Shaping a New Future

*Women Navigating Adulthood in the New Millennium*


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**StrategyOne**

A Daniel J. Edelman Company

Commissioned by Levi Strauss & Co.
INTRODUCTION

For more than 130 years Levi’s® have been worn by the very people who defined the distinctive spirit and culture of their generation – those who worked the ranches in the American West, rebelled against the conformity of the 1950s, marched in the Civil Rights movement in the early 1960s, tuned in and worked to bring compassion to people with AIDS in the 1990s, created the tech revolution at the New Millennium, established Asia as a center of the latest crazes from Karaoke to Harajuku, and danced at SXSW and Roskilde during the first decade of the 21st century.

One of the few brands that truly crosses boundaries of gender, sexual orientation, geographic location, political persuasion, professional vocation, and more, Levi’s has been able to simultaneously maintain its stature as an iconic American brand and come to be seen as a global symbol of originality, creativity, courage, freedom of expression and effortless style.

Levi’s has always reflected the best of every generation who wore them – connecting with young people especially as they navigated their teens and 20s – because Levi’s understood who they were and what they were all about.

Now we’re interested in better understanding the young women of today, specifically Millennial women, those born between 1980 and 1995. As our future leaders they are playing an increasingly active and substantial role in society, influencing not only how the world perceives them but how they perceive themselves. Whether living in Chicago or Shanghai, Dubai or Dublin, Jakarta or Jackson Hole, Millennial women are street smart, tech savvy, unbowed by convention and determined to be authentic. They will change the world.

Yet at the same time they get a bad rap by the media, especially those between 21 and 29, demonized as “the most miserable, anxious, depressed and narcissistic generation”¹; perceived as entitled, lazy, and preferring to meander through their 20s rather than hit the preconceived adult checkpoints of education, career, marriage, and children.

In light of these contradictions, Levi’s set out to better understand the challenges, expectations, goals, and experiences that Millennial women across the world face. In doing so, we found an opportunity to change the conversation from one of confusion and accusation to one of empowerment and encouragement.

The result of this journey is Levi’s “Shaping a New Future: Women Navigating Adulthood in the New Millennium,” a global quantitative study that tells us who these women really are and how they may shape not only their generation but the culture in which we all live.

Welcome, then, to a whole new look at Millennial women. You’re going to be really surprised at what you learn.

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SITUATION ASSESSMENT: MILLENNIAL WOMEN TODAY

Throughout modern history, women have taken to the streets, ballot boxes and boardrooms to overcome the preconceived notion of who and what they should be. Each generation moved the needle a little further, earning more and more room to maneuver and the freedom to expect more out of life.

Today, Millennial women enter adulthood in a world radically different from previous generations of women. The immense scale of opportunities available to women demands action, often in the form of a life-altering choice, on every front – including career, family, causes she cares about and passions she pursues.

An embarrassment of riches perhaps, but one that may come at a price.

After all, the unprecedented opportunity Millennial women have means that the traditional education ➔ career ➔ marriage ➔ motherhood path is just one option among many, not necessarily any more or less compelling or fulfilling than myriad others.

How, then, will Millennial women decide what direction to take? How will they define success? And how will they know when they get there? Moreover, to whom will Millennial women look for guidance and support in a world where they are no longer expected to follow a universally accepted path, but actually lay the groundwork and build the path themselves?

This global study seeks to answer these questions and shed light on the unique challenges Millennial women face, as well as the equally unique solutions they are embracing.
FOREWORD BY LINDSEY POLLAK

Lindsey Pollak is a bestselling author, corporate consultant and nationally recognized expert on Millennials and career trends. She has over a decade of experience advising both young professionals and organizations on the changing world of work and careers.

It’s not easy for 20-something women these days. Their parents “helicopter”-ed over them as kids and have never really stopped hovering. They’ve grown up knowing they’ll be competing for jobs against the entire world. They have a steady stream of texts, IMs and e-mails awaiting their immediate response.

Frankly, as someone who spends my days immersed in the world of 20-somethings, I am in awe of this generation. While pundits have derided some of its more privileged members as “coddled” or “entitled,” as a group whose diversity spans race and ethnicity, socioeconomic status and educational levels, they are wonderfully optimistic, innovative and courageous – particularly the women, who now have more life options than any generation of women in history. And, let’s be honest, it makes sense to be bullish on Millennials – they’re very possibly the future’s most powerful leaders.

