

The Future Of Leadership By The Numbers.



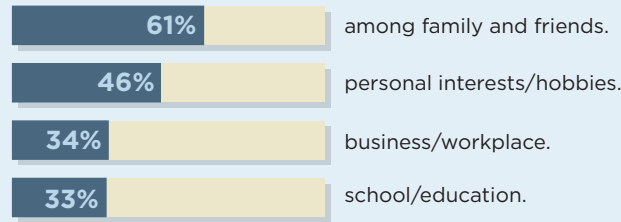
The Hartford conducts research to better understand the behaviors and attitudes of consumers. Our research includes *The Hartford's 2014 Millennial Leadership Survey* – a national omnibus survey of 785 U.S. consumers, ages 18-33, who have at a minimum attended some college. ORC International's Generational Millennial CARAVAN® Omnibus conducted the online survey in July 2014.



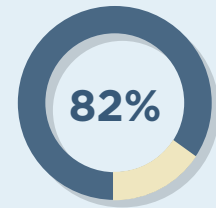
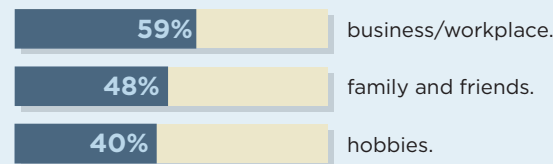
Today and Tomorrow.



Where they are leading:



Where they want to lead:



of Millennials who consider themselves a leader today also aspire to be a leader *tomorrow*.



How an employer could demonstrate its investment in a person becoming a leader:



50%

Training & development



35%

Clear career path



34%

Ongoing coaching and feedback



33%

Merit-based cash bonus



29%

Mentoring program



Issues that Millennials want to tackle as a leader:



47%

Work/ life balance



33%

Leadership training



31%

Technology/ innovation



30%

Pay equity



Well-timed leadership.

Older Millennials (ages 26-33) and the younger half of this generation (ages 18-25) had different areas where they want to lead:

Current Leadership Arena

	Older	Younger
Workplace	41%	25%
School	28%	40%
Arts & Entertainment	14%	23%

Future Leadership Arena

	Older	Younger
School	31%	41%
Volunteer/ community	30%	41%



Different Directions.

While most Millennial men and women want to lead, they had some differences:

Current Leadership Arena

	Men	Women
Family and friends	58%	64%
Sports	42%	15%
School	28%	37%
Politics	16%	2%

Future Leadership Arena

	Men	Women
School	29%	42%
Sports	35%	15%
Politics	22%	7%

Issue

	Men	Women
Work/life balance	42%	52%
Technology/innovation	39%	24%
Pay Equity	24%	34%