**TYPES OF CAREER ANCHORS**

Based on this longitudinal study and on subsequent career history interviews of several hundred people in various career stages, eight career anchor categories were identified:

* Technical/Functional Competence
* General Managerial Competence
* Autonomy/Independence
* Security/Stability
* Entrepreneurial Creativity
* Service/Dedication to a Cause
* Pure Challenge
* Lifestyle

Every person is concerned to some degree with each of these issues. The label "career anchor" indicates an area of such paramount importance to a person that he or she would not give it up. The person comes to define his or her basic self-image in terms of that concern, and it becomes an overriding issue at every stage of the career. To understand this concept fully, one needs to look at each of the anchors in greater detail and to highlight how people with divergent anchors differ from one another. The following descriptions of the eight anchors are intended to provide the reader with this information. Each description begins with the general characteristics of the anchor and then examines the issues involved in managing someone with that anchor, including the type of work, pay and benefits, promotion system, and recognition preferred by a person with that career anchor.

***Technical/Functional Competence***

Some people discover as their careers unfold that they have both a strong talent and high motivation for a particular kind of work. What really "turns them on" is the exercise of their talent and the satisfaction of knowing that they are experts. This can happen in any kind of work. For example, an engineer may discover that he or she is very good at design: a salesperson may find real selling talent and desire; a manufacturing manager may encounter greater and greater pleasure in running complex plants; a financial analyst may uncover talent and enjoyment in solving complex capital investment problems; a teacher may enjoy his or her growing expertise in the field; and so on.

As these people move along in their careers they notice that if they are moved into other areas of work they are less satisfied and less skilled. They begin to feel pulled back to their areas of competence and enjoyment. They build a sense of identity around the *content* of their work, the technical or functional areas in which they are succeeding, and develop increasing skills in those areas.

The technically/functionally anchored commit themselves to a life of specialization and devalue the concerns of the general manager, although they are willing to be functional managers if it enables them to pursue their areas of expertise. Despite the fact that most careers start out being technical/functional in their orientation and that the early phase of most careers is involved with the development of a specialty, not everyone is excited by a specialty. For some people the specialist job is a means to organizational membership or security more than it is an end in itself. For others it is simply a stepping stone to higher rungs on the organizational ladder, a necessary step to *get* into general management. For still others it is an opportunity to learn some skills that will be needed to launch into independent or entrepreneurial activities. Consequently, although most people start out specializing, only some find this intrinsically rewarding enough to develop career anchors around their specialties.

***Type of work****.* The single most important characteristic of desirable work for members of this group is that it be challenging to them. If the work does not test their abilities and skills, it quickly becomes boring and demeaning and will result in their seeking other assignments. Because their self-esteem hinges on exercising talent, they need tasks that permit such exercise. Although others might be more concerned about the context of the work, this type of person is more concerned about the intrinsic *content* of the work.

Technical/functional people who have committed themselves to an organization (as opposed to an autonomous consultant) are willing and anxious to share in goal setting. However, once goals have been agreed on, they demand maximum autonomy in executing them. Not only do they want the autonomy in execution, but they generally also want unrestricted facilities, budgets, and resources of all kinds to enable them to perform the job appropriately. Conflict often emerges between general managers who are trying to limit the cost of specialized functions and the specialists who want to be able to spend whatever it takes to enable them to do the job properly.

The person anchored in this way will tolerate administrative or managerial work as long as he or she believes that it is essential to getting the job done; however, such work is viewed as painful and necessary rather than as intrinsically enjoyable or desirable. Being promoted into a more general job is viewed as totally undesirable by these people because it forces them out of the specialties with which they identify.

Talent for the interpersonal aspects of management varies in this group, resulting in the dilemma that if such people are promoted into supervisory positions and then discover that they have no talent for supervision, they are typically blocked organizationally. Most career ladders do not provide for easy return to the technical/functional staff role once a managerial job has been taken.

Finding a viable role and challenging work as one progresses in a technical/functional career can be a difficult task, both for the individual and for the organization. Becoming more of a teacher and mentor to younger people is one workable solution. Careful redesign of work to take advantage of the experience level of the older specialist is another avenue, inasmuch as this kind of person becomes something of a generalist within his or her technical area and is thus able to bring a broader perspective to problems.

