

Insights from our:

Next Generation Leadership Survey.

Discover how the next generation of leaders view the importance of company culture, mental health and professional development.

Research completed
in partnership with

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Intelligence

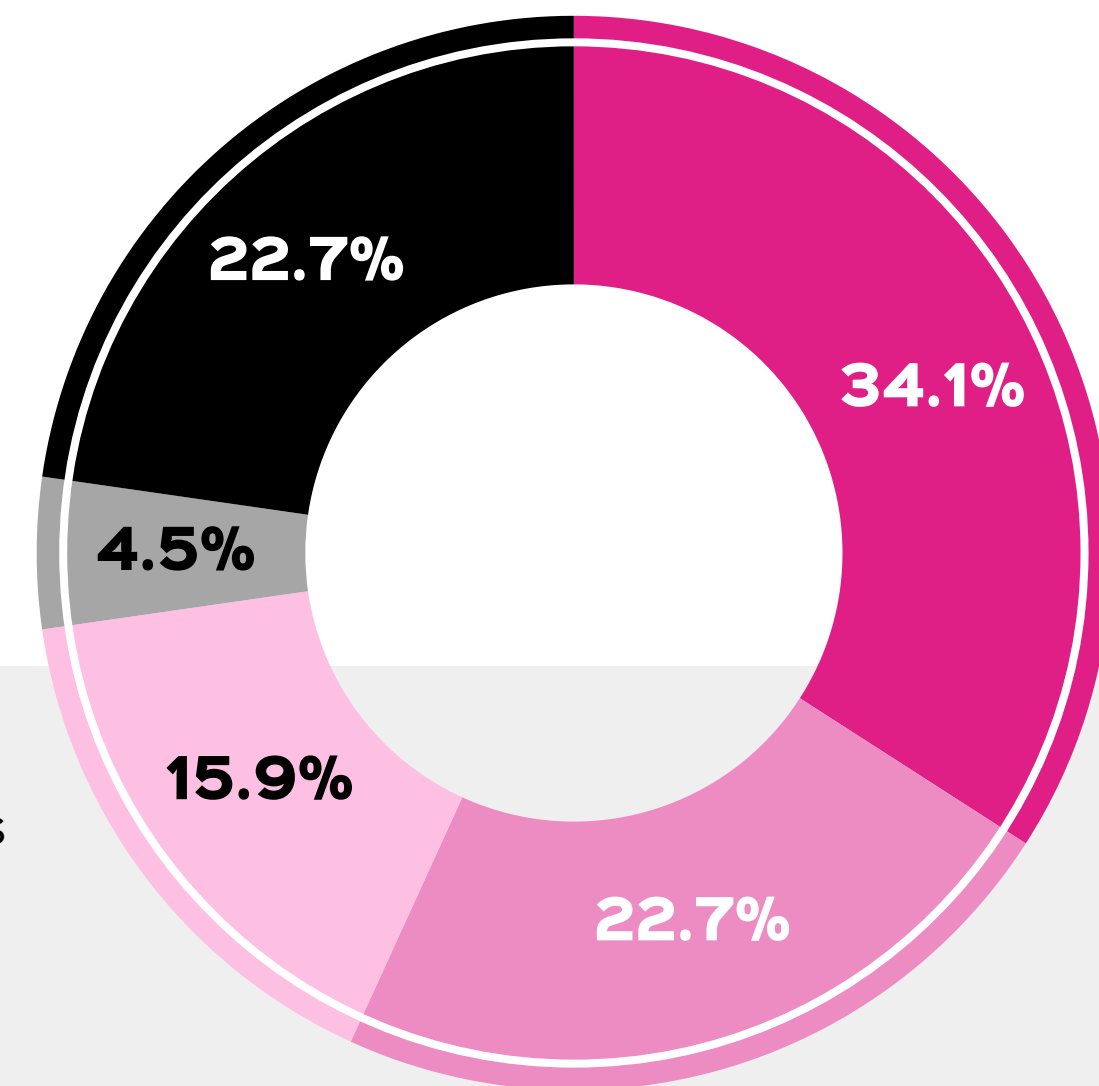
One Ten Associates partnered with With Intelligence in 2023 to research the attitudes, views and values of the **next generation of leaders** in the **alternative investment industry**.

