# *Career Orientations Inventory*

The purpose of this questionnaire is to stimulate your thoughts about your own areas of competence, motives, and values. This questionnaire alone will not reveal your career anchors because it is too easy to bias your answers. However, it will activate your thinking and prepare you for the discussion with your coach.

## INSTRUCTIONS (PART A)

- Try to answer the questions as honestly as you can and work quickly.
- Avoid extreme ratings except in situations in which you clearly have strong feelings in one direction or the other.

## HOW TO RATE THE ITEMS

For each of the 40 items, rate how true each item is for you by assigning a number from 1 to 6. The higher the number, the more that item is true for you.
- "1" if the statement is never true for me
- "2" or "3" if the statement is occasionally true for you
- "4" of "5" if the statement is often true for you
- "6" if the statement is always true 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 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 in 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 technical or functional skills to a very high level 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 |
| _____ | 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 only if I face and overcome very difficult challenges |
| _____ | 16 | I dream of a career that will permit me to integrate my personal, family, and work needs |
| _____ | 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 organization |
| _____ | 19 | I will feel successful in my career only if I achieve complete autonomy and freedom |
| _____ | 20 | I seek jobs in organizations 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 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 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 requirements |
| _____ | 25 | I would rather leave my organization than accept a rotational assignments that would take me out of my area of expertise |
| _____ | 26 | Becoming a general manager is more attractive to me than becoming a senior 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 succeed 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 minimize interference with personal or family concerns |

# INSTRUCTIONS (PART B)

- At this point look over your answers and locate all of the answers 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.
- You can now score your questionnaire. The scales will have more meaning to you once you have read the text in the next section.

# SCORING SHEET

| Autonomy/ Independence | Security/ Stability | Technical Function | General Management Competence | Entrepreneurial Creativity | Service Dedication to a Cause | Pure Challenge | Lifestyle |
|---|---|---|---|---|---|---|---|
| 3  ❐ | 4  ❐ | 1  ❐ | 2  ❐ | 5  ❐ | 6  ❐ | 7  ❐ | 8…❐ |
| 11  ❐ | 12  ❐ | 9  ❐ | 10  ❐ | 13  ❐ | 14  ❐ | 15  ❐ | 16  ❐ |
| 19  ❐ | 20  ❐ | 17  ❐ | 18  ❐ | 21  ❐ | 22  ❐ | 23  ❐ | 24  ❐ |
| 27  ❐ | 28  ❐ | 25  ❐ | 26  ❐ | 29  ❐ | 30  ❐ | 31  ❐ | 32  ❐ |
| 35  ❐ | 36  ❐ | 33  ❐ | 34  ❐ | 37  ❐ | 38  ❐ | 39  ❐ | 40  ❐ |
| Totals | | | | | | | |

# SCHEIN'S CAREER ANCHORS

**1   Autonomy/Independence**
The key motives for this anchor are freedom from organizational constraints in order to pursue professional or technical/functional competency. Organizational life is experienced as too restrictive, irrational and/or intrusive into one's personal life. There is a need to be on your own, setting your own pace, schedule, lifestyle and work habits. There is little conflict about missed opportunities for promotion and little sense of guilt or failure about not aspiring higher.

**2   Security/Stability**
People anchored in security tend to do what is required of them by their employers in order to maintain job security, a decent income, and a stable future in the form of a good retirement program, benefits, etc. These people will, more than others, accept the organization's definition of their career and will have to trust the organization to do the right thing by them.

**3   Lifestyle**
These people want and need to integrate their personal and family concerns into their career. They look for an integration of work/play/social life. People who anchor in lifestyle also value their autonomy and have in many cases also a high concern for independence

**4   Technical/Functional**
The primary concern in this area is the actual technical or functional content of the work being done. The self-image of people in this group is tied up with their feeling of competence in the particular area they are in. They are therefore not interested in management per se, though they will accept management responsibility within their technical or functional area of expertise. But it is the area of work that really turns them on and career growth means continued advancement within that work area only.

**5   General Managerial Competence**
The anchor is a combination of three competencies:
*Analytical Competence:* the ability to identify, analyze and solve problems under conditions of incomplete information and uncertainty
*Interpersonal competence:* the ability to influence, supervise and lead people at all levels of the organization toward the more effective achievement of organizational goals
*Emotional competence:* the capacity to be stimulated by emotional and interpersonal crises rather than exhausted or debilitated by them, the capacity to bear high levels of responsibility without becoming paralyzed, and the ability to exercise power without guilt or shame.

**6   Entrepreneurial Creativity**
This anchor is characterized by the overarching need to build or create something that is entirely your own product. People with this anchor find that none of the other anchors completely matches with their key motives and values, but that there is a degree of overlap with several of the anchors, ie. Autonomy, managerial competency, freedom to exercise special talents, and a desire to build wealth for security.

**7   Service or Dedication to a Cause**
The people in this group feel the need not only to maintain an adequate income, but to do something meaningful in a larger context. They are actively service oriented and interested in careers that provide solutions in areas such as product safety, overpopulation, discrepancy between rich and poor and the environment.

**8   Pure Challenge**
People in this group define their careers success by overcoming impossible odds, solving the unsolvable problem, winning out over the competitors.

# INSTRUCTIONS (PART C)

Based on the review of your answers, rate your career anchors on a scale of 1 to 5 using your answers to the questionnaire, 1= least important, 5= most importance

| IMPORTANCE RATING | YOUR CAREER ANCHOR |
|---|---|
| 5 (MOST IMPORTANT) | |
| 4 | |
| 3 | |
| 2 | |
| 1 (LEAST IMPORTANT | |