***Pay and benefits.***Technical/functional people want to be paid for their skill levels, often defined by education and work experience. A person with a doctorate wants a higher salary than someone with a Master's degree, regardless of actual accomplishments. These people are oriented toward *external equity,* meaning that they will compare their salaries to what others of the same skill level earn in other organizations. Even if they are the highest-paid people in their own organizations, they will feel that they are not being treated fairly if they are underpaid compared with those in similar positions in other organizations.

Technical/functional people are oriented more toward absolute pay level than toward special incentives such as bonuses or stock options, except as forms *of* recognition. They probably prefer so-called "cafeteria" portable benefits, in which they choose the kinds of benefits they need (for instance, life insurance or retirement programs) because they view themselves as highly mobile and want to be able to take as much as possible with them. They are frightened of the "golden handcuffs" because they might get trapped in unchallenging work.

***Promotion system.***This group of people clearly prefers a professional promotional ladder that functions in parallel with the typical managerial ladder. They resent promotional systems that make advancement equivalent to moving into administration or management. Although this has been recognized in some research-and-development and engineering organizations, it is just as applicable to all the other functional specialties that exist in organizations (such as finance, marketing, manufacturing, or sales). Still, few organizations have developed career ladders that are genuinely responsive to the needs of the technically/functionally anchored person.

Promotion for a technically/functionally anchored person does not necessarily have to be in terms of rank. If external market equity were achieved in salary, this person would respond to being awarded an increase in the scope of the job, to being allocated more resources or areas of responsibility, to being given a bigger budget or more technical support or subordinates, or to being consulted more on high-level decisions as a result of placement on key committees or task forces.

***Type of recognition.***The specialist values the recognition of his or her professional peers more than uninformed rewards from members of management. In other words, a pat on the back from a supervisor who really does not understand what was accomplished is worth less than acknowledgment from a professional peer or even from a subordinate who knows exactly what was accomplished and how difficult it might have been.

In terms of the type of recognition that is valued, at the top of the list is the opportunity for further learning and self-development in the specialty. Thus educational opportunities, organization-sponsored sabbaticals, encouragement to attend professional meetings, budgets for buying books or equipment, and so on are highly valued. This is especially true because one of the greatest threats to technically/ functionally anchored people as they age is obsolescence.

In addition to continuing education, this group values formal recognition through being identified to colleagues and other organization members as valued specialists. Prizes, awards, publicity, and other public acknowledgments are more important than an extra percentage in the paycheck, provided that the base pay is perceived as equitable in the first place.

The technically/functionally anchored person is most vulnerable to organizational mismanagement, because organizational careers tend to be designed by general managers who value learning several functions, achieving internal equity in pay, forging organizational loyalty, and getting along with all kinds of people. All of these things may be irrelevant to the technical/functional person. If this person is a valued resource in the organization, some redesign of the career development system will typically be needed.

***General Managerial Competence***

Some people-but only some-discover as their careers progress that they really want to become general managers, that management per se interests them, that they have the range of competence that is required to be a general manager, and that they have the ambition to rise to organizational levels where they will be responsible for major policy decisions and where their own efforts will make the difference between success and failure.

Members of this group differ from the technical/functional people in that they view specialization as a trap. They recognize the necessity to know several functional areas well and they accept that one must be expert in one's business or industry to function well in a general manager's job. Key values and motives for this group of people are advancement up the corporate ladder to higher levels of responsibility, opportunities for leadership, contributions to the success of their organiza­tions, and high income.

When they first enter organizations, most people have aspirations to get ahead in some general sense. Many of them talk explicitly of ambitions to rise to the top, but few have a realistic picture of what is actually required in the way of talents, motives, and values to make it to the top. With experience it becomes clearer, especially to those who have committed themselves to general management as a career, that they not only need a high level of motivation to reach the top. but that they also need a mixture of talents and skills in the following three basic areas:

• ***Analytical competence****:* The ability to identify, to analyze, to synthesize, and to solve problems under conditions of incomplete information and uncertainty. General managers point out the importance of being able to decipher what is going on: to cut through a mass of possibly irrelevant detail to get to the heart of a matter; to judge the reliability and validity of information in the absence of clear verification opportunities: and, in the end, to pose the problem or question in such a way that it can be worked on. Financial, marketing, technological, human, and other elements have to be combined into problem statements that are relevant to the future success of the organization.

It is commonly said that general managers are decision makers. However, it is probably more accurate to say that general managers are capable of identifying and stating problems in such a way that decisions can be made. General Managers manage the decision-making process: to do this they must be able to think cross-functionally and integratively. That, in turn, requires other competencies.

