ADVERSITY QUOTIENT: A New Paradigm in Management to Explore

Er. Shivinder Phoolka, Assistant Professor,
Punjabi University Regional Center for IT and Management, Mohali.
Dr. Navjot Kaur, Professor, School Of Management Studies, Punjabi University, Patiala.

Note: The terms AQ and Adversity Quotient should be read as AQ® and Adversity Quotient® throughout the paper.

Abstract
It is said that human mind is the most complex machine on earth. Psychologists have always been trying to know why we behave the way we do or the way our mind functions. It is a complex area of research where explanations have always fallen short. Humans differ in their mental capabilities. There are various tests available to analyze various mental abilities of a human mind which have a direct effect on their behaviour. Some such measures are IQ test, EQ test, personality tests, achievement test, aptitude test, etc. One such relatively new measure is AQ, which stands for adversity quotient. AQ is the predictor of success of a person in face of adversity, how he behaves in a tough situation, how he controls the situation, is he able to find the correct origin of the problem, whether he takes his due ownership in that situation, does he try to limit the effects of adversity and how optimistic he is that the adversity will eventually end. The science of AQ was developed by Dr. Paul G. Stoltz in 1997. This is a conceptual paper which explains at length what is AQ, how is it different from IQ and EQ, dimensions of AQ, building blocks of AQ, levels of adversity, how is AQ different from resilience and hardiness, AQ in organizations, research done on AQ, and how to improve your own and others AQ.

Keywords: Adversity Quotient, Intelligence Quotient, Emotional Quotient, Cognitive Psychology, Psychoneuroimmunology, Neurophysiology, Resilience, Hardiness.

1. What is AQ?
AQ tells how well a person can withstand adversity and his/her ability to surmount it. Dr. Paul G. Stoltz is the pioneer of the study of AQ which was developed in 1997. AQ tells whether we can exceed expectations or we will fall short. AQ can predict how we behave in difficult situations. AQ can predict resilience and persistence of a person and can be used to enhance the effectiveness of teams, relationships, families, communities, cultures, societies and organizations.

1.1 AQ versus IQ and EQ
The traditional measure of intelligence is always thought to be IQ, i.e., Intelligence Quotient. It has always been taken for granted to predict the chances of success of a person. Yet there is large number of people who have high IQs but they haven’t been successful always. It means IQ isn’t enough to succeed. There must be something more and over and above IQ that is required for consistently successful people. Then came the idea of EQ, i.e. Emotional Quotient or Emotional Intelligence. EQ is the measure of how well you control your emotions, how will you empathize with others, your level of self-awareness, your control on your impulses, your persistence and how effectively you interact with others. Therefore, possessing high EQ with a high IQ can strengthen one’s chances of success because to be successful one not only requires intellectual capabilities but also emotional abilities. AQ is something in addition to these two. It can answer the question, why some people persist and keep on striving hard in tough situations while others who are high on IQ and are emotionally well-adjusted still fail and give up?

1.2 What can AQ predict?
AQ can be useful to predict performance, motivation, empowerment, creativity, productivity, learning, energy, hope, happiness, vitality, emotional health, physical health, persistence, resilience, attitude, longevity and response to change.
2. Three Levels of Adversity

Stoltz has given a 3-level model of adversity which is a pyramid in shape and begins at top and works downwards. At the top lies the Societal Adversity. At the middle level comes the Workplace Adversity and on the lowest level lies the Individual Adversity as shown in the figure below:

![Pyramid Diagram](Image)

Source: Adversity Quotient- Turning Obstacles into Opportunities, pp. 39

**Societal Adversity:** The society is changing at a fast pace. We feel vulnerable residing in the society. Social evils like drug abuse, alcoholism, human trafficking, flesh trade, crime among youth, child abuse, teen pregnancy, teenager suicides, domestic violence, sexual assaults, degradation of morality are the common societal adversities worldwide. Technology and information bombardment have added to the woes. Children and teenagers are getting addicted to the television, internet and entertainment gadgets which in turn are dragging them away from family bonds, relationships, values that they can imbibe from parents and grandparents. Couples are pursuing their individual careers which not only eats up the precious time they used to spend with their children but also drifts husband and wife away from each other increasing the divorce rate because they hardly find any quality time to spend with each other. The highly held institutions like law, education are losing their credibility. Environment is becoming more and more unsafe to live in. Natural resources are being depleted, important species are becoming extinct, air, water, soil and noise pollution are on rise, forests are recklessly cleared, hurricanes and tsunamis are wiping out populations and global warming has become an uncontrollable menace. Hate crime, intolerance towards other religions and minorities can be seen worldwide. Economic recession is taking the world into its grip. All these are the signs of societal adversity.

