

Career Anchors

No.	Statement	Rating out of 7
1	I am most fulfilled in my work when I have been able to use my special skills and talents	
2	I would rather leave my organisation than accept a job that would take me away from my general managerial work	
3	I would rather leave my organisation than accept a job that would reduce my autonomy and freedom	
4	I dream of having a career that will allow me to feel a sense of security and stability	
5	I dream of starting up and running my own business	
6	I would rather leave my organisation than accept an assignment that would undermine my ability to be of service to others	
7	Working on problems that are almost unsolvable is more important to me than achieving a high-level managerial position	
8	I have always sought out work opportunities that would minimise interference with my personal and family concerns	
9	I would rather leave my organisation than accept a rotational assignment that would take me out of my area of expertise	
10	Becoming a general manager is more attractive to me than becoming a senior functional manager in my current area of expertise	
11	The chance to do a job in my own way, free of rules and constraints, is more important to me than security	
12	I am most fulfilled in my work when I feel I have complete financial and employment security	
13	I will feel successful in my career only if I have succeeded in creating or building something which is entirely my own product or idea	
14	I dream of having a career that makes a real contribution to humanity or society	
15	I seek out work opportunities that strongly challenge my problem solving and/or competitive skills	
16	Balancing the demands of personal and professional life is more important to me than achieving a high managerial position	
17	Becoming a senior functional manager in my area of expertise is more attractive to me than becoming a general manager	
18	I will feel successful in my career only if I become a general manager in some organisation	
19	I will feel successful in my career only if I achieve complete autonomy and freedom	
20	I seek jobs in organisations that will give me a sense of security and stability	
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	
22	Using my skills to make the world a better place is more important to me than achieving a high-level managerial position	
23	I have been most fulfilled in my career when I have solved seemingly unsolvable problems or won out over seemingly impossible odds	
24	I feel successful in life only if I have been able to balance my	

	personal, family and career objectives	
25	I will feel successful in my career only if I can develop my technical or functional skills to a very high level of competence	
26	I dream of being in charge of a complex organisation and making decisions that affect many people	
27	I am most fulfilled in my work when I am completely free to define my own task schedules and procedures	
28	I would be extremely reluctant to accept an assignment that would jeopardise my job security	
29	Building my own business is more important to me than achieving a high level managerial position in some one else's organisation	
30	I am most fulfilled in my career when I have been able to use my talents in the service of others	
31	I will feel successful in my career only if I face and overcome very difficult challenges	
32	I dream of a career that will enable me to integrate my personal, family and work goals	
33	I dream of being so good at what I do that my expert advice will be sought continually	
34	I am most fulfilled in my work when I have been able to integrate and manage the efforts of others	
35	I dream of having a career that will allow me the freedom to do a job in my own way and in accordance with my own schedule	
36	Security and stability are more important to me than freedom and autonomy	
37	I am always on the lookout for ideas that would permit me to start my own enterprise	
38	I will feel successful in my career only if I have a feeling of having made a real contribution to the welfare of society	
39	I dream of a career in which I can solve problems that are extremely challenging	
40	I would rather leave my organisation than be put into a job that would compromise my ability to pursue personal and family concerns	

Place your rating in the box next to the corresponding statement number. Add each column and multiply by 2.86 to gain the percentage of relative importance each career anchor has for you

	TF	GM	AU	SE	EC	SV	PC	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
Subtotal								
	*2.86	*2.86	*2.86	*2.86	*2.86	*2.86	*2.86	*2.86
Total (%)								

Schein 1990, "Types of career anchors", Career Anchors: Discovering your real values, Pfeiffer & Company, San Diego.

-
- Technical/Functional Competence (TF)
 - General Managerial competence (GM)
 - Autonomy/Independence (AU)
 - Security/Stability (SE)
 - Entrepreneurial Creativity (EC)
 - Service/Dedication to a Cause (SV)
 - Pure Challenge (PC)
 - Lifestyle (LS)