

Opportunities-Obstacles Quotient Profile **2025 Norm Data**





How could you use this information in your programmes?

Team Management Systems (TMS) has been a trusted publisher of research and data for over four decades.

With our latest edition of 2025 Opportunities-Obstacles Quotient (QO₂) Profile Norm Data, we are proud to provide our QO₂ Accredited Practitioners with this updated resource to support and enhance programme delivery.

QO₂ Norm Data updates include the latest median score data for each of our norm reference groups, in addition to newly added categories. In this 2025 update, we are pleased to add the following categories:

- **Worldwide regional area sample:** North America

Our TMS community has consistently praised the use of this data in their programmes, with participants finding great value in comparing their own QO₂ data with that of their peers worldwide, as well as across regions, professions and industries.

The figures are presented in a clear and concise format, making it easy to analyse and compare the data. By incorporating normative data into workshops, practitioners can facilitate engaging conversations with their participants, leading to a deeper understanding of how individuals and teams compare with their respective industries and professions.

When comparing the QO₂ Norm Data with team data, some key questions to ask include:

- *What comparisons can you make between the figures?*
- *In what ways are they different from each other?*
- *Are there any similarities between the figures?*
- *What does this data tell us?*
- *How can this information be helpful?*
- *Why is this information important to our learning?*
- *How can these comparisons inform our recalibration?*

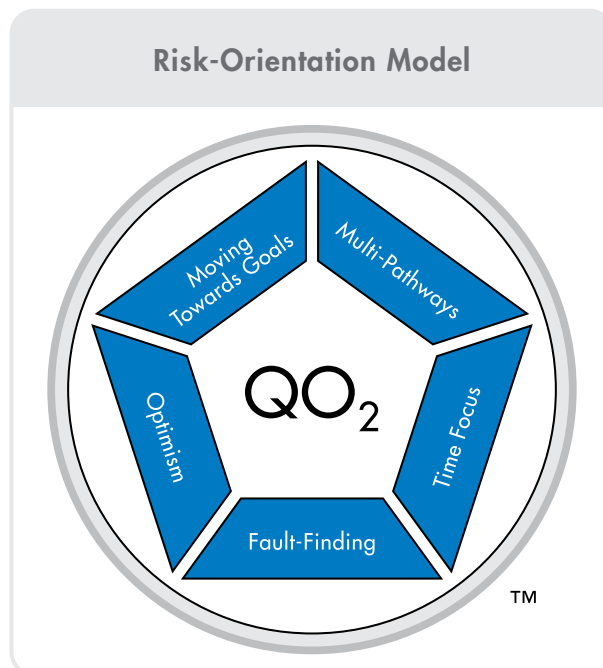
If you need any assistance with the data presented in this document, please contact your local TMS distributor.





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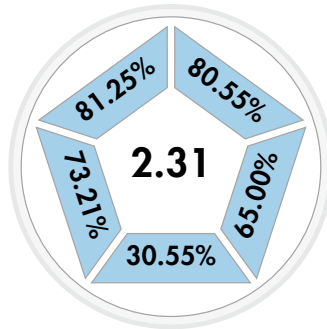
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Country Samples	2
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2025 QO₂ Norm Data: Total Worldwide Sample

Figure 1

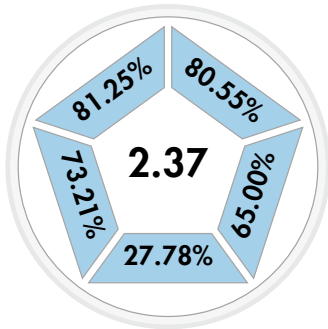


Median score distribution
for total worldwide sample (n=15134)



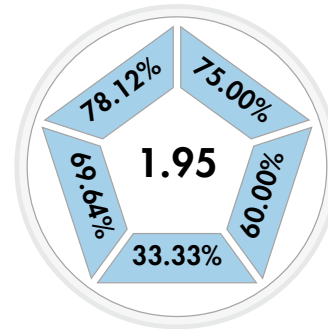
2025 QO₂ Norm Data: Country Samples

Figure 2



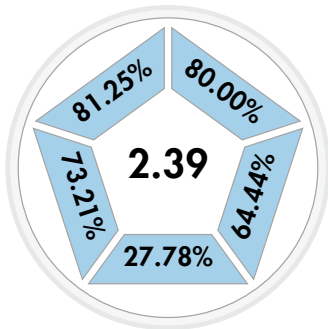
Median score distribution
for country sample:
Australia (n=6057)

