

Career Anchor Questionnaire

Use the following scale to rate how true each of the items is for you:

Never True
for Me

Occasionally True
for Me

Often True
for Me

Always True
for Me

1

2

3

4

5

6

- ☐ 1 I dream of being so good at what I do that my expert advice will be sought continually.
- ☐ 2 I am most fulfilled in my work when I have been able to integrate and manage the efforts of others.
- ☐ 3 I dream of having a career that will allow me the freedom to do a job my own way and on my own schedule.
- ☐ 4 Security and stability are more important to me than freedom and autonomy.
- ☐ 5 I am always on the lookout for ideas that would permit me to start my own enterprise.
- ☐ 6 I will feel successful in my career only if I have a feeling of having made a real contribution to the welfare of society.
- ☐ 7 I dream of a career in which I can solve problems or win out in situations that are extremely challenging.
- ☐ 8 I would rather leave my organization than to be put into a job that would compromise my ability to pursue personal and family concerns.
- ☐ 9 I will feel successful in my career only if I can develop my technical or functional skills to a very high level of competence.
- ☐ 10 I dream of being in charge of a complex organization and making decisions that affect many people.
- ☐ 11 I am most fulfilled in my work when I am completely free to define my own tasks, schedules, and procedures.
- ☐ 12 I would rather leave my organization altogether than accept an assignment that would jeopardize my security in that organization.
- ☐ 13 Building my own business is more important to me than achieving a high-level managerial position in someone else's organization.

Never True for Me	Occasionally True for Me	Often True for Me	Always True for Me
1	2	3	4
5	6		
<input type="checkbox"/>	14.	I am most fulfilled in my career when I have been able to use my talents in the service of others.	
<input type="checkbox"/>	15.	I will feel successful in my career only if I face and overcome very difficult challenges.	
<input type="checkbox"/>	16.	I dream of a career that will permit me to integrate my personal, family, and work needs.	
<input type="checkbox"/>	17.	Becoming a senior functional manager in my area of expertise is more attractive to me than becoming a general manager.	
<input type="checkbox"/>	18.	I will feel successful in my career only if I become a general manager in some organization.	
<input type="checkbox"/>	19.	I will feel successful in my career only if I achieve complete autonomy and freedom.	
<input type="checkbox"/>	20.	I seek jobs in organizations that will give me a sense of security and stability.	
<input type="checkbox"/>	21.	I am most fulfilled in my career when I have been able to build something that is entirely the result of my own ideas and efforts.	
<input type="checkbox"/>	22.	Using my skills to make the world a better place to live and work is more important to me than achieving a high-level managerial position.	
<input type="checkbox"/>	23.	I have been most fulfilled in my career when I have solved seemingly unsolvable problems or won out over seemingly impossible odds.	
<input type="checkbox"/>	24.	I feel successful in life only if I have been able to balance my personal, family, and career requirements.	
<input type="checkbox"/>	25.	I would rather leave my organization than accept a rotational assignment that would take me out of my area of expertise.	
<input type="checkbox"/>	26.	Becoming a general manager is more attractive to me than becoming a senior functional manager in my current area of expertise.	
<input type="checkbox"/>	27.	The chance to do a job my own way, free of rules and constraints, is more important to me than security.	
<input type="checkbox"/>	28.	I am most fulfilled in my work when I feel that I have complete financial and employment security.	

Never True
for Me

Occasionally True
for Me

Often True
for Me

Always True
for Me

1

2

3

4

5

6

- ☐ 29. I will feel successful in my career only if I have succeeded in creating or building something that is entirely my own product or idea.
- ☐ 30. I dream of having a career that makes a real contribution to humanity and society.
- ☐ 31. I seek out work opportunities that strongly challenge my problem solving and/or competitive skills.
- ☐ 32. Balancing the demands of personal and professional life is more important to me than achieving a high-level managerial position.
- ☐ 33. I am most fulfilled in my work when I have been able to use my special skills and talents.
- ☐ 34. I would rather leave my organization than accept a job that would take me away from the general managerial track.
- ☐ 35. I would rather leave my organization than accept a job that would reduce my autonomy and freedom.
- ☐ 36. I dream of having a career that will allow me to feel a sense of security and stability.
- ☐ 37. I dream of starting up and building my own business.
- ☐ 38. I would rather leave my organization than accept an assignment that would undermine my ability to be of service to others.
- ☐ 39. Working on problems that are almost unsolvable is more important to me than achieving a high-level managerial position.
- ☐ 40. I have always sought out work opportunities that would minimize interference with personal or family concerns.

SCORING INSTRUCTIONS

In the next section you will find blank spaces for each of the forty items, arranged in order so that you can easily transfer the numbers from your rating sheets onto the scoring sheet.

IMPORTANT: At this point, look over your answers and locate all of the items that you rated highest. Pick out the **THREE** items that seem most true for you and give each of those items an additional **FOUR** (4) points.

Add up the columns and divide by five (the number of items) to get your average score for each of the eight career anchor dimensions. Do not forget to add the extra four points for each of your three key items before you total and average your scores.

SCORING SHEET

The following blanks represent the items you have just rated. Transfer your answers from the preceding pages to these blanks. Do not forget to add the four points for the three items that were most true for you. Total the numbers in each column, and then divide that total by the number of items in the column (five). The resulting average is your self-assessment of how true the items in that scale are for you.

Explanations of the columns will be provided later in this book.

