



SPORT AND EMPLOYABILITY

NewGen and sport: fun and skills

January 2024

NEWGEN
TALENT
CENTRE

SUPPORTED BY

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mazars**

Foreword

The benefits of sport for physical and mental health are well established, but sport has also become a means of personal and professional development.

On professional social network, there is an increasing number of publications by executives and managers boasting about their sporting achievements. They show off their endurance: marathon, trail, cycling, or their agility: climbing, surfing, kiteboarding, all as useful skills in the professional world.

More than 2,600 management students have told us all about their sporting activities, the ways in which sport has shaped their personalities and the skills it has enabled them to develop.

By imagining the company as a team sport, they projected themselves into the role they would like to occupy.



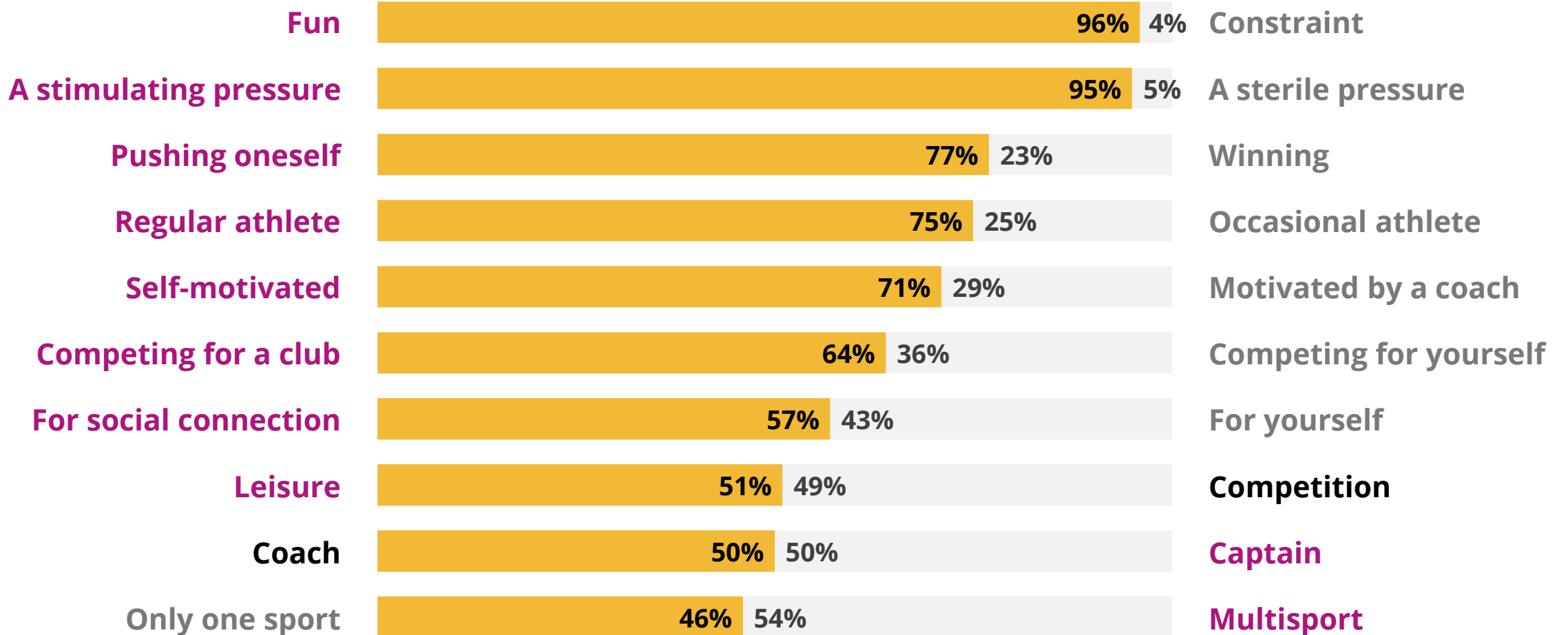


Young people's VISION OF SPORT

SPORT, A RECREATIONAL ACTIVITY THAT YOUNG PEOPLE FIND STIMULATING AND PRACTICE REGULARLY



Q : « Within each pair, select the item that suits you best regarding sport. »



