Anchors of Motivation Assessment

Instructions: Part 1
- Try to answer these questions as honestly as possible. Answer quickly and go with your gut instinct.
- Avoid extreme ratings, except in situations where you clearly have strong feelings in one direction or another.

How to Rate These Statements:
- For each of the statements, rate how true each feels for you by assigning a number 1 through 6. The higher the number, the truer the statement is for you.

Statement	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 collaborate with peers.							
3. I dream of having a career that will allow me the freedom to do my job my own way and on my own schedule.							
4. Security and stability are more important to me than freedom and autonomy.							
5. I dream of a career where I can solve problems and be challenged daily.							
6. I would rather leave my organization than be put in a position that would compromise my ability to pursue personal and family goals.							
7. I dream of being in an upper management position where I can make decisions that affect many people.							
8. I am most fulfilled in my work when I am free to define my own tasks, schedules, and procedures.							
9. I am most fulfilled in my career when I have been able to use my talents to help others.							
10. I dream of a career that will permit me to integrate my personal, family, and work needs.							

11. I will feel successful in my career only if I become a general manager in an organization.				
12. I seek jobs in organizations that give me a sense of security and stability.				
13. 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.				
14. Using my skills to make the world a better place is more important to me than achieving an upper-level management position.				
15. I have been most fulfilled in my career when I have solved seemingly unsolvable problems or won out over seemingly impossible odds.				
16. I would rather leave my organization than accept a position that would take me out of my area of expertise.				
17. I am most fulfilled in my work when I feel I have complete financial and employment security.				
18. I will feel successful in my career only if I succeed in creating or building something that is entirely my own product or idea.				
19. I seek out work opportunities that strongly challenge my problem solving and/or competitive skills.				
20. Balancing the demands of personal and professional life is more important to me than achieving an upper-level management position.				
21. I am most fulfilled in my work when I have been able to use my special skills and talents.				
22. I would rather leave my organization than accept a job that would reduce my autonomy and freedom.				
23. I dream of starting and building my own business.				
24. I would rather leave my organization than accept an assignment that undermines my ability to help others.				

Instructions: Part 2
- Look over your answers and locate the ones you have rated the highest (6) on the scoresheet below. Indicate those by circling the question number on the scoresheet. Each response is worth 1 point.
- Pick out THREE items that feel the truest for you (out of your top-rated answers) and give each of these an additional 4 points.
- You can now score your results, which will give you more information on what motivates you.

This Anchors of Motivation assessment is based on the research of Koenig Coaching. The original assessment can be found here: http://www.redpointcoaching.com/resources/documents/Career_Inventory.pdf

Results Scoresheet

Autonomy & Independence	Security & Stability	Technical Function	General Management Competence	Entrepreneurial Creativity	Service Dedication to a Cause	Pure Challenge	Lifestyle
3	4	1	2	21	14	7	8
11	20	25	10	29	22	23	16
35	28	33	18	37	38	31	32
Total:	Total:	Total:	Total:	Total:	Total:	Total:	Total:

Instructions: Part 3
- Review the Anchors of Motivation categories on pages 4-5.
- Based on the Anchors of Motivation categories and Results Scoresheet, rate your top 5 career anchors on a scale of 1-5.

Importance Rating	Your Career Anchor
5 (Most Important)	
4	
3	
2	
1 (Least Important)	

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Schein's Career Anchors

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.

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.

Technical Function
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 their specific area. 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 interests them, and career growth means continued advancement within that work area only.

General Management 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.

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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.

Service 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.

Pure Challenge

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

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.