The results of the survey demonstrate that the next generation of leaders are placing an increased level of importance around **identifying** with their company's culture and on having opportunities for both **personal** and **professional growth** when they are looking for their next roles.

This overview has been prepared for individuals working in **Human Resources** roles to provide insights into how to attract and support the best leaders of the next generation within the alternative investment industry.

How did you secure your role at your current firm?

Referral/Network	34.1%
Recruiter	22.7%
Promotion	15.9%
Applied for the role	4.5%
Founding Partner	22.7%



The majority of individuals (31.1%) in the survey responded that they had secured their current role via referral or their personal network.

14.63% of those surveyed responded that the reason they applied to their current role was due to **'the organisation's culture'**.

Developing a strong company culture that employees can identify with is **especially important** when seeking to **attract** and **retain** the next generation of leaders.

Does your fund have a strong culture that you identify with?



Culture comes from the top. Those who are at the head of the businesses have the greatest influence on the overall company culture and have a responsibility to create a positive culture overall.

What makes a strong company culture, according to Next Gen Leaders:

Solution-driven | Collaborative | Supportive | Inclusive | Focused | Professional | Diligent | Nimble | Flexible
Results-driven | Fun | Values-driven | Meritocracy | Entrepreneurial | Relaxed | Respectful | Communication
Self starters | Trust | Curiosity | Hard-working | Inclusive | Determined | Ambitious | Transparent
Autonomous | Competitive | Progressive | Values merit and personality | Fast-paced | Respectful | Resilient

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Research shows that **soft skills** are just as important for career **success** in a leadership role as hard skills.

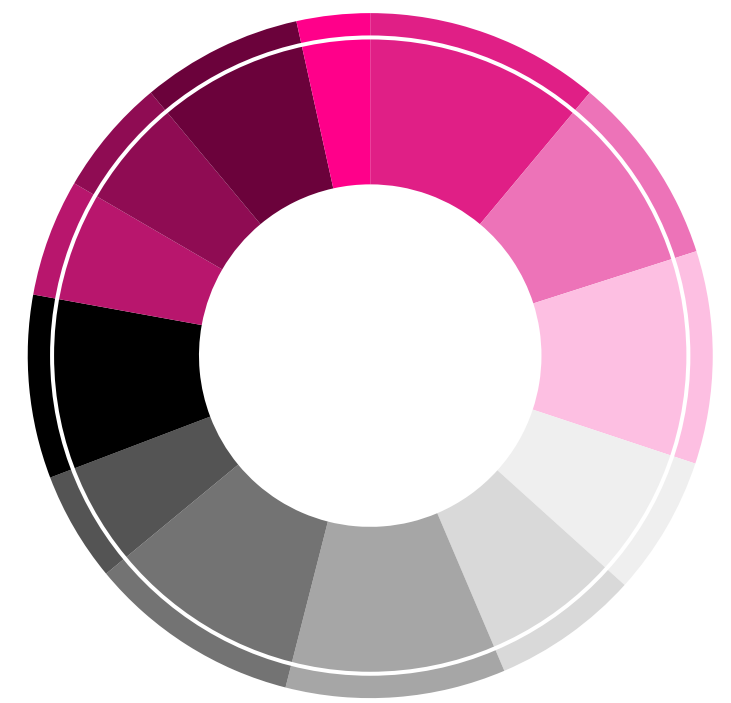
To support the next generation of leaders, it is important to know which skills **contribute to success** and are most valued within leadership roles.

Providing opportunities for individuals to develop within leadership roles can bring numerous benefits to businesses, including **retaining top talent** and contributing to building a **strong company culture**.

