

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



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



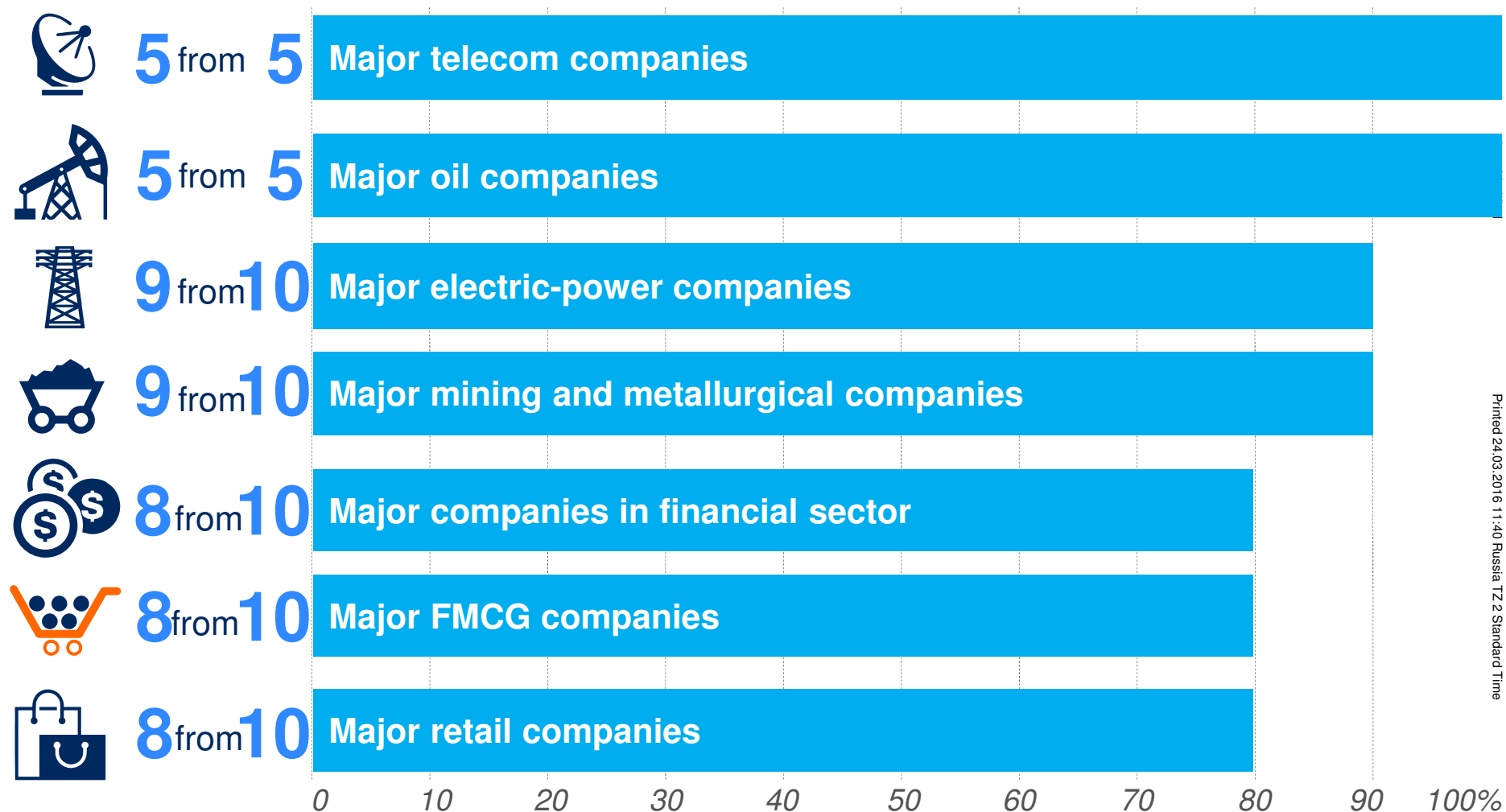
35 principals in
Moscow office



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



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



