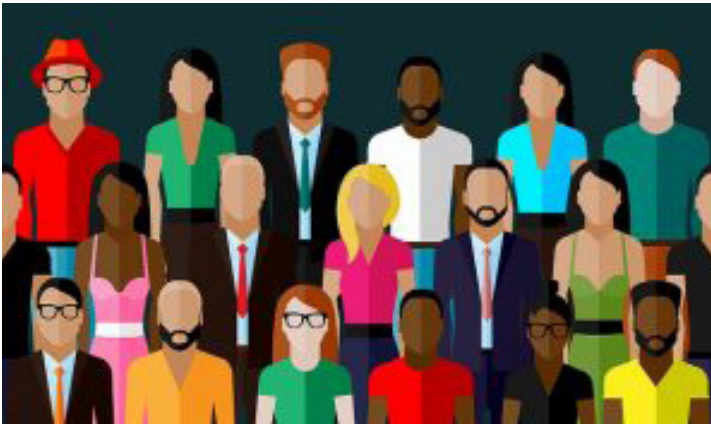


Lead Story: [The Generational Shift: Millennials Entering the C-Suite](#) 1

Q&A: [What Do Millennials Value Most?](#) 5

Spotlight: [Why Millennials Are Deemed The 'Giving Generation'](#) 7

The Generational Shift: Millennials Entering the C-Suite



By 2025, according to some estimates, Millennials will represent 75 percent of the U.S. workforce, as the Baby Boomer generation retires and younger Millennials continue to enter work. The oldest Millennials are now 37, and some are in management positions; the youngest, at 21, are in their first jobs or still in education or training. A recent study 'Redefining the C-Suite: Business the Millennial Way,' by American Express set out to uncover how the rise of Millennials into C-Suite positions is set to change the way that companies are run.

Millennial attitudes are already altering and shaping the values and practices of business. However, there is an opportunity to delve deeper into the impact of Millennials who currently hold manager level business roles and, as they rise to senior jobs, how they may further change the way business is done and companies are led.

Mentoring: A Two-Way Street

Millennials have surpassed Baby Boomers in the U.S. as the largest living generation, according to population estimates released by the U.S. Census Bureau. They are poised to make up a majority of the global workforce by 2020. One result has been increased mentoring between Millennials and Baby Boomers, which many see as an effective way to impart knowledge from one generation to the next.

Sally Stetson, co-founder and principal of executive recruiter **Salveson Stetson Group**, agreed. "Companies would be wise to engage Baby Boomers and pair them with Millennials for more mentoring opportunities," she said. Likewise, she noted, Baby Boomers can also be mentored by Millennials in technology initiatives or social media.

"While that's certainly a benefit, there are many more advantages that you might not consider when pairing off your seasoned

employees with promising young talent in your organization," said Mike McDonough, CEO of Chicago-based executive recruiting firm **General Search & Recruitment**.

But it will be more than the Millennials alone who will be learning from the mentorships. With technology rapidly evolving, Baby Boomers stand to gain from interacting with a digital native on a day-to-day basis. "Millennials bring an inherent understanding of IT and mobile tech to the workforce that most Boomers and Gen X-ers are lacking," Mr. McDonough said. "Imagine how much more productive and efficient your Baby Boomers could be if they knew all the tools and resources that have evolved in the past few years?" From mobile apps and social media, to simpler things like email tricks and Excel training, making more people in an office setting tech savvy is never a bad idea. Mr. McDonough said paying closer attention and tapping into these cross-generational groupings can benefit all concerned.

BY THE NUMBERS

Future Businesses to Have Genuine Purpose

By 2025, according to some estimates, Millennials will represent **75 percent** of the US workforce.

76 percent of future Millennial leaders think that businesses of the future will need to have a genuine purpose.

"Millennials value a job with good experience, a strong mentor and room for growth over a dead end job that pays what they perceive to be a paltry annual salary," said a recent Findly's study titled *Recruiting Millennials: 21st Century Advice for Recruiting This 21st Century Generation*. "They take directions well from management and look to you as a coach/mentor, so play the part. Just be careful not to overstep your bounds," it said.

The New C-Suite

The new C-suite in the 21st century business will be different from that of the 20th century business, according to the American Express report. Executives will behave differently and prioritize different things, while navigating a world of work that has been transformed by new demographics, new technology, and new values.

