

Economic Information Office & T-Media Youth and Leadership 2010

A summary of an extensive research report

DREAMS AND CAREERS

THOUGHTS AND ATTITUDES

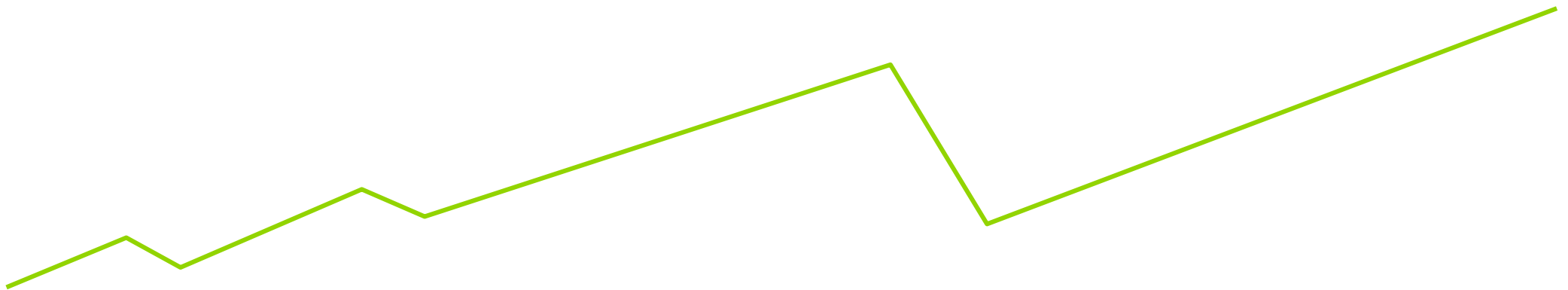
BE INSPIRED AND SUCCEED



TALOUELLINEN
TIEDOTUSTOIMISTO

Information about the research

- The research material was collected as an email-informed electronic survey during 12.-24.5.2010.
- The research sample was chosen from T-Media's research register.
- The number of participants in the survey totaled 3081 after data cleaning. The margin of error for results from the entire sample was $\pm 1,8$ % units.
- The sample is defined to correspond to the distribution of 17-29 year old Finnish students in regards to sex, residential area and type of study place (vocational college, high school, university of applied sciences or university). The sample includes also under 30 year olds in full-time employment.



