

# Career Drivers Questionnaire



*"A career driver is an 'inner force' which determines what you want and what you need from your working life."* (Francis, 1985).

Understanding these career drivers and putting your motives and values in perspective can assist you with important career choices.

In completing this questionnaire, you will sometimes find yourself struggling to compare two items that appear equally relevant or irrelevant. This technique forces you to weigh difficult choices and make relative comparisons between your motives and values. 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 36 pairs of statements. You must evaluate the relative importance to you of the statements within each pair and allocate a total of three points – no more, no less.

For example:

- 0 = Not favoured**
- 1 = Less favoured**
- 2 = More favoured**
- 3 = Strongly favoured**

Strongly favoured			3						
Not favoured				0					

More favoured					2				
Less favoured				1					

Less favoured	1								
More favoured		2							

Not favoured									0
Strongly favoured								3	
	A	B	C	D	E	F	G	H	I

**CAREER DRIVERS SURVEY (CONTINUED)**

**Each question must add up to 3 points**

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.									

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 alone.									

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.									

Total each column - transfer results to next page.										
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**CAREER DRIVERS SURVEY (CONTINUED)**

**Each question must add up to 3 points**

		A	B	C	D	E	F	G	H	I
Transfer results from previous page here.										
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.									
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.									
Total each column – transfer results to next page.										

**CAREER DRIVERS SURVEY (CONTINUED)**

**Each question must add up to 3 points**

		A	B	C	D	E	F	G	H	I
Transfer results from previous page here.										
17.	Frankly, I want to tell other people what I 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.										

**CAREER DRIVERS SURVEY (CONTINUED)**

**Each question must add up to 3 points**

		A	B	C	D	E	F	G	H	I
Transfer results from previous page here.										
25.	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.									
Total each column – transfer results to next page.										

## CAREER DRIVERS SURVEY (CONTINUED)

Each question must add up to 3 points

		A	B	C	D	E	F	G	H	I
Transfer results from previous page here.										
33.	I am prepared to do most things for material reward.									
	I seek 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 positive social relationships nothing else really matters.									
	Being able to make an expert contribution would give me particular satisfaction									
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)										

## Scoring the Career Drivers Survey

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

$$\begin{array}{ccccccccc}
 A & \square & + & B & \square & + & C & \square & + & D & \square & + & E & \square & + \\
 F & \square & + & G & \square & + & H & \square & + & I & \square & = & 108
 \end{array}$$

## CAREER DRIVERS SURVEY (CONTINUED)

Finally, mark your scores on the chart below by circling the numbers you scored for each letter. Then join up the circles to give a graphical profile of your personal career drivers. Underline or highlight your career drivers!

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
22	22	22	22	22	22	22	22	22
21	21	21	21	21	21	21	21	21
20	20	20	20	20	20	20	20	20
19	19	19	19	19	19	19	19	19
18	18	18	18	18	18	18	18	18
17	17	17	17	17	17	17	17	17
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

### Exercise:

Define in your own words the meaning of your top 3 to 4 drivers.

## CAREER DRIVERS

■	<i>Material rewards</i>	Seeking possession, wealth and a high standard of living.
■	<i>Power and influence</i>	Seeking to be in control of people and resources.
■	<i>Search for meaning</i>	Seeking to do things believed to be valuable for their own sake.
■	<i>Expertise</i>	Seeking a high level of accomplishment in a specialised field.
■	<i>Creativity</i>	Seeking to innovate and be identified with original input.
■	<i>Affiliation</i>	Seeking nourishing relationships with others at work.
■	<i>Autonomy</i>	Seeking to be independent and make key decisions for oneself.
■	<i>Security</i>	Seeking a solid and predictable future.
■	<i>Status</i>	Seeking to be recognised, admired and respected by the community at large.