Collaborating with Levi Strauss & Co. on this report, I’ve had the privilege of learning even more about what Millennial women are thinking, where they turn for advice and how they see the future. As you’ll discover in the following pages, they are striving every day to become who they are meant to be – a feeling we all remember from our 20s. And yet, while many of them are not sure exactly what they want, the women in this generation are committed to forging their own paths and defining success on an individual basis, in ways that previous generations never imagined possible.

Rather than feeling compelled to follow a predetermined life path (education, career, marriage, motherhood), as many of their mothers and grandmothers did, Millennial women are taking advantage of today’s more flexible, global and technological society to forge nonlinear paths. For some women this may mean taking time off from formal education to start a nonprofit that supports a cause they care about, such as the fight for girls education in Africa; for others it may mean turning a passion for fashion and technology into an e-business; while for still others it may mean using their unique life experiences as the basis for creative expression in the arts. And, of course, for many it may mean purposely postponing marriage and children until their 30s or 40s. While in this research we discovered infinite life paths, one commonality came through loud and clear: independence. Eighty-seven percent of Millennial women around the globe define success as “being able to shape my future.”

This leads me to believe there is something more to the current anti-Millennial sentiment than just “kids today” grumbling. My hunch is that we older generations are a bit afraid of how much and how fast the world is changing. We are afraid that long-held beliefs about success, happiness and family have been altered forever. And we are afraid that the younger generation knows something we don’t.

Well, we’re right.

This deep and revealing report leaves no doubt that Millennial women around the world are doing things differently. And they have the confidence, independence and savvy to forge their own paths in their personal and professional endeavors. They are truly living life on their own terms.
Instead of being afraid or critical, I think our best option is to embrace the way Millennial women are living their lives, study their choices and listen to their ideas. Perhaps the best way to get out of the global economic, environmental and educational troubles we face today is to pay closer attention to the voices of our young women. We need new perspectives and they have them in spades.

As I recently wrote in a letter to the editor responding to the controversial *New York Times Magazine* cover story, “What Is It About 20-Somethings?” I consider it progress that every young person doesn’t feel the need to complete school, leave home, marry and have a child by a certain deadline. There is no one-size-fits-all adulthood.

As this report illustrates, women around the globe are leading us in directions we never knew possible. I’m thrilled to partner with Levi’s, a brand that has always embodied the energy and events of our times, to see how this generation of women will change our world.
OBJECTIVES

Levi’s research sought to challenge traditional thinking and the nature of the discussion around how Millennial women worldwide navigate their future.

Current Behaviors
- Identify current life goals as well as opportunities and challenges with achieving those goals.

Personal and Professional Lives
- Identify the ways in which Millennial women are engaging with others to define their unique personal and professional experiences.
- Understand the challenges Millennial women face in their quest to live meaningful personal and professional lives.

Connecting with Others
- Understand how Millennial women connect with mentors and peers globally and locally and are reinventing what mentorship means.
- Identify influential sources of inspiration.

Planning for the Future
- Reveal Millennial women’s desires for the future related to “shaping what’s to come.”
- Identify expectations for the future in their personal, professional and social lives.

METHODOLOGY

The Levi’s “Shaping a New Future” study was managed by StrategyOne, an applied-research consulting firm. StrategyOne conducted a rigorous, two-phase study to provide projectable, reliable insights to form an understanding of Millennial women’s perceptions of this important juncture of their lives.

- Phase 1: Qualitative – a comprehensive, global literature review and focus groups among Millennial women in the United States, France, and Japan
- Phase 2: Quantitative – for which a 15-minute telephone survey was conducted among a representative sample of 1,000 Millennial women age 21 to 29 across five countries: Brazil, France, Japan, the United States and the United Kingdom. A sufficient sample of respondents across the Millennial generation – Younger Millennials (age 21-24) and Older Millennials (age 25-29) – was obtained in order to compare perceptions, behaviors and trends.

The findings detailed in this white paper will predominately analyze the results of the quantitative study.

Interviews were conducted July 5 to August 2, 2010, using the field services of World One.

