

# FOUR GENERATIONS OF TALENT REVEALED

THEIR SKILLS,  
INDUSTRIES, MOTIVATIONS  
AND ASPIRATIONS

AUSTRALIA  
AND NEW ZEALAND

**LinkedIn**™ Talent Solutions



# INTRODUCTION

Among today's world of innovators, disruptors and entrepreneurs, there is still a core workforce comprising different generations that are underpinning the future of the Australian and New Zealand economies. They each have distinct characteristics, values, ambitions and attitudes towards work.

As technology continues to evolve and concepts such flexibility and diversity become more influential in the workplace, the opportunity to attract and retain the very best talent will be, in part, driven by the successful integration and intimate understanding of these diverse groups. Organisations will need to respond to the motivations of each generation to create the ideal corporate culture that actively demonstrates respect and inclusion.

In the eyes of great talent, not all businesses are created equal but for the ones getting their culture right, it is an exciting destination for their career. It is these companies who know who they are and why they exist and what people they need to grow and what drives those people to succeed. With a strong and authentic employer brand, you'll find you're better able to engage and retain this talent because they fit your culture and your future. This will be the foundation to attract talent from big enterprise.

This mini-guide reveals what is motivating today's workforce and what will keep them inspired tomorrow. It shares their skills, experiences, ambitions and where they work now and who is on their hot list. It also digs into their minds to reveal who they follow, what they read and how they engage when wanting to move on in their career.

# STUDENT AND RECENT GRADUATES

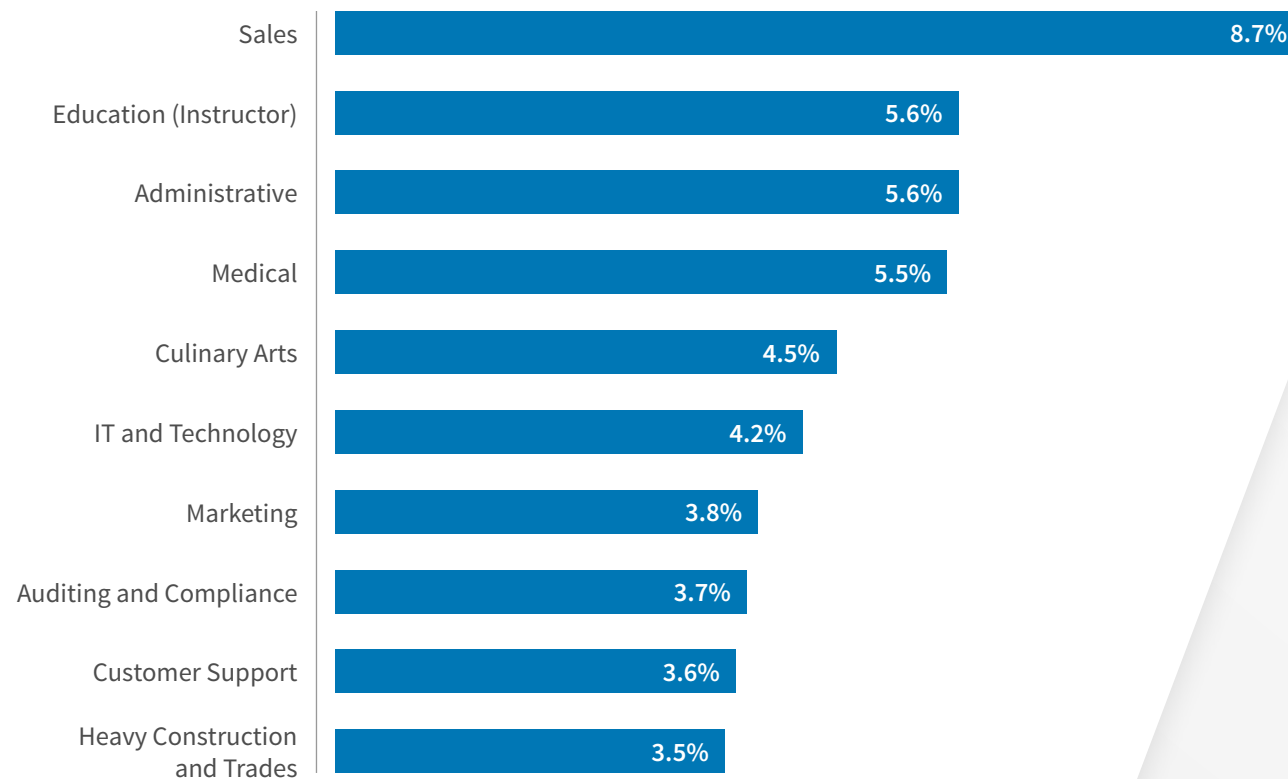
This new generation of workers want to be inspired. They seek work/life balance but with the opportunity to develop their career in a corporate culture that aligns with them. They read widely, are looking for innovative leaders and are soaking up the words of international influencers. Although you'll see in this report that McDonald's ranks as their top employer (possibly due to part-time work whilst studying), students are graduating into saturated functions, seeking their opportunities via networking and recruiters.



# WHAT THEY DO

## THE FUNCTIONS THAT STUDENTS AND RECENT GRADUATES WORK IN

### Top Functions

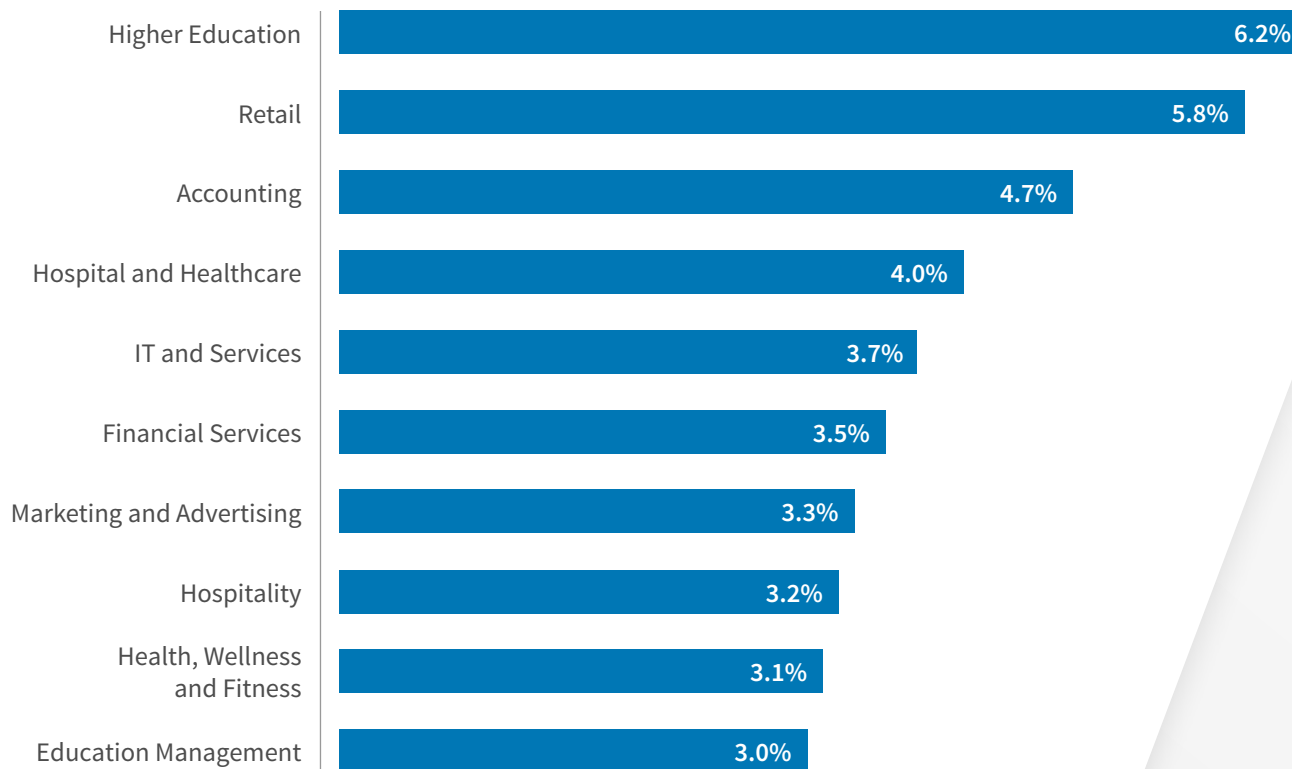


Sales is the top function for this talent generation, but they are graduating from a wide variety of disciplines. Culinary Arts is popular, perhaps inspired by the 'Masterchef' phenomenon.

# WHERE THEY WORK

## THE INDUSTRIES ATTRACTING STUDENTS AND RECENT GRADUATES

### Top Industries



Higher education and retail far outrank the industries for this group, which reflects the number still studying or undertaking further study and may be supplementing income with part-time retail work. Accounting and health industries also reflect those that will be on graduate programs.