**Workplace Adversity:** It is said that if anything is constant, it is change. That is what happening at the workplace of the people worldwide. Employees feel they are always on their toes to keep up with the changing environment. The era of lifelong employment, social security, regular salaries and bonus, pension, old age benefits has ended. Today’s employees live in a highly insecure environment of pink slips, salary cuts in the name of cost cutting, downsizing, restructuring, reengineering, mergers, acquisitions, takeovers, hyper competition etc. They have to cope up with ever changing technology, upgrade their skills and knowledge, need to possess multiple skills and do multitasking to survive in the organizations. Then they are even challenged with several ethical dilemmas at workplace. Women face biasness, discrimination and sexual harassment at workplace.

**Individual Adversity:** Adversity starts at societal level, seeps into workplace and at last becomes the burden for individuals. Any adversity at societal level ultimately reaches individual level. For example, hate crime which is a societal evil ultimately leads to thrashings or loss of life of individuals and leaves back crying and resentful families. Corruption in the government offices makes a common man fight
for his own rights or push him to the wall so much that he prefers to keep mum and watch quietly whatever wrong is happening in the society. Environmental degradation, entry of pesticides into the food chain causes diseases like asthma, cancer, skin diseases etc in individuals. Hence, we can say each individual is vulnerable to and at the receiving end of the societal adversity whether he is or not a reason for the existence of that societal adversity.

2.1 Categories of Adversity
Adversity is personal and relative on one hand and universal on the other hand because different people face different challenges in life and react differently to them. One’s hardship may be too small in comparison to someone other’s. But there is no denial to the fact that ever body faces problems, challenges and adversities in life, big or small. Adversity can be categorized into two areas namely, inner adversity and outer adversity. Examples of inner adversity can be lack of confidence, lethargy, fear, anxiety, uncertainty, depression, self-loathing, physical pain, loneliness, self-doubt, fatigue, poor health, insomnia, loss of appetite, weight loss etc and examples of outer adversity are when someone breaches your trust, natural disasters, cancelled flight or reservation, economic downturn, best friend or close relative parts away, theft in the house, your computer crashes, a loved one passes away, your business fails etc. But if we look minutely we can conclude that most of the times outer adversity leads to inner adversity because we humans are not insulated from our environment. What happens at home, in office, at a club or a family get together or in our natural environment has a direct effect on us.

2.2 Adversity can be advantageous
Seery, Holman and Silver (2010) examined the effects of adversity on resilience, concluding that cumulative adversity does seem to make us stronger—within limits. According to their study, the most resilient people are those who have experienced some, but not too many “adverse events.” People who have suffered many traumas are not a happy bunch, and people who have experienced none have a hard time when hard times finally arrive. Furthermore, people with some prior lifetime adversity were the least affected by recent adverse events. These results suggest that, in moderation, whatever does not kill us may indeed make us stronger. Benoit and Rajshree (2009) found in a study that manufacturers respond to adversity by introducing new and improved processes in goods production. It was also indicated that threat of bankruptcy spurs firms to improve efficiency through process innovation. Karolynn Siegel, and Eric W. Schrimshaw (2000) examined perceptions of illness-related positive change or stress-related growth among a sample of African American, Puerto Rican, and non-Hispanic White women living with HIV/AIDS in New York City, USA. While these women acknowledged the negative stresses of living with HIV/AIDS, 83% reported at least one positive change in their lives that they attributed to their illness experience like health behaviours, spirituality, interpersonal relationships, view of the self, value of life, and career goals etc.

