



# Universum Talent Research 2019

Partner Report | Hanken - School of Economics, Helsinki

Finnish Edition | Students | Business

# What we cover in the report

- 1 INTRODUCTION
- 2 TALENT PROFILE
- 3 UNIVERSITY BRAND PERCEPTION
- 4 COMMUNICATION
- 5 CAREER AND EMPLOYER PREFERENCES
- 6 APPENDIX



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## 1

### INTRODUCTION

In this section you will learn:

- How Universum works
- How you can use this report
- The target groups covered in this report

# Universum at a glance



**30 years** of global data and experience

## ACC>SS

Universum Access, the interactive platform to dive deeper into your brand.



Partner **with 1700 clients globally**, from local champions to global giants



Most Attractive Employer rankings published in **40+** markets



**1 decade** publishing the World's Most Attractive Employers



**Fourth year** delivering our established **industry benchmark**



**1+ million** respondents make our survey the world's largest talent survey



Certified **1000+** Employer Branding Professionals



**Established** and globally recognized media partner

# We partner with the best universities in the world

As part of our mission to connect talent with the future, we go straight to the source. Universum partners with the most important universities all over the world to gain insights about talents' skills, preferences and plans for their future.

With these unique insights and 30 years of experience in the realm of Employer Branding, Universum helps universities understand best practices when interacting with employers, and provides detailed data on how students and alumni perceive top employers and modern careers.

Together, Universum and universities around the world are creating a more transparent world around education and career readiness.



THE UNIVERSITY OF HONG KONG





# Our work makes an impact across the globe

Featured in prominent global media with reach in the millions – recognized by c-level executives

WORLD  
ECONOMIC  
FORUM

“ These are the Most  
Attractive  
Employers for Business  
students ”  
**World Economic Forum**

Harvard  
Business  
Review

“ How the Best Global  
Employers  
Convince Workers to Join and  
Stay ”  
**HBR**



Media coverage in over  
**60**  
countries

**Forbes**

“ Awareness vs. Differentiation:  
It's Time for Organizations to  
Distinguish Their Employer  
Brand ”  
**Forbes**

The  
Economist

“ Are you a doer or a manager? ”  
**The Economist**

**BBC**

“ Gen Y: One size does not  
fit all at the office ”  
**BBC**

CNN Money

“ World's Top Employers  
for New Grads ”  
**CNN Money**



# This report helps you to...

## UNDERSTAND

...your talents' career preferences & expectations

## IDENTIFY

...your talents' readiness for their professional lives

## ATTRACT

...relevant employers to cooperate with you

## MANAGE

...your brand perception & attractiveness

### Connecting Talent with the Future



Universum is the global leader in the field of employer branding and talent research. Through our market research, consulting and media solutions we aim to close the gap between the expectations of employers and talent, as well as support Higher Education Institutions in their roles.

Our unique insights into the recruitment challenges of employers and the dynamics of the talent market, help colleges and universities worldwide.

Learn more:

<https://universumglobal.com/university-partners/>

# Target groups

## THE QUESTIONNAIRE

- Created with **30 years** of experience, extensive research within HR, focus groups and communication with our clients talents.
- Global perspective - local insight.
- Conducted via an **online survey**. The online link was distributed via university and talent-networks, communities, the Universum Panel and different local and global partners.

## RESPONDENTS

- **Students** at higher educational institutions



### FIELD PERIOD

October 2018 to April 2019



**Total number of**  
respondents in the survey

12 633

## NUMBER OF RESPONDENTS

Your students

188

All students

3 398



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INTRODUCTION

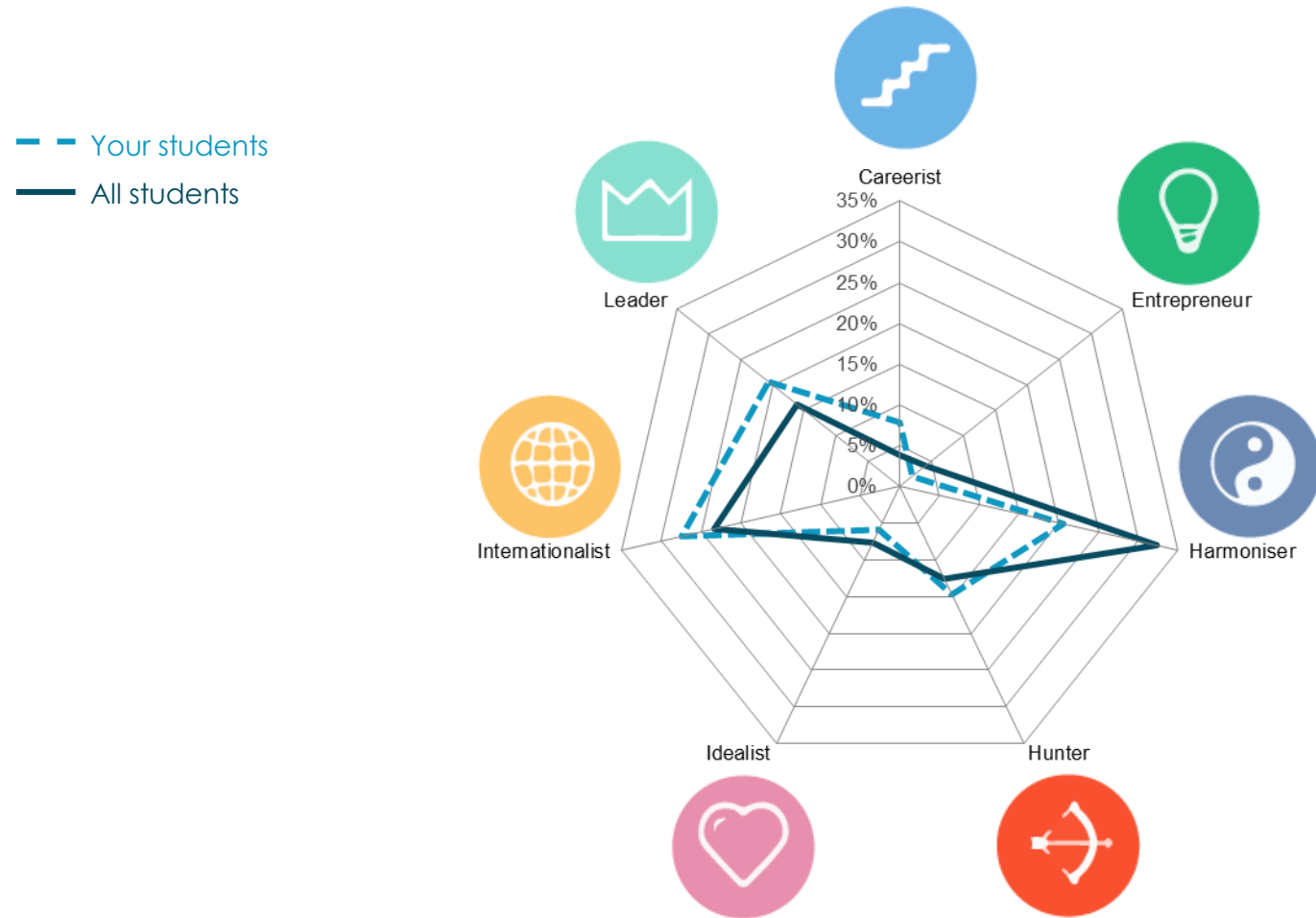
2

TALENT PROFILE

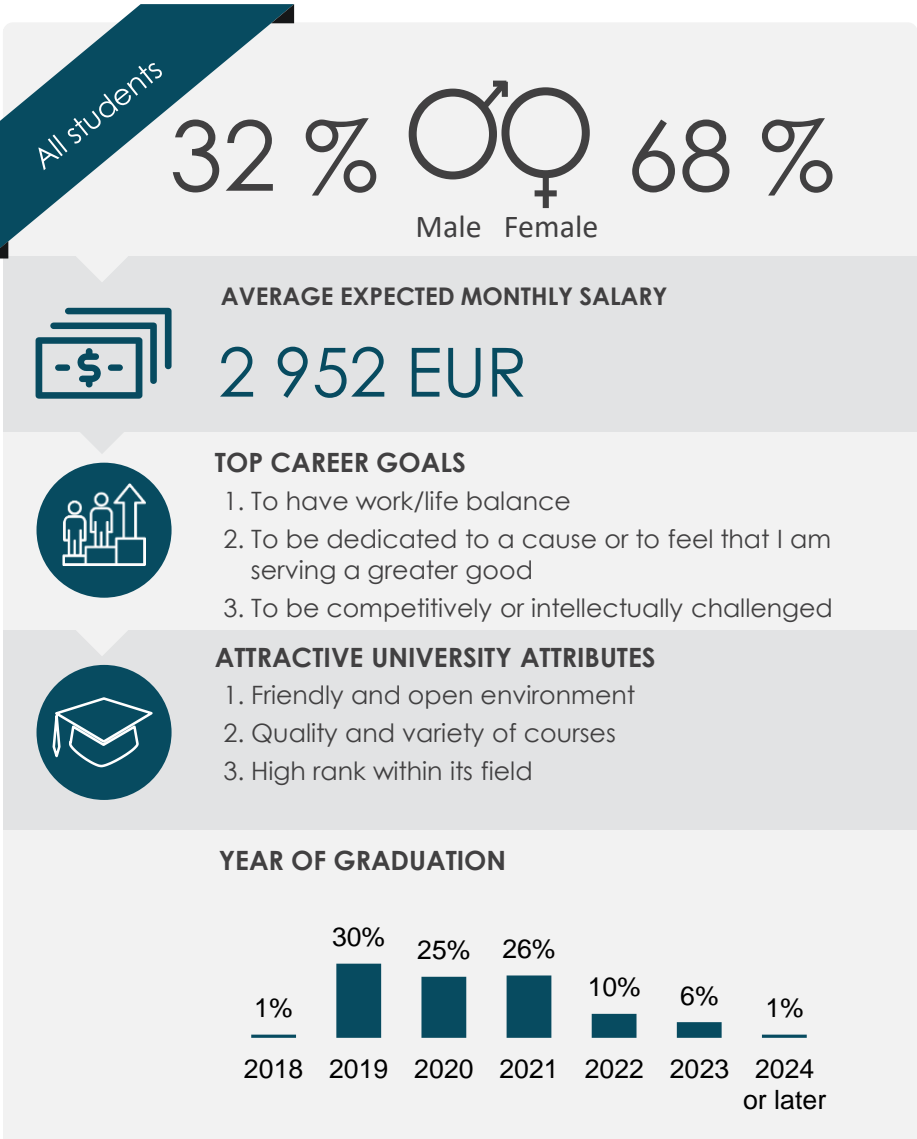
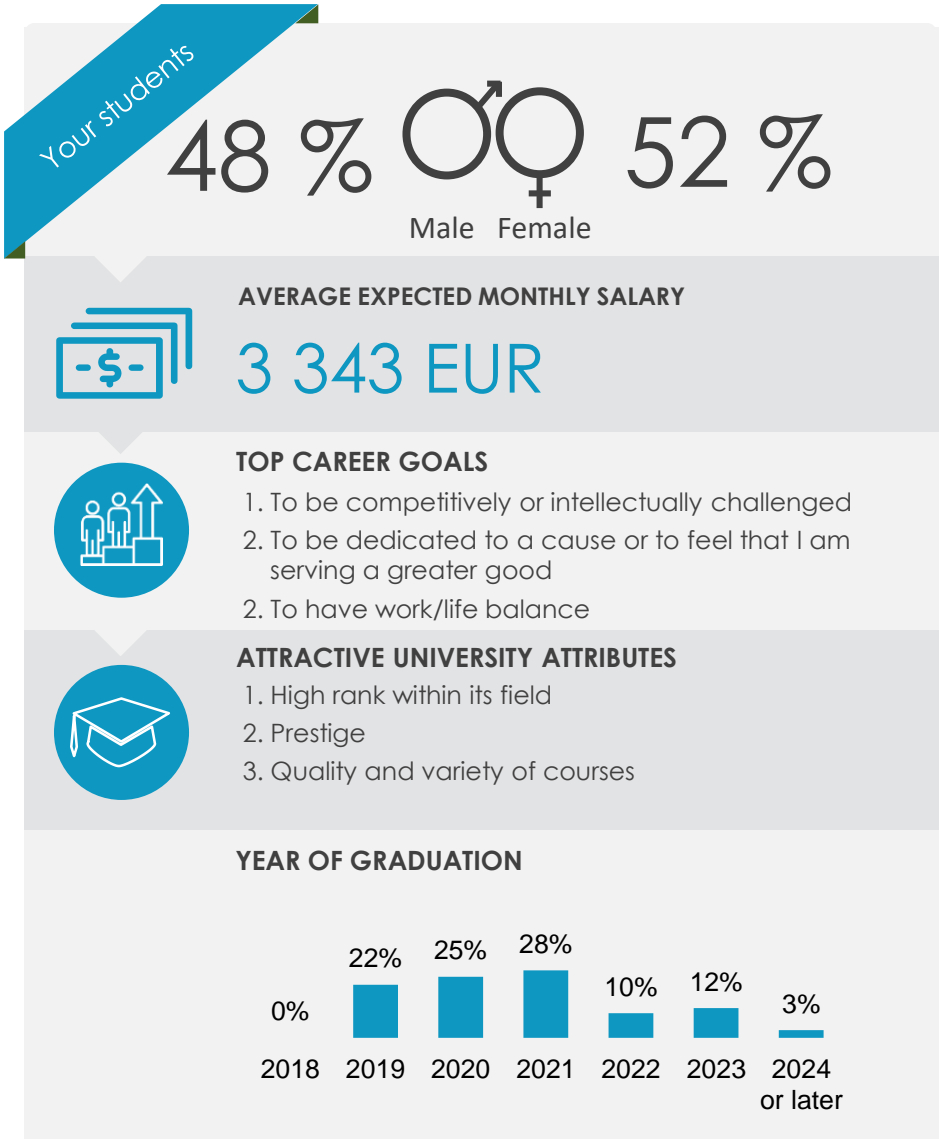
This chapter focuses on the **competences** of your talent and how they **compare** to the comparison group.

These insights will help you **improve** the employability of your talent by being able to communicate their **unique value** to employers.

# The Universum Career Profiles



# The students' profiles



# Skills Self Assessment

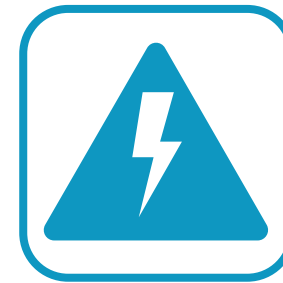
Without proof of performance, employers cannot be sure of graduates' skills or abilities. Therefore, it is not that graduates innately lack those skill sets, but it is difficult to prove that they possess them.

We provide insights about which skills your students think they are strong in and which skills they would like to improve in order to support you in preparing your students for the working world,



## Your students' top 3 strongest skills

1. Problem-solving
2. Responsibility
3. Positive attitude

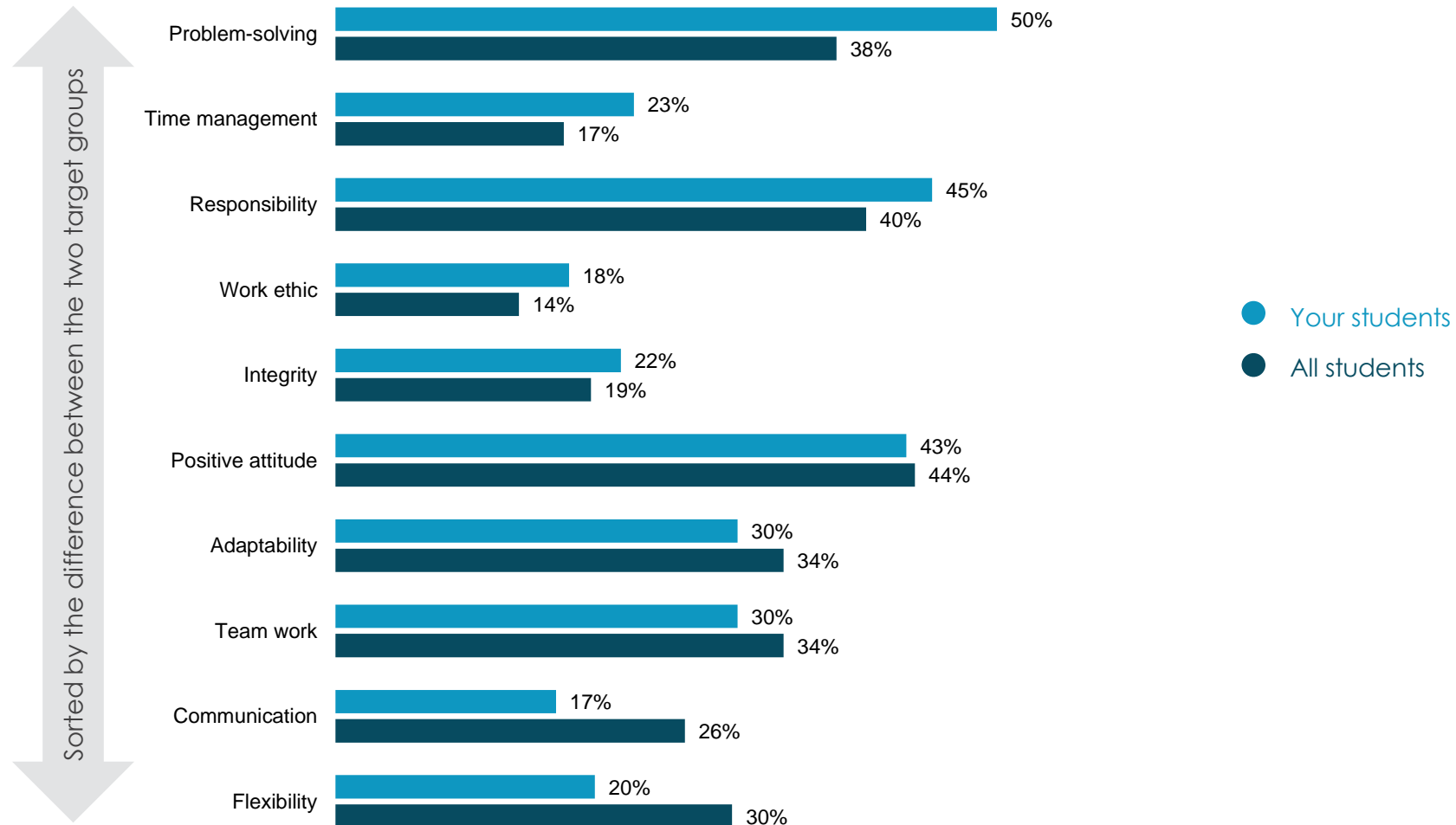


## Your students' top 3 improvement areas

1. Time management
2. Communication
3. Problem-solving



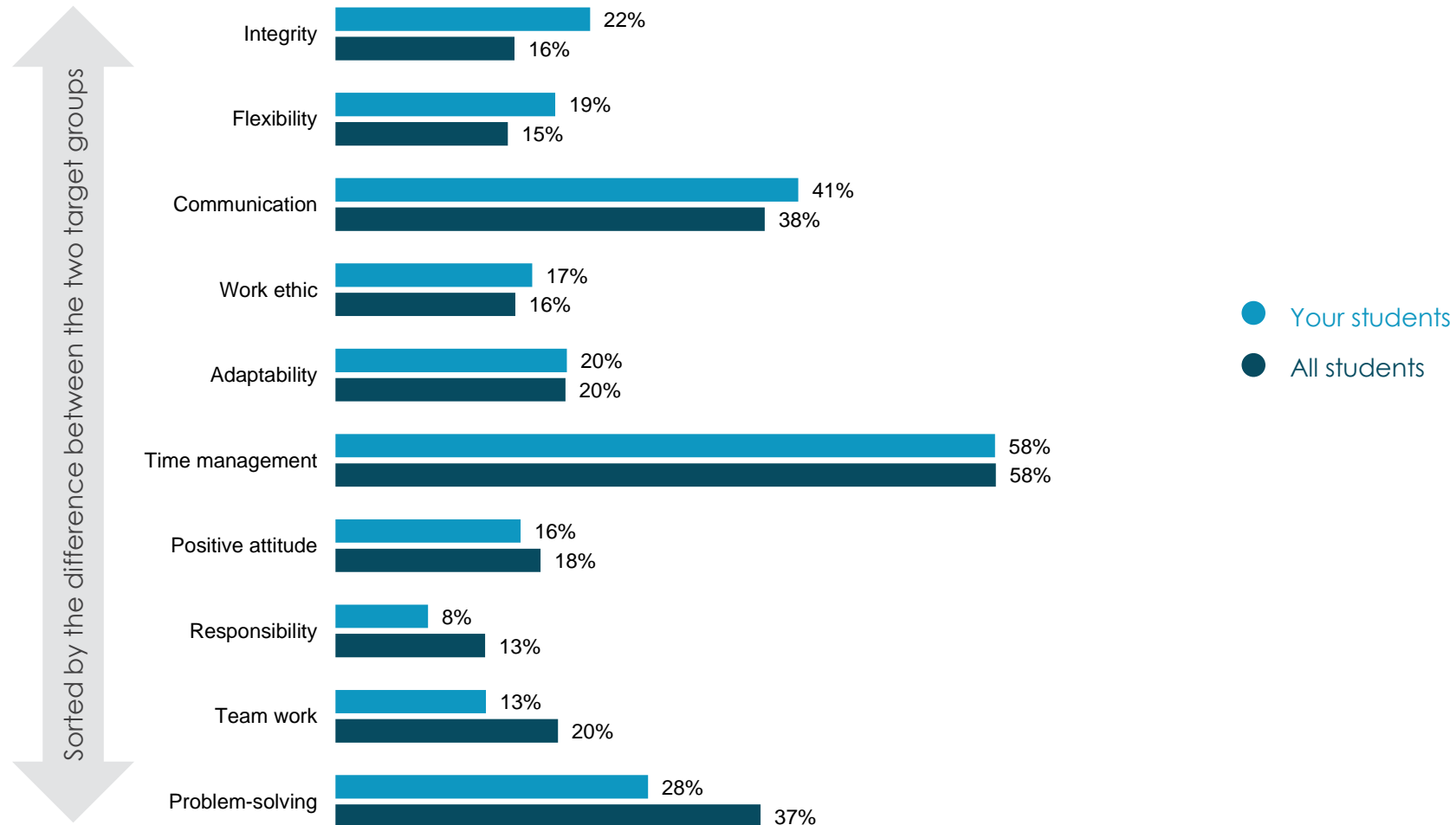
# Your students' strengths (and weaknesses)



? • Which of these skills do you consider yourself strongest in? (Please select a maximum of 3 alternatives.)

! • The graph is sorted descending by the difference between the two target groups.

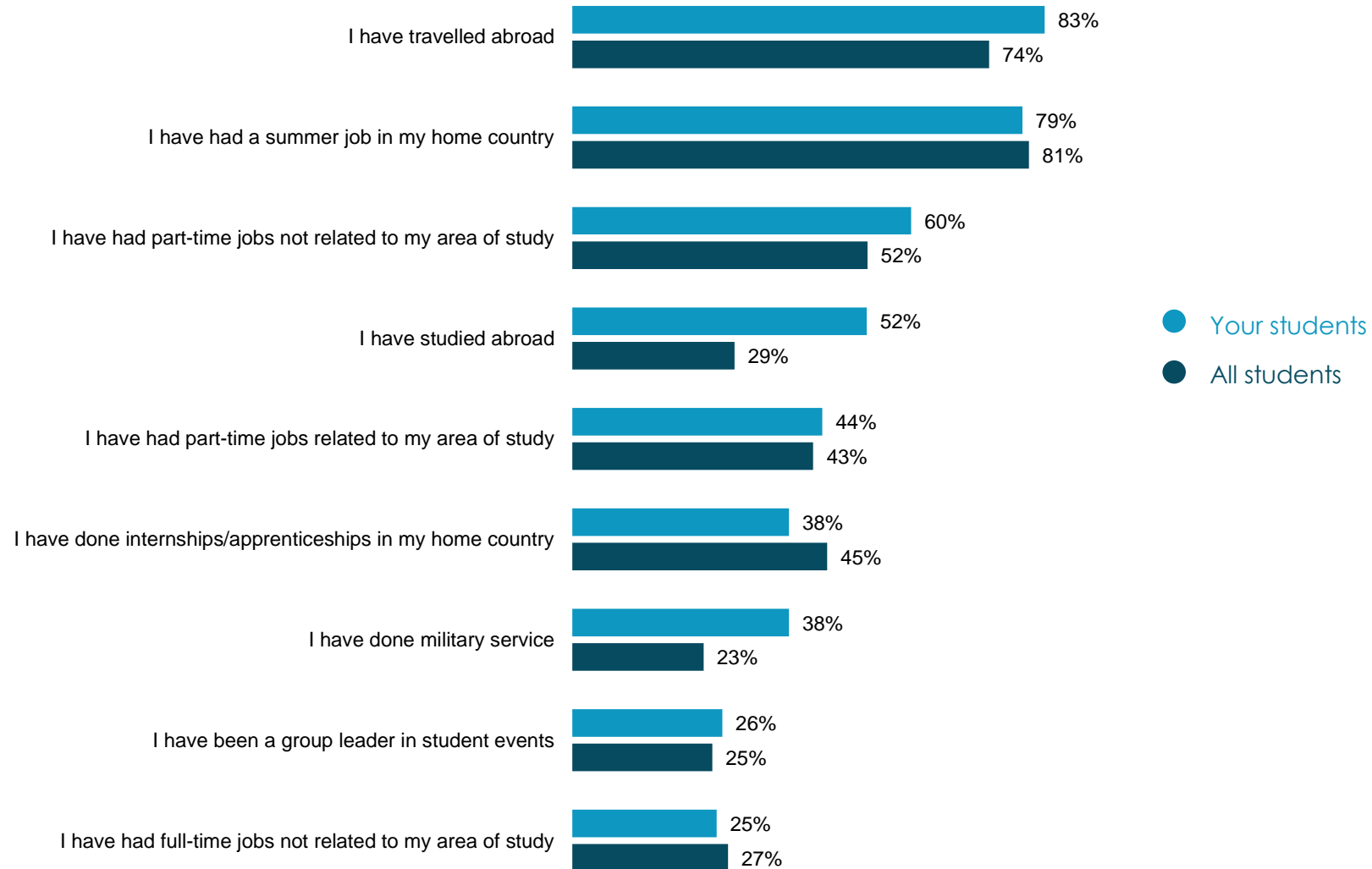
# Your students' improvement areas



? • Which of these skills would you most like to improve?