# LINKEDIN INSPIRATION

## WHERE STUDENTS AND GRADUATES WORK AND WHO INSPIRES THEM

### Top Employers

1	McDonald's
2	Commonwealth Bank
3	Woolworths Limited
4	EY
5	National Australia Bank
6	ANZ
7	Deloitte Australia
8	Telstra
9	Myer
10	KPMG Australia

### Top Followed Companies

1	TED Conferences
2	Google
3	Commonwealth Bank
4	Harvard Business Review
5	Forbes
6	EY
7	Deloitte
8	The Economist
9	ANZ
10	Deloitte Australia

### Top Groups

1	PwC Careers Australia
2	Engineers Australia
3	Ted: Ideas Worth Spreading
4	Digital Marketing
5	Social Media Marketing
6	UNSW
7	Australian HR Institute
8	Griffith University Careers
9	Job Seeker Premium Group
10	Monash University

# WHAT THEY KNOW

## THE SKILLS OF STUDENTS AND RECENT GRADUATES

1 Research

2 Social Media

3 Sales

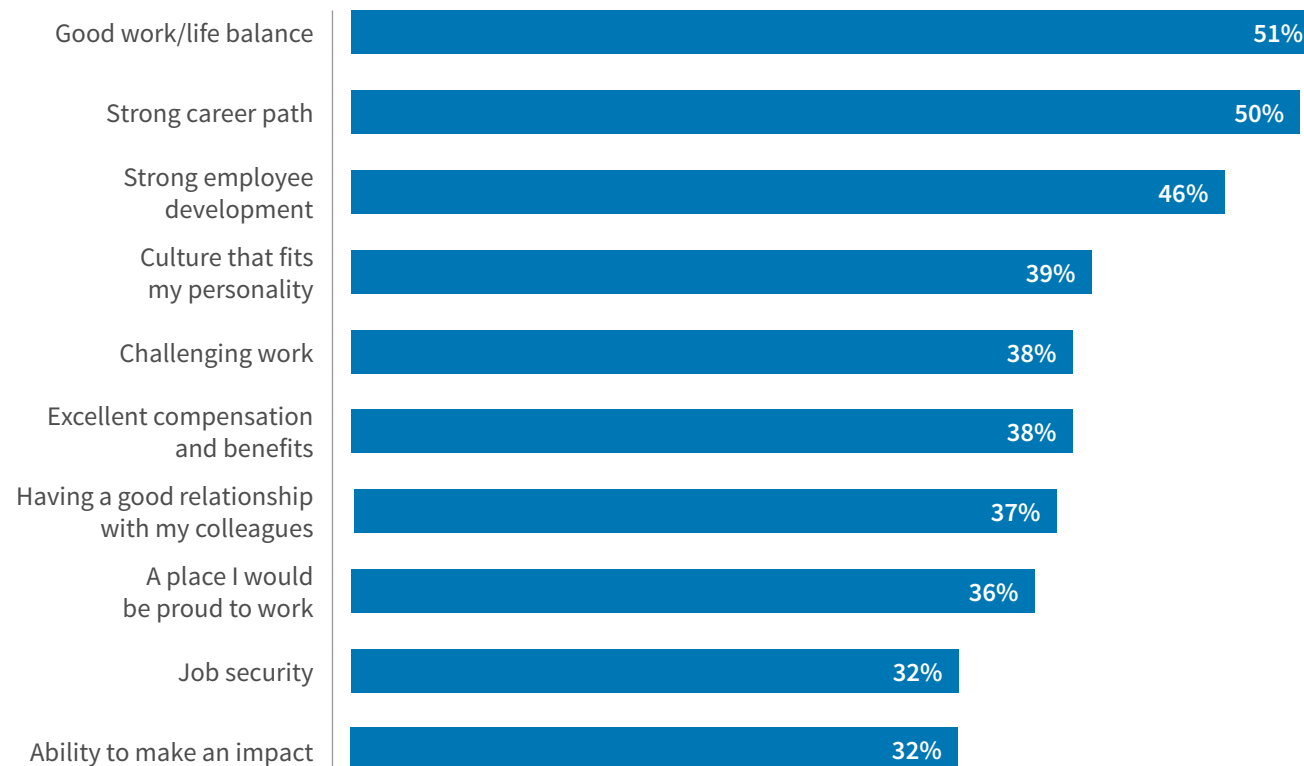
4 Social Media Marketing

5 Marketing

They are overwhelmingly bringing digital and social marketing skills to the workforce, reflecting the nature of business communication and engagement.

# THE WOW FACTOR

## WHAT ATTRACTS AND RETAINS STUDENT AND GRADUATE TALENT



**Question:** Please select the five most important factors when considering a job opportunity.

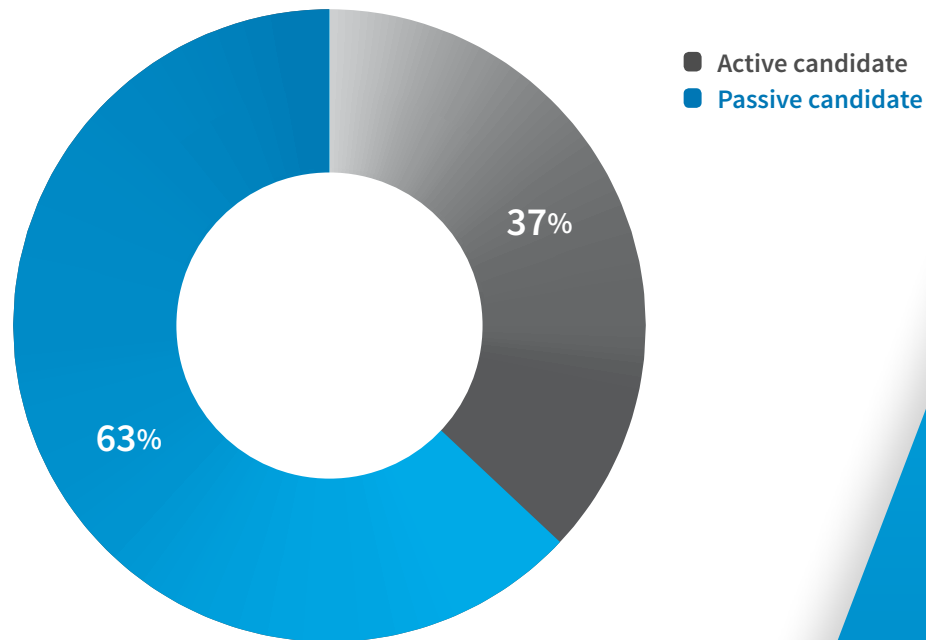
**Source:** LinkedIn Q3 2015 Talent Drivers Survey.





# CAREER CONNECTION

## HOW TODAY'S STUDENTS AND GRADUATES FIND THEIR NEXT JOB



### Active candidates may be:

- Actively looking for a job
- Casually looking a few times a week

### Passive candidates may be:

- Reaching out to personal network
- Open to talking to a recruiter
- Completely satisfied, don't want to move

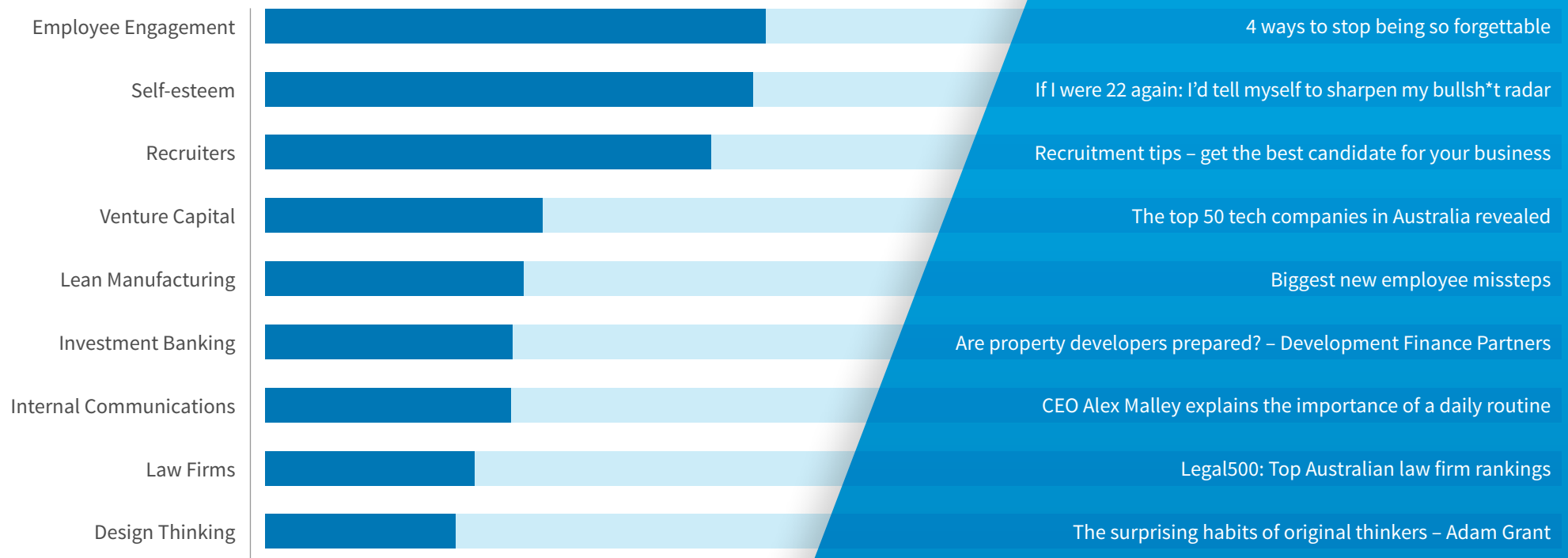
**Note:** Active vs Passive is based on a question which asked "How would you classify your current job search status?"

