

A Job by Any Other Name

As many societies become increasingly affluent, more and more people have the luxury of allowing work to fill a variety of roles in their lives. Studies conducted by Tamara Erickson and researchers Ken Dychtwald and Bob Morison suggest that work plays six general roles, which correspond to six types of employees, based on psychodemographic characteristics. Each worker segment cares deeply about several aspects of the employee-employer relationship and little about the others.

Employee Type	Expressive Legacy	Secure Progress
The Role of Work	Work is about creating something with lasting value.	Work is about improving one's lot in life and finding a predictable path.
What Appeals and Engages	Autonomy Entrepreneurial opportunities Creative opportunities Stimulating tasks that enable continual learning and growth	Fair, predictable rewards Concrete compensation, solid benefits and retirement package Stability Structure and routine Career training

	Individual Expertise and Team Success	Risk and Reward	Flexible Support	Low Obligation and Easy Income
	Work is about being a valuable part of a winning team.	Work is one of multiple opportunities to live a life filled with change and excitement.	Work is a source of livelihood but not yet (or not currently) a priority.	Work is a source of immediate economic gain.
	Collaboration Fun Stability and structure Opportunity to gain competence Opportunity to leverage personal strengths	Opportunity to improve personal finances Flexibility Opportunity to choose tasks and positions from a long menu of options Open-ended tasks and approaches to getting work done	Flexibility Well-defined vacation and family benefits Well-defined work routines – the ability to plug in and out of tasks and assignments with ease Virtual, asynchronous tasks and assignments Fun	Jobs that are relatively easy to come by Well-defined work routines Lucrative compensation and benefits packages Stability and security Recognition

Erickson, Tamara J., and Lynda Gratton. "What it means to work here."
Harvard Business Review 85.3 (2007): 104.