

**WORKING DRAFT**

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# Next generation recruitment: from baby boomers to millennials

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WHO WE ARE

## Our FIRM, our WORK

More than **20** years  
of experience on  
Russian market



more than **1500**  
projects in Russian over  
the past 20 years



McKinsey – **№1**  
in management  
consulting industry in  
Russia

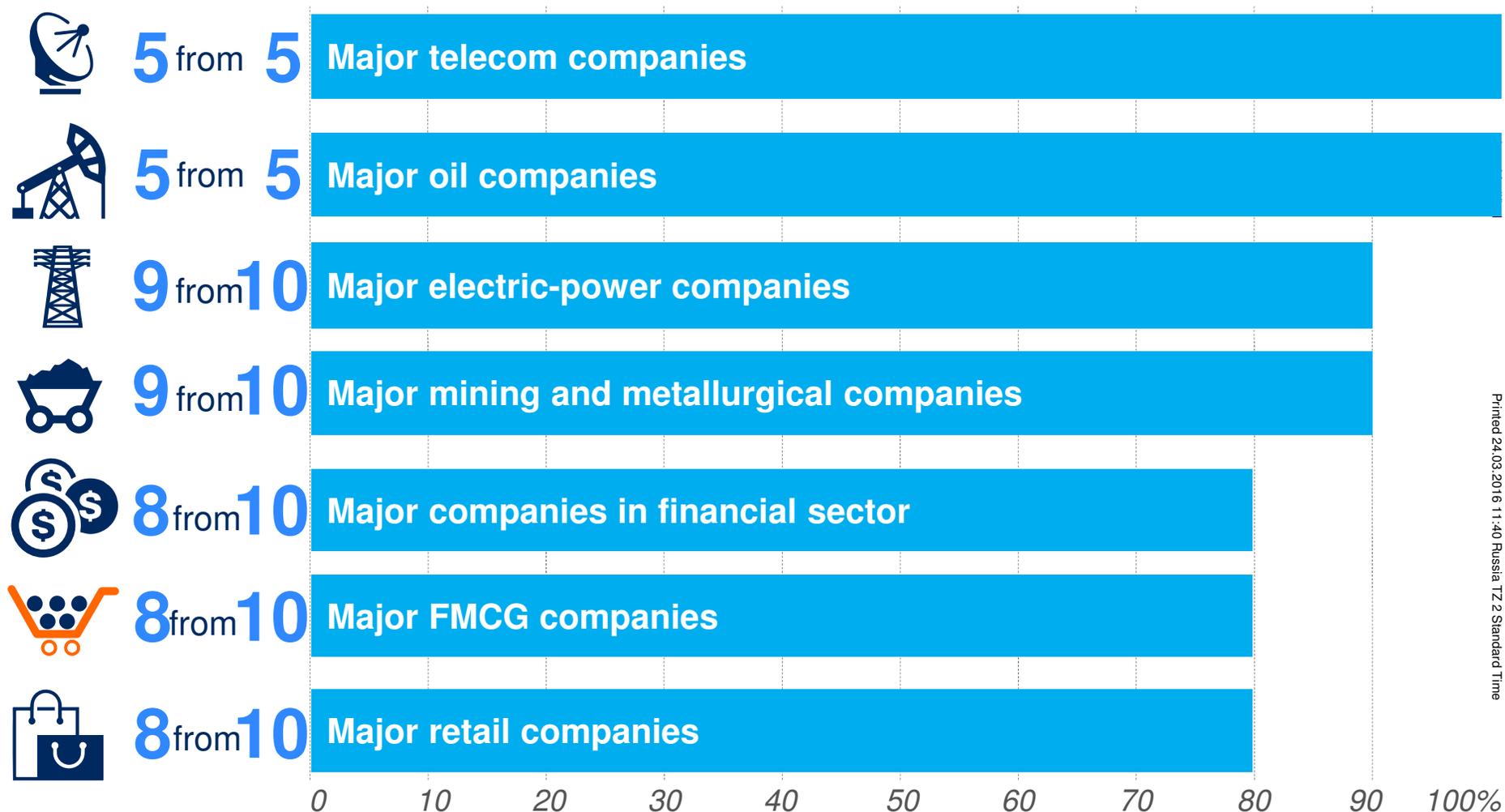


More than **260**  
consultants  
and **22** industry experts



**35** principals in  
Moscow office

## McKinsey supports most major players in the public and private sectors



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## McKinsey & Company mission

