

CAREER ANCHORS AND CAREER RESILIENCE: SUPPLEMENTARY CONSTRUCTS?

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OPSOMMING

Loopbaanankers en loopbaangehardheid: supplementêre konstrakte? In 'n vorige publikasie van Fourie en Van Vuuren (1998) is die bevindinge aangaande die afbakening en meting van die konstrak, loopbaangehardheid, gerapporteer. In die huidige artikel word dié ondersoek voortgesit met 'n beskrywing van die verwantskap tussen loopbaangehardheid en loopbaanankers, soos gedefinieer in die loopbaanankermodel van Schein (1975; 1978; 1990; 1992). Die doel met die studie was om te bepaal of die mate van loopbaanankerontplooiing individuele vlakke van loopbaangehardheid potensieel fasiliteer of inhibeer. Die "Career Resilience Questionnaire" (CRQ) (Fourie & Van Vuuren, 1998) is tesame met die "Career Orientation Inventory" (COI) (Schein, 1990) op 352 geskoolde werknemers geadministreer. Die bevindinge betreffende die statistiese verwantskap tussen die twee konstrakte word bespreek.

ABSTRACT

Previously the authors reported on a study in which an attempt was made at defining and measuring the construct *career resilience* (Fourie & Van Vuuren, 1998). The present article continues this investigation by reporting on the relationship between *career resilience* and *career anchors*, as defined in Schein's (1975; 1978; 1990; 1992) career anchor model. The aim of the study was to determine whether career anchor patterning could potentially inhibit or facilitate individuals' levels of career resilience. The "Career Resilience Questionnaire" (CRQ) (Fourie & Van Vuuren, 1998) together with Schein's (1990) "Career Orientations Inventory" (COI) were administered to 352 skilled employees. The findings regarding the statistical relationship between the two constructs are discussed.

Various authors have suggested that achieving psychological success in the modern-day career landscape could be facilitated by cultivating *career resilience* as a career competency (Birchall & Lyons, 1995; Bridges, 1995; Mirvis & Hall, 1994; Waterman, Waterman & Collard, 1994).

The argument for acquiring career resilience as a critical career competency can be directly attributed to the revolution in the world of work on all continents. Examples cited include continued downsizing and reduction in workforce size; flatter, leaner and less hierarchical organisational structures; trends towards outsourcing, self-employment, employing more temporary workers or *just-in-time* workforces; changing workforce demographics and competency requirements and work practices aided by technology allowing work to take place independent of physical office locations (Birchall & Lyons, 1995; Bridges, 1995; Cascio, 1995; Defillippi & Arthur, 1994; Kotter, 1995; Lawler, 1994; Meyer, 1996; Mirvis & Hall, 1994; Pfeffer, 1994; Yeatts & Cloyd, 1998).

Career resilience has also received extensive support as a principal concern in facilitating the transition from the traditional career paradigm to what may be termed an emerging new career paradigm (Birchall & Lyons, 1995; Bridges, 1995; Mirvis & Hall, 1994; Waterman *et al.*, 1994).

A career paradigm that emphasises relatively stable contexts and large entrenched hierarchical organisations as the lifelong models for careers can no longer be upheld. In contrast to the latter emerges a new career paradigm that acknowledges the unpredictable, market-sensitive context within which contemporary careers unfold. Shifting emphases in the new career paradigm include: new psychological contracts; career identities becoming more employer-independent; limited linear and more alternative routes of career progression; inter-organisational instead of intra-organisational movements and security defined in terms of being employable and not by being employed (Birchall & Lyons, 1995; Defillippi & Arthur, 1994; Mirvis & Hall, 1994; Stephens, 1994; Waterman *et al.*, 1994).

Defining career resilience

Previously Fourie and Van Vuuren (1998) explored the proliferation of definitions for career resilience and its linkages to other personality characteristics. The authors adopted as an operational definition, London's (1983) conceptualisation of career resilience as an individual's resistance to career disruptions in a less than optimal environment.

The behavioural component of career resilience encompasses the ability to: (1) adapt to changing circumstances, (2) being positive about job and organisational changes, (3) be comfortable to work with new and different people, (4) exhibit self-confidence and (5) exhibit a willingness to take risks (London, 1993). Career resilience implies a low fear of failure, a low need for security and a high tolerance for uncertainty and ambiguity (Bridges, 1995; London & Mone, 1987). However, an individual does not need to possess all of these characteristics to be considered resilient.

