



Universum Talent Research 2018

Partner Report | Hanken - School of Economics, Helsinki
Finnish Edition | Students | Business



universum
career test

Agenda

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

Agenda

1

INTRODUCTION

This chapter presents general information on:

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

Who We Are

A full service Employer Branding partner

Taking clients from identifying challenges, to engaging talent, to measuring success.

Please visit our [website](#)
for further information & news.



Helping the world's leading organizations strengthen their Employer Brands for close to 30 years.



Thought leaders in Employer Branding, publishing content on C-suite level subjects.



Serving more than 1 700 clients globally, including Fortune 100 companies.



Surveying more than 1 million career-seekers, partnering with thousands of universities and organizations.



Present in 60 countries with regional offices in New York City, Paris, Shanghai, Singapore and Stockholm.



Our Employer Branding content is published yearly in renowned media, e.g. WSJ, CNN, Le Monde, BusinessWeek.

Top media cover our insights

As the global leader in Employer Branding, Universum is a trusted source for insights and employer rankings among the top media outlets around the world.

Our Most Attractive Employer Rankings and talent research, based on more than 1 million students and professionals globally, are covered annually and generate massive interest among career-seekers and employers alike.

“There’s an endless appetite for those stories and I really like when we can rely on Universum...”

– Kathryn Dill, Forbes

“Very happy...traffic this year so far is double last year's, and the social push has been strong. Package is still showing up in our top 50 URLs of the day report. Thanks for another great year...!”

– Gabrielle Solomon, CNNMoney

Global Media Partner



National Media Partners



Making headlines across the globe

**Featured
in prominent
global media with
reach in the
millions**



**Harvard
Business
Review**

“How the Best Global
Employers Convince
Workers to Join and Stay”
[HBR](#)

**The
Economist**

“Are you a doer or a
manager?”
[The Economist](#)



“World’s Top Employers
for New Grads”
[CNN Money](#)



“These are 2017’s most
attractive employers for
students”
[World Economic Forum](#)

Entrepreneur

“Employees From All
Generations Want This
One Thing From
Employers”
[Entrepreneur](#)

Forbes

“Awareness vs.
Differentiation: It’s Time
for Organizations to
Distinguish Their
Employer Brand”
[Forbes](#)

BBC

“Gen Y: One size does
not fit all at the office”
[BBC](#)

**Media
coverage
in over 60
countries**

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 over **25 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
- **Professionals** with an academic degree
- **Non-academics**

NUMBER OF RESPONDENTS

Your students	120
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All students	3 261
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Total number of
respondents in the survey

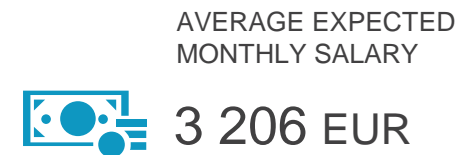
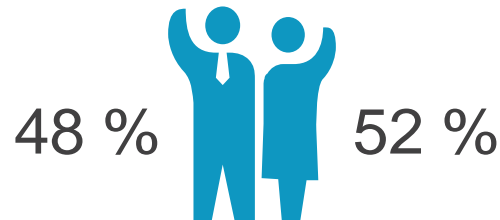
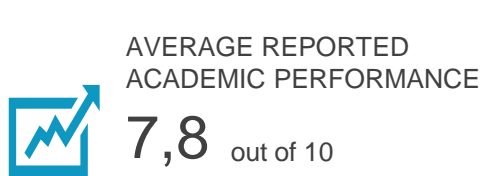
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FIELD PERIOD

November 2017 - April 2018

General profile



Your students



TOP CAREER GOALS

1. To have work/life balance
2. To be competitively or intellectually challenged
2. To be dedicated to a cause or to feel that I am serving a greater good



ATTRACTIVE UNIVERSITY ATTRIBUTES

1. Friendly and open environment
2. High rank within its field
3. Quality and variety of courses



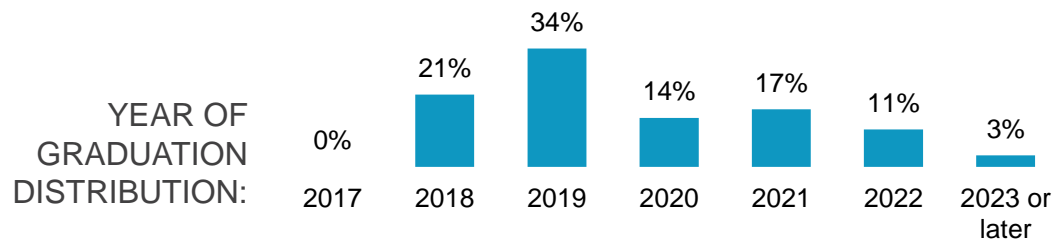
STRONGEST SOFT SKILLS

1. Reliability
2. Responsibility
3. Work ethic



PREFERRED EMPLOYER ATTRIBUTES

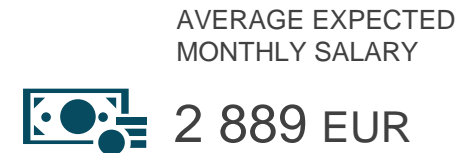
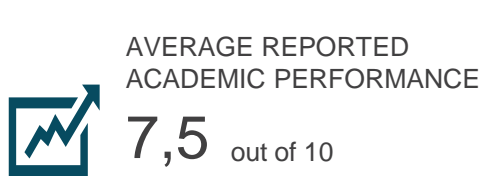
1. Good reference for future career
2. Variety of assignments
3. A creative and dynamic work environment



AVERAGE AGE (years)

24,0

General profile



All students



TOP CAREER GOALS

1. To have work/life balance
2. To be dedicated to a cause or to feel that I am serving a greater good
3. To be secure or stable in my job



ATTRACTIVE UNIVERSITY ATTRIBUTES

1. Friendly and open environment
2. Quality and variety of courses
3. High rank within its field



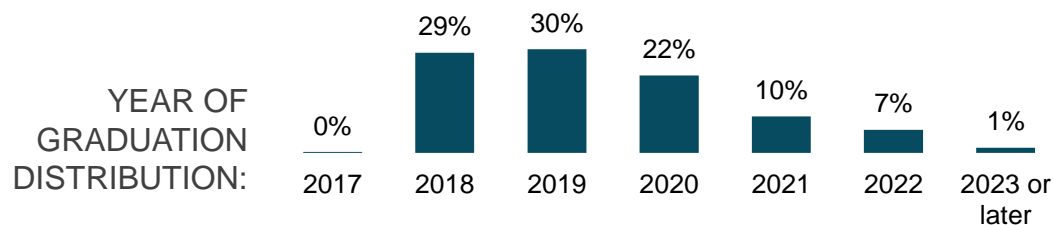
STRONGEST SOFT SKILLS

1. Reliability
2. Responsibility
3. Integrity



PREFERRED EMPLOYER ATTRIBUTES

1. Variety of assignments
2. Leaders who will support my development
3. Good reference for future career



AVERAGE AGE (years)

24,4

Agenda

1

INTRODUCTION

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

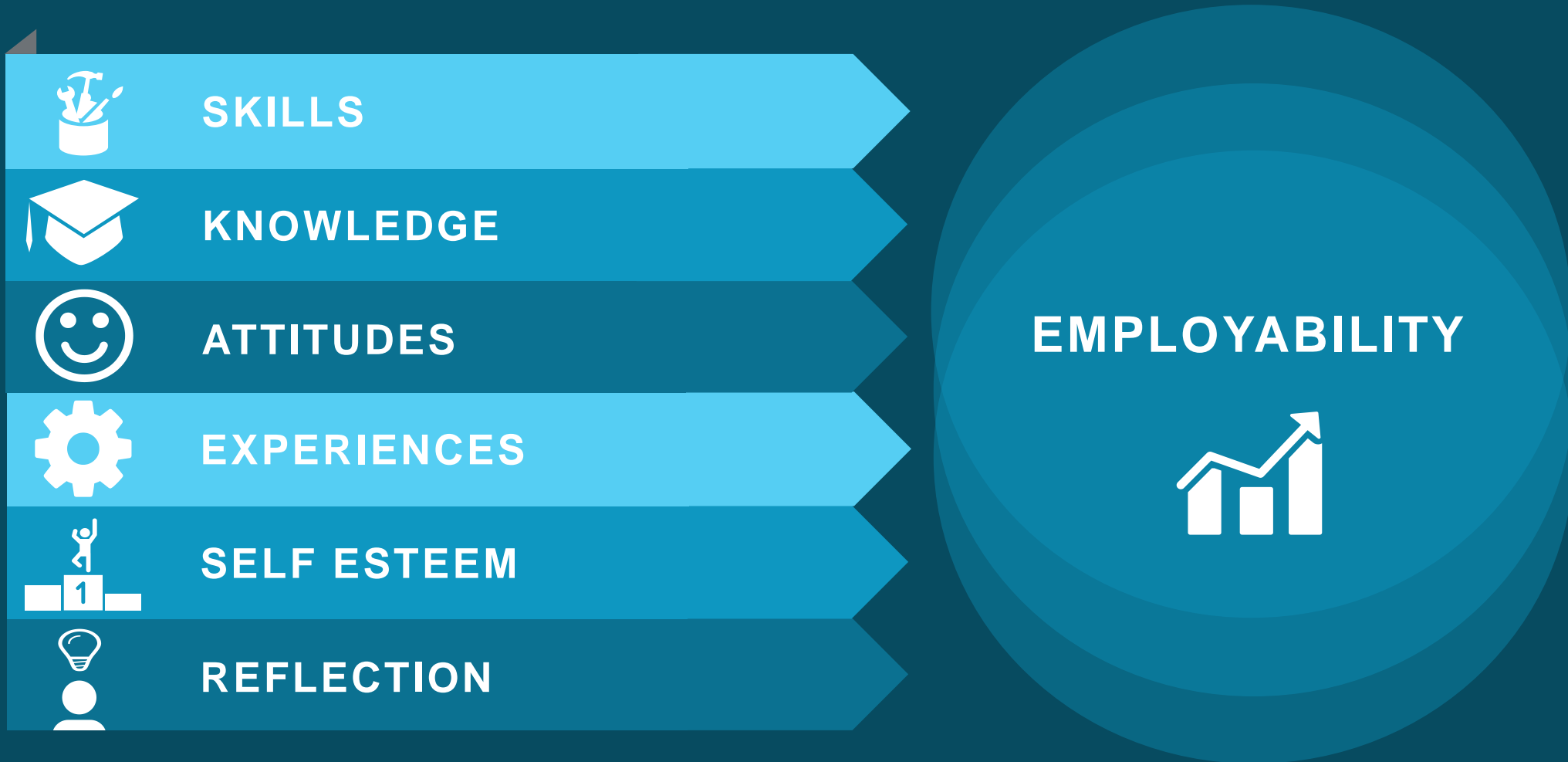
2

EMPLOYABILITY & TALENT PROFILE

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

Measuring employability

How we operationalise Employability in the Universum Talent Survey



Top soft skills recruiters look for in graduates

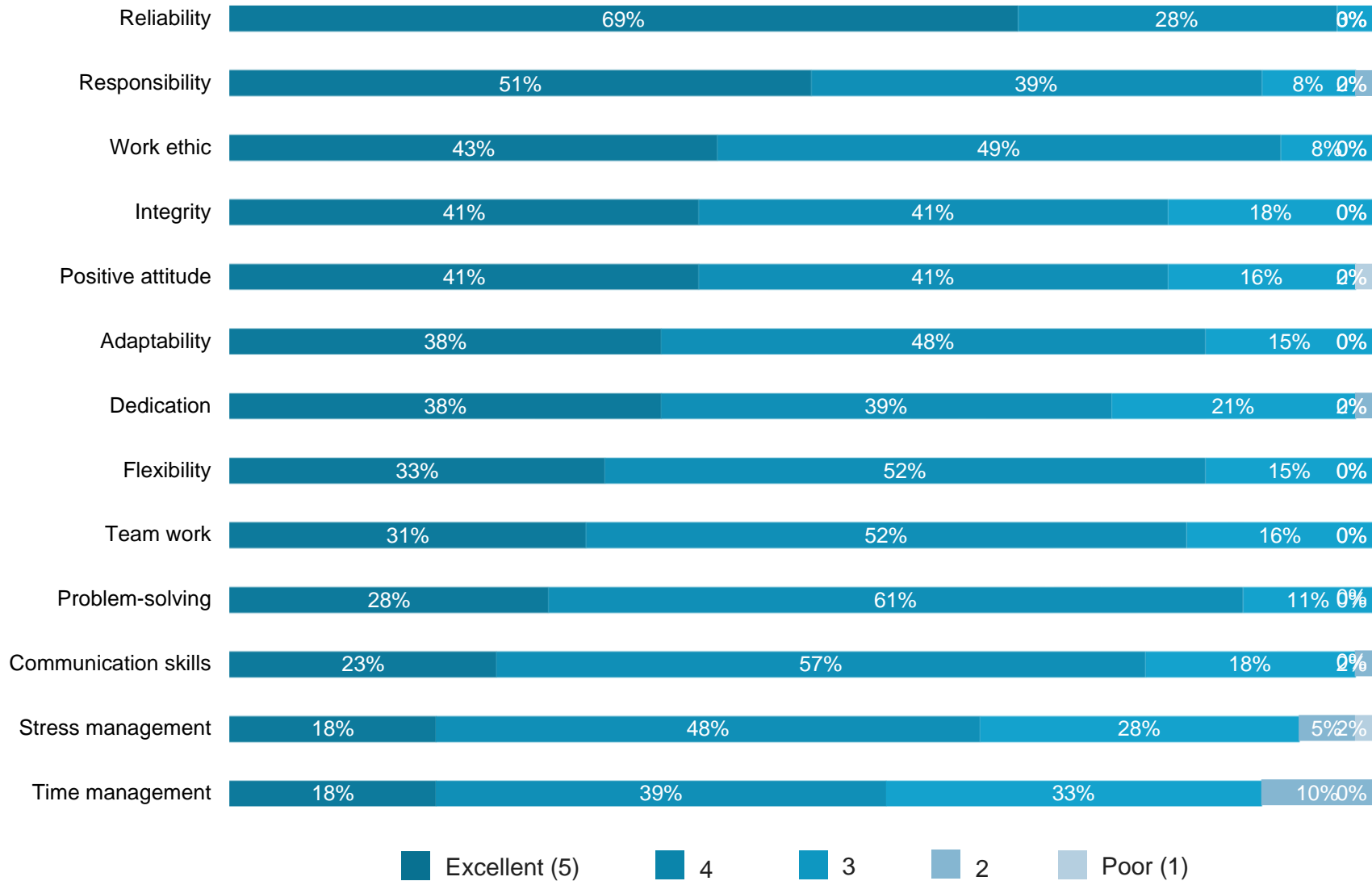
Rank	Soft Skills	Total %	Private	Public	NGO
1	Reliability	88	0	-1	-2
2	Responsibility	88	0	1	0
3	Communication Skills	85	-1	0	-1
4	Positive Attitude	84	1	-1	-2
5	Team Work	84	1	1	4
6	Problem Solving	82	0	0	-2
7	Work Ethic	82	0	-1	2
8	Adaptability	80	0	1	-3
9	Dedication	77	0	0	-1
10	Integrity	76	-1	-2	3
11	Flexibility	73	1	-2	-3
12	Stress Management	73	0	2	-5
13	Time Management	71	0	2	-3

SKILLS
+
**SELF
ESTEEM**

[Download
our free
ebook >>](#)

Soft Skills – Self-assessment

Your students

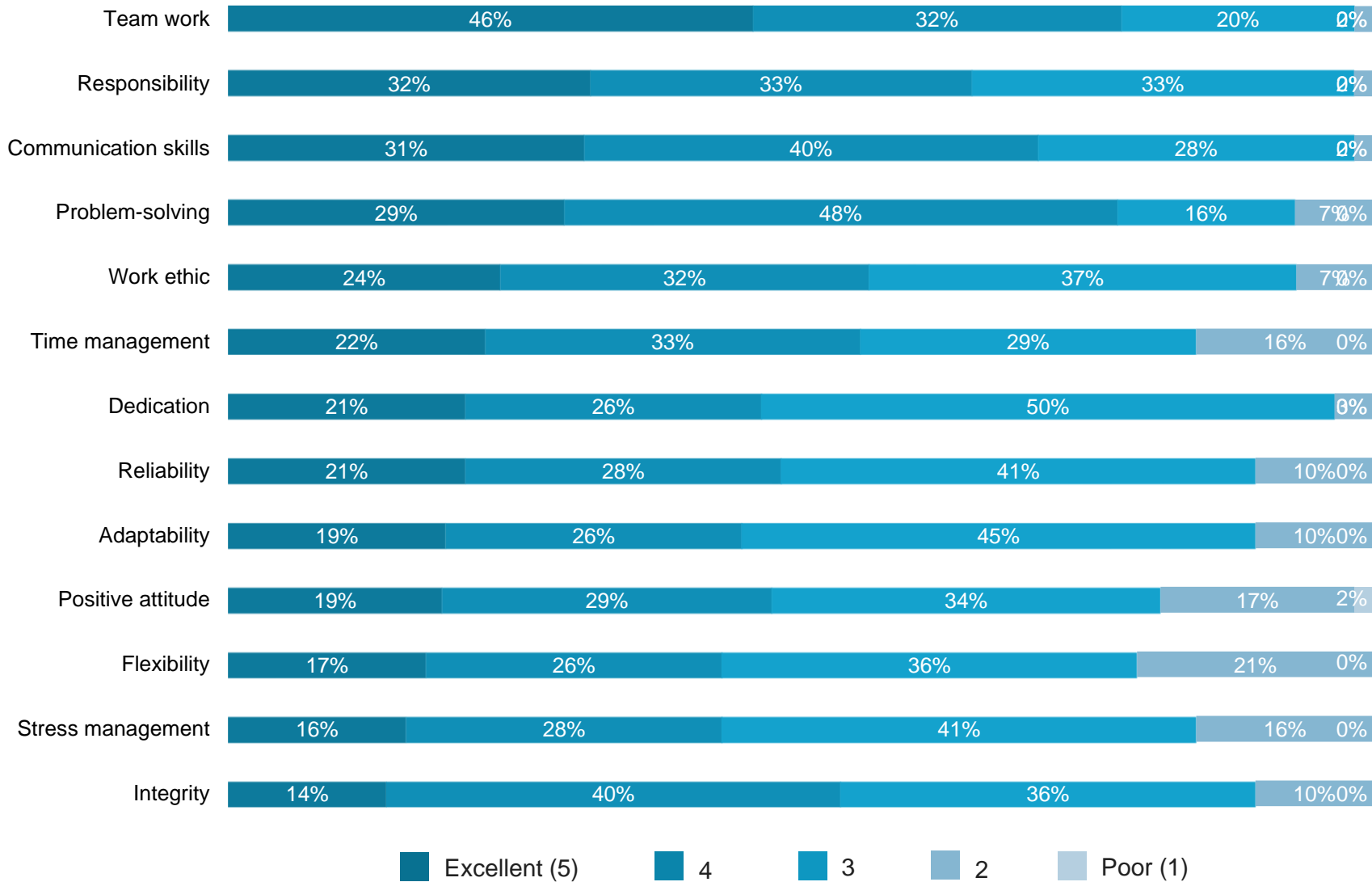


- ?
- How would you rate yourself in the following skills?
 - How would you rate your college or university in preparing you in the following skills?
 - Scale: 1-5

- !
- Sorted by overall importance.
 - More information can be found on:
<https://universumglobal.com/boost-graduate-employment-build-better-workforce/>

Vs. University assessment

Your students



- ?
- How would you rate yourself in the following skills?
 - How would you rate your college or university in preparing you in the following skills?
 - Scale: 1-5

- !
- Sorted by overall importance.
 - More information can be found on:
<https://universumglobal.com/boost-graduate-employment-build-better-workforce/>

Soft Skills - Overview

Your students



How talent think of themselves

Rank	Soft Skill	Rate
1	Reliability	4,7
2	Responsibility	4,4
3	Work ethic	4,3
4	Adaptability	4,2
4	Integrity	4,2
6	Positive attitude	4,2
7	Flexibility	4,2
8	Problem-solving	4,2
9	Team work	4,1
10	Dedication	4,1
11	Communication skills	4,0
12	Stress management	3,8
13	Time management	3,7

How talent think their University prepared them

Rank	Soft Skill	Rate
1	Team work	4,2
2	Communication skills	4,0
2	Problem-solving	4,0
4	Responsibility	3,9
5	Work ethic	3,7
6	Dedication	3,6
7	Time management	3,6
8	Reliability	3,6
9	Integrity	3,6
10	Adaptability	3,5
11	Positive attitude	3,5
12	Stress management	3,4
13	Flexibility	3,4

- ?
- How would you rate yourself in the following skills?
 - How would you rate your college or university in preparing you in the following skills?

- !
- More information can be found on:
<https://universumglobal.com/boost-graduate-employment-build-better-workforce/>

Soft Skills - Overview

All students



How talent think of themselves

Rank	Soft Skill	Rate
1	Reliability	4,6
2	Responsibility	4,4
3	Integrity	4,2
4	Dedication	4,2
5	Work ethic	4,2
6	Flexibility	4,1
7	Adaptability	4,1
8	Positive attitude	4,1
9	Communication skills	4,0
10	Team work	4,0
11	Problem-solving	4,0
12	Stress management	3,7
13	Time management	3,6

How talent think their University prepared them

Rank	Soft Skill	Rate
1	Team work	4,1
2	Communication skills	3,8
3	Responsibility	3,6
4	Problem-solving	3,6
5	Time management	3,5
6	Adaptability	3,5
7	Dedication	3,4
8	Flexibility	3,4
9	Reliability	3,4
10	Work ethic	3,4
11	Stress management	3,3
12	Integrity	3,3
13	Positive attitude	3,3

- ?
- How would you rate yourself in the following skills?
 - How would you rate your college or university in preparing you in the following skills?

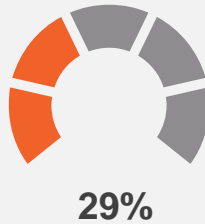
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- More information can be found on:
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Skill confidence

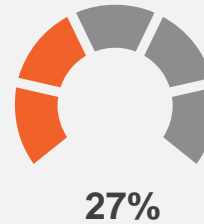


Share of talent showing a high level of skill confidence:

Your students



All students



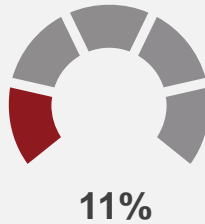
Self-esteem and having confidence into their own personality, soft-skills and experience is important for the employability of talent. Especially in presenting it to potential employers to gain, keep or find new employment when needed. See details on next slide.

Leadership



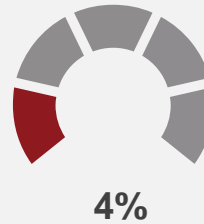
Share of talent with
Leadership Potential
within the target group:

Your students



11%

All students



4%

Having a large share of future leaders in the population is important, as those will be the individuals who have the chance to influence business, governments and society in the future. Leaders combine:

- *An ability to see the big picture in any situation, which helps them inspire both their teams and themselves.*
- *They prefer the benefits of working with others in a team environment, rather than being a “lone-wolf”.*
- *They understand responsibility as something to be desired and sought after.*

International Mindset



Share of talent with an international mindset within the target group:

Your students



15%

All students

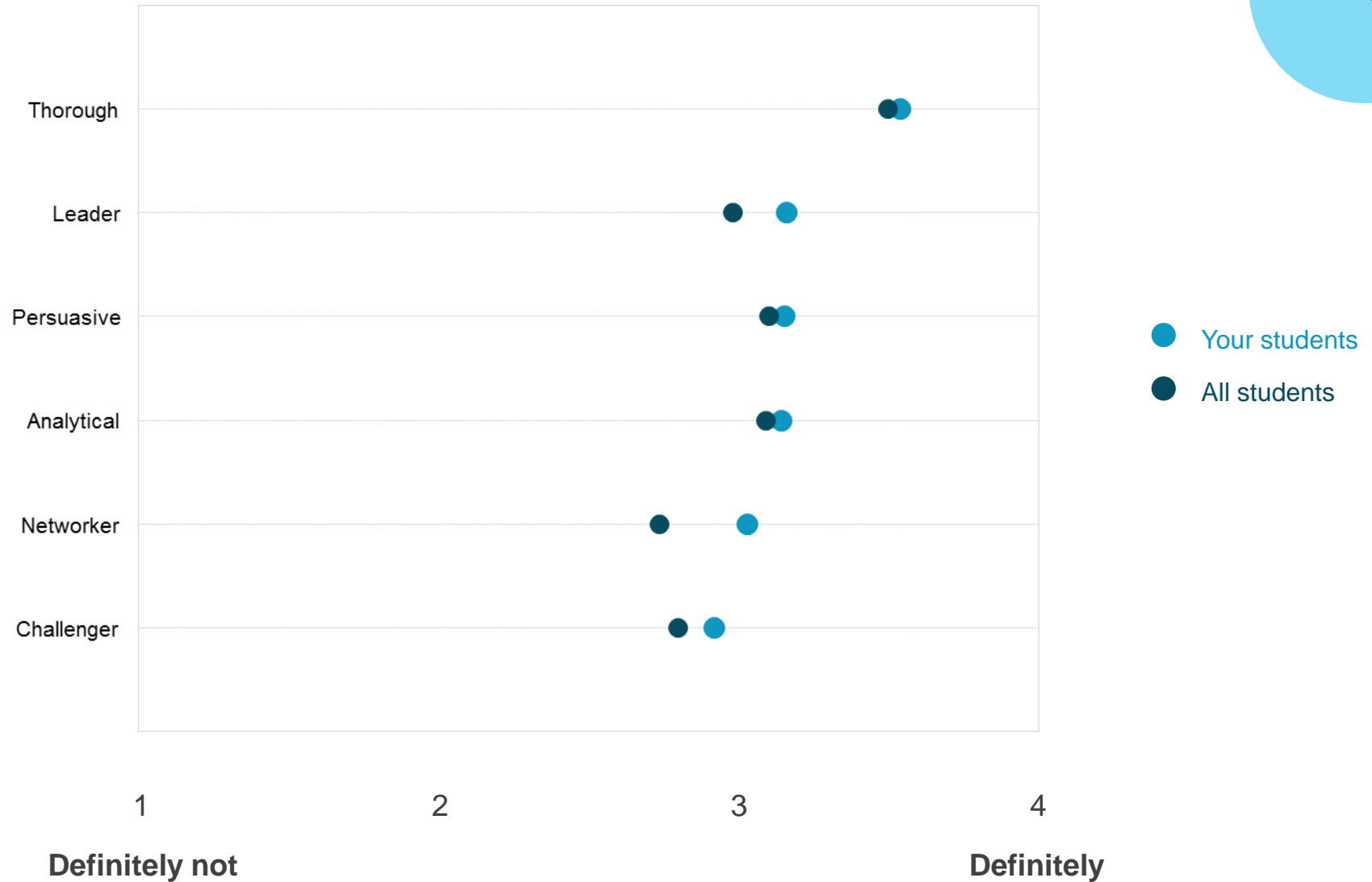


16%

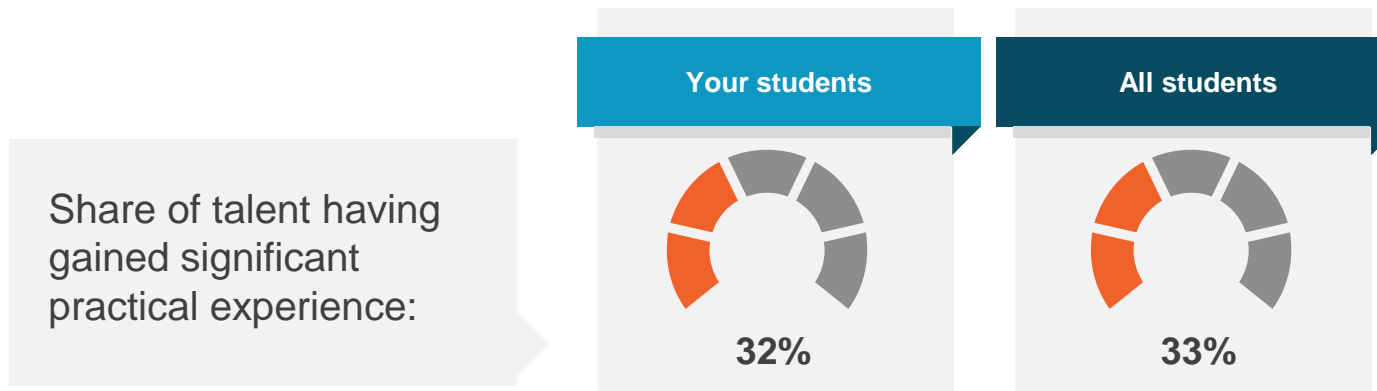
Being an Internationalist is not only an experience on a CV, but:

- *Comprises a global skill and mind-set which enables career success.*
- *Allows individuals to recognise market & growth opportunities.*
- *Enables individuals to handle complex situations and to successfully influence those who are different from oneself.*

Which personality traits describe each target group?