3. The CO₂ RE Dimensions of AQ
AQ consists of four dimensions. CO₂ RE is the acronym for those four dimensions. The four dimensions jointly determine the AQ of a person. The overall score of AQ of a person will not be able to tell what is the weak area of a person’s response to adversity. All the four dimensions need to be studied and understood individually to pin point the weak or strong areas of a person’s personality. These four dimensions are explained below:

‘C’ stands for Control This dimension tells how much control a person perceives to have over an adverse situation. Stoltz says the word ‘perceive’ is used because it is almost impossible to measure the actual control. Perceived control is far more important because that is the symbol of determination in the mind of the person to control an adverse situation. Life is full of such situation in which one feels that the situation cannot be controlled. If we talk about the 9/11 attack on America or 26/11 attack on Mumbai or the latest when tsunami struck Japan and nuclear leak was the major reason of concern, many felt that the situations could not be controlled. But there were few whether in the FBI, fire
department, American hospitals who tried their best to help others or people in Mumbai police force like Hemant Karkare, Vijay Saleskar, Ashok Kamte or the five star hotel Taj employees who dared to bring the terrorist intrusion in Mumbai under control, or the Japanese scientists, emergency workers, who put their lives on stake to control the havoc caused by tsunami in Japan. All these heroes had or have the power of perceived control. Control begins with the perception that at least something can be done and can go up to ‘Yes! It will be done.’

‘O\textsubscript{2}’ stands for Origin and Ownership
‘Origin’ dimension answers question like where or what was the origin of the problem. ‘Ownership’ dimension tells to what degree one owns the outcome of the adversity. Superficially, both look the same but they are actually very different. Origin is related to blame. A fair and accurate degree of self-blame is required to create learning in a person so that he does not repeat the same mistake next time rather improves himself. The people with low origin score tend to take all the blame on themselves even when it is not so. They think they are the reason behind all the bad that happens. On the other hand people with higher origin score, try to reasonably judge their role in the adverse situation. They also try to consider other, external sources of adversity. ‘Ownership’ dimension tells how a person takes ownership in an adverse situation irrespective of its cause. Such accountability motivates them to take appropriate and corrective actions to reverse the effects of an adverse situation. A person low on O\textsubscript{2} score tends to over blame himself for the sticky situation and runs away from taking any ownership, accountability to solve the situation.

‘R’ stands for Reach
This dimension measures how well the person can limit the effect of adversity in his life, i.e. whether he or she can limit the effects to that particular area where the adversity has cropped or he lets the effects of adversity to creep in other areas of his or her life. For example, a brawl with the spouse affects the productivity at work; a conflict becomes a career failure, etc. These are the signs of lower ‘R’ score. People with high ‘R’ score try to limit the effect of the bad event. A poor performance appraisal will not lead to fights at home, a misunderstanding with a loved one will not make his/her entire life meaningless. Dr. Stoltz says limiting the reach of the adversity is very important and desirable. To make life easy and simple we must learn to limit our adversities. If we fail to do so, one adversity in our life can lead to another, then another and so on. At that point, one feels helpless, overwhelmed and overshadowed by problems. For instance, if someone has strained relationships at workplace and he/she discusses it daily with his/her spouse, remains in a bad mood even at home, shouts at his/her family, can have strained relations at home too, his/her children may avoid him/her and ultimately children may go stray which can become a bigger and more serious adversity. Therefore it is both good and healthy to limit the effect our adversities.

‘E’ stands for Endurance
This dimension asks two questions: How long will the adversity last? and How long will the cause of the adversity last? People with high score on this dimension are generally optimistic. They believe that each problem will eventually end. No adversity can have the same effect forever. There are always chances of improvement. Adversity and its causes are temporary and can fade with time or even disappear altogether. People who fight diseases like cancer and AIDS, do not always give up on living. In some cases, where there are no chances of full recovery, there are people who at least try to live happily for whatever time they are left with. Whereas, people with low ‘E’ score tend to take adversity and its causes to be permanent. They often speak like this: ‘This situation can never improve’, ‘I am a loser’, ‘This relation can never work’, ‘I can never get promoted’ and so on.

4. Building Blocks of AQ
Dr. Stoltz with the help of research of many other researchers like Seligman, Hiroto, Ternnan, Eller, Dweck, Oullete, Okun, Werner, Rotter, Barker, Mark, Rene, Locke, Peterson, Vaillant, Nuwer, Squire has been able to establish that there are three building blocks of AQ, namely, Cognitive Psychology,
Psycho neuroimmunology and Neurophysiology. These are the three sciences that give a stable ground to the study of AQ as well as the findings of these sciences match with those of AQ studies.

**Cognitive Psychology:** It is that branch of psychology that studies mental processes like how people think, perceive, remember and learn. It is also related to other disciplines, for example, neurosciences, philosophy and linguistics. Cognitive psychology forms the first building block of AQ science because in cognitive psychology is embedded the theory of learned helplessness. ‘Learned helplessness’ is internalizing the belief that whatever you do, does not matter, the situation is going to remain the same. It is related to giving up the sense of control completely and control is the first dimension of AQ.