The opposite condition of career resilience seems to be career vulnerability. The latter is described as the extent of psychological fragility, for example, becoming upset and finding it difficult to function when confronted with less than optimal career conditions (London, 1983).

In view of the definition of career resilience, adverse career circumstances that careerists could encounter include: fewer stable attachments in the workplace; less explicit career paths; acute uncertainty about future and alternative working arrangements; challenges to individuals' sense of security and identity; multiple roles; high stress levels and balancing work and non-work demands (Birchall & Lyons, 1995; Bridges, 1995; Defillippi & Arthur, 1994).

In addition to the aforementioned examples of adverse career situations, unique dynamics present itself in the South African career context that warrants consideration. The South African career context could well be classified as a "less than optimal environment" based on the multitude of additional and potentially prolonged career disruptions. For instance an alarmingly high unemployment rate; large-scale retrenchments; so-called no-fault terminations; employment equity targets; fewer employment opportunities in formal sectors; education and skill shortages and financial and emotional stressors. Therefore the

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notion of career resilience appears to be even more relevant and a priority for individuals pursuing careers in South Africa.

Hall (1986) expresses the opinion that all careerists pursuing modern-day careers may have to find other sources of personal meaning or *psychological success*. Many of the factors that have supported and reinforced feelings of psychological success, namely job security, increasing levels of income and the status derived from one's position and employer, may be less accessible in future. Mirvis and Hall (1994) suggest that individuals will have to make sense of their constantly changing work agendas, forever-changing workplace attachments and integrate varied experiences into a coherent self-picture.

Individuals' objective and subjective careers are bound to be severely challenged in the new career paradigm. Weick and Berlinger (1989) consider the objective (or external) career a key property of the *traditional organisational career paradigm*, since it is reflected in sequences of official positions, formal statuses and titles. The subjective (or internal) career on the other hand, reflects changing aspirations, satisfactions, self-conceptions and attitudes toward work, and emphasises self-direction and greater responsibility for choices made.

It is therefore argued that it will be increasingly important for individuals to rely on internal definitions of career success in the new career paradigm, which could fall short of external measures of success. Schein's (1975; 1978; 1990; 1992) exploration of the dynamics of the internal career, through his *career anchor* concept, poses interesting implications for the new career paradigm. Since the focal point of the present study is the relation between the constructs career resilience and career orientation, a brief discussion of the career anchor model is presented.

Defining career anchors

An individual's career anchor seems to be "an evolving self-concept of what one is good at, what one's needs and motives are, and what values govern one's work-related choices" (Schein, 1992, p. 125). Three distinct components of the self-concept were identified, namely (1) self-perceived *talents and abilities*; (2) self-perceived *motives and needs*; and (3) self-perceived *attitudes and values*, which together constitute a career anchor (Schein, 1978).

In subsequent research it was concluded that an individual's career anchor is a composite of one's career orientation and self-perceived talents (DeLong, 1982). It should be pointed out that this study did not focus on the composite nature of career anchors. The emphasis was rather on *career orientation* as a central part of the concept of career anchors and for which measurement could be operationalised by means of the *Career Orientations Inventory (COI)* (Schein, 1990). A brief discussion of the entire career anchor model is, however, warranted in order to establish potential relevance and linkages to the concept of career resilience.

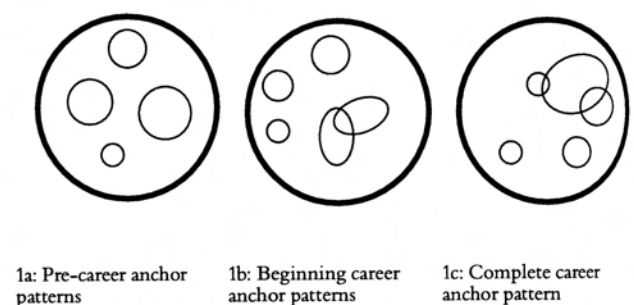
Several preconditions for the formation of career anchors are emphasised by Schein (1992). Firstly, one does not have a career anchor until one has worked for a number of years and has had relevant feedback from those experiences. Secondly, a career anchor evolves, roughly five to ten years after one has started work (Schein, 1992).

The main utility of career anchors seems to be that it becomes a stabilising force in the total personality that guides and constrains future career decisions (Schein, 1992). For example, if one is to move into a setting in which one is likely to fail, or alternatively one which fails to meet one's needs or which compromises one's values, one will be pulled back or anchored into something more congruent (Schein, 1978).

