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## Career Anchors dimensions explained

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# EDGAR H. SCHEIN CAREER ANCHORS

Profile for:

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## Introduction

The purpose of the Career Anchors self-assessment is to help you to manage your career choices. A self-analysis of your career up to this point is essential if you are to make good choices as you look ahead. Why is this important? In many occupations and organizations, careers are either over-managed or not managed at all. You either have to conform to choices that others are making for you or you get the message that you had better manage your own career or you may not get anywhere.

There is overwhelming evidence that, in an increasing complex and global world, individuals have to become more self-reliant. But you cannot be more self-reliant if you do not have a clear concept of what you are good at, what you value, and what motivates you. This self-image of competence, motives, and values is your "career anchor." This report is designed to help you identify your career anchor and to think about how it relates to your career choices.

## Your Anchor is:

LS : Life Style

## Your Scores

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CH : Pure Challenge	22
GM : General Managerial Competence	19

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## About Your Career Anchor

Below is a description of your Career Anchor—competence, motives, and values that you discovered in making a career decision that might not allow you to fulfill it. It represents

## LS—Lifestyle

If you scored highest in this column, your career anchor is a situation that permits you to balance and integrate your needs, and the requirements of your career. You work your life work together toward an integrated whole, an integrated situation that provides enough flexibility to achieve some aspects of the career—for example, a geographic location would require your spouse to give up his or her career and children to leave a good school. You define success on your own. You feel that your identity is more tied up with how you deal with your family situation, and how you deal with your job or organization. People with this anchor sometimes have careers of spouses, in terms of the geographic area, and issues such as where they want their children to go to school often play a key role in that people with this anchor anchor needs can be optimally met. The person in this dilemma chooses the above categories but chooses to subordinate the general lifestyle issues.

## LS Examples

Ludwig Schmidt was a high-potential middle manager at New York headquarters. He was on a general manager's track although he was a German with a German wife. When he was offered a major promotion in the U.S. company,

# 8 career anchors (Ed H. Schein)

<b>1 TF - Technical / functional competence</b>	This kind of person likes being good at something and will work to become a <b>guru or expert</b> . They like to be challenged and then use their skills to meet the challenge, doing the job properly and better than almost anyone else
<b>2 GM - Managerial competence</b>	These people want to be managers. They like problem-solving and dealing with other people. They thrive on <b>responsibility</b> . To be successful, they also need emotional competence
<b>3 AU - Autonomy / independence</b>	These people have a primary need to <b>work under their own rules</b> and 'steam' They avoid standards and prefer to work alone
<b>4 SE - Security / stability</b>	These people seek <b>stability and continuity</b> as a primary factor of their lives. They avoid risk and are generally 'lifers' in their job
<b>5 EC - Entrepreneurial creativity</b>	These people like to invent things, be <b>creative and most of all to run their own businesses</b> . They differ from those who seek autonomy in that they will share the workload. They find ownership very important. They get easily bored Wealth, for them, is a sign of success
<b>6 SD - Service / dedication to a cause</b>	Service-orientated people are driven more by how they can <b>help other people</b> than by using their talents. They may work in public services or in areas such as human resources
<b>7 CH - Pure challenge</b>	People driven by challenge seek <b>constant stimulation and difficult problems</b> that they can tackle. Such people will change jobs when the current one gets boring, and their career can be varied
<b>8 LS - Lifestyle</b>	Those who are focused first on lifestyle look at their whole pattern of living Rather than balance work and life, they are more likely to <b>integrate</b> the two They may even take long periods of time off work in which to indulge in passions such as travelling