**Psychoneuroimmunology:** It studies the relationship between mind (Psyche), the brain (Neuro) and the immune system. Today an increasing number of physicians are recognizing that emotional health has a large impact on immune system of the body. For example strong feelings of hate, suppressed anger, frustration over an extended period of time can produce harmful biochemical change within the body where as feelings of love, laughter, tranquility can lead to healing. That is why we see the growing popularity of yoga, laughter therapy, reiki, art of living courses etc. Similarly, AQ can have direct bearing on one’s health because there is a direct link between how you respond to adversity and your mental and physical health.

**Neurophysiology:** It studies the relationship between brain and nervous system. It studies how the electrical signals from the brain carried by the nerves effect the functioning of the body parts. It helps in looking for treatment for diseases like multiple sclerosis, parkinson’s disease, epilepsy etc. Research of leading neurophysiologists shows that brain is ideally equipped to form habits which are hardwired in the subconscious region of the brain. Subconscious habits, such as AQ, can be immediately altered, readily forming new habits that are strengthened over time.

5. **How is AQ different from Resilience and Hardiness**

Hardiness also called as psychological hardiness is a personality style which was first introduced by Suzanne C. Cobasa in 1979. It comprises of three dispositions, namely, commitment, control, and challenge. The commitment disposition is defined as a tendency to involve oneself in the activities in life and having a genuine interest in and curiosity about the surrounding world. The control disposition is defined as a tendency to believe and act as if one can influence the events taking place around oneself through one’s own effort. And the challenge disposition is defined as the belief that change, rather than stability, is the normal mode of life and constitutes motivating opportunities for personal growth rather than threats to security. Resilience is a dynamic process whereby individuals exhibit positive behavioral adaptation when they encounter significant adversity, trauma, tragedy, threats, or even significant sources of stress. The three dimensions of stress resiliency as described in stress resiliency profile by Kenneth et al. (1992) are deficiency focusing, necessitating and low skill recognition. Deficiency focusing is the tendency of focusing upon the negatives at the expense of the positives. Shortcomings and dangers become the centre of attention, at the expense of strengths and opportunities. This bias in perspective creates an unbalanced, exaggerated sense of how much is wrong and is likely to go wrong. The result is an unnecessary degree of distress or discouragement. Necessitating occurs when one thinks that it is necessary or very important to do a certain task, believing it is a compulsion that one “has to” do it. It focuses upon commitment at the expense of choice. Necessitating predisposes people to place greater demands on themselves. They believe that the task assigned is an inflexible demand that must be met. Low skill recognition refers to a tendency not to recognize the role of one’s own capabilities in producing successes. Instead attention is focused upon external sources, including the help received from others, luck, or the easiness of the tasks - reasons that have little to do with persons’ own proficiency. The result is often an underestimation of one’s competence, and a feeling that successes depend upon things outside the individual. This exaggerated sense of dependence leaves the person feeling helpless in facing subsequent tasks. Now, if we try to compare the three, i.e, hardiness, resilience and AQ, superficially, they all seem to measure one’s ability to deal with tough situations. But the way they do it is different. And therefore can measure different aspects of a person’s ability to face difficult situations. For example, level of one’s commitment and the ability and willingness to take up challenges can be measured by measuring hardiness and it cannot be done through measuring resilience or
adversity quotient. Whereas deficiency focussing and necessitating can be measured through resilience and not through hardiness or adversity quotient. Similarly, reach of an adverse event and in one’s life and his belief how long it is going to last can be measured through adversity quotient and not through hardiness or resilience. Though ‘Control’ is one dimension which is common in hardiness and AQ and ‘low skill recognition’ which is a dimension of resilience also measures how a person gives up his sense of control and feels helpless in a difficult situation. Similarly, we can say that deficiency focussing can make a person believe that situation is not going to improve, may last forever and may affect all areas of his life. Therefore, we can say, hardiness, resilience and AQ, all three constructs have their own method and all three highlight different aspects of a person’s behaviour when faced with adversity.