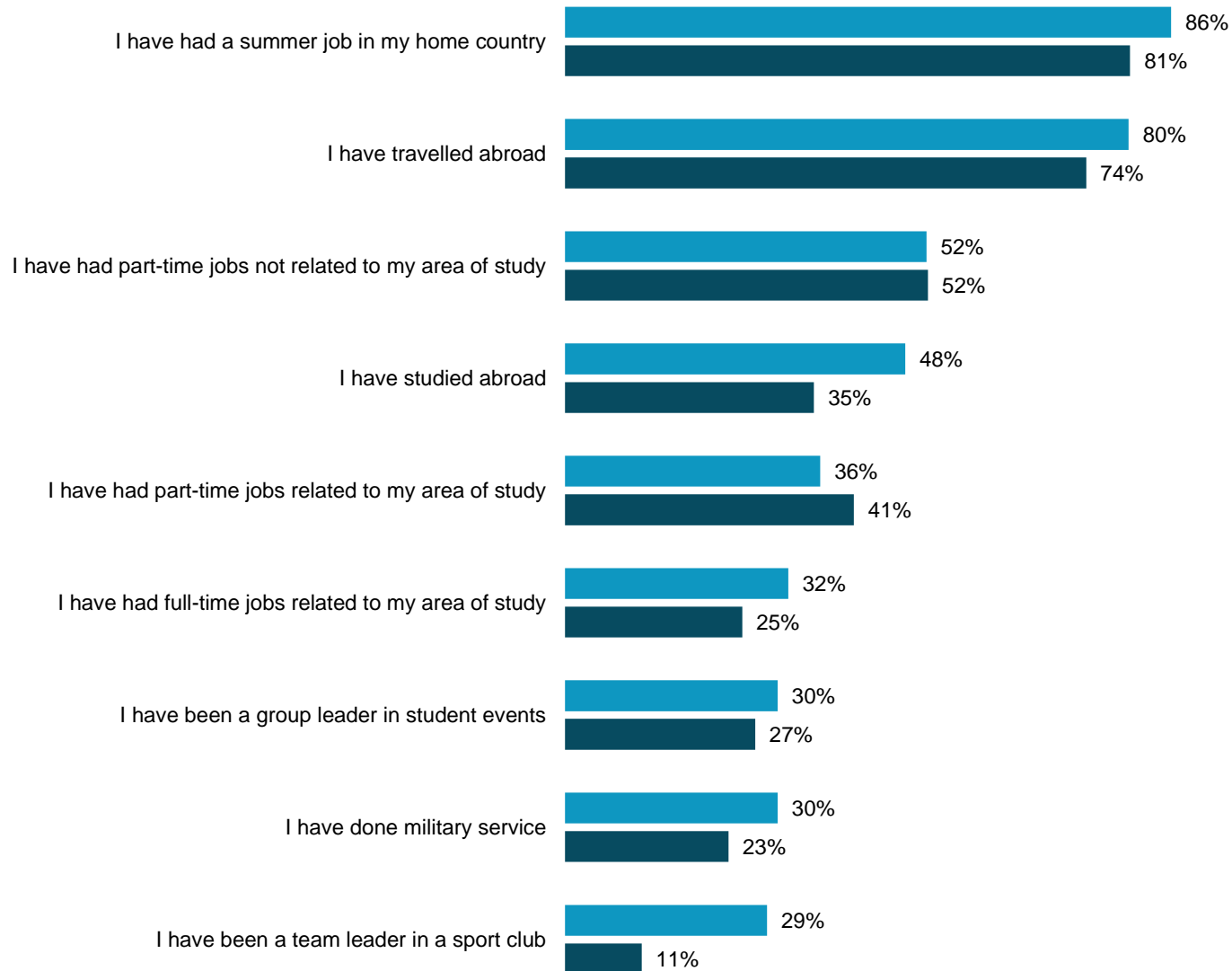
Significant practical experience



Academic qualifications are not the only important requirement. Employers will also expect talent to have hands-on experience, to have taken on positions of leadership and responsibility, and to show real initiative before they graduate. Practical experience will:

- *Provide talent with an insight into the workplace.*
- *Help to develop key skills.*
- *Provide opportunities to put one's knowledge into practice.*

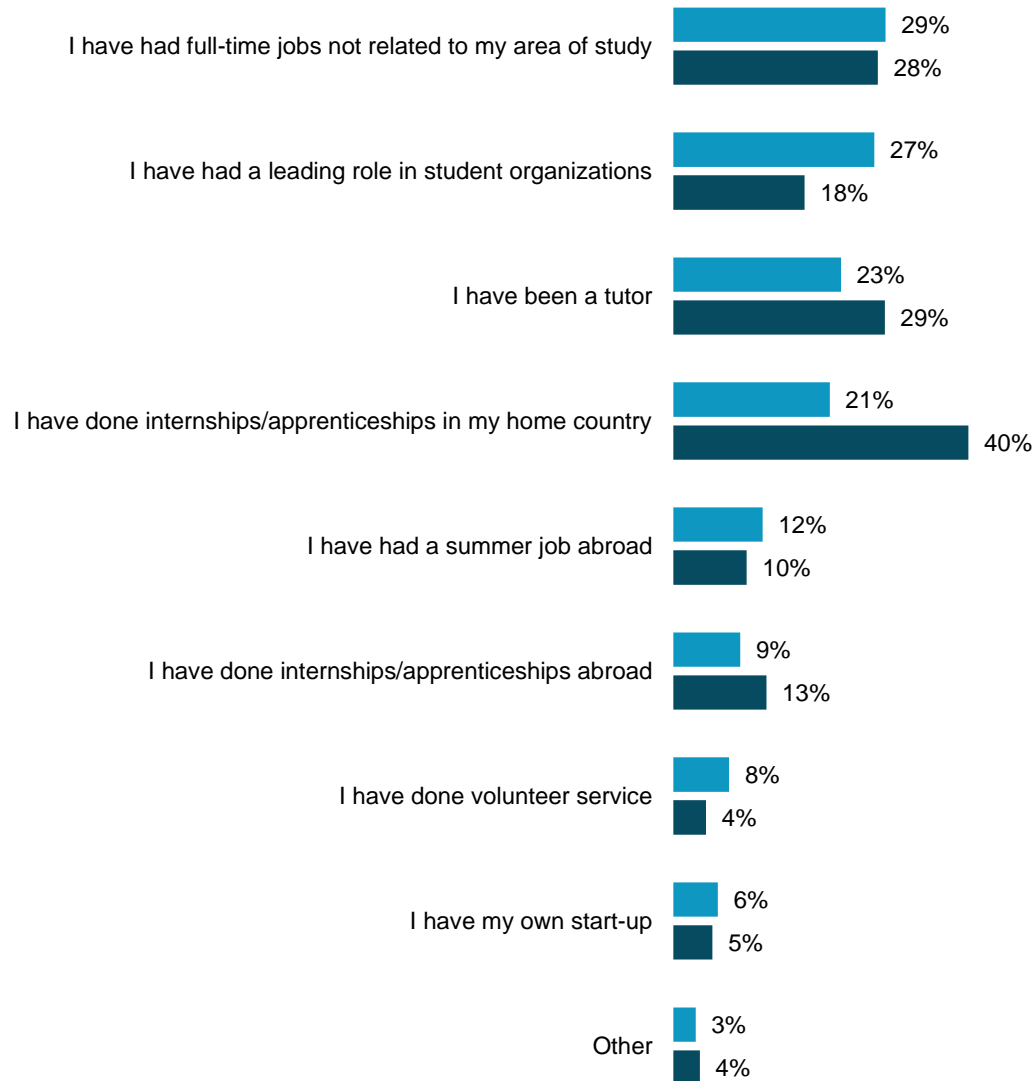
Practical experiences (1/2)



■ Your students

■ All students

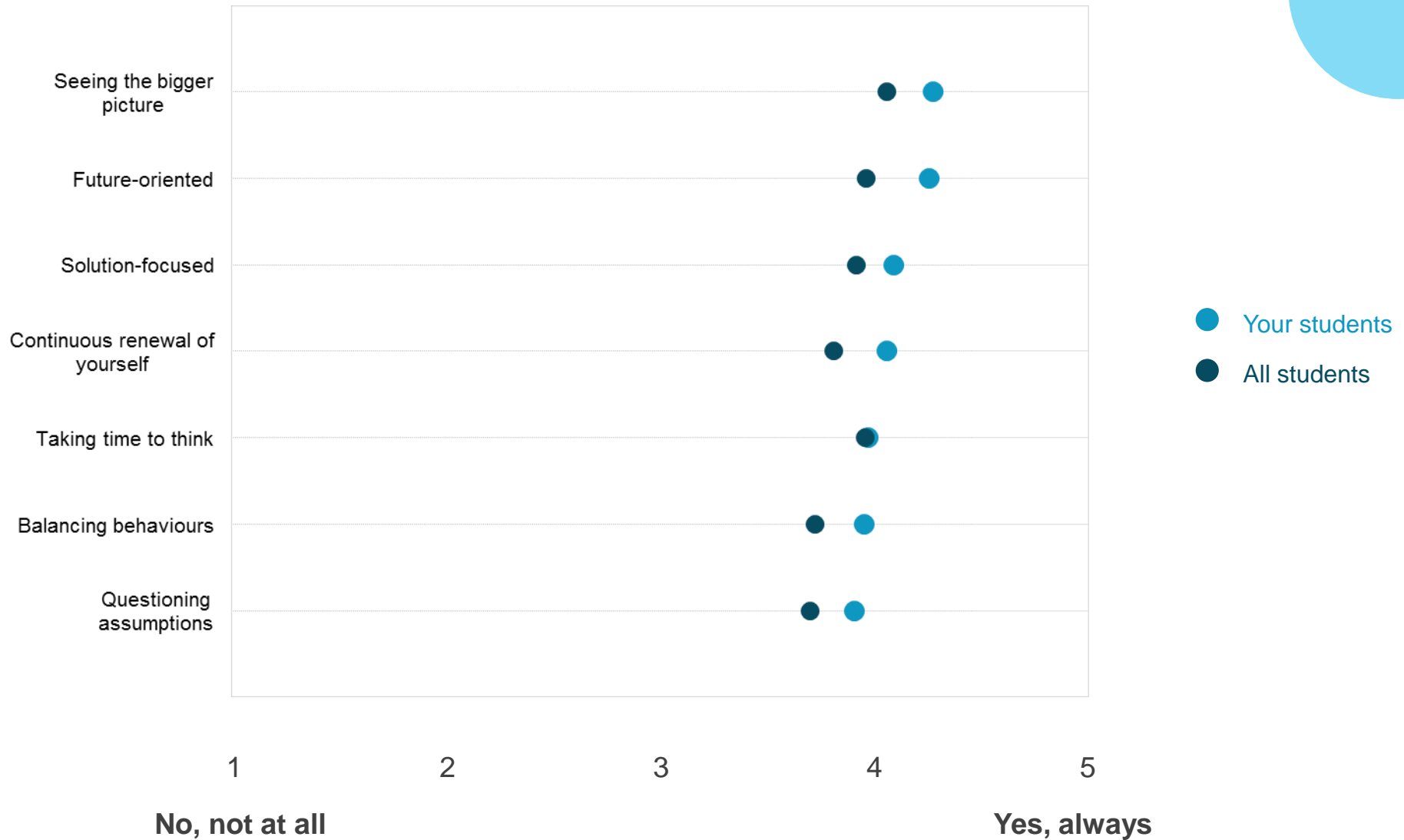
Practical experiences (2/2)



■ Your students

■ All students

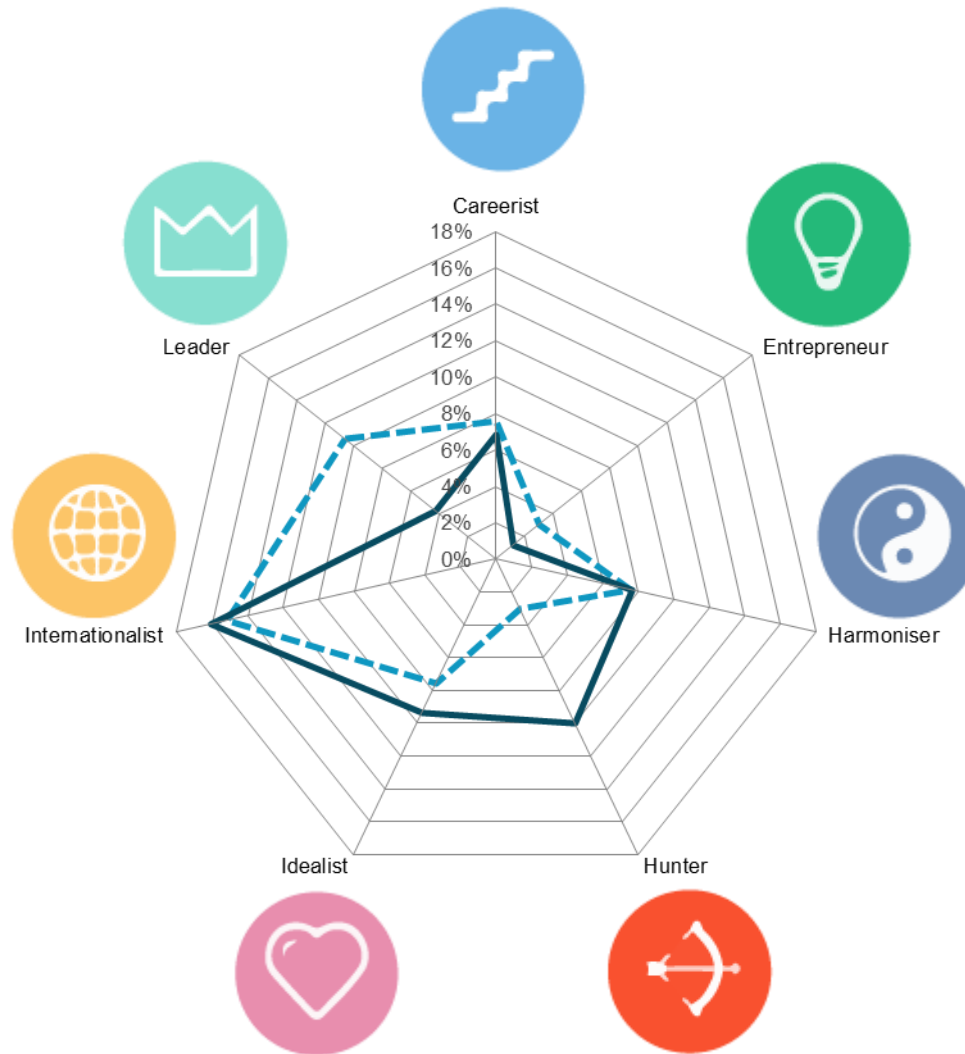
How talent's mindset differs between the target groups



The Universum Career Profiles

Distribution per target group

— — Your students
— All students



Agenda

- 1 INTRODUCTION
- 2 EMPLOYABILITY & TALENT PROFILE
- 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

Furthermore this chapter offers insights on the preferred career/alumni services used by your talent.

Top of mind associations with Hanken - School of Economics,
Helsinki



The Universum Drivers of University Attractiveness

REPUTATION & IMAGE¹

- 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



SOFT



CULTURE & STUDENT LIFE²

- 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

EXTRINSIC

INTRINSIC

EMPLOYABILITY & FUTURE OPPORTUNITIES³

- 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



HARD



EDUCATIONAL OFFERING⁴

- 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

• 1 Refers to the university as a whole
 • 2 Refers to the social environment on- and off-campus
 • 3 Refers to the long-term opportunities the university provides for students
 • 4 Refers to various aspects of the education provided by the university

• * Newly added answer choice/changed answer choice
 • This framework has been developed by Universum in cooperation with universities.

The most associated attributes - Top 10

Your students

- 1. Successful alumni
- 2. International focus
- 2. Study abroad program
- 4. High rank within its field
- 5. Secure campus environment
- 6. Opportunities to network with employers
- 7. Prestige
- 8. High employment among graduates
- 9. Attractive geographic location
- 10. Good reference for future career and/or education

Reputation & Image

Employability & Future opportunities

All students

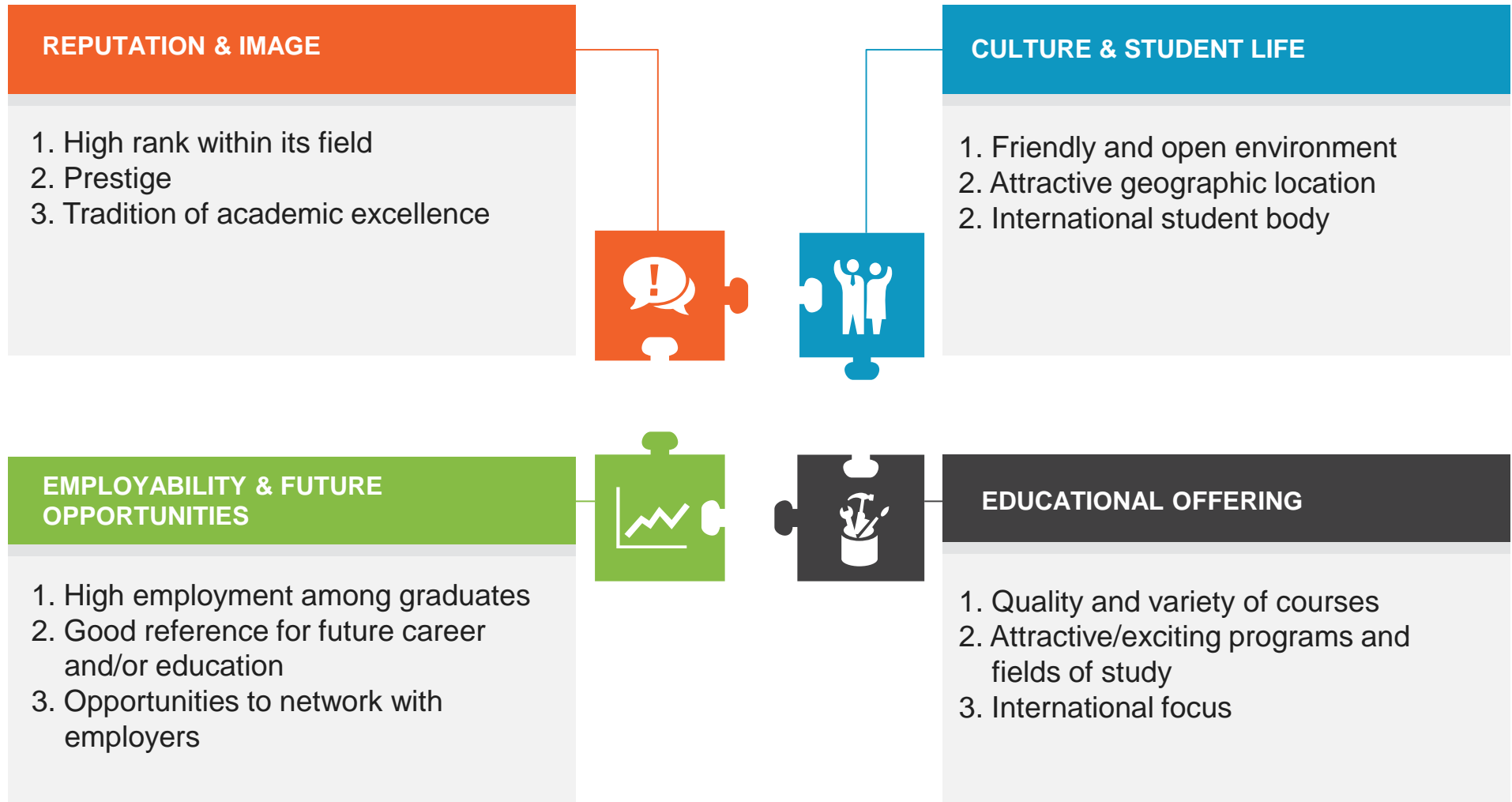
- 1. Secure campus environment
- 2. Friendly and open environment
- 3. Study abroad program
- 4. High employment among graduates
- 5. Opportunities to network with employers
- 6. International focus
- 7. Social and recreational activities
- 8. Prestige
- 9. Good reference for future career and/or education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

Culture & Student life

Educational offering

What is attractive?

Your students



The most attractive attributes - Top 10

Your students

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

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. Exceptional professors/lecturers
9. Opportunities to network with employers
10. Attractive geographic location

Culture & Student life

Educational offering

The most attractive attributes over time

Your students

REPUTATION & IMAGE



CULTURE & STUDENT LIFE



EMPLOYABILITY & FUTURE OPPORTUNITIES



EDUCATIONAL OFFERING



2016:

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

2016:

1. Friendly and open environment
2. Social and recreational activities
3. Attractive geographic location

2016:

1. High employment among graduates
2. Good reference for future career and/or education
3. Launching pad for international career

2016:

1. International focus
1. Quality and variety of courses
3. Study abroad program

2017:

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

2017:

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

2017:

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

2017:

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

2018:

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

2018:

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

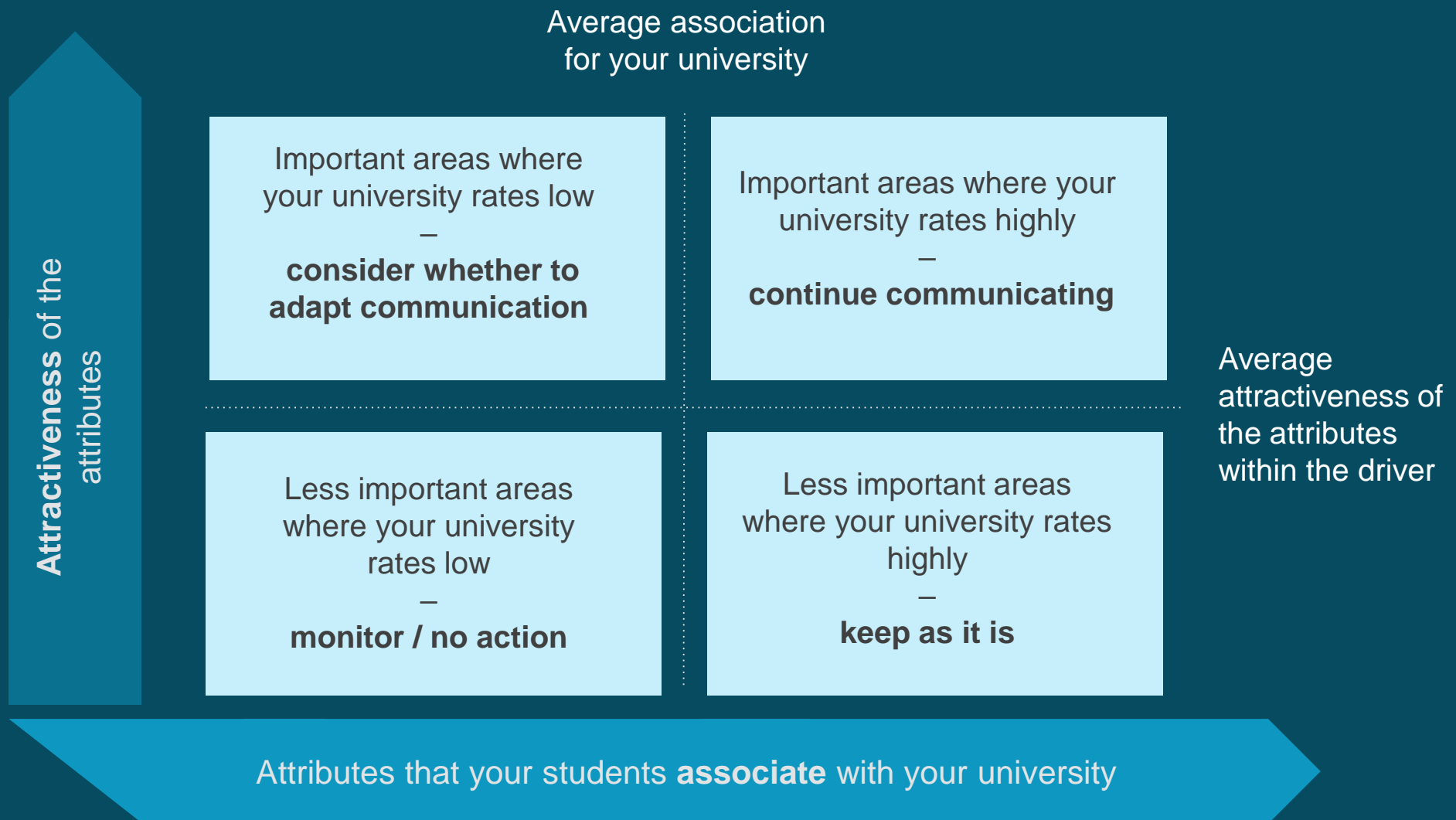
2018:

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

2018:

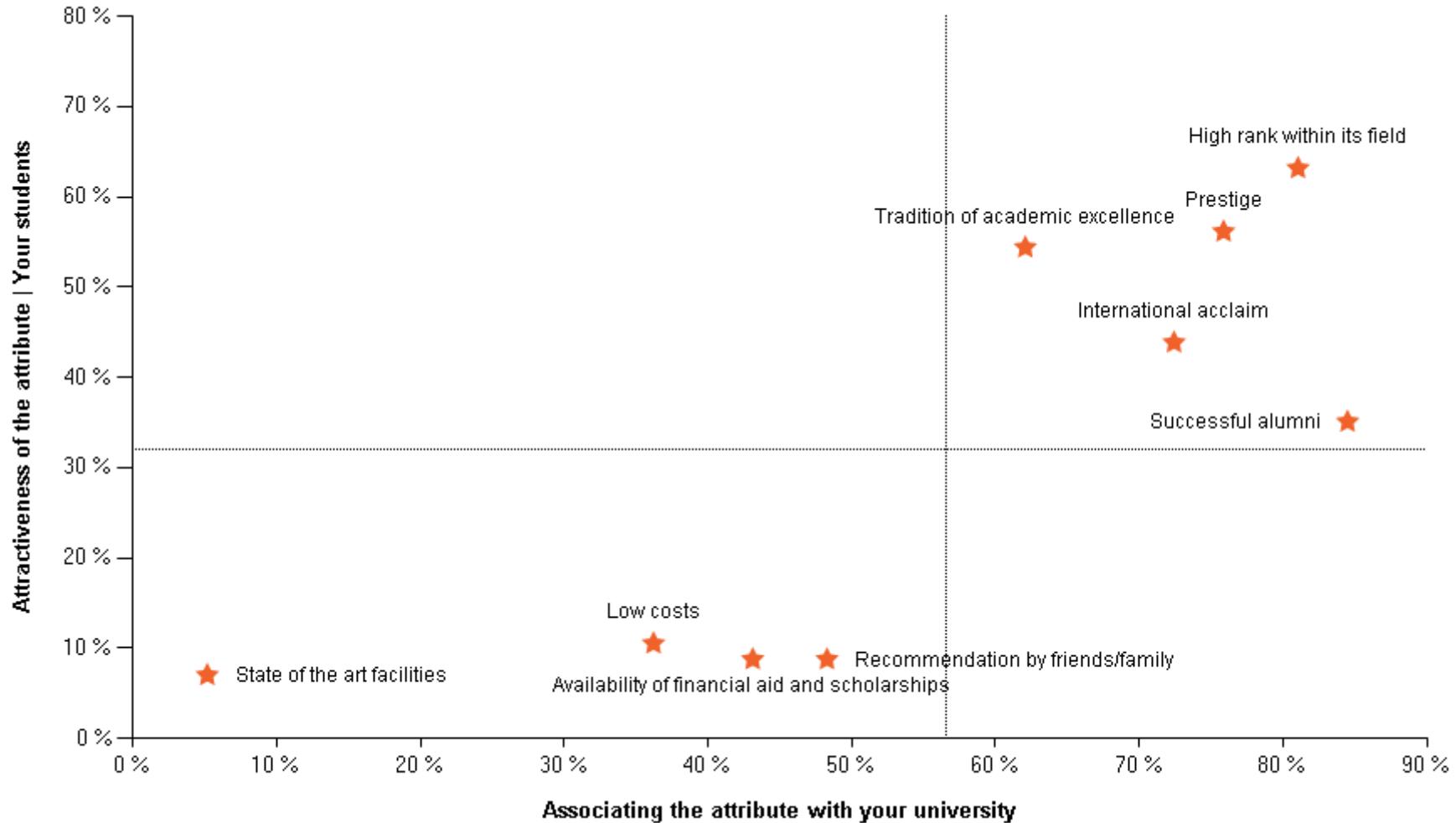
1. Quality and variety of courses
2. Attractive/exciting programs and fields of study
3. International focus

Attractiveness vs. Associations



Reputation & Image

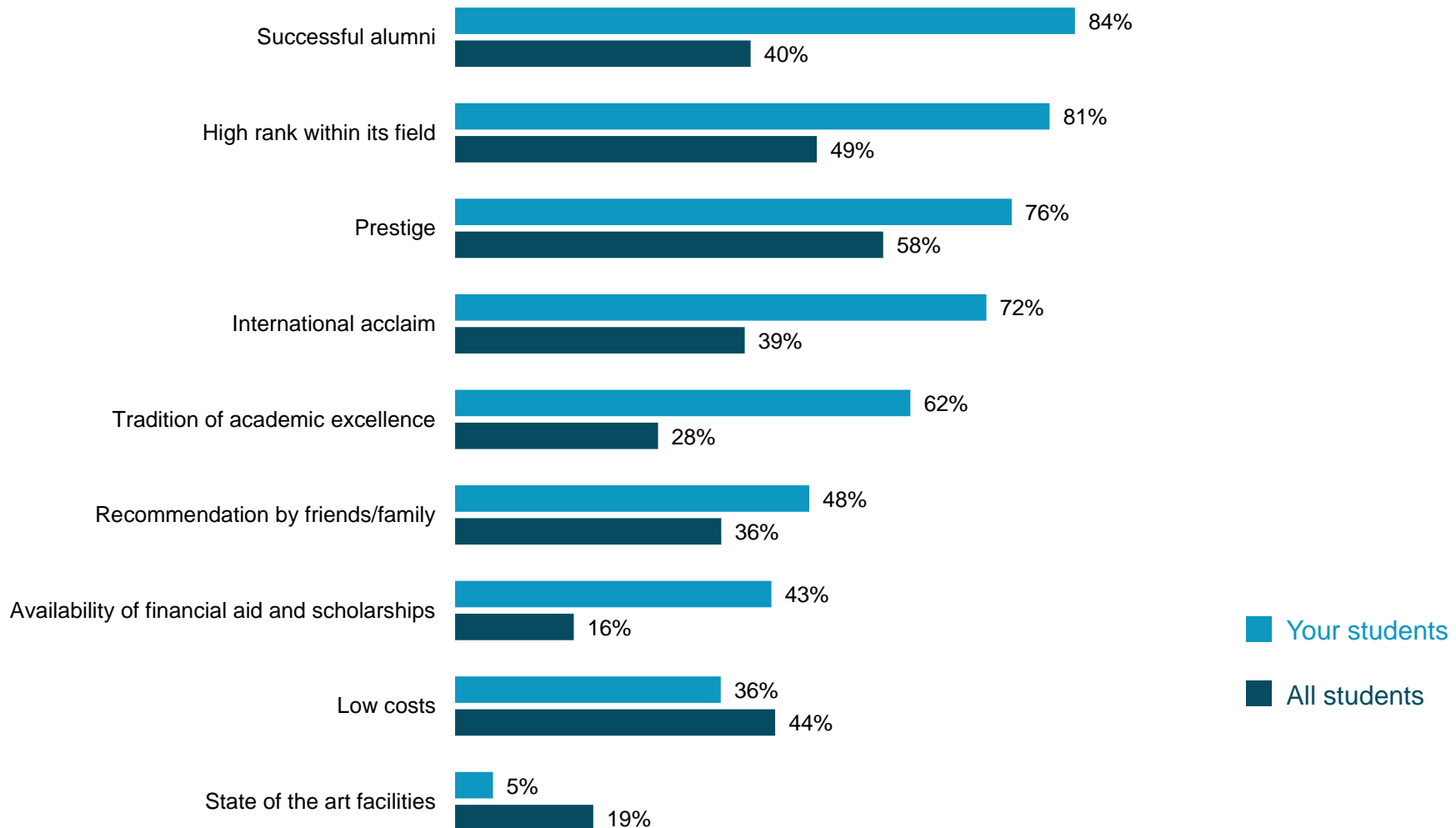
Attractiveness vs. Associations with Hanken - School of Economics, Helsinki



- 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)

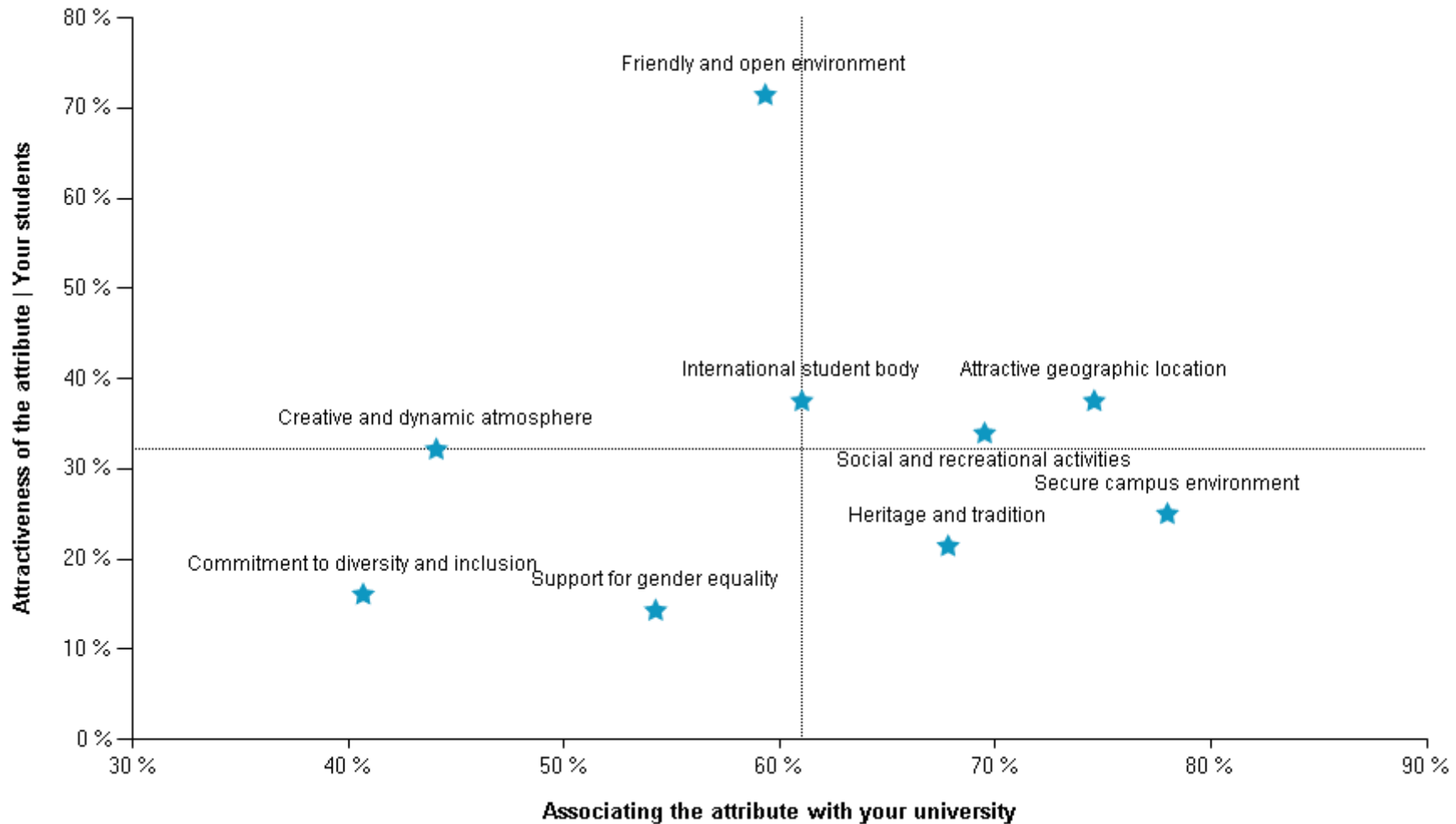
Reputation & Image

Most frequent associations



Culture & Student Life

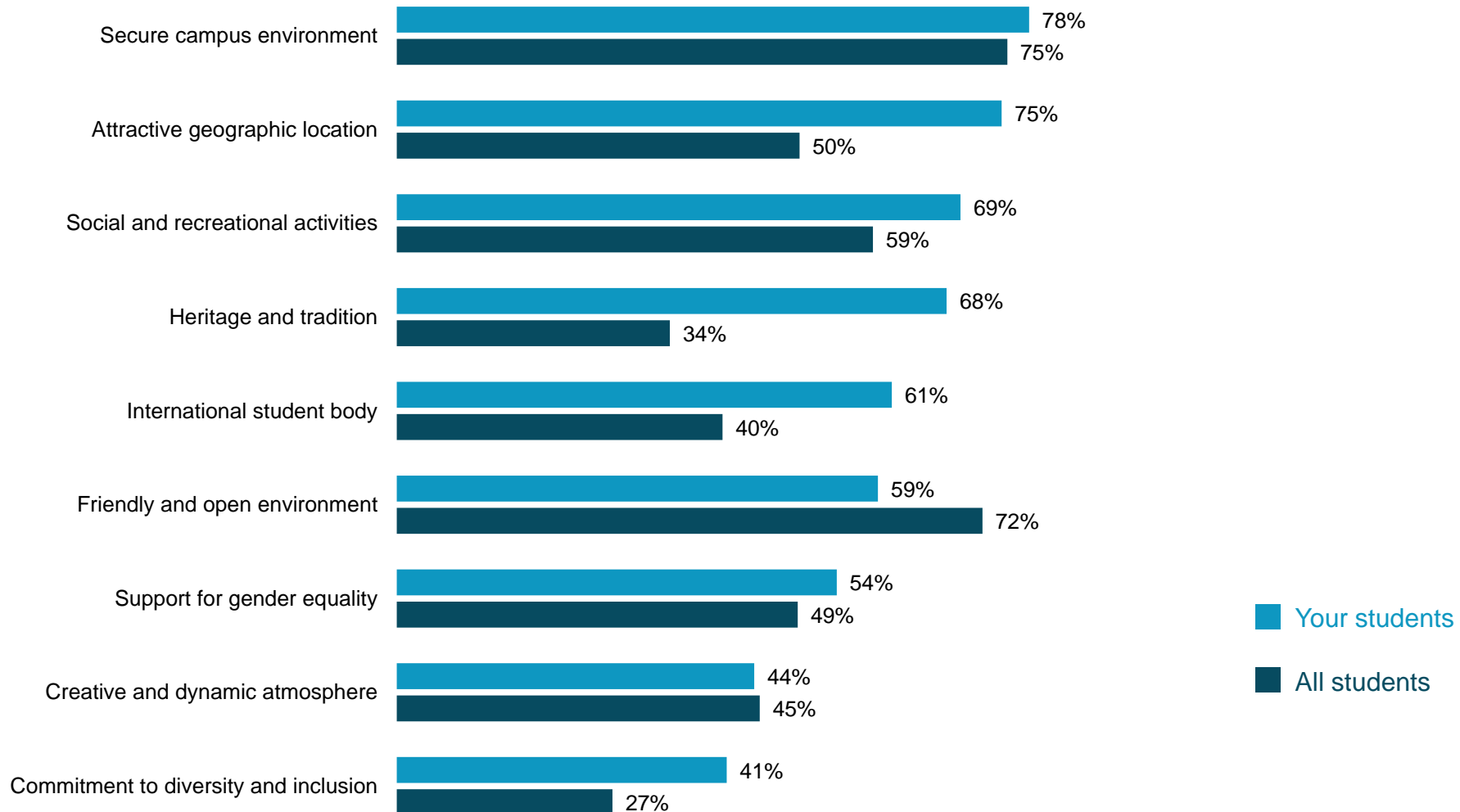
Attractiveness vs. Associations with Hanken - School of Economics, Helsinki



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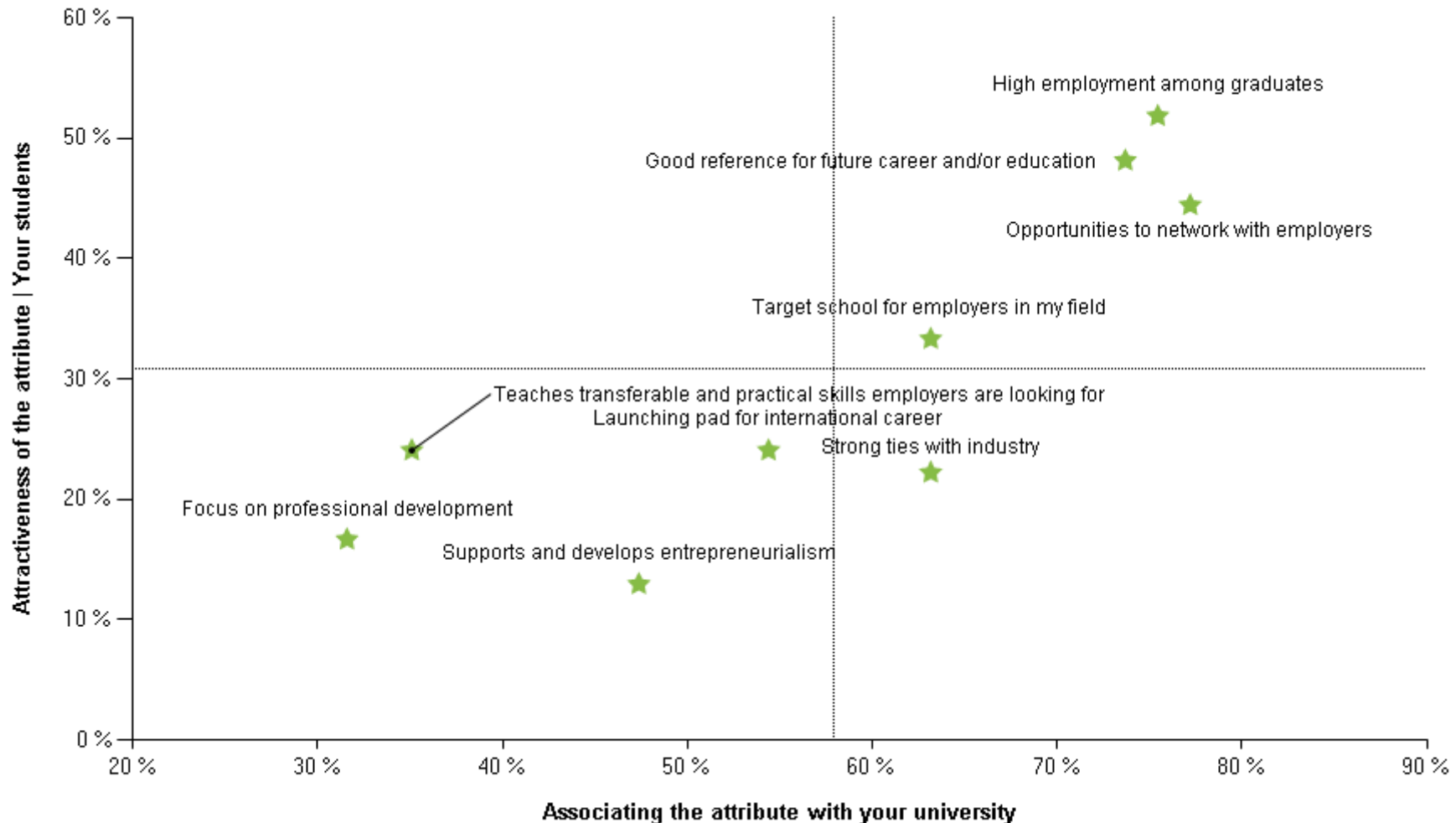
Culture & Student Life

Most frequent associations



Employability & Future Opportunities

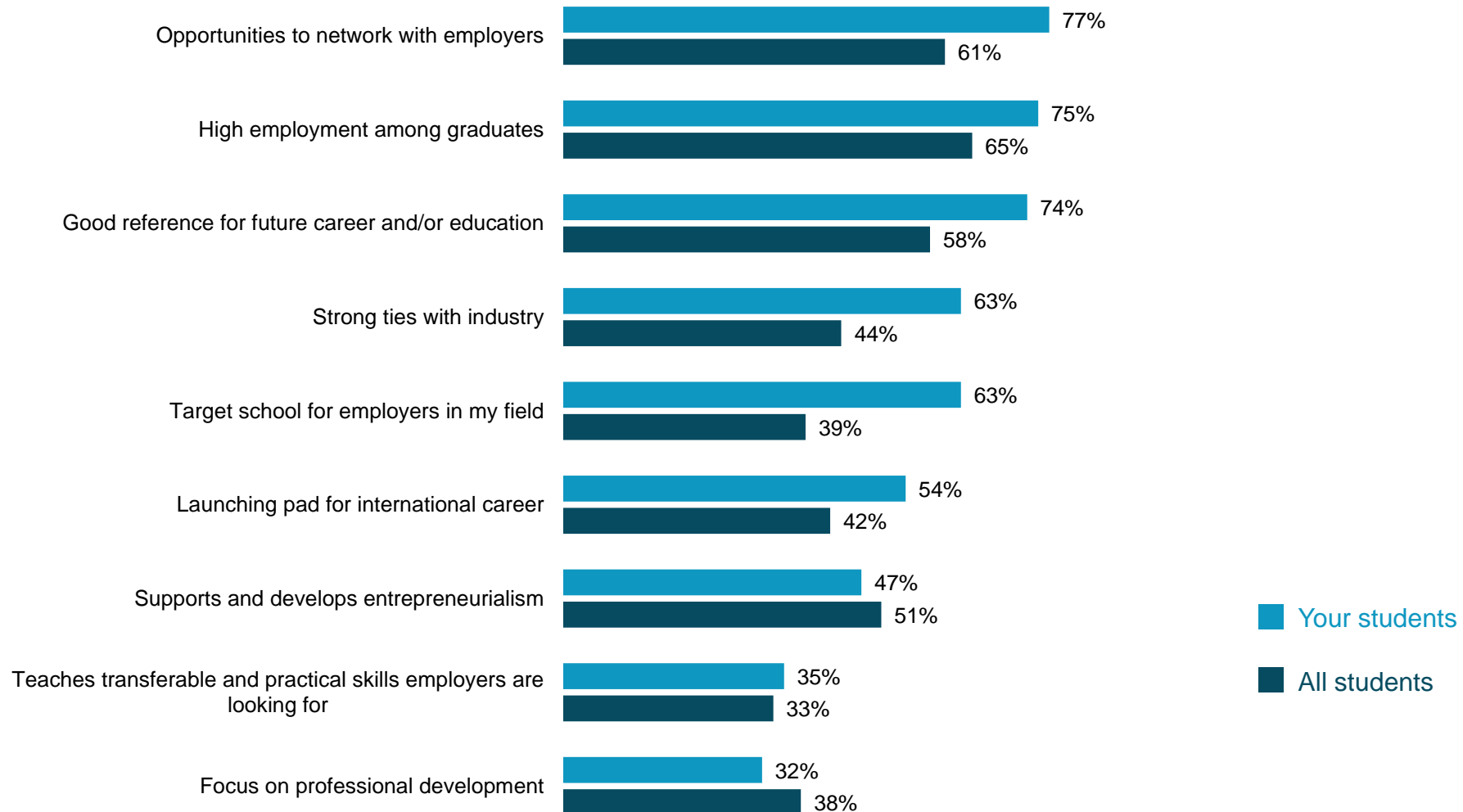
Attractiveness vs. Associations with Hanken - School of Economics, Helsinki



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- Which of these are most important to you? (Max. 3)

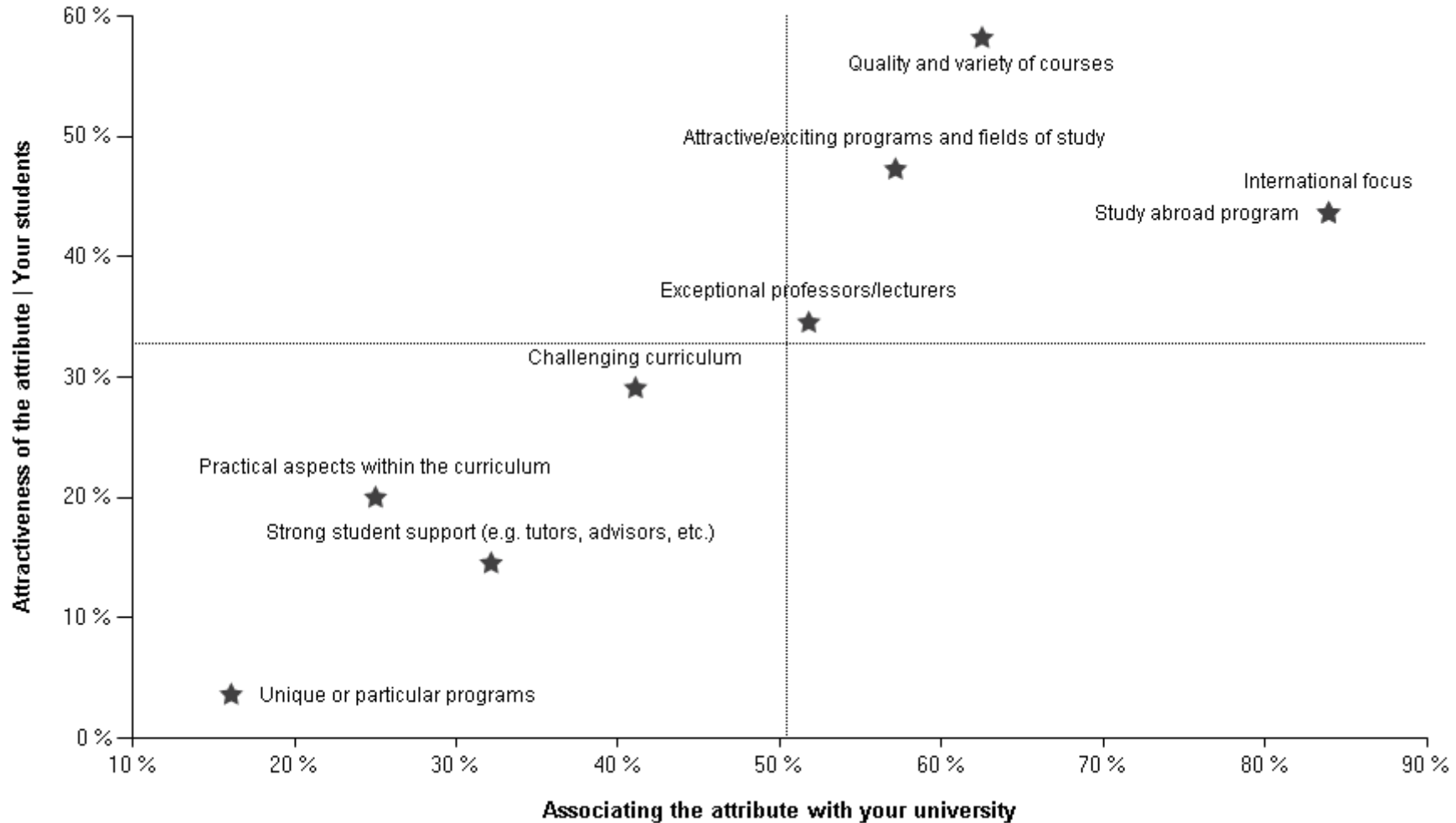
Employability & Future Opportunities

Most frequent associations



Educational Offering

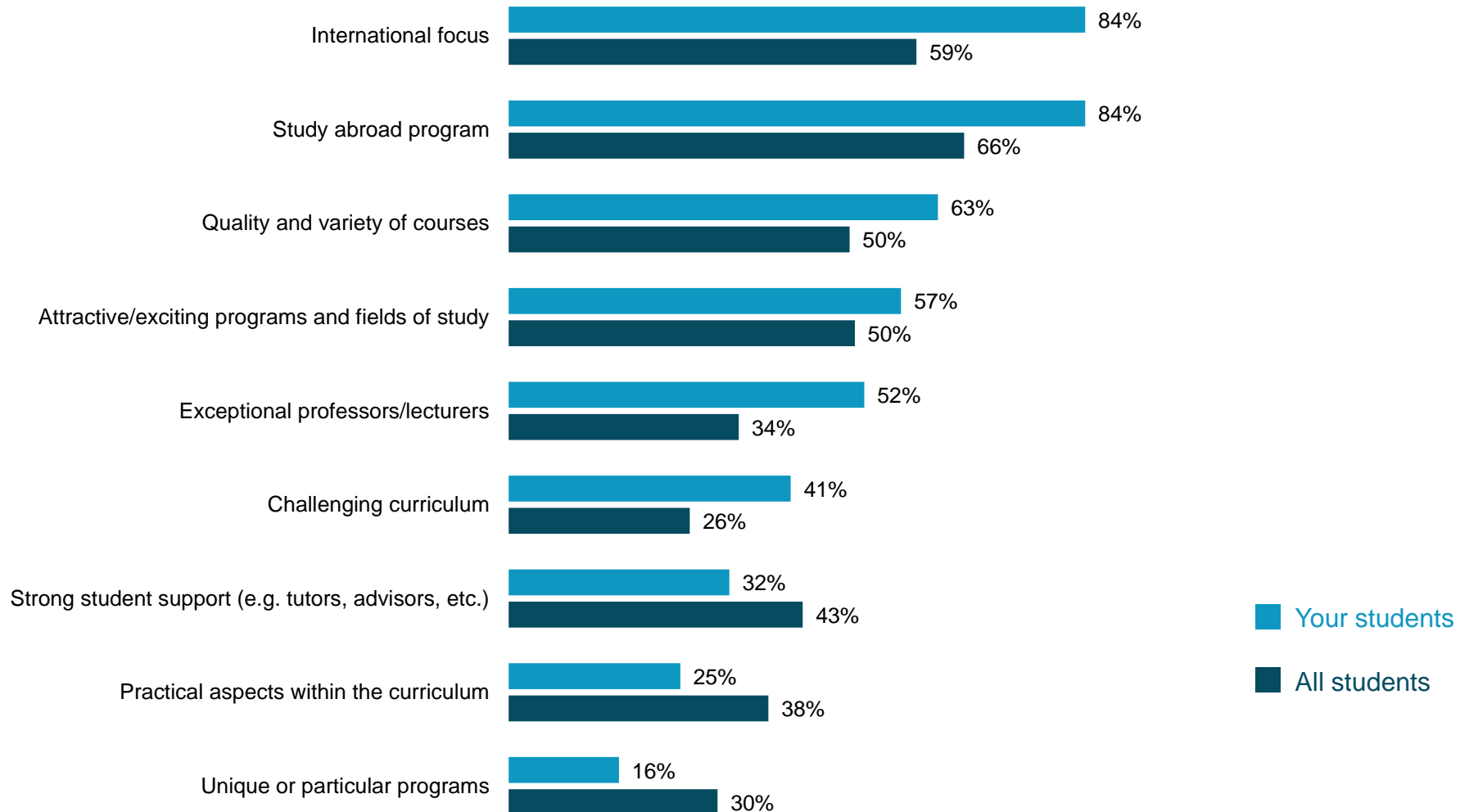
Attractiveness vs. Associations with Hanken - School of Economics, Helsinki



