



THE PARADOX WITH RETAINING YOUNG TALENT

October 2014

CONTENTS

●	METHODOLOGY & PROFILE OF RESPONDENTS	6
●	CAREER OBJECTIVES	10
●	EXPECTATIONS OF MANAGEMENT	17
●	JOB EXPECTATIONS	24
●	WINNING SECTORS OF ACTIVITY AND FUNCTIONS	32

DEVELOP EMPLOYABILITY TO RETAIN TALENT: THE SURPRISING PARADOX WITH THE NEW GENERATION

A key issue for corporate managers worldwide is how to attract and retain young graduates. Human Resource Managers, career managers, recruitment officers and talent managers take a regular interest in the motivations, career goals and job expectations of young graduates.

“Companies should not need to worry that their young talent will leave. They cannot close the cage doors, so they must address the primary career goal of this new talent and provide training and stimulation if they are to retain them. They must increase their employability if they want to hold onto them – this is the surprising paradox that has emerged with the next generation of talent!”

This new generation of young people are satisfied with their first jobs but are unwilling to stand still. They are keen to assume responsibility and are looking for intellectually stimulating work: to acquire new skill sets and never experience boredom thanks to challenging and varied assignments. They are effective and well-rounded project managers, and also good interim managers... Paradoxically, because this was a job created for experienced executives!”

Manuelle MALOT
NewGen Talent Centre Director

2014 AWARDS

2

1

3

CAREER GOALS

1. ACQUIRE NEW SKILLS SETS AND FOCUS ON PERSONAL DEVELOPMENT

+ 83% believe they have reached this goal (92% in the banking sector).

2. DIVERSITY OF ASSIGNMENTS

77% say that they have reached this goal (73% of engineers and 80% of managers).

3. INTERNATIONAL PROSPECTS

- 42% believe that they have reached this objective (70% in the banking sector).

EXPECTATIONS OF MANAGEMENT

1. TO BE RECOGNISED FOR MY PERFORMANCE (based on merit)

73% believe that they have benefited from this (78% of managers and 68% of engineers).

2. OPEN AND HONEST MANAGEMENT

2/3 report that they have had an open and honest management (72% of those who are working abroad and 63% of those in France).

3. HELP TO EXPAND MY SKILL SETS

3/4 of respondents felt that this expectation had been met.

EXPECTATIONS OF JOB

1. CHALLENGING, DEMANDING WORK

79% are satisfied (83% of managers and 76% of engineers).

2. A GOOD JOB REFERENCE FOR MY FUTURE CAREER

+ 83% report that they have had one (87% of managers and 78% of engineers).

3. TEAMWORK AND A COMPETITIVE SALARY

+ 90% report that their expectations of teamwork have been met.

- 53% of respondents find their salary competitive (57% des men and 49% of women).

DEVELOP EMPLOYABILITY TO RETAIN TALENT: THE SURPRISING PARADOX WITH THE NEW GENERATION

- Highly demanding in regards the intellectual content of their jobs: reflected by a desire to acquire new skills, experience diverse assignments and take on ambitious and challenging roles
- Satisfied overall with their primary career objective (acquisition of new skills) and the content of their job (particularly teamwork)
- Less satisfied concerning their expectations for international opportunities, transparent and honest management and a competitive salary
- Prepared to leave their job if their primary objectives are not met and effectively do so in practice: 43% of young graduates questioned had already left their first job
- Disparities between sectors, functions and location of the first job, but also between the type of studies, gender and nationality



METHODOLOGY & PROFILE OF RESPONDENTS

METHODOLOGY & PROFILE OF RESPONDENTS

Methodology



- Quantitative survey of 1,480 young graduates of French and international origin
- Respondents had a graduate level of education and between six months and six years of professional experience
- The questionnaire was designed to obtain information on the respondent's first job, even if the person concerned was no longer in that job

Profile of respondents



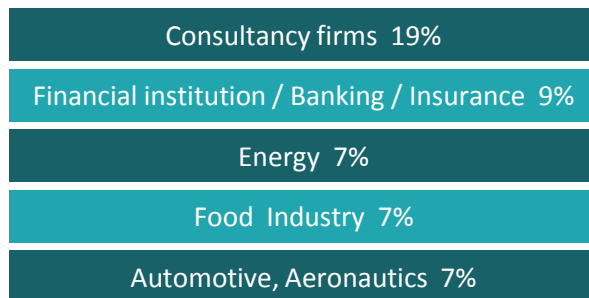
- 47% are engineers (*with science/technical degrees*) and 53% are managers (*graduates of business schools/prestigious management schools, Sciences Po*)
- Even split between men (53%) and women (47%)
- 30% of first jobs were outside France
- 43% had already left their first job
- An average of 20 months in their first job before changing

METHODOLOGY & PROFILE OF RESPONDENTS

Profile of respondents

- Around 50% of respondents concentrated in five sectors of activity and five functions:

Sectors of activity



Functions



- Average starting salary of €39,000 with disparities according to profile:

