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ADVERSITY QUOTIENT ORIGIN AND SIGNIFICANCE: SUCCESS STRATAGEM FOR NEW FANGLED ORGANIZATIONS

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ABSTRACT

This paper is a revelation in understanding the Origin of Adversity Quotient, Significance and its applicability by new flanged organizations as it resolves the problems of employee hiring faced by them and also provides tips for start up companies to be successful in their venture. Organizations consists of people who are treated as assets as they form the heart, adversity is an unavoidable aspect of our lives, which truly defines us as People. Any new organization until its establishment have to face lot of obstacles and after having grown big also needs to deal with adversities so it is essential to understand that the core basic factor is the people who face and deal with daily adversities, hence if the people factor is strong in any organization it can accomplish its mission and vision and be a strong player in the market. Therefore to identify and deal people better the concept of Adversity Quotient comes into play, where Adversity Quotient (AQ) is a measurement of a person's resilience.

Keywords: Adversity, Adversity Quotient, Adversity Quotient Profiling, Employee Hiring, Organizations.

I. INTRODUCTION

Adversity Quotient is a measurement of a person's resilience like how Intelligence Quotient is a way to measure a person's intelligence, AQ tries to tell about an individual's drive against obstacles obstructing ones endeavors and how to become resilient during hard times, AQ is basically how one respond to life's hard situations as it is a gauge to measure how you deal with obstacles like stress at home, to work, the small hassles and the big deals that come your way on a routine and rare basis. The simple logic is the more resilient you are the more constructively and effectively you can respond to and work through life difficulties while having this resilience this ability to handle adversity also makes life more fulfilling that you are not so easily dragged down by tough situations. Adversity is the one unavoidable aspect of our lives which truly defines us as people. Stoltz categories most people in the work place as the following:

1. Quitters - Bitter, depressed, and emotionally numb
2. Campers - Satisfied with sufficing and not striving
3. Climbers - Have a strong faith in something bigger than themselves.

Stoltz goes on to compare these three categories in Maslow's Hierarchy of Needs:

- Quitters are often stuck on psychological and safety needs.
- Campers are focused on safety, belonging, and esteem needs.
- Climbers work their way up to self-esteem needs.

So, the employees have to judge and assess themselves in which category they belong to and how to climb up the corporate ladder of success, learn to change their goals, ambitions and thought process and how they will overcome all sorts of work-life related pressure and know to deal with situations in an easy going manner and be successful having healthy lifestyle.

II. BACKGROUND OF THE STUDY

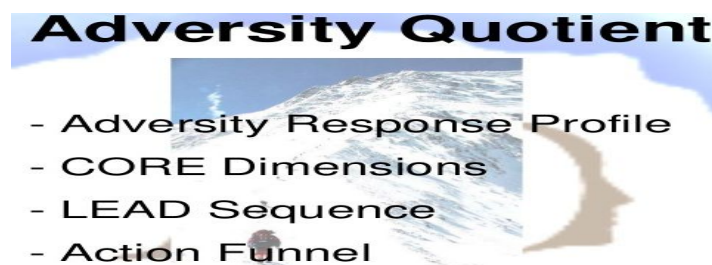
Dr. Stoltz's theory (1997), individuals with high AQ respond most effectively to adversity and will definitely prevail in work and in life. AQ is a relatively new area of research that has gained popularity in the last ten years specifically in examining AQ and its relationship in screening job applicants of any sector. AQ is popularly defined as the inner capacity of the person to deal and respond with the different adversities of life at various critical situations. The AQP measure is a standard, electronic form which is an online, interactive questionnaire designed

basically to measure an individual’s pattern of response to a broad range of set of enormous adverse situations. It takes most respondents 8 to 10 minutes to complete the ARP 8.1. The AQP comes in two forms the applicant screening profile is used to screen AQ among job applicants and the other the development AQP is used for growing one’s AQ. Adversity Quotient refers to the total score obtained on the AQP (ARP) developed by Dr. Paul Stoltz version 8.1 (2009), to get the sum of scores obtained on a four scales namely CORE that is Control, Ownership, Reach and Endurance which are measured on the AQ profile. ARP is the popular method in the world for gauging and assessing human resilience. Industry leading organizations worldwide use the ARP to screen applicants and to develop leaders, individuals and teams. **AQ. Haller, Howard Edward** (2005), in their study titled “Adversity and obstacles in the shaping of prominent leaders: a hermeneutic phenomenological inquiry” was conducted on nine primary participants, two were then current U.S. Senators a retired U.S. Army Special Forces Major General a President of a large educational foundation who previously was Chancellor of one major University and President of another a well known Author and motivational speaker and the Chairman and Chief Executive Officers of four major companies. The primary participants who were selected for the study prior to becoming prominent leaders had a background study which found that they possessed past experiences with various degrees of adversity in their youth and adult lives. These participants were interviewed to collect data. The results indicated that the adversity in the participant’s early lives was not the most important influence and they viewed the obstacles or adversities they faced in their adult lives as challenges which could be changed into opportunities. The findings also revealed that overcoming challenges or obstacles strengthened and motivated the leaders. **Villaver, Elaine Lucero** (2005), in their study titled “Adversity Quotient levels of female grade school teachers of a public and private school in Rizal Province”, was to examine the significant differences in AQ levels of female grade school teachers of public and private school. The study included 105 female grade school teachers 74 from a public school and 31 from a private school in Rizal province. The ARP 7.0 was used to measure the AQ levels of teacher respondents. The Z-test statistical tool was used to determine if there was any significant difference between AQ levels of teacher respondents. Findings concerning AQ revealed that majority of the respondents falling under early adulthood stage possess moderate AQ while their older counterpart’s possess moderately low AQ. Respondents who were married had moderate AQ levels but those respondents who were single had equal percentages for moderate and moderately low AQ while majority of married respondents possess moderate AQ level. Findings regarding socio-economic status (SES) indicate that majority of respondents belonging in lower SES have moderate AQ level while those in middle class of SES show majority of concentration within moderately low AQ level. Finally it was concluded that there was no significant difference existing between AQ level of public and private female grade school teachers.