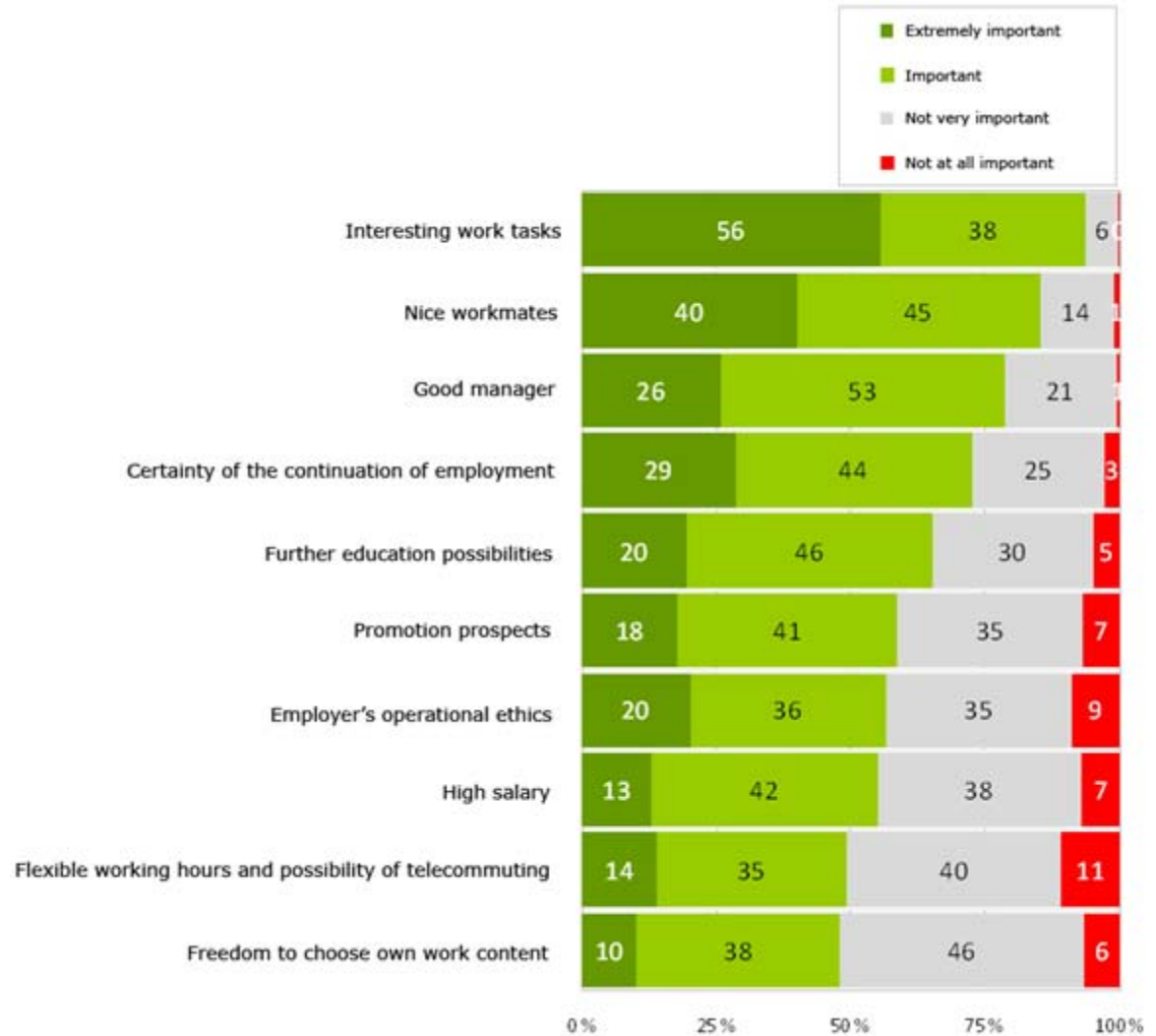


Introduction

The participating youth saw that good management is one of the most important things about work.

The importance of good management

How important are the following aspects about your job?





Images and experiences of leadership

As age and work experiences increase young people's opinions on management become more negative. Many sectors and several companies employing many young people have a reputation for poor leadership.

