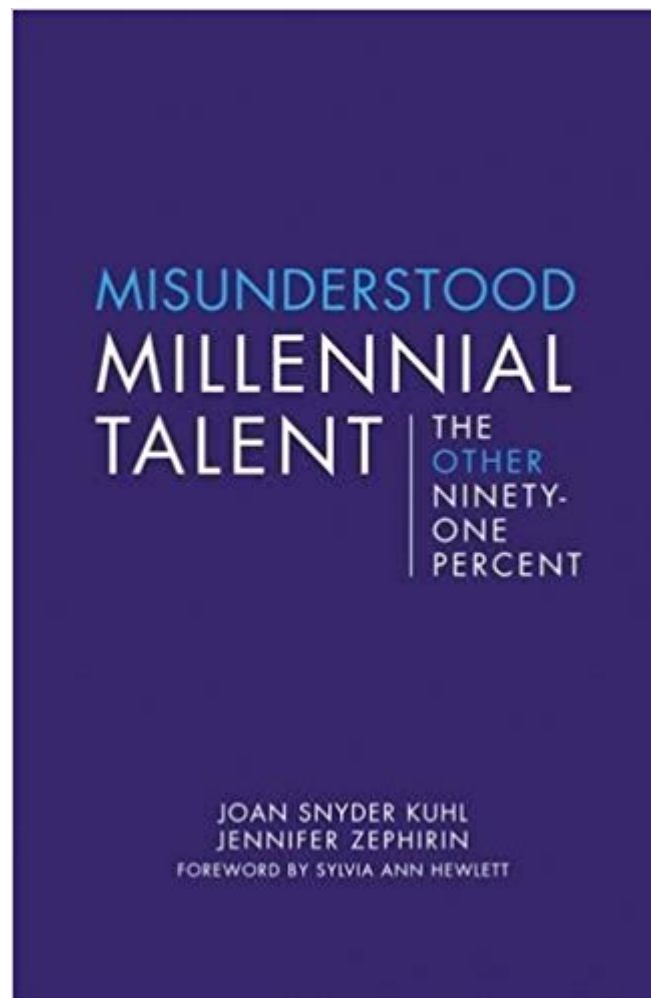




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# Misunderstood Millennial Talent: The Other Ninety-One Percent (Center For Talent Innovation)



## Synopsis

Corporate recruiters and employers tend to perceive Millennials as a major flight risk, not worth investing in because theyâ€™ll be out the door in a year or two. Yet our data reveals this stereotype to be grossly misapplied. While Millennials with a financial safety net are far more likely than those who lack it to be a flight risk, they comprise a mere nine percent of this talent cohort. In *Misunderstood Millennial Talent*, we bust other myths about employees between the ages of 21 and 34 to stress the imperative to talent specialists of investing in this next generation of leaders.

## Book Information

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## Customer Reviews

“Millennial talent experts Joan Snyder Kuhl and Jennifer Zephirin tackle this thorny issue with much-needed clarity and finesse. Through compelling research, stories, and narrative, *Misunderstood Millennial Talent* provides an invaluable look into what the invisible majority of Millennials—the Ninety-One Percent really need and want. An essential read that belongs on the desk of every leader as the people agenda and Millennials have to be the focus of every leader.”—Kirk Kinsell, CEO and President of Loews Hotels and Resorts  
An enjoyable and insightful read that provides up-to-the-minute practical advice, whether you’re already seeing an increasing shift in Millennials to management roles or looking to increase awareness about managing them and attracting more young talent to your company. Kuhl and Zephirin home in on the most pressing issues—and cogent solutions—for global employers looking to the

future of their workforce and leadership.â •#151;Steve Fry, SVP, Human Resources and Diversity, Eli Lilly and Company

Joan Snyder Kuhl is a fellow at the Center for Talent Innovation and founder of Why Millennials Matter. She is the author of two books and hosts the Passion2Action podcast. She serves on Cosmopolitan Magazine's Millennial Advisory Board and at The Frances Hesselbein Leadership Institute. As the career expert for Barnes & Noble College, Kuhl develops content for the 5.2 million students they serve. She earned her BS/BA from the University of Pittsburgh and MBA from Rutgers University. Jennifer Zephirin is senior vice president of strategic outreach at the Center for Talent Innovation. Prior to joining CTI, Zephirin was a diversity and inclusion manager for Morgan Stanley where she specialized in the retention of high-potential talent with a focus on women in both wealth management and institution securities. Previously, she held positions as a compensation and recruiting associate for NERA Economic Consulting and FactSet Research. Zephirin received a BA in economics from Fairfield University.

Very helpful for a talk I had to give re: Millennial Talent

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