From the qualitative and quantitative research that contributed to this report, American Express identified five key areas of difference that are set to characterize the Millennial C-suite. (cont'd. to page 2)

1. Earning Authority

In the Millennial led business, cultural or collegial leadership works better than authority or position-based leadership. Millennials focus more on who you are, what you do, and how you behave, than on your title or place in the hierarchy. Millennial leaders are focused on earning the right to lead, and this is partly done through emotional intelligence and emotional awareness: making sure that people understand the purpose of their project as well as the overall business, and taking time to understand the motivations of those who work for them.

BY THE NUMBERS

The Future CEO

7 in **10** American Millennial respondents said a C-suite role is attractive to them...

...but more than **a third** believe that within 10 years, "the CEO role will no longer be relevant in its current format."

2. Open to Everything

Traditional CEOs tend to turn to each other for support, which is one of the reasons they tend to accept offers to sit on the boards of other companies. Millennial managers will be more open to other kinds of support and to ideas from all levels within the business. One of the challenges Millennial business leaders face is how to be informal enough to be able to learn from those inside and outside of the business, while formal enough to be seen to be behaving appropriately to the role. Whether done informally or formally, Millennial leaders will welcome hearing from all voices.

3. Managing for Overload

Technology means that businesses are flatter, while layers of management and administration have been stripped out, or outsourced, in the search for cost reduction. Managers are therefore likely to be responsible for more people, while also fulfilling project roles and functional roles, and managing stakeholders and suppliers. One reason why forgiveness is more fashionable than permission is that it is the only way to get things done. But this all reinforces the importance of listening, of fairness, and of integrity.


4. Focusing on Human Value

Millennials see human value in a multitude of characteristics and attributes. As leaders, they seek out and source talent from atypical sources. Gender, ethnicity, and, to a certain extent age, are of less concern. Instead, Millennial leaders look for openness to learning and aptitude, shifting focus towards softer skills that encourage a more diverse workforce.

5. Working time

The spread of digital technology and networked teams means that it is possible to be involved with work around the clock. Millennial managers have grown up with an "always on" social life. But as leaders, they seem to be looking to establish clearer distinctions between work and the rest of life. Some businesses are now restricting email to office hours, and

(cont'd. to page 3)



**Millennials are
the mission-first
generation.**

**Recruiting the
next generation
of leaders requires
a new way.**

ReWork

by KOYA LEADERSHIP PARTNERS

www.koyapartners.com

Tackling Millennial Hiring Problems

Expert Recruiter Kathy Freeman Godfrey



Kathy Freeman Godfrey offers clients more than 30 years of experience identifying financial services talent. Since founding her firm Kathy Freeman Company in 1992, she has executed hundreds of assignments for C-suite executives. According to a report by her firm, two-thirds of executives in the financial services sector

continue to “lack a fundamental understanding of how to attract the next generation of employees.” It’s a huge problem, Ms. Freeman says. “Young people just don’t view the industry as a place where they can both earn a nice living and make a positive contribution to society — and that’s a dual priority for them.”

insisting on a certain amount of face-to-face contact with colleagues and remote workers. This is partly out of self-interest; time away from the moment-to-moment demands of the business manifests itself in beneficial ways, through lower levels of stress, increased effectiveness and productiveness at work, and better thinking.

Changing Values

Some of the discussion surrounding Millennials, in the workforce and elsewhere, can give the impression that they emerged as a cohort with fundamentally different attitudes from previous generations, according to the American Express report. They do, certainly, differ from the older Baby Boomers. However, the role of the bridge generation, Generation X, in changing values is often overlooked. One of the objectives of the American Express report was to understand the extent to which Millennials represented a radical break with earlier generations, and the extent to which their attitudes had partly been shaped by these generations.

“Millennials have high expectations for the businesses they work for — and will eventually lead,” said Susan Sobott, president of American Express Global Commercial Payments. “The successful U.S. business of the future will need to have an authentic purpose and foster employee well-being with passionate, committed leadership at the helm,” she said. “Millennials are seeking work with meaning beyond just making money, and they’re willing to make tradeoffs to achieve their own definition of success.”