WOMEN, MORE THAN MEN, CONSIDER SPORT TO BE ABOUT SURPASSING THEMSELVES RATHER THAN ABOUT WINNING



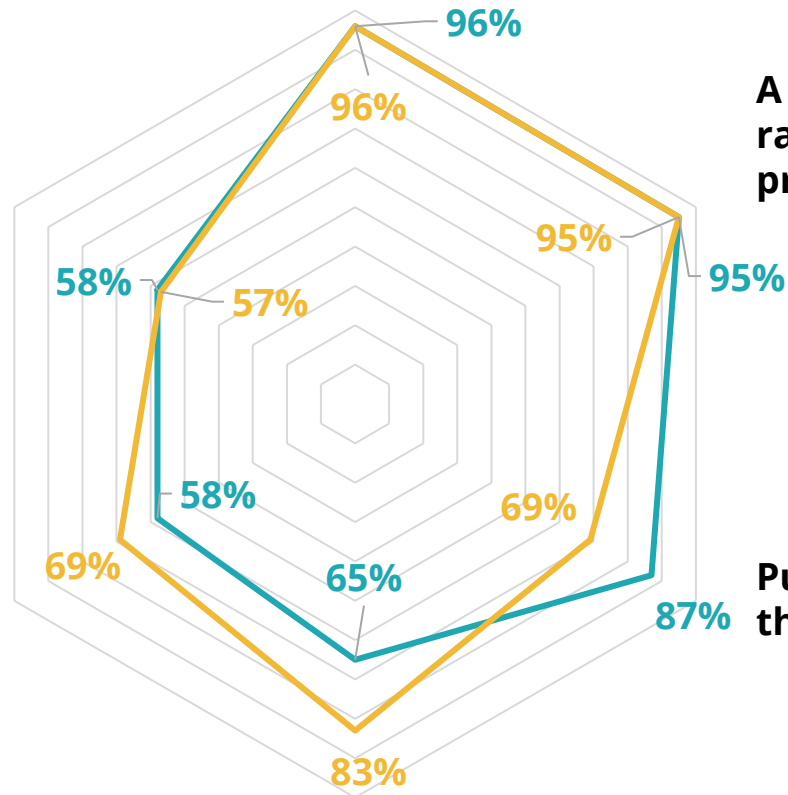
A leisure rather than a constraint

For social connection rather than for yourself

A stimulating pressure rather than a sterile pressure

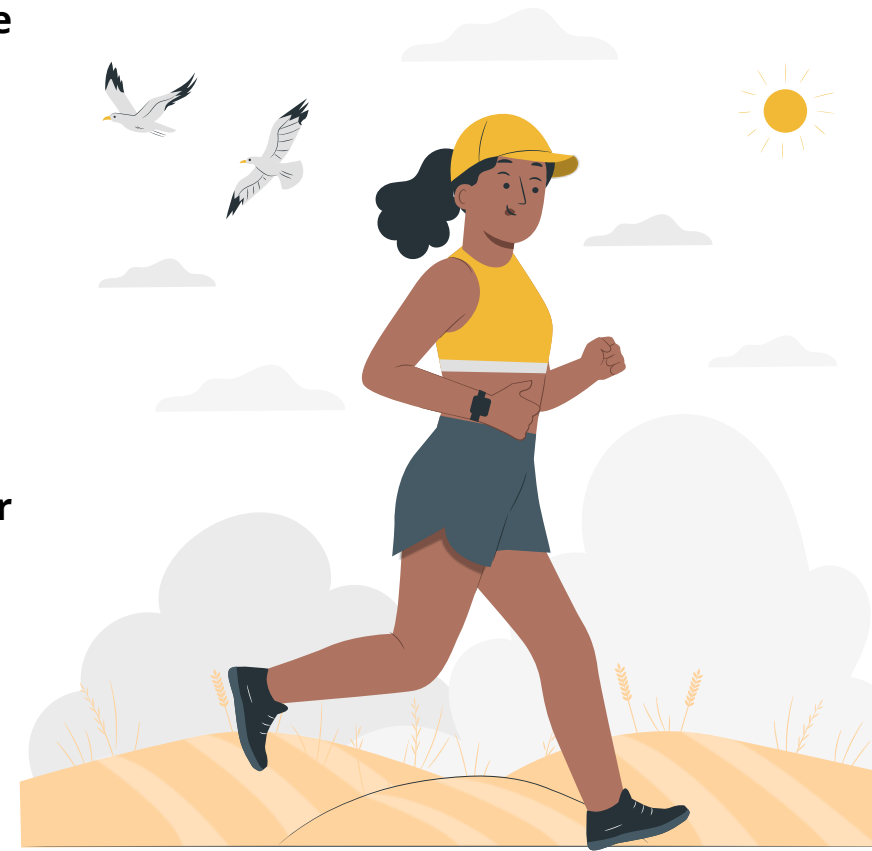
Competing for a club rather than competing for yourself

Pushing oneself rather than winning



Regular athlete rather than occasional athlete

— Femmes
— Hommes





SPORTING ACTIVITIES and personality

THE SPORTS THEY PLAY THAT HAVE MOST SHAPED THEIR PERSONALITY

Q: "Which of the sports you have played or still play has shaped your personality the most?"