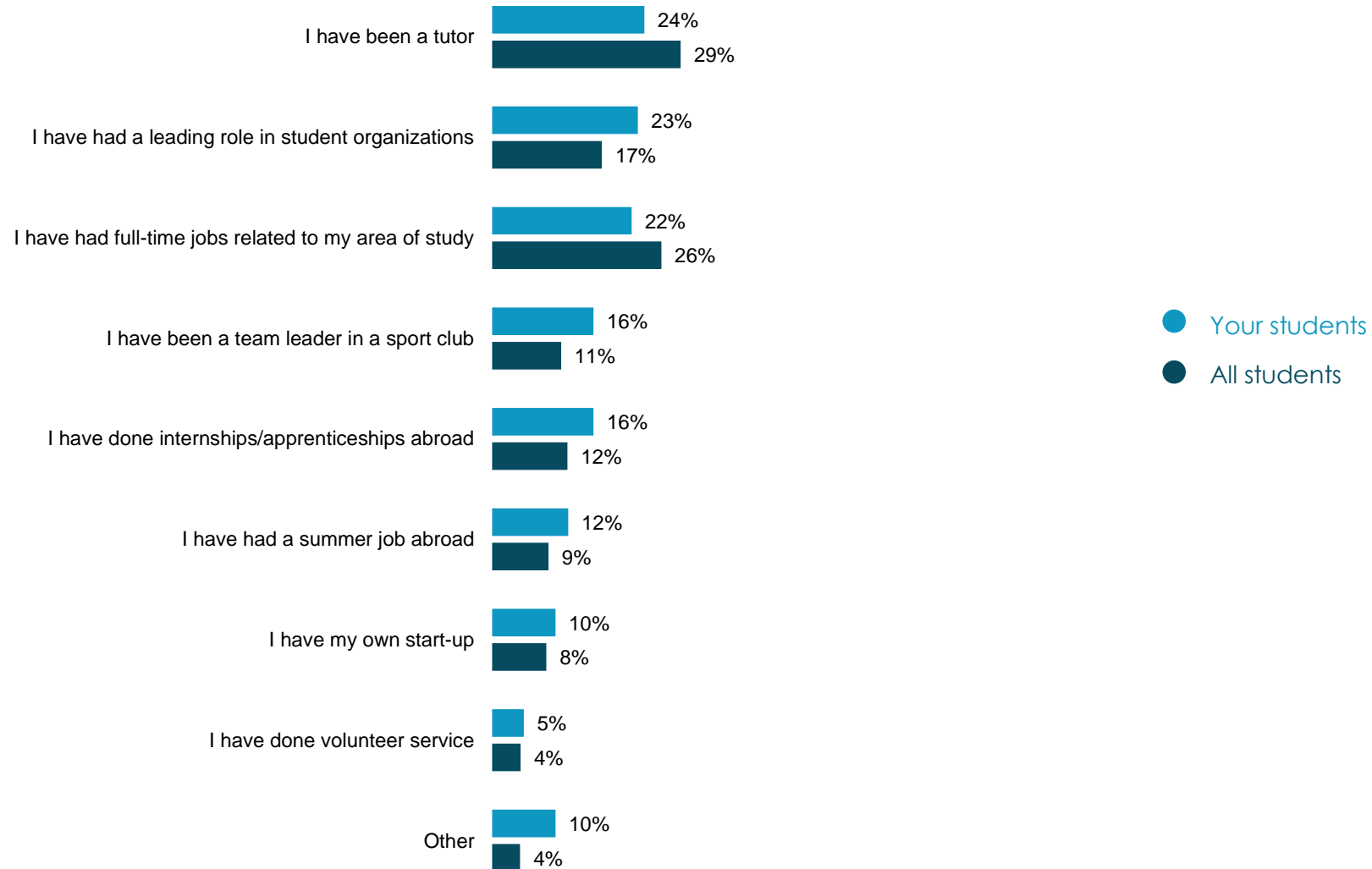
! • The graph is sorted descending by the difference between the two target groups.

# Practical experiences (1/2)



• Which of the following experiences do you have? Please select as many as applicable.

## Practical experiences (2/2)



? • Which of the following experiences do you have? Please select as many as applicable.



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3 UNIVERSITY BRAND PERCEPTION

This chapter **evaluates** your university brand perception with regards to four different aspects:

- Reputation & Image
- Educational Offering
- Culture & Student Life
- Employability & Future Opportunities

This chapter also offers **insights** on the preferred career/alumni services used by your talent.

# What talent thinks about Hanken - School of Economics, Helsinki



? • What is the first word that comes to mind when you think of your college or university?

! • These are answers were provided by your talent.  
 • Spelling mistakes might occur.  
 • Different colors have been used for design purposes only & reflect the associations of your talent.

# Is your image distinct?

Your students



All students



• What is the first word that comes to mind when you think of your college or university?



- These are answers were provided by your talent.
- Spelling mistakes might occur.
- Different colors have been used for design purposes only & reflect the associations of your talent.

# The Universum Drivers of University Attractiveness

## University Reputation and Image



- Availability of financial aid & scholarships
- Low costs\*
- High rank within its field\*
- International acclaim\*
- Prestige
- Recommended by friends / family
- State of the art facilities
- Successful alumni
- Tradition of academic excellence

## Culture & Student Life



- Commitment to diversity & inclusion\*
- Attractive geographic location
- Creative & dynamic atmosphere
- Friendly & open environment
- Heritage & tradition
- International student body
- Secure campus environment
- Social & recreational activities
- Support for gender equality

## Employability & Future Opportunities



- Focus on professional development
- Good reference for future career &/ or education
- High employment among graduates
- Launching pad for international career
- Opportunities to network with employers
- Strong ties with industry
- Supports & develops entrepreneurialism
- Target school for employers in my field
- Teaches transferable & practical skills employers are looking for

## Educational Offering



- Attractive/exciting programs & fields of study
- Challenging curriculum
- Exceptional professors/ lecturers
- International focus
- Practical aspects within the curriculum
- Quality & variety of courses
- Strong student support (e.g. Tutors, advisors, etc.)
- Study abroad program
- Unique or particular programs



\* Newly added answer choice/changed answer choice

This framework has been developed by Universum in cooperation with universities.



# The most important attributes - Top 10

## Your students

1. High rank within its field
2. Prestige
3. Quality and variety of courses
4. High employment among graduates
5. Friendly and open environment
6. Good reference for future career and/or education
7. Attractive/exciting programs and fields of study
7. Study abroad program
9. International focus
10. Attractive geographic location

- Reputation & Image
- Employability & Future opportunities

## All students

1. Friendly and open environment
2. Quality and variety of courses
3. High rank within its field
4. Prestige
5. High employment among graduates
6. Good reference for future career and/or education
7. Attractive/exciting programs and fields of study
8. Opportunities to network with employers
9. Exceptional professors/lecturers
10. Secure campus environment

- Culture & Student life
- Educational offering

? • Which of these are most important to you? Please select a maximum of three alternatives.

# The most important per Driver of University Attractiveness

## REPUTATION & IMAGE

### 2019:

1. High rank within its field
2. Prestige
3. Successful alumni

### 2018:

1. High rank within its field
2. Prestige
3. Tradition of academic excellence

### 2017:

1. Internationally acclaimed
2. Highly ranked within its field
3. Prestige

## CULTURE & STUDENT LIFE

### 2019:

1. Friendly and open environment
2. Attractive geographic location
3. Creative and dynamic atmosphere

### 2018:

1. Friendly and open environment
2. Attractive geographic location
2. International student body

### 2017:

1. Friendly and open environment
2. Creative and dynamic atmosphere
3. Attractive geographic location

## EMPLOYABILITY & FUTURE OPPORTUNITIES

### 2019:

1. High employment among graduates
2. Good reference for future career and/or education
3. Target school for employers in my field

### 2018:

1. High employment among graduates
2. Good reference for future career and/or education
3. Opportunities to network with employers

### 2017:

1. High employment among graduates
2. Good reference for future career and/or education
3. Target school for employers in my field

## EDUCATIONAL OFFERING

### 2019:

1. Quality and variety of courses
2. Attractive/exciting programs and fields of study
2. Study abroad program

### 2018:

1. Quality and variety of courses
2. Attractive/exciting programs and fields of study
3. International focus

### 2017:

1. Quality and variety of courses
2. International focus
3. Attractive/exciting programs and fields of study



• Which of these are most important to you? Please select a maximum of three alternatives.

# The top 10 topics your talent associates with you

## Your students

1. Prestige
2. International focus
3. Study abroad program
4. High employment among graduates
5. Successful alumni
6. Launching pad for international career
7. High rank within its field
8. Heritage and tradition
9. Good reference for future career and/or education
10. Attractive geographic location

- Reputation & Image
- Employability & Future opportunities

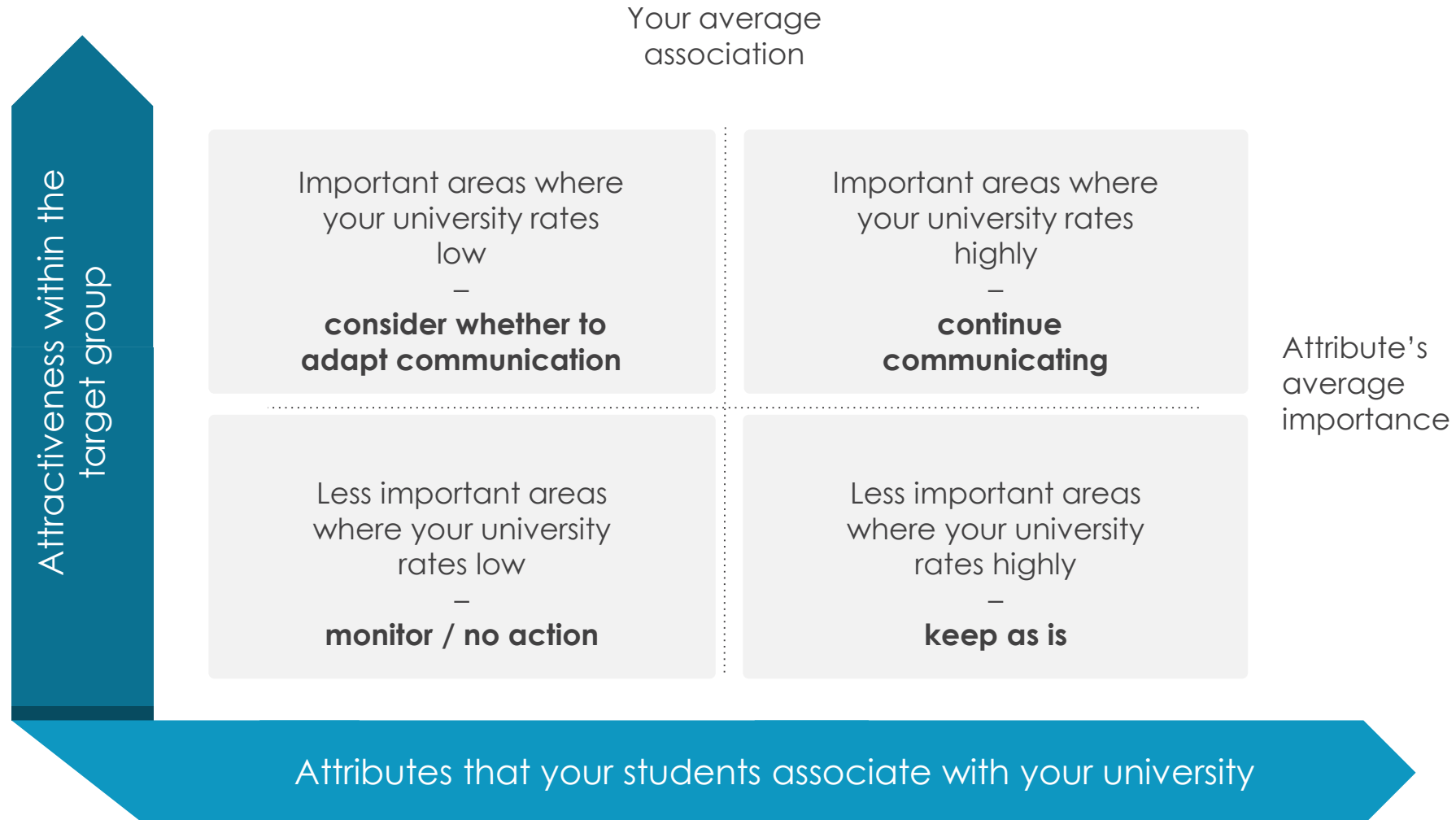
## All students

1. Friendly and open environment
2. Secure campus environment
3. Opportunities to network with employers
4. International focus
5. Study abroad program
6. High employment among graduates
7. Prestige
8. Good reference for future career and/or education
9. High rank within its field
10. Social and recreational activities

- Culture & Student life
- Educational offering

? • Which of the following attributes do you associate with your college or university? Select as many as applicable.

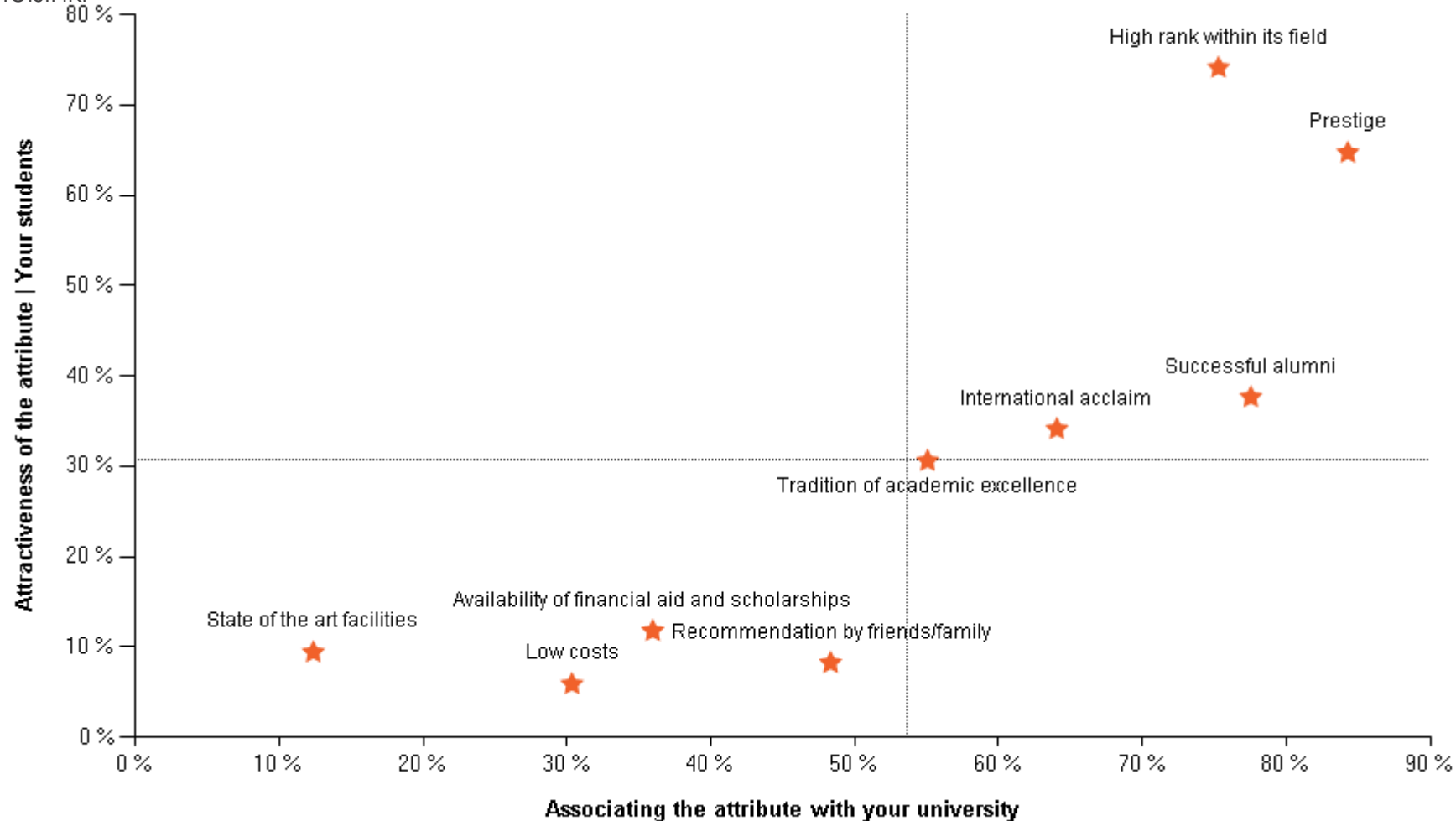
# Do you stand for what's important to your talent?





# Reputation & Image

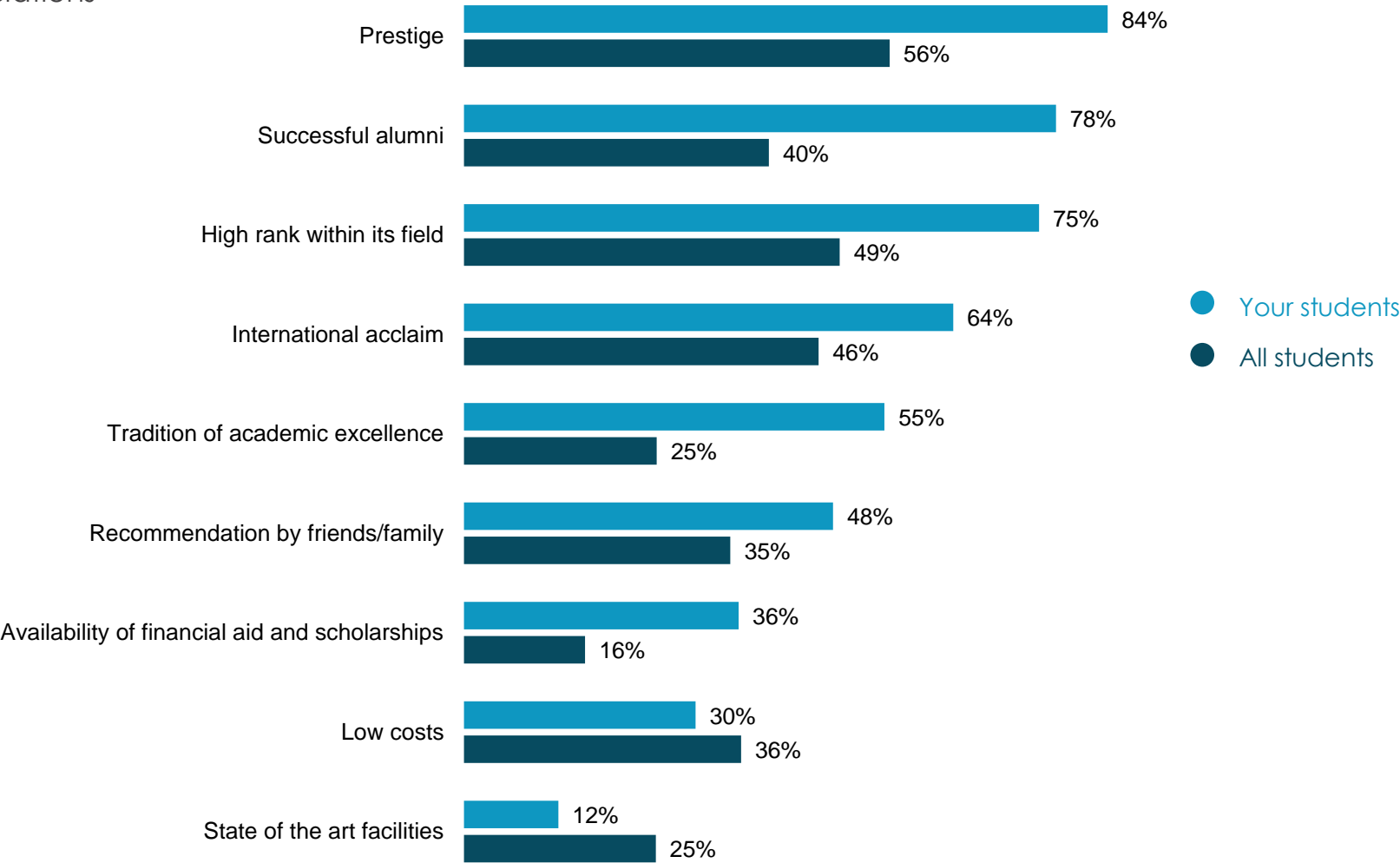
Attractiveness vs. Associations with Hanken - School of Economics, Helsinki



- Which of the following attributes do you associate with your college or university? Select as many as applicable.
- Which of these are most important to you? (Max. 3)

# Reputation & Image

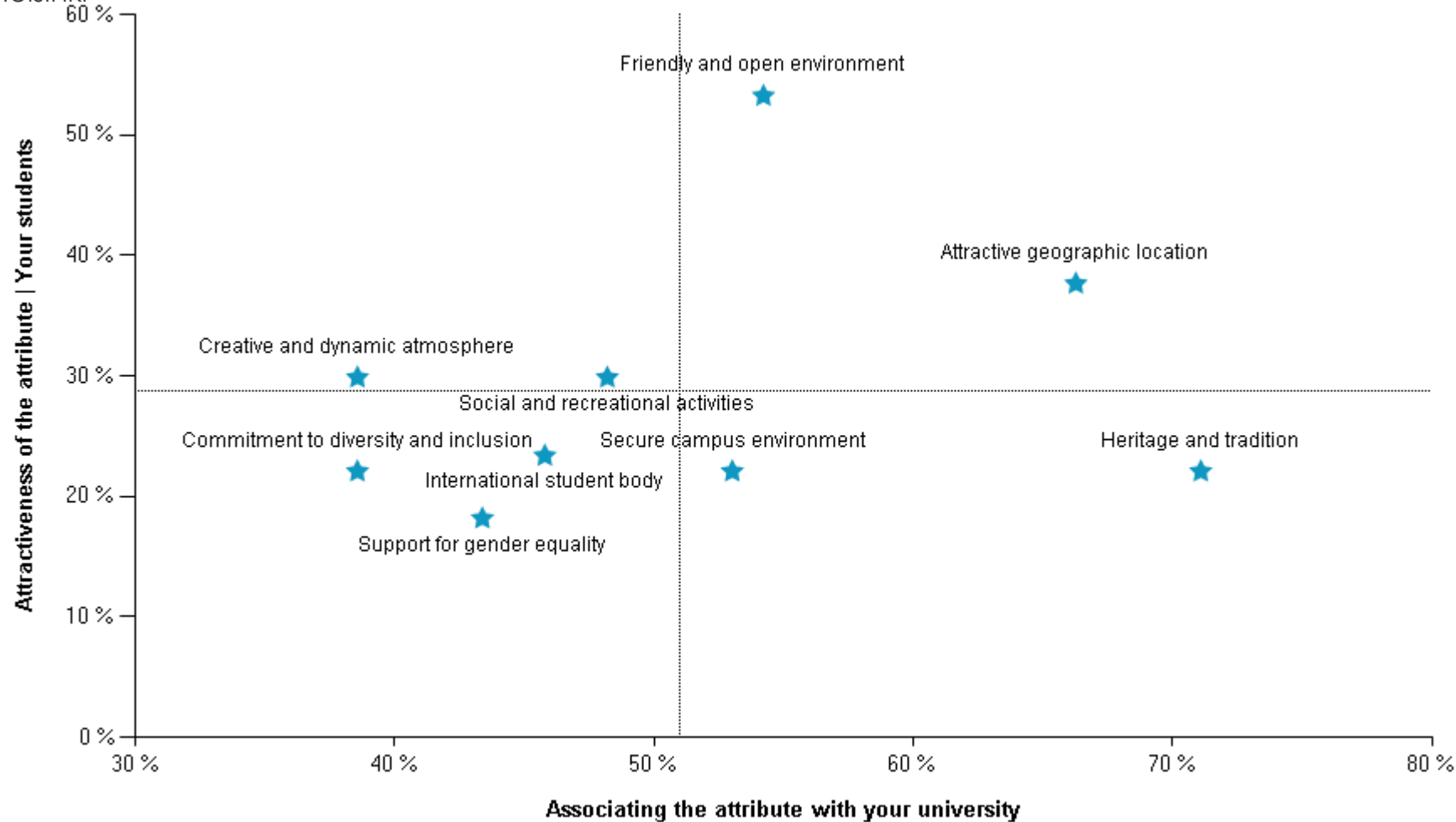
Most frequent associations



? • Which of the following attributes do you associate with your college or university? Select as many as applicable.