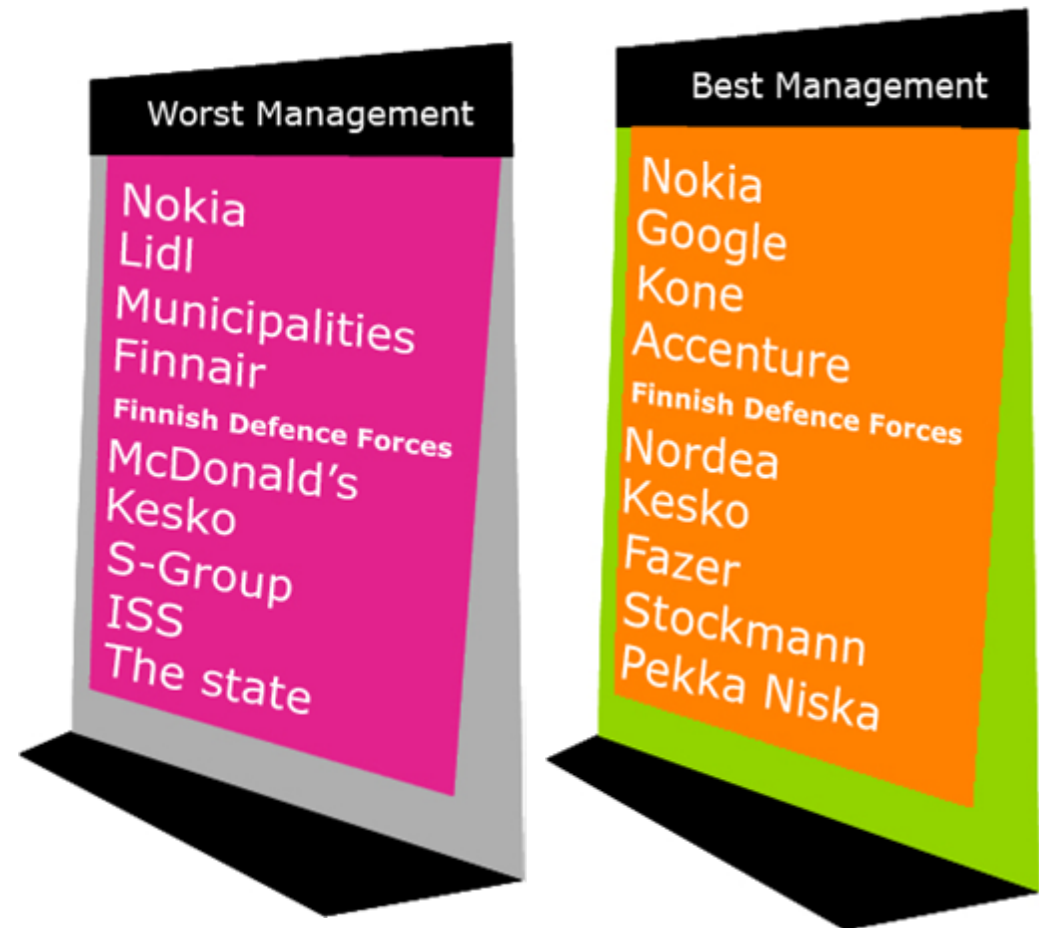
"Some of my managers have been examples worthy of imitation: employees are appreciated and all employees are treated equally. Some however have had hardly any management skills: decisions are made according to one's mood, and some employees are clearly favoured over others. Innocent employees are accused for things they haven't done and saying sorry appears to be impossible. But luckily I have had also those good ones."