• ***Interpersonal and intergroup competence****:* The ability to influence, supervise, lead, handle, and control people at all levels of the organization toward organizational goal achievement. General Managers point out that this skill involves eliciting valid information from others, getting others to collaborate to achieve synergistic outcomes, motivating people to contribute what they know to the problem-solving process, communicating clearly the goals to be achieved, facilitating the decision-making process and implementation, monitoring progress, and instituting corrective action if necessary.

Much of the technical information that goes into decision making increasingly is in the hands of subordinates and peers with technical/functional career anchors. Therefore, the quality of decisions largely hinges on the ability of general managers to bring the right people together for problem-solving purposes and then to create a climate that will elicit full exchange of information and full commitment from these people. More and more, such decision making occurs in groups because the complexity of the problems requires that people share information in order to solve problems. Thus group skills are very relevant for general managers.

New managers often wonder whether they will be any good at supervising others and, of almost equal importance, whether they will like supervising. Most new managers do not know what interpersonal skills they have or need unless they have been in leadership roles in school. This is one reason that management recruiters are anxious to know about extracurricular activities when they assess a candidate. Any evidence of a track record in this area is of great value, both to the individual and the organization. Once a new manager has had an opportunity to test himself or herself and finds that the interpersonal work is manageable and enjoyable, self-confidence and ambition increase rapidly.

People who discover either that they are not talented in supervision or that they do not really like that kind of work gravitate toward other pursuits and build their career anchor around technical/functional competence, autonomy, or even entrepreneurial activity. It is crucial for organizations to create career systems that make it possible for such people to move out of supervisory roles if they are not suited to such roles, preferably without penalty. All too often the best engineer or salesperson is promoted to be a supervisor, only to fail in the role but then to be stuck in it, to the inevitable detriment of his or her career and the company.

• ***Emotional competence****:* The capacity to be stimulated by emotional and interpersonal issues and crises rather than to be exhausted or debilitated by them; the capacity to bear high levels of responsibility without becoming paralyzed: and the ability to exercise power and make difficult decisions without guilt or shame. All of the general managers interviewed referred to the painful process of learning to make tough decisions, and almost all of them said that they had not anticipated what it would be like or how they would react. Only as they gained confidence in their abilities to handle their own feelings did they gain confidence that they could really succeed as general managers. They cited examples such as laying off a valued older employee; deciding between two programs, each backed by valued subordinates; committing large sums of money to a project, knowing that the fate of many people depended on success or failure; asking a subordinate to perform a very difficult job that he or she might not want to do; inspiring a demoralized organization; fighting for a project at a higher level: delegating to subordinates and leaving them alone enough to learn how to do things; and taking ownership of a decision, in the sense of being accountable even without control over its implementation.

Most general managers report that such decisions occur constantly and that one of the most difficult aspects of the job is functioning day after day without giving up, getting an ulcer, or having a nervous breakdown. The essence of the general manager's job is to absorb the emotional strains of uncertainty, interpersonal conflict, and responsibility. It is this aspect of the job that often repels the technically/functionally anchored individual but excites and motivates the managerially anchored individual.

General managers differ from people with other anchors primarily in that they have analytical competence, interpersonal and intergroup competence, and emotional competence. They cannot function without some degree of each of these areas of competence, although no one area has to be developed to a very high level. The combination of skills is what is essential for the general manager, while the technical/functional person needs high development of one skill element. General managers are quite different in these respects from functional managers, and it takes longer to learn to be a general manager because these competencies can only be learned through actual experiences.

***Type of work****.* Managerially anchored people want high levels of responsibility; challenging, varied, and integrative work; leadership opportunities; and opportunities to contribute to the success of their organizations. They will measure the attractiveness of a work assignment in terms of its importance to the success of the organization, and they will identify strongly with the organization and its success or failure as a measure of how well they have done. In a sense, then, they are real "organization people" whose identity rests on having an effective organization to manage.

***Pay and benefits.***Managerially anchored people measure themselves by their income levels and expect to be very highly paid. In contrast to the technically/functionally anchored people, they are oriented more toward internal equity than external equity. They want to be paid substantially more than the level below them and will be satisfied if that condition is met even if someone at their own level in another company is earning more. They also want short-term rewards such as bonuses for achieving organizational targets, and, because they are identified with the organization, they are very responsive to things such as stock options that give them a sense of ownership and shared fate.

