM</sup> Profiles. The day included a number of exercises and activities that reinforced the TMS concepts as well as the implications the feedback had on the way the team worked together.

It was clear to the group that their approach to risk was more focused on the obstacles they faced than on the opportunities. This meant that rather than accept the change, they were too bogged down with the negatives. They addressed the five subscales of the QO<sub>2</sub><sup>TM</sup> Profile and put action plans into place.

Over the following months the internal consultant worked together with the team, to monitor the outcomes from the workshop and ensure they were on track with their action plans.

## OUTCOMES

The information from the QO<sub>2</sub><sup>TM</sup> Profile provided an excellent starting point for discussion and action planning. Based on the subscale scores for Moving Towards Goals Energy and Multi-Pathways, the team chose to work on two main areas: goal setting and creative problem solving.

Within Multi-Pathways, the team used a number of different processes including both extroverted and introverted left brain and right brain techniques.

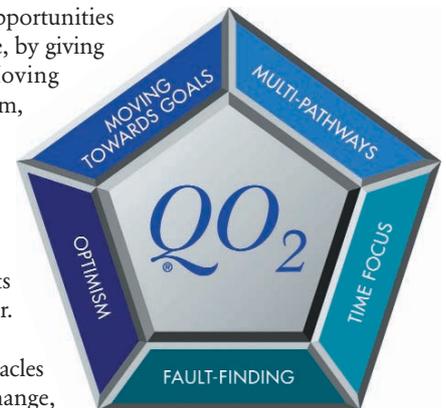
Two weeks after the workshop, the team had their first 'breakthrough' when a process they developed was applauded at a monthly branch meeting and, after further development, was eventually adopted throughout the State. This had a tremendous impact on the morale of the team. Furthermore, the 'mood' within the group improved. They felt much more in control of the way they worked and developed a much more positive attitude to the work they did in general and more specifically, the change they were required to cope with.

**Industry:** Agricultural

**TMS Product:**  
QO<sub>2</sub><sup>TM</sup> Profile

**Total Staff Number:** 580

**Organizational Challenge:**  
Change Management



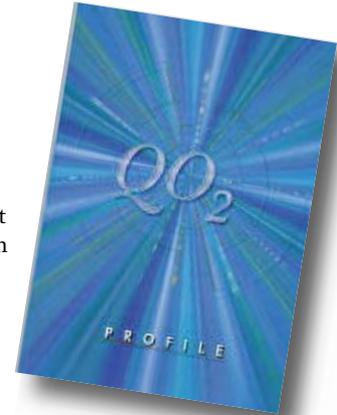
The Risk - Orientation Model

## THE QO<sub>2</sub> PROFILE

*The Opportunities/Obstacles Quotient (QO<sub>2</sub>) Profile is a unique tool that determines the 'balance' of effort people put into seeing the opportunities or obstacles at work and how they are likely to approach risk.*

At work, it is important to have 'balance' - people who focus on the opportunities without seeing potential obstacles can make hasty decisions, whereas those who focus too much on the obstacles may never give the go-ahead to new projects or ventures.

The Profile provides personalised feedback on how an individual will see and respond to new situations and changes, solve problems, whether they sustain their focus on goals, how they handle risk and whether they take a broad view that encompasses past, present and future.



*“The QO<sub>2</sub> is a powerful tool in helping team members understand others approach to risk taking and openness to new ideas. When selecting climbing partners, QO<sub>2</sub> really comes to the fore especially when one climber has a 1.5 and his climbing buddy is a 5.4 as actually happened on the summit bid for Everest”.*

Bob Killip & Zac Zaharias,  
Everest Expedition 2001

The Risk-Orientation model is the basis of the QO<sub>2</sub> concept and defines five subscales that are used to calculate the QO<sub>2</sub>.

- MTG Energy - how much energy you put into 'Moving Towards Your Goals'
- Multi-Pathways - the extent to which you find ways around obstacles
- Fault-Finding - how good you are at seeing potential obstacles
- Optimism - the extent to which you expect positive outcomes
- Time-Focus - a measure of your psychological time and your orientation to the past, the present or the future

## THE QUESTIONNAIRE APPLICATIONS

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| <ul style="list-style-type: none"> <li>■ Contains 50 items</li> <li>■ Available electronically or paper based</li> <li>■ Takes approximately 15 - 20 minutes to complete</li> <li>■ Rigorously researched and validated</li> <li>■ Written in straightforward, positive language</li> </ul> | <ul style="list-style-type: none"> <li>■ Personal and leadership development</li> <li>■ Risk Management</li> <li>■ Change Management</li> <li>■ Performance Management</li> </ul> |
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## BENEFITS

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| <ul style="list-style-type: none"> <li>■ Helps people to see why they might be critical towards change</li> <li>■ Offers a measure of caution to those who are too eager to embrace change</li> <li>■ Helps overcome conflict between people with varying QO<sub>2</sub> scores</li> <li>■ Establishes confidence for the introduction of change</li> <li>■ Generates greater focus on the future of the organisation</li> <li>■ Helps people understand their own fears and motivation</li> <li>■ Creates a better understanding of what motivates others</li> </ul> | <ul style="list-style-type: none"> <li>■ Helps prevent impulse decisions resulting from ignoring potential obstacles</li> <li>■ Instills greater objectivity in risk taking</li> </ul> <p>Included with the QO<sub>2</sub> Profile is the QO<sub>2</sub> Development Guide, a workbook that summarizes the theory and concepts behind the model. This can be used as a personal development tool to help the individual understand their behavior at work and some of the problems they may face.</p> |
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