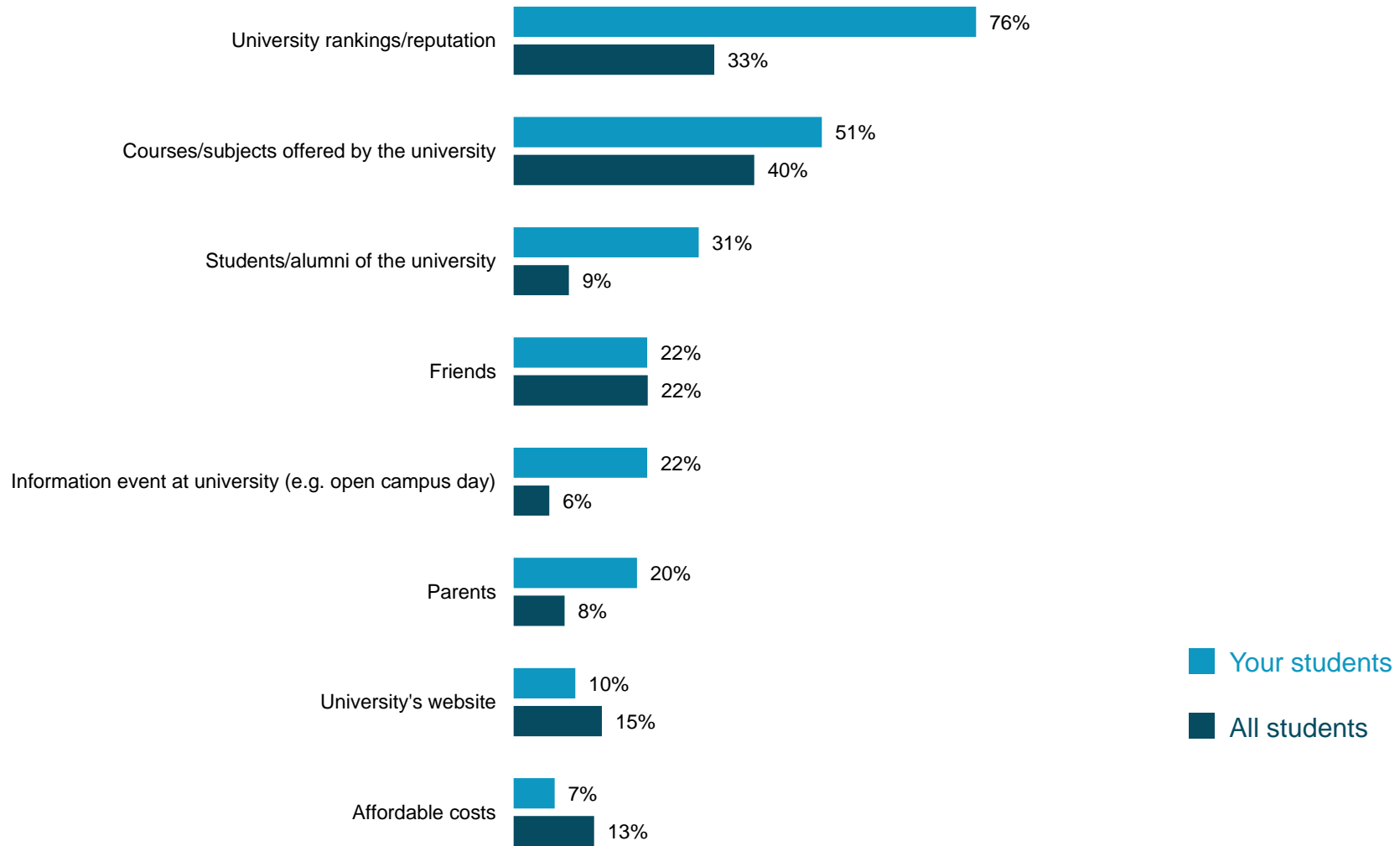
- ? Which of the following attributes do you associate with your college or university? Select as many as applicable.
- Which of these are most important to you? (Max. 3)

Educational Offering

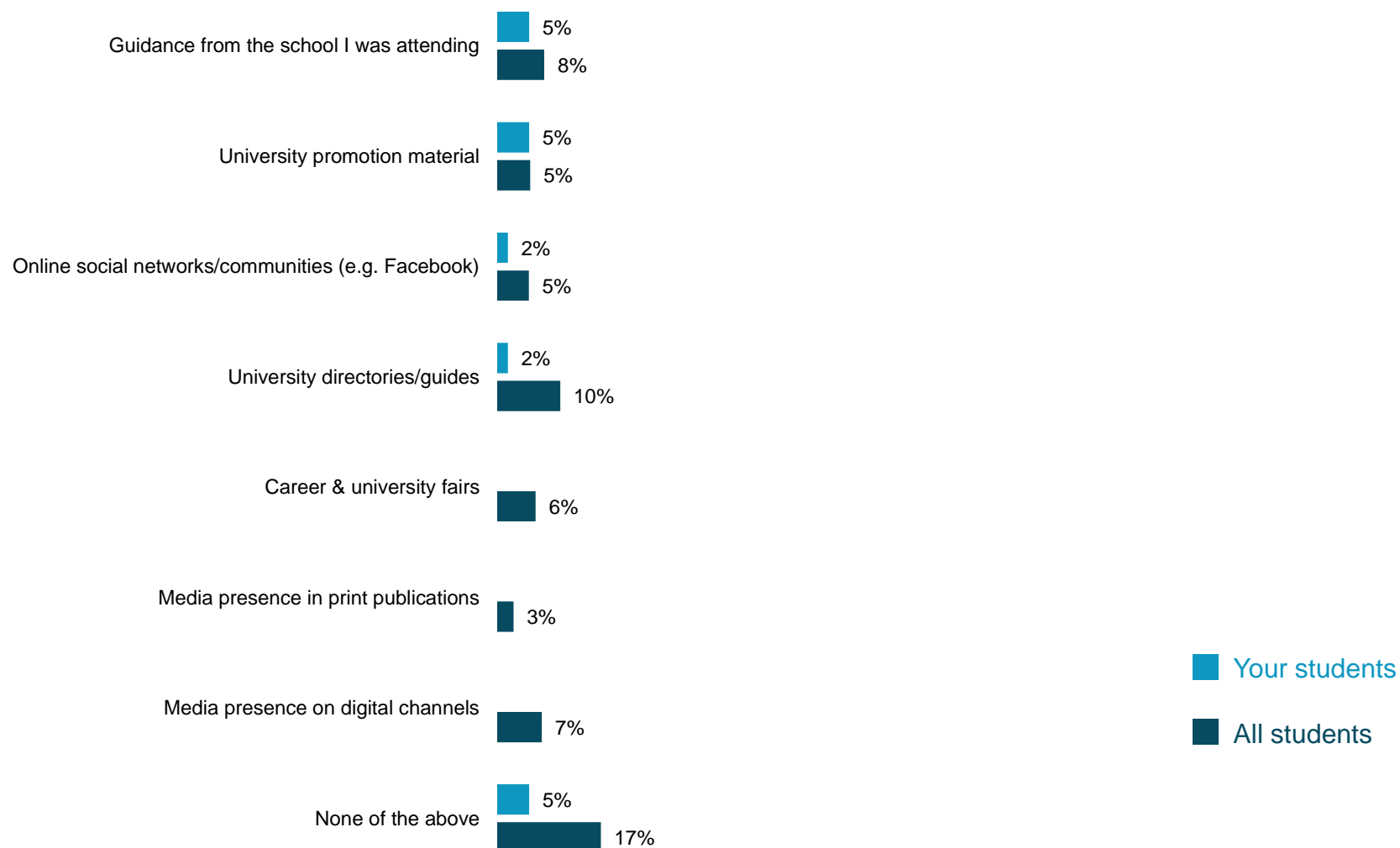
Most frequent associations



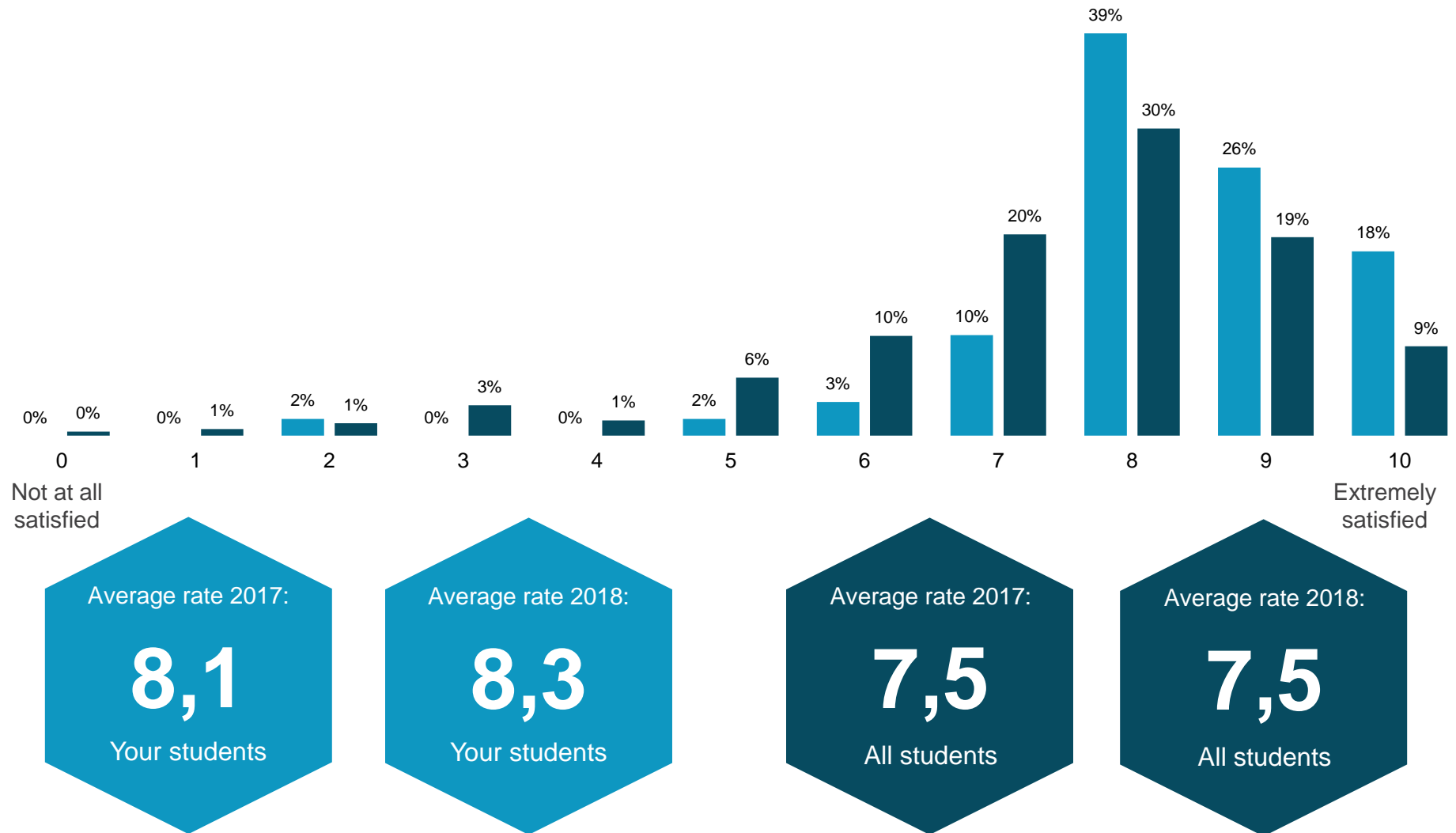
Strongest influence - Your students (1/2)



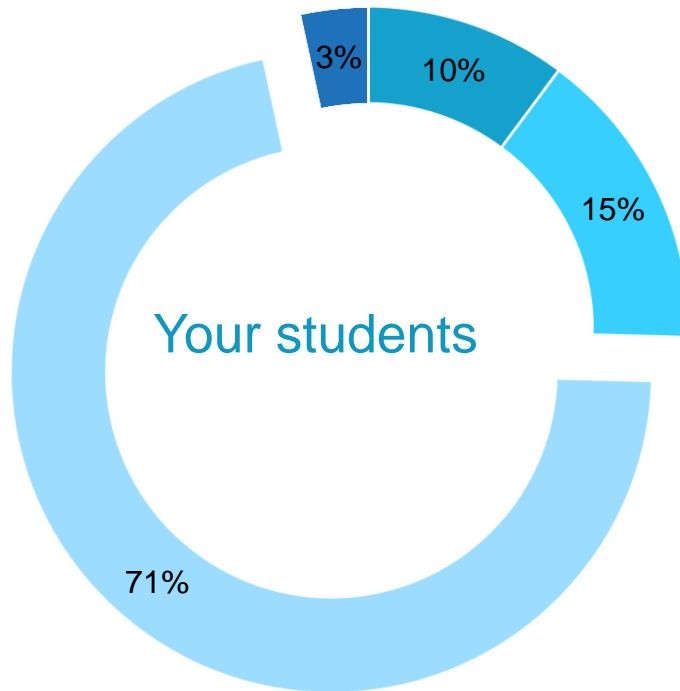
Strongest influence - Your students (2/2)



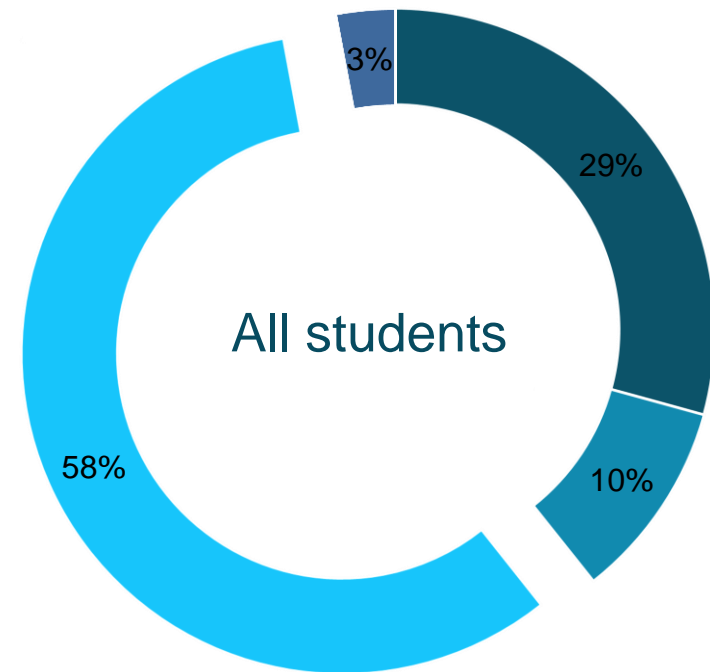
University satisfaction



Would talent choose their university again?

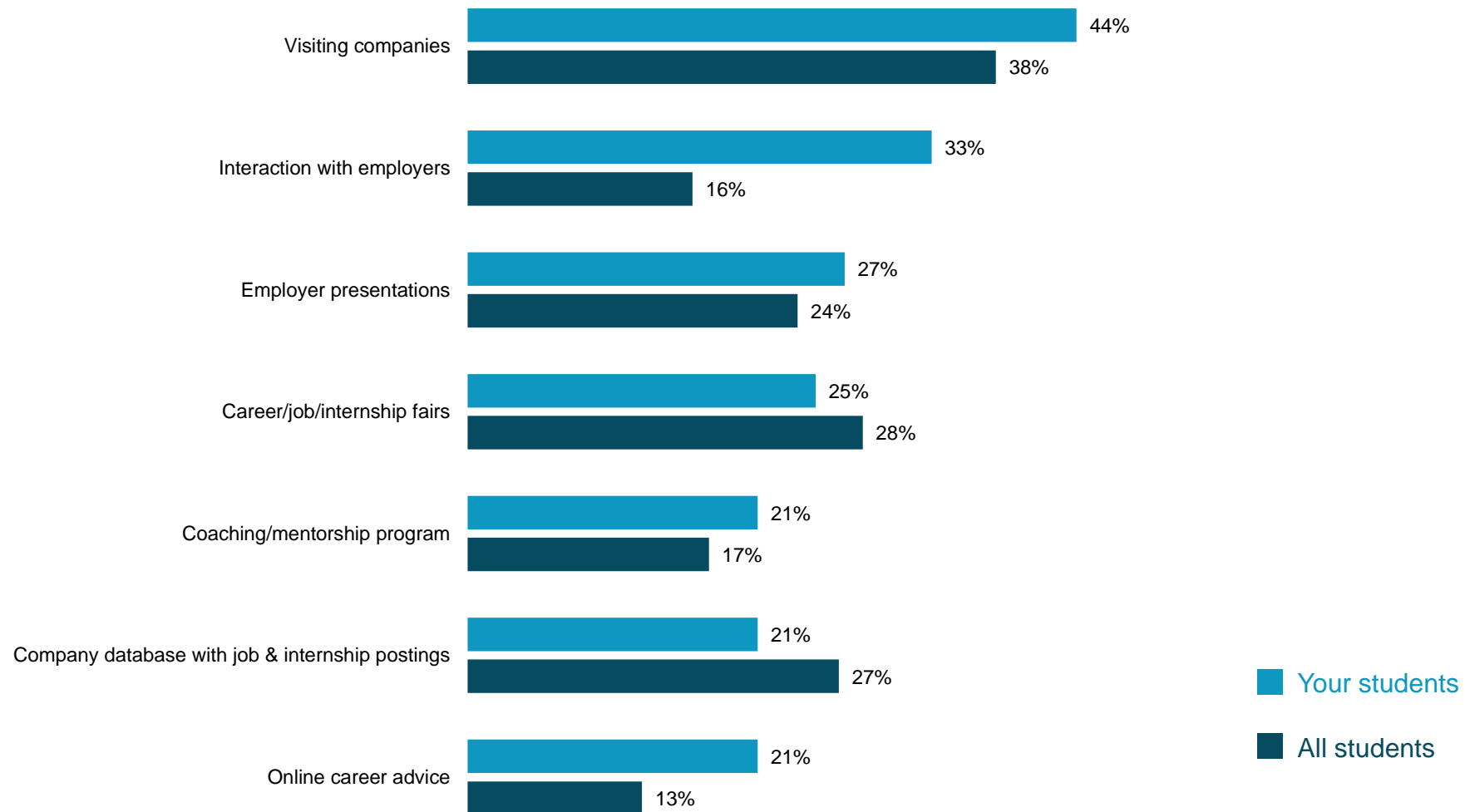


- Attend a different college or university within this country
- Attend a college or university abroad
- Attend the same college or university**
- Seek employment instead of going to college or university

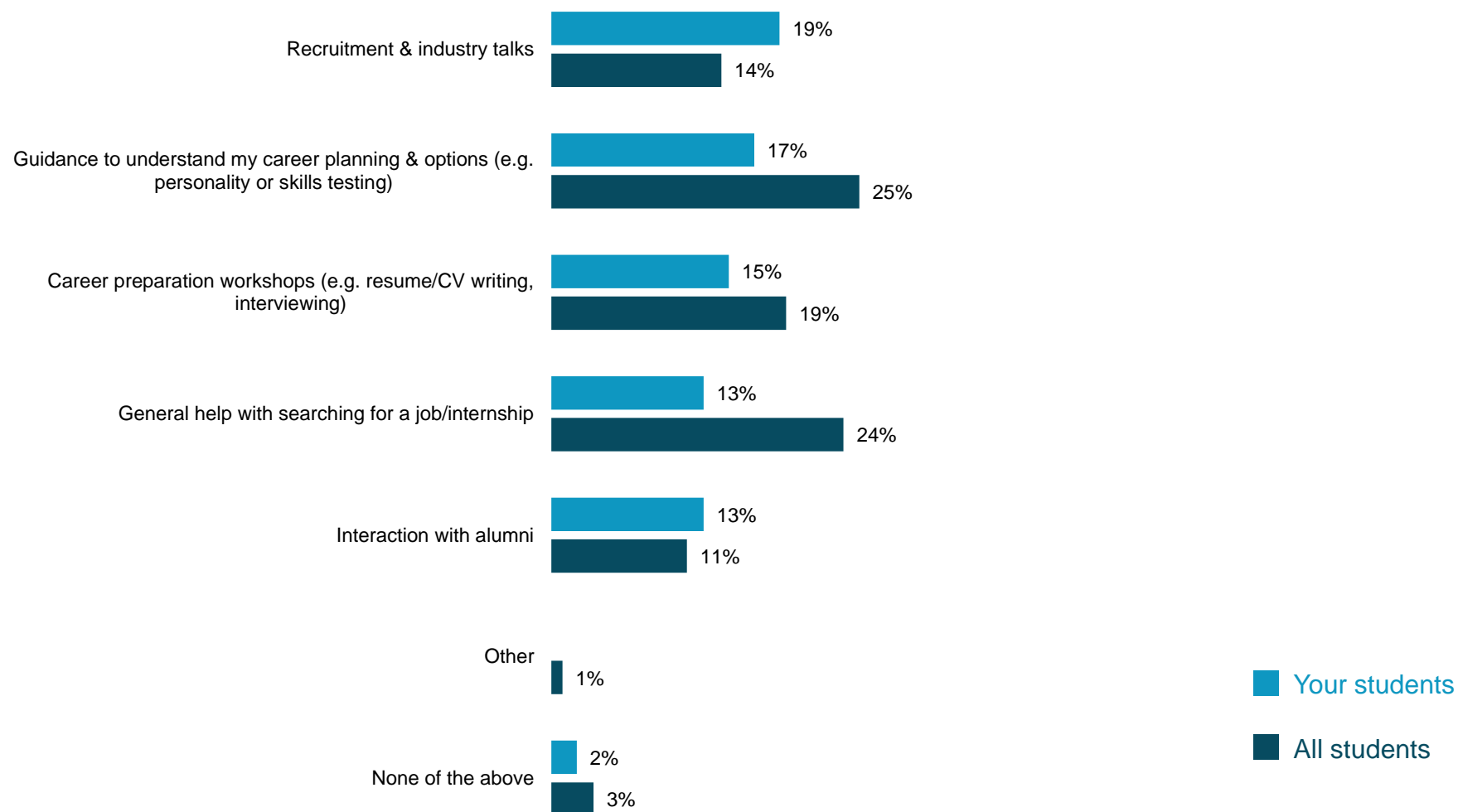


- Attend a different college or university within this country
- Attend a college or university abroad
- Attend the same college or university**
- Seek employment instead of going to college or university

The most important career services (1/2)

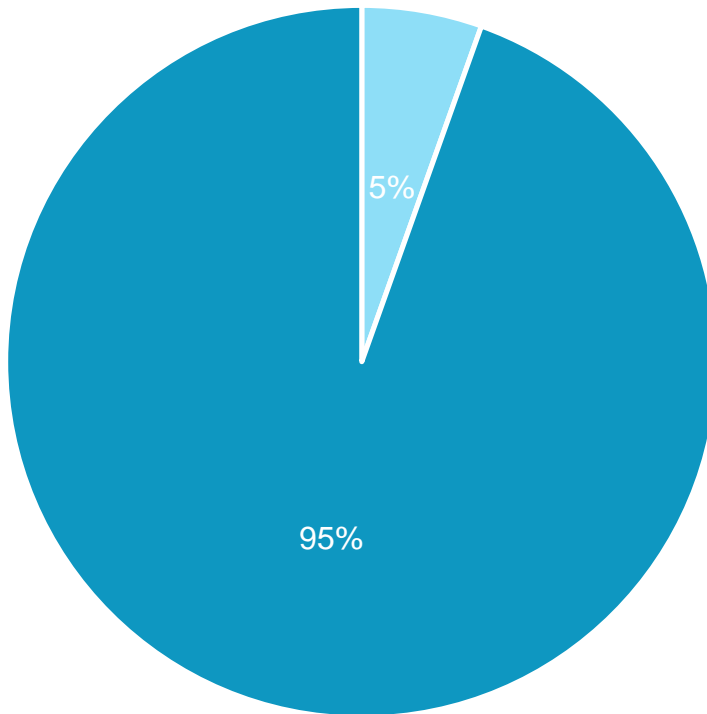


The most important career services (2/2)