Based on his original study, Schein (1975; 1978) described five distinct career anchors based on the data gathered through interviews, namely (1) Managerial Competence; (2) Technical/Functional Competence; (3) Security/Stability; (4) Creativity/

Entrepreneurship and (5) Autonomy/Independence. Schein (1992) conceded that the interviews from the longitudinal study and related research by Derr (1980) revealed the need to add three further categories, namely (6) Service/Dedication to a cause; (7) Pure Challenge and (8) Lifestyle.

Derr (1980) developed a graphic presentation of the development of a single stable career anchor over time. The pre-anchor young adult at an early career stage has numerous needs, values, attitudes and abilities starting to coalesce into several patterns or trends (see Figure 1a). Typically in the early 30's, as individuals approach mid-career, a more definite anchor pattern might emerge for most people (Fig. 1b). Derr (1980) noted that at this stage careerists are not as receptive to diverse possibilities as in the earlier stage. However, this period includes a surer self-knowledge and careerists considering different work options have a clearer idea of which opportunities would be satisfying and which not.



(Derr, 1980, pp. 183-185)

Figure 1: The formation of the career anchor pattern

At the mid-career stage or early late-career stage a distinct career anchor normally becomes established (Fig. 1c). Derr (1980) suggests that this hardening in the career pattern could trigger one of several reactions. In the first instance, a careerist might experience a mid-life crisis due to a possible mismatch between his work reality and his dominant career anchor. A second reaction could occur when the career anchor pattern becomes so distinct that the resulting rigidity may actually contribute to a personal crisis as the individual loses the ability to adapt to change. The third possibility is when the pattern coalesces into a sense of integration, wholeness and self-knowledge.

Derr (1980) maintains that the formation process "apparently permits flexibility and change in response to the dynamics of life and work in the early stages, but the dominant trend of a person's needs, values, attitudes, and abilities becomes increasingly fixed over time and eventually guides life and career decisions" (p. 184). Schein (1978) indicated that this stabilising tendency is integral to the career anchor concept namely: "to identify a growing area of stability within the person" (p. 126). Feldman (1989) claimed that career anchors can be pulled up and changed, but dramatic changes will require great effort and are not likely to occur very frequently.

The theoretical considerations presented make it possible to postulate that career anchors can enhance or lower an individual's level of career resilience in the context of unstable career conditions. For instance, if an individual's career anchor has a firm patterning or is well differentiated, the individual could potentially not exhibit high levels of career resilience, and vice versa. The present study is, therefore, an attempt to determine in what way individual career orientation patterning is related to the level of career resilience.

It is hypothesised that there is a negative relationship between career anchor differentiation and career resilience. The rationale for this hypothesis rests on Derr's (1980) postulate relating to the inherent tendency of career anchors becoming a stabilising force

in guiding life and career choices. It is argued that if the career anchor pattern becomes firmly established, i.e. clearly differentiated as depicted in Figure 1c, the implied rigidity may lower an individual's level of career resilience. This, in turn, could pose a severe constraint on individuals' flexibility and adaptability to changing work arrangements and the new career paradigm.

METHOD

Sample

The sample consisted of 352 participants from two different institutions, both operating in the service industry. Gauteng-based employees of the marketing division of a motor vehicle manufacturer and employees of a short term insurance institution, participated. Both employment settings were predominantly white-collar, and participants operated in diverse functional areas, e.g. secretarial, clerical, marketing, accounting and managerial.

The respondents' ages ranged from 23 to 67 years, with the majority in the 31-40 year age group. The sample indicated a marginal leaning towards male respondents (N=197), with female respondents accounting for 44% of the sample (N=155). More than half of the respondents were Afrikaans speaking (55%) with English speaking respondents totalling 40%, and the remaining 5% indicating African and other home languages. The educational level of the sample varied from grade 12 (matric) to post-graduate qualifications, with the majority of respondents reporting a grade 12 or equivalent qualification.

Measuring instruments

Biographical questions and questions relating to the participants' career history were included in the measuring instruments.

Career Resilience Questionnaire (CRQ)

The Career Resilience Questionnaire (CRQ) consisting of 60 items was used to measure individuals' responses to a variety of work and career situations typifying the traditional and emerging career contexts. The development of the CRQ and its psychometric properties have been documented and published in a previous article (Fourie & Van Vuuren, 1998).

