

Career Drivers Questionnaire



Are you aware there are consistent themes or drivers for our careers that shape and guide life and work decisions? What are your drivers? How do they influence your career? This exercise helps you begin to answer these questions. The results, when analysed, provide your career driver profile.

Words of warning before you complete the questionnaire: Sometimes you will find yourself struggling to compare two items that appear equally relevant or irrelevant. But, please persist. This technique forces you to weigh difficult choices. There are no right or wrong answers - it all depends upon personal preferences, so please be as honest and objective as you can.

Instructions

Below are listed thirty-six pairs of statements. You must evaluate the relative importance to you of each of the statements within each pair – i.e. weigh one against the other and allocate a pairing that adds up to a **total of 3 no more, no less. Use whole numbers only (i.e. A score of 1.5 is not allowed).**

For example:

Strongly favoured			3						
Not favoured				0					

Slightly favoured						2			
Second Choice				1					

Second Choice	1								
Slightly favoured		2							

Not favoured									0
Strongly favoured								3	

A	B	C	D	E	F	G	H	I
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1	I will only be satisfied with an unusually high standard of living.								
	I wish to have considerable influence over other people.								

2	I would obtain particular satisfaction by being able to choose freely what I do.								
	I want to make quite sure that I will be financially secure.								

3	I want to use my creative abilities in my work.								
	It is especially important to me that I work with people I like.								

Total each column - transfer results to next page.									
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Total at this point should be 9

A	B	C	D	E	F	G	H	I
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Transfer results from previous page.									
4	I only feel satisfied if the output from my job has real value in itself.								
	I want to be an expert in the things I do.								
5	I enjoy feeling that people look up to me.								
	Not to put too fine a point on it, I want to be wealthy.								
6	I want to feel that I have gained hard-won expertise.								
	I want to create things that people associate with me.								
7	I want a substantial leadership role.								
	I do what is meaningful to me, even though it may not gain tangible rewards.								
8	I seek deep social relationships with other people in my work.								
	I would get satisfaction from deciding how I spend my time.								
9	I will not be content unless I have ample material possessions.								
	I want to demonstrate to my own satisfaction that I really know my discipline.								
10	My work is part of my search for meaning in life.								
	I want the things that I produce to bear my name.								
11	I seek to be able to afford anything I want.								
	A job with long-term security really appeals to me.								
12	I seek a role that gives me substantial influence over others.								
	I would enjoy being a specialist in my field.								
13	It is important to me that my work makes a positive contribution to the wider community.								
	Close relationships with people at work are important to me.								
14	I want my personal creativity to be extensively used.								
	I would prefer to be my own master.								
Total each column - transfer results to next page.									

Total at this point should be 42

A	B	C	D	E	F	G	H	I
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Transfer results from previous page.									
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15	Close relationships with other people at work would give me special satisfaction.								
	I want to look ahead in my life and feel confident that I will always be OK.								

16	I want to be able to spend my money easily.								
	I want to be genuinely innovative in my work.								

17	Frankly, I want to tell other people what to do.								
	For me, being close to others is really the important thing.								

18	I look upon my career as part of a search for greater meaning in life.								
	I have found that I want to take full responsibility for my own decisions.								

19	I would enjoy a reputation as a real specialist.								
	I would only feel relaxed if I was in a secure career.								

20	I desire the trappings of wealth.								
	I want to get to know new people through my work.								

21	I like to play roles that give me control over how others perform.								
	It is important that I can choose for myself the task that I undertake.								

22	I would devote myself to work if I believed that the output would be worthwhile in itself.								
	I would take great comfort from knowing how I will stand on my retirement day.								

23	Close relationships with people at work would make it difficult for me to make a career move.								
	Being recognised as part of the "establishment" is important to me.								

24	I would enjoy being in charge of people and resources.								
	I want to create things that no-one else has done before.								

Total each column - transfer results to next page.									
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Total at this point should be 72

A	B	C	D	E	F	G	H	I
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Transfer results from previous page.									
25	At the end of the day, I do what I believe is important, not what simply promotes my career.								
	I seek public recognition.								
26	I want to do something distinctively different from others.								
	I usually take the soft option.								
27	I want other people to look to me for leadership.								
	Social status is an important motivator for me.								
28	A high standard of living attracts me.								
	I wish to avoid being tightly controlled by a boss at work.								
29	I want my products to have my own name on them.								
	I seek formal recognition by others of my achievements.								
30	I prefer to be in charge.								
	I feel concerned when I cannot see a long way ahead in my career.								
31	I would enjoy being a person who had valuable specialist knowledge.								
	I would get satisfaction from not having to answer to other people.								
32	I dislike being a cog in a large wheel.								
	It would give me satisfaction to have a high status job.								
33	I am prepared to do most things for material reward.								
	I see work as a means of enriching my personal development.								
34	I want to have a prestigious position in any organisation for which I work.								
	A secure future attracts me every time.								
35	When I have congenial social relationships nothing else really matters.								
	Being able to make an expert contribution would give me particular satisfaction.								
Total each column - transfer results to next page.									