The Millennial Led Business

Looking at the American Express’ research on Millennial values, it is possible to believe that Millennials care more about the softer aspects of business, and this is largely true. They prefer to work with people and organizations that share their values, confirmed by our research. Across all four countries, 75 percent of Millennials agreed that “it is important that the values of the business I work for match my values.” Millennials want to work with organizations that put purpose ahead of profit—they want to feel like what they’re doing matters. But they also want to work for businesses that are effective.

Millennial managers also have strong views on the types of structures they expect to see from the businesses they work for and may one day lead. “They expect them to look beyond traditional models and to be open to

(cont’d. to page 4)

TODAY’S MILLENNIALS ARE TOMORROW’S CEOs.

Let us help you
find them.

**Diversified
Search**

WWW.DIVERSIFIEDSEARCH.COM



A MEMBER OF
ALTOPARTNERS

Recruit Your Next Generation of Leadership Talent

Jobplex provides high-touch, performance-based services to discover and hire emerging leaders vital to the success of your business. Whether engaged in a Single Search or Project Recruitment, Jobplex delivers hands-on, custom solutions and exceptional talent.

JOBPLEX
A DHR INTERNATIONAL COMPANY

Learn more at jobplex.com

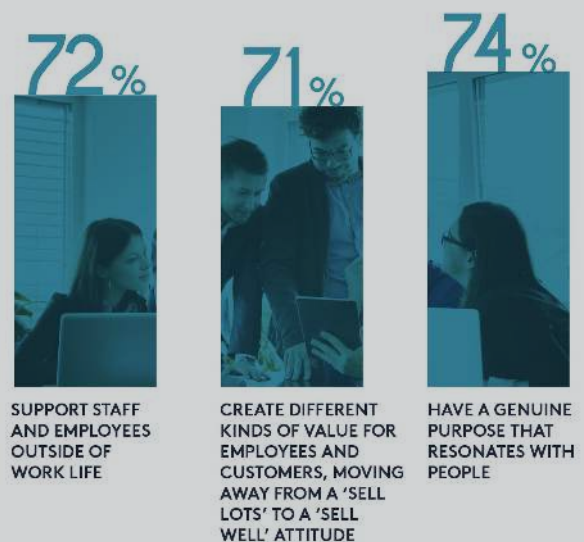
working with new partners," the report finds. "They expect that financial transparency will be important. They expect data to work harder, and to leverage it more efficiently to drive success. They expect businesses to be flexible in the face of volatile working environments. And they expect them to build connections between different functions."

What sits behind this is that Millennials also believe that their job is no longer the source of status and self-worth that it once was, while their work, however conceived, may prove to be a more important source of self-worth than it ever was.

For some Millennials, employment is merely the means to live while doing what they really want to do. In general, Millennials value having a life beyond what they do for money.

New Views of Purpose

The Successful Business of the Future Will...



Traditional CEOs tend to turn to each other for support, however, Millennial managers will be more open to other kinds of support and to ideas from all levels within the business, according to the AMEX report.

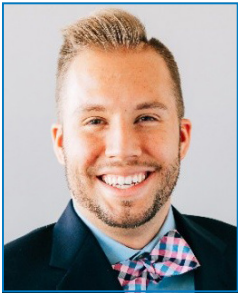
One of the challenges Millennial business leaders face is how to be informal enough to be able to learn from those inside and outside of the business, while formal enough to be seen to be behaving appropriately to the role. Whether done informally or formally, Millennial leaders will welcome hearing from all voices.

Millennials see human value in a multitude of characteristics and attributes, says the report. "As leaders, they seek out and source talent from atypical sources. Gender, ethnicity, and, to a certain extent age, are of less concern."

Instead, Millennial leaders look for openness to learning and aptitude, shifting focus towards softer skills that encourage a more diverse workforce.

Q&A

What Do Millennials Value Most?



Sam Mesquita joined Scottsdale, AZ-based executive search firm Govig & Associates last May as marketing communications coordinator. He's 23. In his role, he manages marketing and branding. He describes himself as a 'passionate creative' who loves communications strategy. Anything that falls under the umbrella of marketing, he manages.

As a Millennial working in a fast-paced business, Mr. Mesquita offers up some first-hand knowledge of what makes his generation tick. Following are excerpts from a recent interview conducted with Hunt Scanlon Media.