Figure 3



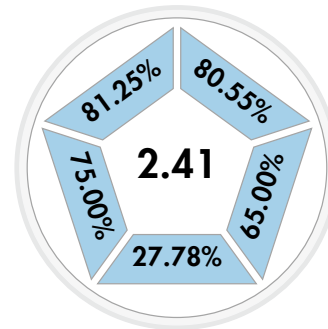
Median score distribution
for country sample:
Channel Islands (n=1373)

Figure 4



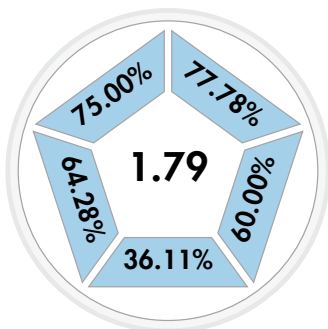
Median score distribution
for country sample:
England (n=1402)

Figure 5



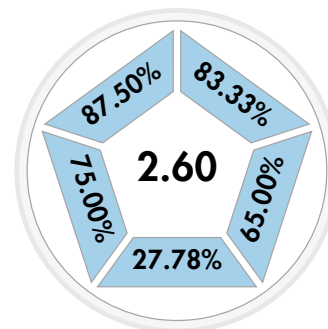
Median score distribution
for country sample:
New Zealand (n=668)

Figure 6



Median score distribution
for country sample:
Singapore (n=527)

Figure 7

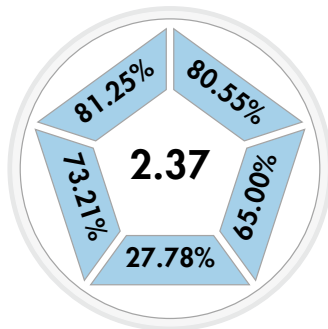


Median score distribution
for country sample:
USA (n=907)



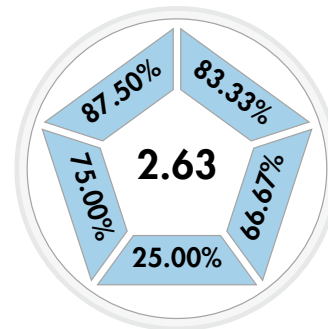
2025 QO₂ Norm Data: Regional Area Samples

Figure 8



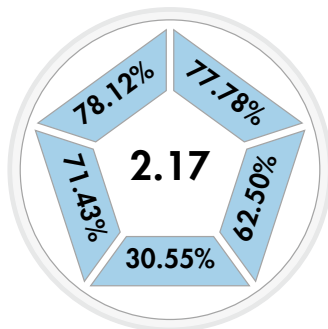
Median score distribution
for regional area sample:
Australasia (n=6732)

Figure 9



Median score distribution
for regional area sample:
North America (n=1025)

Figure 10



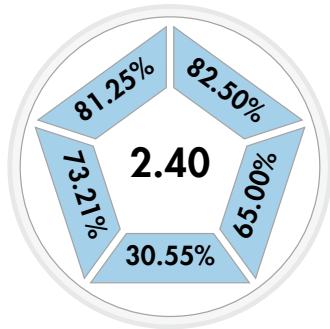
Median score distribution
for regional area sample:
United Kingdom (n=3638)



2025 QO₂ Norm Data: Worldwide Gender Samples

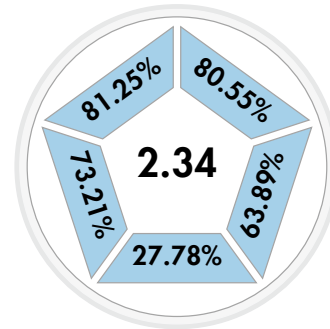
* Historical gender, age and industry data were collected prior to 2023; we no longer gather these sensitive attributes in line with the generally accepted practice of data minimisation.