(Woman, 25 years, University)

"Unfortunately often companies are managed by leaders, who don't have any understanding of personnel management, or have any innate abilities to interact with people." (Woman, 30 years, University)

Worst kind of management in companies employing young people

- When youth are asked to list organisations representing best and worst kind of management, Nokia is the most frequently mentioned answer to both. Like the picture on this page shows, also the Finnish Defence Forces is found on both lists.
- Generally speaking, what can be noticed is that the organisations on the “Best Management” list are listed mainly on the grounds of images. It’s unlikely that many participants have personal experience for instance of the managerial policy of Google. On the other hand, the “Worst Management” list is more likely to rank companies that youth have personal experiences of. Exception here is Finnair, which faced several industrial actions just before the survey was carried out.



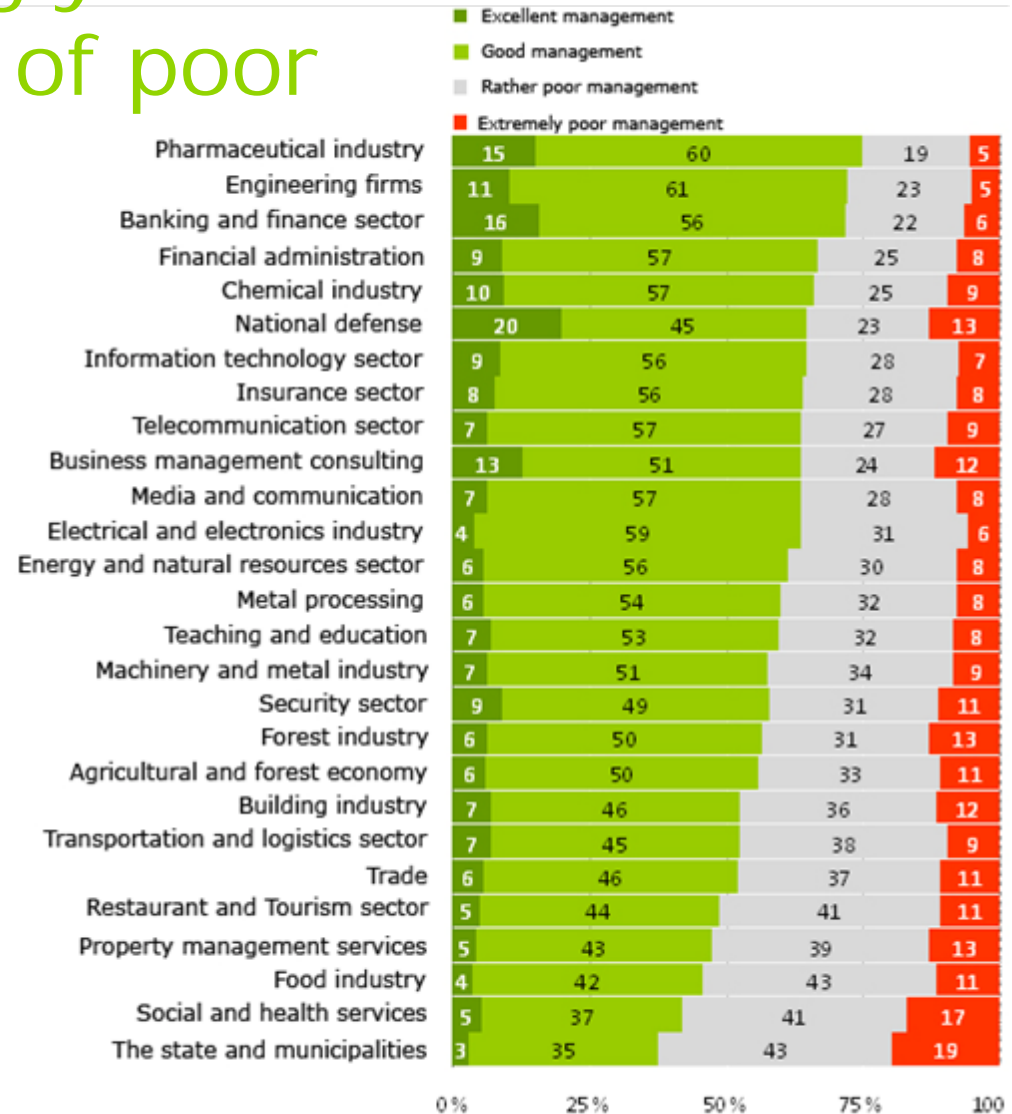


The public sector is strongly associated with an image of poor management.

The best management in the youth's images is found within the pharmaceutical industry and engineering firms, and the worst management within the state and municipalities.

These images of the quality of management in different sectors are based mainly on the following three factors:

1. Own and others' experiences
2. General image of the sector, and especially of its economic success
3. Latest news, especially those reporting of industrial actions





What kind of management do young people expect?

All young people hope for an evenhanded manager, who gives feedback. However, the understandings of other qualities of a good manager are diverse.

Dimensions of Leadership

- Although the youth are widely unanimous on many qualities of a good manager, there are also clear differences in their expectations.
- This page introduces six most important dimensions of attitudes, on which the youth's opinions on ideal leadership are based. First two dimensions do not actually divide the participants:

Nearly all the youth valued evenhandedness, encouragement and sense of responsibility, as well as appreciating to be given feedback and receiving interest their work contribution. However, the four other dimensions of attitudes split opinions. They create a foundation for examining the different understandings of what an ideal manager is like.

Important for nearly all the youth:

Is evenhanded, encouraging and responsible.

Gives a plenty of feedback and is interested in the employees' work.

Opinions splitting the youth strongly:

Is a friend to the employees

Is an authority

Has also started from the bottom and worked his way "up the ladder"