Managerially anchored people share with security-oriented people a willingness (if not a positive desire) for the "golden handcuffs," particularly in the form of good retirement benefits. So much of a managerially anchored person's career is tied up with a given company that his or her particular skills may not be portable in mid-life or later. However, an increasing number of general managers now shift from company to company and take their benefit packages with them or negotiate for equivalent packages. Inasmuch as intimate knowledge of a particular industry and company are important to the decision-making process, it is not clear whether such movement can be successful. It is possible that new specialties are arising within general management itself, such as the "turn-around manager" who is brought into a failing company from outside to get it back to a profitable status, or the "start-up manager" whose specialty is to open new parts of the organization in overseas locations or to develop new products or markets.

***Promotion system****.* Managerially anchored people insist on promotion based on merit, measured performance, and results. Even though they acknowledge that personality, style, seniority, politics, and other factors play a role in determining promotions, general managers believe that the ability to get results is the critical criterion. All other factors are legitimate only because they are essential to getting results.

***Type of recognition****.* The most important forms of recognition for managerially anchored people are promotions to positions of higher responsibility. They measure such positions by a combination of rank, title, salary, number of subordinates, and size of budget, as well as by less tangible factors defined by their superiors (such as the importance of a given project or department or division to the future of the company). They expect promotions frequently. If they are too long in given jobs, they assume that they are not performing adequately. Every organization seems to have a timetable for promotions and managers measure their successes partly by whether they are moving in accordance with their organizations' timetables. Thus movement itself becomes an important form of recognition unless it is clearly lateral or downward.

Organizations sometimes develop implicit career paths that become known informally to the more ambitious general managers. It may be commonly understood, for example, that one should move from finance to marketing, then take over a staff function in an overseas company, then move to headquarters, and eventually take over a division. If promotions do not follow the typical path, these people will worry that they are "off the fast track" and are losing their potential. For this reason, movement to the right job is another important form of recognition.

This group of people is highly responsive to monetary recognition in the form of raises, bonuses, and stock options; they enjoy titles, status symbols (such as large offices, cars, or special privileges), and, most importantly, the approval of their superiors. Whereas the technically/functionally anchored person only values approval from someone who really understands his or her work, general managers value approval specifically from the superiors who control their most important incentive – promotion to the next higher level.

In summary, the person who is anchored in managerial competence and who therefore aspires to a position in general management has a very different orientation from others in the typical organization, even though he or she may start in a very similar kind of job. Interviews disclosed that such an orientation developed as soon as the person had enough data to determine whether or not he or she had the analytical, interpersonal, and emotional skills to be a general manager. Some people had these insights early; if the organizations did not respond to their needs to rise quickly, they went to other organizations that permitted them to reach responsible levels rapidly.

***Autonomy/Independence***

Some people discover early in their working lives that they cannot stand to be bound by other people's rules, procedures, working hours, dress codes, and other norms that almost invariably arise in any kind of organization. Regardless of what they work on, such people have an overriding need to do things in their own way, at their own pace, and against their own standards. They find organizational life to be restrictive, irrational, and intrusive into their private lives; therefore, they prefer to pursue more independent careers on their own terms. If forced to make a choice between a present job that permits autonomy and a much better job that requires giving it up. the autonomy/independence-anchored person would stay in his or her present job.

Everyone has needs for certain levels of autonomy, which vary during the course of life. For some people, however, such needs come to be overriding; they feel that they must be masters of their own ships at all times. Sometimes extreme autonomy needs result from high levels of education and professionalism, in which the educational process itself teaches the person to be totally self-reliant and responsible. Sometimes such feelings are developed in childhood by child-rearing methods that put great emphasis on self-reliance and independent judgment.

People who begin to organize their careers around such needs gravitate toward autonomous professions. If interested in business or management, they may go into consulting or teaching. Or they may end up in areas of work in which autonomy is relatively possible even in large organizations—research and development, field sales offices, data processing, market research, financial analysis, or the manage­ment of geographically remote units.

***Type of work****.* The autonomy-anchored person prefers clearly delineated, time-bounded kinds of work within his or her area of expertise. Contract or project work, whether part-time, full-time, or even temporary, is acceptable and often desirable. In addition, this type of person wants work that clearly defines goals but leaves the means of accomplishment up to him or her. The autonomy-anchored person cannot stand close supervision; he or she might agree to organization-imposed goals or targets but wants to be left alone after those goals are set.