Sam, what would you say is more important to a Millennial worker, a big paycheck or a meaningful environment where you feel like a valuable member of a team?

While I cannot speak for all Millennials, I would say that for me, feeling like a valued member of the team comes first. Making a sizable paycheck is fantastic, but not if it means feeling undervalued or disliking the job. At the end of the day, if you lack passion and purpose, all the money in the world will not change your feelings towards your career. Being valued should come first, and if you are truly valued, money will follow suit. I would argue that for most people, not just the Millennial generation, money has never been the singular factor that makes a career choice 'enough.' There have always been multiple factors in the equation, such as culture fit and career itself. I have read multiple management reports and studies that have shown how an increase in employee pay provides only temporary satisfaction. For me, being valued is important, but I also strive to offer value. I am passionate about my career and my line of work. Seeing my work make a difference elicits a much stronger feeling (for me) than money will. With money, there may be temporary moments of increased happiness due to a raise or high salary, but it is not ultimately sustainable if the career itself is the cause of unhappiness. My advice to my fellow Millennials would be, see where you add value, and cultivate your experience in that practice. Focus on what you love and learn how to be the best in the room. Changing careers is not negative, but doing it too often does not allow you to become a master at your craft.

With an overwhelming amount of ready-to-work Millennials entering the workforce, why is mentorship so important to this demographic group?

Mentorship is important because it creates a unique opportunity to learn from those who have successfully developed themselves within their area of expertise. Many ready-to-work Millennials are not as well prepared for a full-time career as they assume they are. Mentorship provides valuable insight from individuals who have put in the blood, sweat, and tears to successfully position them-

selves as leaders. It is important for Millennials to take coaching and constructive criticism without taking it personally. Receiving feedback and coaching is not intended to tear you down, but make you better. Everyone has room for improvement. I would also state that mentorship is a unique opportunity to form a long-lasting relationship with another individual, either on a personal or professional level, or both. This bond can create a lasting impact on the lives of both the mentor and mentee.

Studies have shown that most Millennials will hold four to six jobs by the time they're out of their twenties. What can companies do to retain Millennials for longer periods of time?

To retain Millennials, I recommend considering the rule of the 'Three C's,' which are culture, compensation, and career opportunity. Culture has become a main factor in the employment industry, and most Millennials are attracted to cultures that align with their values and personality. We spend more time at work than anywhere else, so our work environment should be one that allows everyone to be successful. Secondly, compensation is an important consideration. With Millennial students graduating from university with what seems to be insurmountable debt, it is important to have financial security. In my opinion, this means making a salary that will allow you to pay back student debt, move out of your parents' home, begin saving/investing for the future and provide yourself with basic needs such as food and clothing. It is ultimately up to the individual on how to effectively handle their income, but their wage should be competitive enough to allow some flexibility. Finally, a lot of Millennials view a company through the lens of long-term career opportunities. Will there be room for upward mobility? Will there eventually be a ceiling where you can no longer grow? Have you been offered all the tools you need to be at the peak of your career? These are all questions I have personally asked myself when seeking a career opportunity. I would argue that if companies consider these tactics when trying to retain (and attract) Millennial employees, they may see higher tenure across the board.

What have you found to be the most efficient way to keep an active relationship with Baby Boomers?

I suggest getting to know them and being adaptive. Regardless of generation, everyone has a different personality style, work ethic and demeanor. With Baby Boomers, it is important to adapt your style of communication to align with them and learn how to adapt your behavior appropriately. Some colleagues are comfortable with me walking up to their desk at any given time, while others prefer a more formal approach such as scheduling a meeting. While this might seem tedious, it makes a world of difference in my interactions with my coworkers. Lastly, the 'golden rule' has never lost its relevance. Baby Boomers (like most people) want to be treated with respect. Give everyone, regardless of generation, respect, and it will foster a healthy relationship.

How to Prepare Millennials For Executive Leadership

Millennials seem to have their very DNA attuned with the hyper connectivity that our world has adopted, John Nimesheim of **Slayton Search Partners** noted in a recent report. As this generation begins the slow but steady ascent up the corporate ladder, spreading their influence and sharing their purchasing power, how do we prepare them for the reality of executive leadership?