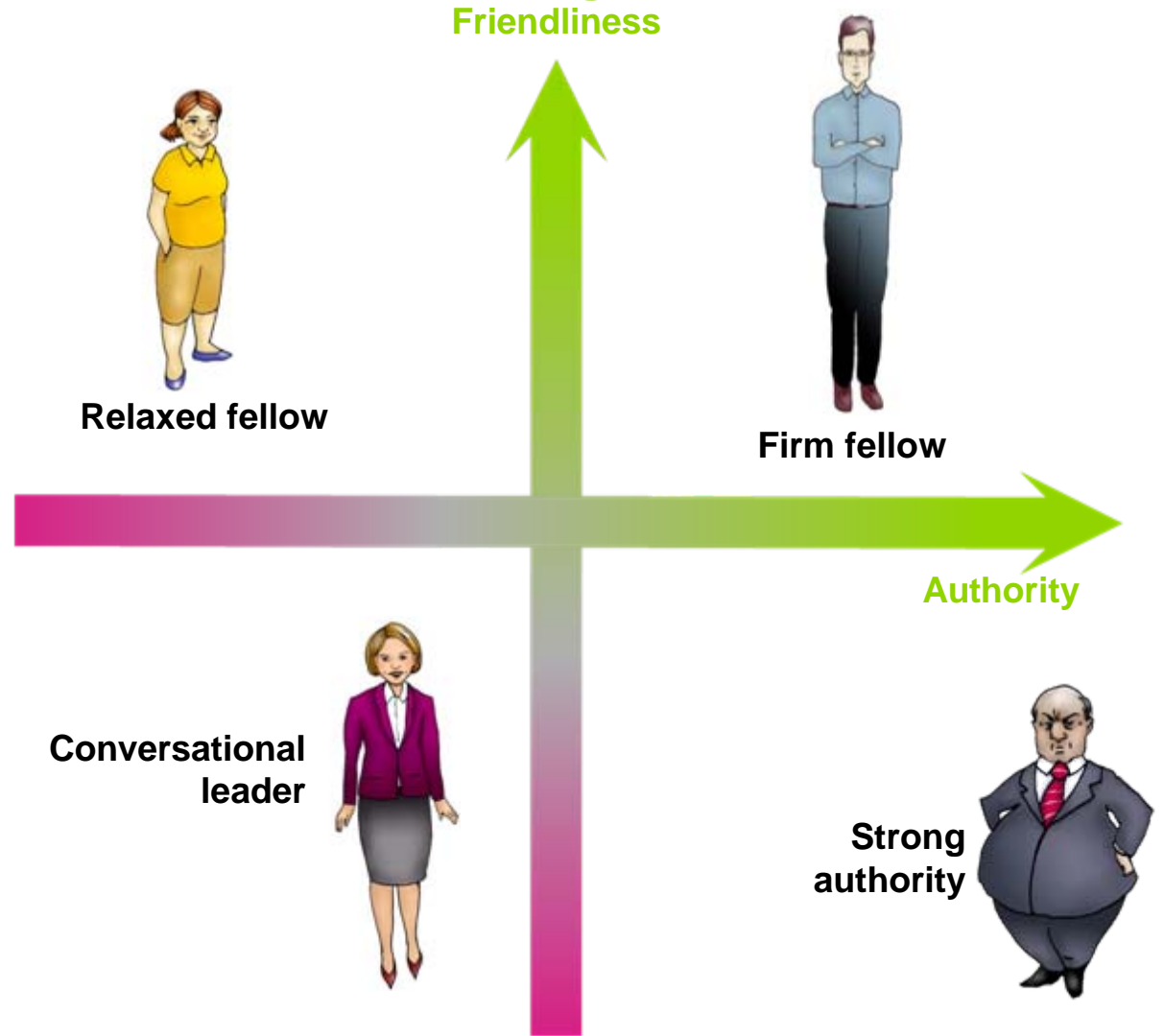
Shares the same values with the employees





Four different kinds of ideal managers:

- Statistical methods allow the identification of four different kinds of understandings of ideal managers on the basis of the young people's opinions on ideal management.
- The different types of ideal managers differ from each other in many ways. Here one can see how they are placed in the fourfold table portraying authority and friendliness.





Work supervision and feedback

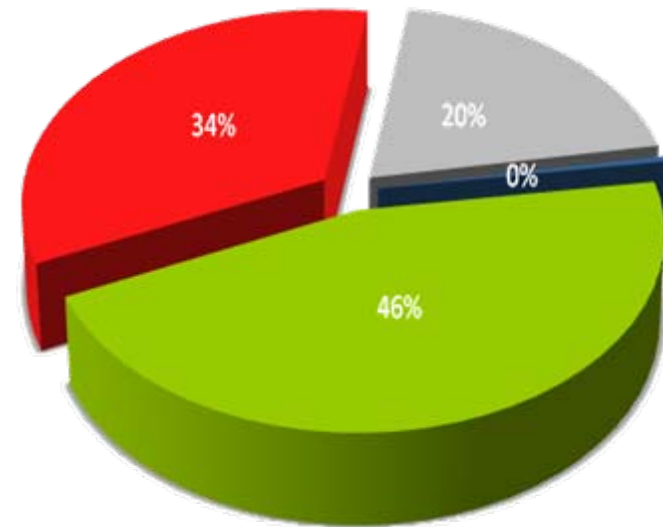
Young people want their manager to give them clear objectives, but hope at the same time that they are allowed to work independently. Many would prefer to receive feedback informally.



