

## EXECUTIVE MBA IN PRODUCT LEADERSHIP



# INTRODUCTION

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## Purpose of **Career Planning** Assessment

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The purpose of Career Anchors Self-assessments is to help you to manage your career choices. A self analysis of your career upto 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 confirm 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.

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There is overwhelming evidence that, in an increasing complex global world, individuals have to come 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 identity your career anchor and to think about how it relates to your career choices.

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Categories of **Career Planning** Assessment

TF : Technical / Functional Competence

GM : General Managerial Competence

AU : Autonomy Independence

SE : Security / Stability

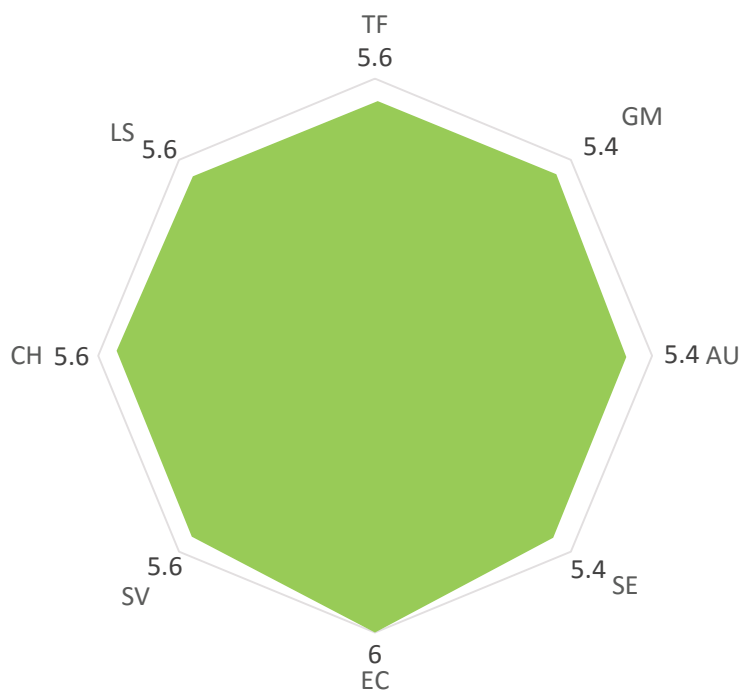
EC : Entrepreneurial Creativity

SV : Sense of Service, Dedication to a Cause

CH : Pure Challenge

LS : Lifestyle

## Your Score



Technical / Functional Competence	5.6
General Managerial Competence	5.4
Autonomy Independence	5.4
Security / Stability	5.4
Entrepreneurial Creativity	6.0
Service Dedication on to cause	5.6
Pure Challenge	5.6
Life Style	5.6

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### Technical / Functional Competence

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Some people discover as their careers unfold that they have both a strong talent & high motivation for a particular kind of work. What really “turns them on” is the exercise of their talent & 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 & desire; a manufacturing manager may encounter greater & greater pleasure in running complex plants; a financial analyst may uncover talent & enjoyment in solving complex capital investment problems; a teacher may enjoy his or her growing expertise in the field; & 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 & less skilled. They begin to feel pulled back to their areas of competence & enjoyment. They build a sense of identity around the content of their work, the technical or functional areas in which they are succeeding, & develop increasing skills in those areas.

The technically / functionally anchored commit themselves to a life of specialization & 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 & 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 organiza-

tional 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 & skills, it quickly becomes boring & demeaning & 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 intrinsic content of the work.

Technical / functional people who have committed themselves to an organization (as opposed to an autonomous consultant) are willing & 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, & 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 &

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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 & 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 & 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 & challenging work as one progresses in a technical / functional career can be a difficult task, both for the individual & for the organization. Becoming more of a teacher & 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 & is thus able to bring a broader perspective to problems.

**Pay & benefits:** Technical / functional people want to be paid for their skill levels, often defined by education & 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 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 & 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 & engineering organizations,

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it is just as applicable to all other functional specialties that exist in organizations (such as finance, marketing, 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 acknowledgement from a professional peer or even from a subordinate who knows exactly what was accomplished & 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 & self – development in the specialty. Thus educational opportunities, organization – sponsored sabbaticals, encouragement to attend professional meetings, budgets for

buying books or equipment, & 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 & other organization members as valued specialists. Prizes, awards, publicity, & other public acknowledgements 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, & 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.