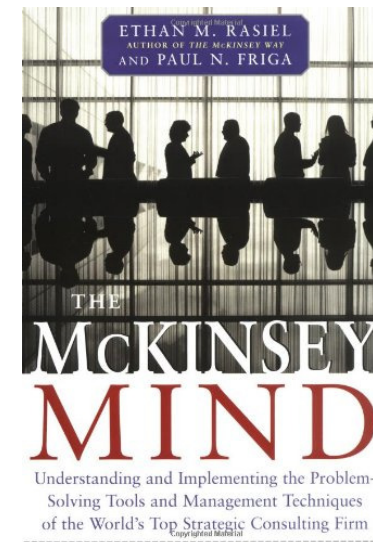
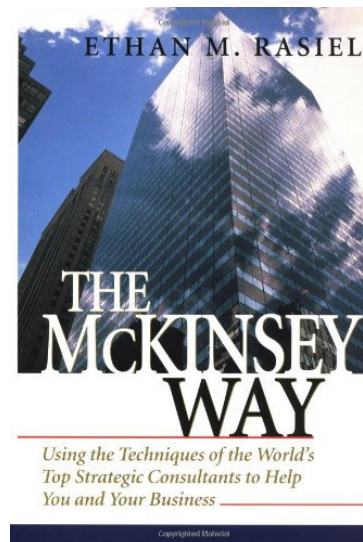
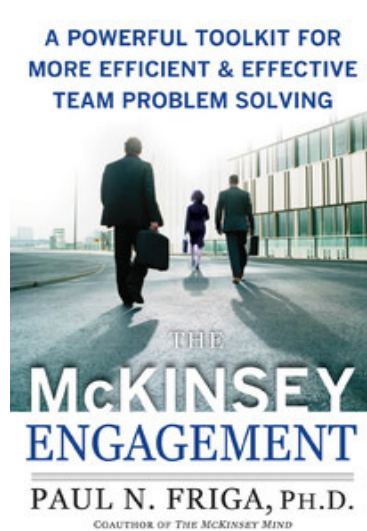
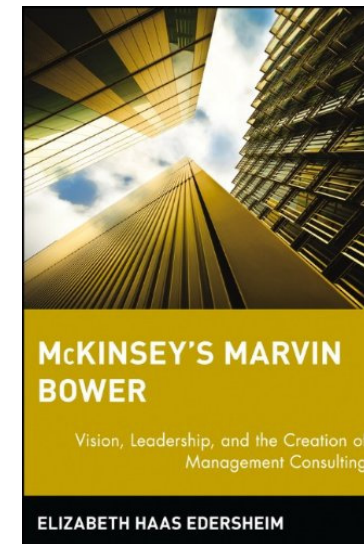
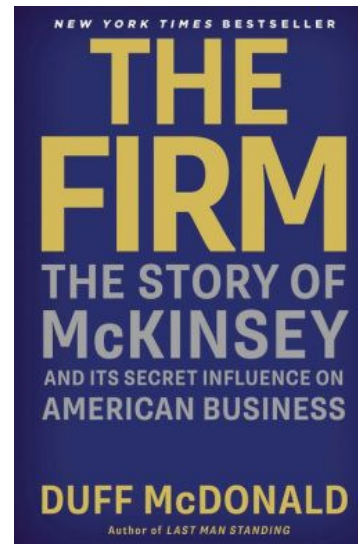
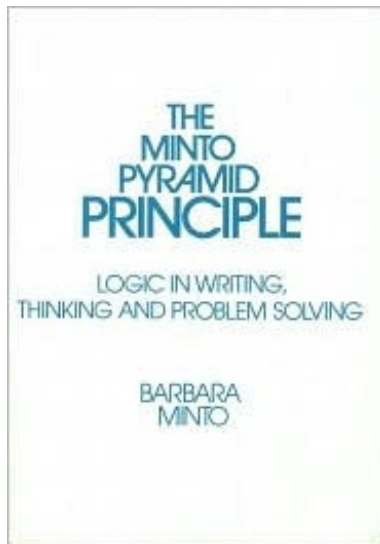
Changellenge Best Employers award