Total at this point should be 105

A	B	C	D	E	F	G	H	I
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Transfer results from previous page.								
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36	I would enjoy the status symbols that come with senior positions.							
	I aspire to achieving a high level of specialist competence.							

Total each column (should add up to a total of 108 points).								
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Scoring the Career Drivers Survey

Add up the points allocated to each letter and record them below.

$$A\Box + B\Box + C\Box + D\Box + E\Box + F\Box + G\Box + H\Box + I\Box = 108$$

Career Drivers Survey

Take your totals from the bottom of the previous page and circle your score for each career driver in columns A-I. You may have a band of higher scoring career drivers and likewise a band of lower scoring career drivers. Your higher scoring career drivers are important in that they are going to help identify those aspects that are most important in motivating you. Your lowest scoring drivers are going to be the items that least drive you. Understanding both your high and low scoring drivers helps you better analyse future opportunities.

25	25	25	25	25	25	25	25	25
24	24	24	24	24	24	24	24	24
23	23	23	23	23	23	23	23	23
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21	21	21	21	21	21	21	21	21
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16	16	16	16	16	16	16	16	16
15	15	15	15	15	15	15	15	15
14	14	14	14	14	14	14	14	14
13	13	13	13	13	13	13	13	13
12	12	12	12	12	12	12	12	12
11	11	11	11	11	11	11	11	11
10	10	10	10	10	10	10	10	10
9	9	9	9	9	9	9	9	9
8	8	8	8	8	8	8	8	8
7	7	7	7	7	7	7	7	7
6	6	6	6	6	6	6	6	6
5	5	5	5	5	5	5	5	5
4	4	4	4	4	4	4	4	4
3	3	3	3	3	3	3	3	3
2	2	2	2	2	2	2	2	2
1	1	1	1	1	1	1	1	1
0	0	0	0	0	0	0	0	0
A	B	C	D	E	F	G	H	I
Material Reward	Power & Influence	Meaning	Expertise	Creativity	Affiliation	Autonomy	Security	Status

Career Drivers Survey

A career driver is an inner force that determines what you want and need from your working life. Drivers are sources of energy and direction that become obvious as we study the shape of our working lives. From analysis of the survey data, nine distinct career drivers were identified. Each is a blend of wants and needs.

Below are descriptions of each of the drivers:

A. Material Reward

Seeking possessions, wealth and a high standard of living.

Material rewards are defined as tangible assets, including money, possessions, quality of housing and other material gain.

People with material rewards as a career driver make decisions about future work life primarily to enhance their material wellbeing. They seek roles that provide a high income, and they may take on tasks or roles which may be unfulfilling or uncongenial but which provide a high income or other material rewards. For example, they may move house or even emigrate only for material advantage. Often fastidious about their dress and possessions, people who are driven by material reward may also take enormous interest in investments, taxation and other financial areas.

The key concern of this person is wealth.

B. Power & Influence

Seeking to be in control of people and resources.

Power & Influence is defined as wanting to be in a dominant role and or in control of others. It is also connected to wanting to make decisions about policy and how resources are expended.

People who have power & influence as a career driver take decisions primarily to increase the extent of their personal control over people and situations. They attempt to move towards the centre of organisations to gain formal and informal power. Obtaining satisfaction from deciding what should be done and who should do it, they are often uncomfortable in subordinate roles. People with power & influence as a key driver seem to gravitate towards managerial or political roles. They are proactive (initiating), they use personal power, and they have high self-confidence and clear ideas about what should be done.

The key concerns for this person are control and impact.

C. Meaning

Seeking to do things that are believed to be valuable for their own sake.

Search for meaning is defined as being motivated to do things considered to be a contribution to something bigger, finer or greater than the individual.

People with the search for meaning as a career driver will take decisions that are explicable only in the context of their personal beliefs and values, often according to religious, emotional, moral, social or intellectual criteria. This may take the form of helping others rather than helping themselves. Personal fulfilment is the ultimate payoff and they may make considerable sacrifices in order to follow their inner beliefs.

The desire for meaning is often connected to other career drivers, for example the philanthropist who may be driven by power and influence and the desire to give something back.

The key concern for this person is contribution.

D. Expertise

Seeking a high level of accomplishment in a specialised field.

Expertise is defined as specialist knowledge, skills, know-how, competence and capacity to perform unusual, difficult or specialised activities.