Career Orientation Inventory (COI)

Since its development the career anchor model has drawn considerable attention from researchers. South African studies have mostly focused on the dominant career anchors of individuals in various professions. However, the relationship between career anchors and a host of other variables have also been investigated (Boshoff, Bennett & Kellerman, 1994; De Kock, 1999; Erwee, 1990; Schenk, 1987; Schreuder, 1989; Van Vuuren, 1986).

It should be pointed out that the Career Orientation Inventory (COI) does not purport to measure career anchors as such, but rather career orientations. In an attempt to validate and refine Schein's (1978) career anchor model, DeLong (1982) found that the COI measured career attitudes, values and needs of individuals, but did not reflect the individual's perceptions of his or her talents.

DeLong (1982) concluded that a career anchor is a composite of one's career orientation and self-perceived talents and that the COI measured a central part of the concept of career anchors, namely *career orientation*. Schein (1990) accedes to the view that career anchors can be measured by means of a combination of the COI and a structured in-depth interview exercise.

The COI consists of 40 items, to which participants were to respond in terms of a 7-point scale. Eight career anchors are measured by the COI namely, Managerial Competence, Technical/Functional Competence, Creativity/Entrepreneurship, Pure Challenge, Lifestyle, Autonomy/Independence, Service/Dedication to a cause, and Security/Stability. In this study no

distinction was made between the two dimensions of the Security/Stability career anchor, namely *Job Security* and *Geographical Security* (it should be noted that Geographical Security normally accounts for a ninth career anchor). Each item defines the meaning of an anchor in a short sentence. The respondents were asked how important each anchor, as defined, was for their own careers.

Slabbert (1987) found the COI to be valid for South African managers, after factor analysis on COI responses produced similar patterns as those reported by Schein. Boshoff *et al.* (1994) noted that further development work was necessary to improve the questionnaire's psychometric properties. However, since the purpose of this study was not to make individual predictions based on the COI, but rather to investigate certain relations between constructs, the instrument was considered to be psychometrically acceptable.

RESULTS

A detailed description of a first and second order factor analysis and item analysis performed on the CRQ are reported in Fourie and Van Vuuren (1998). As indicated in Table 1 four factors were reasonably well determined, and based on an inspection of the content of the items, these were named *Belief in Oneself*, *Own Success Ethic*, *Self-reliance* and *Receptivity to Change*, respectively.

TABLE 1
SCALES OF THE CAREER RESILIENCE QUESTIONNAIRE (CRQ)

Scale	Description	Items	Cronbach Alpha
I	Belief in Oneself	14	0,730
II	Own Success Ethic	7	0,684
III	Self-reliance	9	0,617
IV	Receptivity to Change	15	0,717

A Career Orientation Differentiation Index (CODI) was obtained in the following way: In the first instance a mean score for each respondent was calculated in respect of his/her scores obtained on the eight sub-scales of the COI. Secondly, ipsatized scores were calculated by subtracting each respondent's mean from his/her own scores. Finally the deviations from the mean were squared and summed, yielding a single value, which indicates the extent of differentiation of the respondent's career anchor pattern. Subsequently the CODI was correlated with the four factors of career resilience.

TABLE 2
CORRELATION BETWEEN CAREER ORIENTATION DIFFERENTIATION INDEX (CODI) AND CAREER RESILIENCE SUB-SCALES

	Scale I Belief in Oneself	Scale II Own Success Ethic	Scale III Self-reliance	Scale IV Receptivity to Change	CODI
Scale I	1,000				
Scale II	-0,265**	1,000			
Scale III	0,215**	0,210	1,000		
Scale IV	0,406**	-0,096	0,461**	1,000	
CODI	0,169**	-0,207**	-0,035	0,031	1,000

** Statistically significant at 1% level

It is apparent from Table 2 that a statistically significant positive correlation was found between the CODI and Scale I of Career Resilience, namely *Belief in Oneself*. A statistically significant negative correlation between CODI and Scale II of Career Resilience, *Own Success Ethic*, emerged. With regard to the relationship between CODI and Scales III and IV, *Self-reliance* and *Receptivity to change* respectively, no statistically significant relationships were found.

DISCUSSION AND CONCLUSION

In order to lead in the discussion of the empirical results, an overview of the four sub-factors of career resilience is present-

ted. With regard to Scale I, *Belief in Oneself*, low scores represent an external locus of control in respect of career development, a concern for the approval of peers and superiors and low risk-taking behaviour. A high score in *Belief in Oneself*, on the other hand, reflect an internal locus of control towards managing the self and career, an occupational identity based on the type of work engaged in and not the employer's merits.