# Culture and Student Life

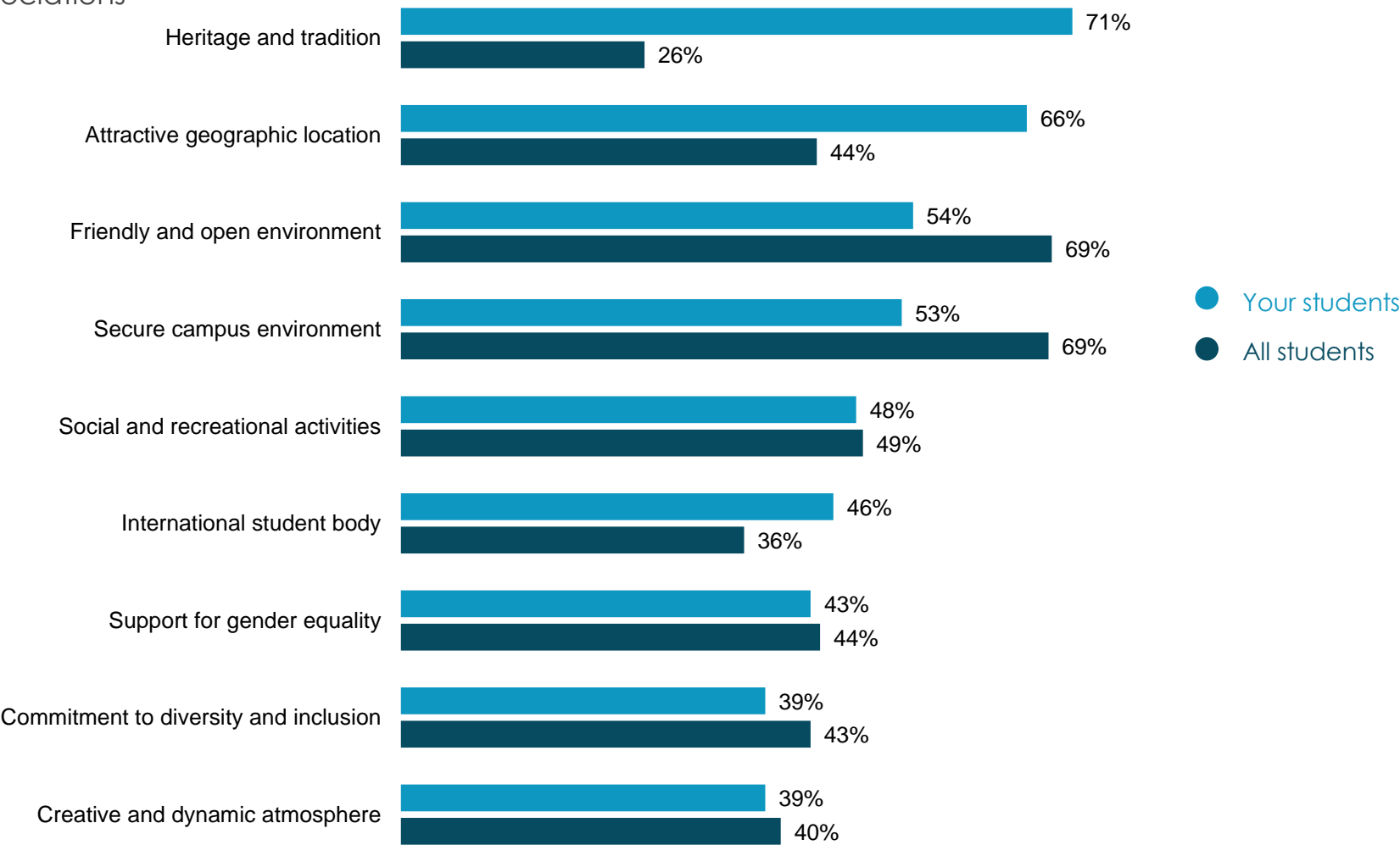
Attractiveness vs. Associations with Hanken - School of Economics, Helsinki



- Which of the following attributes do you associate with your college or university? Select as many as applicable.
- Which of these are most important to you? (Max. 3)

# Culture and Student Life

Most frequent associations



? • Which of the following attributes do you associate with your college or university? Select as many as applicable.

# Employability and Future Offering

Attractiveness vs. Associations with Hanken - School of Economics, Helsinki

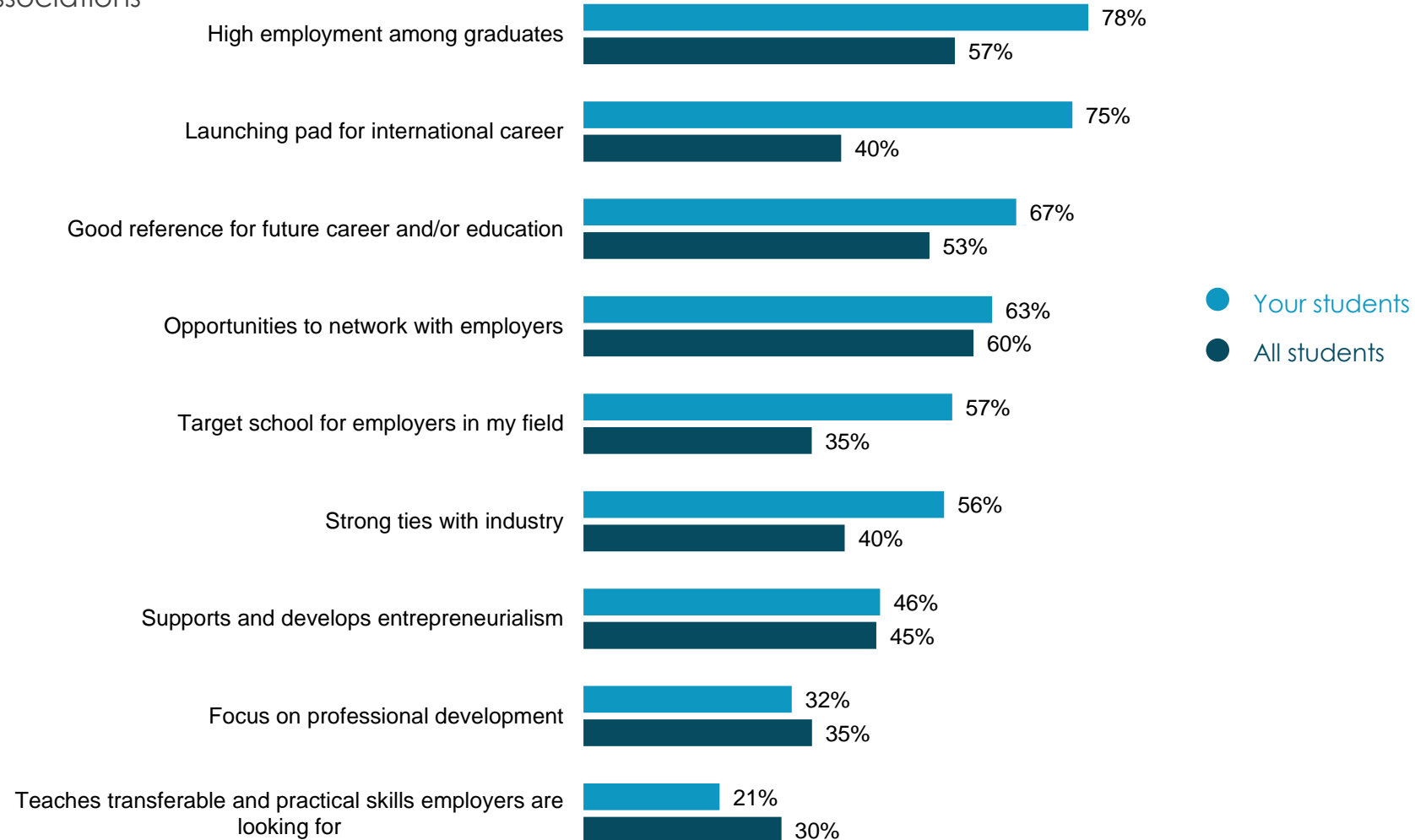


- Which of the following attributes do you associate with your college or university? Select as many as applicable.
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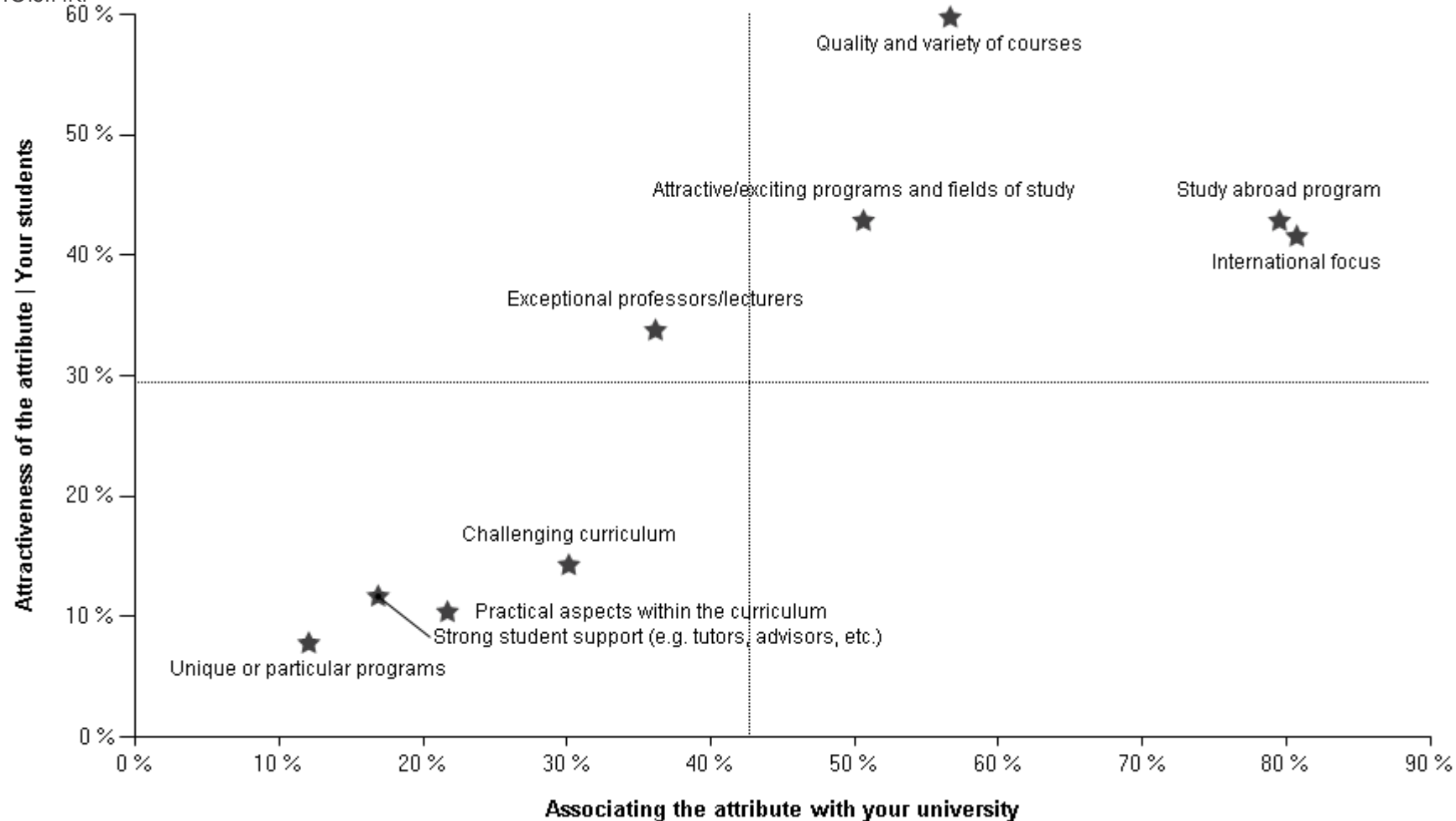
# Employability and Future Offering

Most frequent associations



# Educational Offering

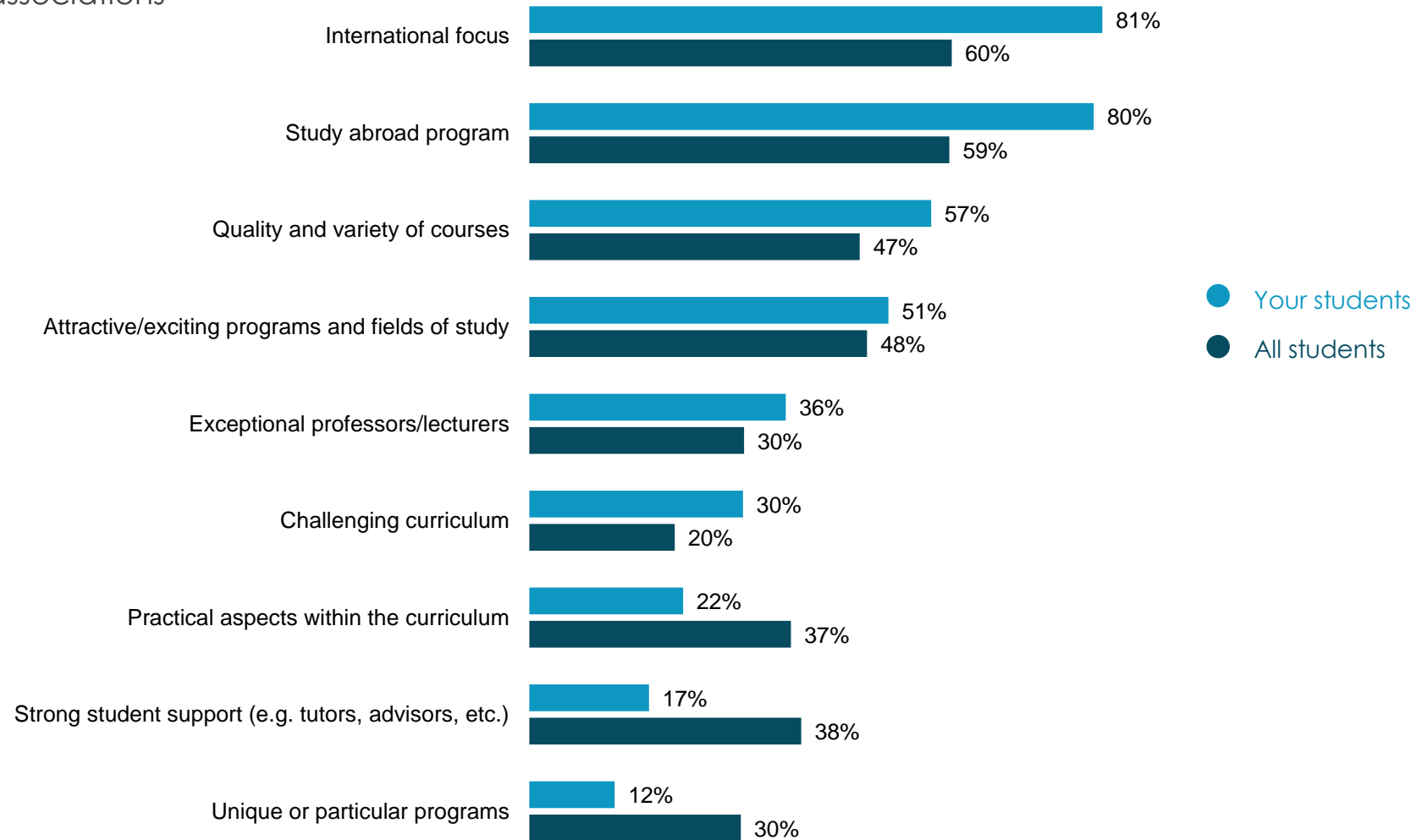
Attractiveness vs. Associations with Hanken - School of Economics, Helsinki



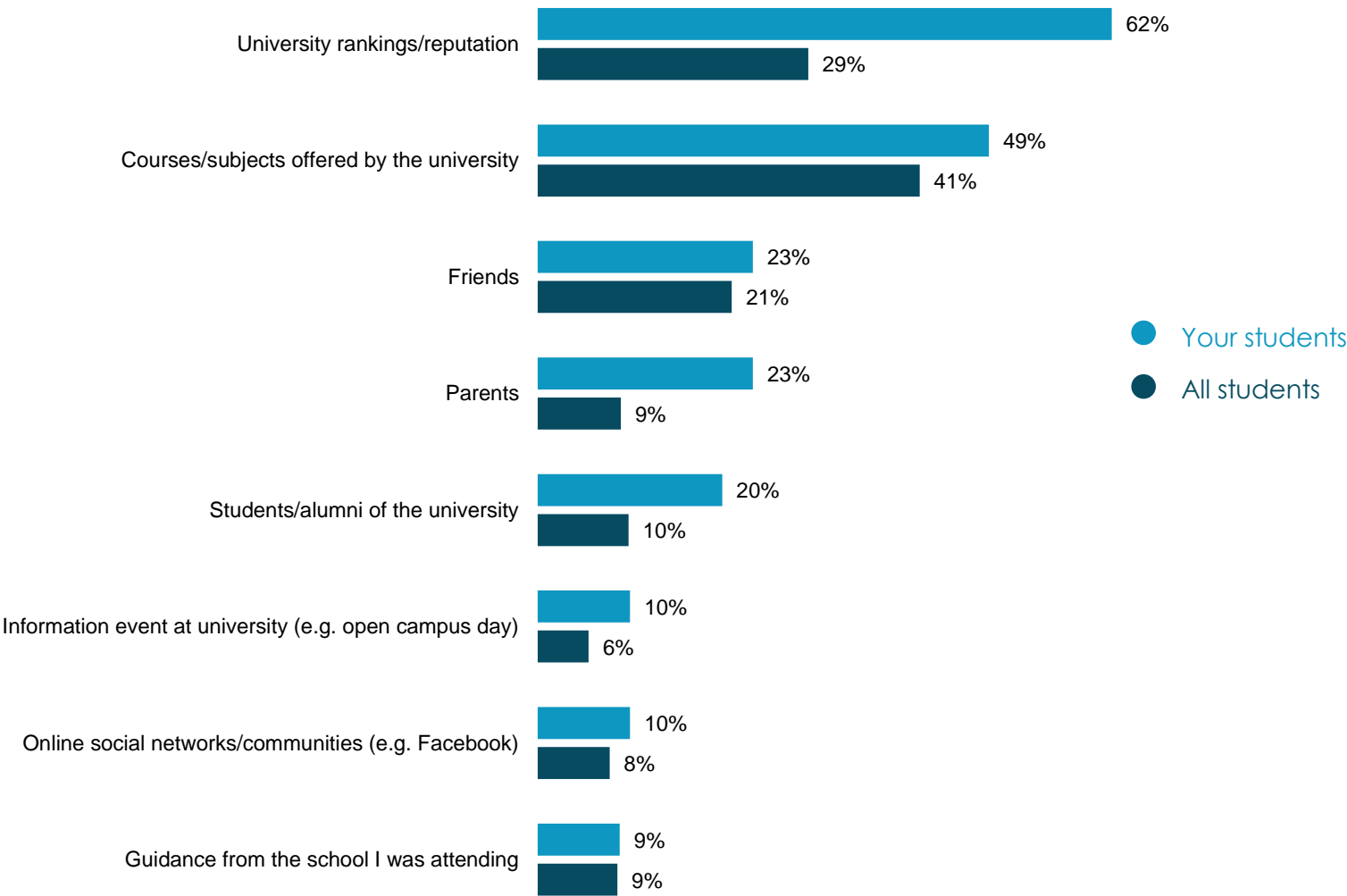
- Which of the following attributes do you associate with your college or university? Select as many as applicable.
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# Educational Offering

Most frequent associations

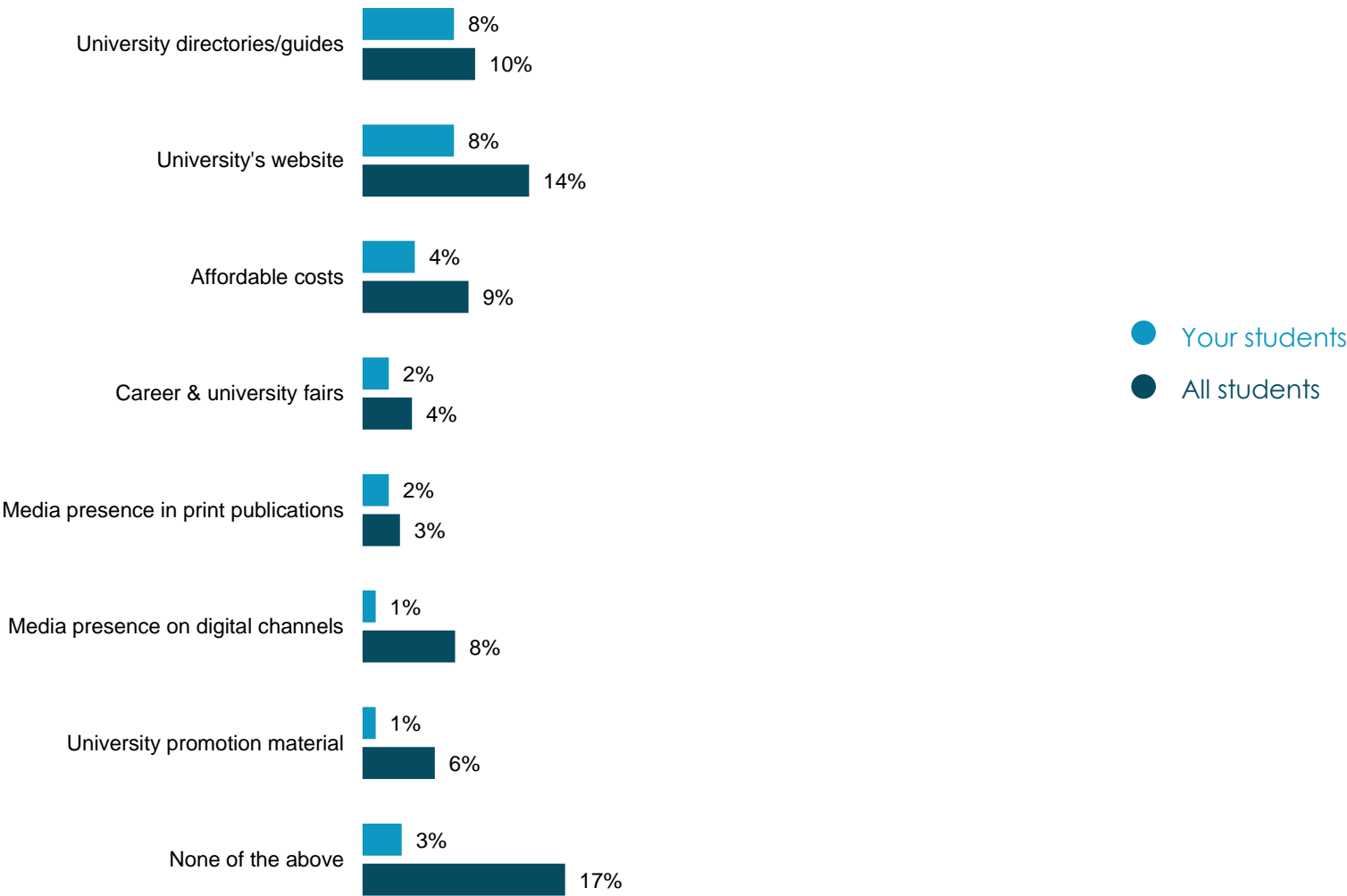


# Influences on decisions where to study



? • Which of the following influenced you the most to choose your college or university? Please select a maximum of 3 alternatives.

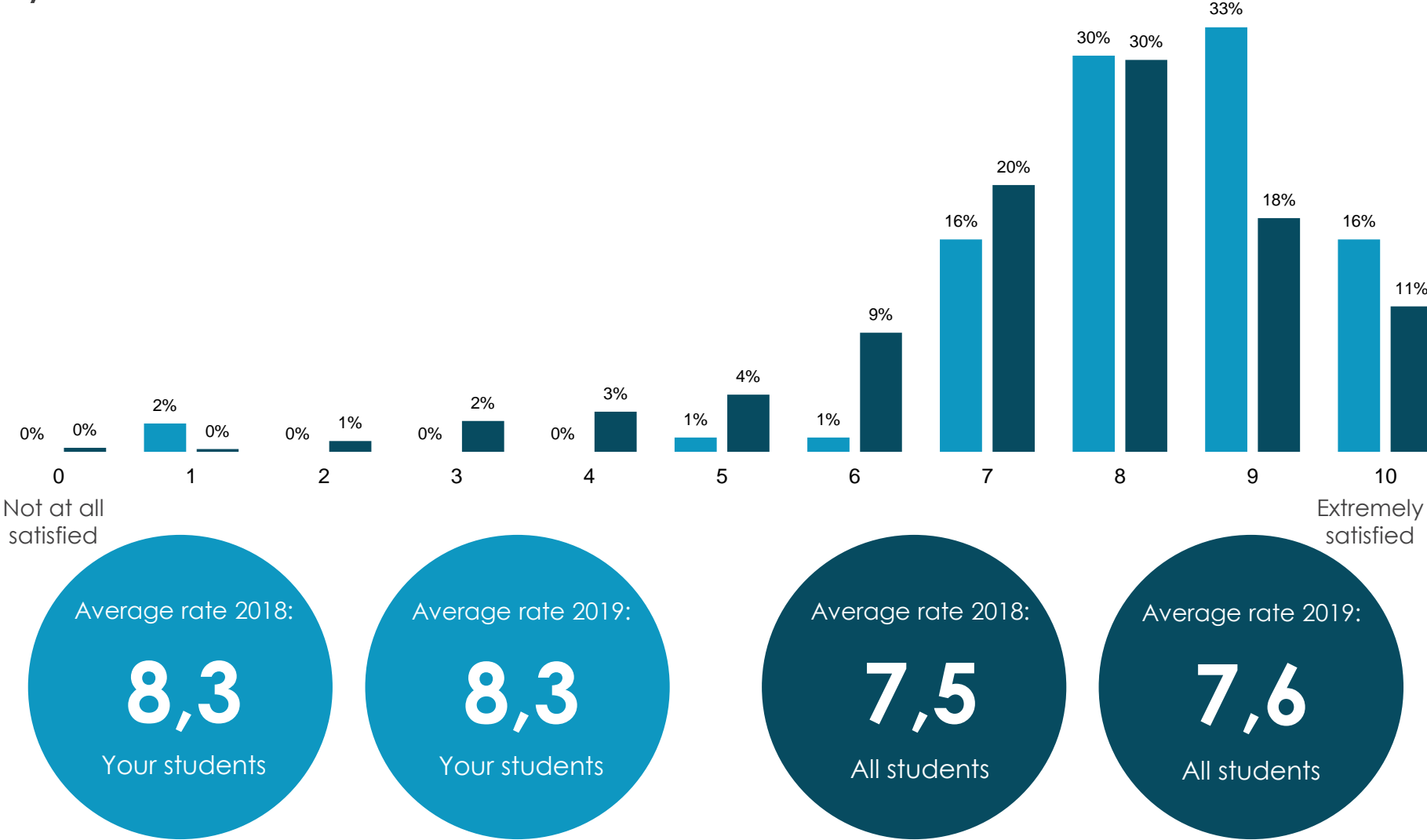
# Less important influence factors for your school's selection



? • Which of the following influenced you the most to choose your college or university? Please select a maximum of 3 alternatives.