6. Research on AQ

AQ research has already been done on teachers, students, managers, psychologists, hospital staff, entrepreneurs, insurance agents, IT staff, non-profit organization staff, political leaders, etc. and has proved to improve performance levels, leadership styles and practices, resilience, promotions, retention, optimism and commitment to change. Antonette R. Lazarro (2004) studied the adversity quotient and performance level of the middle managers of the different departments in the city of Manila. He used 360 degree method to measure the performance of the managers and established high correlation between their AQ levels and their performance levels. He also studied adversity quotient in relation to their demographic profile and found that there was no significant relation between their age, gender and the adversity quotient scores. He supported the idea that people with high AQ never allow age, gender, race, physical or mental disability, or any other obstacle to come in their way. Guy D. Langvardt (2007) examined the relationship of resilience and commitment to change during a time of organizational transformation. His research is a case study analysis of St. Paul’s First Lutheran Church, which is a nonprofit faith-based organization including a church, middle, elementary and pre-schools serving the community of North Hollywood, California and is a congregation of the Wisconsin Evangelical Lutheran Church (WELS). All adult employees, members and parents of students had the ability to participate in the research on a voluntary basis. The study used the AQ Profile® to assess participants’ resilience, and the Commitment to Change Survey to determine potential correlation. The study confirmed the significance of the relationship that exists between resilience and commitment to change during organizational transformation. Individuals with higher levels of resilience were more committed to change during organizational transformation. Monica Brannon Johnson (2005) studied the relationship between optimism (operationalized by Explanatory Style), response to adversity (operationalized by AQ) and performance of 112 sales employees of a leading Fortune 500 company in the computer hardware industry. Specifically, the study examined whether there is a significant relationship between the two constructs and if there are correlations between each of the constructs and sales performance. The hypothesis that the overall composite score of each model would be significantly correlated was supported. It was also indicated that the higher the salesperson’s AQ, the better they performed. More specifically, the more they perceived they had control and that negative events were limited, the better they did. It appeared that the assumption of the Explanatory Style model that the more negative events are internalized, the more one will feel helpless and lack control, is not correct. By comparing the two models, more insight was obtained on the role control plays in empowerment and helplessness – two essential elements of each model - that can either aid or hinder sales performance. Based on the results of this study, it appears that the AQ model may provide a more complete and consistent framework for identifying who is empowered and who is helpless. Zhou Huijuan (2009) investigated the adversity quotient and academic performance of the selected students in St. Joseph’s College, Quezon City during the school year 2008-2009. The sample size was 280 male and female college students from the College of Arts and Sciences and the Institute of Nursing who were included in the study through randomized sampling technique. Their GPA (grade point average) during the first semester of the present school year was used in order to determine their academic performance. The largest percentage of the respondents in this study in terms of GPA was those who had obtained a satisfactory academic performance. The adversity quotient of the respondents was not influenced by their sex. However, course and year level were found to be significantly related to their...
adversity quotient for the student respondents in this study. The level of adversity quotient and academic performance of the respondents were found to be significantly related to each other. Bonnie L. Thomas-Sharksnas (2002) studied the relationship between resilience and job satisfaction in mental health care workers. A total of 94 mental health care workers working at a community mental health center in Northeastern Pennsylvania were included in the survey. The researcher says that mental health care workers face increasingly adverse conditions such as low pay, limited respect, as well as a lack of supervision, peer support, and organizational support and resources which can potentially lead to job dissatisfaction. How they respond to this adversity can impact patient care, their likelihood of staying in their job, and their mental health. It was found out that there was no significant correlation between AQ (Adversity Quotient) scores and Job Satisfaction scores and that resilience is not a significant predictor of job satisfaction. No significant correlations between the four dimension scales of the AQ and JIG(Job In General) scores emerged. Pao-Ling Chin and Min-Li Hung (2008) studied why the turnover rate of new insurance agents is high in Taiwan. They tested the moderating effects of Adversity Quotient on the relationship between psychological contract breach and intent to quit of insurance sales agents. A total of 553 insurance agents from one of leading insurance agent companies participated in this research. Results revealed that Adversity Quotient can influence how an employee feels and responds to unfulfilled organizational promises in multiple areas of the psychological contracts which are dimensions of relational, transactional and training and development contracts. This finding reinforces the importance of understanding individual differences as employees may have different belief or take different actions while they feel their psychological contracts with the organization are violated.

7. AQ in Organizations

Stoltz says that the greatest source of adversity for most organizations is the constant avalanche of change. He compares the Normal Change Curve to the High AQ Change Curve. The three stages in any Change Process are:

**Endings:** When people have to stop doing old familiar things, the equilibrium is disturbed. The status quo is disturbed. Old methods, behaviors, procedures, rules regulations come to an end.

