

RESPONDING TO ADVERSITY

How can you monitor adversity quotient? Let's sit in on a bad-news meeting to find out. First the team learns that its project needs major revisions; next, the meeting strays off course and runs way long.

Using the "CORE" principles, here's how to identify who's apt to crumble and who has trained their inner voice to respond by saying, "Nice try; let's give is another shot."

- **Control:** High AQ workers believe they can influence the outcome of the meeting, even as it goes downhill. But those with low AQ believe nothing they do will matter; they give up and count minutes until the meeting ends.
- **Ownership:** The high AQ worker holds herself accountable for the outcome of the meeting, regardless of the reason it's going poorly; the low AQ worker sees herself as a helpless victim.
- **Reach:** Someone with high AQ will put setbacks in perspective, not letting them ruin the day or the weekend. He resolves to learn from the mistakes. A low AQ worker would extrapolate, turning the single failure into proof that he is worthless and stupid.
- **Endurance:** Think of Tom Hanks in the movie "Cast Away"; it's all about faith that the tide will carry something in to improve his situation. High AQ workers know this down time won't last forever; the low AQ worker can see no good ending.

WHERE DO YOU FIT?

Workers can be identified as climbers, campers or quitters. Here are some traits of those three, indicating their capacities for challenge and change.

Climbers will:

- Focus on what they can control
- Be resilient and tenacious
- Maintain perspective
- Believe they can positively influence negative or adverse situations

Campers will:

- Let adversity wear them down
- Resort to blame when tense or tired
- Group mounting adversities rather than separate them
- Lose hope and faith when adversity becomes high

Quitters will:

- Give up
- Blame others and become guarded
- Blow up even minor difficulties