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### General Managerial Competence

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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, & that they have the ambition to rise to organizational levels where they will be responsible for major policy decisions & where their own efforts will make the difference between success & 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 & they accept that one must be expert in one's business or industry to function well in a general manager's job. Key values & motives for this group of people are advancement up the corporate ladder to higher levels of responsibility, opportunities of leadership, contributions to the success of their organizations, & 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, & 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 & skills in the following three basic areas:

**Analytical competence:** The ability to identify, to analyze, to synthesize, & to solve problems under conditions of incomplete information & 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 & validity of information in the absence of clear verification opportunities; & in the end, to pose the problem or question in such a way that it can be worked on. Financial, marketing, technological, human, & 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 & 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 crossfunctionally & integratively. That, in turn, requires other competencies.

**Interpersonal & intergroup competence:** The ability to influence, supervise, lead, handle, & 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 & implementation,

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monitoring progress & instituting corrective action if necessary.

Much of the technical information that goes into decision making increasingly is in the hands of subordinates & 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 & then to create a climate that will elicit full exchange of information & full commitment from these people. More & 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 & the organization. Once a new manager has had an opportunity to test himself or herself & finds that the interpersonal work is manageable & enjoyable, self-confidence & 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 & 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 & the company.

***Emotional competence:*** The capacity to be stimulated by emotional & interpersonal issues & crises rather than to be exhausted or debilitated by them; the capacity to bear high levels of responsibility without becoming paralyzed; & the ability to exercise power & make difficult decisions without guilt or shame. All of the general managers interviewed referred to the painful process of learning to make tough decisions, & 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 want to do;



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inspiring a demoralized organization; fighting for a project at a higher level; delegating to subordinates & leaving them alone enough to learn how to do things; & 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 & 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, & responsibility. It is this aspect of the job that often repels the technically/functionally anchored individual but excites & motivates the managerially anchored individual.

General managers differ from people with other anchors primarily in that they have analytical competence, interpersonal & intergroup competence, & 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, & 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, & integrative work; leadership opportunities; & 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, & they will identify strongly with the organization & 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 & benefits:** Managerially anchored people measure themselves by their income levels & 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 & 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, & because they are identified with the organization, they are very responsive to things such as stock options that give them a sense of ownership & 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

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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 & take their benefit packages with them or negotiate for equivalent packages. Inasmuch as intimate knowledge of a particular industry & 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, & results. Even though they acknowledge that personality, style, seniority, politics, & 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, & 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 & managers measure their success 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, & eventually take over a division. If promotions do not follow the typical path, these people will worry that they are "off the fast track" & 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, & stock options; they enjoy titles, status symbols (such as large offices, cars, or special privileges), & 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 from the superiors who control their

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most important incentive—promotion to the next higher level.

In summary, the person who is anchored in managerial competence & 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, & emotional skills to be a general manager. Some people had these quick 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.

## CATEGORIES

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### Autonomy Independence

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Some people discover early in their working lives that they cannot be bound by other people's rules and procedures. Regardless of where they work, such people have an overriding need to do things their own way, at their own pace and against their own standards. They find organizational life restrictive, irrational and intrusive. Therefore they prefer to pursue independent career on their own terms.

People who begin to organize their careers around such needs gravitate toward autonomous professions. Those interested in management may move to teaching or consulting. Other areas could be market research, financial analyst or data processing.

**Type of work:** The person prefers clearly delineated time bounded work within his or her area of expertise. Contract, parttime or even temporary work is acceptable and often desirable. This type of person desires clearly defined goals but leaves the means of accomplishment to him or her. He cannot stand close supervision and wants to be left alone after the goals have been set.

**Pay and benefits:** This kind of person is terrified of "golden handcuffs". He prefers merit pay for performance, immediate payoffs and compensation with no strings attached. They prefer cafeteria style benefits that permit them to select the options most suitable to their life situation.

**Promotion System:** The persona wants promotions to move to role with even higher autonomy and independence. Being given rank and responsibility might actually threaten an autonomy anchored person if it entails loss of autonomy and can often turn down promotions.

**Type of recognition:** This profile responds best to forms of recognition that are portable. Medals, testimonials, letters of commendation probably mean more than promotions or title changes.