"It's not simply a matter of training them for the leadership roles that have traditionally led our organizations," said Mr. Nimesheim. "It's understanding how to train them while simultaneously adapting that training to our ongoing understanding of the projected future business landscape. Essentially, it's like trying to hit a moving target."

The Makeup of Millennials

While there are more similarities between Millennials and older generations than many stereotypes suggest, there are some key differences that impact their work style and preferences. These distinctions are vital to understand when preparing Millennials for executive leadership.

"Millennials place far more emphasis on culture, community and transparency in their workplace than their elder counterparts," said Mr. Nimesheim. This translates directly into a need for support, feedback and collaboration. This is a generation that needs to know they are appreciated and that their work matters."

Empowering Others, Legacy and Money

Why Millennials Are Motivated to Be Leaders

Because they want to empower others	47%
Care about legacy	10%
Take a leadership job for the money	5%

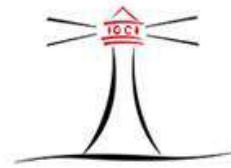
Source: Virtuali and Workplacetrends.com

Preparing Millennials for Executive Leadership

Millennials believe soft skills like communication and relationship building are some of the most important aspects of leadership.

"This is significant because with evolving business trends setting an unprecedented pace, business development will take a team of visionary, cross-functional leaders who can communicate and collaborate effectively," Mr. Nimesheim said.

So how can organizations better prepare them for their future careers? "While each business will require a unique strategy to fit their needs, there are several elements that remain practical across the board," said Mr. Nimesheim. "Effective mentorship is one of these. A mentor is a valuable source of applicable advice for and genuine interest in the person who is being mentored. Additionally, developmental opportunities such as standardized training programs, online courses, or tuition reimbursement can go far in challenging Millennials to prepare for future leadership."



ATLANTIC GROUP

PROFESSIONAL SEARCH CONSULTANTS

NEW YORK | PHILADELPHIA | STAMFORD | BOSTON

WE CONNECT PROFESSIONALS

Atlantic Group, founded in 2006, is one of the industry leaders in professional search.

Through our headquarters in New York City and our offices in Boston, Philadelphia and Stamford, Connecticut, we are able to penetrate networks and execute searches regionally, nationally and globally across several verticals.

Looking for your next career opportunity?
Let us help you find it.



Finance & Accounting



Information Technology



Temporary Staffing



Corporate Services



Healthcare your



Administrative Support



Construction



Fashion



www.atlanticrecruiters.com

SPOTLIGHT

Millennials Look to the Non-Profit Sector

Deemed the 'giving generation,' Millennials can be one of the non-profit world's most valuable assets. Sixty percent of Millennials want a sense of purpose in their work and 77 percent chose their job based on that desire, according to the 'Deloitte Millennial Survey.' These factors create the perfect environment for non-profits to attract, hire, and retain Millennials workers.

Meanwhile, one of the fastest growing sectors within executive search today can be found in non-profit. Presently, close to 150 recruiting firms specialize in some form of talent acquisition in this sector, which includes foundations, cultural institutions, and academia, to name a few.

With that said, non-profit search specialist **Koya Leadership Partners** recently acquired New York-based recruitment firm ReWork and its sourcing platform technology in an effort to attract more Millennial candidates. ReWork co-founder and CEO Abe Taleb joined Koya as a vice president, where he will help to expand the firm's focus around the Millennial workforce.

"The world would be a better place if the best thinkers and doers of each generation defined their success not only based on the pay or prestige of their jobs, but on how big an impact they can make in the world," said Katie Bouton, Koya founder and CEO. "We're thrilled to collaborate with Abe, who brings best-in-class knowledge and experience around attracting, recruiting, engaging, and placing talented Millennials."

What Motivates Millennials

As a tech-forward company, Koya will leverage ReWork's innovative technology to engage with candidates more deeply around their social mission and desired impact in the world. Additionally, Koya will use their new technological capabilities to broaden their network of potential candidates, particularly with Millennials. Koya's leadership believes that technology will play a critical role in the recruitment process in the coming years, and this new acquisition will help Koya remain a recruiting front-runner as the industry continues to evolve.