**Source:** LinkedIn Q3 2015 Talent Drivers Survey.

# THEY WANT TO BE INSPIRED

## THE ARTICLES THAT STUDENTS AND RECENT GRADUATES ARE READING ON LINKEDIN

Top Trending Topics by Engagement\*



Note: \*Engagement includes clicks, likes, comments and shares over the last six months.

Source: LinkedIn data as at May 2016.

Example Top Article per Trending Topic

# MILLENNIALS

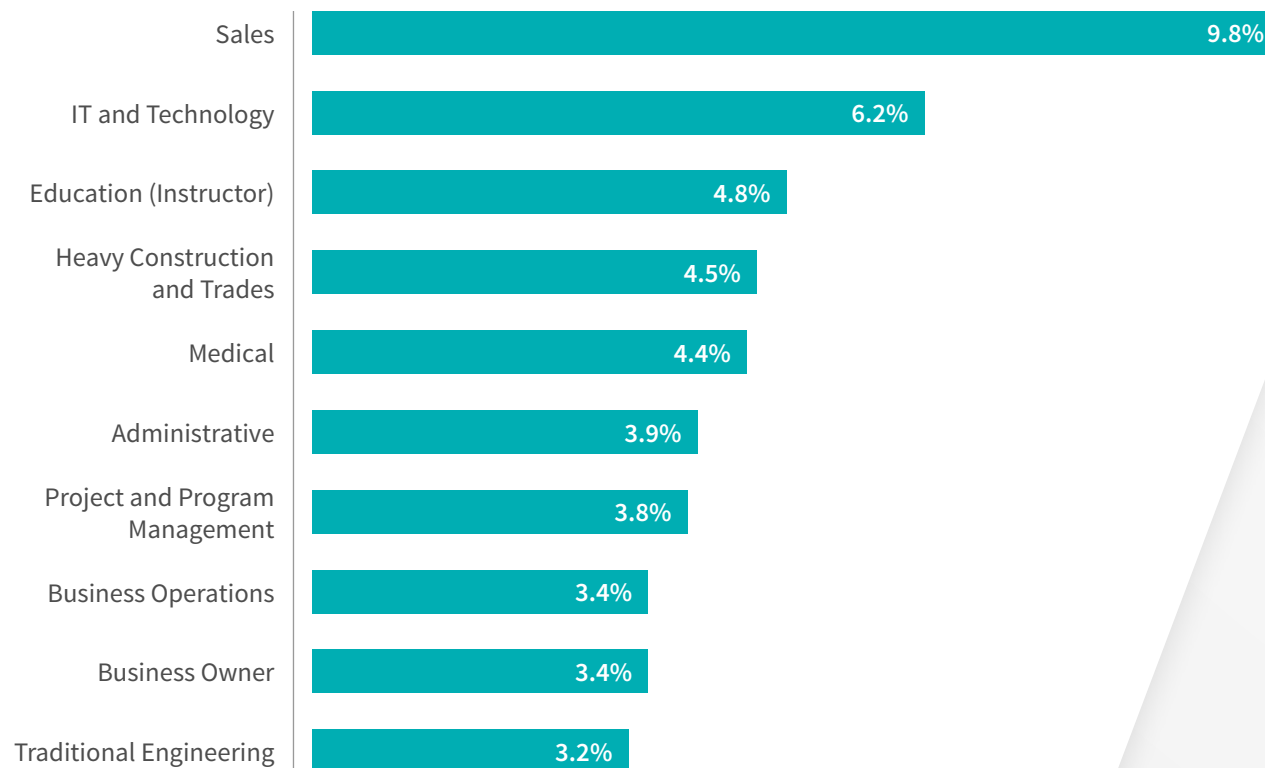
Australian-owned blue chips are core to the careers of today's Millennials yet they also have aspirations to grace the hallowed halls of Google, TED and Apple. This is perhaps because they overwhelmingly seek a good work/life balance with excellent employer compensation and benefits. Employer development is quite low on their list of priorities – they are quite happy where they work and are using their networks and recruiters to reach for their next opportunity armed with the insights they read on success.



# WHAT THEY DO

## THE FUNCTIONS THAT MILLENNIALS WORK IN

### Top Functions

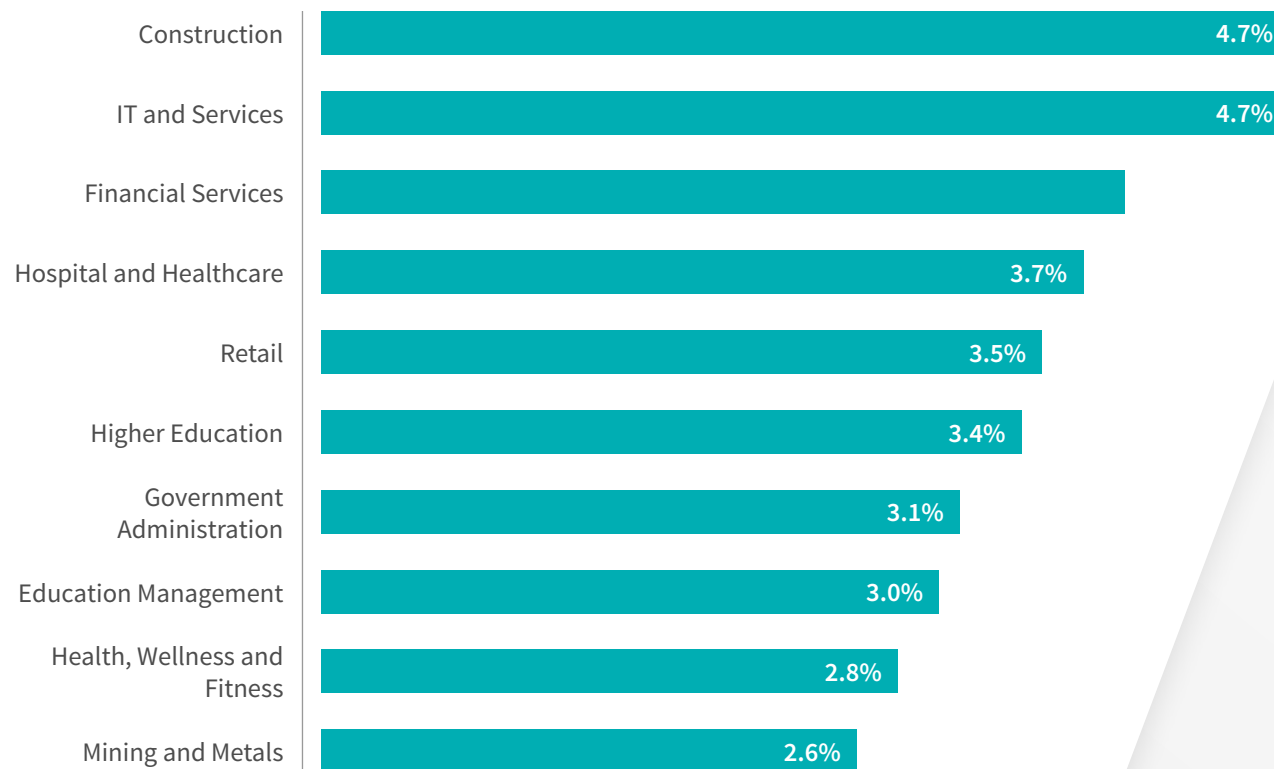


Sales, IT and Technology lead the functions employing Millennials, but overall they bring a broad base of expertise to the workforce.

# WHERE THEY WORK

## THE INDUSTRIES ATTRACTING MILLENNIALS

### Top Industries



Millennials are well skilled across a variety of industries with an interesting split of Construction and IT and Services being their leading employers.

