



The Incoming Workforce Report

March **2019**

INTRODUCTION

Grit International, a talent solutions company based in Zurich, Switzerland, has partnered up with Zagreb School of Economics and Management (ZSEM), in a research with the goal to explore the relationship of graduates' motivators and personality traits to their career goals.

The **Zagreb School of Economics and Management** is committed to creating future business leaders and is a member of AACSB (Association to Advance Collegiate Schools of Business) that has hosted more than 1700 international exchange students since its establishment in 2002. This strong global presence, allowed us to have a relevant control group of international students in the research.

During November and December of 2018, we used Grit International's proprietary assessment tool (developed in partnership with SOVA Assessment), to test the participating students on two dimensions:

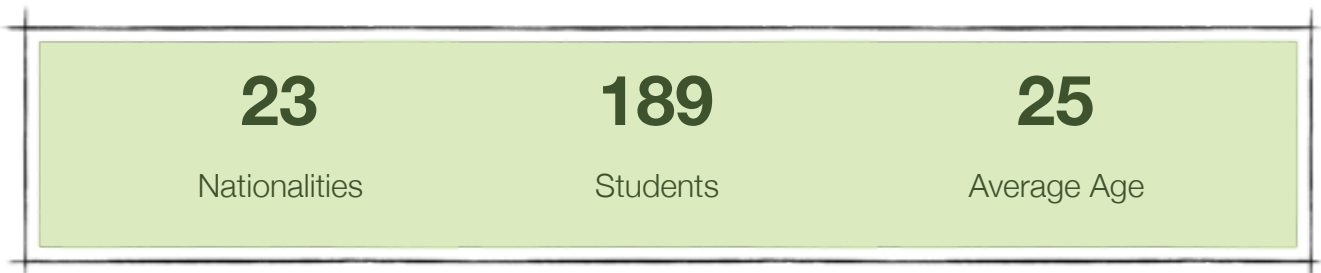
- Their behavioural styles, (essentially the visible reactions towards other people, tasks and situations)
- Their motivators for work (explaining why individuals behave the way they do).

Additionally, we've included into the research a series of questions to further explore the students' career-related activities, their career concerns and aspirations.

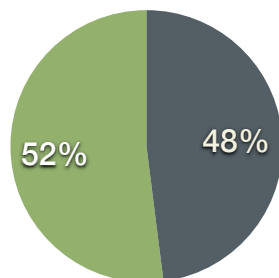


SAMPLE

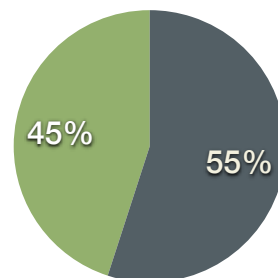
The sample of nearly 200 participating students was very well balanced. All assessed students are going to transition into the workforce in 2019 and are currently in final year of either Bachelor's or Master's Program.



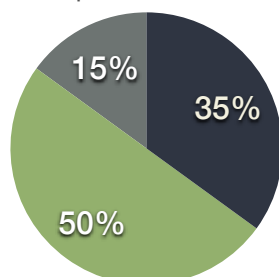
● Female ● Male



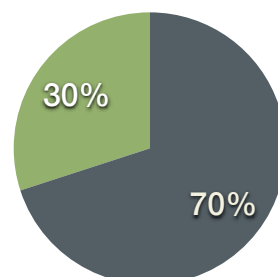
● Master's Degree ● Bachelor's Degree



● Accounting & Finance
● Business & Management
● Computer Science



● Croatian
● International



International group was consistent of students from: US, Canada, Brazil, Mexico, Germany, Spain, France, Italy, UK, Sweden, Belgium, Austria, Portugal, Poland, Slovakia, Russia, Morocco, Jordan, Iran, Turkey, China and Japan

INTERESTS

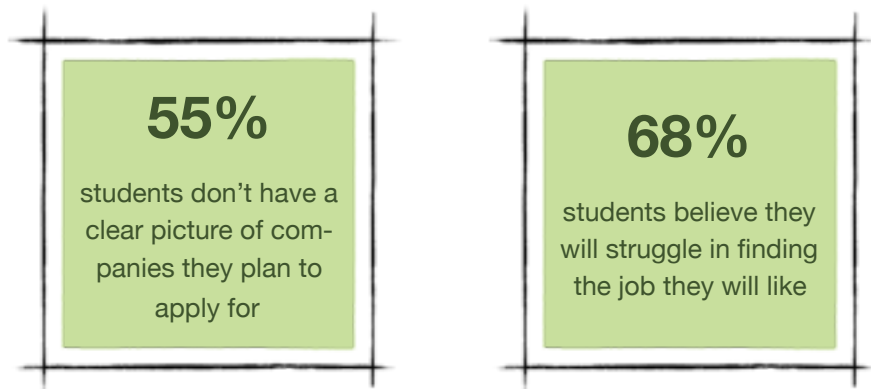
Looking at the sample as a whole:

- more than a 50% of students preferred *corporation* as the future work setting,
- 25% would like to pursue their own *entrepreneurial* aspirations in the form of a start-up
- roughly the same level of interest was found for the different organisation sizes as the future employer, with only a slight preference for the medium-size enterprises
- more than 75% of students already had an online profile on a business social networking site, such as LinkedIn
- when it comes to students' expectations from their future careers, they prefer work environments that provide:



FINDINGS

One of the major findings in our research reconfirmed our hypothesis that future employers and universities need to find effective ways of bringing the world of work closer to the students:



One of the most surprising findings in our research is related to the question of **leadership**. The topic of gender equality is omnipresent today, whether when entering the university in certain subjects or when entering the workforce and then progressing in the career.

We found a statistical significance to the claim that more men have the motivation to lead. Even more surprisingly, there are significant gender differences on the leading and influencing behaviour in our student sample. Essentially, assessed men showed significantly higher chance to display leadership behaviours in the same situation than women do in their early careers.

This is certainly something that causes pause in any individual or organisation committed to gender equality, especially in the higher levels of the organisation's pipeline. If there is a significant structural difference in men and women on motivation to lead, then current succession practices will not be enough. A more strategic approach is required to address this issue at a much earlier stage, starting with education and followed by early career roles.

Moreover, our research found statistically significant evidence that men in the sample had higher resilience and strategic thinking than female students who had significantly stronger planning and organising behaviour when compared to their male counterparts. In simple words: while our female talent in early careers will look to timely deliver on all tasks and objectives, their male colleagues will look towards future challenges as opportunities to build different paths for achieving their long-term goals.

CONCLUSION

We believe that in this research we were able to present important trends in the population that is just about to enter the workforce and will experience a much different career path compared to the previous generations. Now, more than ever, it is important for the employers to understand this incoming workforce and start planning for activities that will support realisation of its full potential. Beside their diplomas and basic CVs, our future talent brings into their entry careers a complex set of behavioural styles and motivators which, if understood well, can accelerate their progress for any future role.



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