	TF	GM	AU	SE	EC	SV	CH	LS
	1____	2____	3____	4____	5____	6____	7____	8____
	9____	10__	11____	12__	13__	14__	15__	16__
	17__	18__	19__	20__	21__	22__	23__	24__
	25__	26__	27__	28__	29__	30__	31__	32__
	33__	34__	35__	36__	37__	38__	39__	40__
Total:	_____	_____	_____	_____	_____	_____	_____	_____
Total/5 (Avg.)	_____	_____	_____	_____	_____	_____	_____	_____

The column with the highest total score represents your Career Anchor: _____

The next section describes each Career Anchor in more detail.

Career Anchor Descriptions

The descriptions that follow are reminders of the career anchor categories presented in Chapter 4. If the short descriptions are too general, go back to the categories in the text to refresh your memory.

Technical/Functional Competence (TF)

If your career anchor is competence in some technical or functional area, what you would not give up is the opportunity to apply your skills in that area and to continue to develop those skills to an ever higher level. You derive your sense of identity from the exercise of your skills and are most happy when your work permits you to be challenged in those areas. You may be willing to manage others in your technical or functional area, but you are not interested in management for its own sake and would avoid general management because you would have to leave your own area of expertise. Your inventory score in this area is in the first column of the scoring sheet under TF.

General Managerial Competence (GM)

If your career anchor is general managerial competence, what you would not give up is the opportunity to climb to a level high enough in an organization to enable you to integrate the efforts of others across functions and to be responsible for the output of a particular unit of the organization. You want to be responsible and accountable for total results and you identify your own work with the success of the organization for which you work. If you are presently in a technical or functional area, you view that as a necessary learning experience; however your ambition is to get to a generalist job as soon as possible. Being at a high managerial level in a function does not interest you. Your inventory score in this area is in the second column of the scoring sheet under GM.

Autonomy/Independence (AU)

If your career anchor is autonomy/independence, what you would not give up is the opportunity to define your own work in your own way. If you are in an organization, you want to remain in jobs that allow you flexibility regarding when and how to work. If you cannot stand organizational rules and restrictions to any degree, you seek occupations in which you will have the freedom you seek, such as teaching or consulting. You turn down opportunities for promotion or advancement in order to retain autonomy. You may even seek to have a business of your own in order to achieve a sense of autonomy; however, this motive is not the same as the entrepreneurial creativity described later. Your inventory score on this dimension is in the third column of the scoring sheet under the letters AU.

Security/Stability (SE)

If your career anchor is security/stability, what you would not give up is employment security or tenure in a job or organization. Your main concern is to achieve a sense of having succeeded so that you can relax. The anchor shows up in concern for financial security (such as pension and retirement plans) or employment security. Such stability may involve trading your loyalty and willingness to do whatever the employer wants from you for some promise of job tenure. You are less concerned with the content of your work and the rank you achieve in the organization, although

you may achieve a high level if your talents permit. As with autonomy, everyone has certain needs for security and stability, especially at times when financial burdens may be heavy or when one is facing retirement. People anchored in this way, however, are always concerned with these issues and build their entire self-images around the management of security and stability. Your inventory score on this dimension is in the fourth column of the scoring sheet under the letters SE.

Entrepreneurial Creativity (EC)

If your career anchor is entrepreneurial creativity, what you would not give up is the opportunity to create an organization or enterprise of your own, built on your own abilities and your willingness to take risks and to overcome obstacles. You want to prove to the world that you can create an enterprise that is the result of your own effort. You may be working for others in an organization while you are learning and assessing future opportunities, but you will go out on your own as soon as you feel you can manage it. You want your enterprise to be financially successful as proof of your abilities. Your inventory score on this dimension is in the fifth column of the scoring sheet under the letters EC.

Service/Dedication to a Cause (SV)

If your career anchor is service/dedication to a cause, what you would not give up is the opportunity to pursue work that achieves something of value, such as making the world a better place to live, solving environmental problems, improving harmony among people, helping others, improving people's safety, curing diseases through new products, and so on. You pursue such opportunities even if it means changing organizations, and you do not accept transfers or promotions that would take you out of work that fulfills those values. Your inventory score on this dimension is in the sixth column of the scoring sheet under the letters SV.

Pure Challenge (CH)

If your career anchor is pure challenge, what you would not give up is the opportunity to work on solutions to seemingly unsolvable problems, to win out over tough opponents, or to overcome difficult obstacles. For you the only meaningful reason for pursuing a job or career is that it permits you to win out over the impossible. Some people find such pure challenge in intellectual kinds of work, such as the engineer who is only interested in impossibly difficult designs; some find the challenge in complex multifaceted situations, such as the strategy consultant who is only interested in clients who are about to go bankrupt and have exhausted all other resources; some find it in interpersonal competition, such as the professional athlete or the salesperson who defines every sale as either a win or a loss. Novelty, variety, and difficulty become ends in themselves, and if something is easy it becomes immediately boring. Your inventory score on this dimension is in the seventh column of the scoring sheet under the letters CH.

Lifestyle (LS)

If your career anchor is lifestyle, what you would not give up is a situation that permits you to balance and integrate your personal needs, your family needs, and the requirements of your career. You want to make all of the major sectors of your life work together toward an integrated whole, and you therefore need a career situation that provides enough flexibility to achieve such integration. You may have to sacrifice some aspects of the career (for example, a geographical move that would be a promotion but would upset your total life situation), and you define success in terms broader than just career success. You feel that your identity is more tied up with how you live your total life, where you settle, how you deal with your family situation, and how you develop yourself than with any particular job or organization. Your inventory score on this dimension is in the eighth column of the scoring sheet under the letters LS.