

INCREASE EMPLOYABILITY IF YOU WANT TO RETAIN STAFF – THE SURPRISING PARADOX OF THE NEXT GENERATION

OCTOBER 2014



HOW TO ATTRACT AND RETAIN NEW TALENT?

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.



of young graduates **would leave their job** if their principal career goal was not met



of young graduates **have already left** their first job (excluding internships), a job in which they stayed for roughly 20 months



of young graduates believe that the content of their job **meets their expectations**



of graduates still in their first job **are intending to keep working** for the firm that first employed them

T rue to EDHEC for Business's core objectives, the NewGen Talent Centre has announced the initial results of a new study on how to attract and retain the next generation of talent who are said to be demanding, impatient and fickle.

This research, carried out in late 2013, focused on **1,480 young graduates** from France and abroad* with a variety of different backgrounds in science, engineering, political science and business. It reveals an interesting paradox: that **the more a company trains and supports the personal and professional development of young graduates, the more likely they are to remain with the company.**

The study also highlights...

- **A clear demand by new talents for intellectually stimulating careers**
- **The overall satisfaction of new graduates in meeting important career objectives**
- **Some dissatisfaction among recent graduates** in terms of international prospects, open and honest management, and a competitive salary
- **The mobility of young graduates: that many are ready to leave their jobs**
- **Interesting disparities**

* Responses from 1,480 young graduates (692 engineers and 788 managers), including 30% working abroad.

NewGen
TALENT CENTRE



JUNIOR INTERIM MANAGERS

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,
EDHEC Business School



2014 AWARDS

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% of men and 49% of women).



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! »

Manuelle Malot

NewGen Talent Centre Director,
EDHEC Business School

ABOUT EDHEC NewGen TALENT CENTRE

The EDHEC NewGen Talent Centre, founded in 2012 and led by Manuelle Malot, aims to offer new approaches and innovative solutions to the key issues of attracting the next generations to global business and then retaining them. This mission is in line with the EDHEC for Business motto.

Further information:

www.edhecnewgentalent.com

Supported by 

ABOUT EDHEC BUSINESS SCHOOL

- **5 campuses:** Lille, Nice, Paris, London and Singapore
- **6 200 students and 10 000 participants** in continuing professional development, lectures and workshops organised in 28 financial capitals around the world
- **20 degree programmes:** Bachelor, Master in Management, Master of Science, MBA, PhD
- **Over 25 000 graduates** in 120 countries
- **142 permanent lecturers** (49 percent international) and 810 visiting lecturers
- **13 research** and teaching chairs
- **€87 million budget**, one-third from businesses and 20% invested in research
- **1 of 60 business schools in the world** - out of some 14,000 institutions - to have triple AACSB, EQUIS and AMBA accreditation

EDHEC Business School aims to be recognised for high-quality research and education, and for innovative ideas and tools that impact business. This "EDHEC for Business" strategy is underpinned by excellent academic research, the results of which are systematically disseminated through EDHEC's academic programmes, and to the business world and society at large.

For more information, please visit:

www.edhec.edu

**THE FULL RESULTS OF THE STUDY ARE AVAILABLE AT
THE EDHEC NEWGEN TALENT CENTRE WEBSITE:
CLICK HERE**

NewGen
TALENT CENTRE