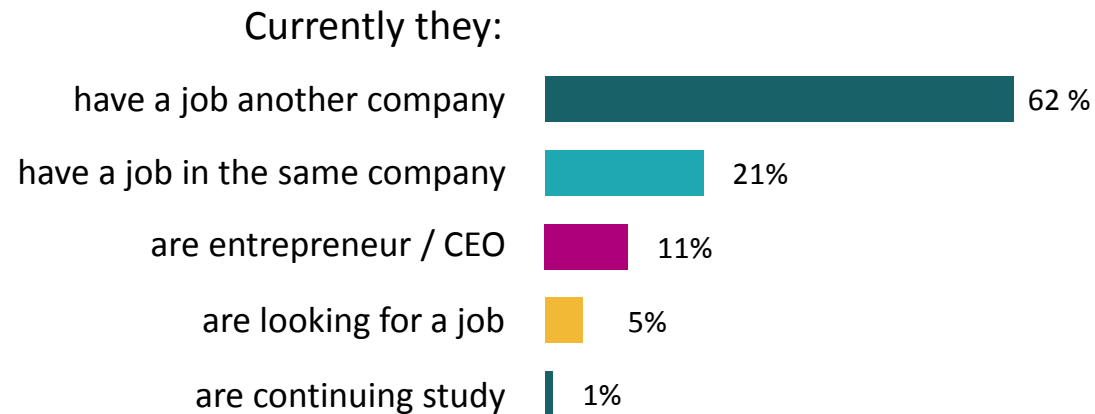


Location of first job



43% HAD ALREADY LEFT THEIR FIRST JOB and only 21 % are still in the same company

- 43% had already left their first job



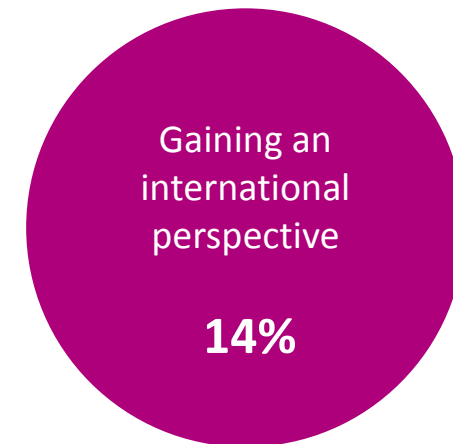
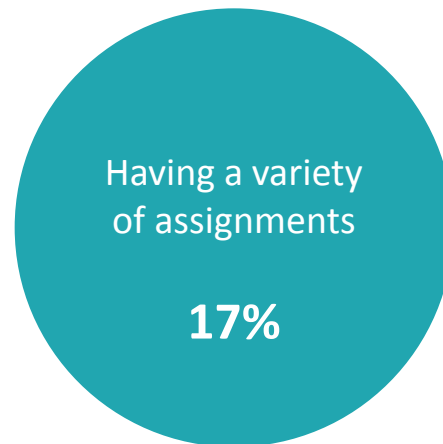
- The engineers are more numerous than the managers to have left the company of their 1st job



% that have currently a job in another company

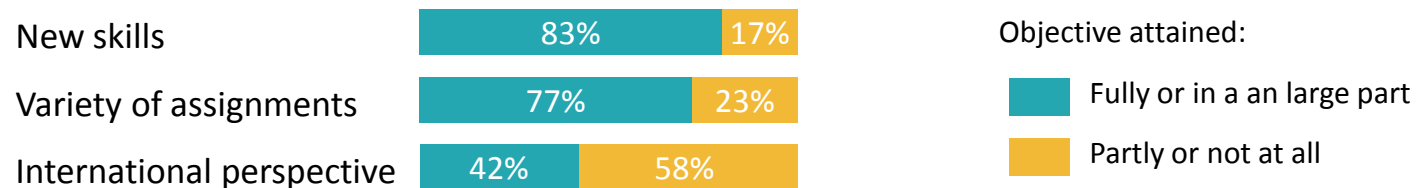
“ACQUIRE NEW SKILLS” THE LEADING OBJECTIVE

- The top three career objectives:



% citing the objective as first priority

- The first two objectives were attained by almost 80% of young graduates questioned, the “international opportunities” objective was attained by only 42% of the sample.