# LINKEDIN INSPIRATION

WHERE MILLENNIALS WORK AND WHO INSPIRES THEM

## Top Employers

1	ANZ
2	Commonwealth Bank
3	National Australia Bank
4	Telstra
5	Woolworths Limited
6	BHP Billiton
7	Queensland Health
8	Westpac
9	Rio Tinto
10	EY

## Top Followed Companies

1	Google
2	TED Conferences
3	Commonwealth Bank
4	Apple
5	Harvard Business Review
6	Hays
7	Rio Tinto
8	Microsoft
9	ANZ
10	Qantas

## Top Groups

1	Ted: Ideas Worth Spreading
2	Australian IT Industry
3	Social Media Marketing
4	Australian HR Institute
5	Engineers Australia
6	Harvard Business Review
7	Digital Marketing
8	Software and Technology
9	Mining Industry Professionals
10	Linked:HR

# WHAT THEY KNOW

## THE SKILLS OF MILLENNIALS

1 Sales

2 Social Media

3 Marketing

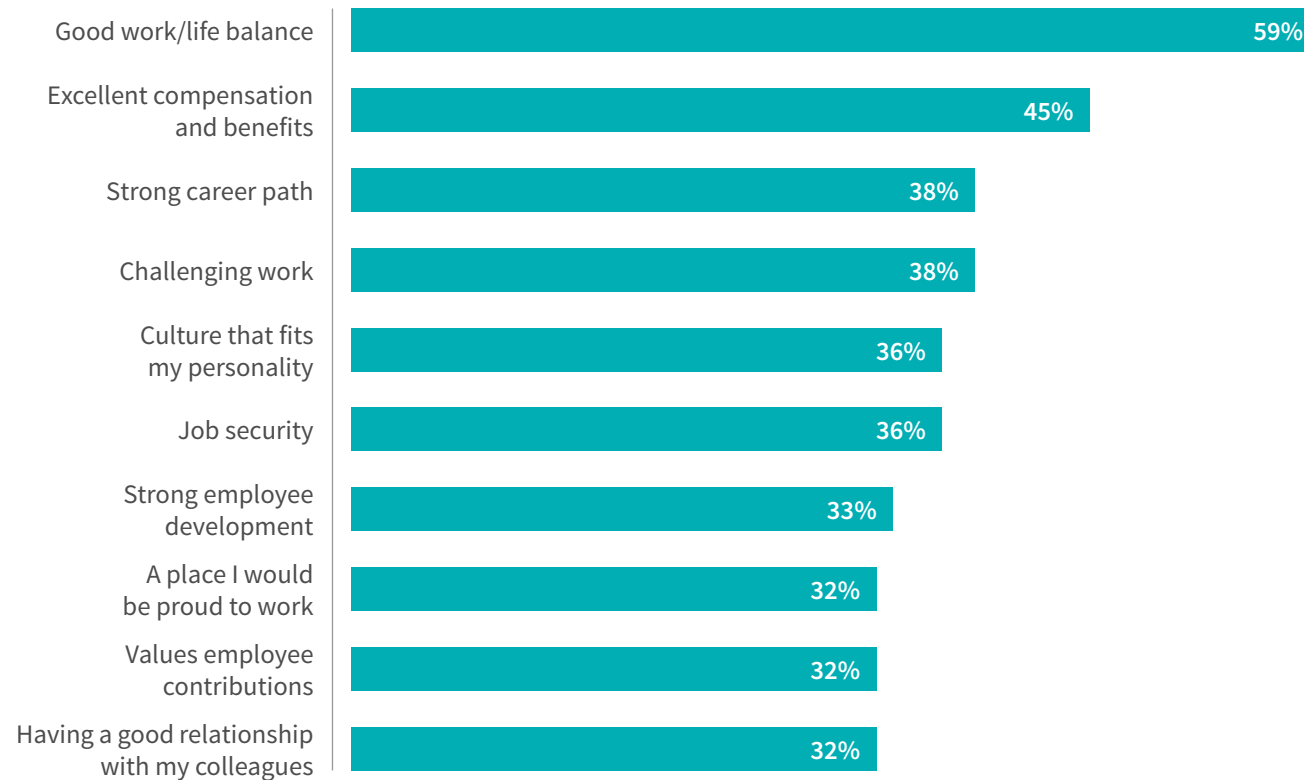
4 Project Management

5 New Business Development

Millennials are bringing social media skills to the forefront with complementary expertise designed to support their sales goals.

# THE WOW FACTOR

## WHAT ATTRACTS AND RETAINS MILLENNIAL TALENT



**Question:** Please select the five most important factors when considering a job opportunity.

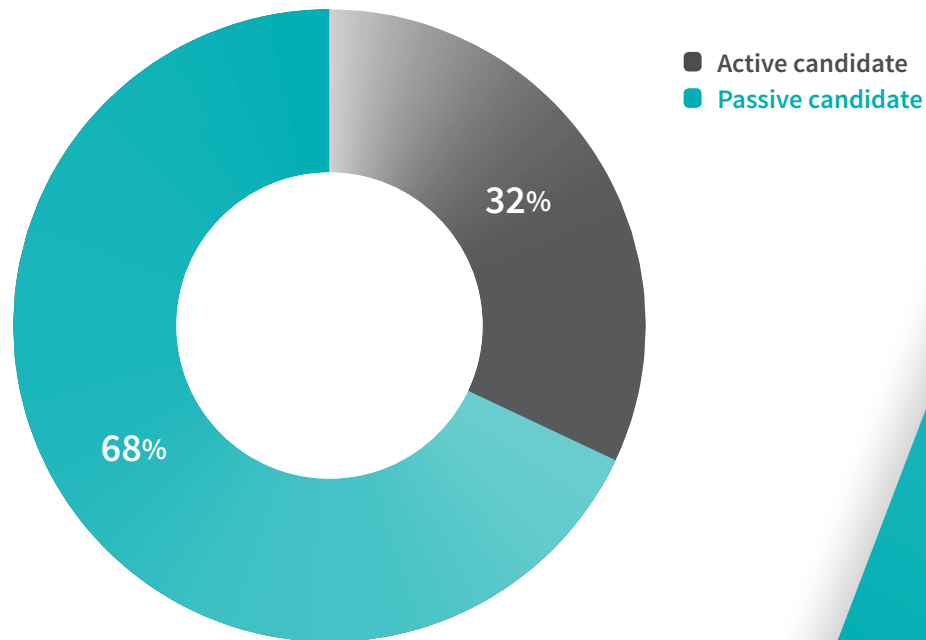
**Source:** LinkedIn Q3 2015 Talent Drivers Survey.





# CAREER CONNECTION

## HOW MILLENNIALS FIND THEIR NEXT JOB



### Active candidates may be:

- Actively looking for a job
- Casually looking a few times a week

### Passive candidates may be:

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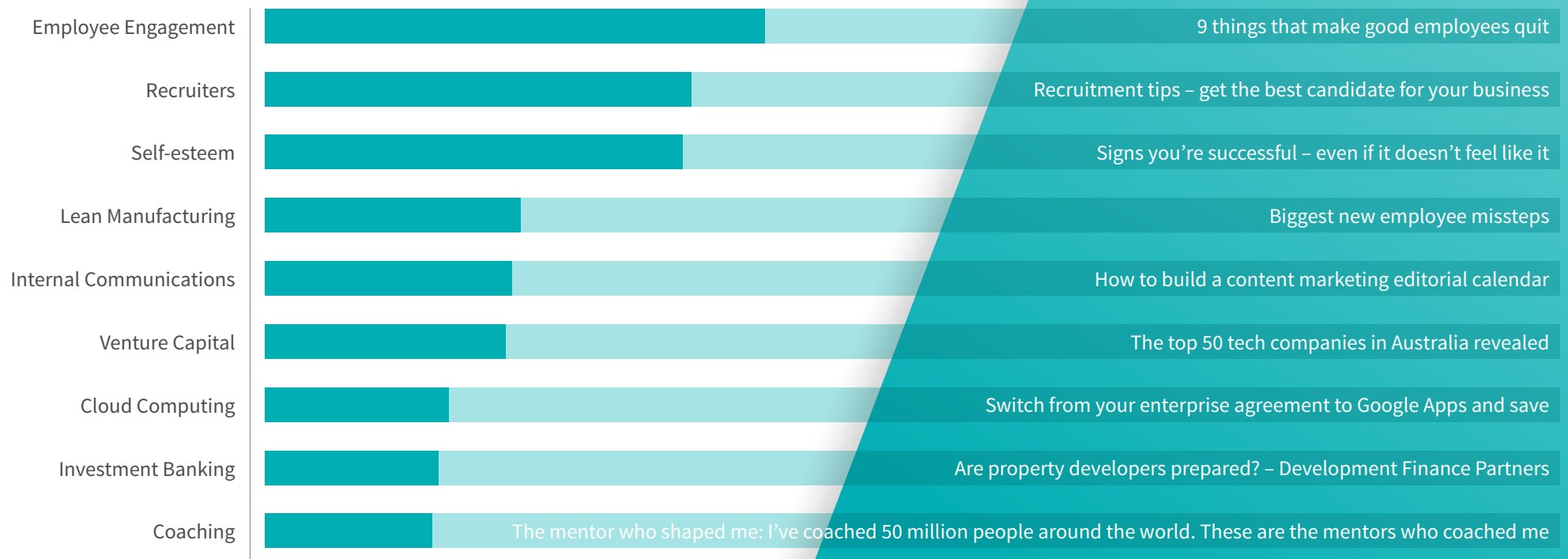
**Source:** LinkedIn Q3 2015 Talent Drivers survey.