With respect to Scale II, *Own Success Ethic*, a low score was interpreted as an overriding concern with the traditional career success paradigm of linear career progression, as reflected by job titles, indicating higher levels of authority and status. A low score could furthermore be indicative of a high regard for the relational psychological contract, which is characterised by loyalty from the employee and a promise of life-long employment from the employer. In contrast, a high score on Scale II, *Own Success Ethic*, could reflect an individual's regard for his own definition of success. The internally defined success ethic could allow for career progression to be cyclical or lateral at times, but only if the individual can capitalise on opportunities for continued skill development and increasing his/her employability.

Scale III, *Self-reliance*, referred to the extent to which a careerist is independent of traditional career principles, such as the security traditionally provided by large organisations and ignorance of the potential of networking contacts to further one's career. With respect to Scale IV, *Receptivity to Change*, a low score would be indicative of resistance to frequent changes in task content, working relationships and the introduction of new technology. A high score could reflect receptivity to frequent changes and a belief that one will cope in ambiguous and unstable conditions.

The findings of this study indicate that the hypothesis of a negative relationship between career anchor differentiation and career resilience could not be supported in a clear-cut way. The empirical results suggest a significant negative relationship between Career Resilience Scale II, *Own Success Ethic*, and the Career Orientation Differentiation Index (CODI). Support was found for a statistically significant positive correlation between CODI and Career Resilience Scale I, *Belief in Oneself*. The correlations between Career Orientation Differentiation Index (CODI) and Career Resilience Scales III and IV, *Self-reliance* and *Receptivity to Change*, were found to be statistically not significant. The hypothesis that postulates a statistically significant negative relationship between career orientation differentiation and career resilience was thus only partially supported.

The positive relation found between CODI and Career Resilience Scale I, *Belief in Oneself*, is of particular interest. The positive relation the higher career orientation differentiation, the higher levels of *Belief in Oneself*, could possibly be explained by the observation of Boshoff *et al.* (1994) that the career anchor construct introduces an element of self-determination during the career. Schein (1978) explained that besides the Security/Stability type, none of the other career anchor types implied an unconditional acceptance of an organisational or employer defined definition of the career.

The goal of investigating the internal career according to Schein (1992) was to create a typology that would help a person decipher his/her own work priorities by developing self-insight. Waterman *et al.* (1994) suggest that knowing yourself is the first step toward becoming career resilient and continued to expand on the processes by which individuals regularly assess their skills, interests, values, as well as benchmark their skills. It is thus concluded that the self-determination property of differentiated career anchors, closely resembles the same type of behaviour expected from a careerist who demonstrates *Belief in Oneself*, and therefore explains the positive relation between the variables.

In explaining the negative relation found to exist between *Own Success Ethic* and CODI, two possible explanations are

presented. In the first instance, the more definite the career orientation patterning is developed, the lower *Own Success Ethic* will be. Alternatively, the higher *Own Success Ethic* becomes, the less differentiated the career orientation patterning will become. In the instance of well-differentiated career orientation patterning and lower levels of *Own Success Ethic*, the relation could possibly be explained by a lack of realism shown by respondents about the implications of the new career paradigm. Waterman *et al.* (1994) are of the opinion that individuals are becoming "hardened" by downsizings, delayerings, right-sizings, retrenchments and, for the SA context one can possibly add, employment equity.

It is speculated that the well developed, or differentiated, career orientation patterning of this particular sample does not as yet reflect a degree of maturity or realism with respect to the respondents' expectations of the traditional success ethic of linear career progression. It could be that the respondents in this sample have not been confronted with adjusting their expectations of linear career progression within a single employer, to more realistic expectations of more cyclical career development, involving periodic cycles of re-skilling, and marked by more lateral than upward movement (Mirvis & Hall, 1994).

A possible explanation for the relation – high *Own Success Ethic* and less differentiated career orientation patterning, could be that the career anchor patterns have not become so firm that the resulting rigidity may actually contribute to an individual losing the ability to adapt to change (Derr, 1980). The respondents could thus very well still be open to diverse possibilities, and able to adapt to new career realities by redefining their internal career success criteria, without a dominant concern for opportunities of upward mobility.