**Transition:** When people have to change. In this phase, many lose hope, get demotivated and confused and can also get cynical about the reasons and process of change.

**New Beginnings:** This phase witnesses adoption of new methods, strategies, procedures, rules, behaviors, technologies etc.

The length and depth of the transition phase, as well as how high the organization comes out on the other side greatly determines people’s enthusiasm for the current as well as next change. A high AQ organization can greatly reduce the depth and width of the transition phase. People or employees with high AQ will be less worried, confused and sceptical about the change process. Not only this, they can also encourage others to participate in change and expedite change. Synergy and coordination can come from high AQ teams which can result in a leap from Endings to New Beginnings. The AQ of the organization can also be measured. The AQ of the leaders, AQ of the key teams, the talk and language employees use when faced with a change, the perseverance of the change agents, the behaviour and reaction of employees, the co-ordination between management and employees, all this put together and many other things can reflect AQ of the organization. Once the AQ of the organization has been gauged, many steps can be taken to improve the AQ of the organization, to make it more robust for future changes and challenges.

7.1 Relationship of AQ with Income, Sales, Performance and Hiring

Dr. Gideon Markman, professor of entrepreneurial studies at Rensselaer Polytechnic Institute, conducted a study which revealed that there is a strong relationship between the AQs and income of entrepreneurial inventors. Studies reveal that higher – AQ people appear to earn more. One explanation to this can be the higher AQ entrepreneurs have high risk taking ability, they try to have more control over situations, do not give up in lean periods and have the perseverance and conviction to carry on. They look for alternative solutions in sticky situation. They invent new ideas, strategies, products to say ahead of competitors which results in increased profits and higher incomes. Dr. Stoltz
team conducted research with sales employees of SBC Telecommunication and found that sales persons with high AQ scores sold more than those with low AQ. In another study conducted at Deloitte and Touche, the team found that AQ of top performers exceeded the AQ of low performers by 17 points which indicate AQ can be a measure of employees’ performance. Also by giving AQ training to the employees, AQ of the employees can be improved. Companies like SunTrust measure the AQ of every applicant before hiring him/her.

7.2 High AQ Teams
These are the high performance teams. They do not produce good results once in a while, rather they sustain outstanding result. These are the Climbing Teams. They are always on their toes for improvement. But such teams are exceptional and rare. Each member contributes to the final output. They share common goals but well defined roles and responsibilities. It’s not that members of such teams always think alike. They welcome opposing opinions and build on each other’s ideas. Team goals are well synchronized and co-ordinated. There is a strong sense of belonging to each team member and the team has a strong cohesion. One member’s weakness is covered by others strengths. The members have an unquenched thirst for improvement and increased outputs.

7.3 How to improve your or others’ AQ
Dr. Stoltz has given a sequence of steps called LEAD to improve your own or other people’s AQ. Following are the steps involved:

1. **Listen** to your/others’ Adversity Response: Try to sense the your/others’ adversity or take note of the tough situation. Then try to see how you/others responded to the adversity. Try to measure whether it was low or high AQ response.

2. **Explore** the Origins and your/others’ ownership of the Outcomes: Try to make out what were the origins of the adversity or what was your/others portion of fault. Also decide how much ownership you/others should genuinely take in the bad event.

3. **Analyze** the evidence: What evidence is there that you/others have no control over the adversity or it is going to last forever for you/others or that it is going to affect all areas of your/others lives.

4. **Do** something or make others to take the necessary action: See what can you/others do to have control over the adversity, how you/others should try to limit its effect, how to make sure that it ends as soon as possible.

**Conclusion**
AQ is a new paradigm which is useful in today’s times where adversity looms in almost every corner. We can measure our own and others’ AQ with the help of Adversity Quotient profile developed by Dr. Paul G. Stoltz. The AQ of a person can be measured on five dimensions, namely, control, origin, ownership, reach and endurance. AQ is something in addition of IQ and EQ and shares some commonalities with hardiness and resilience and is yet very different. The science of AQ has its roots in cognitive psychology, psychoneuroimmunology and neurophysiology. Adversity is challenging but can bring out the untapped that exists in every individual. Adversity exists in society, at our workplace and in our individual lives and can be internal or external in nature and hence measuring and then improving our/others AQ can smoothen our daytoday lives.

**References**

Books


**Journals**

Available at: Elsevier.com


Available at: Ideas.repec.org

**Web Sources**


**Websites**

www.peaklearning.com
www.wikipedia.org