The margin of sampling error at the 95 percent level of confidence is ±3.1 for total respondents (1,000) and ±6.9 for each country sample (n=200). The margin of sampling error at the 95 percent level of confidence is ±3.0 for total respondents (1,000) and ±4.2 for each gender sample (500). When considering the total sample, this means that in 95 times out of 100, when a sample of this size and composition is drawn, findings will not differ by more than 3.0 percentage points in either direction. The results are reported at the global level, with country differences highlighted where applicable.
QUALITATIVE STUDIES AND LITERATURE REVIEW

Prior to conducting original research for the “Shaping a New Future” global study, Levi’s conducted explorative quantitative studies to determine Millennial women’s attitudes and current mindset in eight countries.

Qualitative research: The initial quantitative research unearthed that Millennial women across the globe see:
- a new, playful sense of femininity emerging that is different from the femininity of the past.
- themselves as still evolving, as “willows rather than oaks,” who value flexibility and self-expression – and chafe at rigid boundaries.
- the opportunities they’ve been given, and worry that they will make the wrong choice and disappoint everyone around them – including themselves.

Literature review: StrategyOne initiated an international literature review to better understand current research and writings on Millennial women and to identify gaps in the current portfolio of knowledge. Articles were retrieved from sources in the U.S., U.K., Brazil, France and Japan, including Factiva, Reuters, Dialog, and Lexis-Nexis databases; Dow Jones newswires; and Internet searches of academic and association websites. Additional sources included academic, commercial and scientific reviews, popular literature market research data, government data, reports from nongovernmental organizations (NGOs) media coverage and corporate and organizational websites.

The review underscored the attention given to dissecting Millennials’ emergence into the workforce, as well as the high standards to which this generation is being held, while pointing out Millennials’ general inability to live up to them so far.

However, the review also pointed to areas of investigation that have yet to be explored in detail:
- Millennials have newer ideas of success as compared to previous generations of women:
  o Millennial women are optimistic and confident about their futures, they aren’t tied to one vision of success – success to them means flexibility to follow their passions. For Millennials, success is not solely defined as having a 2.5 carat princess-cut engagement ring, making partner, raising a family or completing a triathlon. Instead, it’s all about balance.
- Having a wealth of choices can be seen as a negative prospect:
  o Mass media has portrayed Millennial women as suffering from what’s called “quarter-life-crisis,” a play on mid-life crises, when women feel anxiety about life’s direction in their early 20s, and “expectation hangovers,” expecting life’s pieces to fall perfectly into place early on in their lives. When faced with “analysis paralysis,” many will either refuse to choose just one option in order to avoid coming out of the experience feeling dissatisfied.
- The discussion around mentorship is largely focused on Millennials in the workforce:
  o Unlike previous generations, to Millennials, a mentor is anyone who supports them and provides advice, regardless of age or professional experience.

Focus groups: Focus groups also were conducted in the U.S., France and Japan to follow up on the insights provided by the literature review and to probe further into Millennial women’s mindsets around femininity and personal and professional goals.
EXECUTIVE SUMMARY

A new value system: sampling, not climbing
Millennials have been labeled lazy and entitled by journalists and pundits, yet perhaps these women are actually brilliantly progressive – or creatively rebellious – in the way they’re transforming the timeframe and definition of adulthood. Young women today value life’s journeys more than its destinations. Rather than wanting to “have it all,” Millennial women want to try it all.

The limitations of the customary education ⇒ career ⇒ marriage ⇒ motherhood path toward adulthood, to be achieved in that order, are being questioned like never before. Instead of following a predetermined trajectory, Millennial women – unlike previous generations – feel they can create a web of opportunities and choices for themselves. Millennial women are sampling from this web, not climbing a straight and narrow ladder to reach their goals.

Success: A shift in priorities
Even though some societies remain more tradition-bound than others, a distinct majority of women worldwide (83 percent) feel like they are forging their own path, while a similar number (87 percent) are happy they have the opportunity to do so because they define success as being able to shape their future. In stark contrast, traditional milestones such as being a mother (68 percent), getting married (50 percent) and being wealthy (43 percent) were seen as far less essential to how they define success.

This makes complete sense when you learn that 96 percent of Millennial women list independence as their most important life goal – again a noticeably higher priority than being a mother (82 percent) and getting married (67 percent).

Unlimited futures, pressure to achieve
Research shows that Millennial women’s worldview may be fundamentally different than that of previous generations, a difference that can create a disconnect between the generations. More than four out of five (83 percent) Millennial women, for instance, say they believe they are expected to be more successful than women in previous generations. Yet at the same time many (62 percent) believe that women from previous generations simply do not understand the options young women have today.