## CATEGORIES

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### Security / Stability

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Some people have an overriding need to organize their careers so that they feel safe & secure, so that future events are predictable, & so that they can relax in the knowledge that they have made it. Everyone needs some degree of security & stability throughout life; at certain life stages financial security can become the overriding issue, such as when one is raising & educating a family or approaching retirement. However, for some people security & stability are predominant throughout their careers to the point that these concerns guide & 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 & benefit programs, & that have the image of being strong & reliable. For this reason, government & 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" & 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, & 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 & 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 & gradually become less involved. If they have unused talents, they are content to find non-work or noncareer activities in which they can exercise those talents.

**Type of work:** Security/stability-anchored people prefer stable, predictable work & are more concerned about the context of the work than the nature of the work itself. Job enrichment, job challenge, & other intrinsic motivational tools matter less to them than improved pay, working conditions, & benefits.

**Pay & 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 & retirement programs.

**Promotion system:** The security/stability-anchored person prefers a seniority-based promotion system & welcomes a published grade & rank

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### Security / Stability

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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 & universities.

**Type of recognition:** The security/stability-anchored person wants to be recognized for his or her loyalty & steady performance, preferably with reassurances of further stability & 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.



## CATEGORIES

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### Entrepreneurial Creativity

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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 & 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 products, or services that can be identified closely with the entrepreneur's own efforts, that will survive on their own, & that will be economically successful. Making money is then a measure of success.

Many people dream about forming their own businesses & 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 & 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 & stability, particularly in the early stages before a business is successful. Other entrepreneurially oriented people continue to fail at entrepreneurship, 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 & run in his or her spare time. What makes such a person an "entrepreneur" is the dedication to creating the new enterprise & 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, & 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, & start new ones. They are restless & continually require new creative challenges.

**Pay & benefits:** For this group of people, ownership is ultimately the most important issue. Often they do not pay themselves 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

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### Entrepreneurial Creativity

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intensity of these needs. Unless given control of the new enterprise with patents & 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 & the freedom to move into the roles they consider to be key & to meet their own needs, usually roles that permit them to continue to exercise creativity, such as heads of research & development or chairman of the board.

**Type of recognition:** Building fortunes & 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 & public recognition. Often they display this quality by putting their own names on products or companies.

## CATEGORIES

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### Sense of Service, Dedication to a Cause

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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, & the ministry—are typically considered to hold this career anchor. However, dedication to a cause clearly also characterizes some people in business management & 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, & 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, & 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 & to have the power to get things done.

**Pay & benefits:** People anchored in sense of service or dedication to a cause want fair pay for their contributions & 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 & moves him or her into positions with more influence & the freedom to operate autonomously.

**Type of recognition:** Service-anchored people want recognition & support both from their professional peers & 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 professionals such as consulting.

## CATEGORIES

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### Pure Challenge

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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 & 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 & more difficult kinds of strategic assignments.

For others, the challenge is defined in interpersonal & 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 (Derr, 1986). In that confrontation these "warriors" would prove to themselves & 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, & 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 organiza-

tion, the pay system, the type of promotion system, & 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 & 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 & intense challenge that managerial situations provide.

The managerial issues involved in motivating & developing such people are intrinsically complex. On the one hand, these people are already highly motivated to develop themselves & probably are very loyal to organizations that give them adequate opportunities for self-tests. But they can also be very single-minded & certainly can make life difficult for those who do not have comparable aspirations. The 1979 Hollywood film *The Great Santini* depicted the problems created by a "warrior," both for his supervisors & 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 & others.

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### Lifestyle

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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 & 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 & 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, & the career.

Because such an integration is itself an evoking function, this kind of person wants a 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 & maternity leaves, day-care options (which are becoming especially relevant for the growing population of dual-career couples & single parents), flexible working hours, work at home during normal working hours, & so on. Lifestyle-anchored people look more for an organizational attitude than a specific program, an attitude that reflects respect for personal & family concerns & 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 & strategy consulting. It probably reflects a number of trends in society & 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 & 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 seems 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, & career issues. This trend, if it continues, could have a major implications for the external career path. Many companies take it for granted that people will move when asked to do so & treat this as a positive developmental career step. If they encounter more & 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.

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