

# CAREER ANCHORS

Tapping into the POWER of Talents, Motives, and Values

Presented by Dr. Edgar Schein 

---

---

---

---

---

---

---

---

## What is Your "Must Have"?



If you had to choose just *one*, which of the following would you refuse to give up if faced with a career change?

- a) Technical skill set, level of expertise
- b) Position within my organization
- c) Ability to work independently
- d) Job security and stability
- e) Flexibility or ability to balance work/life

---

---

---

---

---

---

---

---

## Why Career Anchors NOW?



- Organizational and occupational careers are becoming less structured and predictable.
- More and more responsibility for career management is falling on the individual career occupant.
- Mentors and advisors do not know enough to be helpful except as stimulators of self-insight and agility.
- There are very few processes available for adults to increase their self-insight regarding careers and life.

---

---

---

---

---

---

---

---



Career Anchors is an effective process that helps people to identify what they truly value in a career

...and what they would not give up if forced to make a choice.

---

---

---

---

---

---

---

---



### Today's Agenda

- Understand what Career Anchors are and why they are important.
- Explore eight different varieties of Career Anchors.
- How to determine if Career Anchors match job responsibilities.
- How to identify areas for career growth.

---

---

---

---

---

---

---

---



### A Career Anchor is...

Perceived areas of competence, motives, and values that you would not give up when faced with a career decision that might not allow you to fulfill it.

Your Career Anchor represents your *real self*.

---

---

---

---

---

---

---

---

## Career Anchors



People learn through their early career experiences:

- Competence
- Motivations and drives
- Values

These form the self-image that guides and constrains people's careers. These form a Career Anchor.

---

---

---

---

---

---

---

---

## Why Get Self-Insight on Career Anchors?



Your Career Anchor best defines what you appreciate in your daily work.



---

---

---

---

---

---

---

---

## Why Get Self-Insight on Career Anchors?



It's important to know one's Career Anchor in order to make good job choices and career moves  
...and especially to avoid *bad* moves.



---

---

---

---

---

---

---

---

### Why Get Self-Insight on Career Anchors?



Knowledge of Career Anchor varieties increases empathy for co-workers, subordinates, and diversity in general.



---

---

---

---

---

---

---

---

### Why Get Self-Insight on Career Anchors?



Managers need to know their subordinates may have different Career Anchors that require them to be treated differently.



---

---

---

---

---

---

---

---



The Eight  
**CAREER ANCHORS**

---

---

---

---

---

---

---

---

**CAREER ANCHORS**



**Technical/Functional Competence**

---

---

---

---

---

---

---

---

**Technical/Functional Competence**

**Would Not Give Up**

- Opportunity to apply and develop skills

**Type of Work**

- Technically challenging, tests one's ability to exercise talent

**Preferred Recognition**

- Recognition from peers who understand skill expertise

**Growth Opportunities**

- Increased technical requirement and scope of job/challenge

---

---

---

---

---

---

---

---

**CAREER ANCHORS**



**General Managerial Competence**

---

---

---

---

---

---

---

---

## General Managerial Competence



### Would Not Give Up

- Opportunity to climb the corporate ladder

### Type of Work

- Responsibility that contributes to organizational success

### Preferred Recognition

- Promotion to higher level in organization, title, privileges, etc.