“ACQUIRE NEW SKILLS” THE LEADING OBJECTIVE



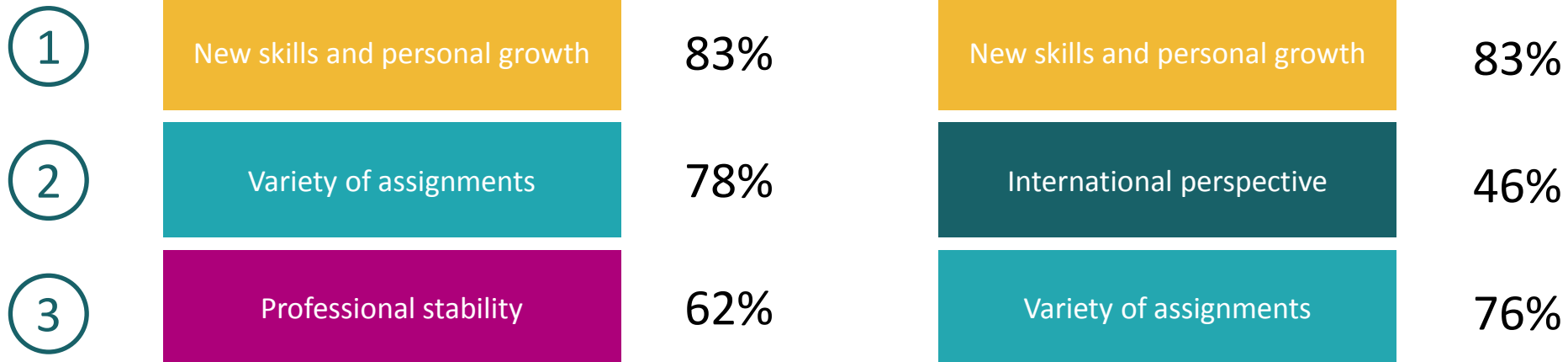
INTERNATIONAL EXPERIENCE IS A KEY OBJECTIVE FOR MEN, WHILE WOMEN MORE LIKELY TO VALUE PROFESSIONAL STABILITY



Satisfaction index



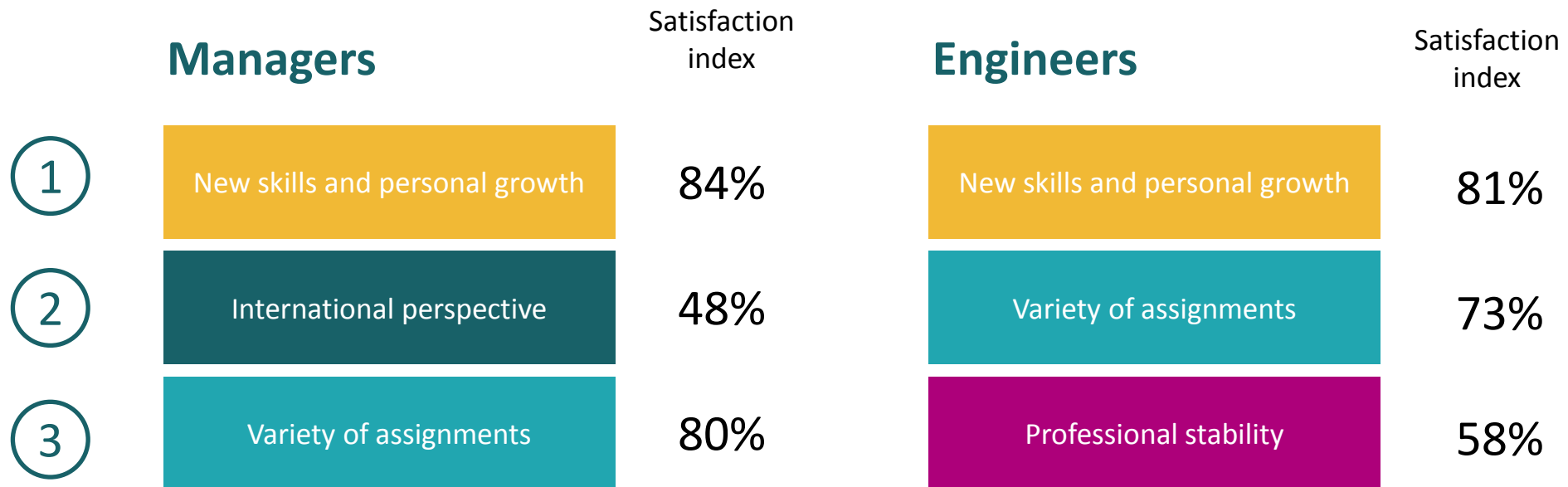
Satisfaction index



Having an international perspective is the 2nd objective for men, but does not rank in the top three for women. Men's degree of satisfaction regarding this objective is nevertheless low, with only 46% saying they had attained it.