Figure 11



Median score distribution
for worldwide gender sample:
Male (n=6222)

Figure 12



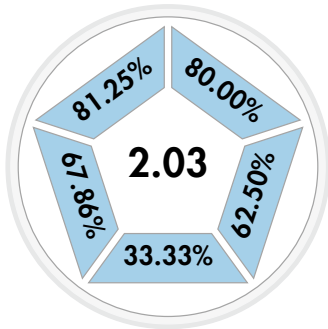
Median score distribution
for worldwide gender sample:
Female (n=5491)



2025 QO₂ Norm Data: Worldwide Age Group Samples

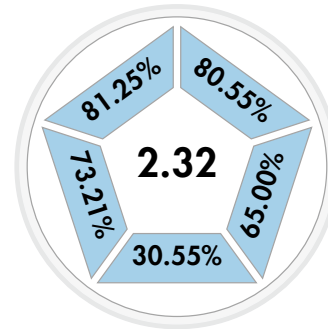
* Historical gender, age and industry data were collected prior to 2023; we no longer gather these sensitive attributes in line with the generally accepted practice of data minimisation.

Figure 31



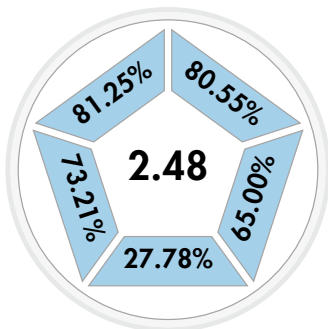
Median score distribution for worldwide age group sample: 20-29 (n=1301)

Figure 32



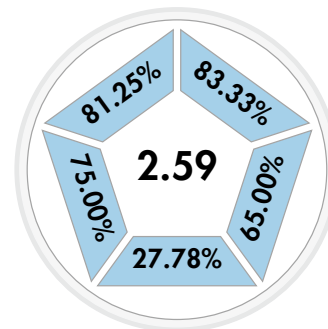
Median score distribution for worldwide age group sample: 30-39 (n=3042)

Figure 33



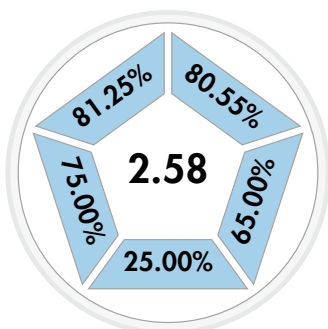
Median score distribution for worldwide age group sample: 40-49 (n=2878)

Figure 34



Median score distribution for worldwide age group sample: 50-59 (n=1502)

Figure 35



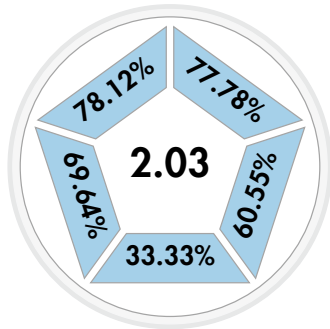
Median score distribution for worldwide age group sample: 60-69 (n=214)



2025 QO₂ Norm Data: Worldwide Industry Samples

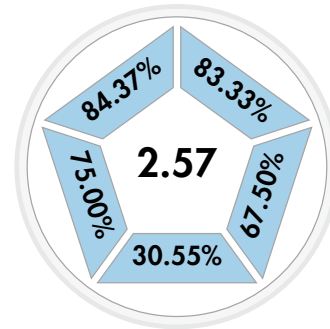
* Historical gender, age and industry data were collected prior to 2023; we no longer gather these sensitive attributes in line with the generally accepted practice of data minimisation.

Figure 13



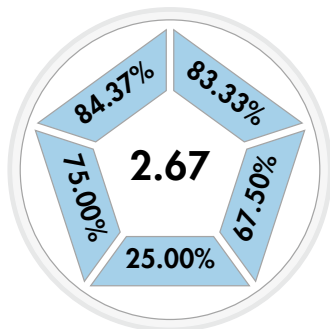
Median score distribution for worldwide industry sample: Banking & Financial Institutions (n=1310)

Figure 14



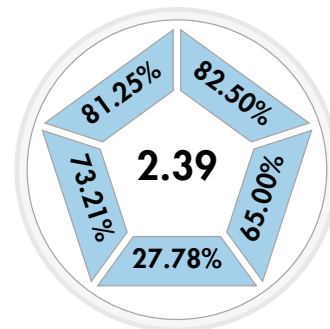
Median score distribution for worldwide industry sample: Broadcasting/Media (n=317)