#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

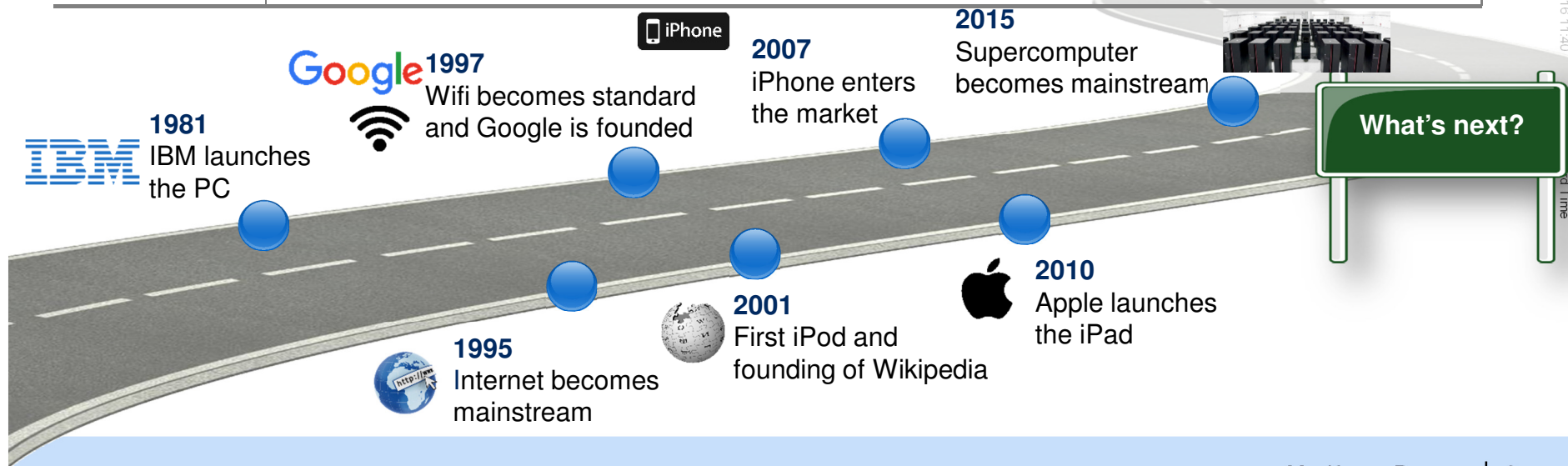
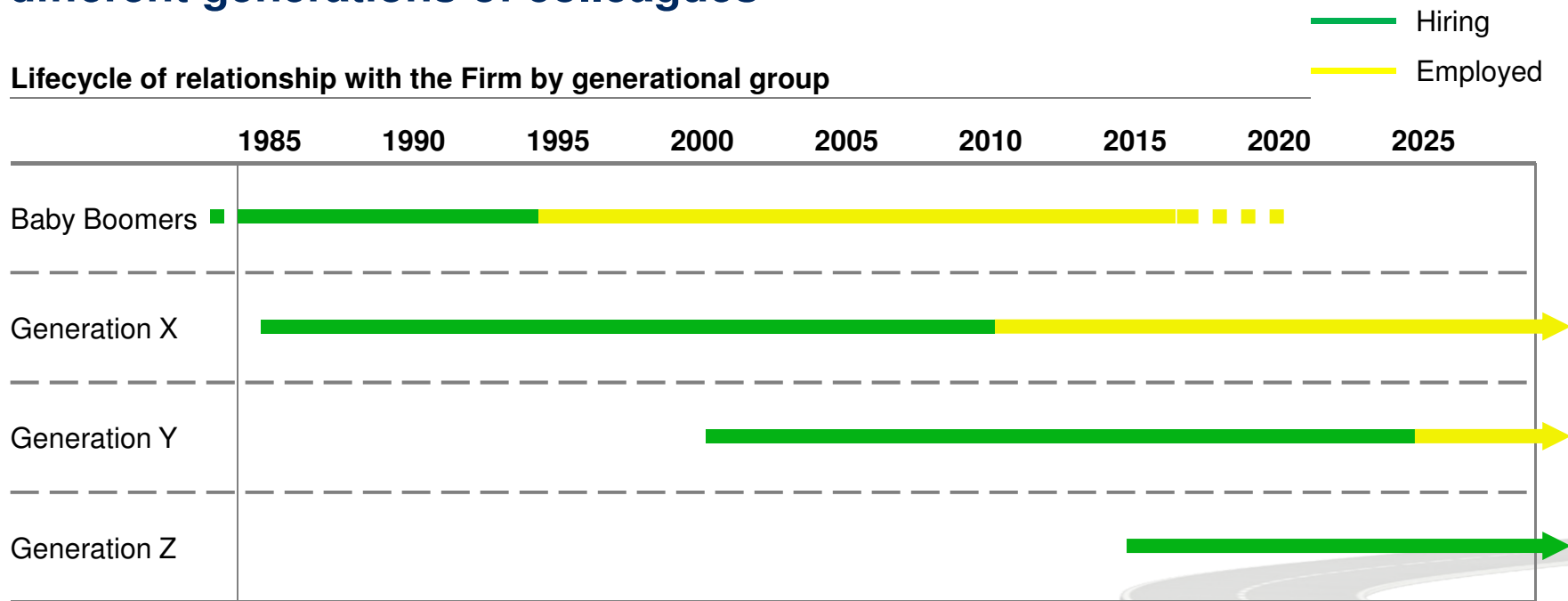




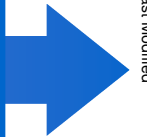
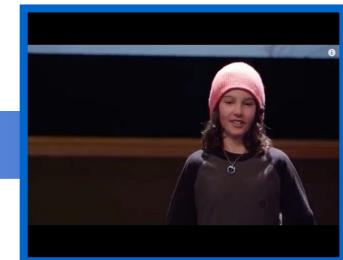
As we do not have recruitment plan or exact number of vacancies we are hiring TOP TALENTS all year round

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...



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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