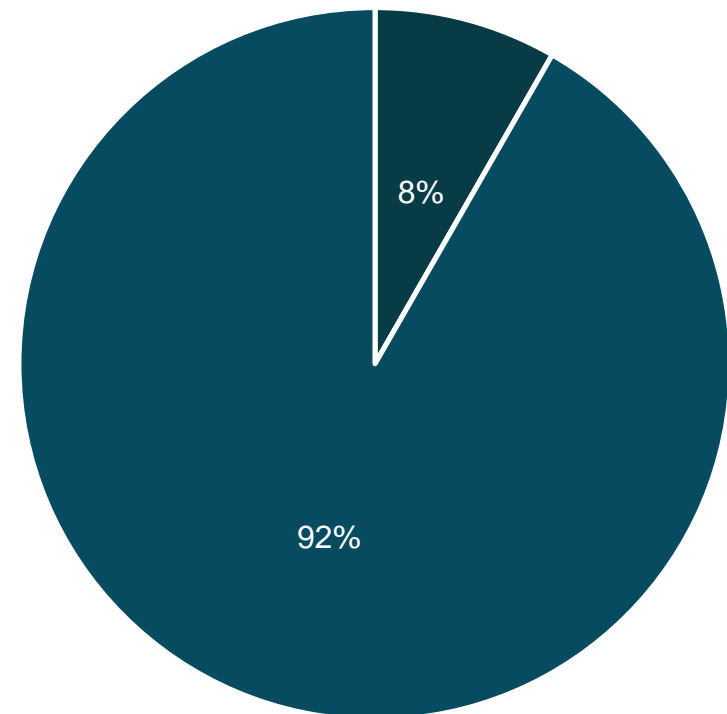
General usage of career services

Your students



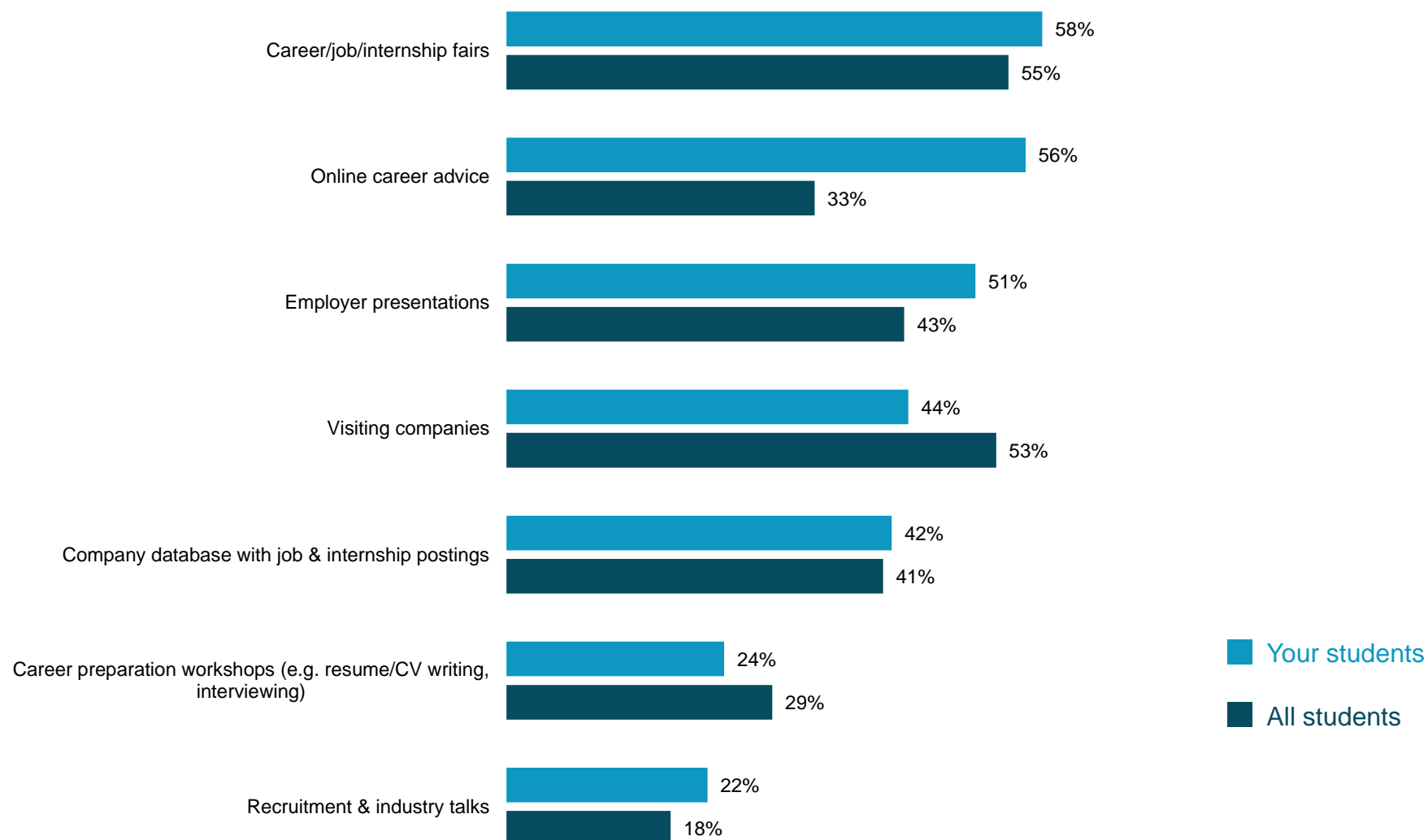
- Share of students using one or more career services at their university
- Share of students not using any career service at their university

All students

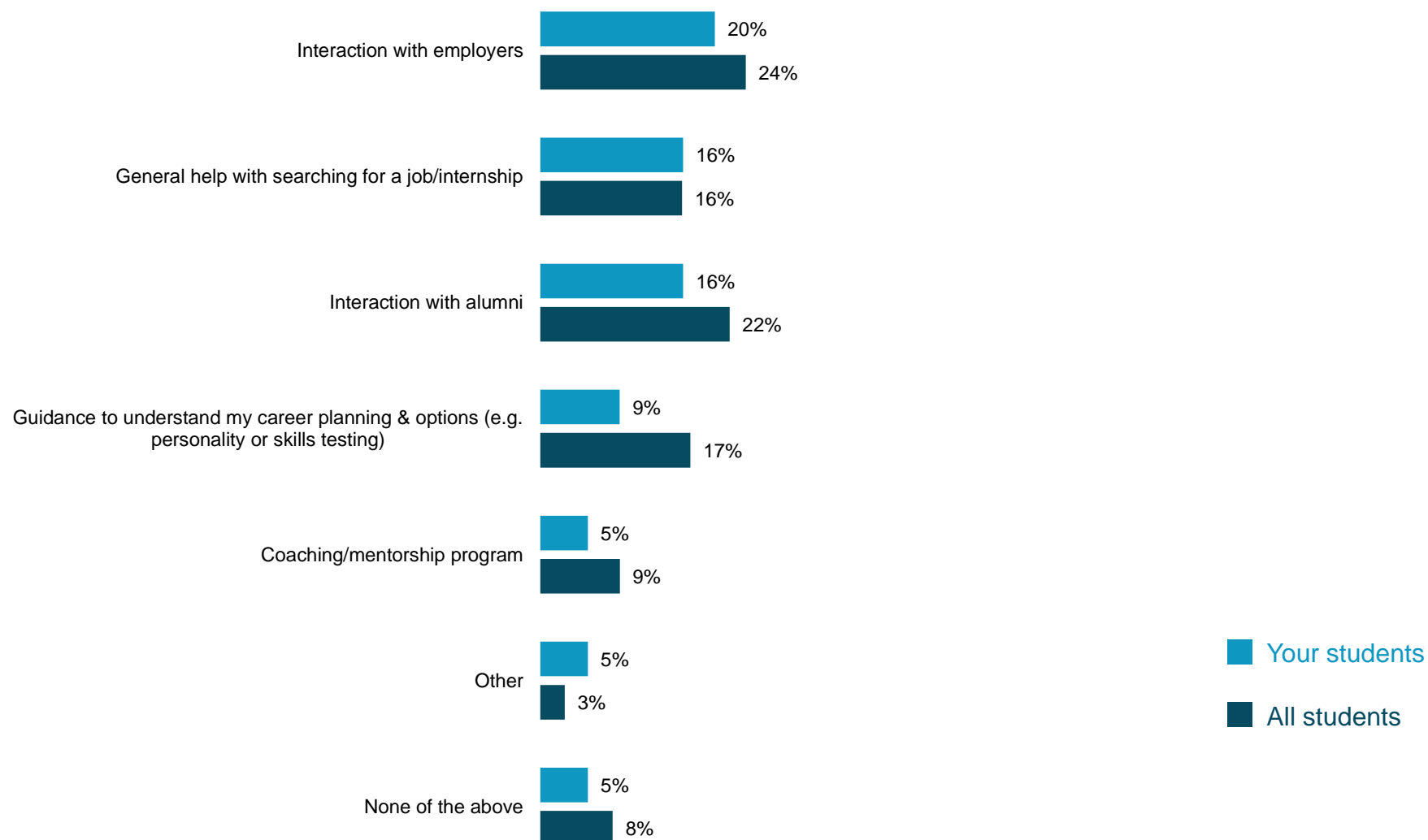


- Share of students using one or more career services at their university
- Share of students not using any career service at their university

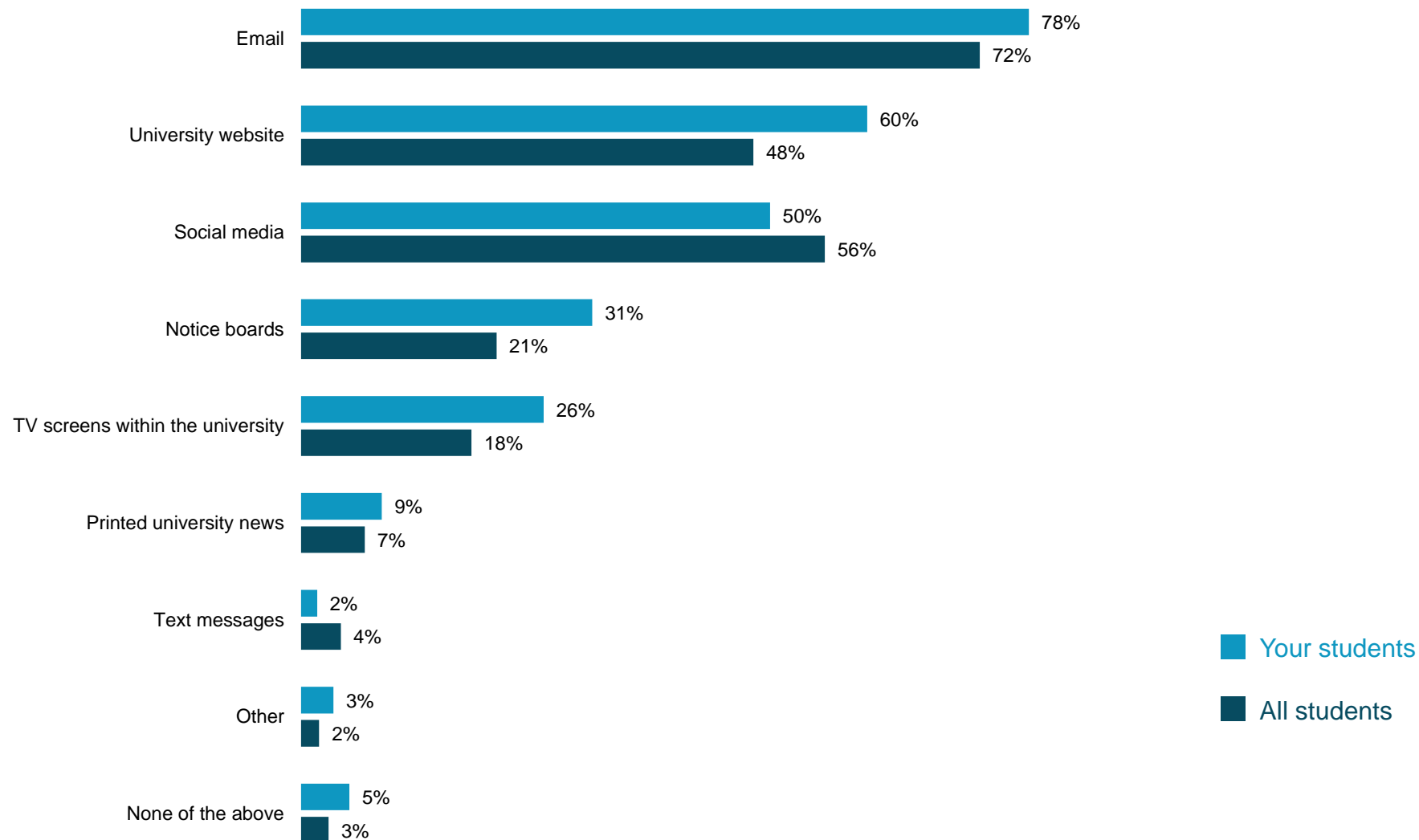
Which career services are being used? (1/2)



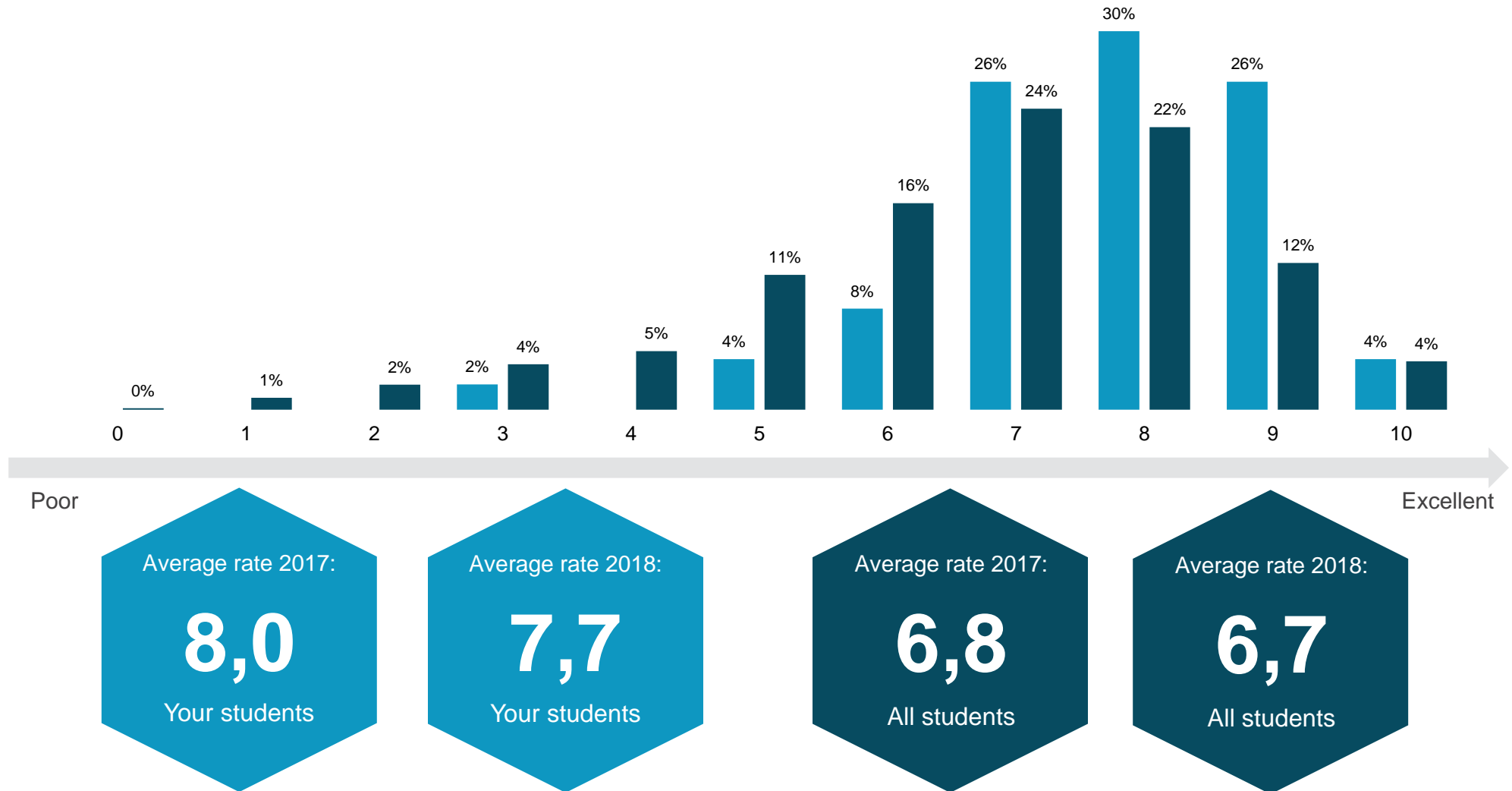
Which career services are being used? (2/2)



Recommended channels for career service information



Career services satisfaction



Agenda

1

INTRODUCTION

This chapter focuses on the communication behaviour of today's talent.

2

EMPLOYABILITY & TALENT PROFILE

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

3

UNIVERSITY BRAND PERCEPTION

4

COMMUNICATION

The Universum Communication Channel Framework

PRINT

- Brochures presenting career possibilities at a company/organisation
- Career magazines/guides/books
- Direct mailings via post
- Employer advertisements in business magazines
- Employer advertisements in lifestyle magazines & other periodicals
- Employer advertisements in newspapers
- University press & student organisation publications



DIGITAL

- Blogs
- Career and job related apps
- Career guidance websites
- Employer advertisements on news/business-related websites
- Employer sponsored posts in social media
- Employer websites
- Online job boards
- Live online events with employers
- Social media
- Targeted emails



IN-PERSON

- Career fairs
- Conferences arranged and hosted by employers
- Employer office/site visits
- Employer presentations on campus
- Informational interviews with employers
- Lectures/case studies as part of curriculum
- Skills training sessions organised by employers



OTHER CHANNELS

- Employer advertisements on the radio
- Employer advertisements on TV
- Outdoor/billboard advertising



Best campus recruiting activities

Your students



All students



Best recruiting event

Your students

August
L'Oreal BCG Oma korkeakoulu
Handelsbank

All students

McDonald's Danfoss Oscar Software L'Oreal Bearingpoint Disneyland Paris
 Duunitori **OP-Ryhmä** S-Ryhmä **CGI** Neste Nokia Eckerö Line
 Nordica Sales Crew Oy UPM **Nordea** ABB Tieto DHL **EY** Rantalainen Valmet
PwC (PricewaterhouseCoopers) KPMG Google
 H&M Haaga-Helia Verohallinto **Accenture** Unilever IKEA Aalto yliopisto
 Red Bull Suomi Hannes Snellman HKK Academic Work Fazer Telia VR Group Handelsbank
 Kuntarahoitus Spring house Nordic Business Forum Kesko Skanska

Talent behaviour across different types of channels

All students

KEEP IN MIND:

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

On average, All students use

6

different channels to find information about employers.

Different channels have **different costs!**

WHEN LEARNING ABOUT POTENTIAL EMPLOYERS...

COST LEVEL



48%

of All students use print channels.



95%

of All students use digital channels.

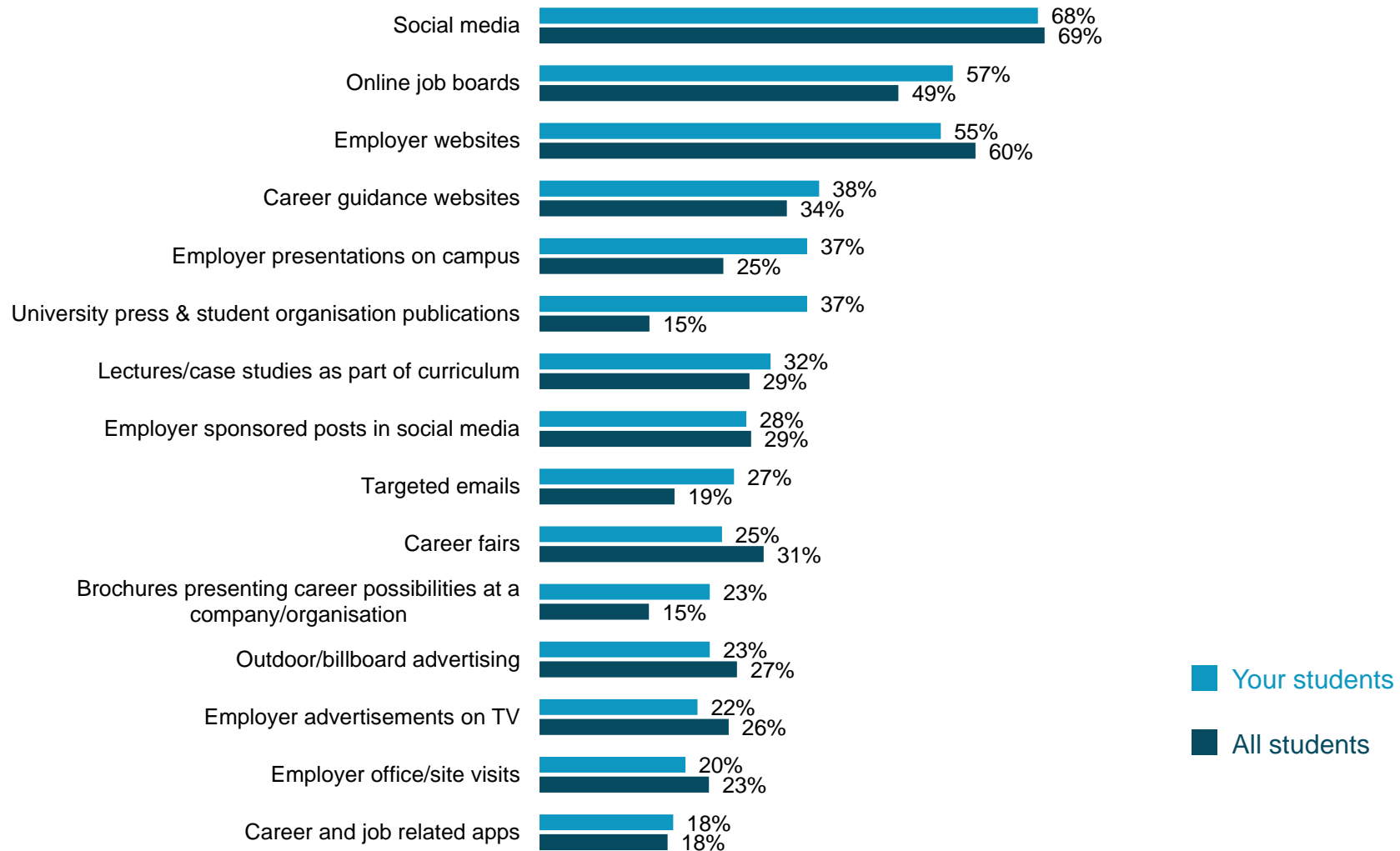


59%

of All students use in-person channels.



Communication channels – Top 15



Top channels students use to learn about employers

All students

Print

1. Employer advertisements in newspapers
2. Employer advertisements in business magazines
3. University press & student organisation publications
4. Brochures presenting career possibilities at a company/organisation
5. Employer advertisements in lifestyle magazines & other periodicals

Digital

1. Social media
2. Employer websites
3. Online job boards
4. Career guidance websites
5. Employer sponsored posts in social media

In-Person

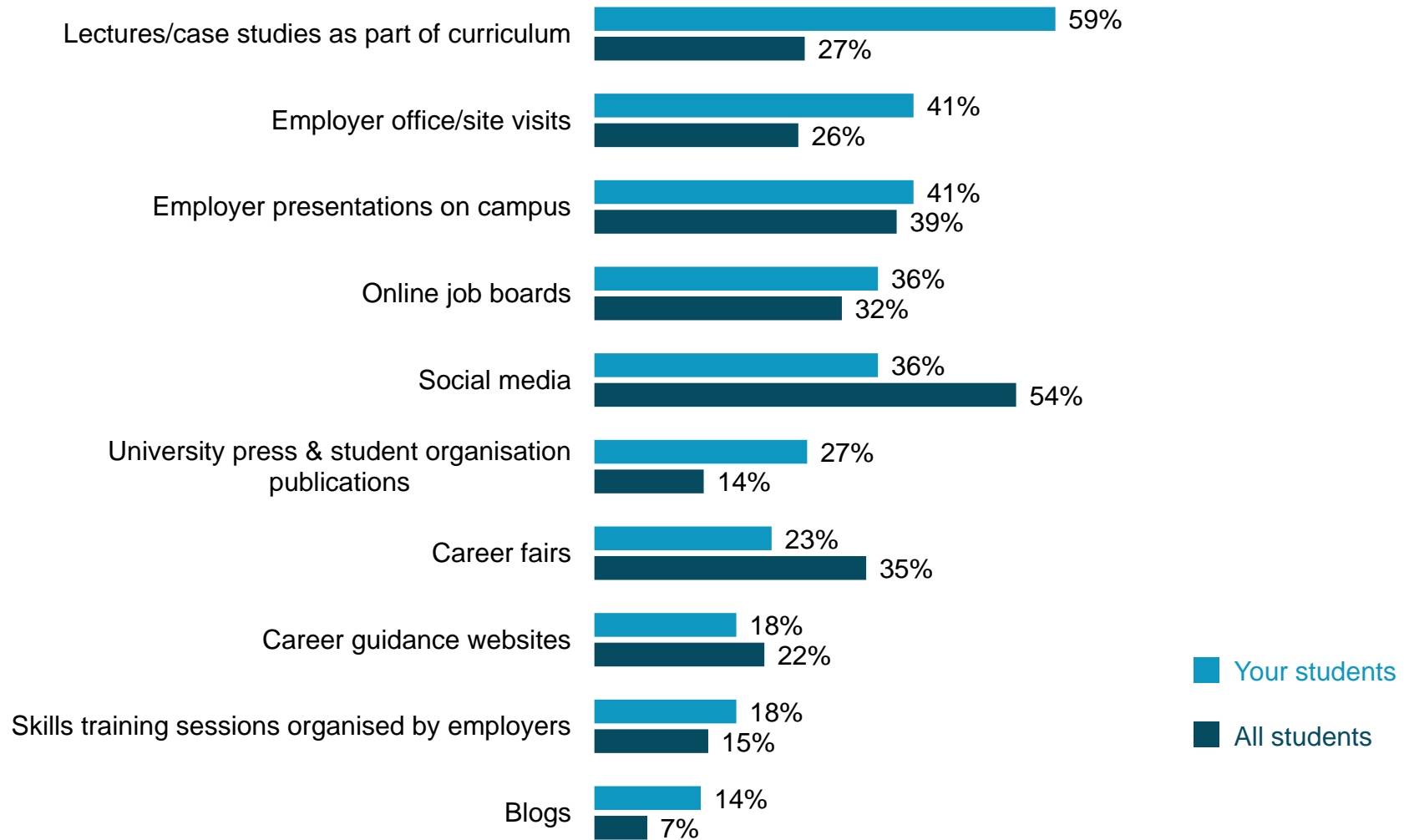
1. Career fairs
2. Lectures/case studies as part of curriculum
3. Employer presentations on campus
4. Employer office/site visits
5. Conferences arranged and hosted by employers