To help our clients  
make distinctive, lasting,  
and substantial  
improvements in their  
performance

*To build a great Firm  
that attracts, develops,  
excites, and retains  
exceptional people*

# McKinsey is worldwide recognized as the leader in management consulting industry



#1 in 2016 Vault Consulting 50  
#1 in 2016 Most Prestigious Consulting Firms  
#1 in 2016 Best Consulting Firms for Diversity



The Best Places to Work  
among Consulting Firms, 2013



#1 management & strategy consulting  
company  
Russia's most attractive employer ranking,  
2015



The most efficient generator  
of TOP-TIER corporate  
executives

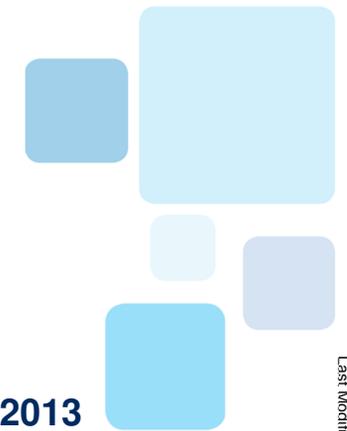


One of the TOP10 Companies to Work For,  
2015



Changellenge Best Employers award

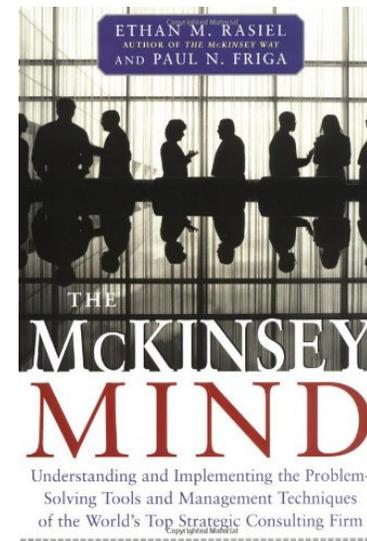
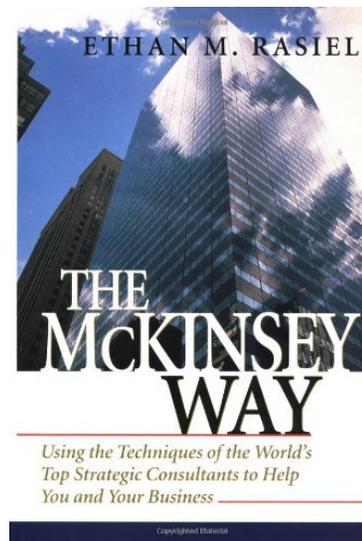
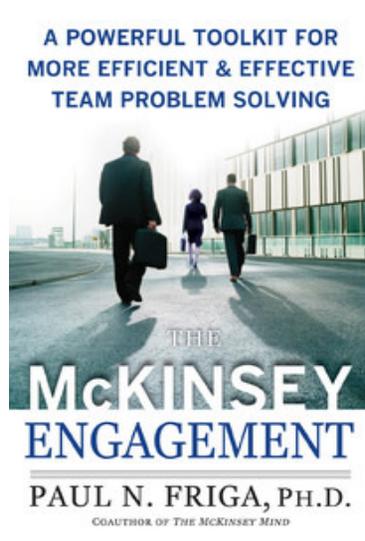
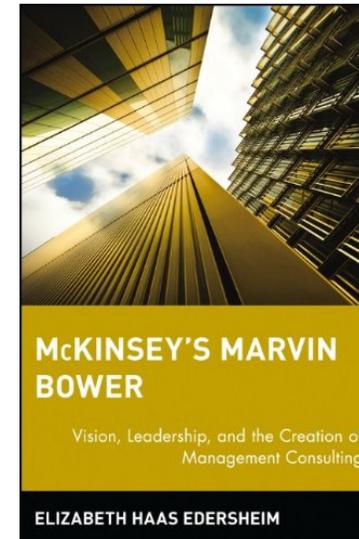
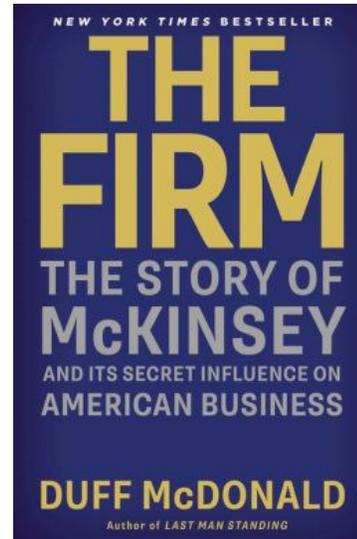
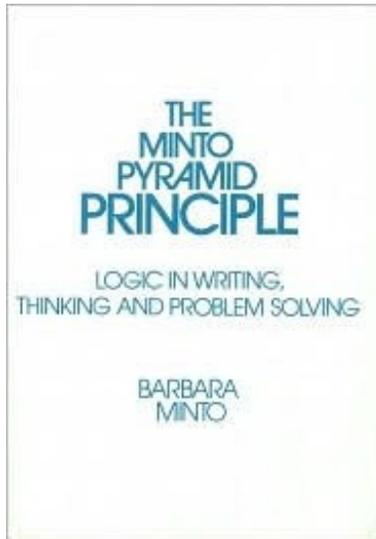
#1 Employer, 2015  
#1 Employer to start a career  
#1 Employer for experienced hires  
#1 Employer in consulting industry