This cornucopia of choices has made almost three out of four (73 percent) Millennial women feel like they can accomplish anything they want without, as more than half (58 percent) say, having a definite plan to achieve their long-term goals.

And that’s precisely the point – it’s not that Millennial women have no life plan as a result of passivity (like they just never got around to it). The fact is, it’s a choice: the plan is to have no master life plan. Plans, after all, imply limits, exactly the opposite of what these women want. A plan would hinder their ability to reach their goals. Today, Millennial women are trying to transcend the expectations and experiences of previous generations, so they no longer need (or want) life plans that reflect the paradigm previous generations revered.
Mentorship Reimagined: A “Streaming Perspective”
Life plan or no life plan, young people especially often look to others for guidance as they move through this critical phase of their lives.

For Millennials who choose not to follow a defined plan of action, however, making their way through uncharted waters means that, more than ever, they need an array of people to whom they can turn as sources for safe, sound and nonjudgmental guidance and insight. As a result, young women are revising the traditional mentorship model to better fit their needs and lives as they really are.

At this crucial inflection point of early adulthood, when all options are open, today’s young women are looking to an expanded peer network to provide perspective rather than relying solely on advice from previous generations. To navigate a changed world, Millennial women are transforming mentorship from a one-way, top-down relationship into a peer-to-peer, communal exchange of information, guidance and support.

Today’s mentorship model is flexible, with 94 percent of women worldwide saying the best mentors are people with whom they can trade advice. Furthermore, 77 percent of Millennial women say that mentors can be people your own age, and slightly more (89 percent) agree that they can have more than one mentor. Taken together, this data suggests Millennial women are benefitting from the type of rich streaming perspective provided by multiple sources that Facebook, Twitter, Mixi and other social media sites have conditioned them to expect.

More unusual, 88 percent note that a mentor is someone who inspires them, regardless of their professional experience, further underscoring Millennial women’s belief that there is no one path they are required to take in order to build the life they want.

A new world
The story of Millennial women bears some similarity to the generations of women who preceded them – each coming to terms with and reacting to the strictures society tries to impose – yet veers in new directions in significant and profound ways. Today’s young women are experiencing the results of their foremothers and pushing the envelope even further, redefining their relationship to the world around them as never before.
DETAILED FINDINGS
A SHIFT IN PRIORITIES

Defying society’s expectations, young women around the world are no longer defining success by climbing the professional ladder and acquiring wealth. Millennial women’s version of success is being able to shape their own future. Rather than wanting to “have it all,” Millennial women want to try it all.

Success for young women today is **enjoying a mosaic of experiences** without the need to specialize or conform to traditional female roles or to continue to break through the glass ceiling at work. While older generations often misinterpret this as a lack of drive and label Millennials as lazy and unfocused, Millennial women intentionally pursue the ability to be independent and follow their passions, considering it their ultimate achievement.

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B2. Which, if any, of the following things would you, personally, associate with being successful? To me, being successful means...

- **Being able to shape my future**: 87%
- **Getting promoted at work**: 75%
- **Being wealthy**: 43%
B2. Which, if any, of the following things would you, personally, associate with being successful? To me, being successful means...

**Being Successful Means...**

**“Being Able to Shape my Future”**

- **U.K.**
  - Being able to shape my future: 95%
  - Getting promoted at work: 88%
  - Being wealthy: 58%

- **Japan**
  - Being able to shape my future: 93%
  - Getting promoted at work: 60%
  - Being wealthy: 47%

- **France**
  - Being able to shape my future: 83%
  - Getting promoted at work: 69%
  - Being wealthy: 36%

- **U.S.**
  - Being able to shape my future: 87%
  - Getting promoted at work: 87%
  - Being wealthy: 50%

- **Brazil**
  - Being able to shape my future: 76%
  - Getting promoted at work: 74%
  - Being wealthy: 24%
Last on Millennial women’s list of “important life goals?” Getting married. Today’s young women are clearly sending a message that their ability to carve their own paths comes first—before professional, social, romantic, or familial pursuits.

Japanese women in particular are changing their views of traditional goals such as marriage. According to recent reports, census data shows that 32 percent of Japanese women between 30 and 34 were unwed in 2005, more than twice the number from 15 years earlier. Shifting attitudes towards marriage seem to be intertwined with the precarious economy. “I do not think I’ll get married until I’m at least 30,” says Azusa Takahashi, a 25-year-old employee at a Tokyo publishing company. ‘With the economy where it is, I can’t solely rely on a man’s income.”