III. HOW TO USE AQ IN ORGANIZATIONS DURING EMPLOYEE HIRING

Organizations can effectively hire the best talent pool by using Adversity Quotient tools and measures as shown below in figure no (1) to (5) which describe how individuals can get to know their respective individual scores on AQ and how they can improve to increase their performance in workplace.

Fig.1. Adversity Quotient Stages and its Awareness



The first level aims to take up an online Adversity Response Profile test to know individuals AQ Score, second level aims at bringing about an awareness of the CORE dimensions, third level uses the LEAD sequence as its strategy and finally the Action funnel so as focus on the action you are most compelled to take in the face of adversity.

Fig.2. Adversity Quotient Response Profile

Adversity Response Profile

| C | O | R | E |
|---|---------|---------|---------|
| 1. ___ | 2. ___ | 3. ___ | 4. ___ |
| 7. ___ | 6. ___ | 5. ___ | 8. ___ |
| 13. ___ | 11. ___ | 9. ___ | 10. ___ |
| 15. ___ | 16. ___ | 12. ___ | 14. ___ |
| 17. ___ | 18. ___ | 20. ___ | 19. ___ |
| Total C = ___ Total O = ___ Total R = ___ Total E = ___ | | | |
| Total C+O+R+E x 2 = ARP Score = _____ | | | |

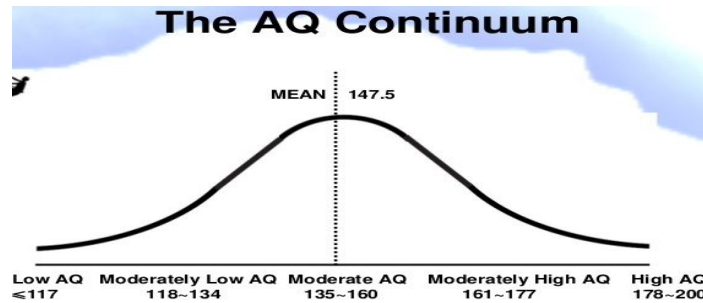
C stands for ‘Control’. It is the perception of the degree of control one has over an adverse event. Control begins with the perception that something, anything can be done.

O2 stands for ‘Origin and Ownership. It is the extent to which a person holds himself or herself accountable for improving a situation.

R stands for ‘Reach’. It is the perception of how large or far reaching events will be.

E stands for ‘Endurance’. It is the perception of time over which good or bad events and their consequences will last or endure.

Fig.3. Adversity Quotient Standard Bell Curve

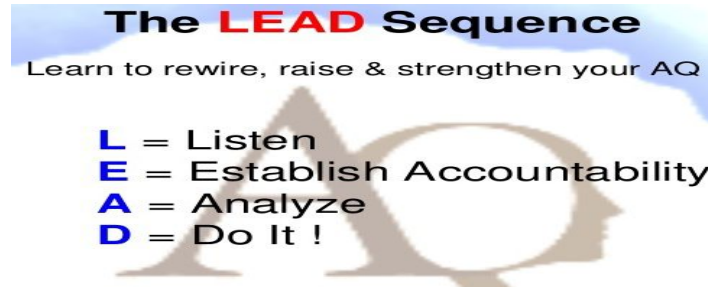


AQ scores range from 40 to 200, with a global mean of 147.5. When measured, most groups reflect a fairly broad range of two or more standard deviations in either direction from the mean, as well as a standard bell curve distribution of AQ scores. AQ means vary from group to group based on occupation and industry. A general finding is that those in what are stereotypically the adversity rich occupations tend to have the highest average AQs. Conversely, groups in the most stable occupations often score below the global mean, validating the notion that people tend to select occupations based on their AQ. The AQ Profile® has been tested extensively and shows no age, gender, or ethnicity bias. It is the most robust instrument in existence for measuring resilience.