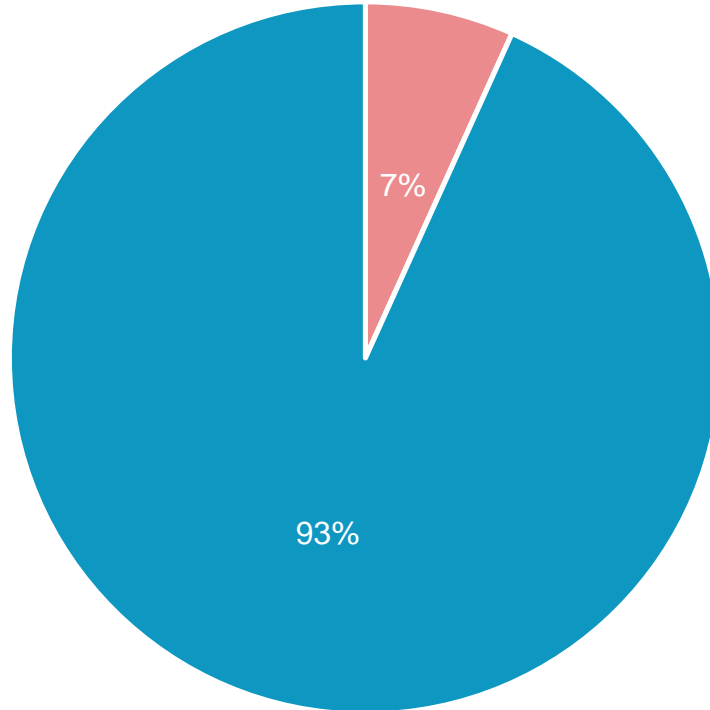
# University satisfaction



? • How satisfied are you with your college or university? 0 – Not at all satisfied, 10 – Extremely satisfied.

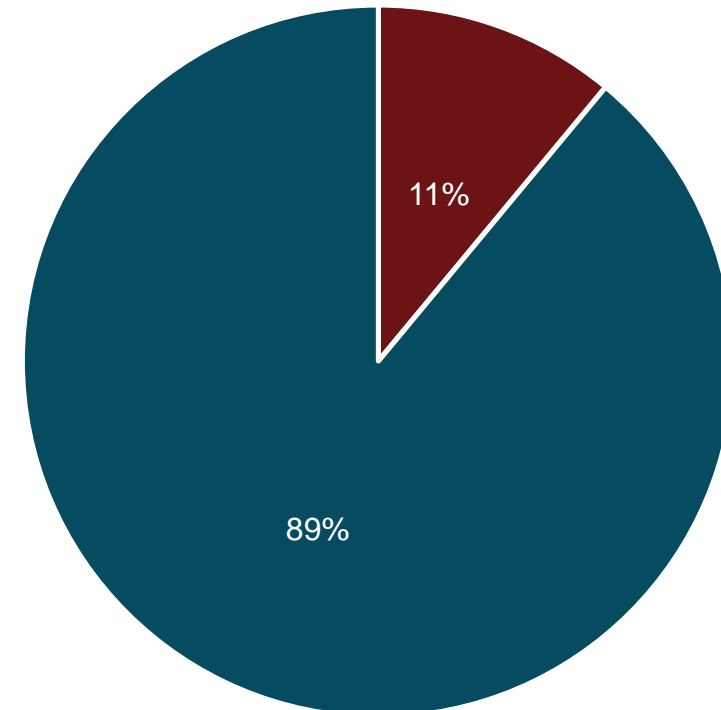
# General usage of career services

## Your students



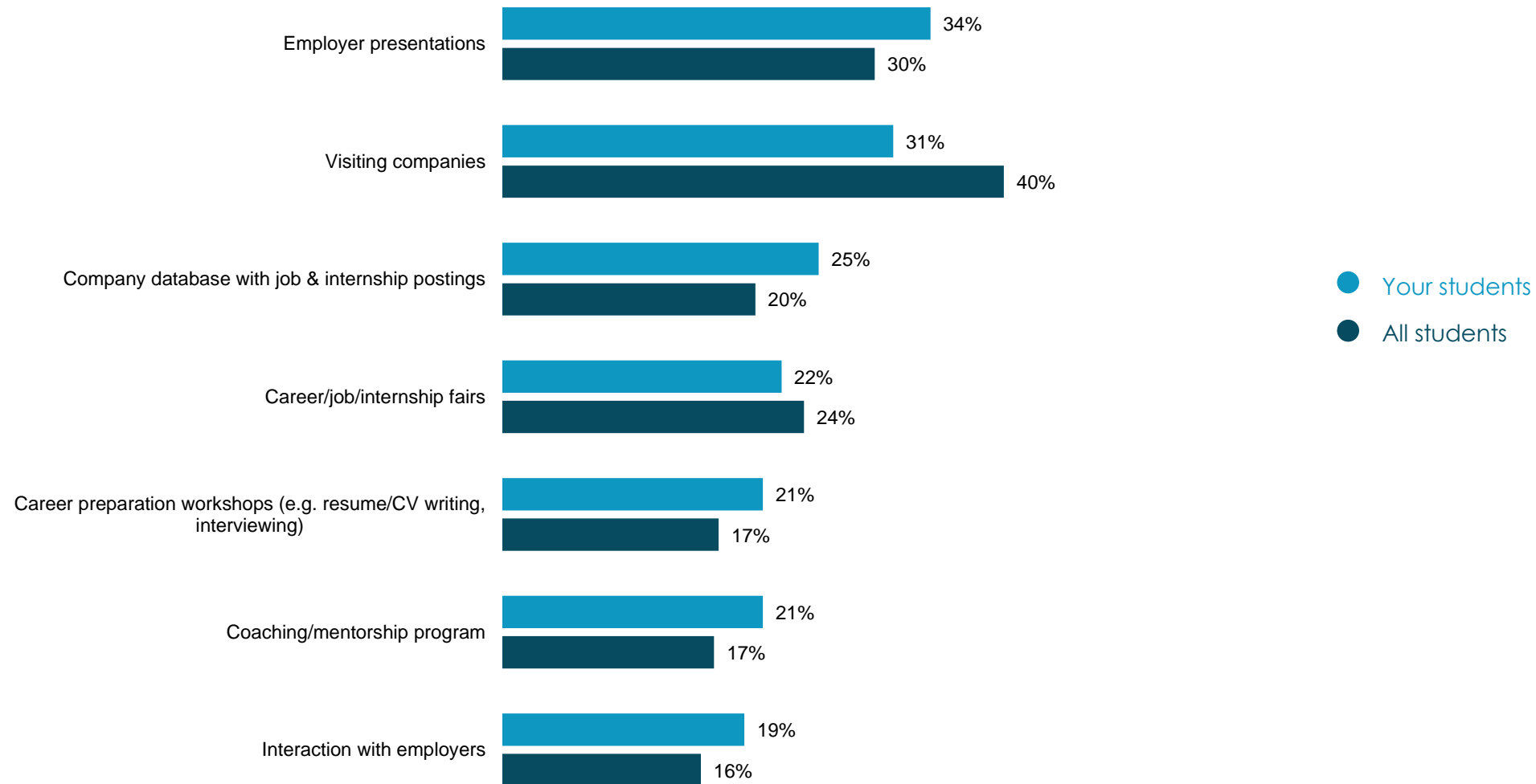
- Share of students using one or more career services at their university
- Share of students not using any career service at their university

## All students

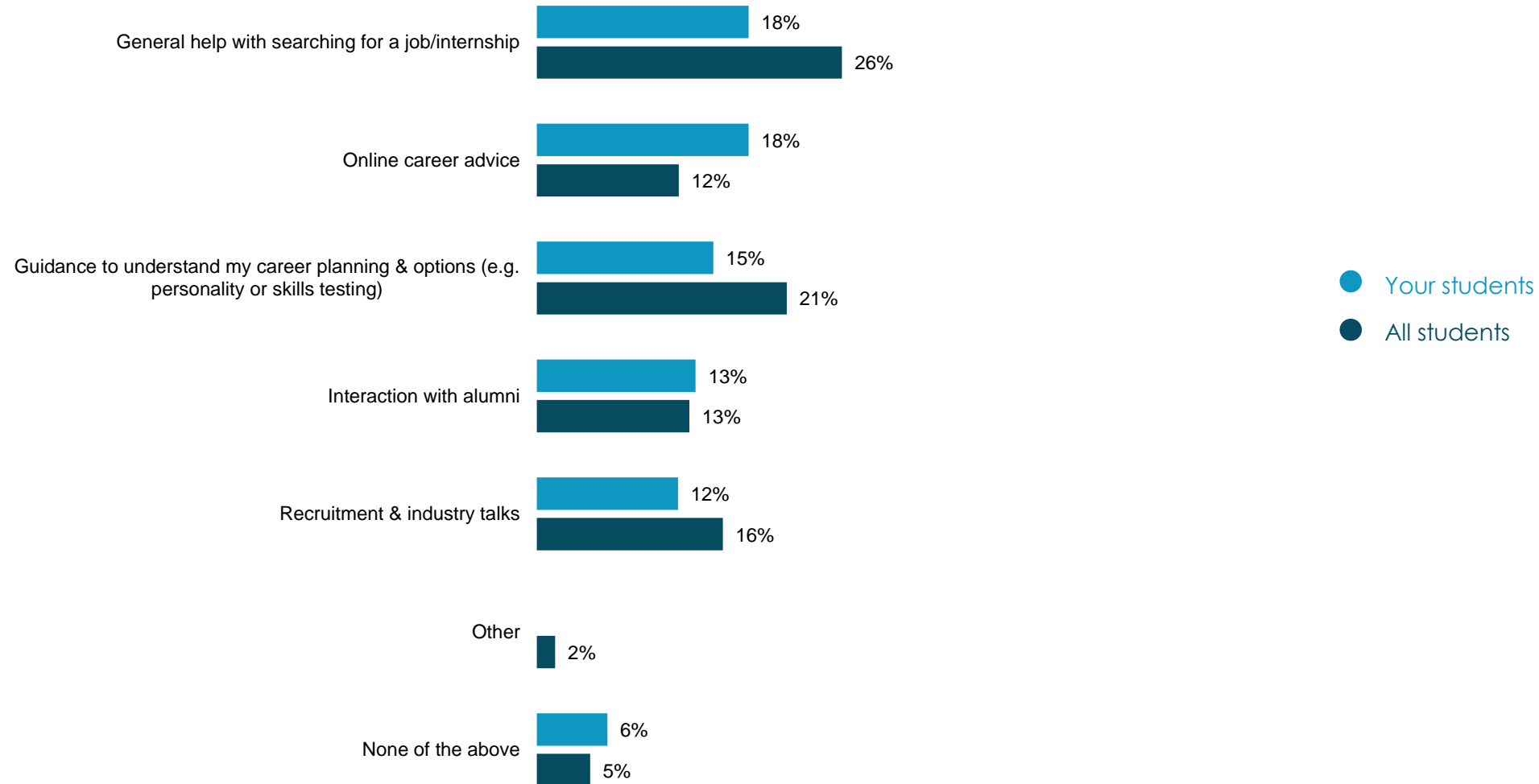


- Share of students using one or more career services at their university
- Share of students not using any career service at their university

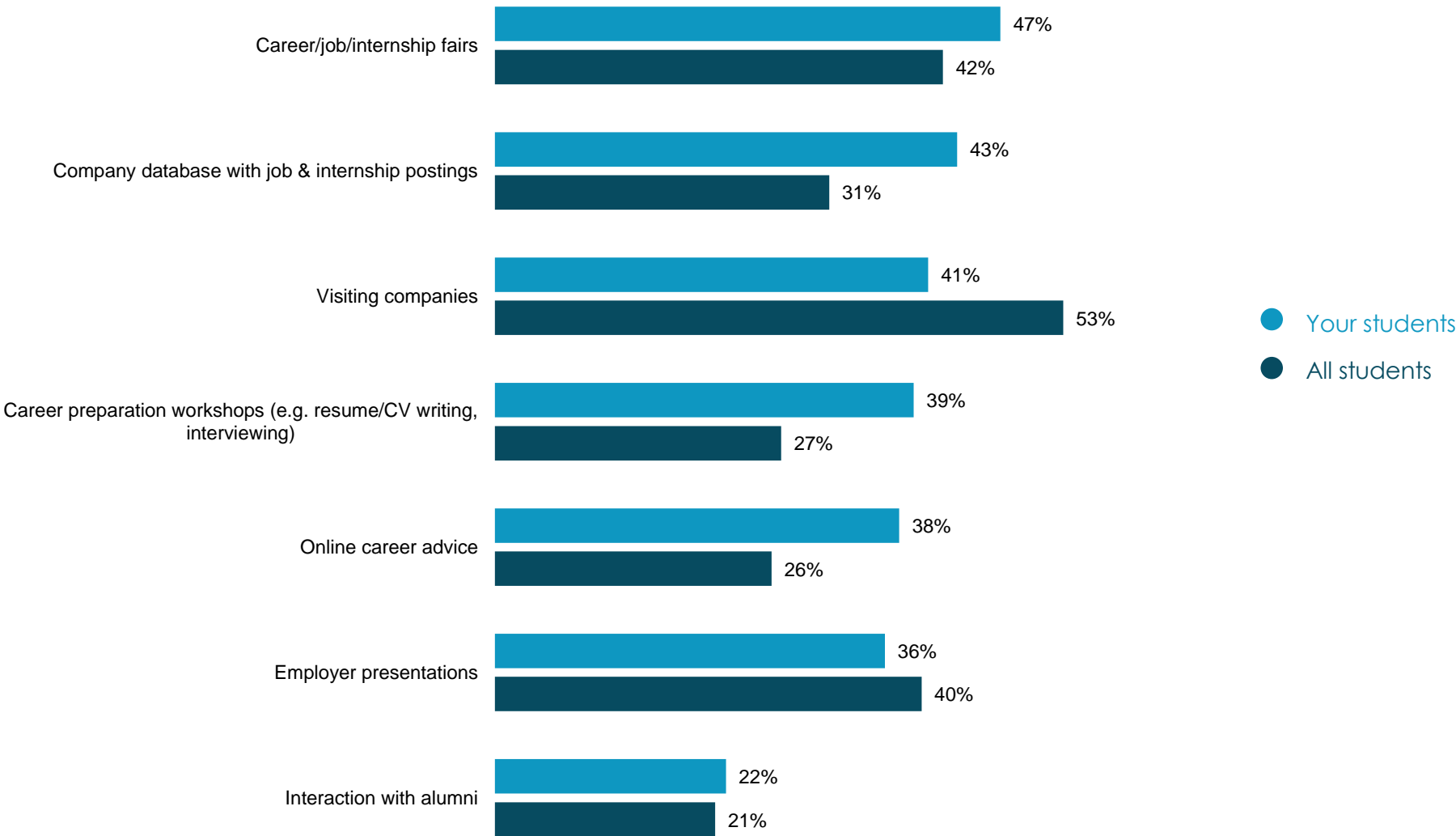
# The most important career services (1/2)



## The most important career services (2/2)

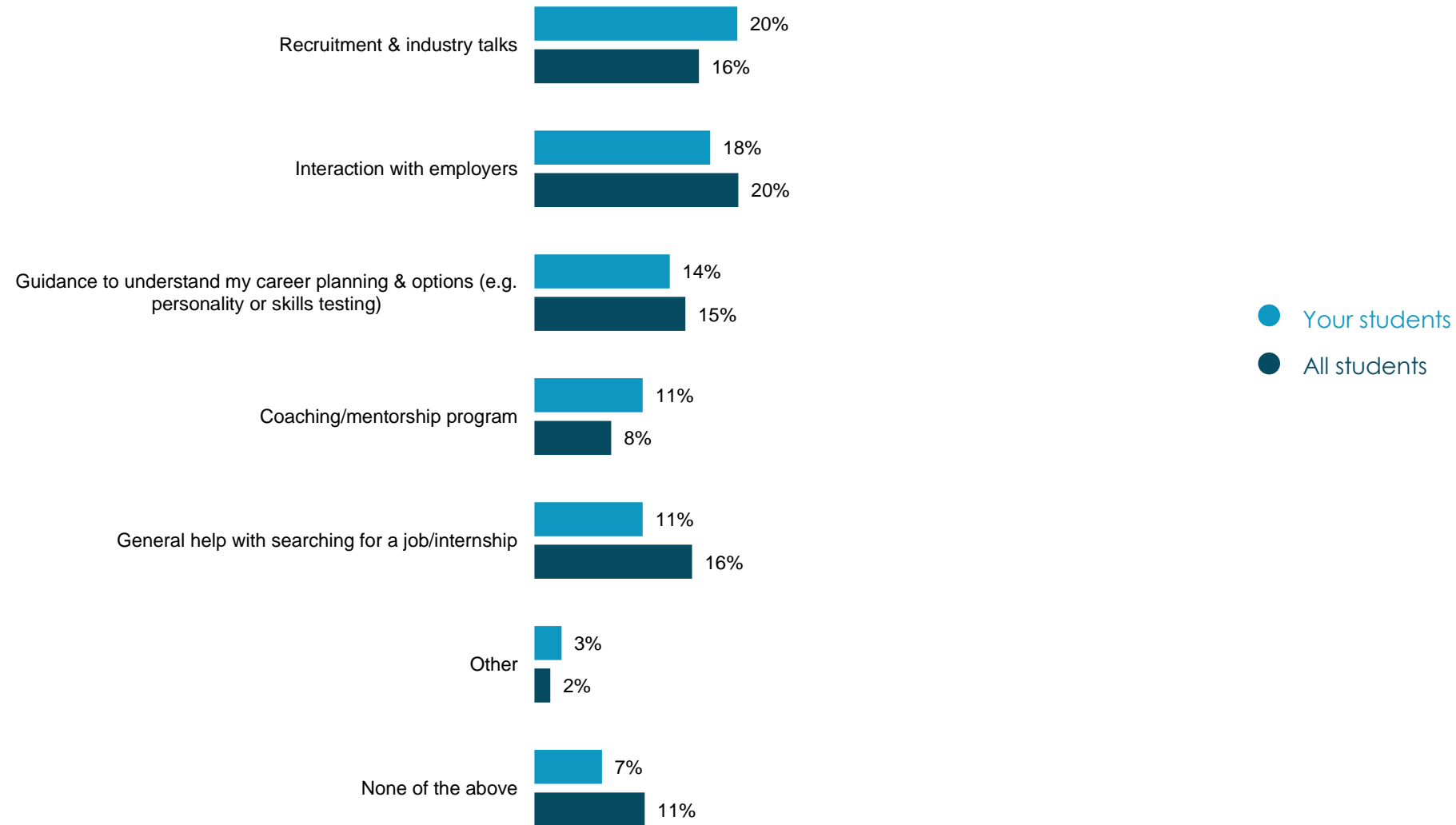


# Which career services are being used? (1/2)



? • Which of these career services have you used at your college or university? Select as many as applicable

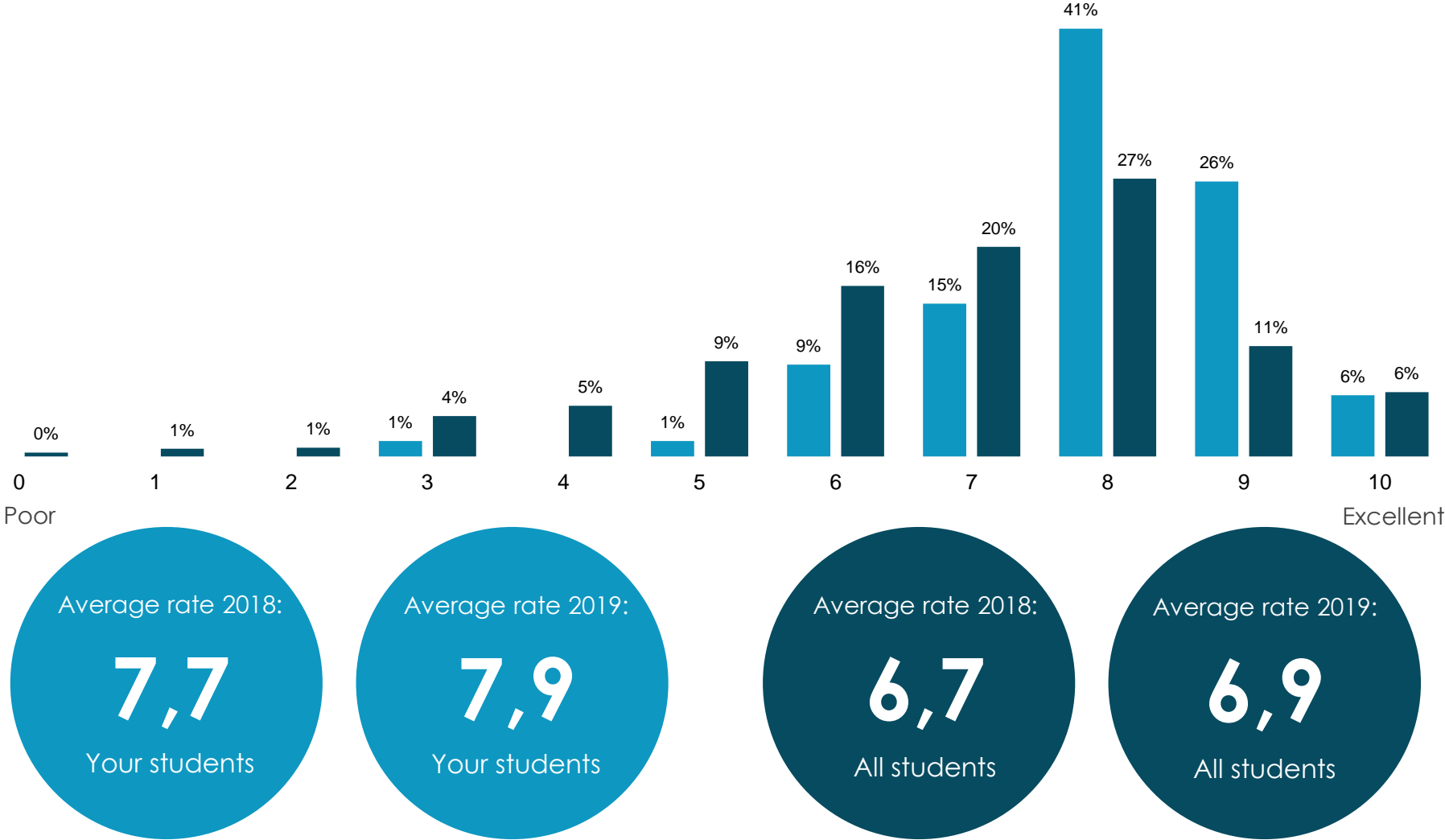
## Which career services are being used? (2/2)



? • Which of these career services have you used at your college or university? Select as many as applicable

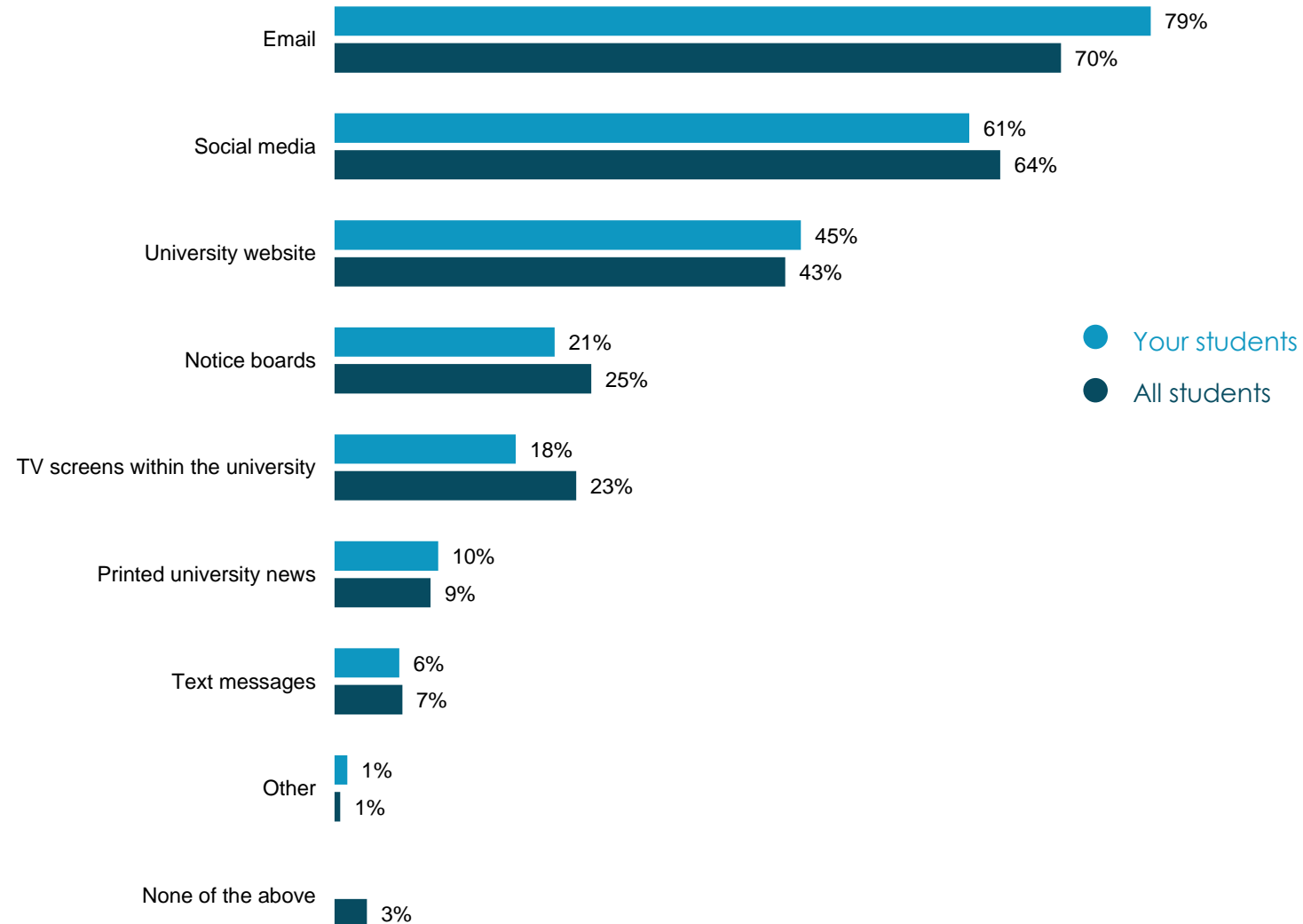


# Satisfaction with career service



? • How would you rate the career services offered at your college or university? 0 - Poor, 10 - Excellent.