These trends are playing out in Japan in interesting ways. Much media attention has been paid to Japanese women in their 30s focusing on husband hunting (konkatsu). In response to a precariously low birthrate, Japan’s government has gotten into the matchmaking business, instigating provincial government-run programs such as “marriage hunting” cafes.

In addition, Japanese women sometimes report marriage as an end – the end of career pursuit and independence. Reported one Millennial woman in a Levi’s Tokyo focus group, “I will quit my job if I get married, so I want to achieve a certain career level before then.” This theme was echoed by her peers. When asked about her dreams for her 20s, one participant replied: “Meeting people I hardly get to meet. . . . After I get married, my freedom will be limited.”

Perhaps seeing all this in store for them when they hit their 30s, Japanese Millennial women are placing less focus on marriage in their 20s. However, some traditional life goals remain on-target in some countries, as Millennial women in Brazil and the U.S. emphasize the importance of professional success – as Brazil continues to grow at a rapid pace and Americans persist in their work-focused lifestyles.

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1. I am going to read you a list of things that may be important in a person’s life. Please tell me how important, if at all, each of the following is to you personally.

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3. Levi’s Shaping a New Future Focus Group, Tokyo, April 7 -9, 2010
4. Ibid.
B1. I am going to read you a list of things that may be important in a person’s life. Please tell me how important, if at all, each of the following is to you personally.

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<thead>
<tr>
<th>Country</th>
<th>Being independent</th>
<th>Pursuing hobbies or activities</th>
<th>Being beautiful</th>
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<tbody>
<tr>
<td>Japan</td>
<td>96%</td>
<td>91%</td>
<td>89%</td>
</tr>
<tr>
<td>France</td>
<td>96%</td>
<td>95%</td>
<td>90%</td>
</tr>
<tr>
<td>Brazil</td>
<td>100%</td>
<td>100%</td>
<td>99%</td>
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<tr>
<td>U.S.</td>
<td>95%</td>
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<tr>
<td>U.K.</td>
<td>95%</td>
<td>92%</td>
<td>91%</td>
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When asked about what they wanted to achieve in their 20s, Millennial women across the world shared their visions of independence:

“Before my next life stage, I want to invest in myself, prepare for the future.”
-- Tokyo Millennial Woman

“Yesterday, when you were 25-years-old, you were already married, you had children... but today, at 25, you start to work, to have money, to look for a job, you try to enjoy life, you make plans, for yourself...”
-- Paris Millennial Woman

“Not compromising...not taking an easy option. Now I am working, I don’t want to compromise. I want to pursue what I do to the end.”
-- Tokyo Millennial Woman

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5 Levi’s Shaping a New Future Focus Group, Tokyo, April 7 -9, 2010
6 Levi’s Shaping a New Future Focus Group, Paris, Feb. 4, 2010
7 Levi’s Shaping a New Future Focus Group, Tokyo, April 7 -9, 2010
Globally, Millennial women are optimistic about their futures and enjoy a great sense of possibility. Further, they are confident in their ability to excel at any activity they choose to attempt.

"I feel like I can accomplish anything I want to achieve"

This self-belief is particularly true for Millennial women in the U.S., Brazil and the U.K. (with U.S. women being the most optimistic out of the five countries surveyed), while those in France and Japan feel as if they are faced with more constraints in their path to achieve success.

Only 48 percent of Japanese Millennial women feel like they can accomplish anything they want to achieve. Japanese culture and current societal conditions play a large role in these findings. Generally, Japanese culture values humbleness and modesty, and Japanese women may hesitate to overestimate themselves. The difficult Japanese economy has also affected Millennial women’s confidence in that country, as job offers are scarce and even 20-somethings worry about their pension plans.
Redefining success as being able to shape their own future, choosing independence over marriage or motherhood – this is the new shape that Millennial women are creating for their futures. All of these elements come together for Millennial women and give them the belief that they are forging their own path.

83% agree

“I feel like I am forging my own path, not following in anybody’s footsteps”
UNLIMITED FUTURES, PRESSURE TO ACHIEVE

That many Millennial women say they don’t have a plan that will help them reach their goals doesn’t impact their belief that they will reach those goals anyhow.