Figure 15



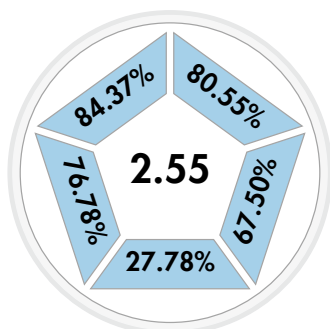
Median score distribution for worldwide industry sample: Business Improvement & Management Consultants (n=471)

Figure 16



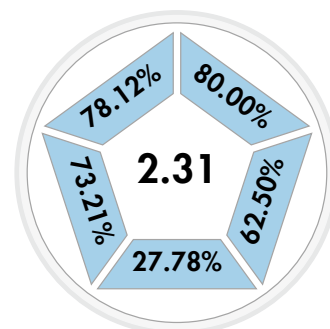
Median score distribution for worldwide industry sample: Education (n=558)

Figure 17



Median score distribution for worldwide industry sample: Energy Utilities & Producers (n=328)

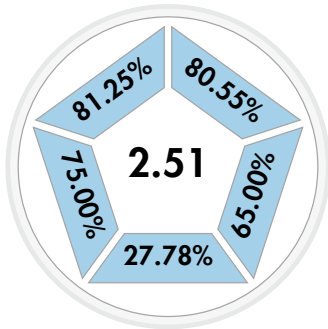
Figure 18



Median score distribution for worldwide industry sample: Government (n=1215)

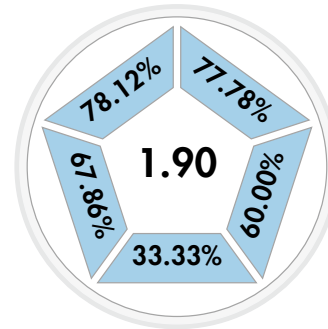


Figure 19



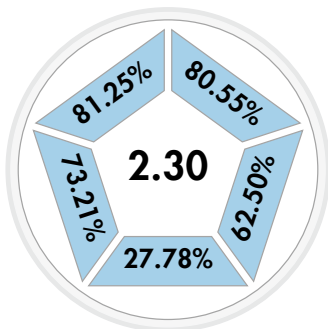
Median score distribution for worldwide industry sample: Medical Services/Hospitals (n=379)

Figure 20



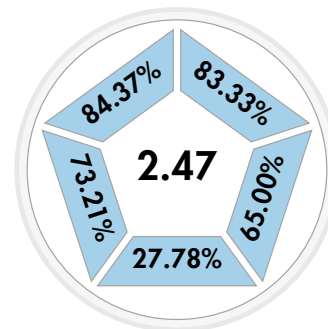
Median score distribution for worldwide industry sample: Oil, Petroleum & Gas Resources (n=1089)

Figure 21



Median score distribution for worldwide industry sample: Special Interest/Charitable Organisations (n=423)

Figure 22

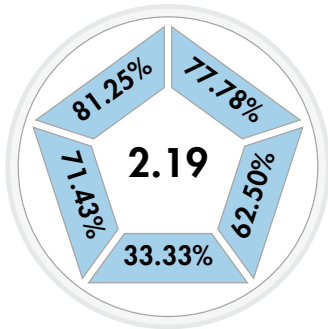


Median score distribution for worldwide industry sample: Telecommunications (n=429)



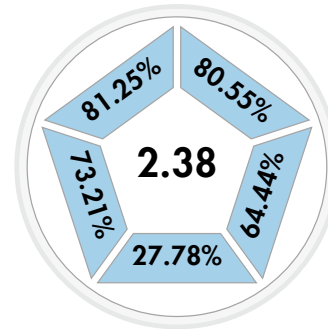
2025 QO₂ Norm Data: Worldwide Profession Samples

Figure 23



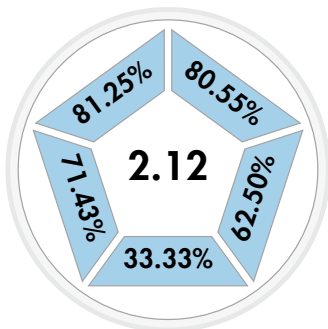
Median score distribution
for worldwide profession sample:
Accountant (n=346)