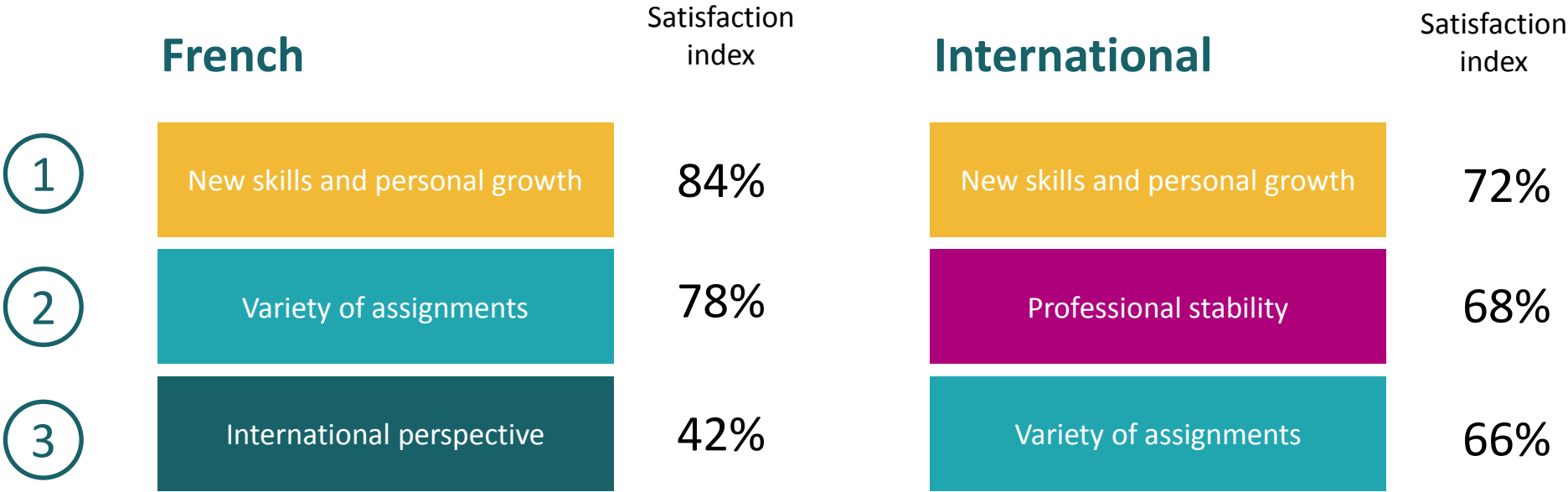
Satisfaction index = % of respondents saying they had attained this objective, either fully or in large part.

ENGINEERS ARE LESS LIKELY TO VALUE INTERNATIONAL EXPERIENCE THAN MANAGERS



Satisfaction index = % of respondents saying they had attained this objective, either fully or in large part.

FRENCH RESPONDENTS MORE SATISFIED WITH SKILLS ACQUISITION THAN THEIR INTERNATIONAL COUNTERPARTS



Satisfaction index = % of respondents saying they had attained this objective, either fully or in large part.

87% WOULD LEAVE THEIR JOB IF THEIR MAIN PRIORITY WAS NOT MET

- *“I would change jobs if I couldn’t acquire new skills, as my objective is to progress in my career.”*
- *“The constraints that go with being a consultant would no longer be acceptable if I wasn’t acquiring new skills!”*
- *“If I were given the same assignment for too long, I would change jobs.”*
- *“Redundant assignments offer no challenge and no opportunity to acquire new skills.”*
- *“If after several years I hadn’t moved up the hierarchy as much as I wanted, I might look for a new job.”*
- *“If I stagnated in terms of responsibility and managerial progress, I would consider a change.”*
- *“Scope to advance (though without claiming a senior management role for the moment); an environment not offering any prospect of advancement would persuade me to leave my job.”*
- *“Being rewarded in accordance with the effort put into the job (salary, bonus, progress).”*



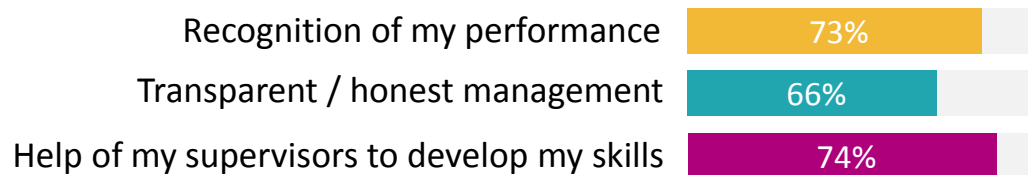
EXPECTATIONS OF MANAGEMENT

RECOGNITION OF PERFORMANCE, TRANSPARENCY AND SUPPORT

- The top three expectations of management:



- 3/4 of recent graduates believe management is meeting their expectations regarding recognition and skills development, while only 2/3 feel that their managers are transparent and honest



RECOGNITION OF PERFORMANCE, TRANSPARENCY AND SUPPORT



MEN AND WOMEN SHARE THE SAME EXPECTATIONS OF MANAGEMENT



Satisfaction Index



Satisfaction Index

1

Recognition of my performance
(on merit)

74%

Recognition of my performance
(on merit)