### Growth Opportunities

- Greater responsibility based on merit, ability to get results



---

---

---

---

---

---

---

---



CAREER ANCHORS



Autonomy/Independence

---

---

---

---

---

---

---

---

## Autonomy/Independence



### Would Not Give Up

- Opportunity to define one's work

### Type of Work

- Clearly delineated, time-bound work without direct supervision

### Preferred Recognition

- Awards and formal recognition of achievements

### Growth Opportunities

- Promotions that reflect accomplishments, additional freedom



---

---

---

---

---

---

---

---

**CAREER ANCHORS**



**Security/Stability**

---

---

---

---

---

---

---

---

**Security/Stability**



**Would Not Give Up**

- Guarantee of employment or tenure

**Type of Work**

- Predictable, steady work with little uncertainty

**Preferred Recognition**

- Acknowledgement of loyalty and performance

**Growth Opportunities**

- Seniority-based promotions based on grade/rank



---

---

---

---

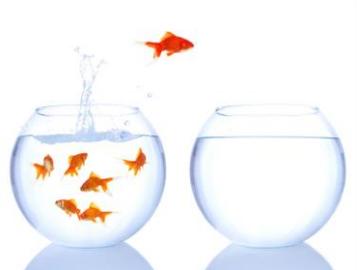
---

---

---

---

**CAREER ANCHORS**



**Entrepreneurial Creativity**

---

---

---

---

---

---

---

---

## Entrepreneurial Creativity



### Would Not Give Up

- Opportunity to create an enterprise

### Type of Work

- Roles that require innovative thinking and development

### Preferred Recognition

- High visibility and public acknowledgement of accomplishments

### Growth Opportunities

- New ventures and investments



---

---

---

---

---

---

---

---



CAREER ANCHORS



Service/Dedication to a Cause

---

---

---

---

---

---

---

---

## Service/Dedication to a Cause



### Would Not Give Up

- Opportunity to pursue work that achieves value

### Type of Work

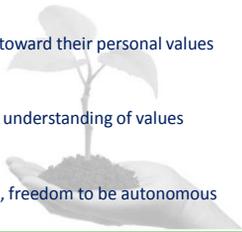
- Roles that influence organizations toward their personal values

### Preferred Recognition

- Support from peers and superiors, understanding of values

### Growth Opportunities

- Positions with additional influence, freedom to be autonomous



---

---

---

---

---

---

---

---

**CAREER ANCHORS**



**Pure Challenge**

---

---

---

---

---

---

---

---

**Pure Challenge**



**Would Not Give Up**

- Opportunity to solve the “unsolvable”

**Type of Work**

- Competitive roles that push the envelope

**Preferred Recognition**

- Varies; includes pay-for-performance compensation

**Growth Opportunities**

- Additional challenges, survival-of-the-fittest roles



---

---

---

---

---

---

---

---

**CAREER ANCHORS**



**Lifestyle**

---

---

---

---

---

---

---

---

## Lifestyle



### Would Not Give Up

- Opportunity to balance and integrate personal needs

### Type of Work

- Roles that offer flexibility and adaptability to changing needs

### Preferred Recognition

- Acknowledgment of personal needs and requirements

### Growth Opportunities

- Additional flexibility, opportunity to have adaptable schedule




---

---

---

---

---

---

---

---

## What is Your Career Anchor?



Which of the eight Career Anchor varieties resonates with you most?

- Technical/Functional
- General Managerial
- Autonomy/Independence
- Security/Stability
- Entrepreneurial Creativity
- Service/Dedication
- Pure Challenge
- Lifestyle



*Please use your chat window to respond.*

---

---

---

---

---

---

---

---

A Career Anchor is defined as the ONE thing a person would not give up if forced to make a choice.




---

---

---

---

---

---

---

---

## The Role of Career Anchors



- Anchors evolve and strengthen with adult experience.
- The anchor is what one will not give up if forced to make a choice.
- If the job or career does not allow expression of the anchor, it will show up in hobbies, second occupations, or remain latent.
- What happens to anchors in retirement is not clear.

---

---

---

---

---

---

---

---

Every occupation has people in it with all anchors but in different frequencies.



---

---

---

---

---

---

---

---



Not all anchors are equally valued in different cultures.

---

---

---

---

---

---

---

---

## Summary Points



- Different people—even in the same occupation—have different career anchors.
- What people seek is different depending on their anchor.
- Knowing what people want, where they excel, and what they value is essential to making good career choices.
- It is important for individuals to communicate their self-insight in order to have power over their career development.

---

---

---

---

---

---

---

---