Which of the following soft skills do you consider most important for your current role?

Skill* Options:

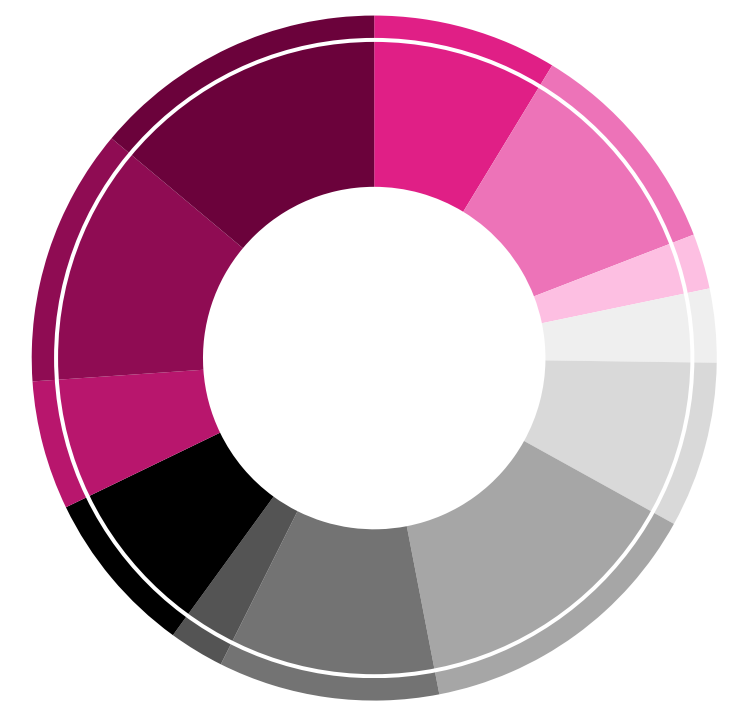
Communication skills	82.05%	Adaptability and flexibility	74.36%
Emotional intelligence	66.67%	Creativity and innovation	38.46%
Emotional resilience	74.36%	Teamwork and collaboration	64.10%
Growth mindset	48.72%	Networking skills	41.03%
Interpersonal skills	51.28%	Cultural awareness	41.03%
Problem-solving skills	76.92%	Initiative	56.41%
		Presentation skills	25.64%



Which of the following skills would you like to improve upon/benefit from more support in?

Skill* Options:

Relationship management	27.78%	Leadership skills	33.33%
Contract negotiation	33.33%	Time management skills	8.33%
Planning	8.33%	Critical thinking & decision-making	25.00%
Prioritisation	11.11%	Conflict resolution	19.44%
Vendor management	25.00%	Persuasion and influence	38.89%
Industry Knowledge	44.44%	Strategic thinking	44.44%



55% of our sample set felt that their mental wellbeing was **important** to their employer.

The asset management sector has continued to develop it's approach to **recognising** and **supporting** mental health within the workplace.