# Recommendable channels for career service information



• On which channels would you like to receive information from your career service? Please select as many as applicable.

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COMMUNICATION

This chapter focuses on **how** today's talent **communicates**.

Our research proves that the more focused employers are in their communication, the more likely they are to engage their target group.

# Best campus recruiting activities

Your students



All students



? • Which employer has impressed you the most with its campus recruitment activities in the last 12 months?

# The Universum Communication Channel Framework

## PRINT



- Brochures presenting career possibilities at a company/organisation
- Career guides
- Career magazines
- Student organisation publications
- University press

## DIGITAL



- Career guidance websites
- Employers' career websites
- Online job boards
- Online meet ups
- Social media

## IN PERSON



- Career fairs
- Case studies as part of curriculum
- Competitions/games (hackathon, business case, quiz etc)
- Conferences arranged and hosted by employers
- Employer office/site visits
- Employer presentations on campus
- Industry fairs/conferences
- Skills training sessions organised by employers

# Talent behaviour across different types of channels

On average:

5,5

different channels are used  
to find information about  
employers.



56%

of the talent use print  
channels.



97%

of the talent use  
digital channels.



71%

of the talent use in-  
person channels.

## KEEP IN MIND:

All students use a  
combination of print,  
digital and in-person  
channels when  
learning about  
potential employers.



• Which channels do you use in general to learn about potential employers? Choose as many as applicable.



# Top channels students use to learn about employers

All students



## PRINT



1. Student organisation publications
2. Brochures presenting career possibilities at a company/organisation
3. University press
4. Career guides
5. Career magazines

## DIGITAL



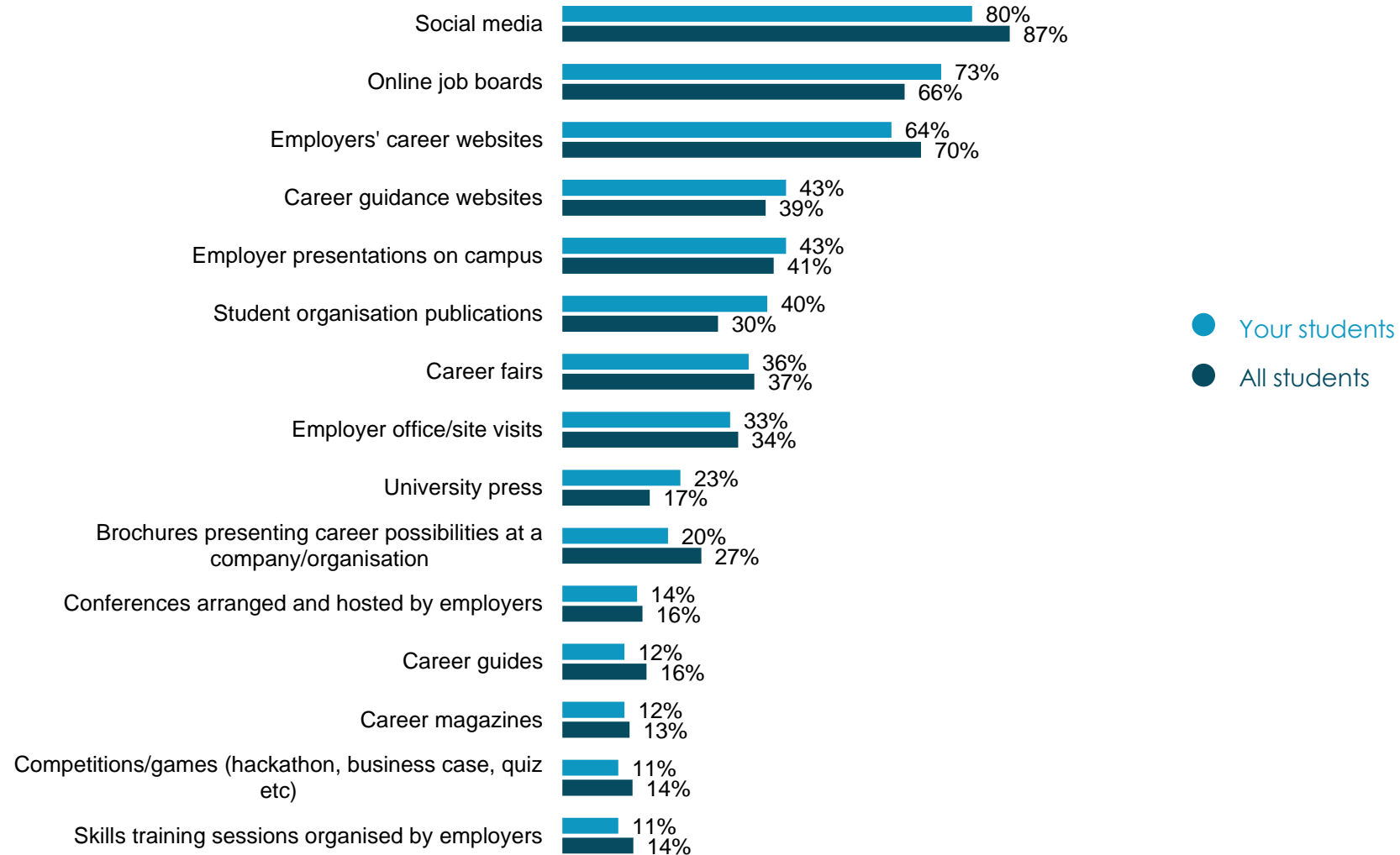
1. Social media
2. Employers' career websites
3. Online job boards
4. Career guidance websites
5. Online meet ups

## IN PERSON

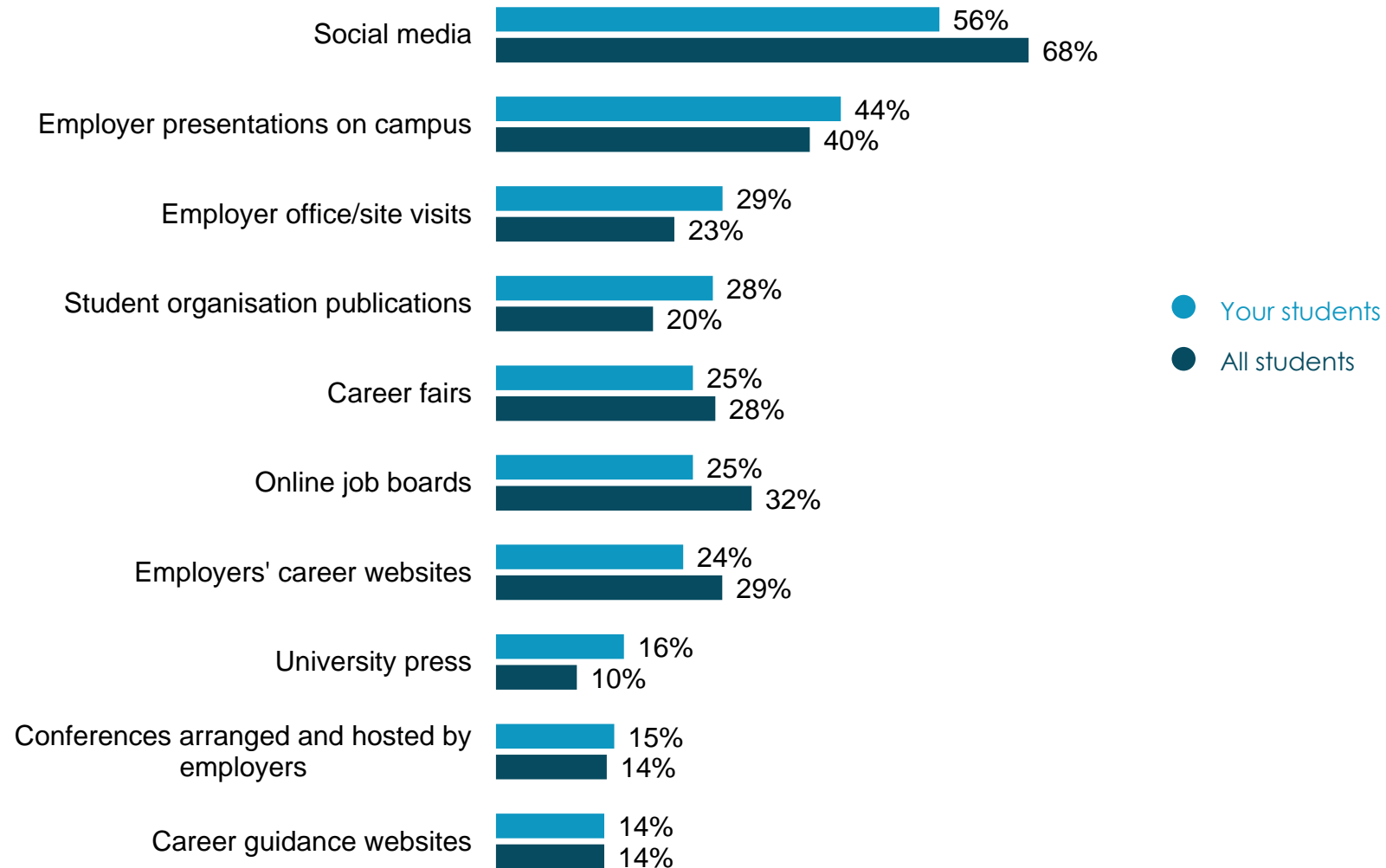


1. Employer presentations on campus
2. Career fairs
3. Employer office/site visits
4. Industry fairs/conferences
5. Conferences arranged and hosted by employers

# Communication channels – Top 15



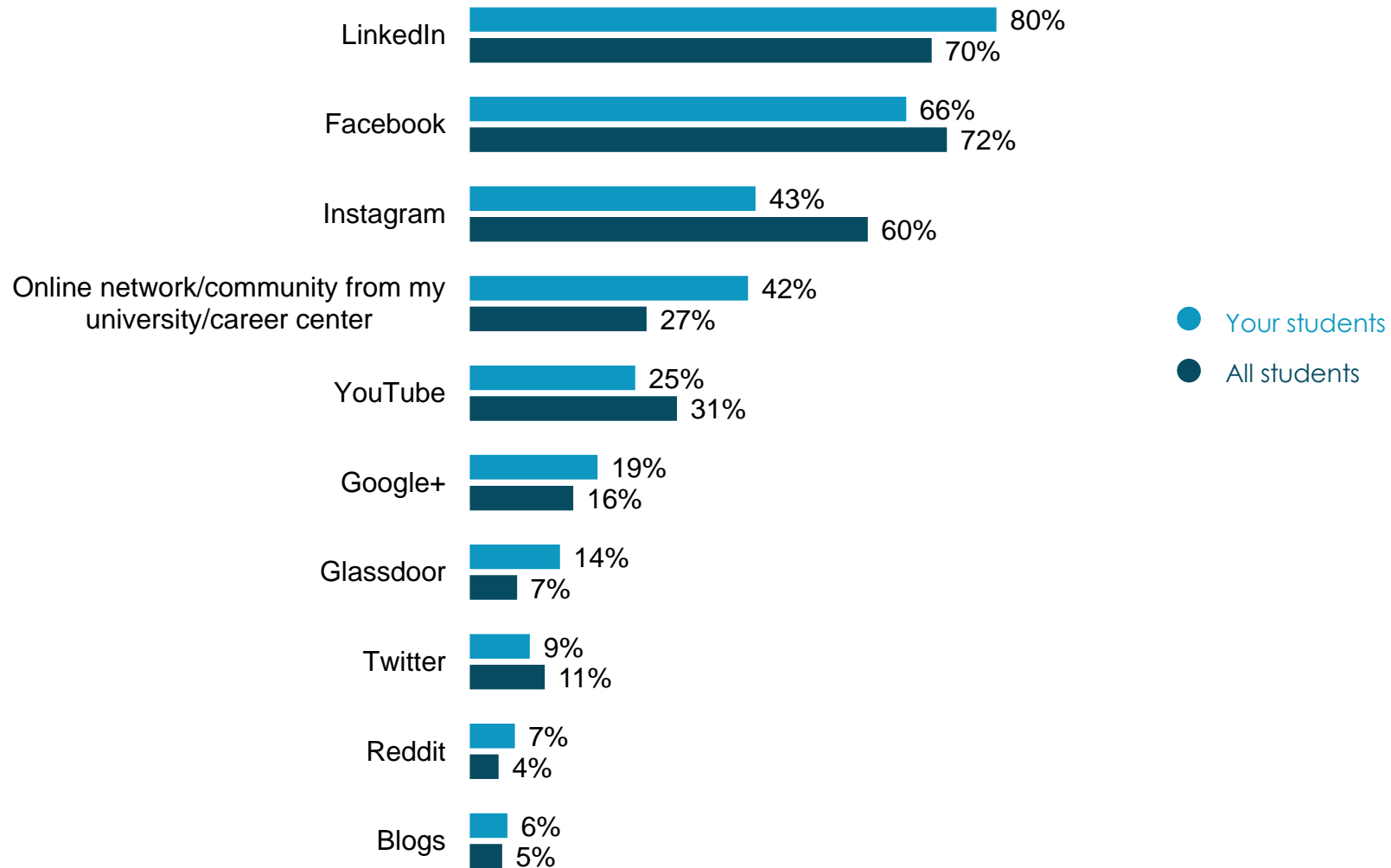
# Top channels employers should use more



? • In which channels do you think employers should invest more time and money to communicate with you?

! • Only includes the Top 10 channels.

# On which platforms do students look for employer information?



# The employers with the most impressive social media presence

Your students



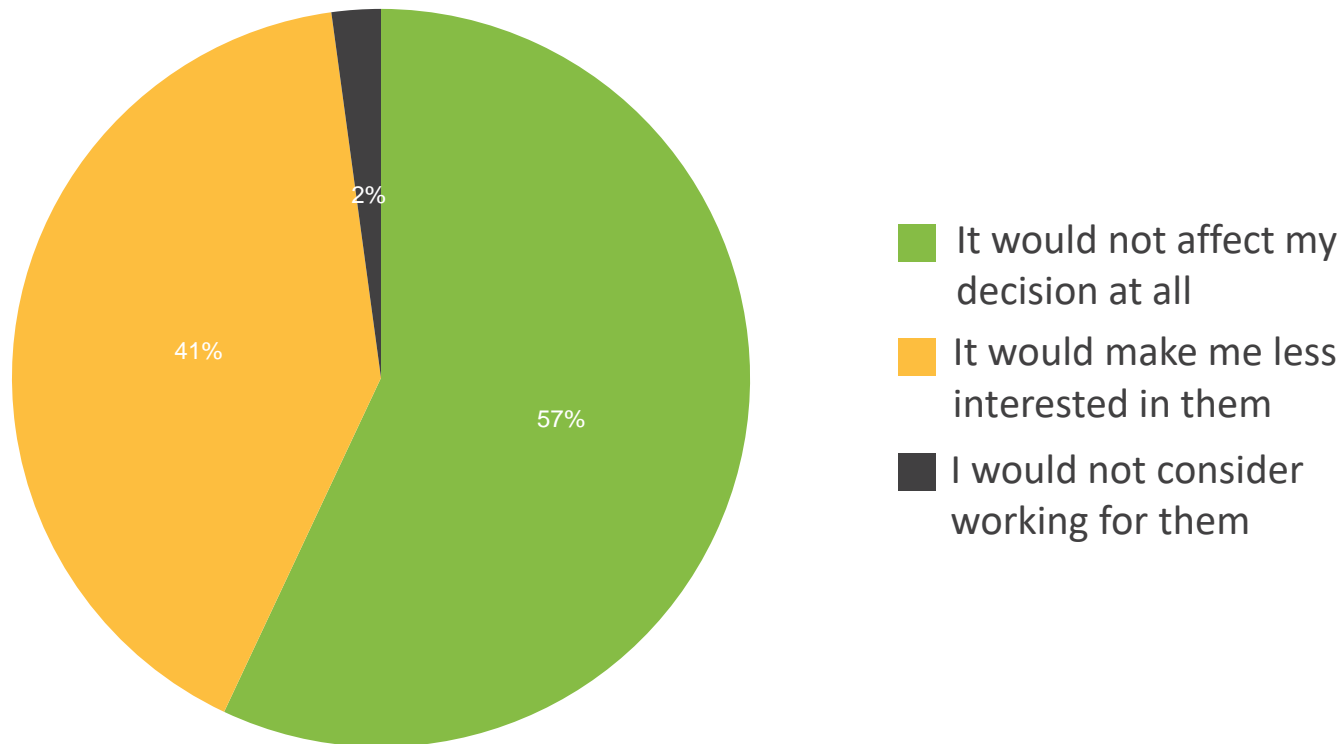
All students



? • Which employer has impressed you the most with its social media activities in the last 12 months?

# How would a lacking presence on social media affect talent's decision to work for a considered employer?

## Your students



? • If you find that an employer you are considering working for does not have a presence on social media how would it affect your decision to work for them?

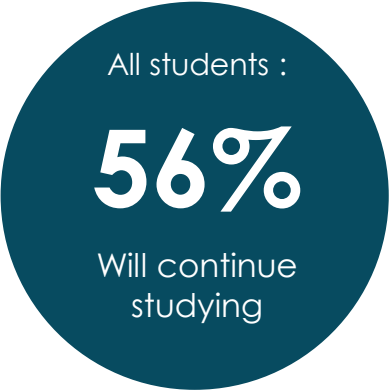
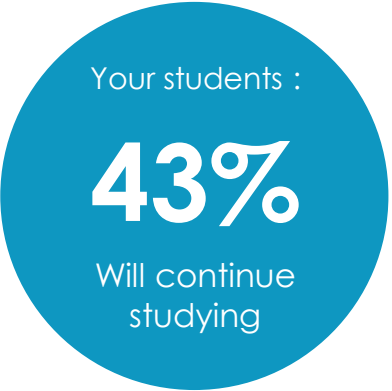
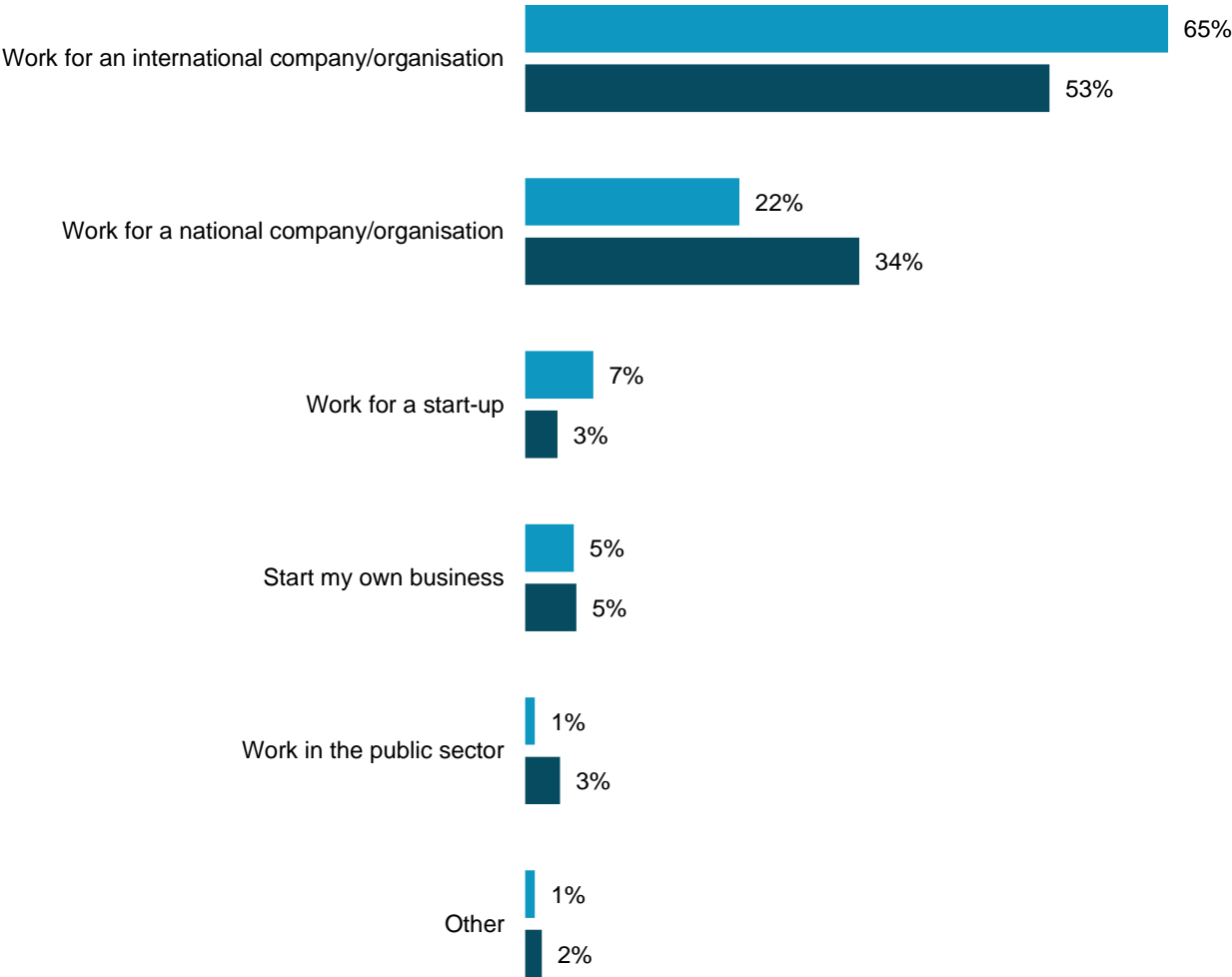
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This chapter covers the **career goals** and **career preferences** of your talent.

It focuses on those employer attribute which are attractive to your talent, as well as their preferred choice of employers.

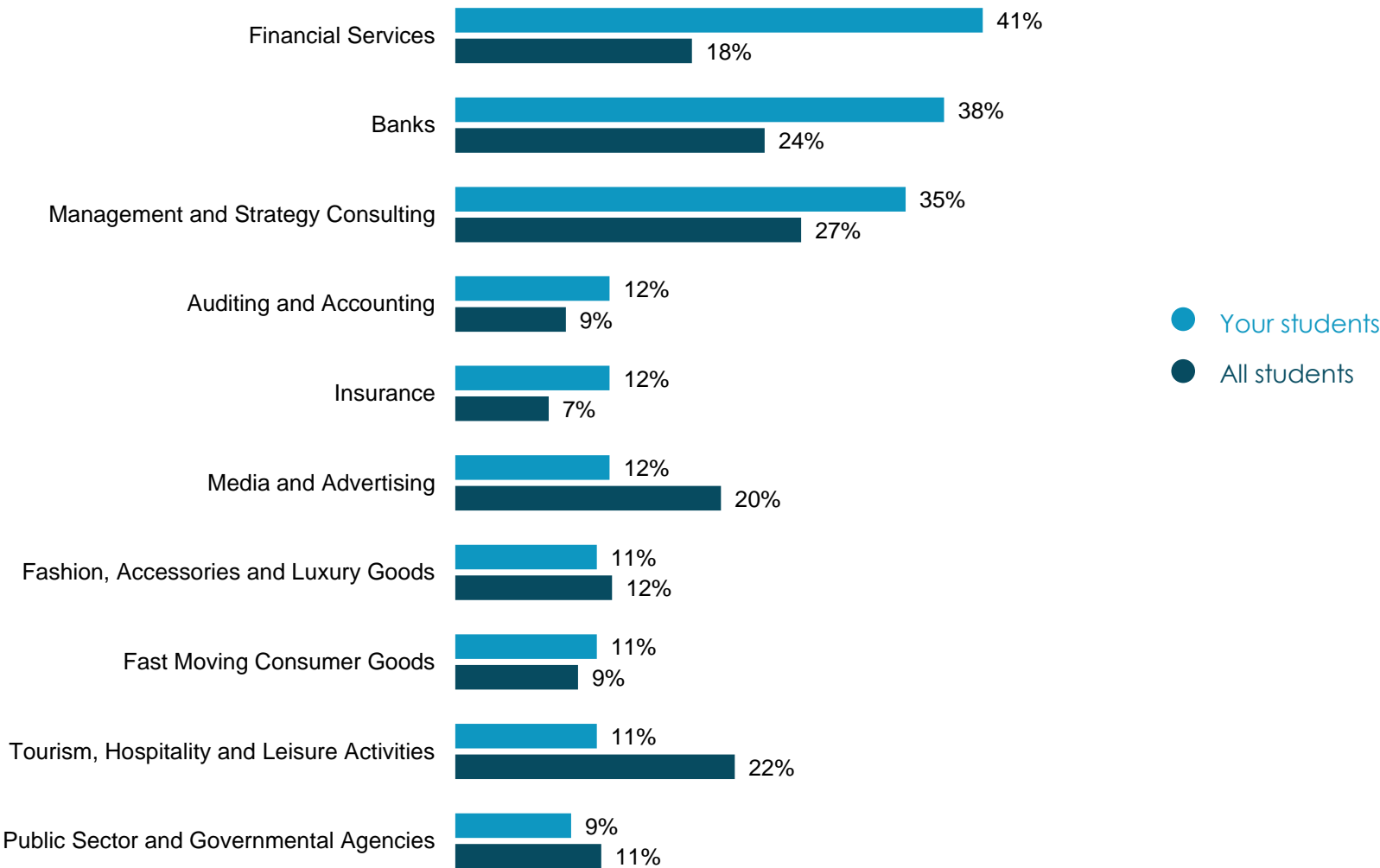
# Your students' plans after graduation



? • Which of the following would you most prefer for your first job after graduation?  
• Do you plan to continue studying after obtaining your current degree?