# THEY WANT TO BE INSPIRED

## THE ARTICLES THAT MILLENNIALS ARE READING ON LINKEDIN

Top Trending Topics by Engagement\*

Example Top Article Per Trending Topic



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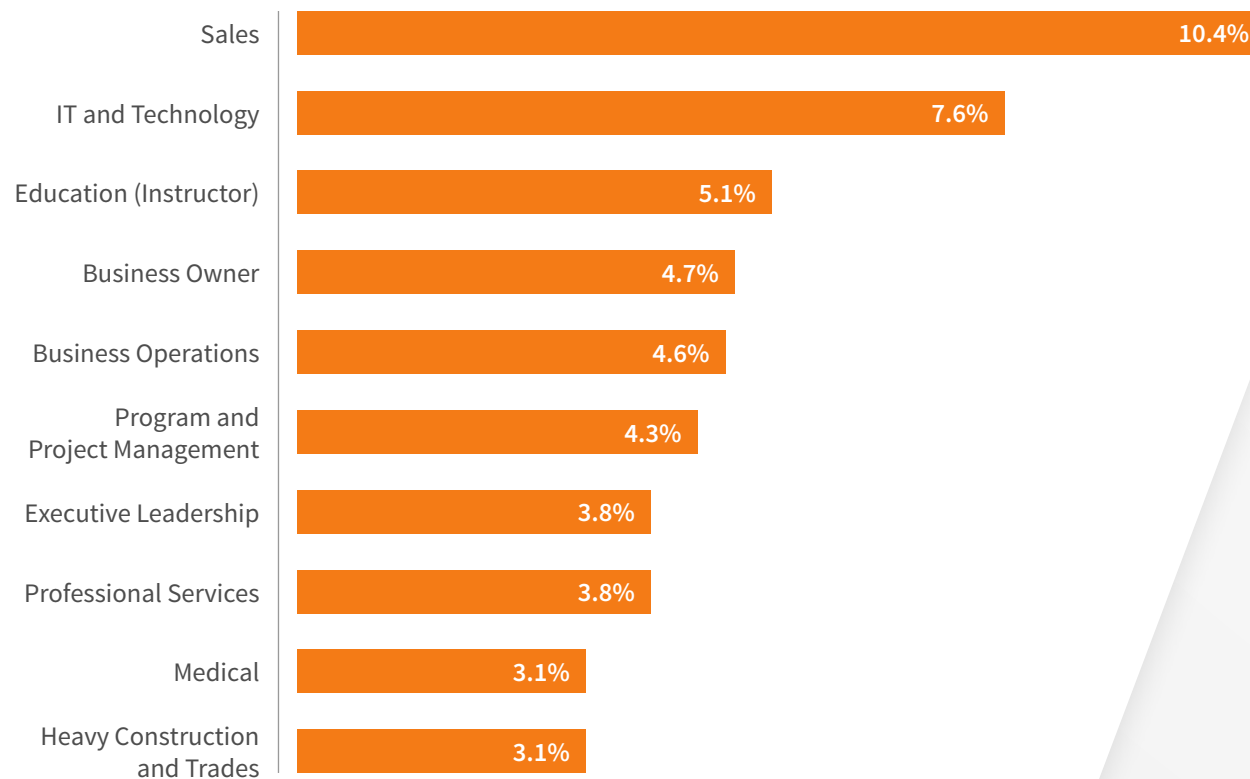
# GENERATION X

Gen X have similar aspirations to their Millennial cousins. They seek a balance between work and life and are starting to seek workplace flexibility. Yet want to be challenged at work as much as they want remuneration and benefits to reflect their ability. They are quite passive in their search for new work opportunities and talk to their networks and recruiters but are also venturing in to the world of entrepreneurship by establishing their own businesses.

# WHAT THEY DO

## THE FUNCTIONS THAT GEN X WORK IN

### Top Functions

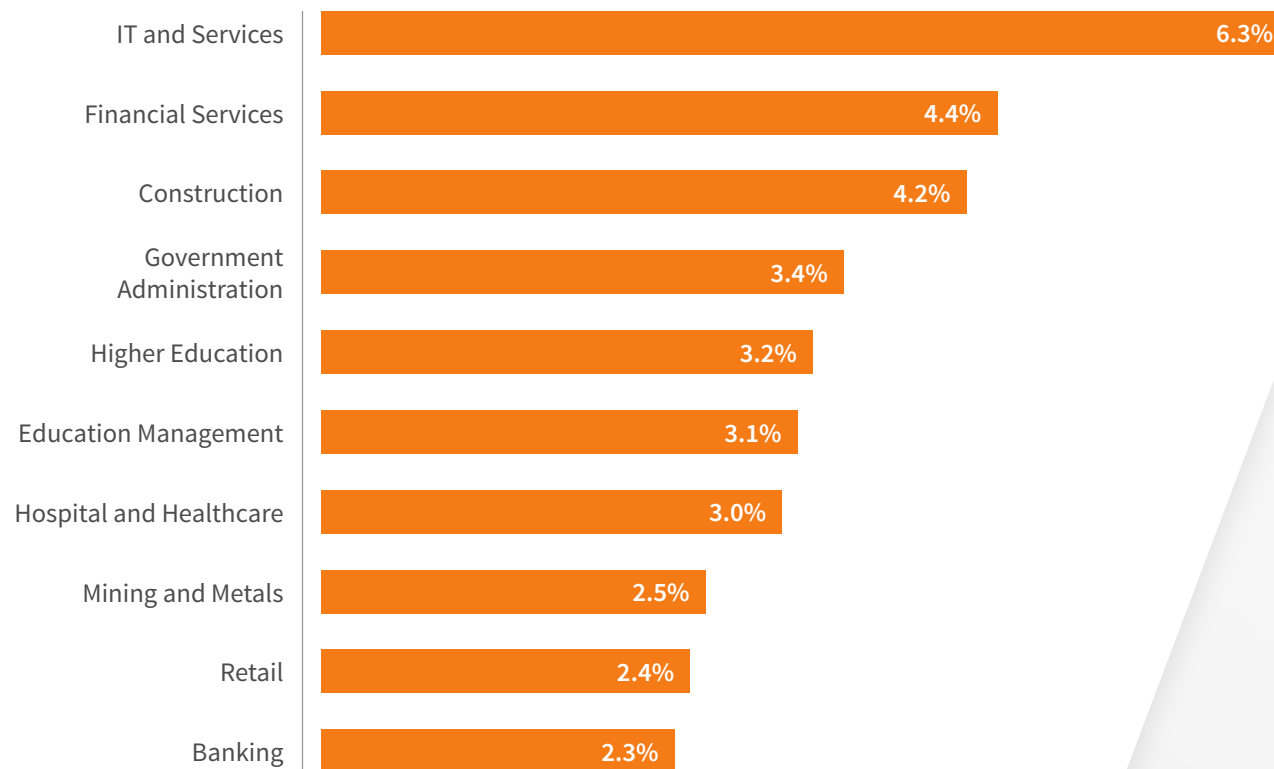


Gen X is making their money in Sales and to a lesser extent IT and Technology, but are also educators and are moving into running their own show.

# WHERE THEY WORK

## THE INDUSTRIES ATTRACTING GEN X

### Top Industries



Gen X work everywhere. They are bringing their sales skills into a wide variety of industries and employers.

