

CAREER ANCHORS

Career Orientations Inventory Questionnaire (Pt 1 of 2):

1 - "Never true for me" to 6 – "Always true for me"

No.	Question	Score (1-6)
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 organisation 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 organisation 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 organisation altogether than accept an assignment that would jeopardise my security in that organisation.	
13	Building my own business is more important to me than achieving a high-level managerial position in someone else's organisation.	
14	I am most fulfilled in my career when I have been able to use my talents in the service of others.	
15	I will feel successful in my career when I have been able to use my talents in the service of others.	
16	I dream of a career that will permit me to integrate my personal, family and work needs.	
17	Becoming a 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.	

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Career Orientations Inventory Questionnaire (Pt 2 of 2):

1 - "Never true for me" to 6 – "Always true for me"

No.	Question	Score (1-6)
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 to live and work is more important to me than achieving a high-level managerial position.	
23	I have been most fulfilled in my career with 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 requirements.	
25	I would rather leave my organisation than accept a rotational assignment that would take me out of my area of expertise.	
26	Becoming a general manager is more attractive to me than becoming a functional manager in my current area of expertise.	
27	The chance to do a job my own way, free of rules and constraints, is more important to me than security.	
28	I am most fulfilled in my work when I feel that I have complete financial and employment security.	
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 organisation than accept a job that would take me away from the general managerial track.	
35	I would rather leave my organisation 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 running my own business.	
38	I would rather leave my organisation 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 minimise interference with home or family concerns.	

CAREER ANCHORS

Career Orientations Inventory Questionnaire - Scoring: Review your completed self-assessment answers and identify the three statements that are the most true for you. Allocate an additional four (4) points to each of these items. Once you've done that, transfer the scores for each question from your self assessment to the table below, which has grouped the questions into Career Anchor headings. Complete the table below by calculating your adjusted average score for each Career Anchor.

Technical and Functional		General Management		Autonomy and Independence		Security and Stability		Entrepreneurial Creativity		Dedication to a Cause/ Service		Pure Challenge		Life Style	
No.	Score	No.	Score	No.	Score	No.	Score	No.	Score	No.	Score	No.	Score	No.	Score
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:															
Average:															

Career Orientations Inventory Questionnaire - Outcomes: Having completed and scored the questionnaire, individuals can interpret their scores in more detail by reading the descriptions of each of the Career Anchors in the following section. The higher the average score for each Anchor, the more important of a factor it is for the individual in their efforts to pursue a rewarding, value based and ultimately fulfilling career. This information is useful for the individual in their own decision making process, and also for leaders or coaches looking to support individuals in making decisions in relation to their work and their careers.

CAREER ANCHORS

Career Anchor Descriptions:

TECHNICAL AND FUNCTIONAL COMPETENCE – People with high scores here like to be really good at specific things, to be experts and have specialist knowledge. They derive satisfaction from facing challenges related to their skills, doing things others can't do and being seen as a specialist. They're not usually interested in managing others, particularly outside of their specialist areas.

GENERAL MANAGERIAL COMPETENCE – People with high scores here want to manage and lead others. They seek responsibility and accountability and the challenge of solving problems and working through others. They seek career steps that help them progress to more senior roles where they can have broader responsibility and more generalist, less technical accountabilities. Ideally they seek to manage cross-functional teams.

AUTONOMY AND INDEPENDENCE – People with high scores here value having control and freedom over how they work. They value making their own decisions and doing things their own way. They seek flexibility and freedom in their careers and may turn down the opportunity to progress if they feel these core requirements are at risk. They often like to work alone and may seek to run their own business to ensure autonomy.

SECURITY AND STABILITY – People with high scores here value certainty and seek to avoid risk in relation to their careers. They often value security over the longevity of their role and their salary and associated benefits such as pensions. They may also seek stability over their job's demands, hours, and broader team structures. Individuals who value security and stability may turn down risky promotions for certainty in a current role.

ENTREPRENEURIAL CREATIVITY - People with high scores here seek the cut and thrust, creativity and ownership of running their own business. They often value pace, variety and challenge and can get bored easily. While they want to run their own business, they often differ from those seeking autonomy and independence in that their drivers are different and they often want to collaborate and share their workloads.

SERVICE AND DEDICATION TO A CAUSE – People with high scores here often value helping others very highly. They often derive more fulfilment from their roles through helping others, than through using their core skills, leading others or being autonomous. Individuals drawn to service or dedication to a cause roles may wish to work in charitable or public sector organizations, or in “people” focussed functions such as HR.

PURE CHALLENGE – People with high scores here may be somewhat agnostic about exactly what they do, as long as there are big problems to solve and challenges to overcome. They often seek the stimulation that comes with difficult challenges and may get bored easily. They may also have varied careers as they change roles looking for new problems to solve and challenges to overcome.

LIFESTYLE - People with high scores here often value their lifestyles more than their careers. They often “work to live” as opposed to “live to work” and their “work-life-balance” is highly important to them. They will often seek flexibility in their work to let them achieve their personal life goals, and are often willing to sacrifice career outcomes to retain a better lifestyle (for example turning down a promotion that would mean more hours).