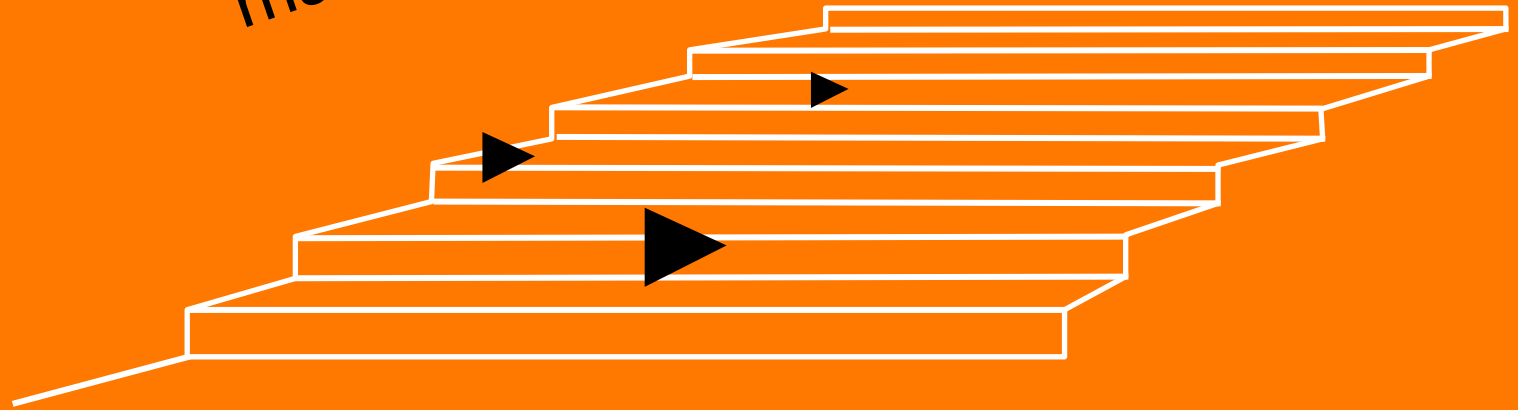
Half of the youth wish to receive only unofficial feedback from their manager

How would you prefer to receive feedback on your work?

- I not wish to receive any feedback from my manager
- Informally, given besides other things
- In regular meetings with my manager, to evaluate my work performance
- In regular meetings with the whole team, to evaluate everyone's work performance



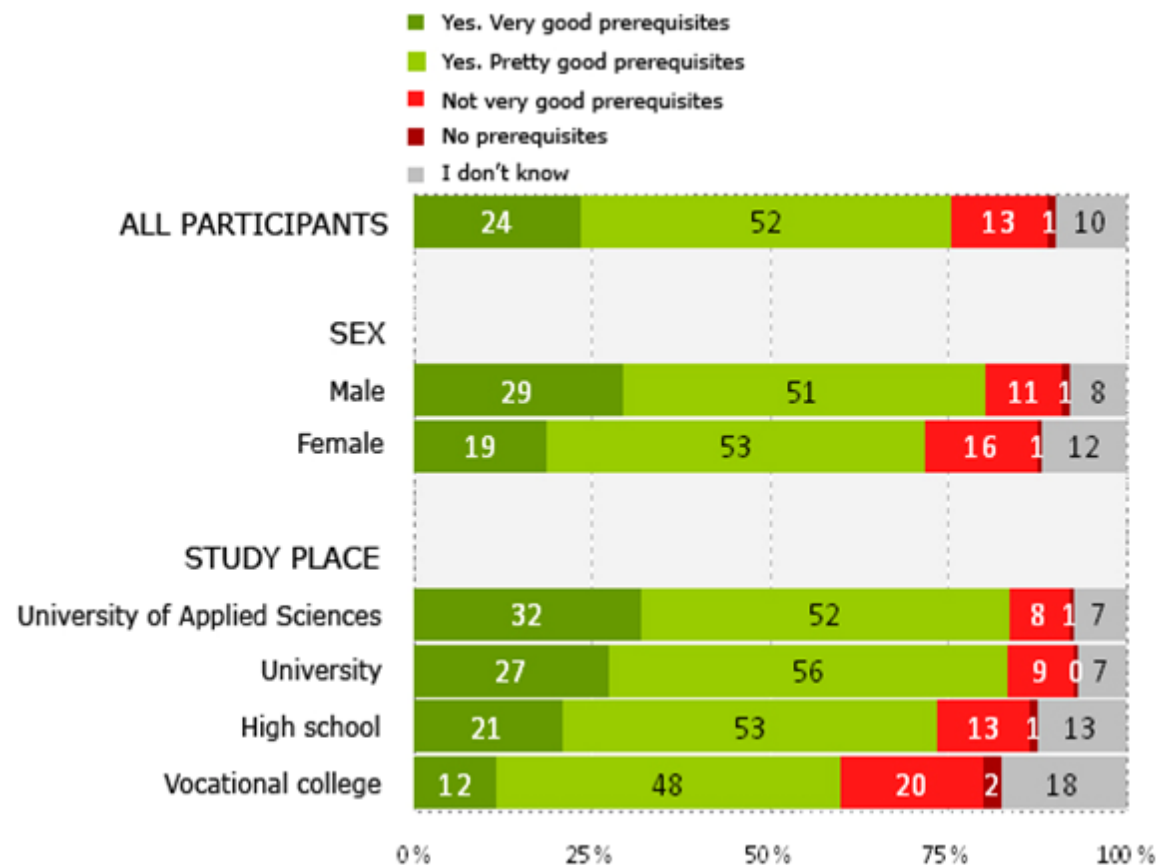
Prerequisites and interest in managerial tasks