# LINKEDIN INSPIRATION

WHERE GEN X WORK AND WHO INSPIRES THEM

## Top Employers

1	Telstra
2	ANZ
3	Commonwealth Bank
4	National Australia Bank
5	Westpac
6	IBM
7	Optus
8	BHP Billiton
9	Qantas
10	NSW Department of Education

## Top Followed Companies

1	Google
2	TED Conferences
3	Harvard Business Review
4	Microsoft
5	Apple
6	Rio Tinto
7	Commonwealth Bank
8	Telstra
9	ANZ
10	Qantas

## Top Groups

1	Australian IT Industry
2	Ted: Ideas Worth Spreading
3	Harvard Business Review
4	Australian HR Institute
5	Social Media Marketing
6	The Project Manager Network
7	NZ Business and Prof Network
8	Digital Marketing
9	Mining Industry Professionals
10	Linked:HR

# WHAT THEY KNOW

## THE SKILLS OF GEN X

1 Project Management

2 Business Process Improvement

3 Business Strategy

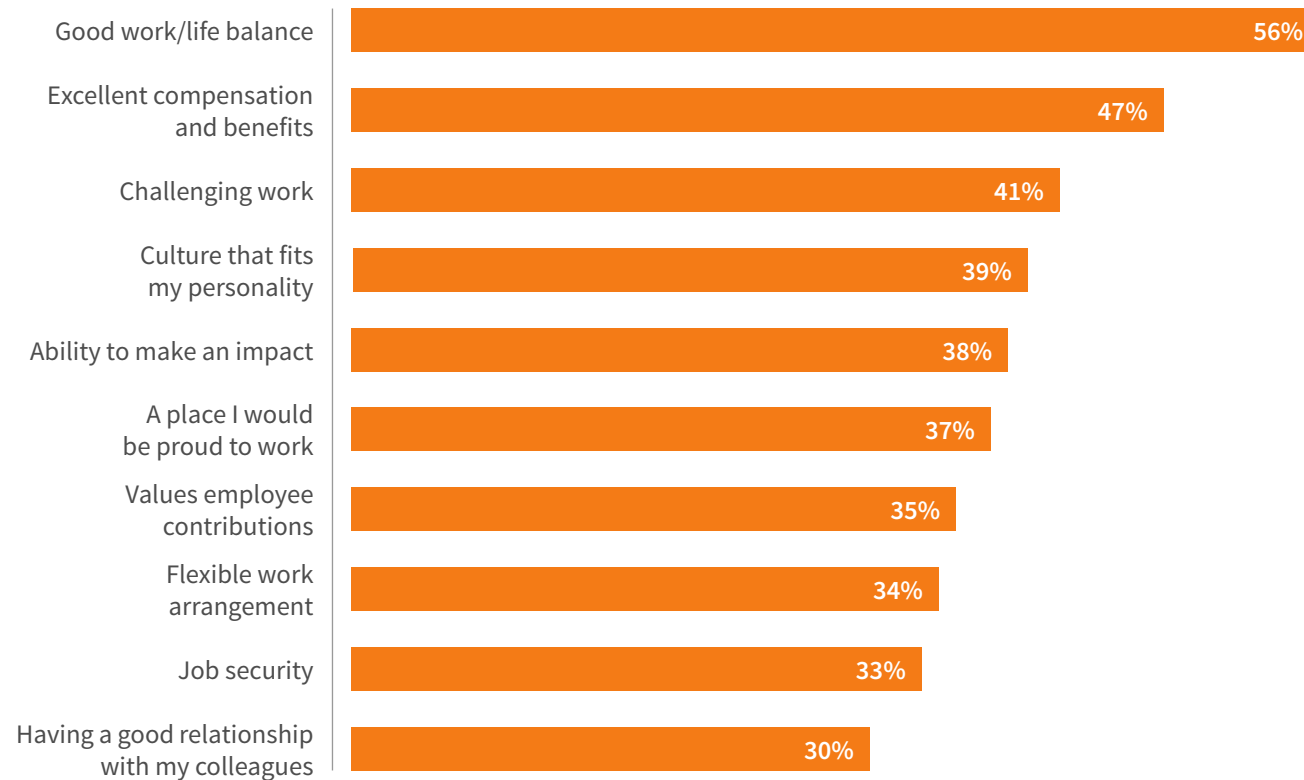
4 Marketing

5 Sales

Core skills for business management are what Gen X know and bring to their employer.

# THE WOW FACTOR

## WHAT ATTRACTS AND RETAINS GEN X TALENT



**Question:** Please select the 5 most important factors when considering a job opportunity.

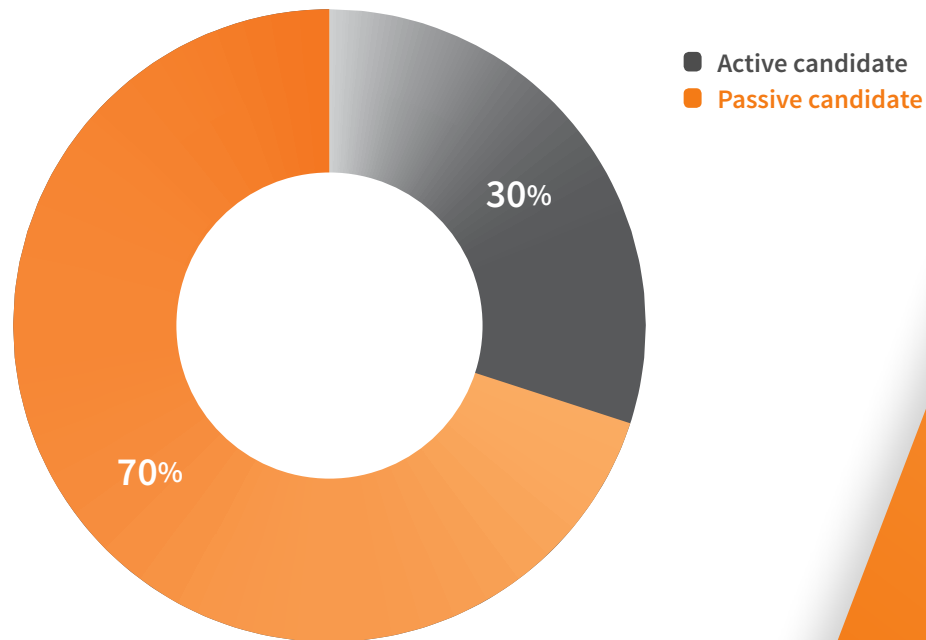
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# CAREER CONNECTION

## HOW GEN X FIND THEIR NEXT JOB



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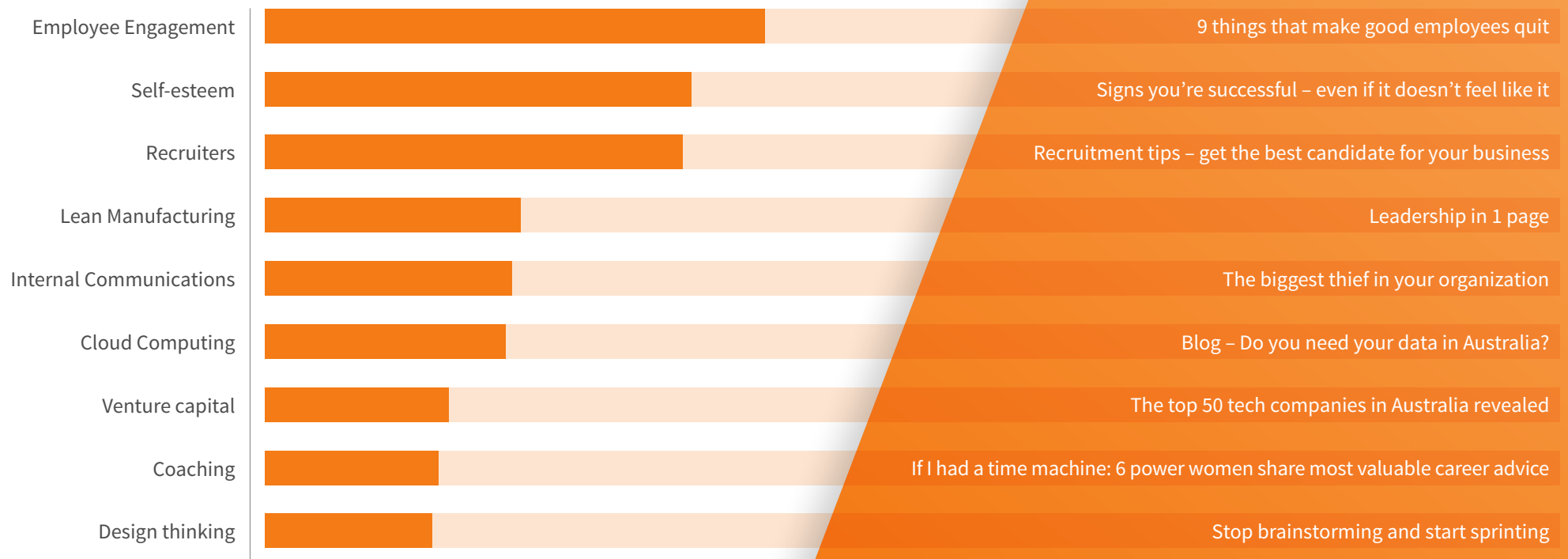
**Source:** LinkedIn Q3 2015 Talent Drivers survey.