73%

2

Transparent / honest
management

62%

Transparent / honest
management

69%

3

Help of my supervisors to
develop my skills

72%

Help of my supervisors to
develop my skills

75%

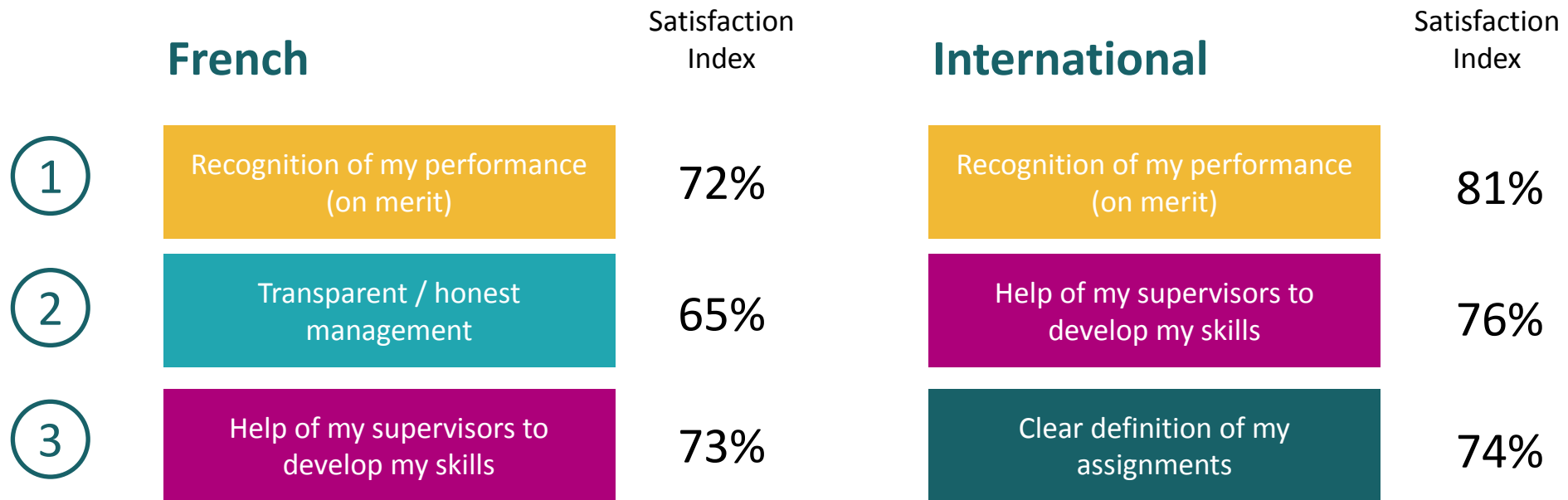
Satisfaction index = % of respondents saying they had attained this objective, either fully or in large part.

MANAGERS MORE SATISFIED WITH THEIR MANAGEMENT THAN ENGINEERS

	Managers	Satisfaction Index	Engineers	Satisfaction Index
①	Recognition of my performance (on merit)	78%	Recognition of my performance (on merit)	68%
②	Clear definition of my assignments	75%	Transparent / honest management	67%
③	Help of my supervisors to develop my skills	77%	Help of my supervisors to develop my skills	70%

Satisfaction index = % of respondents saying they had attained this objective, either fully or in large part.

INTERNATIONAL RESPONDERS MORE SATISFIED WITH PERFORMANCE RECOGNITION THAN THEIR FRENCH COUNTERPARTS



Satisfaction index = % of respondents saying they had attained this objective, either fully or in large part.

83% WOULD LEAVE THEIR JOB IF THEIR MAIN PRIORITY WAS NOT MET

- *“Recognition of my work and personal investment (efforts, hours spent at work at the expense of a fulfilling personal life) is essential for me.”*
- *“Recognition certainly, but also support in moments of doubt, equitable treatment beyond age and experience, the feeling of being nurtured. Lastly, management’s ability to spot our talents and harness them to make us progress.”*
- *“Management’s recognition and its desire to get the best out of me, by taking an interest in my objectives and my desire to progress over the short/medium term.”*
- *“Transparency / some background regarding my assignments: why? for what purpose? / feedback on the utility of the work done: was it useful? why? how?”*
- *“Transparency means a real desire to develop staff and to treat individuals equally, whatever their profiles.”
“Know how my work fits in with the company’s overall objectives.”*
- *“Clear explanation of my assignments and day-to-day support.” “Have someone to rely on.” “be part of a team.”*

CHALLENGES AND PROFESSIONAL REFERENCES

- The top three job expectations:



- Almost 80% of young graduates say the content of their work meets their expectations
- Nine out of 10 young graduates report being satisfied with the amount of teamwork in their roles. By contrast, only 53% are satisfied with the competitiveness of their salary; 25% of respondents say that are prepared to leave their job based on this expectation alone