***Pay and benefits****.* The autonomy-anchored person is terrified of the "golden handcuffs." He or she would prefer merit pay for performance, immediate payoffs, bonuses, and other forms of compensation with no strings attached. People anchored in autonomy prefer portable, cafeteria-style benefits that permit them to select *the* options most suitable to their life situations at given points in time.

***Promotion system****.* This type of person responds most to promotions that reflect past accomplishments; he or she wants a new job to have even more freedom than the previous one. In other words, promotion comes to mean more autonomy. Being given more rank or responsibility can actually threaten an autonomy-anchored person if it entails loss of autonomy. An autonomous sales representative knows that to become sales manager might mean less freedom, so he or she often turns down such promotions.

***Type of recognition****.* The autonomy-anchored person responds best to forms of recognition that are portable. Medals, testimonials, letters of commendation, prizes, awards, and other such rewards probably mean more than promotions, title changes, or even financial bonuses.

Most organizational reward systems are not at all geared to dealing with the autonomy-anchored person. Hence such people often leave in disgust, complaining about organizational red tape. If their talents are not needed, no harm is done. But if key people in the organization have autonomy anchors, it becomes important to redesign personnel systems to make organizational life more palatable to these people. Such redesign is particularly difficult because most systems are not geared for dealing with contract or part-time work, the form of work most attractive to the autonomy-anchored person.

***Security/Stability***

Some people have an overriding need to organize their careers so that they feel safe and secure, so that future events are predictable, and so that they can relax in the knowledge that they have made it. Everyone needs some degree of security and stability throughout life; at certain life stages financial security can become the overriding issue, such as when one is raising and educating a family or approaching retirement. However, for some people security and stability are predominant throughout their careers to the point that these concerns guide and constrain all major career decisions.

Such people often seek jobs in organizations that provide job tenure, that have the reputation of avoiding layoffs, that have good retirement plans and benefit programs, and that have the image of being strong and reliable. For this reason, government and civil service jobs are often attractive to these people. They obtain some of their self-satisfaction from identifying with their organizations even if they do not have high-ranking or important jobs.

Security/stability-anchored people welcome the "golden handcuffs" and are usually willing to give responsibility for their career management to their employers. In exchange for tenure they are willing to be told what work to do, how much to travel, where to live, how often to switch assignments, and so on. Because of this, they are sometimes perceived as lacking ambition or may be looked on with disdain in cultures that place a high value on ambition and achievement. This can be an unfair stereotype because some of these individuals have risen from humble origins into fairly high-level managerial positions. When they reach middle management in large corporations, they genuinely feel they have made it because of where they started socio-economically.

The highly talented among this group reach high levels in organizations, but they prefer jobs that require steady, predictable performance. The less talented may level off in middle management or in staff jobs and gradually become less involved. If they obtain the security they are seeking, they are content with whatever levels they have attained. If they have unused talents, they are content to find non-work or non-career activities in which they can exercise those talents.

***Type of work****.* Security/stability-anchored people prefer stable, predictable work and are more concerned about the context of the work than the nature of the work itself. Job enrichment, job challenge, and other intrinsic motivational tools matter less to them than improved pay. working conditions, and benefits. Much organizational work has this character, and every organization is highly dependent on having among its employees a large number of people an­chored in security and in technical/functional competence.

***Pay and benefits****.* The person anchored in security/stability prefers to be paid in steadily predictable increments based on length of service. Such a person prefers benefit packages that emphasize insurance and retirement programs.

***Promotion system****.* The security/stability-anchored person prefers a seniority-based promotion system and welcomes a published grade and rank system that spells out how long one must serve in any given grade before promotion can be expected. Obviously this kind of person relishes a formal tenure system such as is found in schools and universities

***Type of recognition****.* The security/stability-anchored person wants to be recognized for his or her loyalty and steady performance, preferably with reassurances of further stability and continued employment. Above all, this person needs to believe that loyalty makes a real contribution to the organization's performance. Most personnel systems are well geared to this kind of person, although guarantees of tenure are rare.