In fact, almost three out of four (73 percent) believe they can accomplish anything they want, yet less than half (46 percent) say they know “exactly” what they’ll be doing in five years (even as 58 percent say they have no plan in place to guide them). Millennial women in Europe feel this especially strongly, with 80 percent saying they are sure they will reach their individual target goals even as only 3 percent admit they have a plan in place.

Goals grow as women’s interests and ideas flourish; plans become passé and can limit future growth – in other words, the goals, and the desire to view those goals as malleable, are what counts, not a plan that may limit how those goals evolve and change over time.

C4-C12. I am going to read you a list of statements. Please tell me how much you agree or disagree with each.

58% agree

“I am driven, but do not have a definite plan in place to achieve my long-term goals”

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8 The European Millennials versus the US Millennials: similarities and differences, Gabrielle NG 2007
While it remains to be seen what the long-term impact of the worldwide financial crisis will be on Millennial women, economic concerns are viewed as the largest barrier to professional success throughout the globe.

Globally, young women today rank the “desire to have a family” third as an obstacle, well above the “lack of education.” This is a significant change over previous generations when it was less common for women to achieve college and graduate degrees and the battle between women’s professional or familial success dominated discourse.

Also significant, among Millennial women generally, only one in four (25 percent) think their gender is an obstacle to attaining their work-related goals. And yet a deeper dive into the data tells a more nuanced story.

- In Europe and the U.S. gender is viewed as even less of a barrier, with fewer than one in five women holding that view. In Japan, however, almost two out of five (37 percent) women believe their gender will inhibit their ability to reach their work goals – more than twice as many as in the U.S. (17 percent, France (15 percent), or the U.K. (13 percent). This may be due to the more male-dominated workplace culture in Japan.

C13. Which, if any, of the following do you see as the biggest obstacle to achieving your work-related goals?
Yet, nearly all Millennial women agree that regardless of their life goals and the path they choose to take, they are expected to fare better than women in the generation before them.

83% agree

“Women in my generation are expected to be more successful than women in previous generations”

Expectations are high, but some mass media outlets point to Millennial women’s very desire to try it all—even as they move towards their 30s—as a source of anxiety. A magazine article asking British women if they have “Wonder Woman syndrome” blames “kidulthood,” noting:

*Then there’s the rise of “kidulthood.” Whereas we used to move happily from one life phase to the next, now we cling to the trappings of youth as we age. So while our mothers hung up their dancing shoes and gave up their jobs when they had children, our generation puts no age limit on traipsing around music festivals, trawling Topshop, hitting the hottest new bar to taste the latest pomegranate mojito and whatever else it takes to stay on top of cultural and fashion trends. No wonder we’re exhausted.*

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Two-thirds of Millennial women believe that women from older generations don’t understand the options and experiences they’re exploring.

**Agree NET (strongly/somewhat)**

- I am exploring more personal and work-related options than women in previous generations did when they were in their 20s: 87%
- Women from previous generations do not understand the options and experiences that young women today are facing: 62%

B3-B12. I am going to read you a list of statements. Please tell me how much you agree or disagree with each.
MENTORSHIP RE-IMAGINED

Across the globe, today’s young woman seeks mentorship, but the people she’s turning to for counsel and perspective look very different from the mentors of previous generations. Rather than seeking definitive answers from a single, older, and wiser individual, Millennial women want “streaming perspectives” — in other words, they want to listen to many different people of different ages on different aspects of their lives. Millennials aspire to have mentors who are both elders and peers, lasting and transient. Expertise is optional, enthusiasm is not.

As they craft their futures, Millennial women are increasingly turning to each other for support, as traditional mentors—members of older generations, armed with experience—are viewed as being out of touch with the challenges and experiences young women are facing today.

To young women today, mentorship is a two-way street.

94% agree

“The best mentors are people whom you can both give advice to and receive advice from.”

D7-D17. I am going to read you a list of statements. Please tell me how much you agree or disagree with each.
Ultimately, Millennial women see mentors as anyone who can help them discover more about themselves and influence the decisions they’re currently making in order to navigate the myriad personal and professional choices they’re encountering. To that end, Millennial women across the globe believe that you can have more than one mentor, and that mentors can be people your own age.