# The most preferred industries

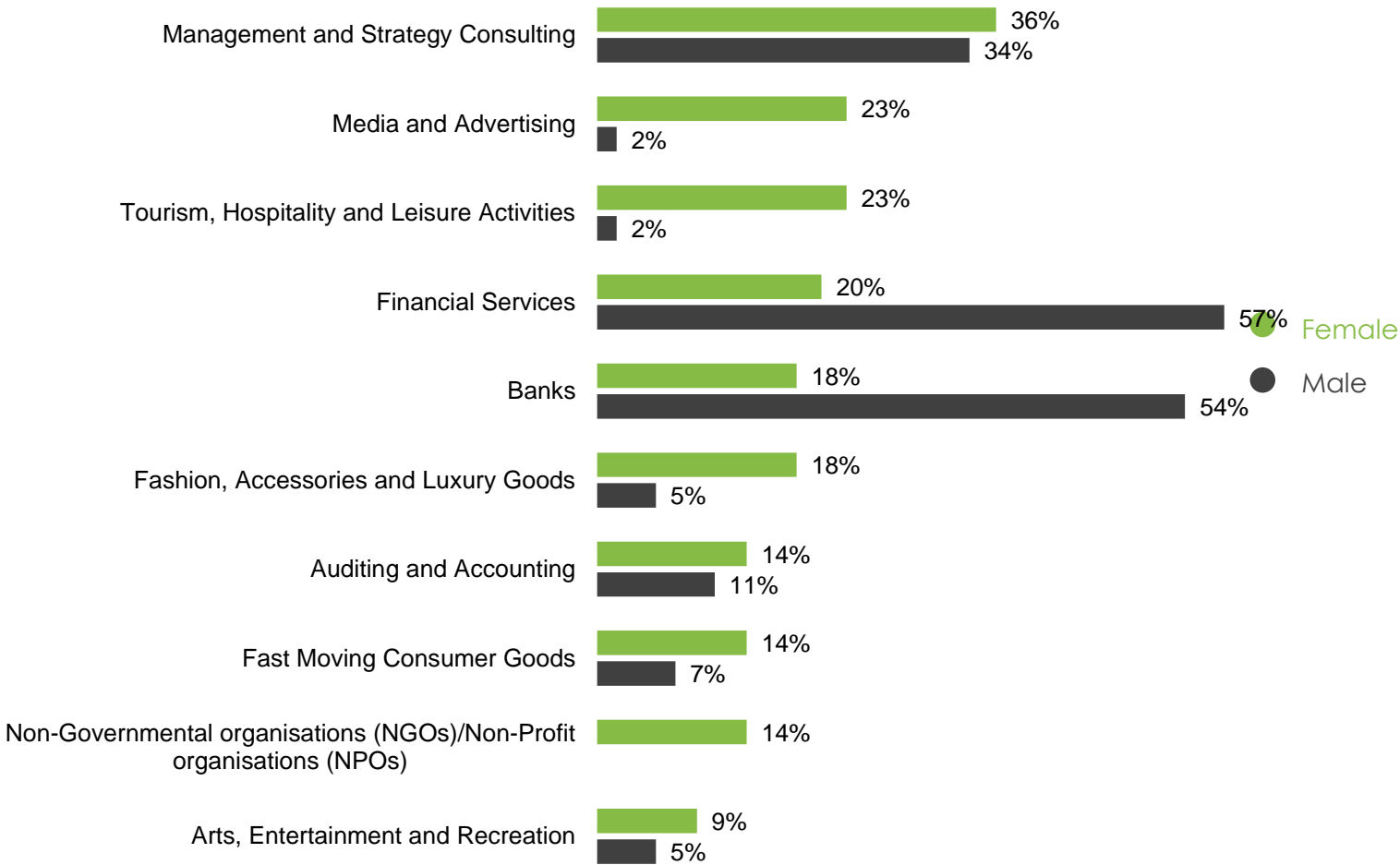


? • In which industry or industries would you most like to work after graduating? You can choose up to 3 industries.

! • These are your students' ten most preferred industries

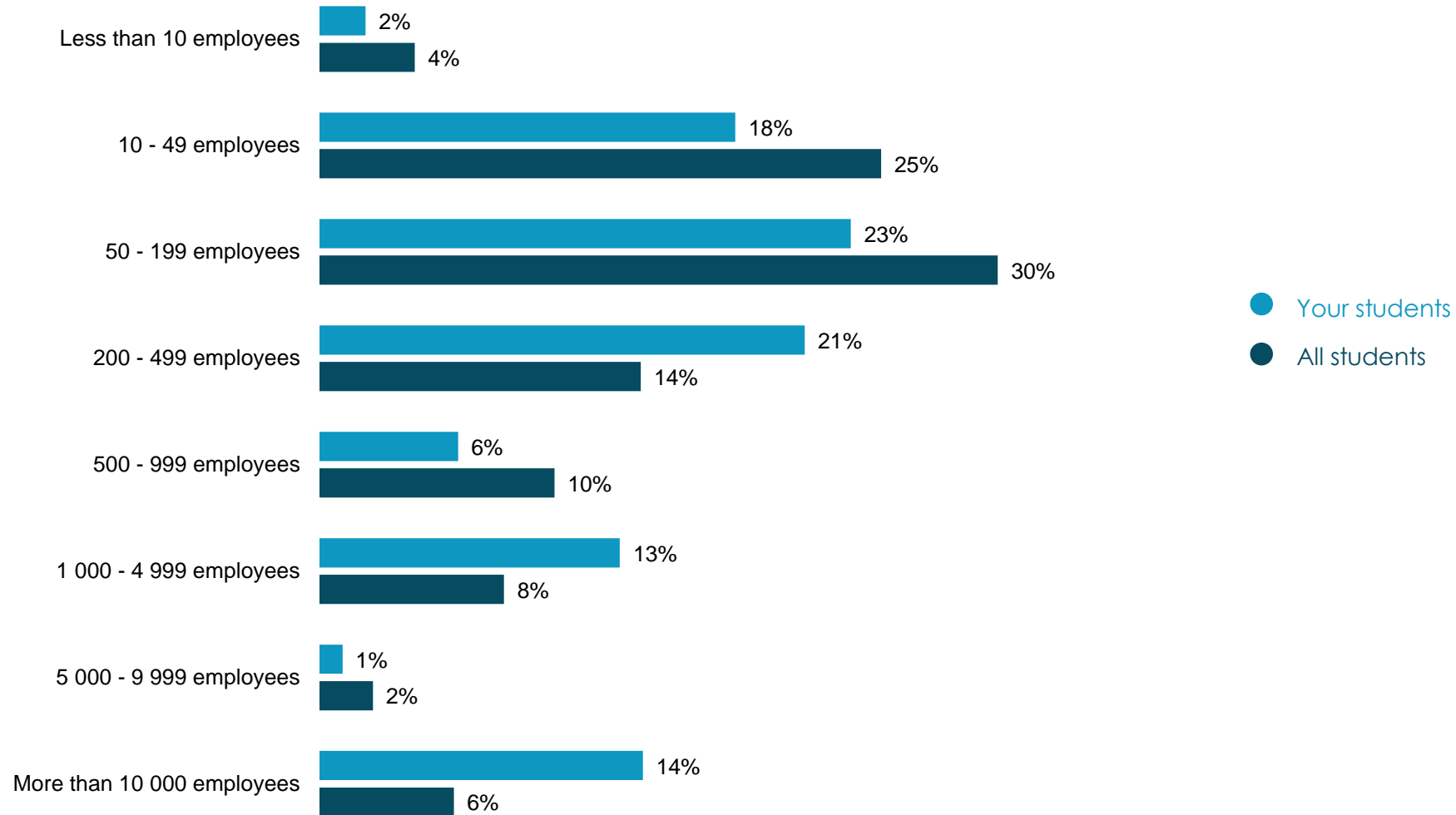
# The most preferred industries - Gender comparison

## Your students



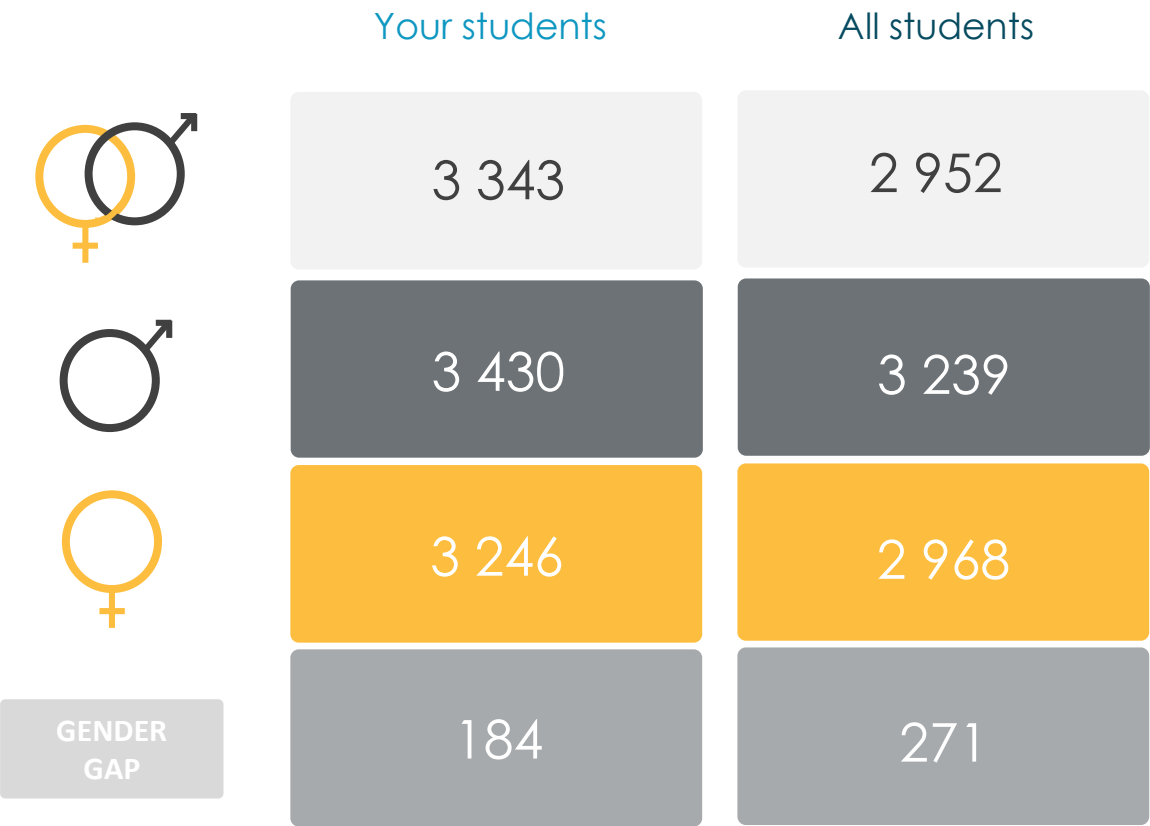
? • In which industry or industries would you most like to work after graduating? You can choose up to 3 industries.

# What is your students' ideal employer size?



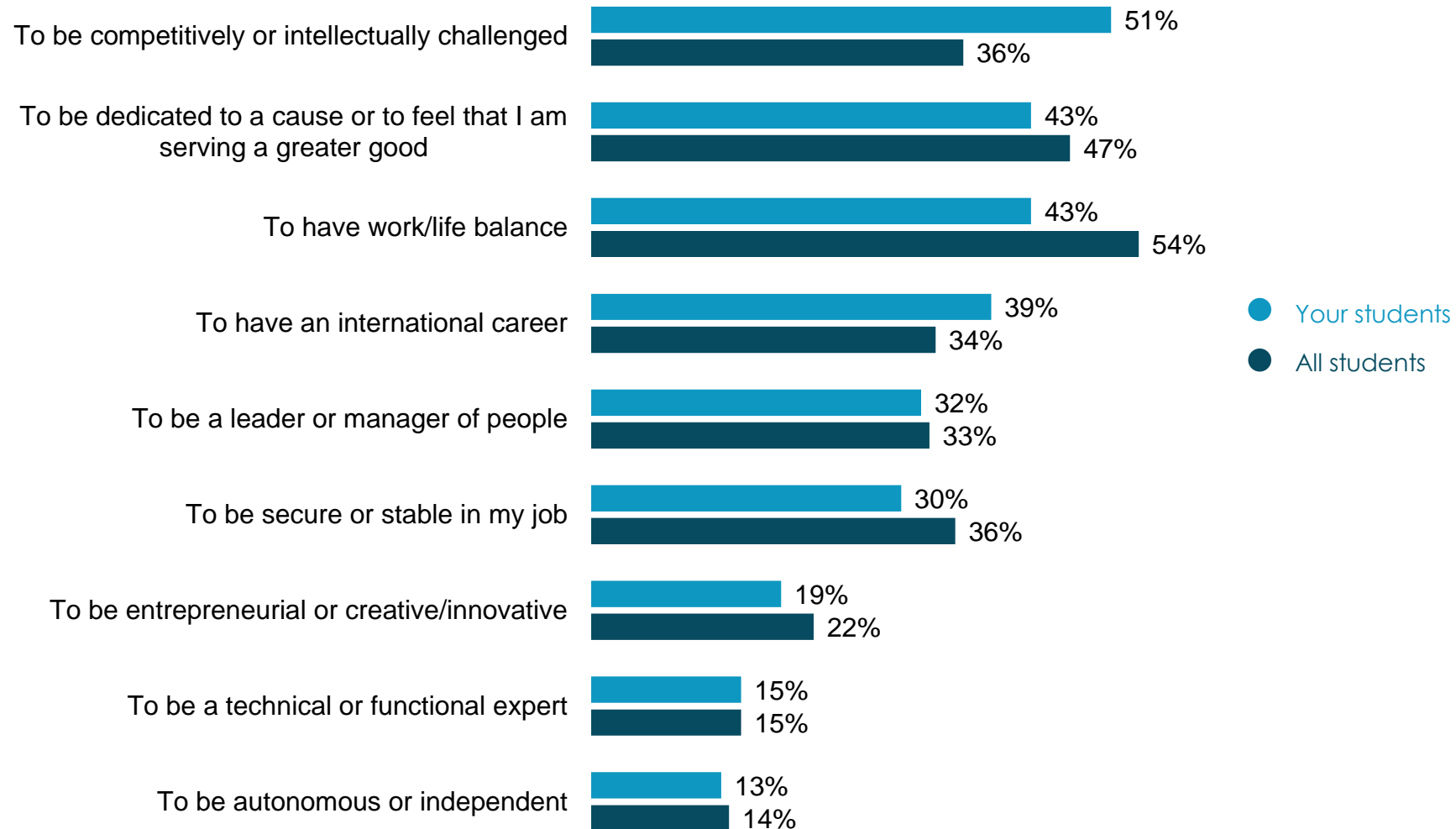
# Expected salary by gender

Expected monthly salary (EUR)



? • What salary do you expect to earn in your first job after graduation? (Please provide a before-tax salary, excluding commissions and bonuses.)

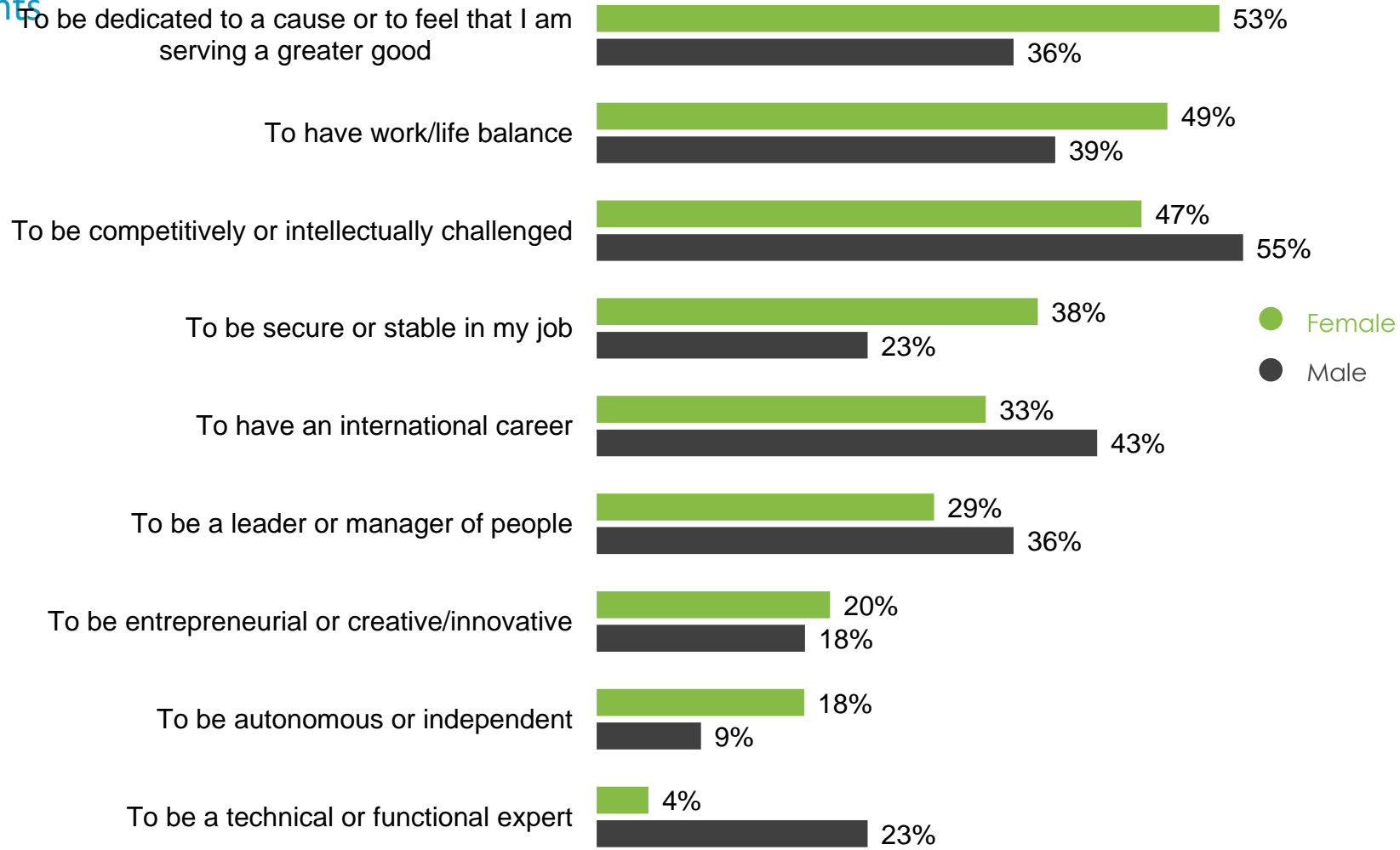
# The most important career goals



• Which of these career goals are most important to you? Please select a maximum of 3 alternatives.

# Career goals – Gender comparison

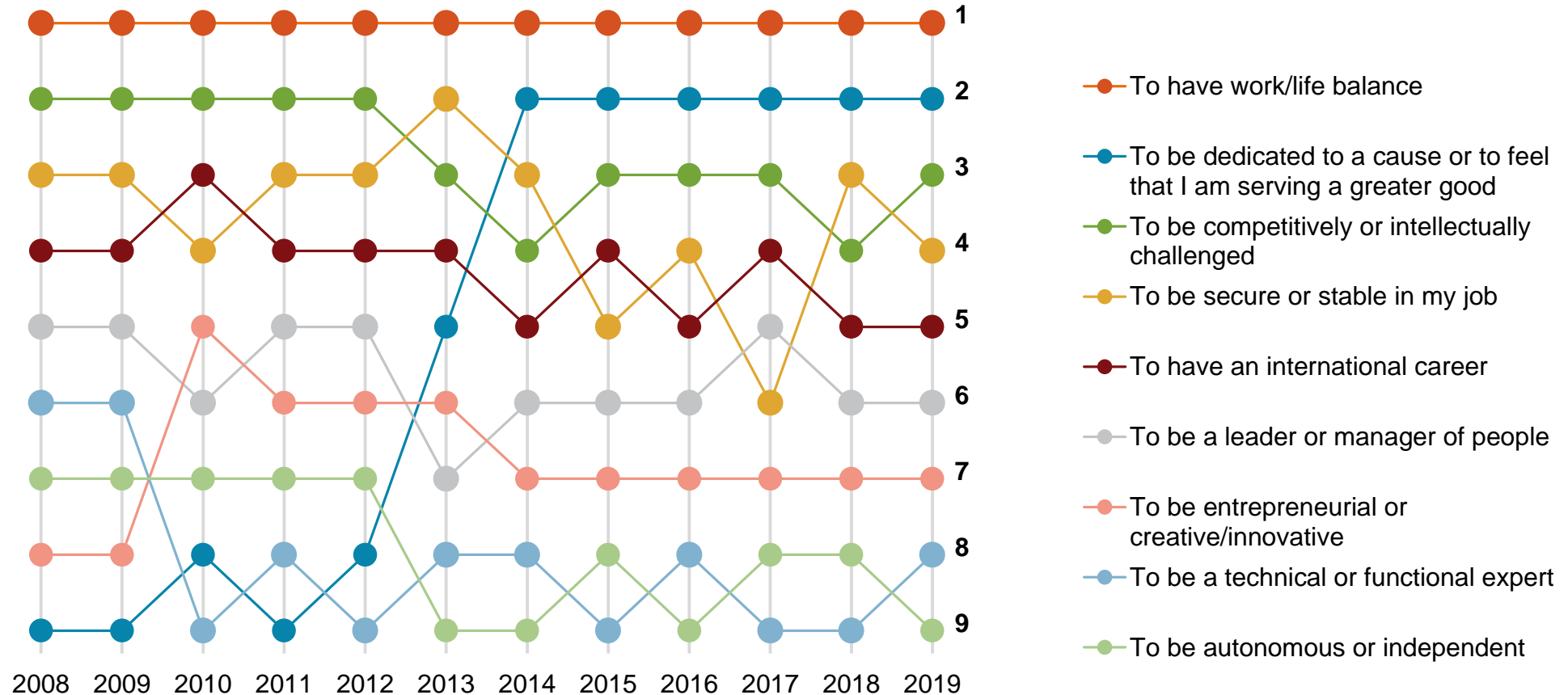
## Your students



• Which of these career goals are most important to you? Please select a maximum of 3 alternatives.

# Career goals over time

All students



? • Which of these career goals are most important to you? Please select a maximum of 3 alternatives.

! • The alternatives in the legend are sorted according to importance in 2019. Thus, the most important career goal in 2019 is at the top of the legend.

# The Universum Drivers of Employer Attractiveness

## Employer Reputation & Image

*The attributes of the employer as an organisation*

- Attractive/exciting products and services
- Corporate Social Responsibility
- Embracing new technologies
- Ethical standards
- Fast-growing/entrepreneurial
- Innovation
- Inspiring leadership
- Inspiring purpose
- Market success
- Prestige



## People & Culture

*The social environment and attributes of the workplace*

- A creative and dynamic work environment
- A friendly work environment
- Commitment to diversity and inclusion
- Encouraging work-life balance
- Interaction with international clients and colleagues
- Leaders who will support my development
- Opportunities to make a personal impact
- Recognising performance (meritocracy)
- Recruiting only the best talent
- Respect for its people



## Remuneration & Advancement Opportunities

*The monetary compensation and other benefits, now and in the future*

- Clear path for advancement
- Competitive base salary
- Competitive benefits
- Good reference for future career
- High future earnings
- Leadership opportunities
- Performance-related bonus
- Rapid promotion
- Sponsorship of future education
- Support for gender equality



## Job Characteristics

*The contents and demands of the job, including the learning opportunities provided by the job*

- Challenging work
- Customer focus
- Flexible working conditions
- High level of responsibility
- High performance focus
- Opportunities for international travel/relocation
- Professional training and development
- Secure employment
- Team-oriented work
- Variety of assignments





# What is attractive

Your students

## EMPLOYER REPUTATION & IMAGE

1. Attractive/exciting products and services
2. Prestige
3. Inspiring leadership

## RENUMERATION & ADVANCEMENT OPPORTUNITIES

1. Good reference for future career
2. High future earnings
3. Clear path for advancement



## PEOPLE & CULTURE

1. Leaders who will support my development
2. A friendly work environment
3. A creative and dynamic work environment

## JOB CHARACTERISTICS

1. Variety of assignments
2. Challenging work
2. Professional training and development

? • Which of these are most important to you? Please select a maximum of three alternatives.

# The most important attributes

## Your students

1. Variety of assignments
2. Good reference for future career
3. High future earnings
4. Leaders who will support my development
5. A friendly work environment
6. Leadership opportunities
7. Clear path for advancement
8. Competitive base salary
9. Prestige
10. Attractive/exciting products and services

- Employer Reputation & Image
- Remuneration & Advancement Opportunities

## All students

1. Variety of assignments
2. Leadership opportunities
3. High future earnings
4. A friendly work environment
5. Leaders who will support my development
6. Good reference for future career
7. Attractive/exciting products and services
8. Competitive base salary
9. Respect for its people
10. Flexible working conditions

- People & Culture
- Job Characteristics

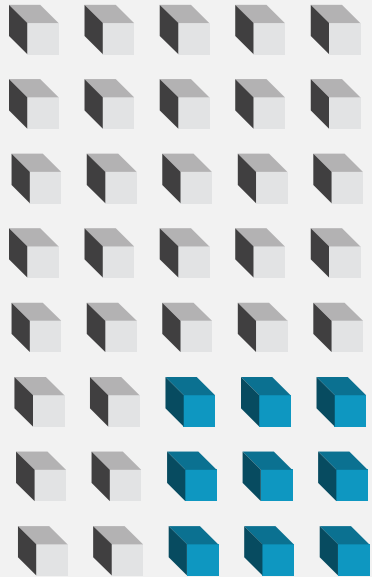
? • How important to you is each of the below aspects? (Scale 1-5, 1=Not important at all, 5=Very important)  
• Which of these are most important to you? Please select a maximum of three alternatives.

! • This is the attractiveness of the 40 attributes in relation to how important respondents think its driver is. This analysis gives a summarised 360 degree view of what influences employer attractiveness.

# The Universum Rankings

## FULL COMPANY LIST

(50-117 employers within each main field of study)



## CONSIDERED EMPLOYER RANKING

(as many as applicable)



"Below is a list of employers. Please select which employers you would consider working for."