***Entrepreneurial Creativity***

Some people discover early in life that they have an overriding need to create new businesses of their own by developing new products or services, by building new organizations through financial manipulation. or by taking over existing businesses and reshaping them to their own specifications. These are not necessarily only inventors or creative artists, although some of them at times become entrepreneurs. Nor should these people be con­fused with creative researchers, market analysts, or advertising executives. The creative urge in this group is specifically toward creating new organizations, products, or services that can be identified closely with the entrepreneur's own efforts, that will survive on their own, and that will be economically successful. Making money is then a measure of success.

Many people dream about forming their own businesses and express those dreams at various stages of their careers. In some cases these dreams express needs for autonomy – to get out on one's own. However, entrepreneurially anchored people typically began to pursue these dreams relentlessly early in life, often having started small money-making enterprises even during high school. They found they had both the talent and an extraordinarily high level of motivation to prove to the world that they could do it. Such motivation often derived from their own families, which previously may have produced successful entrepreneurs. They did not stay with traditional organizations very long, or they kept organizational jobs as sidelines while their real energies went into the building of their own enterprises.

It is important to distinguish this career anchor from the autonomy/independence one. Many people want to run their own businesses because of autonomy needs. What distinguishes entrepreneurs is their obsession with proving that they can create businesses. This often means sacrificing both autonomy and stability, particularly in the early stages before a business is successful. Other entrepreneurially oriented people continue to fail at entrepreneurism, spending the bulk of their careers searching for creative solutions while making a living at conventional jobs. For example, a person may be a sales representative or a middle manager in some enterprise while trying to build a real-estate empire or looking for a company to acquire and run in his or her spare time. What makes such a person an "entrepreneur" is the dedication to creating the new enterprise and the willingness to drop a pre-existing job once a venture has been located.

***Type of work.***Entrepreneurially anchored people are obsessed with the need to create, and they tend to get bored easily. In their own enterprises, they may continue to invent new products or services, or they may lose interest, sell these enterprises, and start new ones. They are restless and continually require new creative challenges.

***Pay and benefits.***For this group of people, ownership is ultimately the most important issue. Often they do not pay themselves very well, but they retain control of their organizations' stock. If they develop new products, they want to own the patents. Large organizations that attempt to retain entrepreneurs often misunderstand the intensity of these needs. Unless given control of the new enterprise with patents and 51 percent of the stock, an entrepreneurially anchored person will not stay with an organization. Entrepreneurs want to accumulate wealth, not so much for its own sake but as a way of showing the world what they have accomplished. Benefit packages are probably not a mean­ingful issue to them.

***Promotion system****.* Entrepreneurs want a system that permits them to be wherever they need to be at any given point during the career. They want the power and the freedom to move into the roles they consider to be key and to meet their own needs, usually roles that permit them to continue to exercise creativity, such as head of research and development or chairman of the board.

***Type of recognition****.* Building fortunes and sizeable enterprises are two of the most important ways that members of this group achieve recognition. In addition, entrepreneurs are rather self-centered, seeking high personal visibility and public recognition. Often they display this quality by putting their own names on products or companies.

***Sense of Service, Dedication to a Cause***

Some people enter occupations because of central values that they want to embody in their work. They are oriented more toward these values than toward the actual talents or areas of competence involved. Their career decisions are based on the desire to improve the world in some fashion. Those in the helping professions – such as medicine, nursing, social work, teaching, and the ministry – are typically considered to hold this career anchor. However, dedication to a cause clearly also characterizes some people in business management and in organizational careers. Some examples include the human resource specialist who works on affirmative action programs, the labor lawyer intent on improving labor-management relations, the research scientist working on a new drug, or the manager who chooses to go into public service in order to improve some aspect of society in general. Values such as working with people, serving humanity, and helping one's nation can be powerful anchors in one's career. However, not everyone in a service-oriented occupation is motivated by the desire to serve. Some doctors, lawyers, ministers, and social workers may be anchored in technical/functional competence or autonomy or security: some may want to become general managers. Without knowing which anchor is actually operating, one will not know what the career occupant really wants.

***Type of work****.* Service-anchored people clearly want work that permits them to influence their employing organizations or social policies in the direction of their values. A good example of this person is a professor of agriculture who left a tenured university position to accept a job as manager of environmental planning for a large mining company. He stated that he would con­tinue to work for this company as long as he was allowed to do key environmental planning and to have the power to get things done.

***Pay and benefits.***People anchored in sense of service or dedication to a cause want fair pay for their contributions and portable benefits because they have no a priori organizational loyalty. Money per se is not central to them.

