

Attracting, Retaining & Engaging the Youngest Generations

Adam Kingl

Author: Next Generation Leadership (HarperCollins 2021)

Adjunct Lecturer, Strategy & Entrepreneurship & Director of Executive Education

UCL School of Management

www.mgmt.ucl.ac.uk/executive-education

www.adamkingl.com

Email: a.kingl@ucl.ac.uk

Twitter: [@adam_kingl](https://twitter.com/adam_kingl)

Generations

	<u>Birth Years</u>
Silent Generation	1925-1942
Baby Boomers	1943-1960
Generation X	1961-1981
Generation Y / Millennials	1982-2004
Generation Z	2005+

Generations

Employers

Grandparents had:

Parents had:

Gen X will have:

Gen Y will have:

Generations

Employers

Grandparents had:

1-2

Parents had:

Gen X will have:

Gen Y will have:

Generations

Employers

Grandparents had:

1-2

Parents had:

3-4

Gen X will have:

Gen Y will have:

Generations

Employers

Grandparents had:

1-2

Parents had:

3-4

Gen X will have:

7-8

Gen Y will have:

Generations

Employers

Grandparents had:

1-2

Parents had:

3-4

Gen X will have:

7-8

Gen Y will have:

15-16

Generations

	<u># Employers</u>
Grandparents had:	1-2
Parents had:	3-4
Gen X will have:	7-8
Gen Y will have:	15-16

So will our (grand)children have 32 employers??

Generations

Employers

Grandparents had:

1-2

Parents had:

3-4

Gen X will have:

7-8

Gen Y will have:

15-16

So will our (grand)children have **32** employers??

Generations

2

4

8

16

32



Let me say that again...32 employers in a lifetime!



Resignation Crisis

- In UK, vacancies (over 1M) at an all-time high in July
- In US, an all-time high 10M vacancies in June
- In US, 4M people resigned in April – a 20 year high
- In Germany, over 1/3 of all companies report a dearth of skilled workers
- Microsoft study revealed 41% of global workforce considering resigning within 1 year
- Wired article suggests this figure could actually be as high as 55%



We asked them:

‘How long do you expect to stay with an employer?’

11+ years

6-10 years

3-5 years

1-2 years

We asked them:

‘How long do you expect to stay with an employer?’

11+ years

5%

6-10 years

3-5 years

1-2 years

We asked them:

‘How long do you expect to stay with an employer?’

11+ years	5%
6-10 years	5%
3-5 years	
1-2 years	

We asked them:

‘How long do you expect to stay with an employer?’

11+ years	5%
6-10 years	5%
3-5 years	53%
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We asked them:

‘How long do you expect to stay with an employer?’

• 11+ years	5%
• 6-10 years	5%
• 3-5 years	53%
• 1-2 years	37%

- **90% plan to leave within 5 years**
- **Over a third within 24 months!!**

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Most important factors in choosing an employer:

- Work-life balance
- CEO's reputation
- Development opportunities
- Performance-based bonus
- Share price performance
- Openness to innovation
- Benefits package
- Organisational culture
- Corporate social responsibility practice

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Most important factors in choosing an employer:

3)

2)

1)

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Most important factors in choosing an employer:

3) Development opportunities

2)

1)

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Most important factors in choosing an employer:

3) Development opportunities

2) Organisational culture

1)

Next Generation Leadership

Most important factors in choosing an employer:

3) Development opportunities

2) Organisational culture

1) Work-life balance

Next Generation Leadership

Most important factors in choosing an employer:

3) Development opportunities

2) Organisational culture

1) Work-life balance
Reverse mentoring
Alumni network
Projects
Side hustles

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The implications:

- **We now have to deal with people who have different expectations, behave differently and work in decentralised and networked environments**

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For the employer, need to reframe the career conversation:

Progression rather than promotion

Lateral as well as linear; **sooner** rather than later

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Further evidence:

According to research at Princeton University, more than 85% of young people say that the number one thing they will look for in a job is...

Next Generation Leadership

Further evidence:

According to research at Princeton University, more than 85% of young people say that the number one thing they will look for is...**meaning, a sense of purpose.**

In a VUCA environment:

It will be those purpose-driven, human-centred leaders who will enable their organisations to navigate a turbulent world.

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Executive Education

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