Figure 24



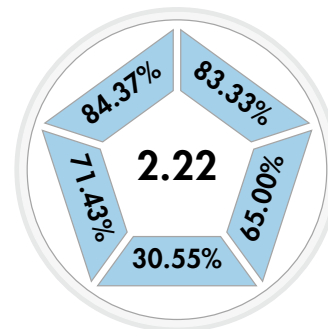
Median score distribution
for worldwide profession sample:
Editor (n=118)

Figure 25



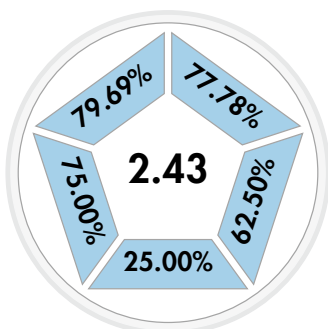
Median score distribution
for worldwide profession sample:
Engineer: Unspecified (n=469)

Figure 26



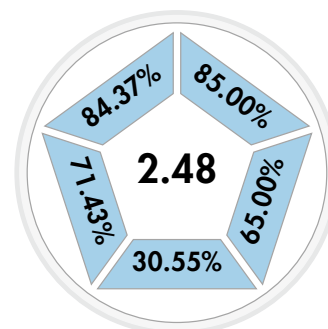
Median score distribution
for worldwide profession sample:
Information Technology & Management Specialists (n=189)

Figure 27



Median score distribution
for worldwide profession sample:
Nurse: General (n=154)

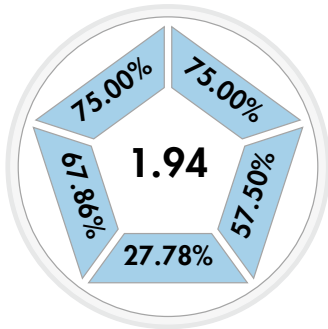
Figure 28



Median score distribution
for worldwide profession sample:
Project Manager (n=138)

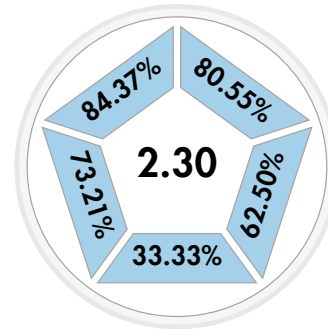


Figure 29



Median score distribution
for worldwide profession sample:
Social Worker (n=144)

Figure 30

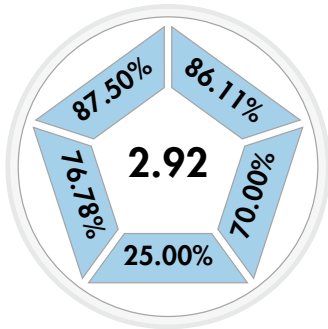


Median score distribution
for worldwide profession sample:
Solicitor/Attorney/Lawyer (n=156)



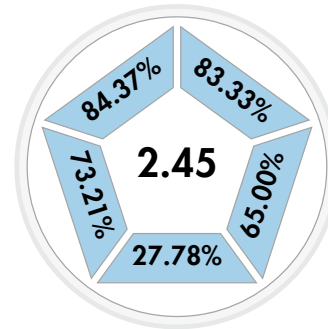
2025 QO₂ Norm Data: Worldwide Functional Area Samples

Figure 36



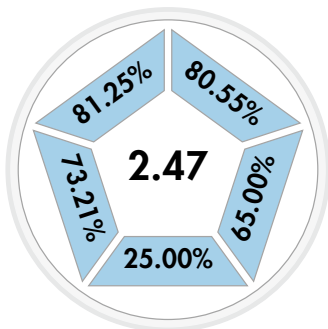
Median score distribution
for worldwide functional area sample:
CEO/Managing Director (n=766)

Figure 37



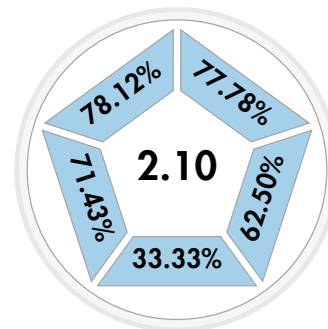
Median score distribution
for worldwide functional area sample:
Corporate Planning/Development (n=822)