Fig.4. Self Explanatory Adversity Quotient CORE Dimensions

| AQ CORE Dimensions | | |
|--------------------|---|--|
| Dimension | What it is... | What it determines... |
| Control | The extent to which someone perceives they can influence whatever happens next | Resilience, health, and tenacity |
| Ownership | The likelihood that someone will actually do anything to improve the situation, regardless of their formal responsibilities | Accountability, responsibility, action, and engagement |
| Reach | The extent to which someone perceives an adversity will "reach into" and affect other aspects of the situation or beyond | Burden, stress, energy, and effort; it tends to have cumulative effect |
| Endurance | The length of time the individual perceives the situation / adversity will last, or endure | Hope, optimism, and willingness to persevere |

Fig.5. Adversity Quotient LEAD Sequence



AQ is the foundational factor of success that can determine the ‘how’, ‘if’, and ‘to what’ degree of attitudes, abilities and performance are manifested by a person. The adversity quotient of an individual plays an ever greater role in reacting to adversities being dealt with greater uncertainty, demands, challenges, changes and complication. So it is essential that the employees learn to rewire, raise and strengthen their AQ Scores to combat attrition.

Fig.6. Adversity Quotient Action Funnel



The AQ Profile has been tested across respondents from 51 countries and has demonstrated strong universality and applicability across cultures. AQ scores are presently available from a diverse sample of 500,000 employees and students in 37 different companies and educational institutions worldwide. The distribution of their AQ scores provides norms against which anyone taking the AQ Profile can compare his or her score. The AQ Profile is normative, meaning higher scores are generally superior, reflecting greater overall resilience and effectiveness.

IV. ISSUES FACED BY NEW ORGANIZATIONS IN EMPLOYEE HIRING

- a) **Criminal behavior:** If a new employee is engaging in criminal behavior, it should be reported to the authorities. It can cause an unsafe work environment for your other employees.
- b) **Lied on their resume:** If you find out that a new employee seriously lied on their resume or in the interview process, it shows a complete disrespect for you and your company.
- c) **Incompetent:** If a new employee is unable to perform their job duties at an acceptable level within a reasonable amount of time, continuing their employment can cause issues in the company.
- d) **Ignoring policies:** Discharging company policies is always a problem. Most policies are in place for a reason and disregarding them can be unsafe or otherwise problematic.
- e) **Socially toxic:** Many of the other problems listed here can contribute to this issue. Regular negativity can cause many problems within your employee ranks.
- f) **Bad mouthing the company:** When employees regularly deride the company as a whole or its leaders, especially to other employees, it can have a serious negative effect on morale.
- g) **Personal Tech Usage:** Some unauthorized use of personal tech devices including calling, texting, and/or social media is bound to happen, but common sense limits should apply.

h) Habitual Time Issues: Arriving late, leaving early, and taking excessive breaks on a regular basis is another problem that shows a lot of disrespect for the job and follow employees.

i) Missing work early on: If somebody is willing to miss training and learning time, it can be a big red flag. It shows a serious disrespect for the job, the company and their co-workers.

j) Poor fit: Unfortunately, there are times that people just don't fit into your company culture, while this isn't always a serious problem. It can cause discontent long term.

Table 1: Depicts the Top Global Challenges for 2013

| Global Rank | CHALLENGES 2013* | Score |
|-------------|--------------------------------|-------|
| N=729 | | |
| 1 | Human Capital | 2.44 |
| 2 | Operational excellence | 2.10 |
| 3 | Innovation | 1.99 |
| 4 | Customer relationships | 1.72 |
| 5 | Global political/economic risk | 1.68 |
| 6 | Government Regulation | 1.55 |
| 7 | Global Expansion | 1.31 |
| 8 | Corporate brand and reputation | 0.92 |
| 9 | Sustainability | 0.82 |
| 10 | Trust in business | 0.46 |

V. SOURCE: CEO CHALLENGE 2013 SUMMARY REPORT

However, most of the above problems can be set right with AQ screening tests by knowing employees AQ levels before recruitment and in addition to it effective background and reference checks are also helpful.

Tips to grow a start up into a successful company:

- a) Select the right people:** If you hire the right people with right input, output is easier to manage.
- b) Deliver world class product:** It's your vision that will give you success and not your venture capitalists vision so believe in your product.
- c) Produce products and services for better use:** Always producing products that have long term value will remain in the market with demand maintained.
- d) Make wise investments:** Invest in what is going to scale your business to a next dimension, try to change technology, engineering, infrastructure etc
- e) Treat equally:** if you give everybody equity as shared stewardship leads to collective responsibility and increased passion.
- f) Think globally and act locally:** Ensure that your product is world class and compete with any competition anywhere in the market.

g) Decentralize: to be successful in different markets your company needs to work on local time, understand local geography and culture and attract the best local talent.

These are solid starting points for evolving your start up into a successful business and the road to success is not easy and successful entrepreneurs need both financial support and mentorship.

VI. CONCLUSION

This paper aims to bring awareness about Adversity Quotient among the new flanged organizations and helps to combat adversity caused due to employee hiring as human resource is a definite key to success to compete in today's cut throat competitive market. AQ is the most scientifically robust and widely used method in the world for measuring and strengthening human resilience. The AQ technique helps you to hire the most resilient people for new flanged organizations. The employees with right attitude contribute to the company's intensification, accomplishment, solidity and prosperity.

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