"Abe truly understands what motivates Millennials, how to excite and engage them, and how they have an unwavering commitment to social responsibility," Ms. Bouton said. "He'll be instrumental in helping us attract and place a new generation of emerging leaders into roles that will fuel their passion for social change and allow them to make a positive difference in the world."

Koya recognizes there will be a massive leadership swing ahead as Baby Boomers in high-level positions retire with too few Gen Xers to fill these important senior roles. The firm says it is committed to grooming and placing Millennial talent for a new generation of leaders to fill these top positions as they become available.

"With this unique market opportunity, Millennials are looking at jobs differently than previous generations have," said Mr. Taleb. "If Millennials aren't challenged and engaged in their job, they'll

Q&A

Mission-Driven At Their Core

Molly Brennan is founding partner of **Koya Leadership Partners**. Ms. Brennan has partnered with boards of directors and senior leaders to identify and place leaders for a range of non-profits, including Amnesty International USA, Habitat for Humanity, and the National Wildlife Refuge Association. Here, she talks about Millennials and their interest in the non-profit sector.

Have you seen more Millennials take interest in the non-profit space than past generations?

This generation has had a whole set of socially conscious role models paving the way for success in mission-driven work, from social enterprises with a double bottom line to Ivy League MBAs who devote their career to non-profit work. A career in the non-profit sector is seen as a viable and fulfilling – including financially fulfilling – path in ways that have not been true for previous generations. At Koya we have certainly seen an increase in Millennial job seekers, which is why we have launched our new service, ReWork by Koya.

What is appealing about the non-profit sector to this generation?

Millennials are mission-driven at their core. According to various studies, they are seeking purpose in their work. This is the perfect match – purpose-driven work for purpose-driven employees. Millennials are deeply connected to the broader world around them, they are socially conscious, and they have grown in a world where the barriers between for-profit and non-profit are much more permeable than they were for past generations.

What impact can Millennials have on the non-profit sector?

As this generation grows into leadership roles, it will definitely have an impact on the sector as a whole. Millennials will continue the non-profit sector's move into more business-world practices and strategies. Millennial leaders will be focused on impact and results, and they will also be focused on creating great places to work, particularly when it comes to flexibility and benefits, both of which are important to this generation.

move on. They're looking for more than just a salary – they want meaningful work at companies that are committed to social responsibility as well as diversity in the workplace."

Mr. Taleb previously served as a co-founder and CEO of recruiting firm ReWork, where he used an innovative blend of technology and search process to recruit top Millennial talent to mission-driven work. He has placed leaders at Acumen, Third Sector Capital Partners, NationSwell, Code2040, and many more mission-driven organizations.

ReWork's co-founders, Nathaniel Koloc, now the senior vice president of people for Future Laboratories, and Evan Walden, current CEO of Monday, are say they are grateful to have found a collaboration with Koya, "whose values, mission and culture align so closely with ReWork's."

"ReWork's expertise and technology directly support Koya's vision to serve the next generation of mission-driven talent," said Mr. Walden. "We feel grateful to have found such a great fit."

Generations X and Z Can't Be Forgotten

With so much attention directed at upstart Millennials, employers may be overlooking their employees from the 40-something generation and first generation to know only a digital world, Generations X and Z, respectively.

New research out of the U.K. shows that employees from Generation X mirror many of the workplace trends of their younger counterparts in terms of switching jobs, demanding diverse skill-sets and forging careers or part-time gigs from their personal passions.

A recent survey of more than 500 professionals by Management Today revealed that like their younger colleagues, Gen-Xers have abandoned a single career path and are open to following an evolving working life. Of the older professionals surveyed, more than half (56 percent) said they believe that a job for life stifles development. More than one in five, the study said, intend to change careers in the next two years. Twenty percent plan to switch industries.

Although the Management Today study focused on the U.K., many of its conclusions apply in the U.S. as well. "The idea of a job for life ended with the baby boom," said John Ricco, co-founder of **Atlantic Group**, a New York-based search and advisory firm. "There was a time when companies had pensions and took care of their employee's needs which allowed them to stay with the related company for life. Since the 401K was implemented and pensions became scarce that viewpoint has changed radically. Employees today don't have the job security that generations past enjoyed which lead to job hopping."