**Agree Net (strongly/somewhat)**

- A mentor is someone who inspires me, regardless of their age or professional experience
  - Somewhat agree: 35%
  - Strongly agree: 53%
  - Total agreement: 88%

- A mentor is someone who helps me shape my future, regardless of their age or professional experience
  - Somewhat agree: 38%
  - Strongly agree: 50%
  - Total agreement: 88%

**Millennial women say you can also have more than one mentor**

- You can have more than one mentor
  - Somewhat agree: 66%
  - Strongly agree: 23%
  - Total agreement: 89%

- Mentors can be people your own age
  - Somewhat agree: 39%
  - Strongly agree: 38%
  - Total agreement: 77%

D7-D17. I am going to read you a list of statements. Please tell me how much you agree or disagree with each.
With limitless choices and a deluge of information, Millennial women are looking for mentors who can help them navigate their complex environment and provide broad perspective on every aspect of life that interests them.

In particular, today’s twenty-something women are extremely focused on the idea of “balance” and value that achievement as the most important quality for a mentor to possess. Women do not necessarily look at their careers, families and personal lives as separate components of success but instead they look at the big picture in a very strategic way, making choices and setting priorities to achieve what they consider to be “equilibrium.” Many watched the “juggling act” of an earlier generation of working moms and believe they’ll find a better way.

- It is notable that Millennial women rank “professional success” as a less important quality in a mentor than “somebody who balances work and family” and “intelligence”; mentorship, to this rising generation, extends outside of the work place.

![Most Important Qualities for a Mentor to Have](image)

D2. Which, if any, of the following qualities do you think are the THREE most important qualities for a mentor to have?

**Most Important Qualities for a Mentor to Have**

- **Japan**
  - Balances work and family: 45%
  - Shares my interests: 43%
  - Recently done what I want to do: 37%

- **France**
  - Balances work and family: 43%
  - Professional success: 33%
  - Intelligence: 28%

- **U.S.**
  - Intelligence: 48%
  - Balances work and family: 41%
  - Similar background: 41%

- **U.K.**
  - Intelligence: 47%
  - Balances work and family: 39%
  - Professional success: 39%

- **Brazil**
  - Intelligence: 53%
  - Balances work and family: 52%
  - Professional success: 38%

10 Lifetime Women’s Pulse Poll, 2009
However, Millennial women around the globe see mentorship evolving from previous generations.

“Mentorship has changed from when my mother was my age”

Don't know 3%

Strongly disagree 7%

Somewhat disagree 21%

Somewhat agree 36%

Strongly agree 33%

Agree NET: 69%
CONCLUSION

For Millennial women – a generation on the precipice of engaging fully with the world – life offers more possibilities than ever before.

And they know it.

Dispensing with the traditional education ⇒ career ⇒ marriage ⇒ motherhood sequence of lifestages, Millennial women are:

- Creating lives that reflect their independence, self-confidence, skills and unique points of view
- Defining success on their own terms
- Transcending society’s tradition-bound assumptions
- Discovering who they are meant to be, who they want to be, and who they can be
- Pursuing their passions and dreams freely
- Identifying their own milestones
- Celebrating their success without being hemmed in by it

For Millennial women, life is about the journey more than the destination, with a path they build themselves and an endpoint that is anything but predetermined.

Along with this freedom, however, comes high expectations; the pressure to succeed is intense, the desire to have many experiences palpable. For guidance, Millennial women – like previous generations of women – are turning to mentors. Unlike previous generations, however, Millennials have redefined the mentor/mentee relationship to suit their needs, creating a web of relationships with a wide variety of women who can offer a diversity of life experiences and perspectives. Once top-down, today’s ground-breaking peer-to-peer, communal mentorship reflects Millennials’ comfort with technology, social networking and what it means to be a woman her age today. Call it the new streaming perspective – like Millennials themselves, it is always on, never static, continually evolving, information-rich and platform agnostic.

The beauty of the position in which Millennial women find themselves (and of the vantage point the rest of us have from which to watch them grow, flourish and astonish) is that they are creating their own lives, neither relying on nor embracing past benchmarks of success.

In other words, because they refuse to follow a well-trodden path, they refuse to be pigeon-holed. They will by definition surprise us endlessly and lead society in ways we cannot yet even imagine. And they will be eminently watchable throughout their lives, influencing everything – art, politics, style, science, faith, family, sex, marriage, motherhood, business, charity, technology, healthcare, the media, and more – and, perhaps most importantly, shaping the world and reshaping the future for us all.

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