## IDEAL EMPLOYER RANKING

(maximum five employers)



"Now choose the five (5) employers you most want to work for, your five Ideal Employers."

## POTENTIAL APPLICANTS' RANKING

(Yes, I have / Yes, I will)



"Have you applied, or will you apply to these employers?"

! • The employers' names might be shortened in this report for layout reasons.

# Ideal employer ranking | Top 20

Your students | Business

Employer	Rank 2019	Percent 2019	Trend	Employer	Rank 2019	Percent 2019	Trend
Finnair	1	21,93%	→ 0	KONE	10	12,30%	↑ 1
The Boston Consulting Group (BCG)	1	21,93%	↑ 2	Fazer	12	11,23%	↓ -8
McKinsey & Company	3	18,72%	↑ 3	Supercell	13	10,70%	↓ -1
PwC	3	18,72%	↑ 2	Danske Bank	14	10,16%	↑ 7
Google	5	17,11%	↓ -4	KPMG	14	10,16%	↓ -6
Lumene	6	15,51%	↑ 10	Miltton	14	10,16%	↓ -6
Nordea	7	14,44%	↑ 1	Marimekko	17	9,63%	↑ 13
L'Oréal	8	13,37%	↑ 8	Nordic Investment Bank	17	9,63%	↓ -5
SEB	9	12,83%	↑ 7	Neste	19	8,56%	↑ 28
EY (Ernst & Young)	10	12,30%	↓ -4	Deloitte	20	8,02%	↑ 2

All students | Business

Employer	Rank 2019	Percent 2019	Trend	Employer	Rank 2019	Percent 2019	Trend
Finnair	1	27,80%	→ 0	Scandic Hotels	11	6,91%	↑ 7
Google	2	14,23%	→ 0	Supercell	12	6,76%	→ 0
Marimekko	3	13,74%	↑ 3	TUI Nordic	13	6,68%	↑ 12
OP Ryhmä	4	12,72%	↓ -1	S-ryhmä	14	6,58%	↑ 2
Nordea	5	12,63%	↑ 2	Microsoft	15	6,55%	↓ -2
Lumene	6	12,06%	↓ -2	KPMG	16	6,07%	↓ -5
Fazer	7	11,28%	↓ -2	Stockmann	17	5,96%	↑ 16
KONE	8	9,92%	→ 0	MTV	18	5,95%	↑ 11
Suomen Pankki	9	8,64%	↑ 1	Ulkoasiainministeriö	19	5,91%	↓ -2
L'Oréal	10	7,34%	↓ -1	EY (Ernst & Young)	20	5,85%	↓ -6



• Now choose the five (5) employers you most want to work for, your five Ideal Employers.



# Analytics roadmap for the future



## Professionals

We recognise that there is a large demand for more information about the current workforce. This is why we have decided to expand the professional reach in the Universum Talent Survey and dig deeper into key areas including retention and mobility factors.



## Soft skills

The world is moving away from primarily focusing on hard skills and increasingly focused on softer skills. Going forward there will be a greater focus on these skills to help employers make the right decisions around professional development.



## Communication

'How can we successfully communicate with talent?' is one of the most asked questions by employers. That is why we will be developing the communication section to add more value to employers thinking about a communication strategy.

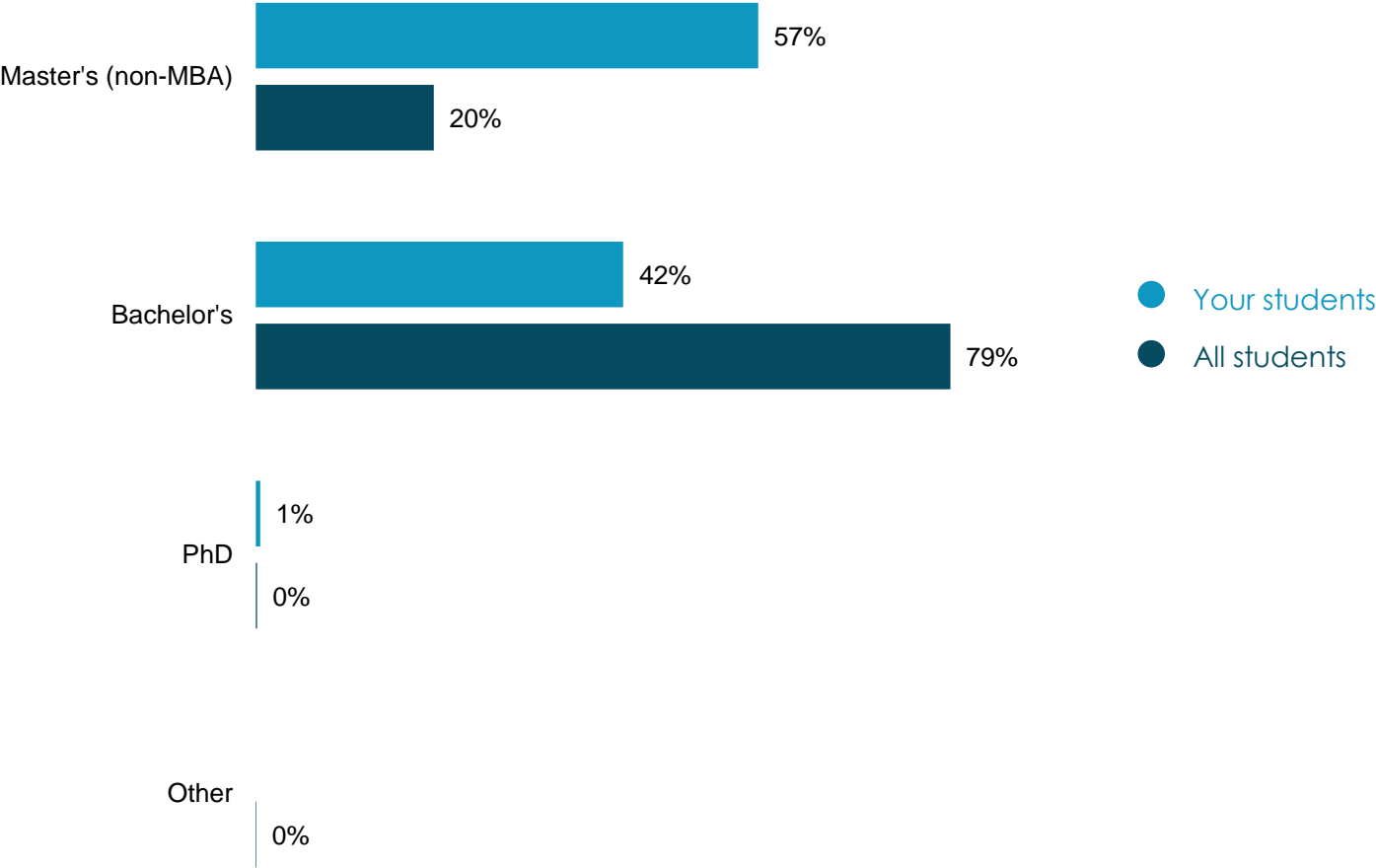
**ACC>SS**

## Universum Access

We will continue to innovate on how we bring actionable insights to the forefront of your Employer Branding work. Features will be added to our online platform to increase users' ability to customize data, and facilitate rapid on-demand analysis anywhere and anytime.

# APPENDIX

# Degrees



# Areas of study

All students : Business (1/1)

Area of study	All students	Area of study	All students
Marketing	27%	Management Assistant	4%
Commercial Economics	26%	Supply Management	4%
Management	22%	Information and Service Management	3%
Accounting	18%	Information Systems Science	3%
International Business	17%	Industrial Engineering	2%
Finance	14%	Strategy Research	2%
Sales	10%	International Business Communication	2%
Entrepreneurship	9%	International Design Business Management	2%
Tourism	9%	Mathematics and Statistics	2%
Economics	8%	Politics and Business	1%
Hotel and Catering	7%	Real Estate Economics	1%
Commercial Law	6%	Business Geographics	0%
Logistics	5%	Business Sociology	0%
Creative Sustainability	4%	Other Business	4%

? • Please select your major(s)/main area(s) of study.



# What is most important?

Your students

## REPUTATION & IMAGE

1. High rank within its field
2. Prestige
3. Successful alumni

## CULTURE & STUDENT LIFE

1. Friendly and open environment
2. Attractive geographic location
3. Creative and dynamic atmosphere

## EMPLOYABILITY & FUTURE OPPORTUNITIES

1. High employment among graduates
2. Good reference for future career and/or education
3. Target school for employers in my field

## EDUCATIONAL OFFERING

1. Quality and variety of courses
2. Attractive/exciting programs and fields of study
2. Study abroad program



• Which of these are most important to you? Please select a maximum of three alternatives.

# Are you delivering on what is important?

## Your students - Most Attractive

1. High rank within its field
2. Prestige
3. Quality and variety of courses
4. High employment among graduates
5. Friendly and open environment
6. Good reference for future career and/or education
7. Attractive/exciting programs and fields of study
7. Study abroad program
9. International focus
10. Attractive geographic location

Reputation & Image

Employability & Future opportunities

## Your students - Most Associated

1. Prestige
2. International focus
3. Study abroad program
4. High employment among graduates
5. Successful alumni
6. Launching pad for international career
7. High rank within its field
8. Heritage and tradition
9. Good reference for future career and/or education
10. Attractive geographic location

Culture & Student life

Educational offering



- How important to you is each of the below aspects? (Scale 1-5, 1=Not important at all, 5=Very important)
- Which of the following attributes do you associate with your college or university? Select as many as applicable.

# Considered employer ranking | Top 30

All students | Business

Employer	Rank 2019	Percent 2019	Trend	Employer	Rank 2019	Percent 2019	Trend
Finnair	1	57,04%	→ 0	Microsoft	16	30,13%	↓ -5
Fazer	2	41,42%	→ 0	S-pankki	17	28,74%	↑ 5
OP Ryhmä	3	40,89%	↑ 1	Valio	18	28,03%	→ 0
Nordea	4	40,03%	↑ 1	Paulig Group	19	27,56%	↑ 2
Google	5	38,52%	↓ -2	Samsung	20	27,49%	↓ -4
KONE	6	35,89%	→ 0	L'Oréal	21	27,23%	↓ -4
Marimekko	7	35,43%	↑ 1	K-ryhmä	22	26,67%	↑ 4
Lumene	8	33,55%	↓ -1	MTV	23	26,62%	↑ 6
Danske Bank	9	32,80%	→ 0	Scandic Hotels	24	26,37%	↑ 13
Hartwall	10	32,58%	→ 0	If	25	26,36%	↑ 3
Suomen Pankki	11	32,31%	↑ 4	YLE	26	25,92%	↑ 7
Stockmann	12	32,00%	→ 0	Handelsbanken	27	25,70%	→ 0
Fiskars	13	30,59%	↑ 6	IKEA	28	25,49%	↓ -14
S-ryhmä	14	30,42%	↓ -1	Neste	29	25,41%	↑ 3
LähiTapiola	15	30,35%	↑ 5	Business Finland	30	25,32%	NEW -



Below is a list of employers. Please select which employers you would consider working for.

# Ideal employer ranking | Top 30

All students | Business

Employer	Rank 2019	Percent 2019	Trend	Employer	Rank 2019	Percent 2019	Trend
Finnair	1	27,80%	→ 0	KPMG	16	6,07%	↓ -5
Google	2	14,23%	→ 0	Stockmann	17	5,96%	↑ 16
Marimekko	3	13,74%	↑ 3	MTV	18	5,95%	↑ 11
OP Ryhmä	4	12,72%	↓ -1	Ulkoasiainministeriö	19	5,91%	↓ -2
Nordea	5	12,63%	↑ 2	EY (Ernst & Young)	20	5,85%	↓ -6
Lumene	6	12,06%	↓ -2	Danske Bank	21	5,84%	↑ 5
Fazer	7	11,28%	↓ -2	Valtiovarainministeriö	22	5,57%	↓ -3
KONE	8	9,92%	→ 0	PwC	23	5,42%	↓ -8
Suomen Pankki	9	8,64%	↑ 1	Business Finland	24	5,29%	NEW -
L'Oréal	10	7,34%	↓ -1	YLE	25	5,20%	↑ 3
Scandic Hotels	11	6,91%	↑ 7	Paulig Group	26	5,07%	↑ 1
Supercell	12	6,76%	→ 0	Samsung	27	4,88%	↓ -7
TUI Nordic	13	6,68%	↑ 12	LähiTapiola	28	4,83%	↑ 16
S-ryhmä	14	6,58%	↑ 2	Wärtsilä	29	4,69%	↑ 13
Microsoft	15	6,55%	↓ -2	K-ryhmä	30	4,63%	↑ 17



• Now choose the five (5) employers you most want to work for, your five Ideal Employers.

# Potential applicants' ranking | Top 30

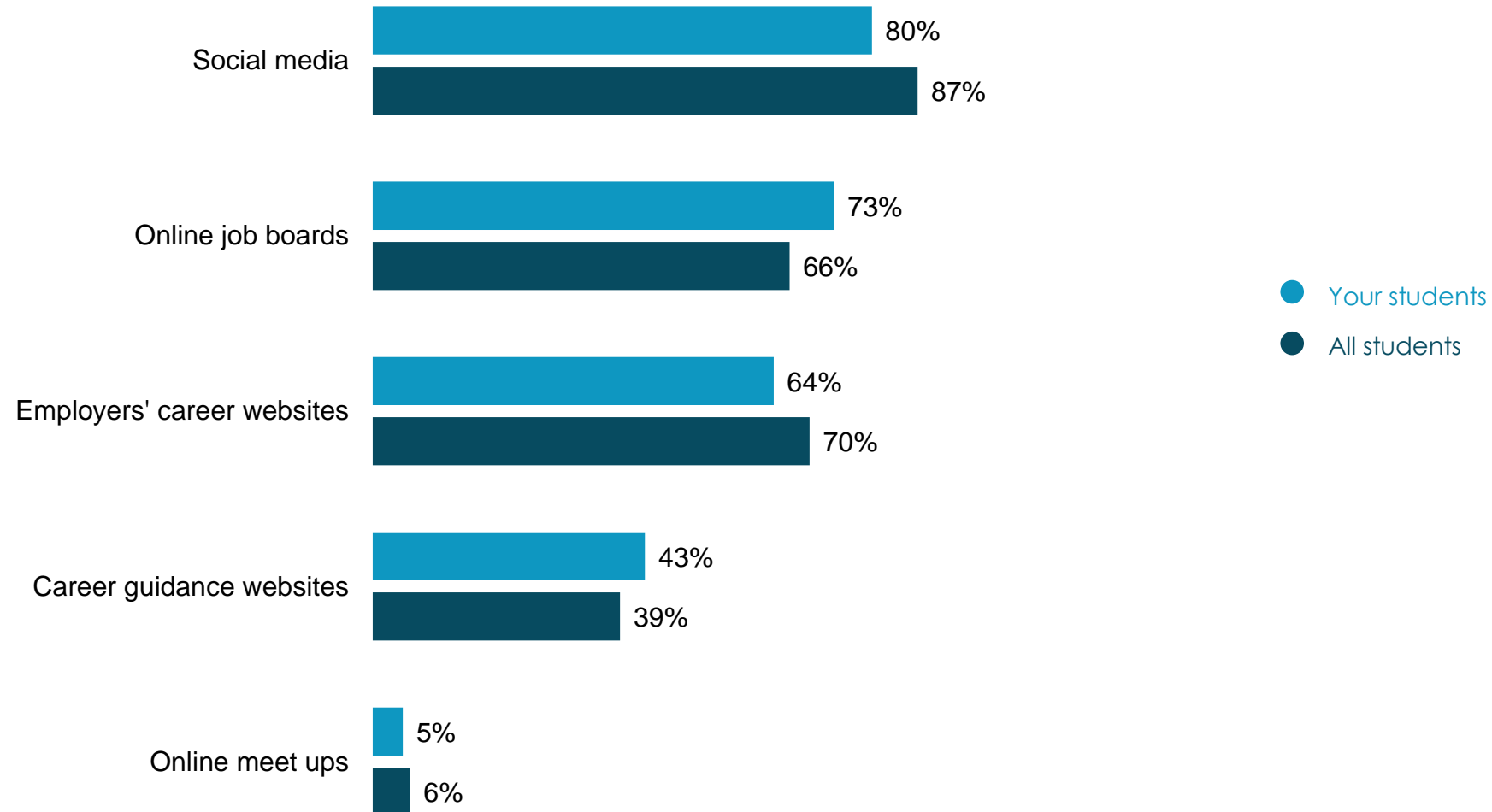
All students | Business

Employer	Rank 2019	Percent 2019	Trend	Employer	Rank 2019	Percent 2019	Trend
Finnair	1	5,76%	↑ 1	Suomen Pankki	16	1,66%	↓ -5
OP Ryhmä	2	5,51%	↓ -1	K-ryhmä	17	1,59%	↓ -3
Nordea	3	5,27%	→ 0	Lumene	18	1,49%	↓ -2
S-ryhmä	4	2,96%	→ 0	Alko	19	1,49%	↑ 6
KPMG	5	2,51%	→ 0	LähiTapiola	20	1,46%	↑ 6
Marimekko	6	2,07%	↑ 6	Scandic Hotels	21	1,46%	↑ 24
EY (Ernst & Young)	7	2,05%	↓ -1	McKinsey & Company	22	1,27%	↓ -9
KONE	8	1,97%	↑ 2	Deloitte	23	1,27%	↓ -8
UPM	9	1,94%	↑ 12	Business Finland	24	1,21%	NEW -
Google	10	1,90%	↓ -1	Accenture	25	1,14%	↓ -7
PwC	11	1,85%	↓ -3	The Boston Consulting Group (BCG)	26	1,07%	↓ -2
Danske Bank	12	1,84%	↑ 5	Lidl	27	1,04%	↑ 22
Neste	13	1,76%	↑ 16	IKEA	28	1,04%	↓ -5
Fazer	14	1,72%	↓ -7	ABB	29	1,03%	↓ -1
Wärtsilä	15	1,67%	↑ 4	L'Oréal	30	1,02%	↓ -10

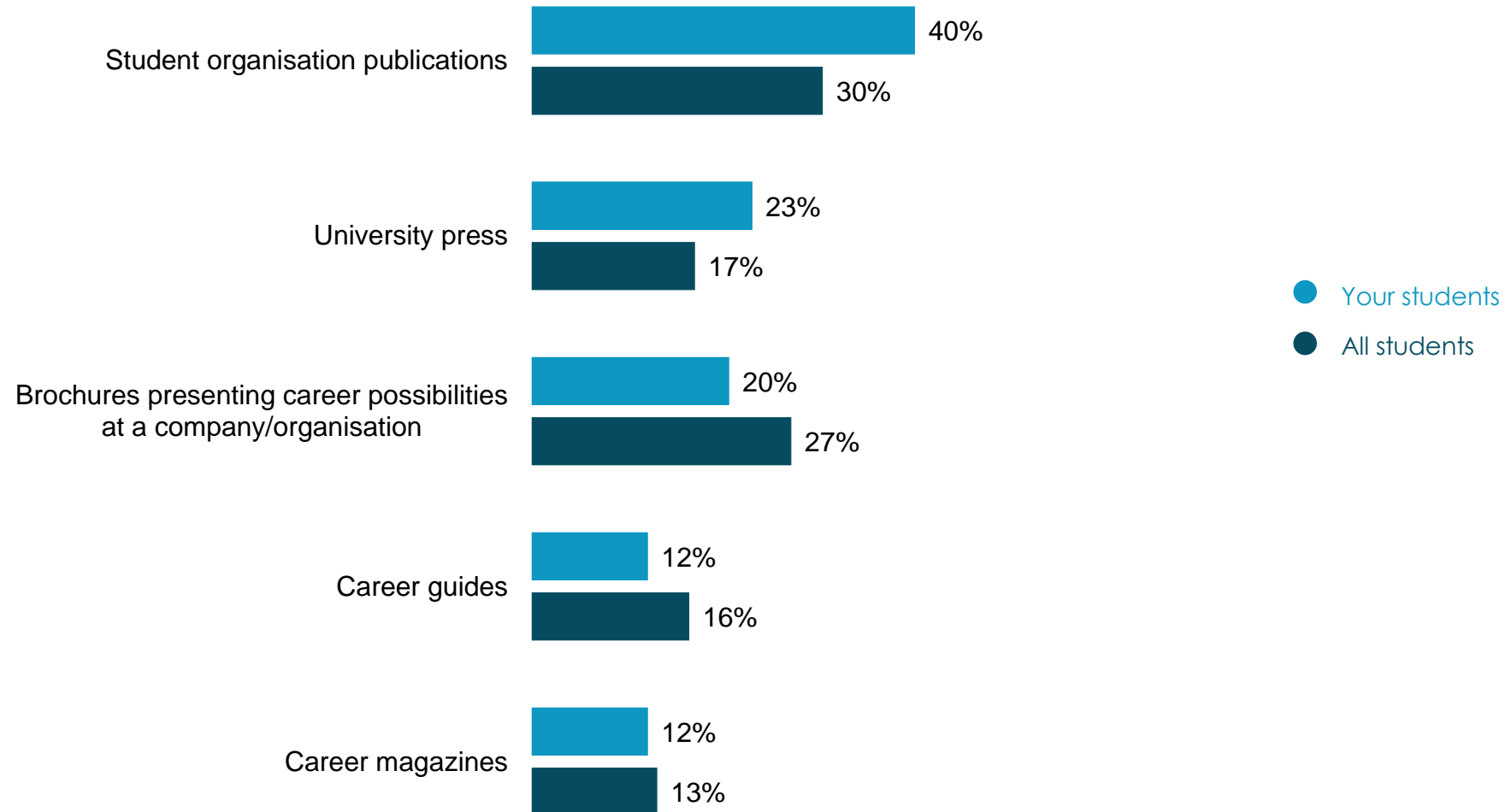


• Have you applied or will you apply to these employers? – Yes, I have applied / Yes, I will apply.

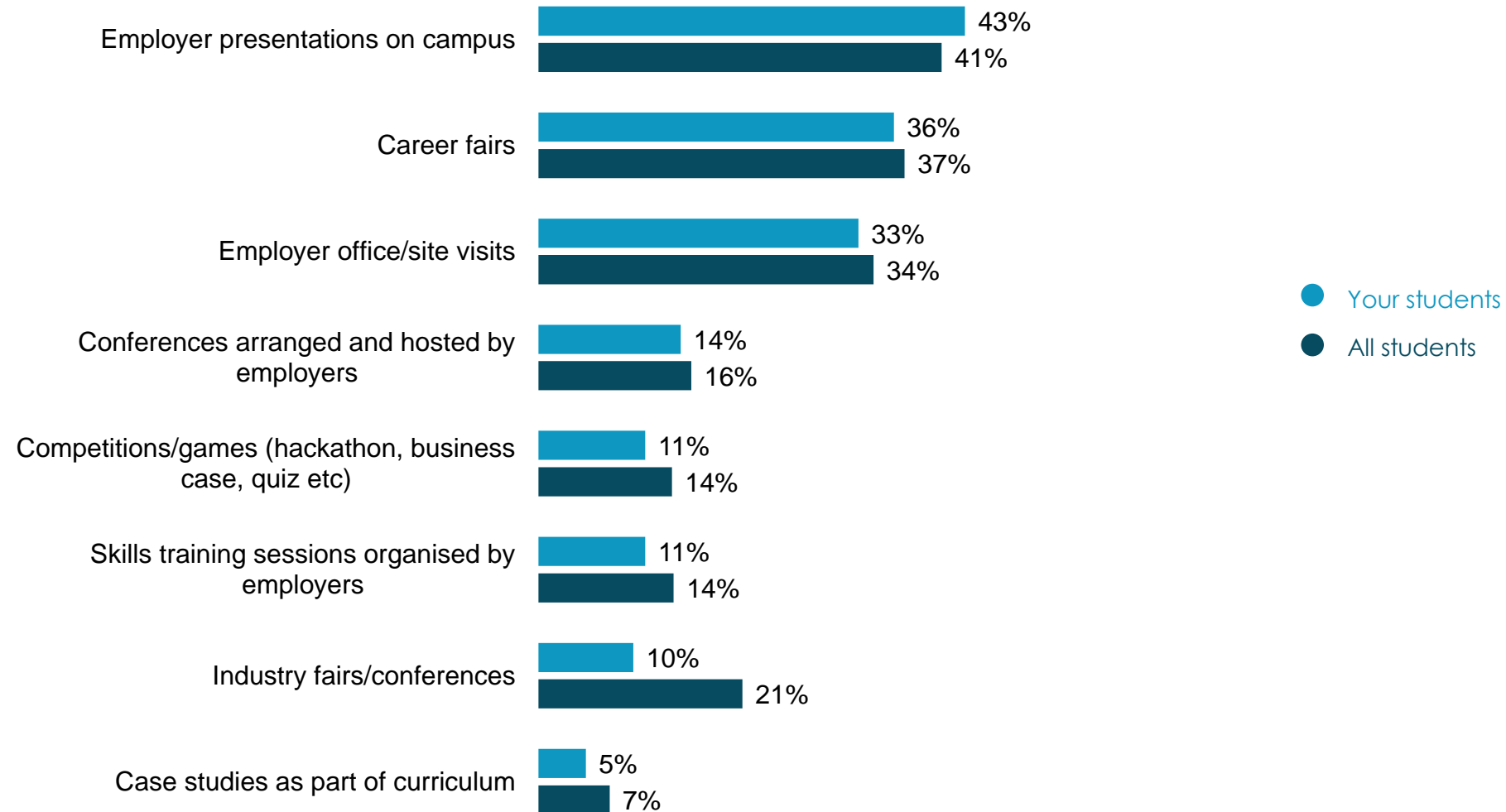
# Digital communication channels for employers



# Print communication channels for employers



# In-Person communication channels for employers





# Considered employer ranking | Top 20

Your students | Business

Employer	Rank 2019	Percent 2019	Trend	Employer	Rank 2019	Percent 2019	Trend
Finnair	1	56,15%	↑ 3	Deloitte	11	47,06%	→ 0
KPMG	2	55,61%	↑ 5	McKinsey & Company	11	47,06%	↑ 1
Nordea	3	55,08%	↑ 4	Nordic Investment Bank	13	45,99%	↑ 8
PwC	3	55,08%	↑ 2	Accenture	14	45,45%	↓ -5
Handelsbanken	5	54,01%	↑ 9	Aktia	14	45,45%	↑ 7
Danske Bank	6	53,48%	↑ 7	Neste	14	45,45%	↑ 30
Google	7	51,87%	↓ -5	Fazer	17	44,92%	↓ -16
EY (Ernst & Young)	8	51,34%	↑ 2	SEB	18	44,39%	↓ -1
KONE	9	49,73%	↓ -3	OP Ryhmä	19	40,11%	↑ 7
The Boston Consulting Group (BCG)	9	49,73%	↓ -7	UPM	20	39,04%	↑ 37

All students | Business

Employer	Rank 2019	Percent 2019	Trend	Employer	Rank 2019	Percent 2019	Trend
Finnair	1	57,04%	→ 0	Suomen Pankki	11	32,31%	↑ 4
Fazer	2	41,42%	→ 0	Stockmann	12	32,00%	→ 0
OP Ryhmä	3	40,89%	↑ 1	Fiskars	13	30,59%	↑ 6
Nordea	4	40,03%	↑ 1	S-ryhmä	14	30,42%	↓ -1
Google	5	38,52%	↓ -2	LähiTapiola	15	30,35%	↑ 5
KONE	6	35,89%	→ 0	Microsoft	16	30,13%	↓ -5
Marimekko	7	35,43%	↑ 1	S-pankki	17	28,74%	↑ 5
Lumene	8	33,55%	↓ -1	Valio	18	28,03%	→ 0
Danske Bank	9	32,80%	→ 0	Paulig Group	19	27,56%	↑ 2
Hartwall	10	32,58%	→ 0	Samsung	20	27,49%	↓ -4



Below is a list of employers. Please select which employers you would consider working for.