Here Comes the Next Generation

Almost half of the Generation Xers surveyed said they are likely to start their own business in the next 10 years. Seventy percent said they are seeking a "major change," the study said. "Supported by other surveys, the age for starting a business is not mid-20s but mid-40s," said Management Today. "Often with a family to support, Gen-X professionals believe owning a business will bring freedom and flexibility into their lives."

According to the survey, the Gen-Xers' main reasons for starting their own enterprises are the prospect of doing interesting work (52 percent), being one's own boss (61 percent) and being challenged (49 percent). "The valuable combination of financial security and business experience give this generation the opportunity to design the next chapter of their career," said Management Today.

Whether they are Millennials or Gen-Xers, people want to feel enriched and excited by what they do for a living, said Mr. Ricco. "Everyone wants job satisfaction, good compensation and more of a work life balance with flexible hours and better rewards," he said. "I view it more as a shift of how people want to define their work and personal lives."

Generation Z grew up playing on their parents' mobile devices and many had their own smartphone as early as elementary school. Millennials might have been the youngest generation to navigate their way through mobile technology, *(cont'd. to page 9)*



A DIFFERENT KIND OF RECRUITING FIRM



Consultative approach



Transparent methods



Metrics-driven results

TalentRISE provides tailored, high-touch consulting and recruitment solutions to meet an organization's most pressing talent acquisition challenges.

Executive Search
Flexible Recruitment Outsourcing Solutions
Talent Acquisition Consulting

info@talentrise.com
www.talentrise.com

Coulter:Partners

Life
Science
Search

Coulter Partners is a board and senior level global executive search specialist focussed exclusively on Life Science.

www.coulterpartners.com

but those from Gen Z have come of age with the mobile experience woven into their fabric.

What is known as “digital communication” for Generation X and Baby Boomers is simply communication for Gen Z. Now, with the oldest of Gen Z about to graduate college and join the job market, they are on the verge of impacting our workforce, according to Tomilee Tilley Gill, founder and president of search firm **Executives Unlimited**.

“The events and global impacts surrounding Generation Z caused them to have realistic expectations of themselves and others,” said Ms. Tilley Gill. “This is not to say they are a negative generation; they are simply realistic. Generation Z understands the value of hard work and does not expect to have trophies or promotions handed to them without putting in the effort.”

“We don’t know about Gen Z’s work ethic yet, but what we do know is that they will be the most educated and globally aware generation entering the workforce. They will be utilizing the most current technology to do their job. I see Gen Z as being willing to work.”

Because of their lifelong exposure to mobile technology, members of Generation Z are digital natives. They communicate primarily through digital tools which allow them to reach anyone in the world at any time of day, said Ms. Tilley Gill. This level of global connectivity means they are acclimated to being “turned on” 24/7. This, in addition to having access to so many resources early in life has given Generation Z an independence not seen in previous generations, and found in most entrepreneurs today.

Gen Z were raised differently from Millennials. The family makeup consisted of both parents working, and giving their children more quality time vs. quantity. The oldest Gen Z is 21 and they are graduating from college this year. Gen Z are the digital natives. “They have never known a world without technology,” said Mr. Tilley Gill. “Gen Z appears to be more realistic, which may be due to the never ending amount of information they are receiving from social media and their favorite apps. This generation has been exposed to more cynicism, anger and media,” she said. “They are flooded with information globally and updated by the minute. Gen Z is participating as online consumers. They are planning their families’ vacations, purchasing groceries and clothing, and using debit cards at an early age. This generation is far more mature and getting real-life experience on a daily basis.”

Millennials by the Numbers

How Millennials Will Shape Politics and the Workplace



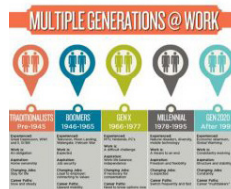
Millennials made up 25 percent of the vote in the last election and President Donald Trump, while “losing” the Millennial vote overall by 55 percent to 37 percent, garnered support from segments of the youth electorate. According to research by The Center for Information

& Research On Civic Learning & Engagement, which tracks Millennial’s voting habits, Millennials who voted in 2016 were more liberal but less likely to identify as Democrats.

In a Three Generational Workforce, Baby Boomers Provide the Backbone

Baby Boomers, those born between 1946 and 1964, are still some the most motivated and driven members of the workforce, according to a survey by the **Futurestep**.

