

What are IQ, EQ and AQ and how important are they when climbing the career ladder?

Read the first part of the article and summarise what is said about each one.

Worklife 101

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Is 'AQ' more important than intelligence?

Once, if you wanted to assess how well someone might do climbing the career ladder, you might have considered asking them to take an IQ test. For years, it was thought that the intelligence quotient (IQ) test – which measures memory, analytical thinking and mathematical ability – was one of the best ways to predict our future job prospects.

More recently, there has been increased attention

on emotional intelligence (EQ), broadly characterised as a set of interpersonal, self-regulation and communication skills. EQ is now widely seen as a tool kit that plays an important role in helping us succeed in multiple aspects of life.

Both IQ and EQ are considered important to our career success. But today, as technology redefines how we work, the skills we need to thrive in the job market are evolving too. Enter adaptability quotient, or AQ, a subjective set of qualities loosely defined as the ability to pivot and flourish in an environment of fast and frequent change.

“IQ is the minimum you need to get a job, but AQ is how you will be successful over time,” says Natalie

Fratto, a New York-based vice-president at Goldman Sachs who became interested in AQ when she was investing in tech start-ups.

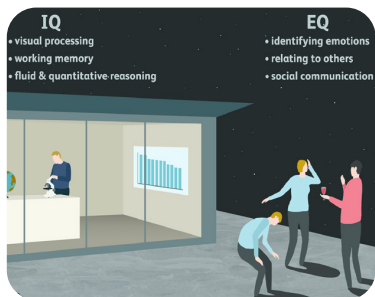
Fratto says AQ is not just the capacity to absorb new information, but the ability to work out what is relevant, to unlearn obsolete knowledge, overcome challenges, and to make a conscious effort to change. AQ involves flexibility, curiosity, courage, resilience and problem-solving skills too.



Which of the three measures do you think is the most important for an employee to have?

Discuss the following questions and then read the second part of the article and check your ideas.

- 1 What do experts say will make AQ more valuable than IQ?
- 2 What types of jobs are easy to automate?
- 3 What do workers need to do to avoid obsolescence?



Amy Edmondson, a professor of leadership and management at Harvard Business School, says it is the breakneck speed of workplace change that will make AQ more valuable than IQ.

Technology has vastly changed how many jobs are done, and the disruption will continue – over the next three years, 120 million people in the world’s 12 largest economies may need to be reskilled because of automation, according to a

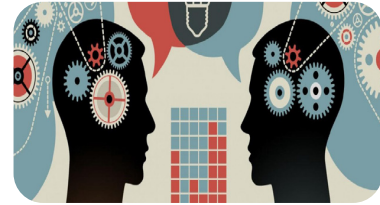
2019 IBM study.

Any roles that involve spotting patterns in data – lawyers reviewing legal documents or doctors making a patient diagnosis, for example – are easy to automate, says Dave Coplin, CEO of The Envisioners, a UK-based technology consultancy. This is because an algorithm can do these

tasks faster and more accurately than a human, he says.

To avoid obsolescence, workers doing these jobs need to develop new skills like creativity to solve new problems, empathy to communicate better and accountability, using human intuition to supplement insight from machines. “If an

algo can do 30% of the tasks that I used to do, what can I do with that spare capacity? The winners are those who choose to do things that algos can’t.”



- ☎ What part of your job could algos do and what could they not do?
- 👤 What importance is being put on AQ at the hiring level and how is it being measured? Read the next part of the article and summarise it in your own words.



AQ is now increasingly being sought at the hiring level. According to the IBM study, 5,670 executives globally rated behavioural skills as most critical for the workforce today, and chief among them

was the “willingness to be flexible, agile and adaptable to change”.

Will Gosling, Deloitte’s UK human capital consulting leader, says there’s no definitive method of measuring adaptability like an IQ test, but companies have woken up to AQ’s value and are changing their recruitment processes to help identify people who may be high in it.

Deloitte has started using

immersive online simulations where job candidates are assessed on how well they adapt to potential workplace challenges; one assessment involves choosing how you would encourage reluctant colleagues to join a company triathlon team. Deloitte also looks to hire people who have shown they can perform in different functions, industries or geographies. “This proves they are agile and a fast learner,” Gosling says.

- ☎ Is AQ measured in job interviews at your company?
- 👤 How can you develop AQ? Read the final part of the article and explain the methods that the experts suggest.



Penny Locaso

One good thing about AQ is

that experts say you can work to develop it. Penny Locaso, the Australian founder of BKindred, an education company that helps people to become more adaptable, says some people have more curious or courageous personalities, which may

explain why they are naturally better at adapting than others. “However, if one does not continue to surf the edge of their discomfort, the adaptability you are born with could decrease over time.”

She suggests three ways to boost your adaptability: first,

<p>limit distractions and learn to focus so you can determine what adaptations to make. Second, ask uncomfortable questions, like for a pay rise, to develop courage and normalise fear. Third, be curious about things that fascinate you by having more conversations rather than Googling the answer, something “which wires our brains to be lazy” and diminishes our ability to solve difficult challenges.</p> <p>Otto Scharmer, a senior</p>	<p>lecturer at the MIT Sloan School of Management who has written books on learning from the emerging future, suggests other methods. In a TED talk, he recommends remaining open to new possibilities, trying to see a situation through someone else’s eyes and reducing your ego so that you can feel comfortable with the unknown.</p> <p>One thing we do know is that the workplaces of the future will operate differently.</p>	<p>We may not all be comfortable with the pace of change – but we can prepare. As Edmondson says: “Learning to learn is mission critical. The ability to learn, change, grow and experiment will become far more important than subject expertise.”</p>
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Which of the methods of developing AQ do you think are the best? Do you agree with Amy Edmondson that the ability to learn, change, grow and experiment will become far more important than subject expertise?

Discuss the meaning of the following words and then complete the extracts from the article with the correct form of the words.

pay rise start-up **workforce** workplace **founder**
 recruitment **hire** colleague **career** candidates

- 1 Both IQ and EQ are considered important to our _____ success.
- 2 ...who became interested in AQ when she was investing in tech _____.
- 3 ...behavioural skills as most critical for the _____ today...
- 4 ...companies have woken up to AQ’s value and are changing their _____ processes...
- 5 ...using immersive online simulations where job _____ are assessed...
- 6 ...how you would encourage reluctant _____ to join a company triathlon team.
- 7 Deloitte also looks to _____ people who have shown they can perform in different functions...
- 8 Penny Locaso, the Australian _____ of BKindred...
- 9 Second, ask uncomfortable questions, like for a _____.
- 10 One thing we do know is that the _____ of the future will operate differently.

Write sentences of your own with the words.
e.g. I haven’t had a pay rise for five years.

Apart from IQ, EQ and AQ, we use other abbreviations and acronyms in business. What do these mean?

CEO	AGM	USP	AOB	Co.	PLC	HR
R&D	B2B	P&L	HQ	Inc.	Corp.	LLC
CFO	GDP	VAT	Ltd.	CTO	ECB	WTO

Write sentences with the abbreviations and acronyms.
e.g. If there is a hard Brexit, the UK will trade under WTO rules.