Other channels

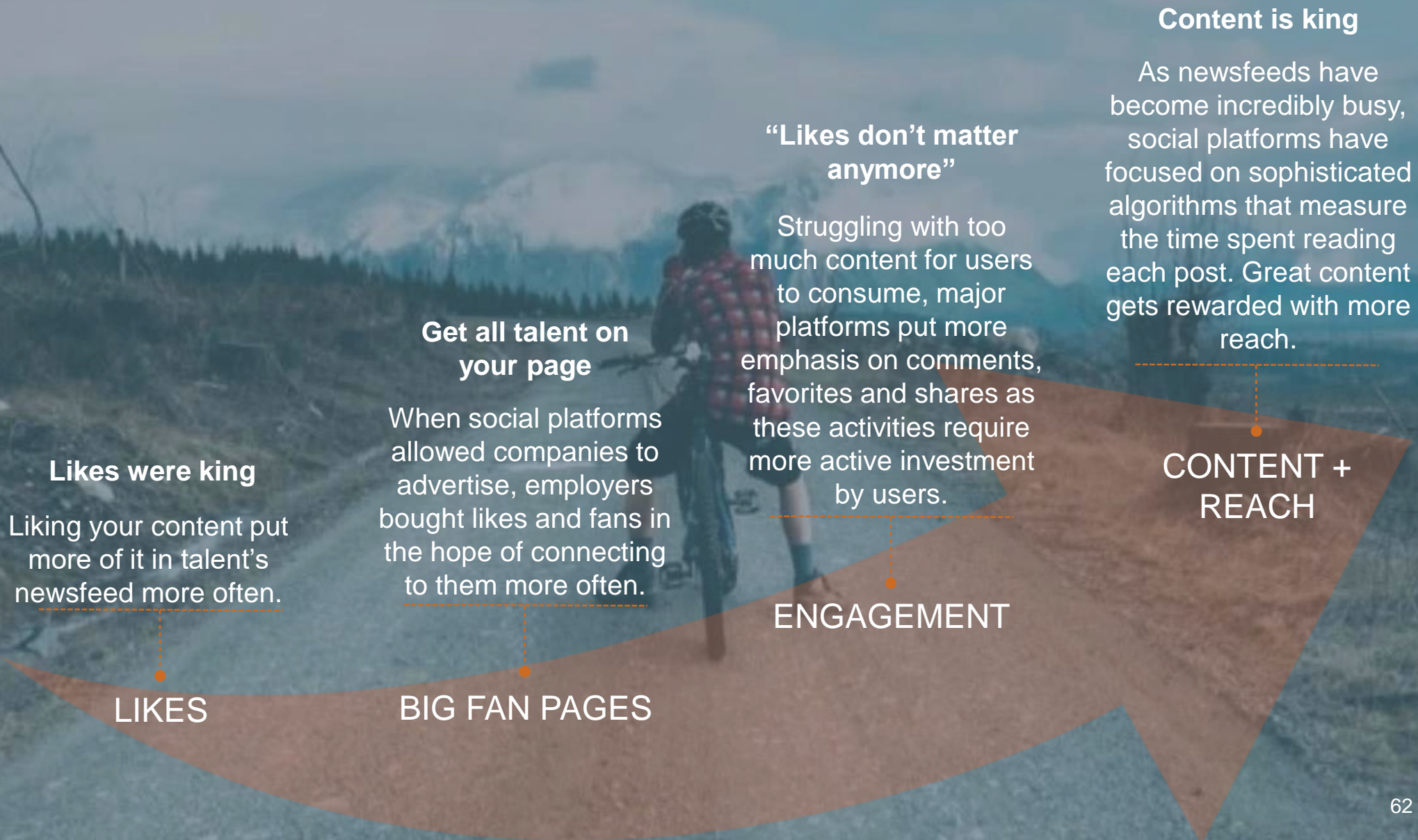
1. Outdoor/billboard advertising
2. Employer advertisements on TV
3. Employer advertisements on the radio



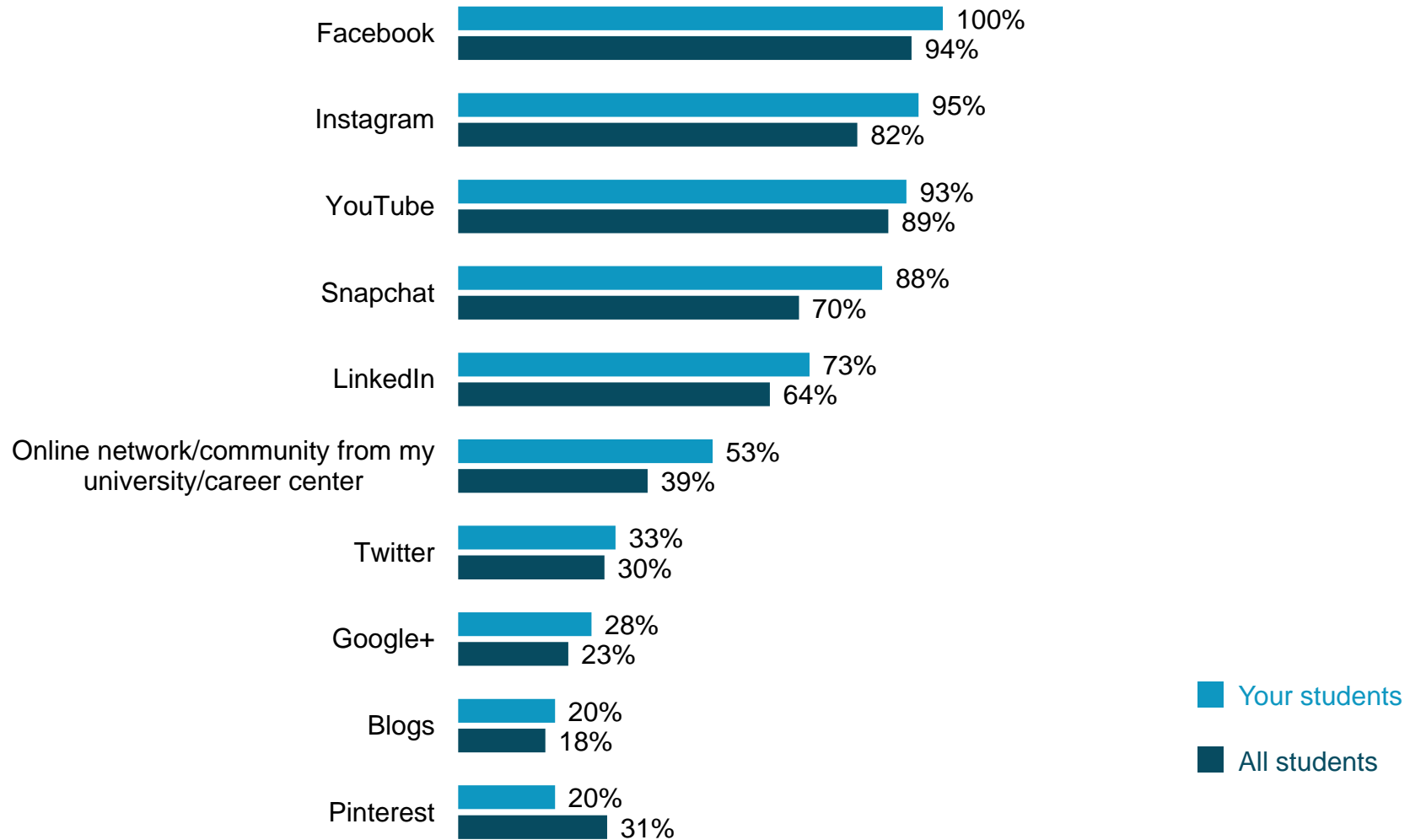
Top channels employers should use more



Social media measurement has become more sophisticated



Most used online platform 2018



The employers with the best social media

Your students



All students



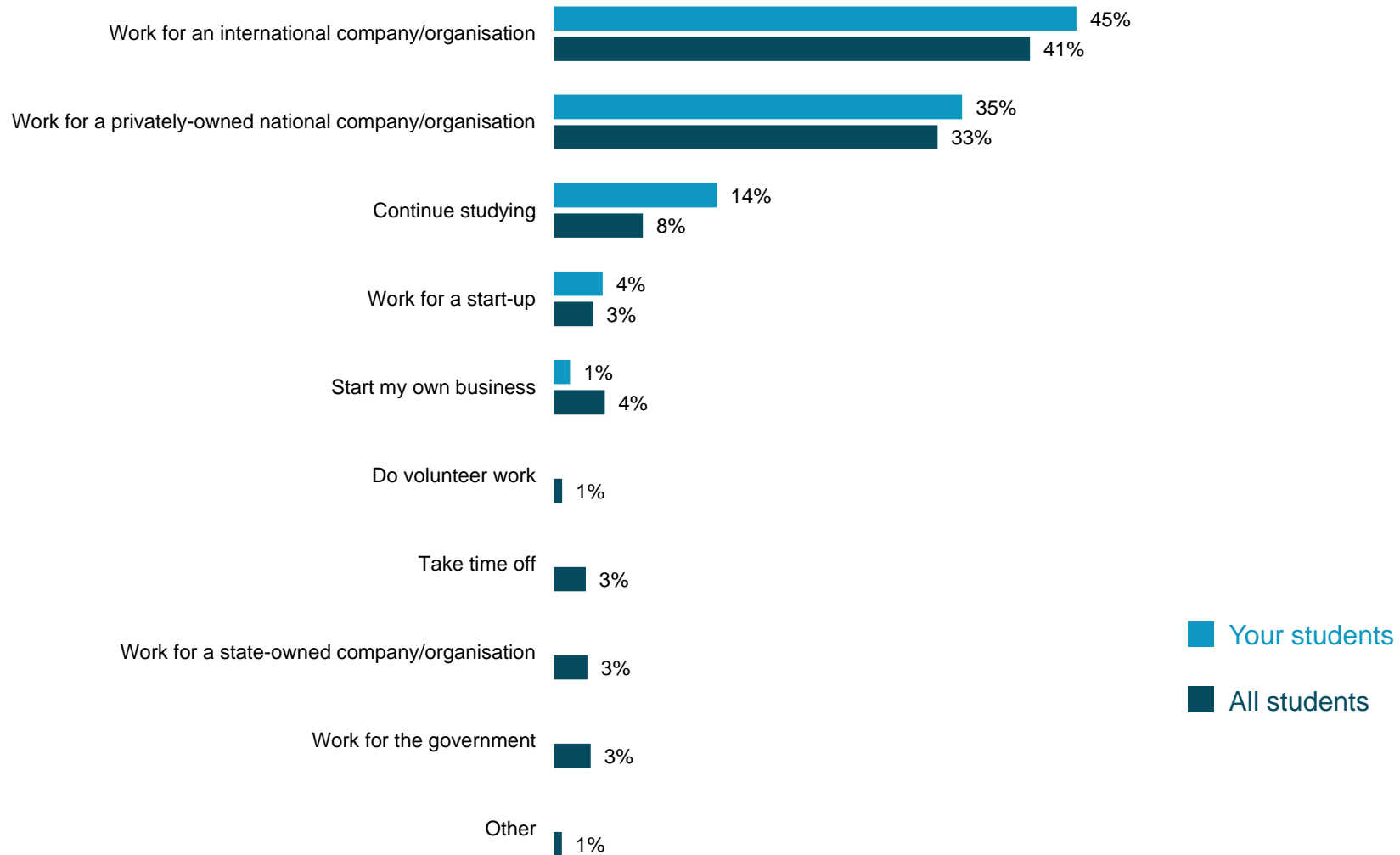
Agenda

- 1 INTRODUCTION
- 2 EMPLOYABILITY & TALENT PROFILE
- 3 UNIVERSITY BRAND PERCEPTION
- 4 COMMUNICATION
- 5 CAREER & EMPLOYER PREFERENCES**

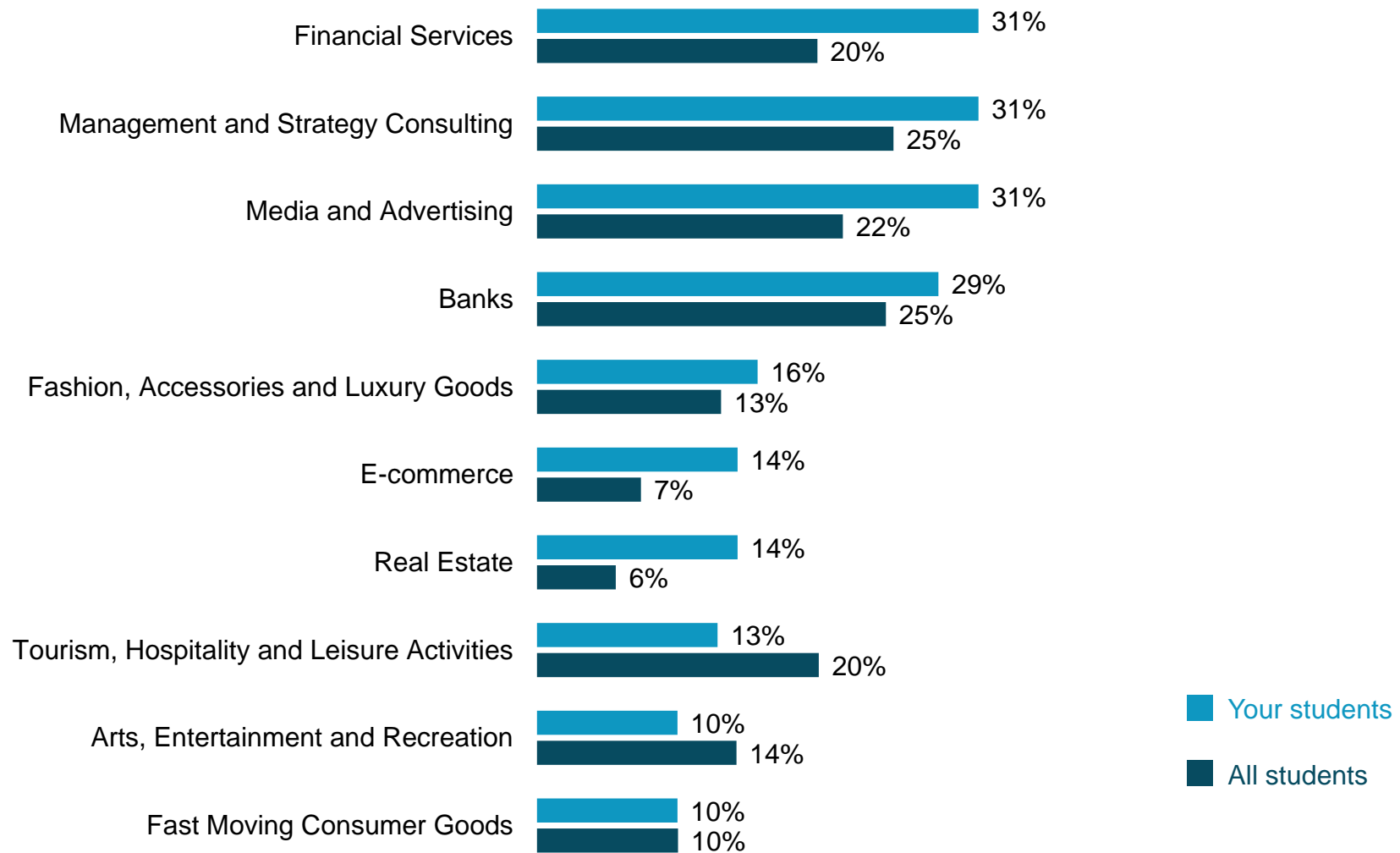
This chapter covers the career goals and career preferences of your talent.

