



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
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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

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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





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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



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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

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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





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Service/Dedication to a Cause

Service/Dedication to a Cause



Would Not Give Up

- Opportunity to pursue work that achieves value

Type of Work

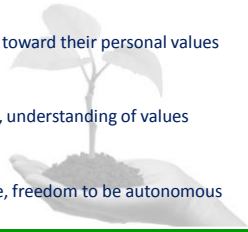
- Roles that influence organizations toward their personal values

Preferred Recognition

- Support from peers and superiors, understanding of values

Growth Opportunities

- Positions with additional influence, freedom to be autonomous





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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

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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.
