

# The Future Of Leadership By The Numbers.



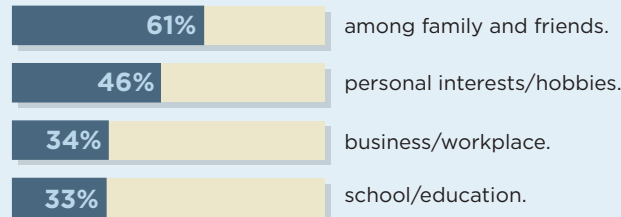
The Hartford conducts research to better understand the behaviors and attitudes of consumers. Our research includes *The Hartford's 2014 Millennial Leadership Survey* – a national omnibus survey of 785 U.S. consumers, ages 18-33, who have at a minimum attended some college. ORC International's Generational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



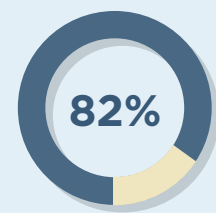
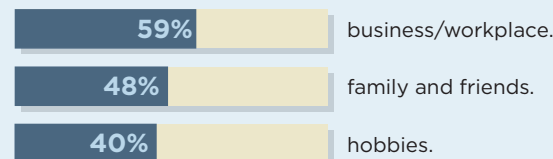
## Today and Tomorrow.



### Where they are leading:



### Where they want to lead:



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%