***Promotion system.***More important than monetary rewards is a promotional system that recognizes the contribution of the service-anchored person and moves him or her into positions with more influence and the freedom to operate autonomously.

***Type of recognition.***Service-anchored people want recognition and support both from their professional peers and from their superiors; they want to feel that their values are shared by higher levels of management. In the absence of such support, they move toward more autonomous professions such as consulting.

***Pure Challenge***

Some people anchor their careers in the perception that they can conquer anything or anybody. They define success as overcoming impossible obstacles, solving unsolvable problems, or winning out over extremely tough opponents. As they progress, they seek ever-tougher challenges. For some, this takes the form of seeking jobs in which they face more and more difficult problems. However, these people are not technically/functionally anchored because they seem not to care in what area the problem occurs. Some high-level strategy/management consultants seem to fit this pattern in that they relish more and more difficult kinds of strategic assignments.

For others, the challenge is defined in interpersonal and competitive terms. For example, some naval aviators perceive their sole purpose in life to be to prepare themselves for the ultimate confrontation with an enemy. In that confrontation these "warriors" would prove to themselves and to the world their superiority in competitive combat. Although the military version of this anchor may seem somewhat overdramatized, other people also define life in competitive terms. Many salespeople, professional athletes, and even some managers define their careers essentially as daily combat or competition in which winning is everything. Most people seek a certain level of challenge; for the person anchored in pure challenge, it is the one thing that matters most. The area of work, the kind of employing organization, the pay system, the type of promotion system, and the forms of recognition are all subordinate to whether or not the job provides constant opportunities for self-tests. In the absence of such constant tests of self, the person becomes bored and irritable. Often such people talk about the importance of variety in their careers; one reason some of them are attracted to general management is the variety and intense challenge that managerial situations provide.

The managerial issues involved in motivating and developing such people are intrinsically complex. On the one hand, these people are already highly motivated to develop themselves and probably are very loyal to organizations that give them adequate opportunities for self-tests. But they can also be very single-minded and certainly can make life difficult for those who do not have comparable aspirations. The 1979 Hollywood film *The Great Santini* depicted the problems created bya "warrior." both for his supervisors and for his family. A career for such a person has meaning only if competitive skill can be exercised; if there is no such opportunity, the person can become demoralized and hence a problem to himself and others.

***Lifestyle***

At first glance this concept seems like a contradiction in terms. People who organize their existence around lifestyle are, in one sense, saying that their careers are less important to them and, therefore, that they do not have a career anchor. They belong in a discussion of career anchors, however, because a growing number of people who are highly motivated toward meaningful careers are, at the same time, adding the condition that the career must be integrated with total lifestyle. This is not merely a matter of balancing personal and professional lives as many people traditionally have done; it is more a matter of finding a way to integrate the needs of the individual, the family, and the career.

Because such integration is itself an evolving function, this kind of person wants flexibility more than anything else. Unlike the autonomy-anchored person who also wants flexibility, those with lifestyle anchors are quite willing to work for organizations provided that the right options are available at the right time. Such options might include traveling or moving only at times when family situations permit, part-time work if life concerns require it, sabbaticals, paternity and maternity leaves, day-care options (which are becoming especially relevant for the growing population of dual-career couples and single parents), flexible working hours, work at home during normal working hours, and so on. Lifestyle-anchored people look more for an organizational attitude than a specific program; an attitude that reflects respect for personal and family concerns and that makes genuine renegotiation of the psychological contract possible.

This anchor was first observed in women graduates of the Massachusetts Institute of Technology Sloan School of Management but increasingly is being observed in male graduates, especially those who have gone into management and strategy consulting. It probably reflects a number of trends in society and is an inevitable effect of the dual-career family. What it requires most from managers, is understanding, because it is not clear what particular organizational responses will be most helpful in any given case, except that policies and career systems in general must become more flexible.

One specific lifestyle issue is the growing unwillingness of career occupants to move geographically. At first this seemed to be an aspect of the security anchor, but it has become increasingly clear that people who are unwilling to move feel this way less for security/stability reasons than for reasons of integrating personal, family, and career issues. This trend, if it continues, could have major implications for the external career path. Many companies take it for granted that people will move when asked to do so and treat this as a positive developmental career step. If they encounter more and more people anchored in lifestyle, it is not clear whether these people will have to sacrifice career advancement or their companies will redefine career paths to make advancement more feasible within a confined geographical area.