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

After graduating

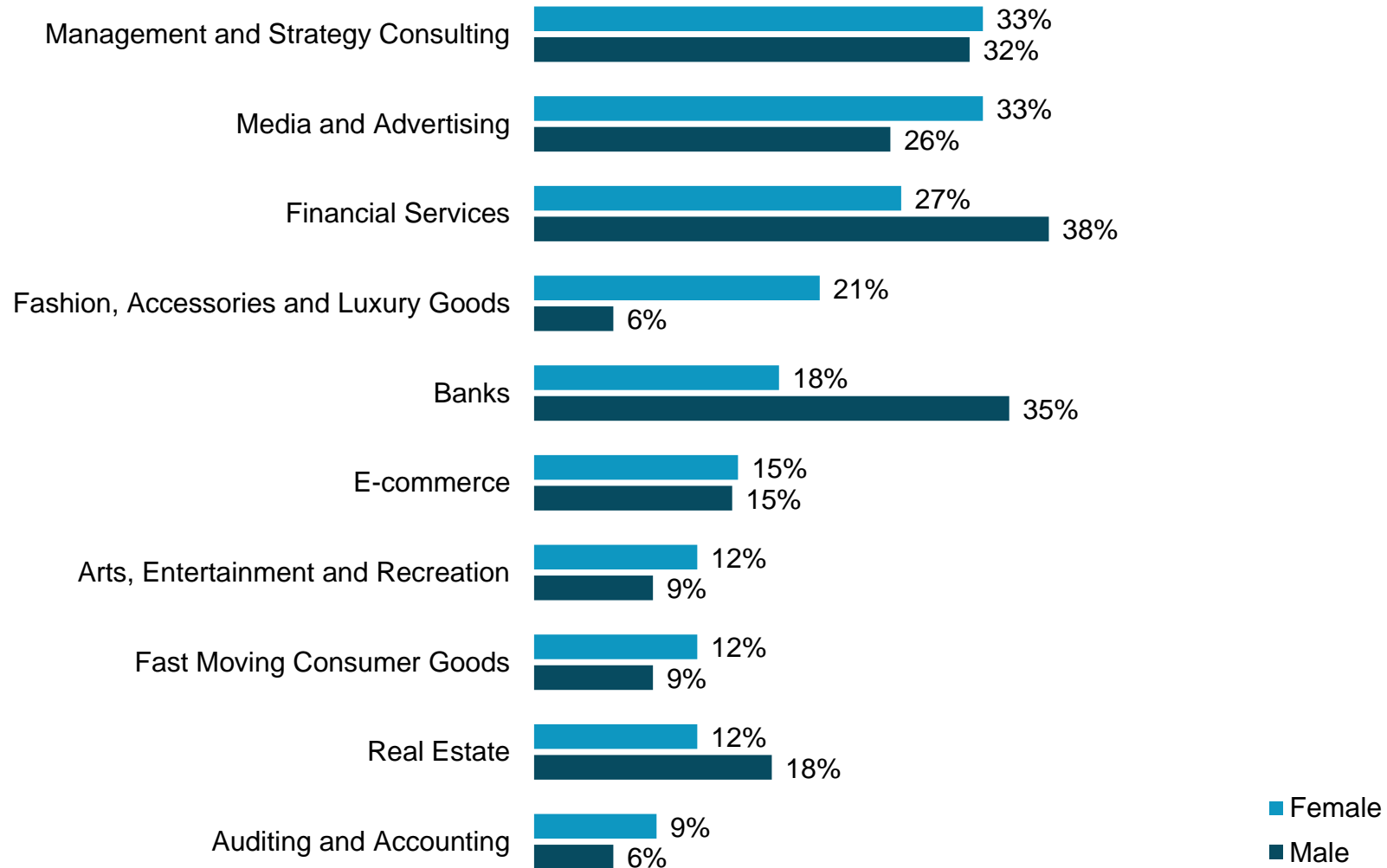


Most preferred industries

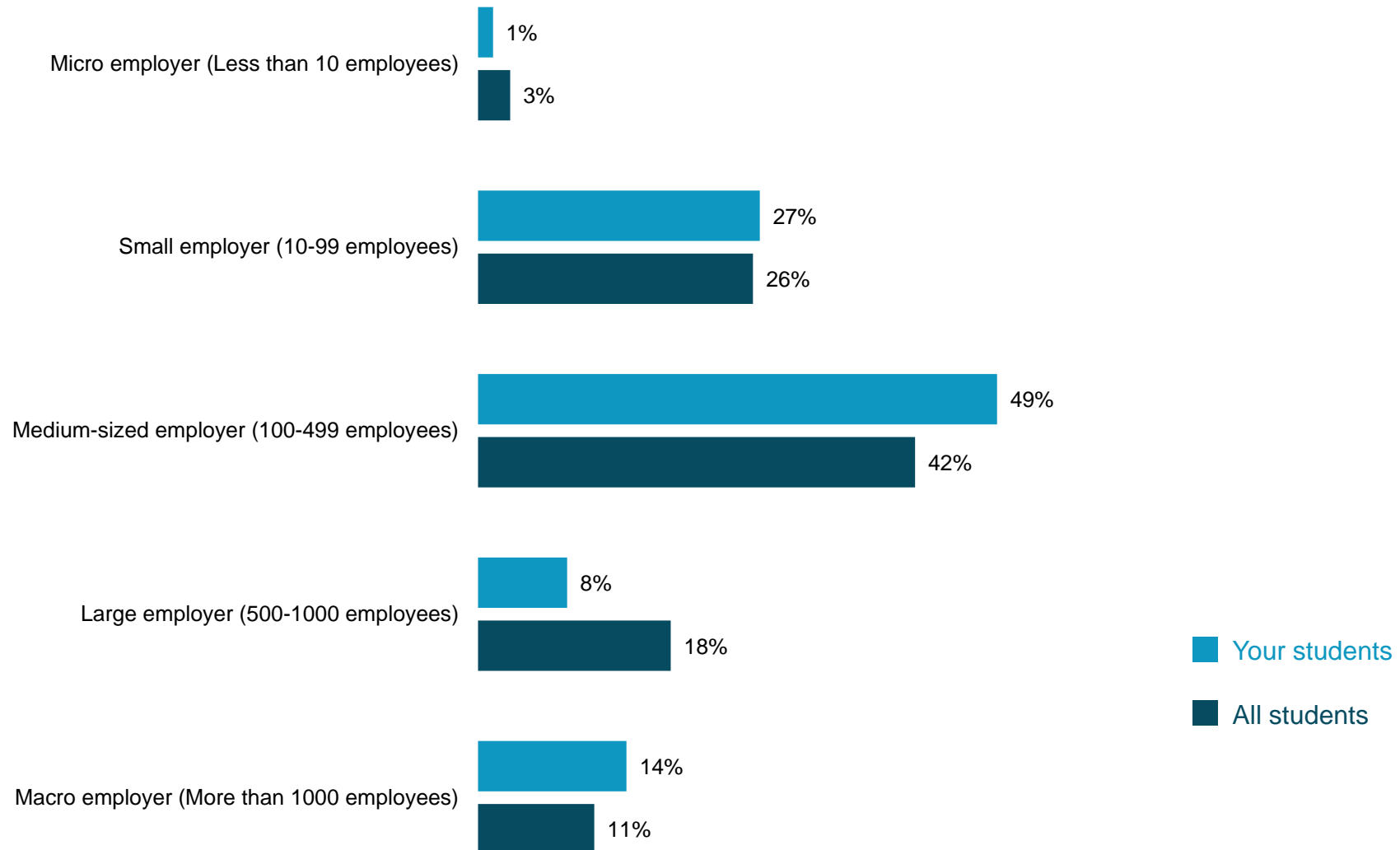


Most preferred industries - Gender comparison

Your students

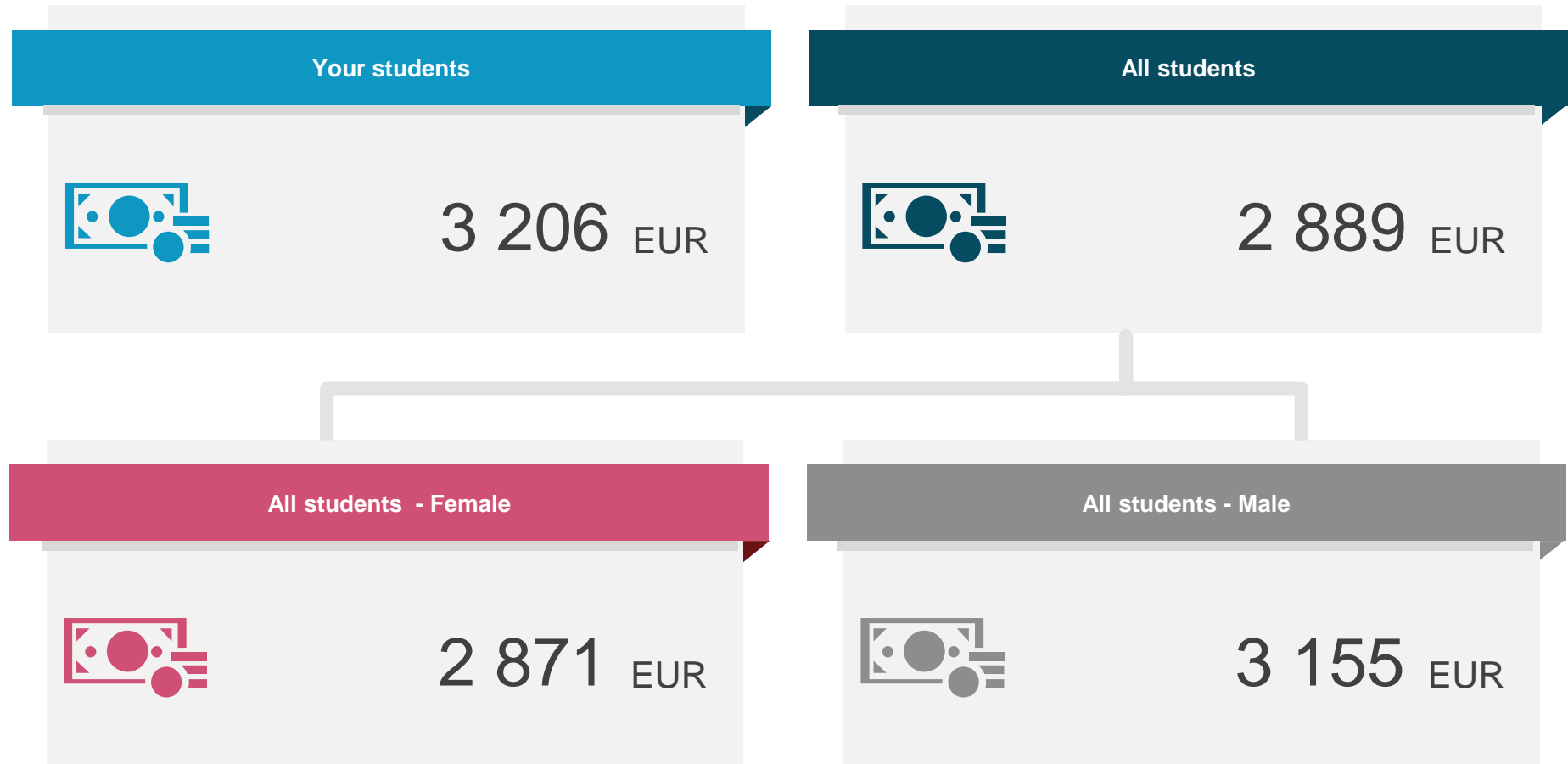


Employer size for first employment

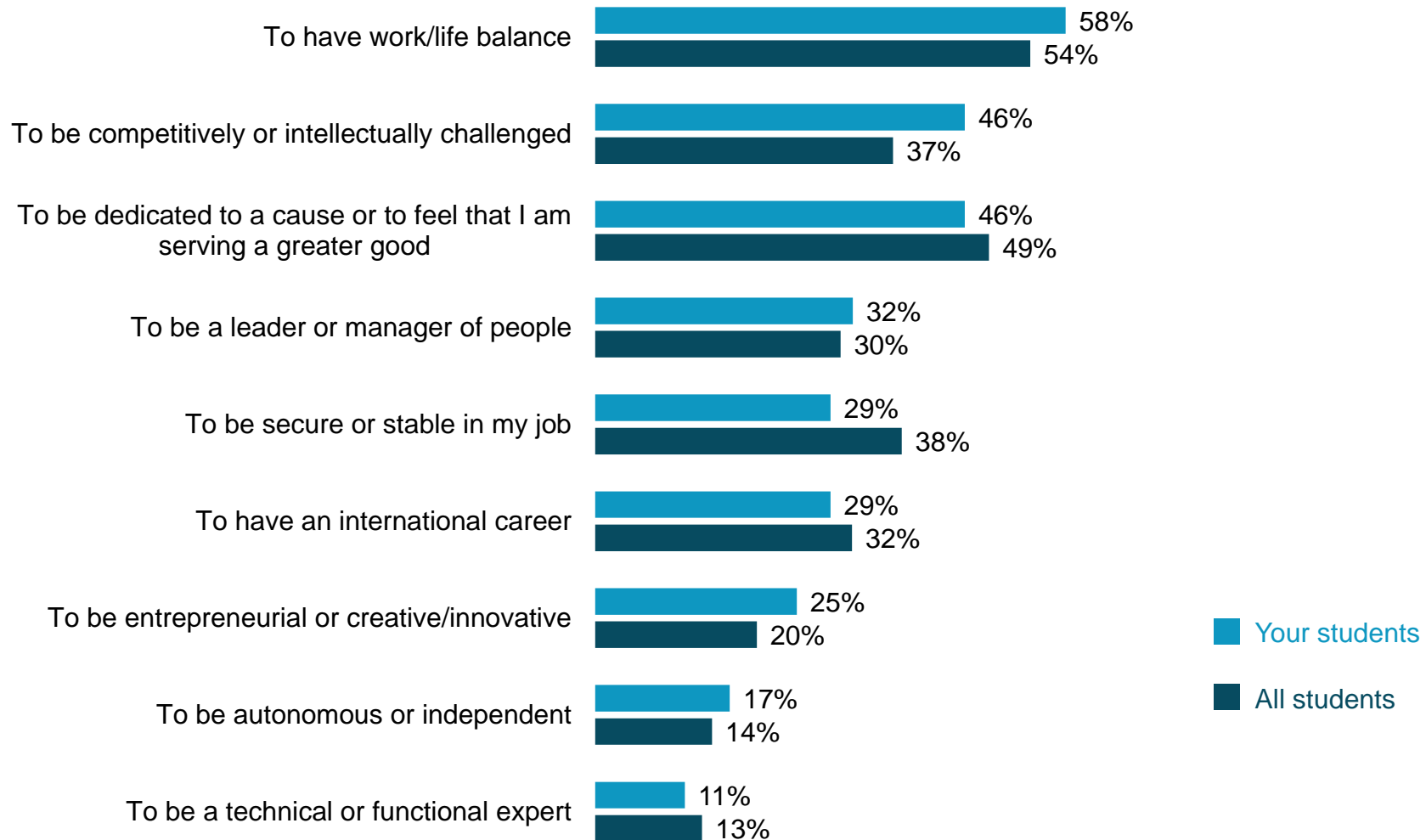


The expected monthly salary

All students

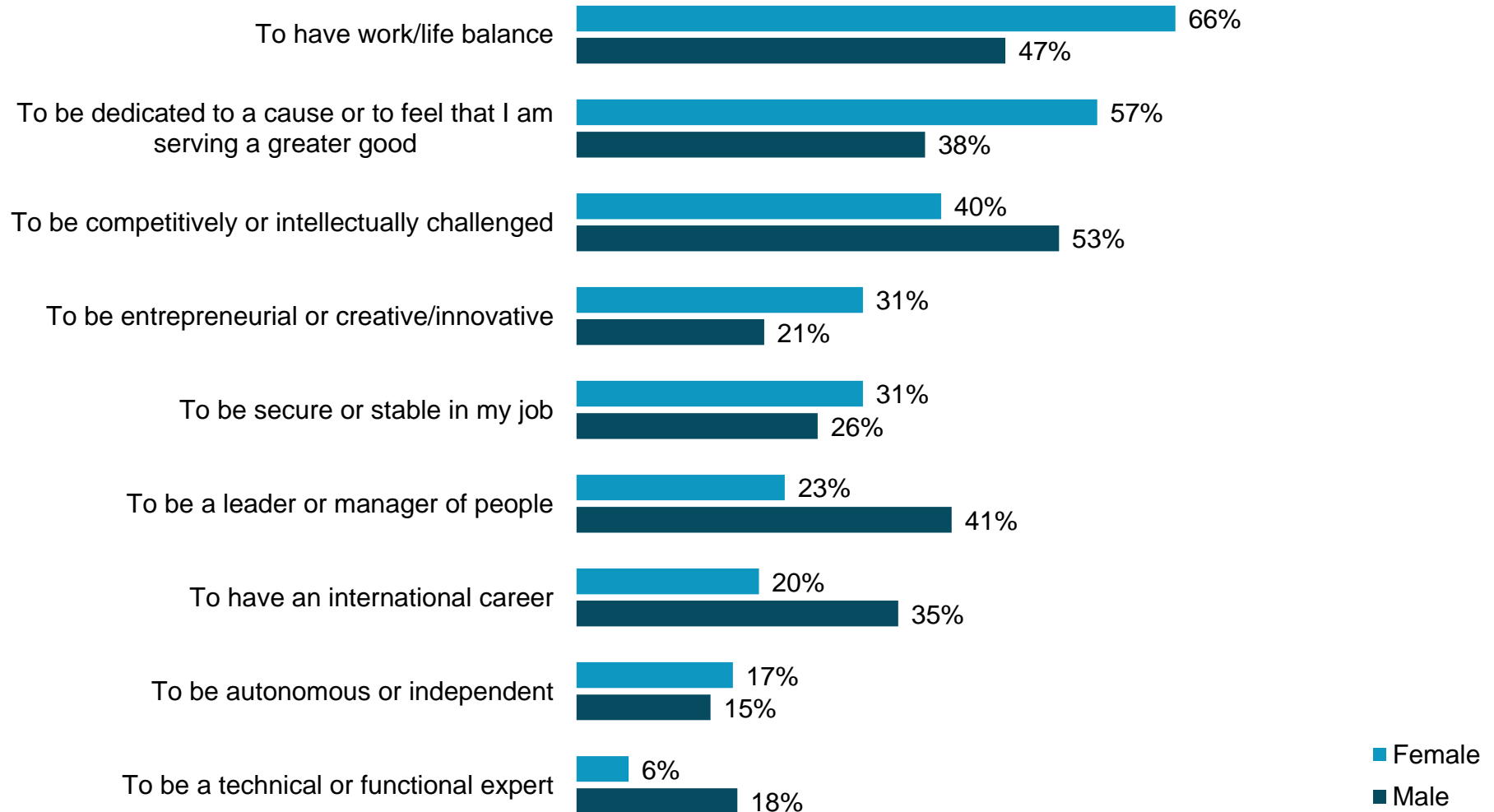


The most important long term career goals



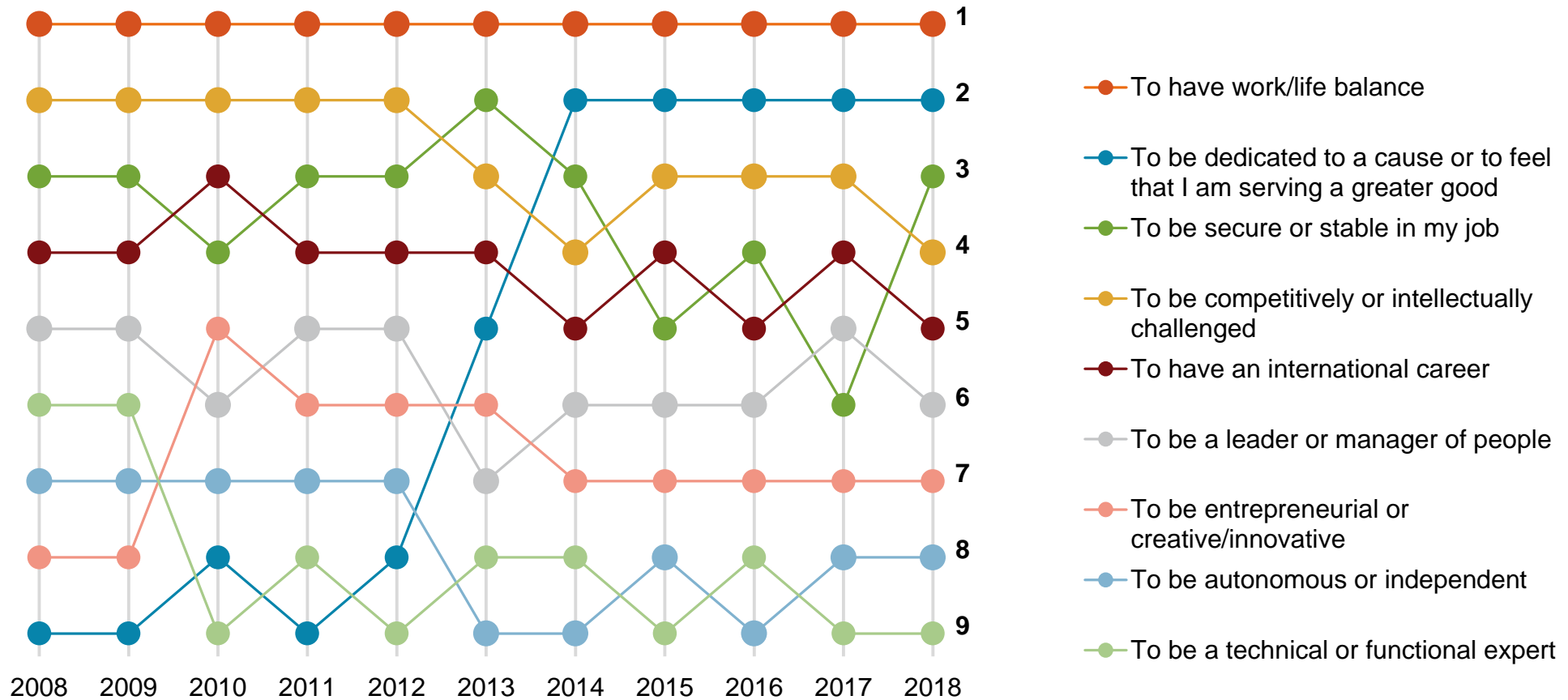
Career Goals – Gender Comparison

Your students



Career goals over time

All students



The Universum Drivers of Employer Attractiveness

EMPLOYER REPUTATION & IMAGE¹

- Attractive/ exciting products & services
- Corporate Social Responsibility
- Corporate transparency
- Ethical standards
- Fast-growing/ entrepreneurial
- Innovation
- Inspiring leadership
- Inspiring purpose
- Market success
- Prestige



SOFT



PEOPLE & CULTURE²

- A creative & dynamic work environment
- A friendly work environment
- Commitment to diversity & inclusion
- Enabling me to integrate personal interests in my schedule
- Interaction with international clients & colleagues
- Leaders who will support my development
- Recognising performance (meritocracy)
- Recruiting only the best talent
- Respect for its people
- Support for gender equality

EXTRINSIC

INTRINSIC

REMUNERATION & ADVANCEMENT OPPORTUNITIES³

- Clear path for advancement
- Competitive base salary
- Competitive benefits
- Good reference for future career
- High future earnings
- Leadership opportunities
- Overtime pay/ compensation
- Performance-related bonus
- Rapid promotion
- Sponsorship of future education



HARD



JOB CHARACTERISTICS⁴

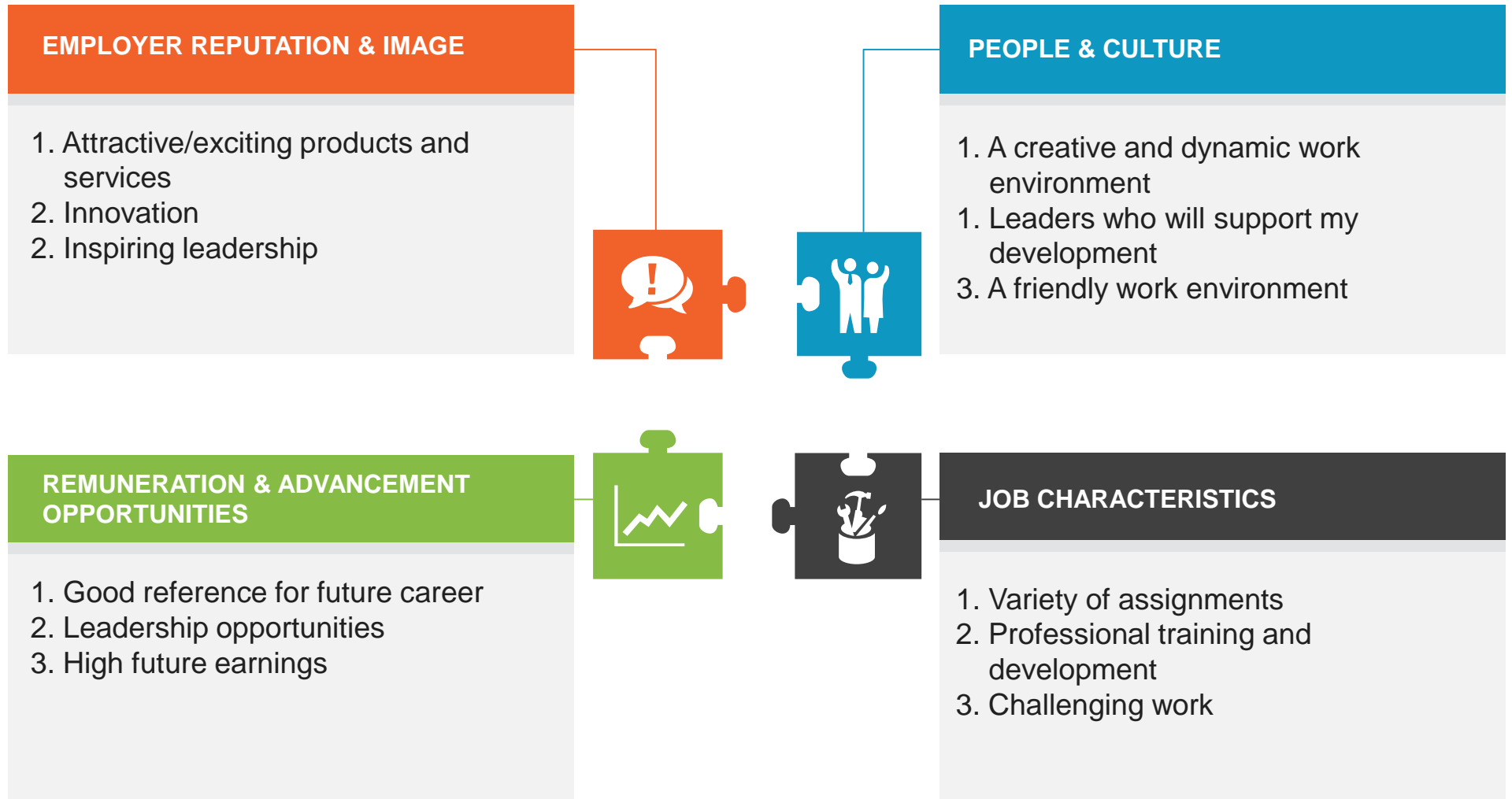
- Challenging work
- Customer focus
- Flexible working conditions
- High level of responsibility
- High performance focus
- Opportunities for international travel/ relocation
- Professional training & development
- Secure employment
- Team-oriented work
- Variety of assignments

• 1 Refers to the attributes of the employer as an organisation
 • 2 Refers to the social environment & attributes of the workplace
 • 3 Refers to the monetary compensation & other benefits, now & in the future
 • 4 Refers to the contents & demands of the job, including the learning opportunities provided by the job

• This framework has been developed by Universum & is based on specific research within HR, as well as focus groups & general communication with both our clients, students & professionals.

What is attractive?

Your students



The most important attributes

Your students

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

Employer Reputation & Image

Remuneration & Advancement Opportunities

All students

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

People & Culture

Job Characteristics

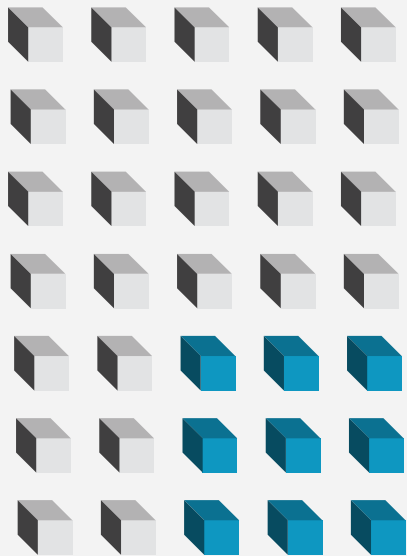
- ?
- How important to you is each of the below aspects? (Scale 1-5, 1=Not important at all, 5=Very important)
 - Which of these are most important to you? Please select a maximum of three alternatives.

- !
- 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

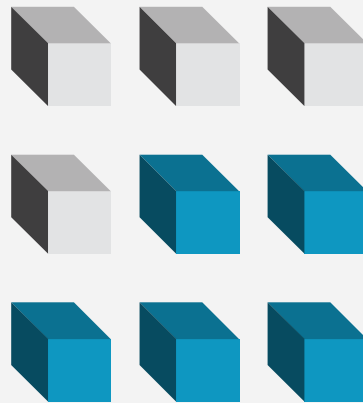
FULL COMPANY LIST

(50-116 employers within each main field of study)



CONSIDERED EMPLOYER RANKING

(as many as applicable)



“Below is a list of companies and organisations. For which of these employers would you consider working?”

IDEAL EMPLOYER RANKING

(max. five employers)



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

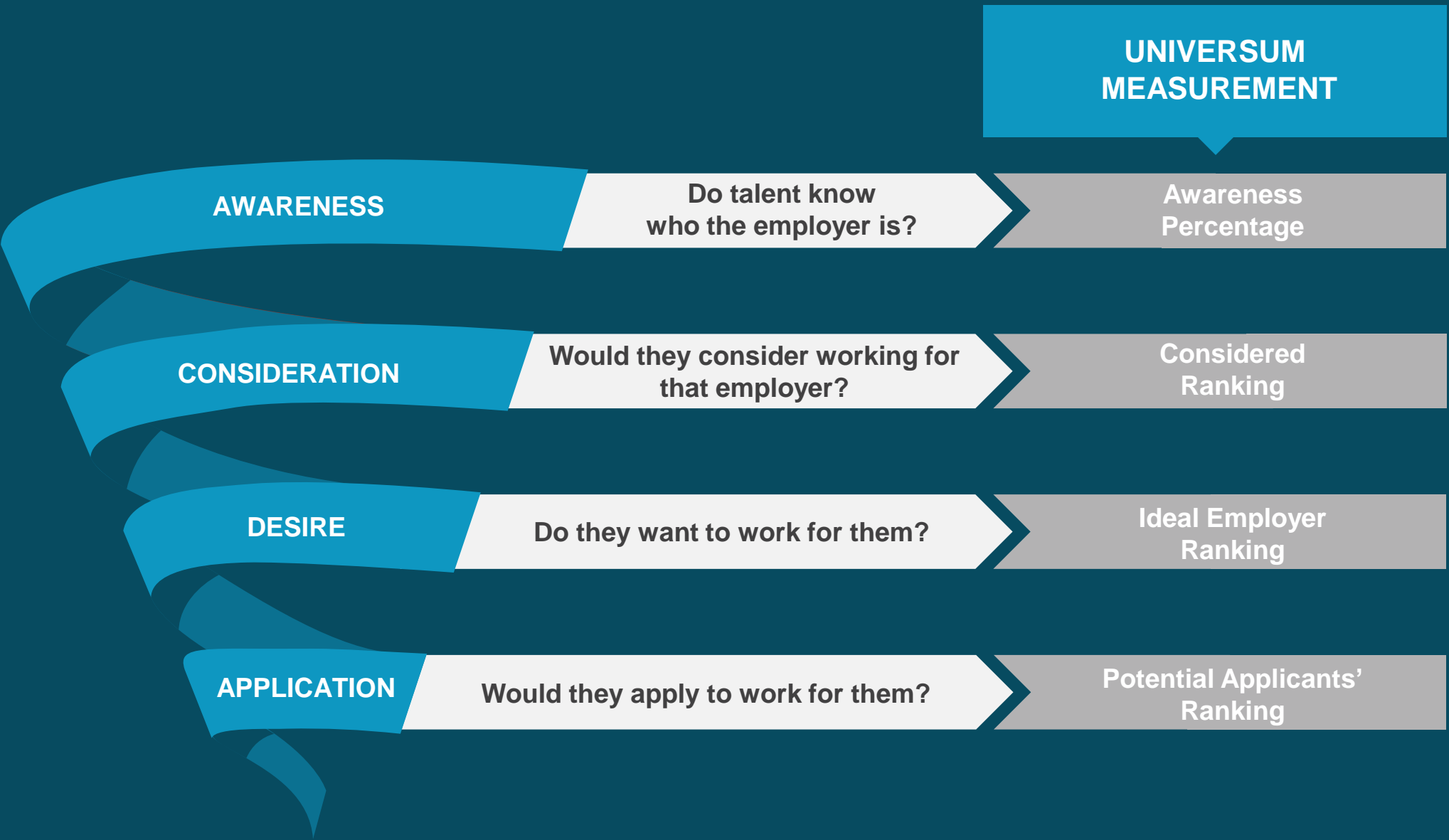
POTENTIAL APPLICANTS' RANKING

(Yes, I have / Yes, I will)



“Have you applied or will you apply to these employers?”

The Universum Recruitment Funnel



Considered Employer Ranking | Top 20

Your students | Business

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Fazer	1	61,67%	↑ 13	Deloitte	11	48,33%	↑ 5
Google	2	57,50%	↑ 9	McKinsey & Company	12	47,50%	↓ -2
The Boston Consulting Group (BCG)	2	57,50%	↑ 1	Danske Bank	13	46,67%	↓ -12
Finnair	4	56,67%	↑ 7	Handelsbanken	14	45,83%	↓ -11
PwC	5	55,00%	↑ 1	Hartwall	15	43,33%	↑ 13
KONE	6	54,17%	↑ 5	Unilever	15	43,33%	↑ 19
KPMG	7	52,50%	↑ 1	Fiskars	17	42,50%	↑ 19
Nordea	7	52,50%	↓ -5	IKEA	17	42,50%	↑ 25
Accenture	9	50,83%	↑ 8	Nokia	17	42,50%	↑ 24
EY (Ernst & Young)	10	50,00%	↓ -2	SEB	17	42,50%	↓ -11

All students | Business

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Finnair	1	61,17%	→ 0	Microsoft	11	36,92%	↑ 3
Fazer	2	50,16%	→ 0	Stockmann	12	36,76%	↓ -3
Google	3	45,98%	↑ 1	S-ryhmä	13	36,67%	↓ -5
OP Ryhmä	4	45,82%	↑ 2	IKEA	14	36,37%	↑ 3
Nordea	5	44,53%	↓ -2	Suomen Pankki	15	36,25%	↓ -4
KONE	6	43,53%	↓ -1	Samsung	16	35,80%	↑ 2
Lumene	7	40,76%	↑ 3	L'Oréal	17	35,71%	↓ -4
Marimekko	8	38,84%	↑ 7	Valio	18	35,69%	↑ 1
Danske Bank	9	38,47%	↓ -2	Fiskars	19	35,32%	↓ -7
Hartwall	10	37,42%	↑ 6	LähiTapiola	20	33,74%	→ 0

• Below is a list of companies and organisations. For which of these employers would you consider working?

Ideal Employer Ranking | Top 20

Your students | Business

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Finnair	1	23,73%	↑ 5	KONE	11	11,86%	↑ 4
Google	1	23,73%	↑ 3	Nordic Investment Bank	12	11,02%	↓ -3
The Boston Consulting Group (BCG)	3	19,49%	↓ -1	Supercell	12	11,02%	↑ 13
Fazer	4	17,80%	↑ 17	Accenture	14	10,17%	↑ 19
PwC	5	16,10%	↑ 3	Microsoft	14	10,17%	↑ 9
EY (Ernst & Young)	6	13,56%	↑ 1	Aktia	16	9,32%	↑ 2
McKinsey & Company	6	13,56%	↓ -3	L'Oréal	16	9,32%	↓ -5
KPMG	8	12,71%	↑ 7	Lumene	16	9,32%	↓ -3
Milton	8	12,71%	↑ 9	SEB	16	9,32%	↓ -6
Nordea	8	12,71%	↓ -7	Unilever	16	9,32%	↑ 3

All students | Business

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Finnair	1	26,11%	→ 0	KPMG	11	8,27%	↑ 4
Google	2	16,06%	→ 0	Supercell	12	7,79%	↑ 1
OP Ryhmä	3	13,59%	→ 0	Microsoft	13	7,67%	↑ 5
Lumene	4	13,50%	↑ 3	EY (Ernst & Young)	14	7,63%	↓ -3
Fazer	5	13,37%	↑ 1	PwC	15	7,16%	↑ 1
Marimekko	6	12,37%	↑ 2	S-ryhmä	16	7,01%	↓ -4
Nordea	7	11,65%	↓ -3	Ulkoasiainministeriö	17	6,97%	↓ -3
KONE	8	10,41%	↓ -3	Scandic Hotels	18	6,00%	NEW -
L'Oréal	9	9,53%	→ 0	Valtiovarainministeriö	19	5,97%	↑ 7
Suomen Pankki	10	8,31%	→ 0	Samsung	20	5,76%	↑ 13

Potential Applicants' Ranking | Top 20

Your students | Business

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Finnair	1	5,95%	↑ 14	Milton	11	2,78%	↑ 6
Nordea	2	4,76%	↓ -1	Nordic Investment Bank	11	2,78%	↓ -1
Fazer	3	3,97%	↑ 17	Accenture	13	2,38%	↑ 17
KPMG	3	3,97%	↑ 6	KONE	13	2,38%	↑ 4
Aktia	5	3,57%	↑ 9	SEB	13	2,38%	↓ -8
McKinsey & Company	5	3,57%	↑ 1	Unilever	13	2,38%	↑ 6
EY (Ernst & Young)	7	3,17%	↓ -1	Bain & Company	17	1,98%	↓ -9
Google	7	3,17%	↑ 9	Danske Bank	17	1,98%	↓ -14
PwC	7	3,17%	↓ -3	Fiskars	17	1,98%	↑ 7
The Boston Consulting Group (BCG)	7	3,17%	↓ -5	Supercell	17	1,98%	NEW -

All students | Business

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
OP Ryhmä	1	6,13%	→ 0	Suomen Pankki	11	1,91%	↑ 1
Finnair	2	5,20%	↑ 1	Marimekko	12	1,79%	↑ 1
Nordea	3	4,86%	↓ -1	McKinsey & Company	13	1,63%	↑ 5
S-ryhmä	4	3,37%	→ 0	K-ryhmä	14	1,59%	→ 0
KPMG	5	2,59%	↑ 3	Deloitte	15	1,58%	↑ 2
EY (Ernst & Young)	6	2,39%	→ 0	Lumene	16	1,58%	↑ 10
Fazer	7	2,22%	↑ 3	Danske Bank	17	1,48%	↓ -8
PwC	8	2,16%	↓ -1	Accenture	18	1,46%	↓ -3
Google	9	2,12%	↑ 2	Wärtsilä	19	1,46%	↑ 6
KONE	10	1,92%	↓ -5	L'Oréal	20	1,46%	↑ 2

APPENDIX

- About the Universum Talent Research
- Highest qualification
- Current status
- Educational institutions
- Area of study
- Employer rankings among Students
- Communication channels for employers
- The Universum Career Profiles

About the Universum Talent Research

THE QUESTIONNAIRE

- Created based on over 25 years of experience, extensive research within HR, focus groups and communication with both our clients and talent.
- Global perspective - local insight.