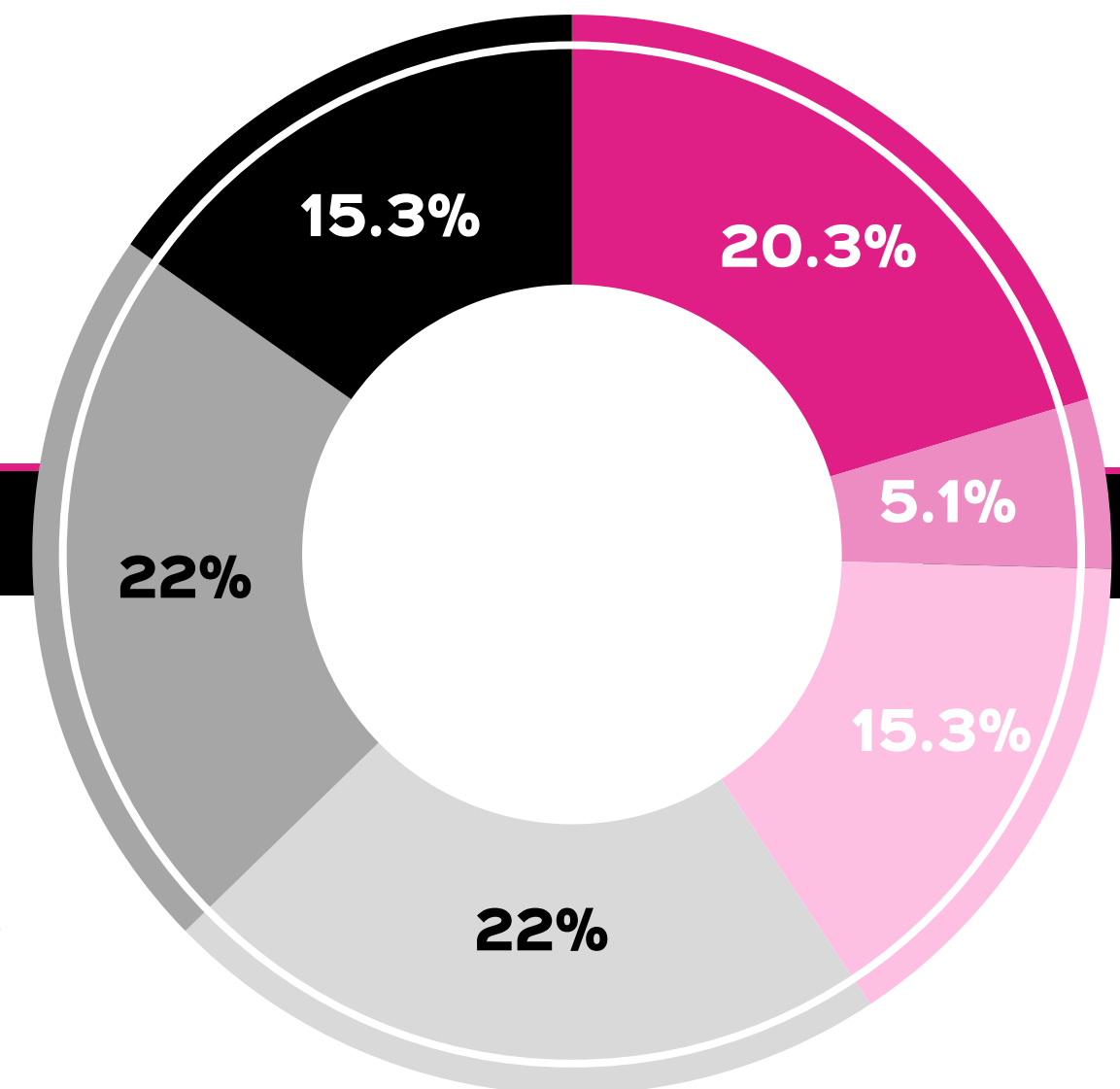
The survey results are **extremely positive**; the knowledge that operational leaders in the market are willing to learn and would like **access to additional resources** to help them to **better support their teams** speaks volumes.

Suggestions from survey:

- "Workload management / resource planning."
- "Given the size of the firm I feel they have implemented what they can with regards to mental health. I have attended a Mental Health First Aid course and act as a mental health coordinator at the firm."
- "We have flexible working in place, therefore no improvement is needed at this time."
- "Support should be tailored to suit the specific individual at that time."
- "A better understanding of the specific roles team members do, and the pressures involved."
- "As this is a small company we have not faced issues currently, but I believe steps would be put in place to help where possible."

In your view, what could your firm implement to improve mental health?

Flexible working	20.3%
A dedicated mental health professional on site	5.1%
Ability to take mental health days (confidentially)	15.3%
Training courses around mental health	22%
Access to online resources and guides (e. apps like Calm)	22%
Other (please specify)	15.3%



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