# Potential applicants' ranking | Top 20

Your students | Business

Employer	Rank 2019	Percent 2019	Trend	Employer	Rank 2019	Percent 2019	Trend
The Boston Consulting Group (BCG)	1	5,38%	↑ 6	Neste	9	2,83%	↑ 18
PwC	2	5,10%	↑ 5	Accenture	12	2,55%	↑ 1
Finnair	3	4,82%	↓ -2	Danske Bank	12	2,55%	↑ 5
Nordea	3	4,82%	↓ -1	Deloitte	12	2,55%	↑ 15
McKinsey & Company	5	4,53%	→ 0	Aktia	15	1,98%	↓ -10
EY (Ernst & Young)	6	3,97%	↑ 1	Bain & Company	15	1,98%	↑ 2
KPMG	7	3,40%	↓ -4	Lumene	15	1,98%	↑ 12
SEB	8	3,12%	↑ 5	Marimekko	15	1,98%	↑ 7
L'Oréal	9	2,83%	↑ 13	Nordic Investment Bank	15	1,98%	↓ -4
Miltton	9	2,83%	↑ 2	OP Ryhmä	15	1,98%	↑ 7

All students | Business

Employer	Rank 2019	Percent 2019	Trend	Employer	Rank 2019	Percent 2019	Trend
Finnair	1	5,76%	↑ 1	PwC	11	1,85%	↓ -3
OP Ryhmä	2	5,51%	↓ -1	Danske Bank	12	1,84%	↑ 5
Nordea	3	5,27%	→ 0	Neste	13	1,76%	↑ 16
S-ryhmä	4	2,96%	→ 0	Fazer	14	1,72%	↓ -7
KPMG	5	2,51%	→ 0	Wärtsilä	15	1,67%	↑ 4
Marimekko	6	2,07%	↑ 6	Suomen Pankki	16	1,66%	↓ -5
EY (Ernst & Young)	7	2,05%	↓ -1	K-ryhmä	17	1,59%	↓ -3
KONE	8	1,97%	↑ 2	Lumene	18	1,49%	↓ -2
UPM	9	1,94%	↑ 12	Alko	19	1,49%	↑ 6
Google	10	1,90%	↓ -1	LähiTapiola	20	1,46%	↑ 6



• Have you applied or will you apply to these employers? – Yes, I have applied / Yes, I will apply.



# IDEALIST

## INTRODUCTION

Although Idealists are focused on aligning their career with their values, their dedication has a practical side. Idealists don't spend time complaining - instead, they come up with real-world solutions to advance the greater good. Whether they work for large corporations or small, family-owned businesses, you can be sure Idealists are in the trenches, using a hands-on approach to tackle social and environmental issues. Idealists are particularly skilled with creative experimentation, which often results in innovative solutions to business problems.

Idealists choose employers who focus on corporate responsibility and community partnerships, and they carefully research company culture before accepting an offer. They want to be sure the work environment is one of collaboration, recognition and mutual respect. Idealists take business ethics seriously, and they can be relied upon to hold themselves and their employers to the highest ethical standards.

## STRENGTHS & OPPORTUNITIES

Idealists bring a lot to the table when getting the job done right. Some of the strengths that stand out include:

- Idealists do the right thing - even when no one is looking.
- Idealists are leaders and motivators - they have a natural ability to motivate others to get things done.

Of course, even the best qualities can be taken to an extreme:

- Idealists take their philosophical positions and personal values seriously, which leaves little room for disagreement. This can be tough on colleagues who have an alternative perspective.
- Idealists sometimes take on more than they can handle, leaving them exhausted and overwhelmed.

## SUCCESS STORIES

Idealists know that one person can change the world, and they pursue their goals driven by a passion for making a difference. These Idealists are known for the impact they have made in their fields:

Lead singer of U2, [Bono](#), has leveraged his status as household name to fight for social justice in all parts of the globe. In particular, he works to end poverty, hunger and diseases impacting impoverished communities.

Harvard Law School graduate [Aaron Bartley](#) showed the unique leadership skills of an Idealist long before he obtained his law degree. While still in school, he co-founded the Harvard Living Wage Campaign, and after graduation, he went on to co-found the highly successful People United for Sustainable Housing (PUSH).

[Muhammad Yunus](#), a Bangladeshi social entrepreneur and economist was awarded the Nobel Peace Prize in 2006 for founding Grameen Bank, which pioneered the concepts of microcredit and microfinance. His bank gave loans to entrepreneurs too poor to receive traditional bank loans, creating social mobility and development from below. He is also a co-founder of the Yunus Social Business Centres (YSBC). YSBC's vision is to encourage a new, humane capitalism through managing incubator funds for social businesses and providing advisory services to companies, governments and NGOs around the world.

## CAREER PATH

Since Idealists are focused on passion projects, they often hold their first leadership roles before they enter the working world. They plan and manage fundraisers, train volunteers or participate in major projects for non-profit organizations while working in unrelated entry-level jobs. This often results in an uneven rate of career growth, because Idealists will suddenly take a giant leap forward when they find an employer that values their non-traditional leadership experience.

## WORKPLACE HABITS

Idealists make it a point to do the right thing, so they can be relied upon to come in on time, complete their work and meet deadlines. Other workplace habits include:

- A balanced approach to people-focused vs. task-based activity
- A strong focus on finding solutions and taking action, rather than waiting for someone else to take charge.



# INTERNATIONALIST

## INTRODUCTION

New cultures and new connections are critically important to the Internationalist, who wants a career that offers the opportunity for world travel. These individuals want to explore every corner of the globe, and they are happiest in a job that keeps them moving. Boredom is the enemy for Internationalists, and they hope to one day have a chance to lead a team or influence a project that has a significant impact on the business.

These adventurers are skilled collaborators and relationship builders. They are comfortable in unfamiliar situations, and they are easily able to make connections with new colleagues and business partners. Curiosity drives Internationalists, and they rapidly absorb international customs and manners. As a result, Internationalists are an excellent choice to move the business into uncharted territory - for example, expanding into new markets or building global supply chains.

## STRENGTHS & OPPORTUNITIES

Basic values drive the decision-making process for Internationalists, and they can be counted upon to do the right thing.

- Internationalists are known for their honesty and integrity, and they take ethical obligations quite seriously.
- Because Internationalists are dedicated individuals, in a pinch, they will be flexible with their time to ensure organizational needs are met.

Of course, there are some routine responsibilities in every position, and Internationalists might struggle with these.

- Internationalists are driven to seek out new experiences, and on-going completion of repetitive tasks can quickly lead to disengagement.
- While Internationalists reliably meet their deadlines, this might come at a cost to their personal life.

## SUCCESS STORIES

Internationalists often spark worldwide conversation as a result of their dramatic forays into the unknown. More often than not, Internationalists are the first to visit exotic new locations, like the top of Mount Everest, and they make history for their achievements in exploration. These are just a few of the Internationalists who have made their mark.

[Cassie DePecol](#) dreamed of seeing every country in the world, and on July 24, 2015, she set out to do just that. Over the course of approximately two years, DePecol has been on a journey to increase cultural understanding as a representative of the [International Institute of Peace Through Tourism](#), combining her passion for travelling with her career. When she completed her voyage in 2017, she became the first woman to see all 196 countries.

[Harriet Chalmers Adams](#) wanted to see the world at a time when women had limited career options. She developed strong photography skills and paired them with her innate talent for story-telling, eventually taking a position as a war correspondent. This allowed Adams to indulge her passion for travel while being paid for her work.

[Carl Pei](#), an entrepreneur with an international background who took true advantage of this and co-founded the mobile phone company OnePlus. This was the first global direct-to-consumer unlocked mobile phone provider. It quickly became a popular brand worldwide. Born in China, Pei's family moved to Sweden when he was six. Pei took advantage of his international heritage early on, buying gadgets from China and using online platforms like Ebay to sell them on. He eventually used a factory in China to put his own brand to the products he sold, whilst also building the international relationships that would lead him to co-found OnePlus.

## CAREER PATH

Because Internationalists are focused on the experience rather than achievement, their career paths often take many twists and turns. They tend to take jobs that offer travel opportunities, whether the position is a promotion, demotion, or lateral move. As long as the new experiences keep coming, Internationalists are content to keep the same position for a longer period of time.

## WORKPLACE HABITS

Leaders enjoy having Internationalists on staff to handle any off-site work that needs doing. After all, many employees have other obligations that make business travel a real burden.

- Internationalists have strong communication and collaboration skills, easily able to make a connection with every person they meet.
- These individuals are future-oriented, always keeping an eye on how the current proposal will affect future goals.
- Big picture thinking allows Internationalists to make connections and predict the impact of business decisions long-term. This can be invaluable information for busy leaders.





## INTRODUCTION

Always on the prowl for the next opportunity, Hunters are driven by their passion for achievement. These individuals are looking for competitive compensation and the promise of career advancement - along with the potential for high future earnings. Hunters are adaptable, quickly acclimatizing to a new company, and they are able to reinvent themselves as required to fit organizational needs.

Hunters are focused on solutions first, and their ability to innovate makes them an asset to any business. Strong skills in problem-solving make Hunters popular with clients, and sales positions are a natural fit. Because they are focused on increasing their compensation, they are especially motivated by commission-based roles.

## STRENGTHS & OPPORTUNITIES

Hunters enter the organization like a storm, full of energy and ambition, bringing a host of strengths to their organizations.

- They are team-oriented and skilled at collaboration, regardless of how long they have worked with their colleagues.
- They are persuasive, able to gain consensus from individuals and groups, making it easier to move forward on internal projects, external sales, and overall continuous improvement.

Of course, that ambition comes at a price, and Hunters can take a toll on their leaders.

- Hunters don't put much stock in company loyalty, and they will often accept an offer if the grass looks greener elsewhere. Money is their primary motivator.
- Perfection is not a priority - while work will always be on-time and technically correct, Hunters aren't known for providing exceptional products when they are in a time-crunch.

## SUCCESS STORIES

Hunters don't shy away from hard work, and they make sure that their efforts yield exceptional rewards. These individuals are committed to reaching the top of their fields, finding their way over and around any obstacles:

Businessman, entrepreneur, and former Presidential candidate [Ross Perot](#) is a Hunter. Though he came from humble beginnings, his drive and ambition propelled his career forward quickly. In his position as an IBM salesman, Perot distinguished himself by reaching the annual sales quota in just two weeks.

[Ross McEwan's](#) passion might be his New Zealand farm, but career-wise, he has been on the hunt for bigger and better opportunities for decades. Early on, he worked hard to establish strong foundational knowledge in banking and finance, which made him a top candidate for senior management positions in increasingly larger financial institutions. Today, McEwan leads the Royal Bank of Scotland, which has offices in the UK, Europe, Asia, and the United States.

Senator [Harry Reid](#) started his life in a ghost town. Searchlight, Nevada, had a population of just two hundred people, and his home didn't have indoor plumbing. Reid focused on his goal of gaining prestige and financial security, eventually leading the Democratic majority in the US Senate.

## CAREER PATH

The Hunter is anything but methodical when it comes to career progression, and climbing the career ladder one rung at a time leads to frustration. These ambitious workers do whatever it takes to skip steps, whether that means excelling in their current jobs so they are selected for leadership positions or moving on to a new organization. Many Hunters fully expect to find themselves in the C-suite midway through their careers. Fortunately, their solid skills, innovation, and strong work ethic make this goal achievable.

## WORKPLACE HABITS

Overall, leaders are generally thrilled to have a Hunter on their team, because their work ethic and drive is unmatched.

- These individuals will always put deadlines and client needs ahead of their own personal lives, making them easy to manage.
- Leaders can expect work to be on-time, though it is possible that Hunters will cut corners here and there as necessary to meet deadlines.
- Hunters are problem-solvers by nature, and they offer creative solutions to complex issues.
- Financial recognition is a simple and effective method of keeping Hunters engaged.

# CAREERIST

## INTRODUCTION

The ambitious Careerist is nothing if not practical. Careerists don't expect promotions to magically appear. Instead, these hard workers roll up their sleeves and give every position their best, adding value that leads to future career opportunities.

Careerists move through their career progression step by step, making the most of each chance to learn new skills. They always have their eyes on their ultimate goal: reaching the very top. Popular career paths for the Careerist include management tracks in large organizations and careers that have clearly defined paths from entry-level to leadership.

The challenges they may face on this upward path only spur them ever onward. With the knowledge gained at each step adding to their growing arsenal of skills, careerists find themselves well-equipped to steadily overcome obstacles and move forward.

## STRENGTHS & OPPORTUNITIES

Careerists possess great strengths:

- They have a remarkable ability to collaborate and adapt, no matter what their job title is.
- These individuals work well in teams, offering support and career development to others who wish to learn.

These strengths eventually turn into leadership positions, as Careerists earn the respect of their leaders, peers and subordinates.

However, the drive to achieve can take a dark turn if Careerists find themselves with a toxic manager.

- Lack of recognition for their hard work can take a toll on engagement and productivity.
- Careerists don't let criticism roll off their backs, and they are harder on themselves than anyone else.
- When in positions where they feel unsuccessful, Careerists can lose their confidence, leading to long periods on the same rung of the ladder.

## SUCCESS STORIES

Careerists often work their way up from the ground floor, running companies where they were once entry-level workers.

In 1971, [Jim Skinner](#) took a job as a McDonald's restaurant manager trainee. He mastered a series of progressively more responsible positions, until he was ultimately named vice chairman and CEO in November 2004.

[Ursula Burns](#) knew hard work would take her far, but when she started as an intern at Xerox, she had no idea where she would end up. She moved into an executive assistant role, where she learned the skills needed to successfully run a business. After a long series of career steps, Burns was named chairman and CEO of Xerox in 2009, making her the first African-American woman to lead a Fortune 500 company.

Though stories of mailroom clerks working their way up to executive positions seems like a fairy tale, [Dick Grasso](#) lived this amazing journey. He started off in the mailroom of the New York Stock Exchange in 1968 and proved his ability to lead over and over again. He climbed the career ladder rung by rung, and he was named chairman and chief executive in 1995.

## CAREER PATH

A Careerist's career path often follows a very straightforward route. With an affinity for organization and structure, the Careerist will seek the path that offers the perfect combination of stability and upward progression. This often means that Careerists seek to remain with an employer for the long haul, rather than jumping from ship to ship.

This loyalty and dependability is often enough to earn them the respect of their employers, which further helps propel them along their path. Such organizations where these traits will serve a careerist well include careers in the military, law enforcement, the financial sector, law or various medical professions.

Along their path, Careerists always seek to maintain a strong image of professionalism, while also acting according to their strong values and principles. To that end, they often quickly rise to a managerial position, as they typically exhibit many leadership traits.

## WORKPLACE HABITS

Careerists are often easy to recognize due to their definitive workplace habits:

- Careerists work hard to ensure that their work always exhibits the highest standards of quality—they will never seek to cut corners.
- Always striving to follow the rules, these by-the-book workers know their responsibilities and work dutifully to complete them each day.
- Careerists are also loyal, and should one earn their respect, they will remain steadfast in their resolve to help that person achieve greatness as well.
- Careerists can often be stubborn—a careerist that operates too by-the-book can be limited in flexibility when working with other personality types.
- A careerist is not afraid to voice his or her opinion—however, some opinions aren't always warranted or helpful.
- Those who don't work as enthusiastically as careerists do can lose a careerist's respect, making it hard for them to work together.





# HARMONIZER

## INTRODUCTION

Job-hopping is fashionable in today's ever-changing business environment, but that is one trend that the Harmonizer career type won't follow. These loyal employees treat their coworkers like family, and they are always ready to take on additional responsibilities for the good of the team. Because they are focused on building strong relationships, they are excellent additions to collaborative team environments. Harmonizers are happiest when their colleagues are content, and they have a talent for finding win-win solutions to interpersonal problems.

## STRENGTHS & OPPORTUNITIES

Because Harmonizers are so positive, they bring a wide variety of strengths to their work. Examples include:

- Harmonizers are frequently recognized for influencing and leading coworkers through organizational changes.
- Managers often rely on Harmonizers to get the job done, because they are dedicated to putting in extra effort when required for the good of the team.

Harmonizers do have opportunities for growth, and many set goals to overcome these issues:

- Spending too much time focused on interpersonal relationships at work to the exclusion of completing work responsibilities.
- Creating a balance between work and family -- Harmonizers have a hard time saying no, which leads to time conflicts.

## SUCCESS STORIES

Some of the most successful individuals in the business world capitalized on their interpersonal skills to boost their career development. These Harmonizers can be found in a wide variety of top employers across industries. Examples include:

Former Evernote CEO [Phil Libin](#) thought that the only way to be happy at work was to stick with companies that have no more than 50 employees. However, as a Harmonizer, he was able to transform the work environment of a mammoth technology company into a culture of relationships and cross-team collaboration usually only seen in tiny startups.

[Tony Hsieh](#), CEO of Zappos, has created an extraordinary career from finding and sharing happiness. After selling his startup at the age of 24 because he wasn't enjoying his job anymore, he wrote the bestselling book "Delivering Happiness" and launched his own coaching company. As leader of Zappos, he has created a work environment that is considered the gold standard in employee engagement.

[Eleanor Roosevelt](#), was not only the First Lady of the US but also played a key harmonizing role during her distinguished career as a diplomat. She was instrumental in the founding of the United Nations and the US joining the organization. She subsequently became the first delegate from the US to the UN. Whilst serving as the first chair of the UN Commission on Human Rights, she oversaw the drafting of the Universal Declaration of Human Rights and constantly worked to gain closer cooperation between countries on issues of Human Rights.

## CAREER PATH

Loyalty to their managers, coworkers and company keeps Harmonizers from job-hopping, which means they usually enjoy a straightforward career trajectory. Through hard work and a reputation for communication and collaboration, they are regularly promoted to positions that are increasingly more responsible. However, Harmonizers won't stay in a job that threatens their happiness and well-being for very long. When the environment is dysfunctional or toxic, Harmonizers move on, and their long list of accomplishments makes them attractive candidates for future career advancements in alternative organizations.

## WORKPLACE HABITS

It is easy to spot Harmonizers in the workplace -- they are the first to greet you and make introductions when you walk into a room. Other workplace habits include:

- A focus on actionable solutions -- count on Harmonizers to find creative ways to overcome obstacles.
- Strong communication skills -- when there is a lot of disagreement in how to move forward, Harmonizers can always find common ground.



# LEADER

## INTRODUCTION

While leaders might know business processes inside and out, their true strength is seeing the big picture. These take-charge individuals can relate individual tasks and assignments to larger organizational goals, and they have a gift for communicating their vision in a way that inspires their teams - and themselves - to push forward through tough times to achieve exceptional results.

## STRENGTHS & OPPORTUNITIES

Leaders typically possess the following strengths:

- Leaders understand the value of teamwork, and they are skilled at creating cohesive groups to get the job done.
- Leaders don't fear responsibility - they thrive on it. You can count on leaders to accept accountability for end results.
- Leaders are introspective and quick to identify their own opportunities for growth. By the time you give them feedback, they are typically already aware of and working on the issue.

Of course, no one is perfect, and even leaders have challenges to overcome.

- A strong desire to be the master of their own fates makes it hard for leaders to accept authority. Since everyone answers to someone - even if it is an entrepreneur answering to investors and clients - leaders can struggle when they need to give up some control.
- Leaders are their own harshest critics. Sometimes, they hold team members to the same unreasonably high standards that they hold themselves to. This can damage relationships with those they are leading.

## SUCCESS STORIES

The world is full of successful leaders who have transformed the world we live in. Some of today's biggest influencers include these remarkable examples:

[Indra Nooyi](#), coming from humble beginnings, she gained admission to Yale School of Management and worked night shifts so she could pay for her college tuition. After working in various organizations such as Boston Consulting Group and Motorola she was appointed CEO of PepsiCo, making her the leader of the second largest food and beverage company in the world.

[Bill Gates](#), co-founder of Microsoft Corporation, has led the brand to become one of the most recognized in the computer industry. He has always looked forward, leading the pursuit to constantly diversify Microsoft products and has ingrained this into the organizational culture. He is also recognized for helping others by giving back through The Bill and Melinda Gates Foundation, providing the funding for necessary resources to people all over the world to improve both their lives and their career opportunities.

[Salil Shetty](#), as Secretary General of Amnesty International since 2010, he has lead the organization's movement to end human rights violations worldwide. He has held leadership positions in several humanitarian organizations including the United Nations Millennium Campaign and ActionAid. During his time at ActionAid he is credited with transforming the charity into one of the world's leading international development NGOs.

## CAREER PATH

Most leaders know where their passion lies early in their careers, and they get themselves on the path to management as early as possible. From Student Council positions in high school to leading projects and student organizations in college, these individuals have been developing leadership skills their entire lives. They make it a point to excel in entry-level jobs, ensuring they will be selected for increasingly responsible supervisory positions. They often volunteer for stretch assignments, creating a solid reputation that sets them apart from their peers.

## WORKPLACE HABITS

Leaders feel most alive in collaborative environments, when they challenge themselves, when their team wins and when they have learned something new. Other workplace habits include:

- A preference for making decisions using a flexible work style that goes with the flow, getting the best from every team member.
- An energetic workstyle, expecting a lot from themselves and others.
- A tendency to sacrifice personal time when working on exciting or important projects. This can be damaging to personal relationships in the long term.





# ENTREPRENEUR

## INTRODUCTION

Entrepreneurs are the type of individuals that create their own companies from the ground up. They can be found in organizations of all sizes, offering innovation and creativity to grow and expand the business. They thrive in an environment where they have some flexibility to pursue passion projects. As employees, entrepreneurs are fast learners, and they require ample development opportunities to stay engaged.

## STRENGTHS & OPPORTUNITIES

Growing businesses often owe their success to the Entrepreneurs on staff, as these are the employees that find methods of differentiating the organization from competitors.

- Entrepreneurs have a strong work ethic, and they can always be counted on to go above and beyond when needed.
- These employees strive for perfection, and they place more weight on the quality of their product than meeting deadlines.

Managing Entrepreneurs can be tricky, and leaders need to understand when to be firm and when to allow flexibility.

- It can be difficult to persuade Entrepreneurs to attend to their day-to-day responsibilities when they are inspired by a new idea.
- Entrepreneurs tend to take on more than they can reasonably handle when new projects and development opportunities present themselves.

## SUCCESS STORIES

The biggest advances in culture and technology don't generally come from the corporate world. Instead, they come from visionaries who take major risks by striking out on their own in pursuit of new ideas. These remarkable individuals are entrepreneurs - innovative thinkers who wouldn't settle for the status quo:

Entrepreneur [J.K. Rowling](#) didn't just change the world -- she created an entirely new one in her wildly popular Harry Potter series. Rowling built an empire based on a few sentences she scribbled on a coffee shop napkin.

[Steve Jobs](#) knew that computers could change the world -- but only if they were accessible and intuitive to everyday users. His creation of Apple computers has driven technological innovation, bringing the power of computers and later, mobile technology, to average homes around the globe.

[Harold Schultz](#) left Starbucks in 1985 due to his frustration at the owners not accepting his ideas. He managed to raise \$400,000 funding from various sources, including a doctor who was impressed with his willingness to take a 'gamble'. Schultz opened his own coffee store, reflecting his idea of what a coffee store should be. Two years after opening, the owners of Starbucks turned their attention to other ventures and Schultz bought Starbucks for \$3.8 million. Today Starbucks revenue totals \$21.67 billion and the chain can be found worldwide.

## CAREER PATH

The career path of an Entrepreneur is a winding road, marked by soaring highs and crushing lows. Entrepreneurs take risks, building new businesses or creating innovative products within a larger organization. While they are natural leaders, Entrepreneurs aren't looking for power and prestige. As they grow and develop their skills, they encourage others to join their journey to challenge the status quo, finding bigger, better ways to get the job done.

## WORKPLACE HABITS

It is easy to spot Entrepreneurs in crowd. They are the ones asking, "What if we do it another way?"

- Entrepreneurs are solution-focused, and they can be counted on to overcome obstacles that others can't quite manage.
- As employees, Entrepreneurs are ready to take on a challenge, and they make excellent additions to project teams.
- While Entrepreneurs expect fair compensation that permits them to live comfortably, their priority is developing their skills. Recognition in the form of interesting new assignments keeps these employees engaged.



universum

Thank you!