When looking at which generation is the most productive, an overwhelming amount of respondents (62 percent) said Gen X, followed by Baby Boomers (28 percent), Millennials (10 percent), and Gen Z (one percent).



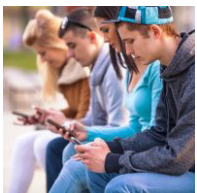
Millennials Most Receptive to Gig Economy

According to a study by career network

Beyond, Millennials were most receptive to working as independent contractors to make money while they searched for a new job (50 percent), compared to 40 percent of Gen Xers and 38 percent of Baby Boomers. Millennials were most likely to earning money as independent contractors in addition to their normal paycheck (32 percent), compared to 26 percent of Gen Xers and 24 percent of Baby Boomers.



Employers Continue Hiring Millennials In Candidate Driven Market



Sixty seven percent of employers say they plan to hire recent college graduates this spring, a rise from last year and the strongest Millennial hiring outlook since 2007, according to a **CareerBuilder** report. The study also found that more than a third (37 percent) of employers

plan to offer recent college graduates higher pay than last year, with 27 percent reporting that they will pay a starting salary of \$50,000 or more. “In addition to an improving economy, we are beginning to see a rising number of retirements, which is creating more room for advancement and creating opportunities for entry-level candidates,” said Rosemary Haefner, CHRO for CareerBuilder.



ALTOPARTNERS

Executive Search & Leadership Advisory

**Global Reach.
Local Insights.**



**CHAMPIONING
LEADERS**

The Americas | Europe
Middle East | Africa | Asia Pacific

altopartners.com

Millennials by the Numbers

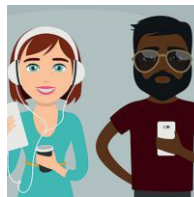
Millennials Cite Impact As Critical Factor In Choosing Next Job



The 'Millennials in the Workplace' survey by **Futurestep** found that only three percent of Millennials said that income was most important. Rather, when asked what will make a Millennial choose one job over another, 38 percent said "visibility and buy-in to the mission of the organization." The survey found that consistent feedback is key to managing Millennials, with three quarters of respondents saying this generation needs more feedback than other generations.

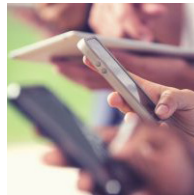
Millennials Choose Career Over 'Being Boss'

Just 17 percent of American Millennials rank aspiring to leadership roles as a top career priority, according to a report by **ManpowerGroup**. This figure includes: managing others (four percent), getting to the top of an organization (four percent) and owning my own company (nine percent). The vast majority of Millennials — 93 percent — see ongoing skills development as an important part of their future careers.



Why Companies Remain Indifferent to Millennials In the Workplace

According to a study by **MRINetwork**, Millennials selected compensation and benefits most often (28 percent) as their top priority when considering a new job. Mentorship and opportunities for advancement ranked just two percentage points below, at 26 percent, suggesting that pay is often the determining factor when Millennials decide to take on a new role. On behalf of clients, recruiters ranked work/life balance as the top priority, indicating a disconnect between what employers think and what Millennials value most.



Creating a Millennial Feedback Loop In the Workplace



Millennials are more likely than GenXers or Baby Boomers to quit their job in the next six months, and nearly a third of them say that is exactly what they plan to do. A recent survey by **Clutch**, a B2B ratings and reviews site, finds that Millennials more often than not report

less job fulfillment than the generations of workers before them. HR experts in the Clutch report argue that one of the best ways to appeal to the Millennial demographic is simpler, though perhaps more difficult, than providing flashy employee perks. The best way to keep Millennial employees engaged, they say, is through a consistent, accurate, and immediate feedback loop.

ORMSBYPARK



Financial Officer Search
FOCUSED. DISCERNING.

Searches are not transactions.
They are opportunities
for lasting impact.

Ormsby Park is a national retained executive search firm focused exclusively on the financial officer market. Over the past two decades, our team has successfully completed 1,000+ finance engagements, offering a customized and high-touch approach.

We differentiate ourselves in two key ways: by nurturing deep, long-term relationships with exceptional financial talent, and by our strong belief that a diverse and inclusive workforce – across your organization and ours – will help us all achieve better results.

www.ormsbypark.com