People with expertise as a career driver work hard to gain a depth of competence, often within specified fields and will strive to maintain their specialist capability. They dislike going outside their defined area. One of their primary sources of satisfaction is being valued as an expert. The expertise may be mechanical, craft, intellectual, scientific or practical. Professional Managers can be included in this category, especially those with formal training in management sciences. People driven by expertise structure their working lives around a defined discipline. The context and challenge of the work determines their behaviour. Generally, professional or trade qualifications are seen as essential entry level criteria. Since most disciplines are continuously developing, the specialist keeps up to date with journals, conferences, study programmes and so forth.

The key concerns for this person are mastery and credibility.

E. Creativity

Seeking to innovate and be identified with original output.

Creativity is here defined as devising something new which bears the name of the originator. This may be a work of science, art, literature, architecture, and entrepreneurial activity or even a form of entertainment or learning.

People with creativity as a career driver like to do things that are distinctly different from those that others do, and they want to own the results. The individual's name is closely associated with his or her products. Genuine innovation is very highly prized.

People driven by creativity derive excitement from breaking new ground. They're stimulated by puzzles, riddles, challenges and problems. They can tolerate setbacks or failures without letting them destroy optimism. A feeling of accomplishment in producing something novel is key. People with this driver are willing to take decisions that may result in disadvantage if it means they can work in creative ways. They often prefer a solitary or small team environment to large bureaucratic structures.

The key concern for this person is originality / innovation.

F. Affiliation

Seeking nourishing relationships with others at work.

Affiliation is here defined as striving to be connected with or close to others, enjoying the bonds of friendship and shared values and being enriched by relationships.

People who have affiliation as a career driver take initiatives to develop deep and fulfilling relationships with others. They put their feelings for others above self-aggrandizement and preserve continuity in important relationships. They may continue with unsatisfactory or unfulfilling jobs because of the quality of their relationships with others. Their commitment is predominantly to people, as opposed to task, position or organisational goals. In today's world of work there are some organisational values or goals which will attract this person by creating an environment where strong working relationships are encouraged.

The key concern of this person is relationships / closeness.

G. Autonomy

Seeking to be independent and able to make key decisions for oneself.

Autonomy is defined as taking personal responsibility for the structure, processes and objectives of everyday life and work.

People with autonomy as a career driver act to increase the amount of control they have over their own working lives. They resist attempts by organisations to put them in boxes. They identify, and then fight constraints and seek to become their own masters. They enjoy feeling 'I did it all', and they prefer to work alone or with a small team of like-minded individuals (which they may even lead). The desire for independence is very influential in autonomy driven individuals. They may experience the procedures, systems, conventions and protocols of others as irritants. Restrictions will evoke hostility and this individual's response is often to create an environment where he or she sets their own rules. Such people can function happily in organisations where they can negotiate a great deal of Psychometric space for themselves. This person will sacrifice organisational position for self-direction.

Key concerns for this person are choice and independence.

H. Security

Seeking a solid and predictable future.

Security is defined as wanting to know the future and to avoid being exposed to unpredictable risks.

People with security as a career driver take decisions that help them to feel relaxed about their future. Their primary goal is high predictability, rather than high income. They see life as a journey to be undertaken by the safest routes with the best maps and guides available. This type of person chooses employers after careful consideration of their stability and record of looking after employees.

They make career choices with the future in mind. If a promotion opportunity substantially increases doubt about the future, they may well reject it. People driven by security accept the world as it is rather than taking a radical stance. They may undergo training to increase their worth to the parent company. Until recently security was seen to be related to long service, but this is no longer always the case and the security-driven individual may well move from organisation to organisation in order to build breadth of experience and transferable skills which result in increased personal marketability. People like this are often considered conservative and company workers but their roles can be innovative and progressive.

The key concern for this person is assurance.

1. Status

Seeking to be recognised, admired and respected by the community at large.

Status is defined as wanting the esteem of others and to be highly regarded. Status is demonstrated by symbols, formal recognition and acceptance into privileged groups.

People with status as a career driver undertake whatever actions are needed in order to enhance their prestige. This includes making personal contacts with influential people, taking responsible assignments and self-publicising. They may seek positions of power and authority, but their desire is for the prestige of the position rather than the exercise of control. Status is not directly related to social class. For example, some people value being recognised as an authority on something or as a person with outstanding fashion sense. The person is motivated by a desire to impress others and to be acknowledged as worthy, special or as having done a job well.

The key concerns for this person are position and recognition.

Career Drivers Survey Results Summary

Your top three Career Drivers

1.

2.

3.

What do they mean to you?

Career Driver 1:

Career Driver 2:

Career Driver 3:

How have they influenced your career to date?

Career Driver 1:

Career Driver 2:

Career Driver 3:

Notes and Insights:

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