Nearly all the participating youth believe that they would be well suited for managerial tasks, but clearly fewer are interested in them.

Nearly all the participating youth have faith in their managerial potential

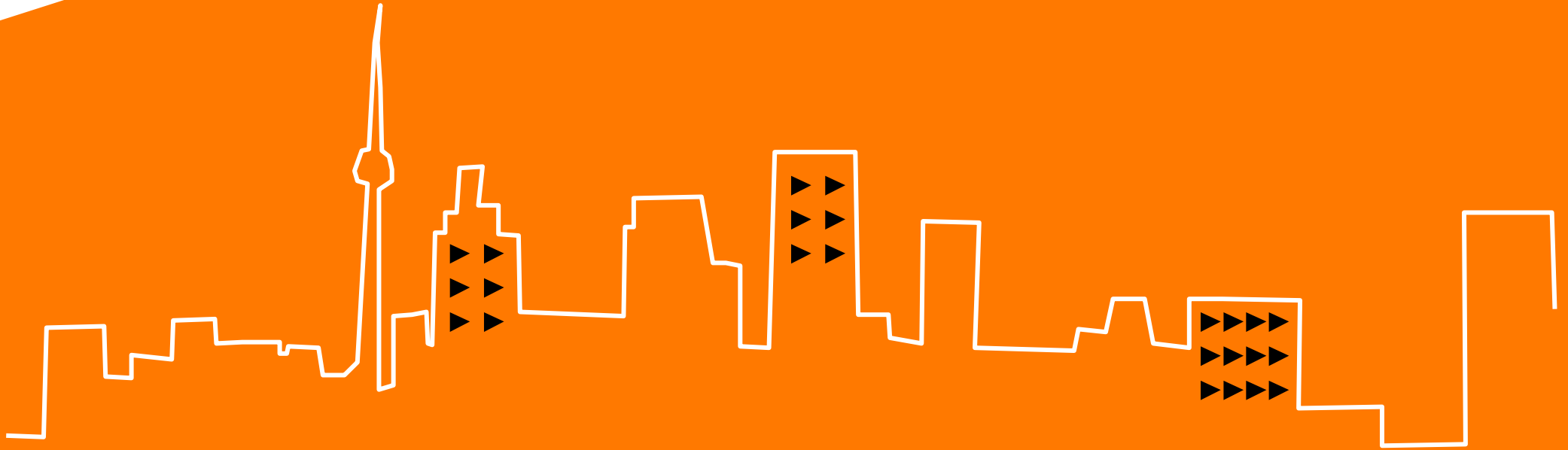
Do you believe that you have the prerequisites for working in a managerial position at some point during your career?



Youth's interest in managerial tasks is weak.
Career progression as a specialist is much more appealing.

"The salary of a manager rarely corresponds to the responsibility that is nevertheless always present, which means that the cost-effectiveness of the effort is probably maximised in expert and specialist tasks." (Man, 27 years, University).

"I am much more interested in challenging tasks in general, not so much in having a managerial position"
(Man, years, University)



Conclusions

Good management is more important to the youth than wage levels.

Conclusions

- Good management is more important to the youth than wage levels
- Young people's expectations from leadership differ from sector to sector
- Young people's experiences and understandings of the leadership practices of organisations have a direct effect on the attractiveness of the employers and their possibilities in recruiting competent employees.
- Companies have to pay attention to their management strategy and it has to be communicated to the managers.
- Companies have to ensure that their managers have understood the management processes.
- It is profitable for companies to train their managers to meet their young employees better.

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composition, analysis & texts
composition & texts
composition
qualitative analysis
graphic design
manager characters

MEASURE AND SHAKE

INFLUENCE AND ACHIEVE



T-MEDIA

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