CHALLENGES AND PROFESSIONAL REFERENCES



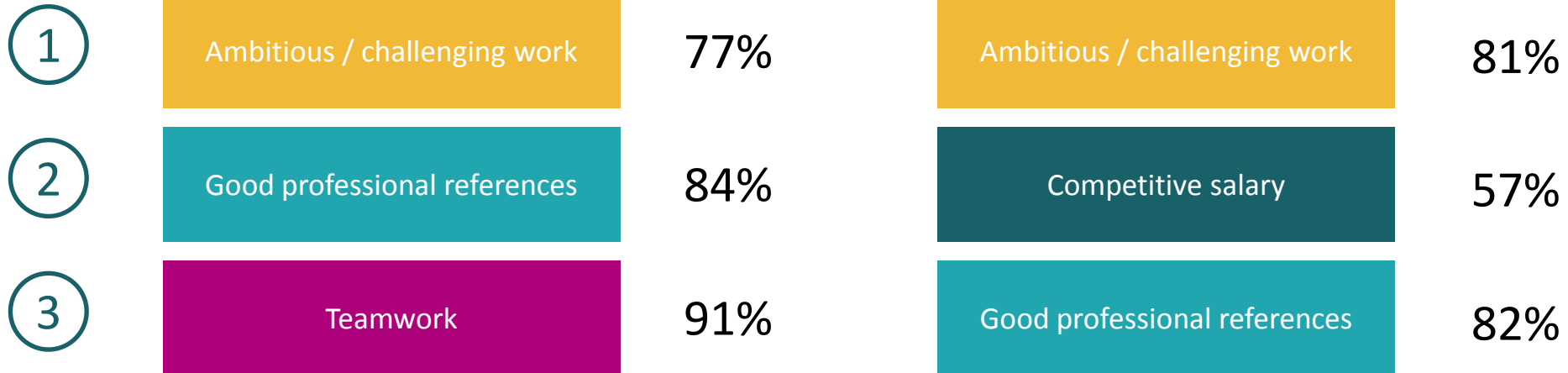
TEAMWORK: VERY HIGH DEGREE OF SATISFACTION AMONG WOMEN



Satisfaction Index

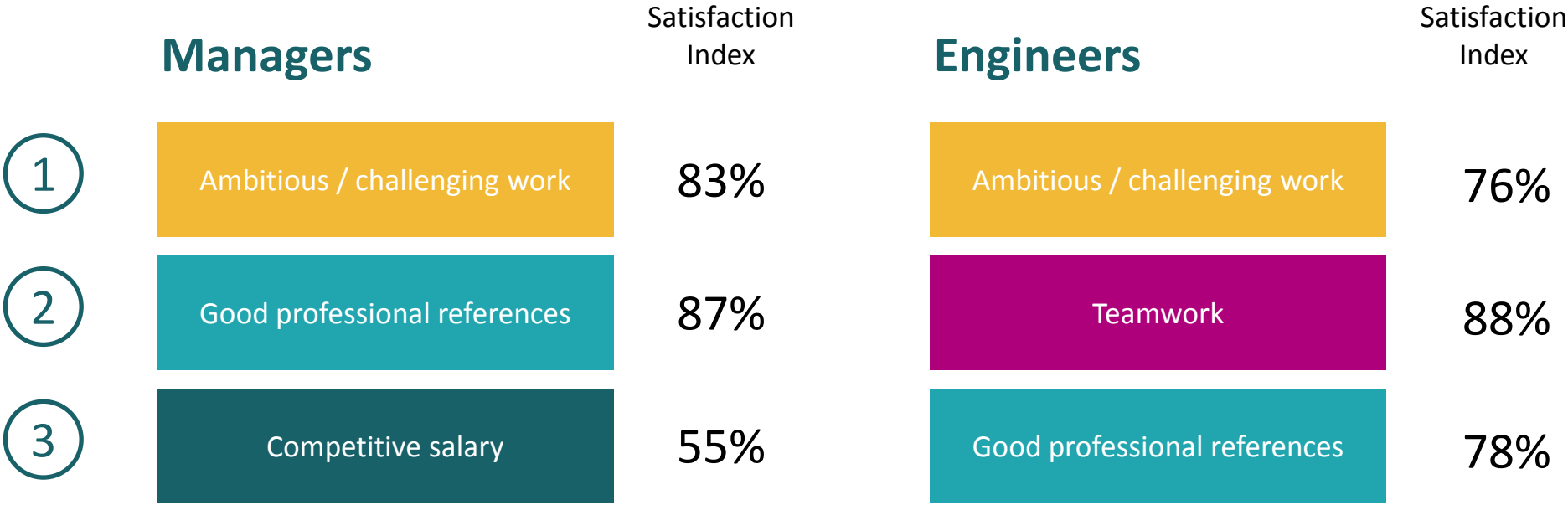


Satisfaction Index



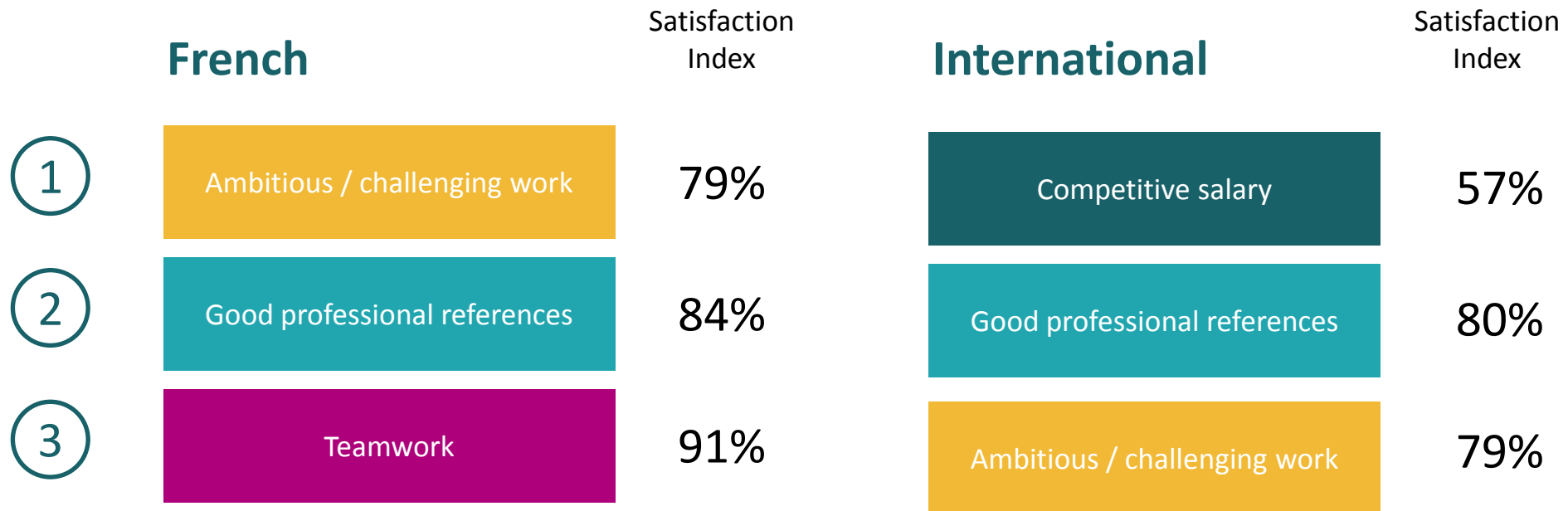
Satisfaction index = % of respondents saying they had attained this objective, either fully or in large part.

AND A MAJOR EXPECTATION FOR ENGINEERS



Satisfaction index = % of respondents saying they had attained this objective, either fully or in large part.

MAIN PRIORITY: SALARY FOR INTERNATIONAL RESPONDENTS AND CHALLENGING WORK FOR THEIR FRENCH COUNTERPARTS



Satisfaction index = % of respondents saying they had attained this objective, either fully or in large part.

81% WOULD LEAVE THEIR JOB IF THEIR MAIN PRIORITY WAS NOT MET