# THEY WANT TO BE INSPIRED

## THE ARTICLES THAT GEN X ARE READING ON LINKEDIN

### Top Trending Topics by Engagement\*

### Example Top Article per Trending Topic



**Note:** \*Engagement includes clicks, likes, comments and shares over the last 6 months.

**Source:** LinkedIn data as at May 2016.

# BABY BOOMERS

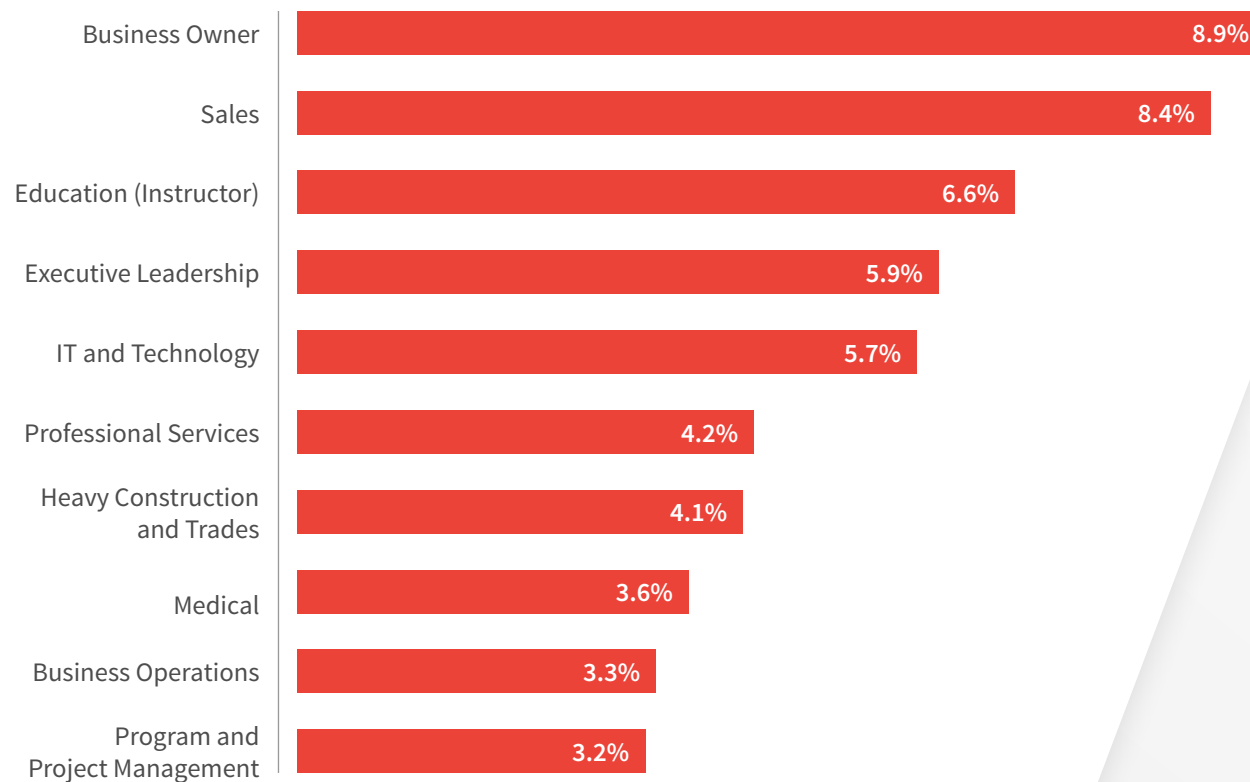
Baby Boomers are entrepreneurs, educators and business leaders. They want to be challenged and have good work/life balance with self-esteem, lean manufacturing and employee engagement sparking their interest. And even more so than any other generation, they want to be proud of where they work and value that in their employer.



# WHAT THEY DO

## THE FUNCTIONS THAT BABY BOOMERS WORK IN

### Top Functions

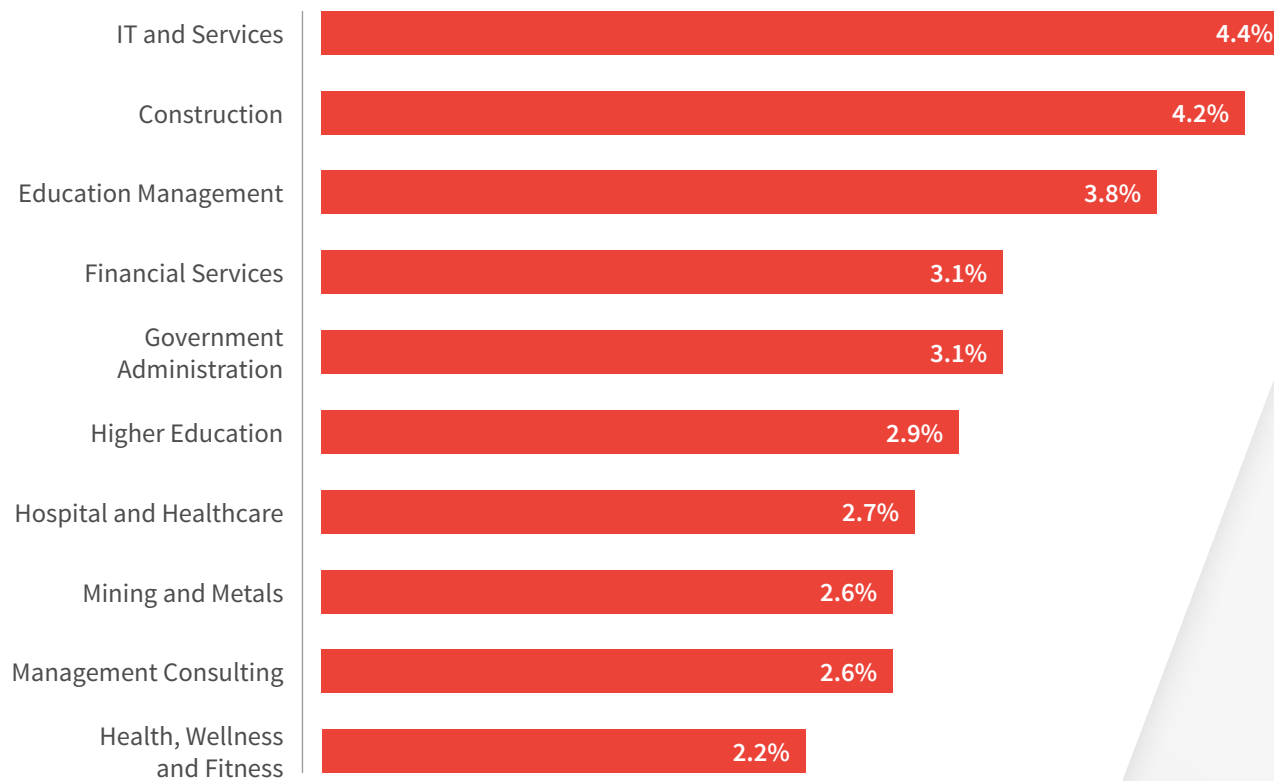


This is the generation who trust their judgement and are innovating the region as entrepreneurs. They don't work in as many specialised functions as their younger counterparts.

# WHERE THEY WORK

## THE INDUSTRIES ATTRACTING BABY BOOMERS

### Top Industries



Baby Boomers are still educators and lend their years of experience to a wide variety of industries.

# LINKEDIN INSPIRATION

WHERE BABY BOOMERS WORK AND WHO INSPIRES THEM

## Top Employers

1	Telstra
2	NSW Department of Education
3	ANZ
4	Qantas
5	National Australia Bank
6	Dept of Education and Training
7	IBM
8	Commonwealth Bank
9	Westpac
10	Queensland Health

## Top Followed Companies

1	Rio Tinto
2	TED Conferences
3	Qantas
4	Shell
5	Harvard Business Review
6	John Holland
7	BHP Billiton
8	CPB Contractors
9	Chevron
10	Telstra

## Top Groups

1	Harvard Business Review
2	Ted: Ideas Worth Spreading
3	Australian It Industry
4	AU Institute of Company Directors
5	NZ Business and Professional Network
6	Mining Industry Professionals
7	The Project Manager Network
8	Australian HR Institute
9	Social Media Marketing
10	Engineers Australia