Figure 38



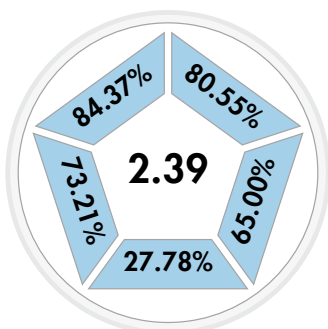
Median score distribution
for worldwide functional area sample:
Personnel/HR/Training/Recruitment (n=2066)

Figure 39



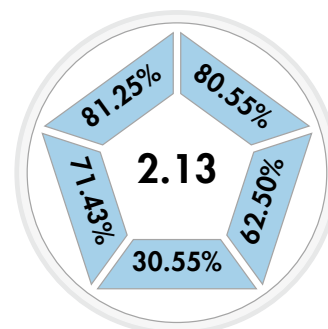
Median score distribution
for worldwide functional area sample:
Finance/Accounting (n=1136)

Figure 40



Median score distribution
for worldwide functional area sample:
Sales/Marketing/PR (n=1575)

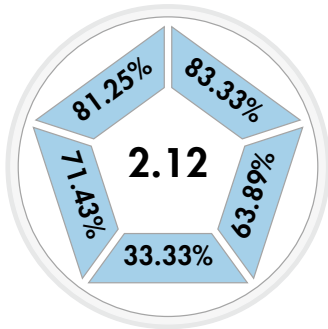
Figure 41



Median score distribution
for worldwide functional area sample:
Production/Construction/Control (n=1808)

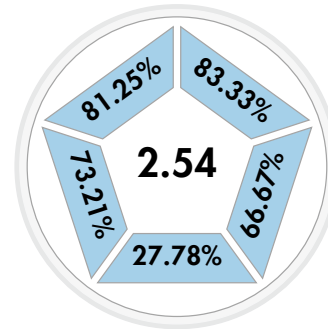


Figure 42



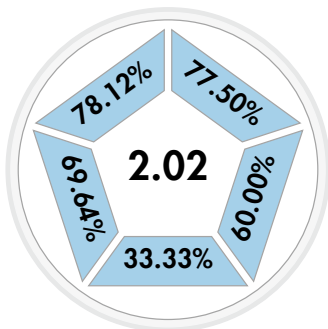
Median score distribution
for worldwide functional area sample:
Design/R&D (n=475)

Figure 43



Median score distribution
for worldwide functional area sample:
Consultancy (n=1160)

Figure 44

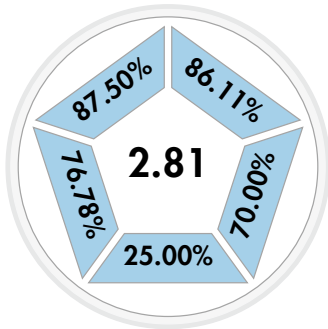


Median score distribution
for worldwide functional area sample:
Administration (n=1885)



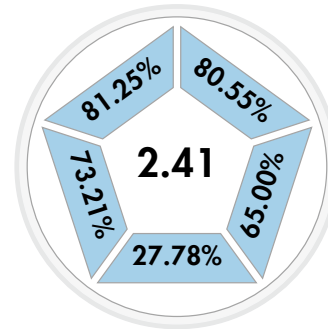
2025 QO₂ Norm Data: Worldwide Organisational Level Samples

Figure 45



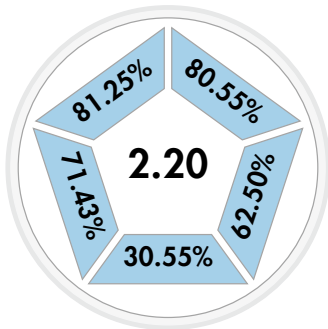
Median score distribution
for worldwide organisational level sample:
Top Manager/Leader (n=1723)

Figure 46



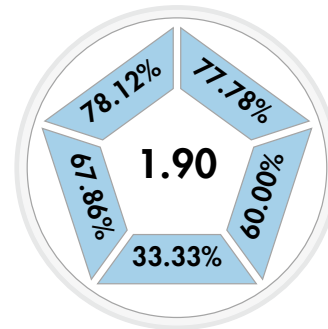
Median score distribution
for worldwide organisational level sample:
Middle Manager/Leader (n=3328)

Figure 47



Median score distribution
for worldwide organisational level sample:
Front Line Manager/Leader (n=1731)

Figure 48



Median score distribution
for worldwide organisational level sample:
Team Member (n=3259)



Contact Us

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