- *“Challenges and stimulating work accompanied by opportunities for development, the possibility of travelling and working in other countries; this is very enriching and what motivates me.”*
- *“It is very important for me to have new challenges and not to stick with what I already know when I’m young.”*
- *“ ... I needed a recognised name to assert my work and my experience.”*
- *“I expect my company to bring me personal fulfilment in my work and be able to respond to my career development expectations as much as possible.”*
- *“No day-to-day meaning. Doubts over my real usefulness.”*

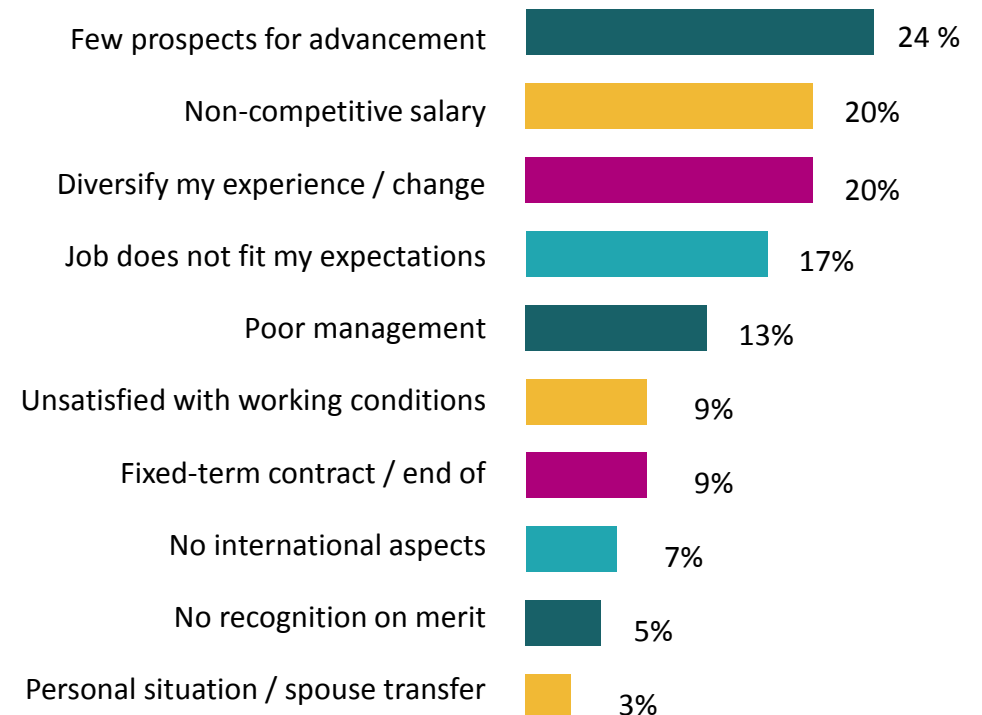
CAREER DEVELOPMENT PROSPECTS: A KEY RETENTION FACTOR

● Do you think you'll stay with your current employer? *(For those still in their first job)*

Yes 68 % For what reasons?



No 32 % For what reasons?