# WHAT THEY KNOW

## THE SKILLS OF BABY BOOMERS

1 Management

2 Strategic Planning

3 Process Improvement

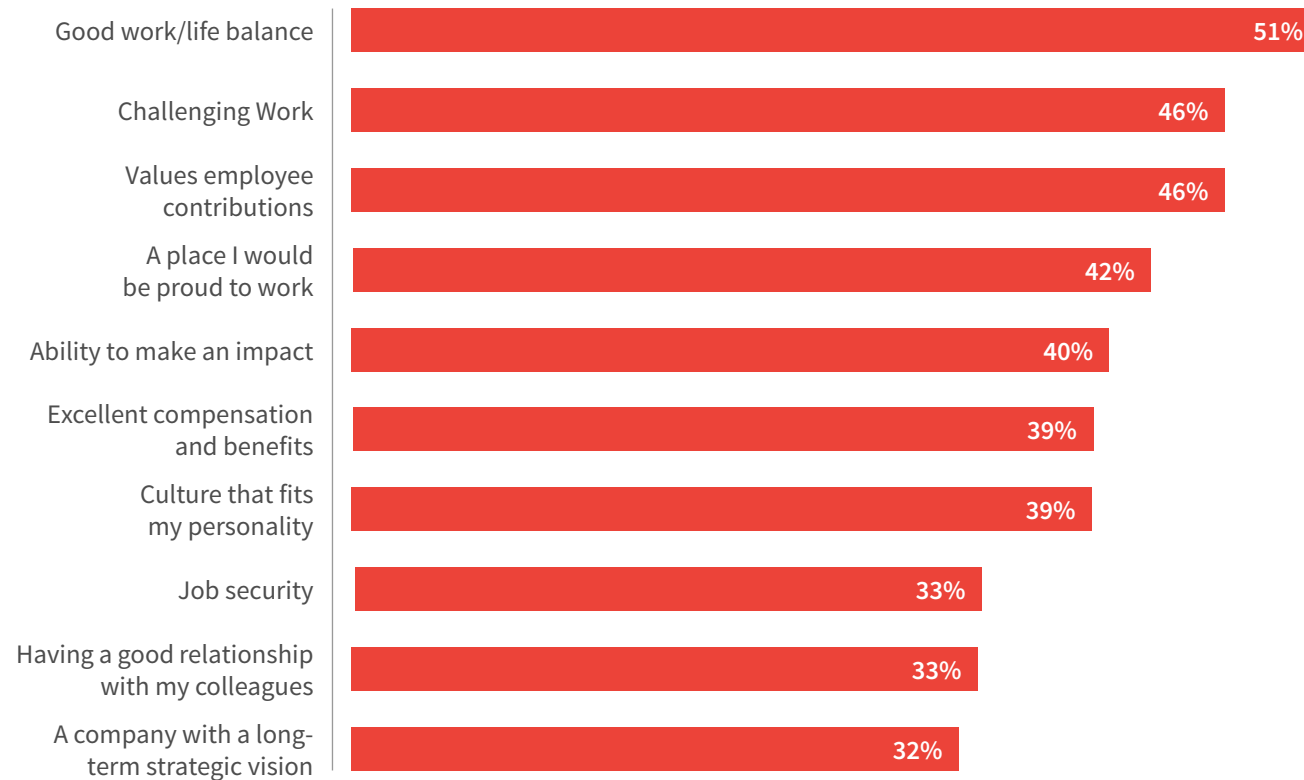
4 Negotiation

5 Change Management

Baby Boomers are all about empowering themselves with strategic business management skills.

# THE WOW FACTOR

## WHAT ATTRACTS AND RETAINS BABY BOOMERS TALENT



Question: Please select the 5 most important factors when considering a job opportunity.

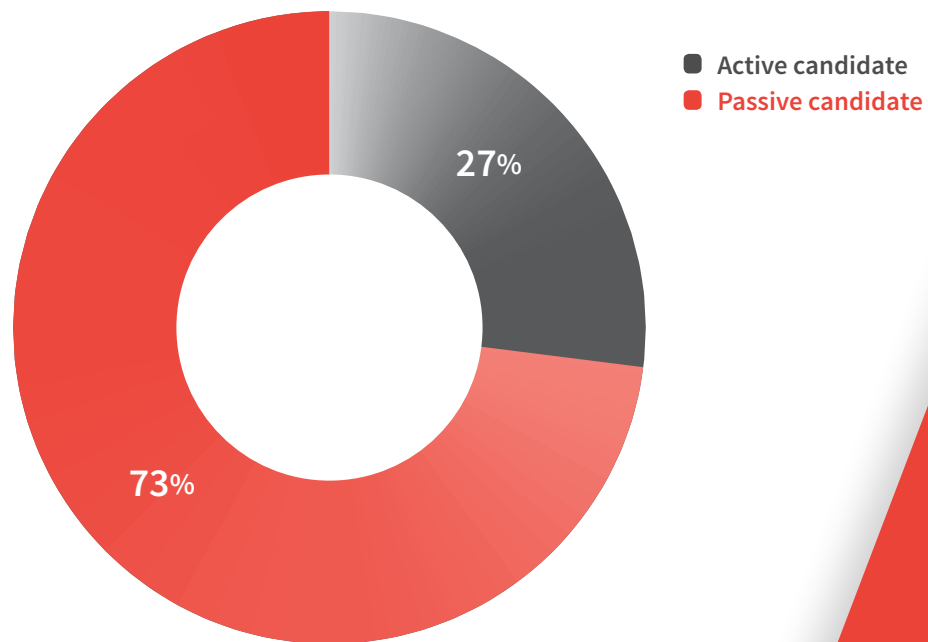
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# CAREER CONNECTION

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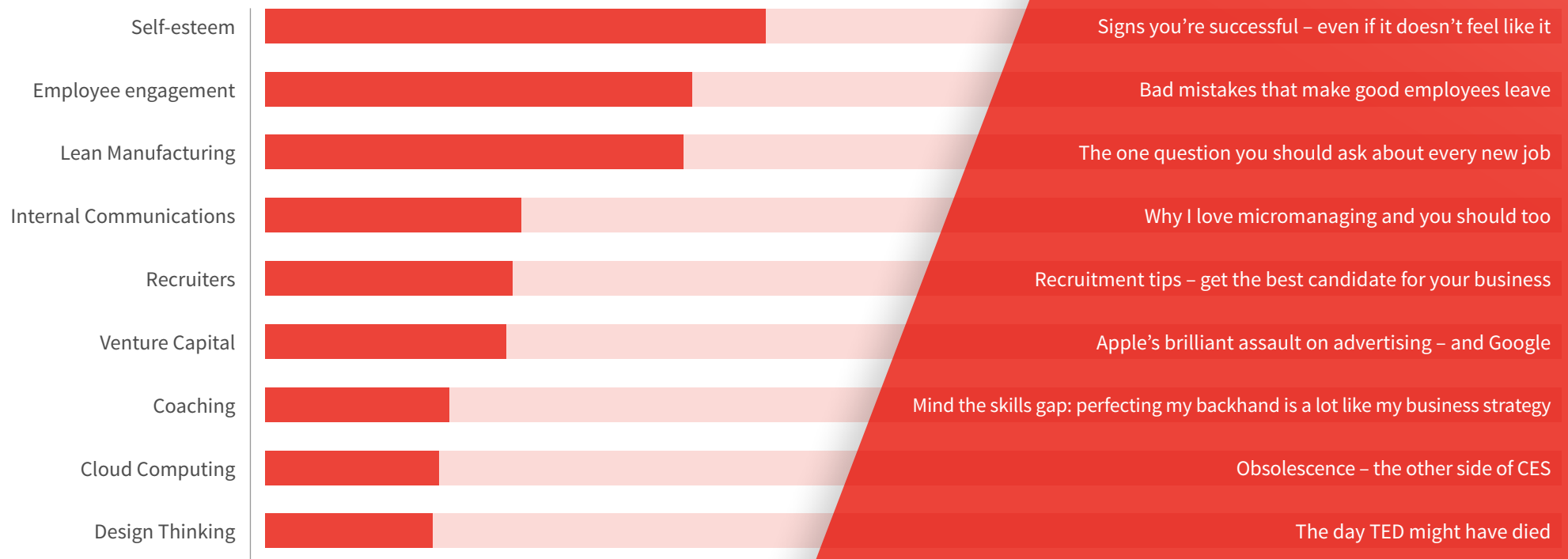
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**Source:** LinkedIn Q3 2015 Talent Drivers survey.

# THEY WANT TO BE INSPIRED

## THE ARTICLES THAT BABY BOOMERS ARE READING ON LINKEDIN

Top Trending Topics by Engagement\*



Note: \*Engagement includes clicks, likes, comments and shares over the last months.

Source: LinkedIn data as at May 2016.

# SUMMARY

## KEY TAKEAWAYS

- The majority of each generation is passive talent, meaning they are a lot more likely to be found on professional social networking sites.
- All generations seek work/life balance and good remuneration benefits, but it is the Baby Boomers that are the only generation to whom being proud of their employer ranks high in importance.
- If you are seeking employees with entrepreneurial minds then you will find them among the Baby Boomers and Gen X talent.
- To engage with all generations with the purpose of recruitment, inspire them with stories of success, self-esteem, how to create opportunity and the words of innovators.
- This guide reveals the unique avenues to attract professionals from different generations, use this data by tailoring the messaging around your employer brand.

# ABOUT LINKEDIN TALENT SOLUTIONS

Founded in 2003, LinkedIn connects the world's professionals to make them more productive and successful.

With over 433 million members in more than 200 countries and territories worldwide, including executives from every Fortune 500 company, LinkedIn is the world's largest professional network. LinkedIn Talent Solutions offers a full range of solutions to help organisations of all sizes recruit amazing talent, build their brands, and grow their businesses.

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