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# McKinsey is worldwide #1 by the number of books dedicated to the Firm

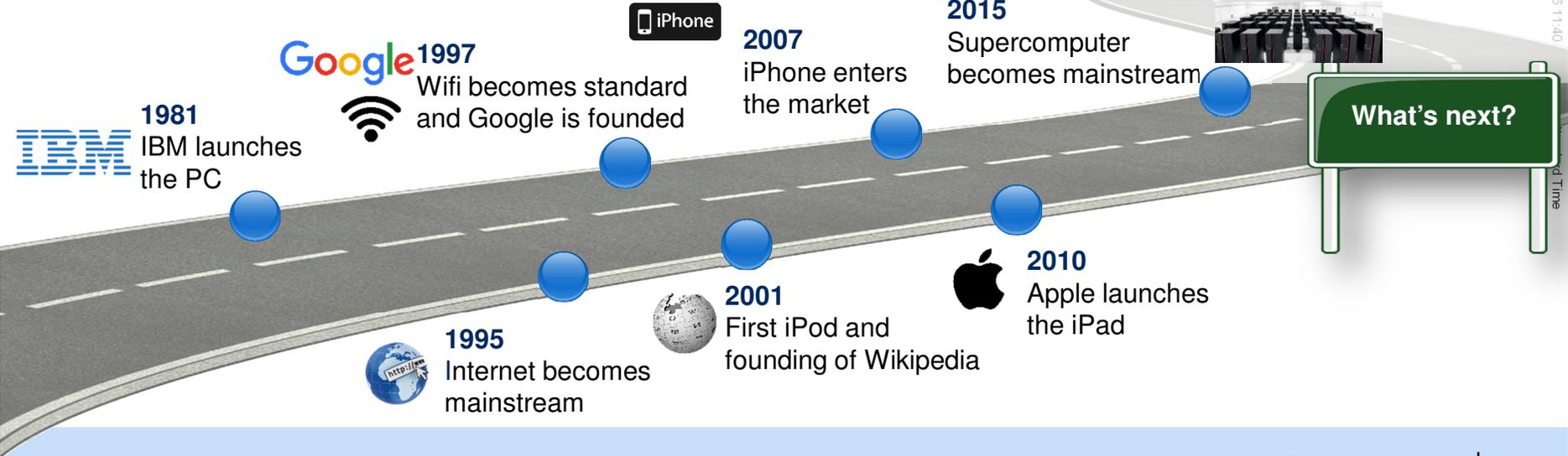
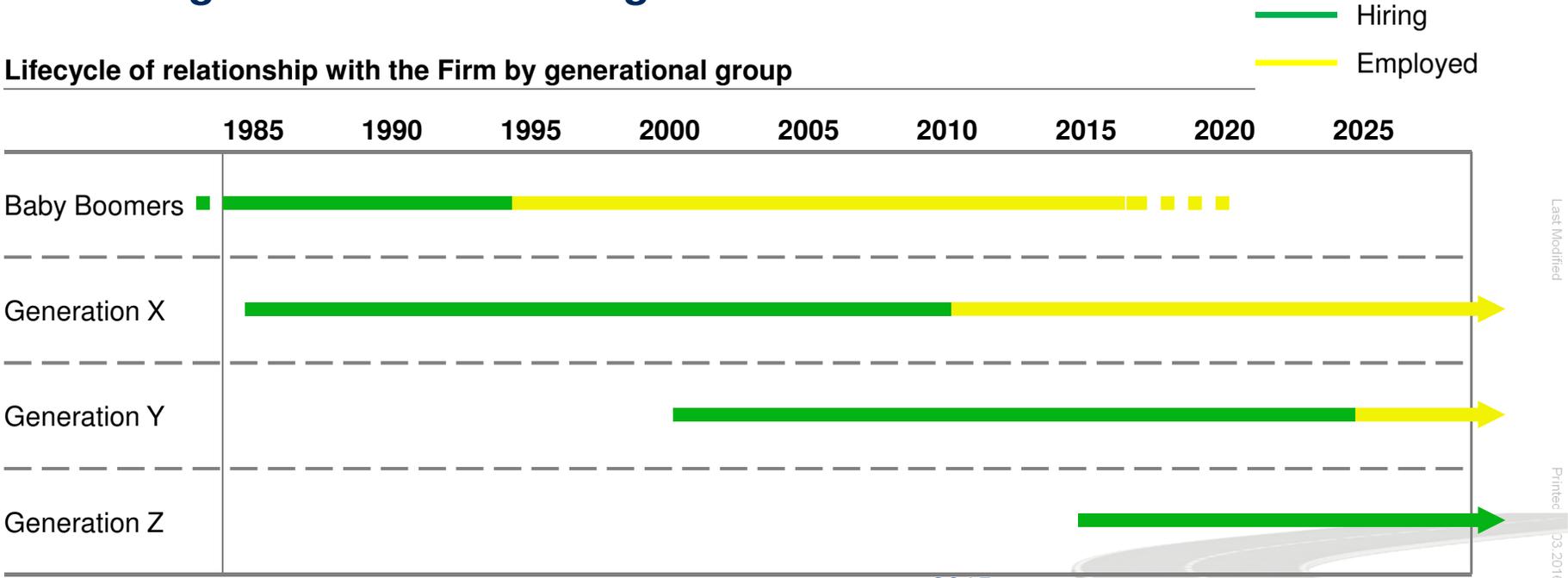