WINNING SECTORS OF ACTIVITY AND FUNCTIONS

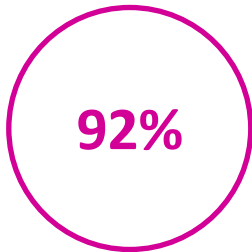
FINANCIAL INSTITUTIONS TOP OF THE CLASS

TOP 3 SECTORS OF ACTIVITY

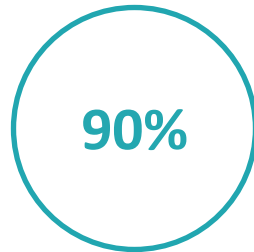
Career objective n°1:

Acquire new skills

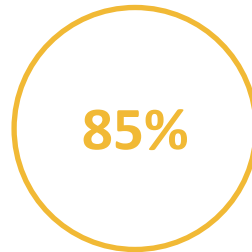
Total sample : 83%



Financial Institution /
Insurance



Construction / Civil
Engineering / Real Estate

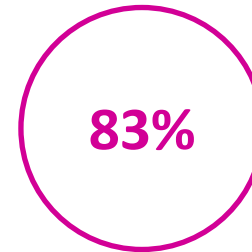


Agriculture /
Forestry

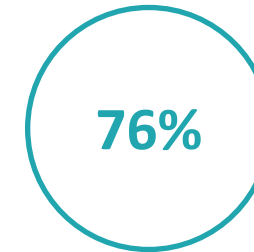
Expectation of management n°1 :

Recognition of my performance

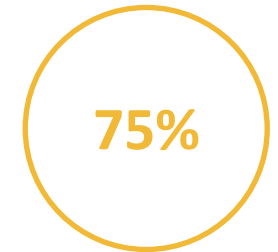
Total sample : 73%



Financial Institution /
Insurance



Retail / E-Commerce

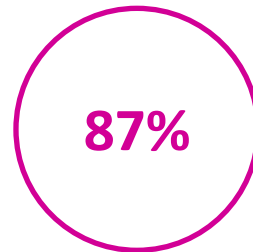


Food,
Pharmaceutical &
Cosmetics Industry

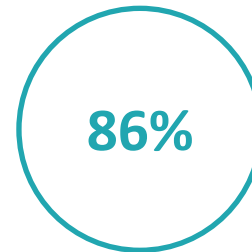
Job expectation n°1:

Ambitious/challenging work

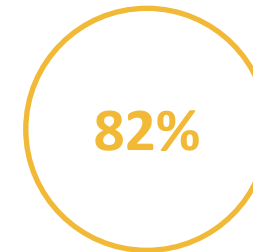
Total sample : 79%



Financial Institution /
Insurance



Construction / Civil
Engineering / Real Estate



Consultancy &
Audit

SUCCESSFUL CHALLENGE FROM SALES / BUSINESS DEVELOPMENT

TOP 3 FUNCTIONS

Career objective n°1:

Acquire new skills

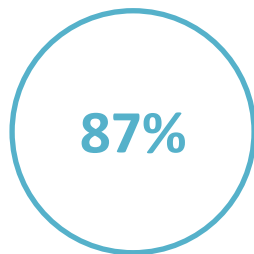
Total sample : 83%



Finance in Banking



Project Management /
BU Management

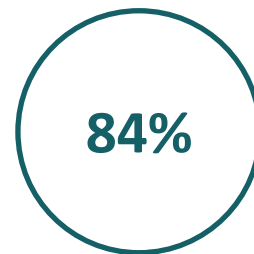


Legal and Human
Resources

Expectation of management n°1:

Recognition of my performance

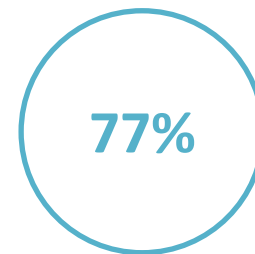
Total sample : 73%



Finance in Banking



Audit



Purchasing / Logistics
& Supply Chain

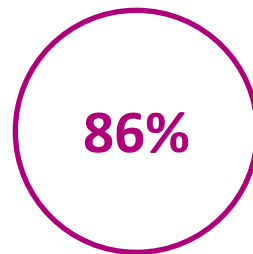
Job expectation n°1:

Ambitious/challenging work

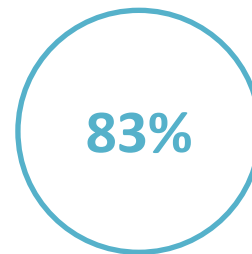
Total sample : 79%



Sales
Business Development



Project Management /
BU Management



Marketing &
Communication

ABOUT THE EDHEC NewGen TALENT CENTRE

The EDHEC NewGen Talent Centre was set up in 2012 under the stewardship of Manuelle Malot in order to deliver innovative solutions in line with the EDHEC for Business strategy and to enable global corporations to attract and retain new-generation talent.

For more information:

www.edhecnewgentalent.com

The EDHEC NewGen Talent Centre is supported by



as part of the EDHEC Rising Talent campaign.

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