DATA COLLECTION

- Conducted via an online survey. The online link was distributed via university and alumni-networks, communities, the Universum Panel and different local and global partners.

WEIGHTING

- We apply weighting to adjust for discrepancies in the data collection from the actual distribution of students across universities.
- Note that only data based on all respondents or on all respondents within a main field of study is weighted. Breakdowns like gender, high achievers or other more specific target groups are not weighted.



2 500

educational institutions



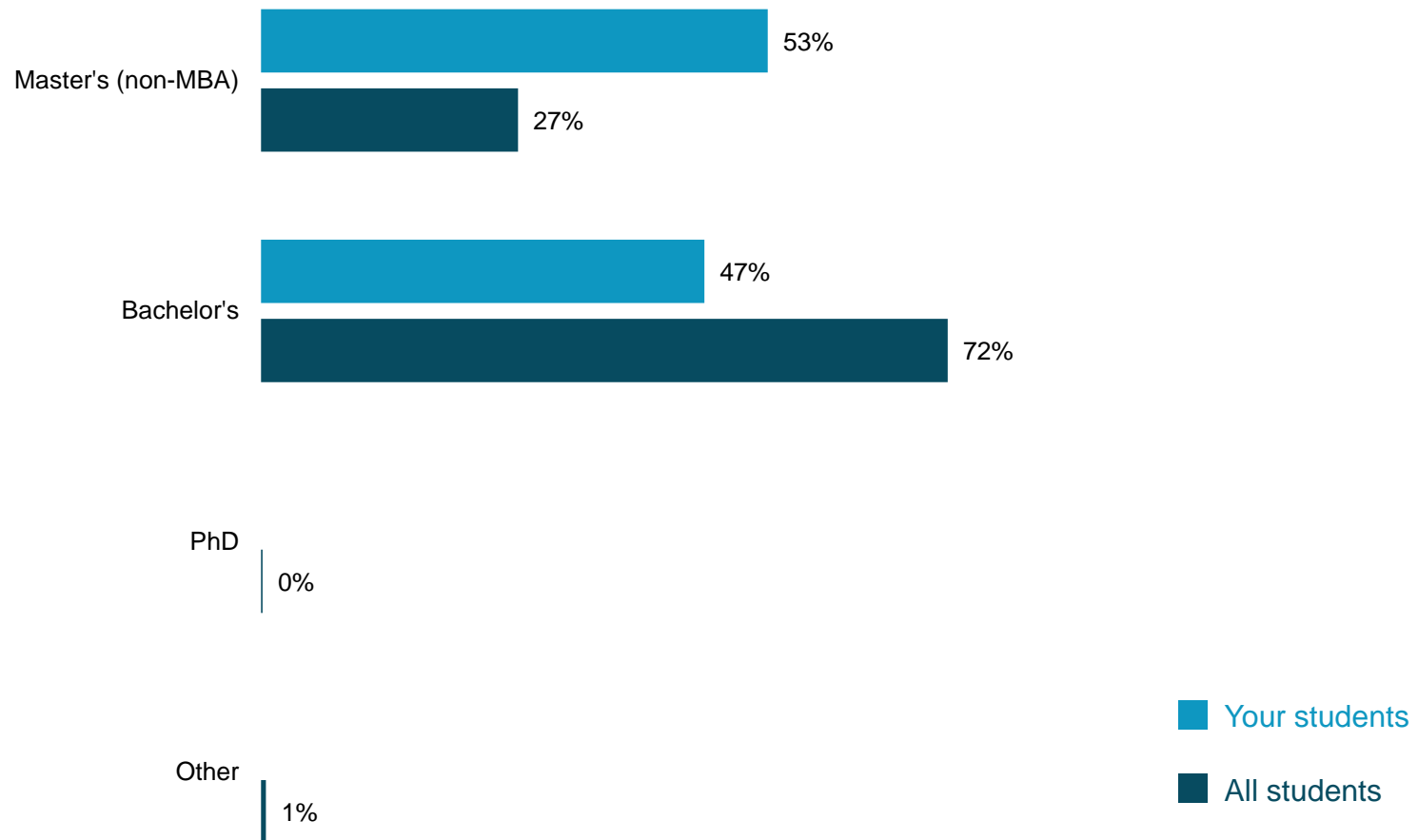
WE HAVE CONDUCTED THE
UNIVERSUM TALENT SURVEY
FOR OVER 25 YEARS



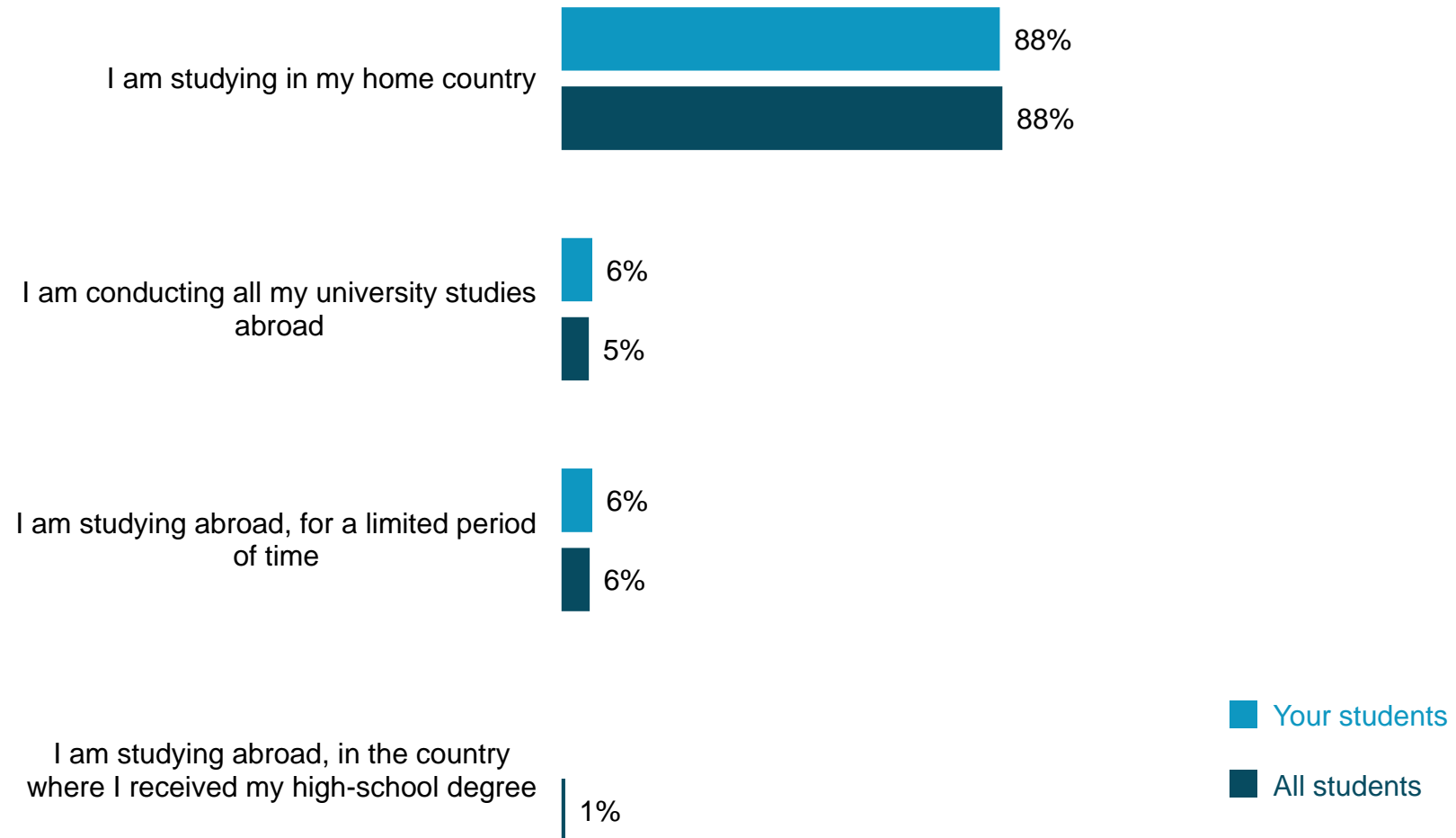
Total number of respondents
in the survey 2018:

1 000 000+

Highest qualification



Current status



Educational institutions (1/1)

All students

University	All students	University	All students
Aalto University	8,9%	SAMK - Satakunta University of Applied Sciences	2,3%
Haaga-Helia University of Applied Sciences	8,0%	Lahti University of Applied Sciences	2,3%
University of Vaasa	7,1%	Savonia University of Applied Sciences	1,9%
University of Turku	6,7%	Vaasa University of Applied Sciences	1,9%
University of Jyväskylä	4,9%	Seinäjoki University of Applied Sciences	1,9%
Laurea University of Applied Sciences	4,7%	Åbo Akademi University	1,8%
University of Oulu	4,2%	Centria University of Applied Sciences	1,8%
Hanken - School of Economics, Helsinki	4,1%	Hanken - School of Economics, Vasa	1,6%
Lappeenranta University of Technology	3,2%	HAMK - University of Applied Sciences	1,6%
University of Tampere	3,1%	Lapin AMK, Lapland University of Applied Sciences	1,5%
Metropolia University of Applied Sciences	2,9%	Karelia University of Applied Sciences	1,3%
JAMK - Jyväskylä University of Applied Sciences	2,9%	Arcada University of Applied Sciences	1,2%
TAMK - Tampere University of Applied Sciences	2,7%	Saimaa University of Applied Sciences	1,2%
Turku University of Applied Sciences	2,6%	KAMK - Kajaani University of Applied Sciences	0,8%
XAMK - South-Eastern Finland University of Applied Sciences	2,6%	Novia University of Applied Sciences	0,6%
University of Eastern Finland	2,5%	University of Lapland	0,0%
Oulu University of Applied Sciences	2,4%	Other	2,9%



Areas of study

All students | Business (1/1)

Area of study	All students	Area of study	All students
Marketing	24%	Information and Service Management	3%
Commercial Economics	23%	Management Assistant	3%
Accounting	20%	Supply Management	3%
Management	20%	Strategy Research	3%
International Business	17%	Creative Sustainability	3%
Finance	15%	International Business Communication	2%
Economics	9%	Industrial Engineering	2%
Entrepreneurship	8%	Mathematics and Statistics	1%
Sales	8%	International Design Business Management	1%
Tourism	6%	Politics and Business	1%
Commercial Law	6%	Business Sociology	0%
Hotel and Catering	6%	Business Geographics	0%
Logistics	3%	Other Business	5%
Information Systems Science	3%		

Considered Employer Ranking | Top 30

All students | Business

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Finnair	1	61,17%	→ 0	Samsung	16	35,80%	↑ 2
Fazer	2	50,16%	→ 0	L'Oréal	17	35,71%	↓ -4
Google	3	45,98%	↑ 1	Valio	18	35,69%	↑ 1
OP Ryhmä	4	45,82%	↑ 2	Fiskars	19	35,32%	↓ -7
Nordea	5	44,53%	↓ -2	LähiTapiola	20	33,74%	→ 0
KONE	6	43,53%	↓ -1	Paulig Group	21	32,72%	↑ 3
Lumene	7	40,76%	↑ 3	S-pankki	22	32,40%	NEW -
Marimekko	8	38,84%	↑ 7	Supercell	23	32,14%	↓ -1
Danske Bank	9	38,47%	↓ -2	KPMG	24	31,80%	↑ 6
Hartwall	10	37,42%	↑ 6	Nokia	25	31,76%	↑ 13
Microsoft	11	36,92%	↑ 3	K-ryhmä	26	31,70%	↓ -5
Stockmann	12	36,76%	↓ -3	Handelsbanken	27	31,63%	↓ -4
S-ryhmä	13	36,67%	↓ -5	If	28	31,58%	↓ -3
IKEA	14	36,37%	↑ 3	MTV	29	30,38%	→ 0
Suomen Pankki	15	36,25%	↓ -4	Rovio Entertainment	30	30,13%	↓ -4

Ideal Employer Ranking | Top 30

All students | Business

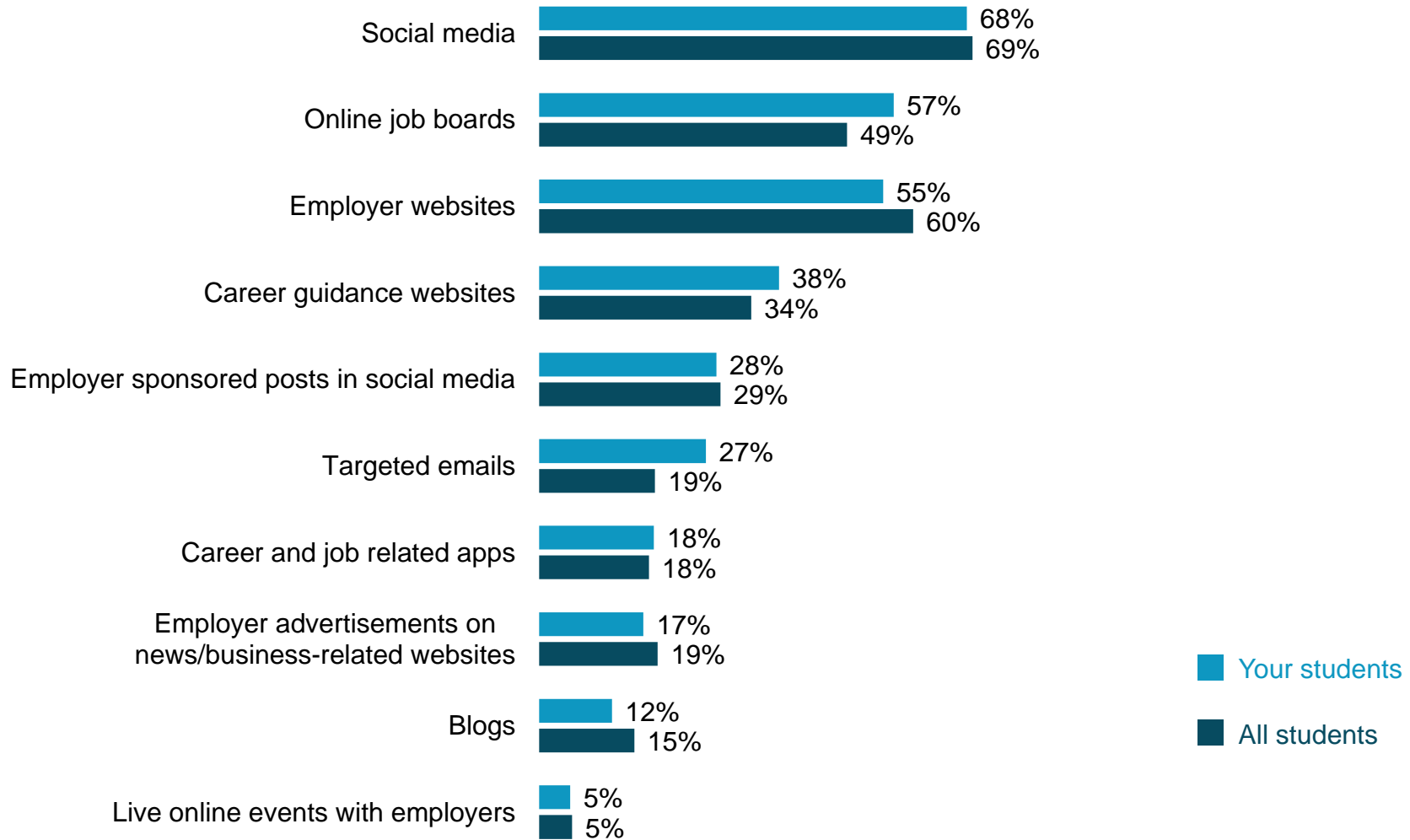
Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
Finnair	1	26,11%	→ 0	S-ryhmä	16	7,01%	↓ -4
Google	2	16,06%	→ 0	Ulkoasiainministeriö	17	6,97%	↓ -3
OP Ryhmä	3	13,59%	→ 0	Scandic Hotels	18	6,00%	NEW -
Lumene	4	13,50%	↑ 3	Valtiovarainministeriö	19	5,97%	↑ 7
Fazer	5	13,37%	↑ 1	Samsung	20	5,76%	↑ 13
Marimekko	6	12,37%	↑ 2	IKEA	21	5,74%	→ 0
Nordea	7	11,65%	↓ -3	McKinsey & Company	22	5,70%	↑ 2
KONE	8	10,41%	↓ -3	The Boston Consulting Group (BCG)	23	5,59%	↓ -3
L'Oréal	9	9,53%	→ 0	Accenture	24	5,50%	↑ 3
Suomen Pankki	10	8,31%	→ 0	TUI Nordic	25	5,30%	NEW -
KPMG	11	8,27%	↑ 4	Danske Bank	26	5,27%	↓ -9
Supercell	12	7,79%	↑ 1	Paulig Group	27	5,18%	↑ 2
Microsoft	13	7,67%	↑ 5	YLE	28	5,17%	↑ 3
EY (Ernst & Young)	14	7,63%	↓ -3	MTV	29	5,13%	↓ -7
PwC	15	7,16%	↑ 1	Deloitte	30	5,09%	↑ 6

Potential Applicants' Ranking | Top 30

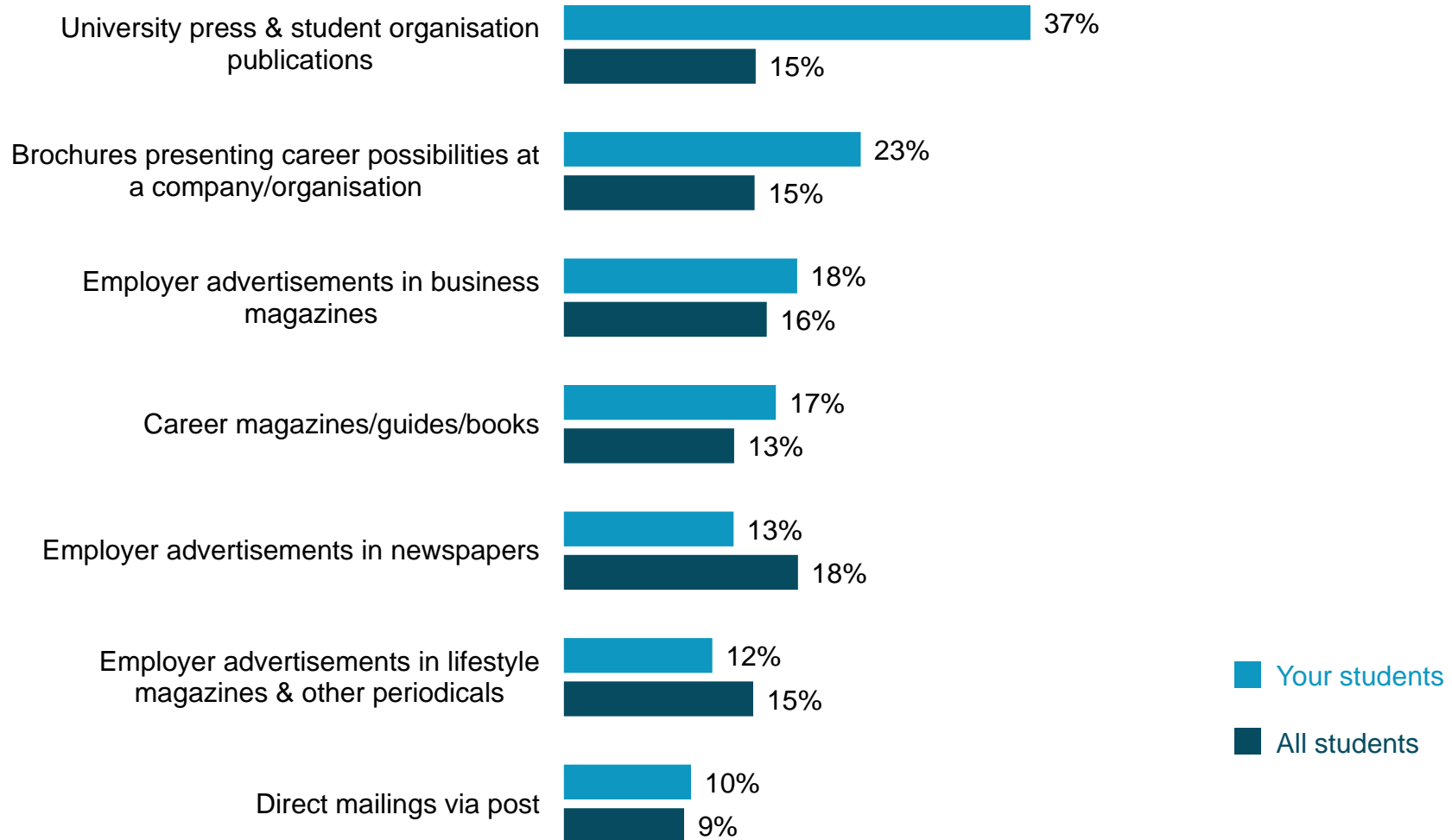
All students | Business

Employer	Rank 2018	Percent 2018	Trend	Employer	Rank 2018	Percent 2018	Trend
OP Ryhmä	1	6,13%	→ 0	Lumene	16	1,58%	↑ 10
Finnair	2	5,20%	↑ 1	Danske Bank	17	1,48%	↓ -8
Nordea	3	4,86%	↓ -1	Accenture	18	1,46%	↓ -3
S-ryhmä	4	3,37%	→ 0	Wärtsilä	19	1,46%	↑ 6
KPMG	5	2,59%	↑ 3	L'Oréal	20	1,46%	↑ 2
EY (Ernst & Young)	6	2,39%	→ 0	UPM	21	1,41%	↑ 6
Fazer	7	2,22%	↑ 3	Verohallinto	22	1,28%	↓ -3
PwC	8	2,16%	↓ -1	IKEA	23	1,26%	↓ -3
Google	9	2,12%	↑ 2	The Boston Consulting Group (BCG)	24	1,26%	↓ -8
KONE	10	1,92%	↓ -5	Alko	25	1,24%	↑ 3
Suomen Pankki	11	1,91%	↑ 1	LähiTapiola	26	1,22%	↑ 3
Marimekko	12	1,79%	↑ 1	Ulkoasiainministeriö	27	1,19%	↓ -4
McKinsey & Company	13	1,63%	↑ 5	ABB	28	1,18%	↓ -4
K-ryhmä	14	1,59%	→ 0	Neste	29	1,17%	↑ 4
Deloitte	15	1,58%	↑ 2	Stockmann	30	1,13%	↓ -9

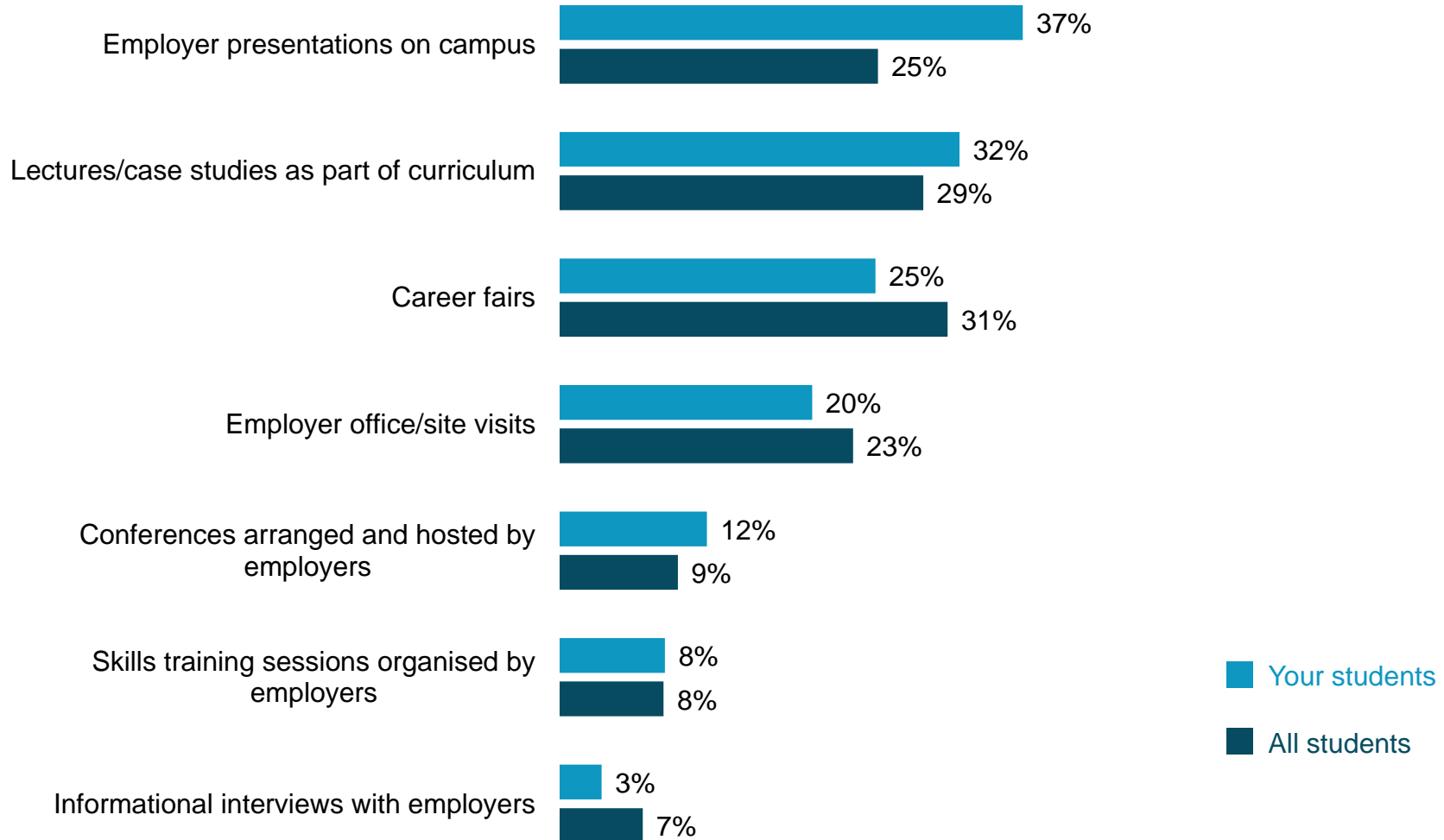
Digital communication channels for employers



Print communication channels for employers



In-Person communication channels for employers





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.



HUNTER

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.

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