The lack of statistically significant correlations between CODI and Career Resilience Scales III and IV, *Self-reliance* and *Receptivity to Change*, may be attributed to several factors. With respect to the lack of a relationship between *Self-reliance* and career orientation differentiation, a possible explanation could be that not all eight career anchors are typically found in traditionally large organisational settings, where dependency on the employer may be an impediment. Schein (1992) argues that most organisational career systems are built around the Security and the Managerial types. These two career orientation types are especially vulnerable in the new career paradigm characterised by flatter, less hierarchical structures with fewer opportunities for linear progression and an organisational definition of one's career.

The career anchors of Technical/Functional competence, Service and Pure Challenge could, to a lesser extent, be found in large organisational settings, but individuals with the career anchors of Autonomy, Entrepreneurship and Lifestyle would largely resist organisational routines and other forms of regimentation. It is therefore argued that the lack of a relationship between *Self-reliance* and CODI may be attributed to the fact that, not all career orientation types are preoccupied with becoming employer independent.

The finding that no relation exists between CODI and Scale IV could possibly be substantiated by an observation by Arthur (1994) that career scholars of the mid-1970's assumed a stable rather than changing environment. This assumption is also inherent to Schein's original investigation into career anchors, initiated in 1961 (Schein, 1975). The incongruity between the assumptions underlying the *Receptivity to Change* factor, namely unstable, unpredictable career conditions marked by frequent changes in task content, peer relationships and employer relationships, and the assumptions of environmental stability in the career anchor theory, could account for a lack of significant results regarding the relationship between these two variables.

CONCLUSION

There are certain limitations to generalising and interpreting the findings of the study. In the first instance, the construct of career resilience is a complex phenomenon and research and

inquiry into the nature thereof are not conclusive. London (1983) in his initial exploration of career resilience, conceded that the dimensions are neither independent nor necessarily exhaustive of all possible important constructs. Secondly the reliability and validity of the Career Resilience Questionnaire (CRQ) as measuring instrument, have not been substantiated conclusively (Fourie & Van Vuuren, 1998).

The investigation into the possible linkages between the constructs, career anchors and career resilience, pose a number of interesting possibilities. It could be argued that the constructs career anchors and career resilience, respectively, are either more typical of the traditional career paradigm or of the emerging new career paradigm. For instance, the traditional organisational paradigm was the main base of inquiry for Schein's (1975; 1978; 1990; 1992) career anchor model. Similarly it stands to reason that the concept of career resilience as a critical career competency is more congruent with the emerging new career paradigm which emphasises independence rather than dependence on traditional career principles.

The observation that the career anchor model was conceptualised based on assumptions of external stability, as well as large entrenched and hierarchical organisations, do not render the contribution irrelevant for contemporary careerists. In a more recent commentary Schein (1992) contemplated the increasingly turbulent environment in which organisations are and will be operating in the future. He did concede that opportunities for Technically/Functionally anchored individuals could increase as organisational structures become flatter, outsourcing of non-core functions grow in popularity and highly-skilled knowledge workers become more scarce.

Schein (1992) also acknowledged that individuals who have dominant managerial competence anchors and the security/stability type career anchors, which in the traditional organisational career paradigm forms the basis of organisational career systems, would be particularly at risk in less than optimal career conditions. Schein (1992) further predicted that the prevalence of Autonomy, Lifestyle, Service and Creativity/Entrepreneurial anchors could increase in future.

Whilst the Creativity/Entrepreneurship career anchor is one of eight options, Arthur (1994) argues that it should be incorporated as a necessary element in an individual's career behaviour. This view has also found support from other authors (Bridges, 1995; Moss-Kanter, 1989), who propose that careerists should consciously adopt an entrepreneurial view of their careers if they are to capitalise on career opportunities in terms of the new career paradigm.

Individual careerists and employers stand to benefit significantly from initiatives aimed at sensitising careerists to the changing work and career paradigm. Furthermore, opportunities to cultivate a much sought-after career competency such as career resilience can create a competitive advantage to both individuals and employers. Similar methodology to that of a learning centre or development centre may be successfully utilised for the enhancement of career insight.

In sum then, the concept of career resilience as a critical career competency seem to be more congruent with the emerging new career paradigm which emphasises independence rather than dependence on traditional career principles, e.g. those that formed the basis of the career anchor concept. It therefore appears as if the constructs of career resilience and career anchors may be deemed to be supplementary, even though the constructs were derived in two rather different career management paradigms. Through a process of diagnosis of own talents, interests, career anchors and levels of career resilience an individual can gain much insight and awareness. Exposure to the assumptions and parameters of the modern career paradigm, can assist careerists to compare alternative options, set realistic career expectations and demonstrate informed decision-making.

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