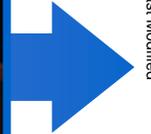
**As we do not have recruitment plan or exact number of vacancies we are hiring TOP TALENTS all year round**

# Starting as early as this year, McKinsey may be home to four different generations of colleagues

Lifecycle of relationship with the Firm by generational group



# The high-level characteristics of these 4 generations differ somewhat...



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## Baby boomers

- Born 1945-64
- Shaped by: Cold and Vietnam wars, declining trust in government

## Generation X

- Born 1965-80
- Shaped by: Internet, diversity, unemployment, and parental divorce rates

## Generation Y

- Born 1980-95
- Shaped by: **information overflow, overzealous parents, globalization**

## Generation Z

- Born 1995-2012
- Shaped by: **technology, changing world, self-reliance**

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## The high-level characteristics of these 4 generations differ somewhat...



**Generation Y**

- Expects **quick individual development** and **early rewards**
- Extremely low barriers to separation combined with **high confidence**
- Sees **flexibility as a prerequisite**, will make trade-offs for better life style
- Demands **freedom and control**, particularly regarding own career
- Wants job to be **meaningful** and to have positive effect on society



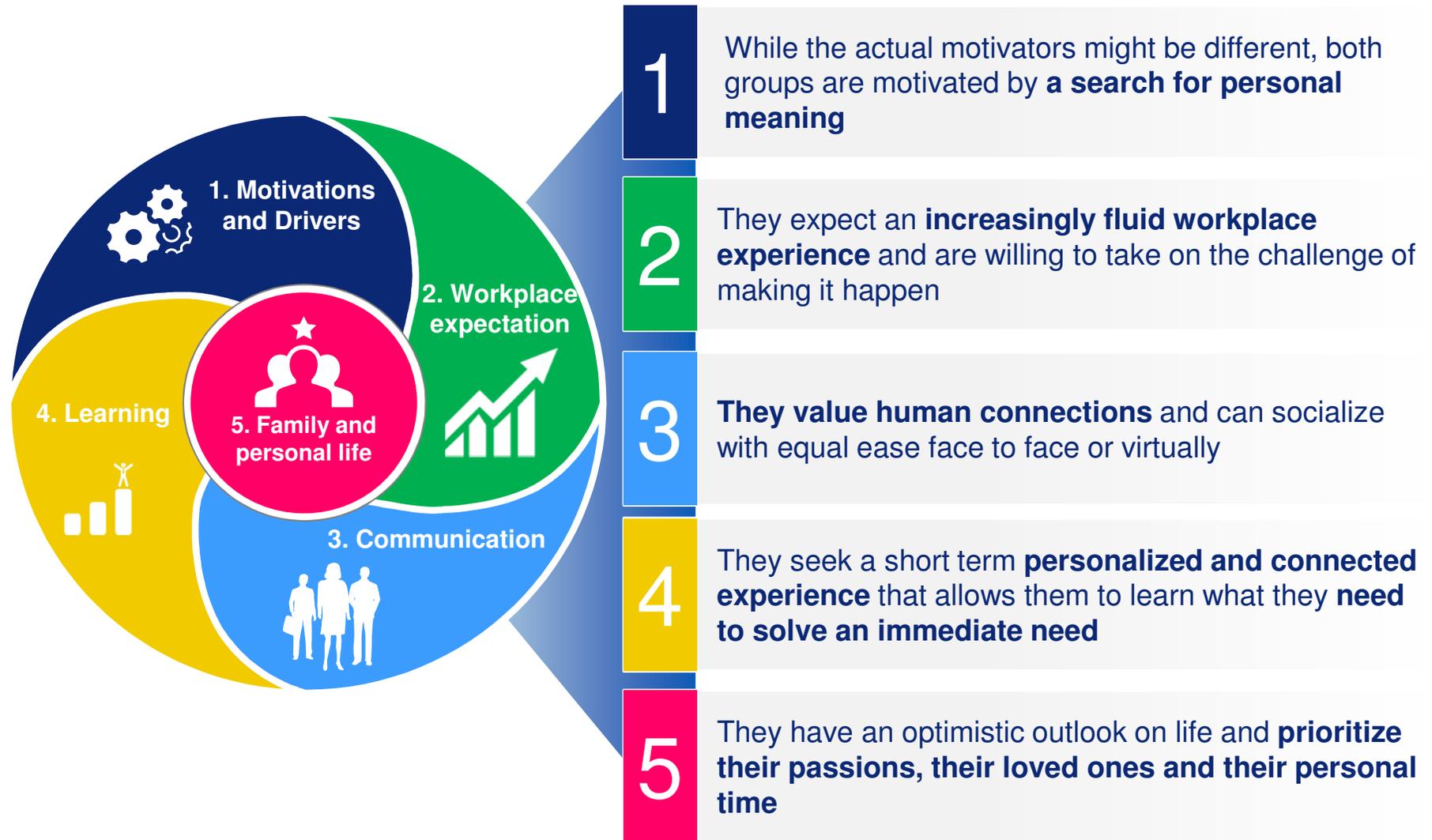
**Generation Z**

- Is **more conservative** than Generation Y and has a **longer term view on career**
- Very feedback oriented and **keen to develop and learn**
- Driven by what can make an **impact** or leave a mark in the world
- **Fluid and creative**, thinks laterally
- Puts **family and personal life at the center** of priorities

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# Talent: And while Generations Y and Z share attitudes toward work and life...



# How we should use our knowledge about them in recruiting process?

## What should we keep in mind?

### Attraction

- Millennials use internet as their main source
- They want to be part of something big!
- They are straightforward and will ask what they are interested in
- They are idealists-believe that they can make the world a better place

### Assessment

- They like change and as soon as job starts to be routine-they will change it. Expect often job changes in CV
- They are well educated and prepared for assessment process

### Cultivation

- Their job has to have a meaning (“They are not putting bricks together-they are building a temple”)
- Their job is part of their life-so it should be interesting
- They are very interested in their growth
- They want motivational and stimulating surrounding