- 1 Tennis
- 2 Football
- 3 Dance
- 4 Swimming
- 5 Basketball



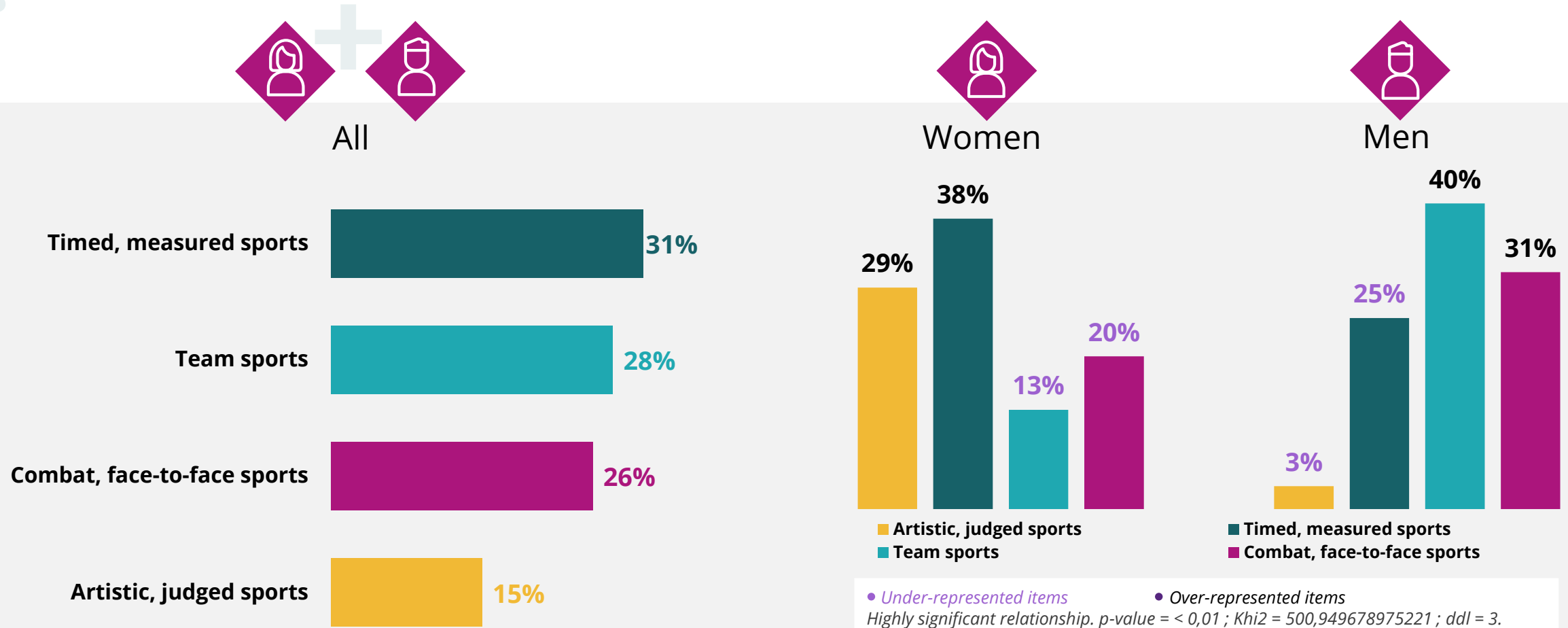
- 1 Dance
- 2 Swimming
- 3 Tennis
- 4 Horse riding
- 5 Athletics



- 1 Football
- 2 Tennis
- 3 Basketball
- 4 Rugby
- 5 Swimming

INDIVIDUAL SPORTS FOR WOMEN AND COMBAT OR TEAM SPORTS FOR MEN SHAPE PERSONALITY

Q: "Which of the sports you have played or still play has shaped your personality the most?"



SPORTS THAT HAVE SHAPED THEIR ATTITUDES AND WAY OF THINKING

Q: "In what way and how has this discipline shaped your personality?"



“**The team spirit** I found in soccer taught me how to defend my personal interests while working **to achieve collective goals**. In addition, the notion of surpassing oneself from a physical point of view, combined with the creativity required, particularly for dribbling, enabled me to acquire values that are indispensable to me today.

”

“This discipline has helped me enormously **to develop my sense of teamwork**. It has given me a fighting spirit, commitment and dedication when I'm passionate about something.

”

“Sailing has taught me to overcome my apprehensions, but also to accept that I can't control everything and to let go. It has also taught me to **work as part of a team, and to think on behalf of my crew rather in my own interest**.

”

“Participating in competitive equestrian sports from a very early age has enabled me to develop **a fighting spirit, never giving up in the face of failure and difficulty, and always pushing forward**. It has also enabled me to develop a highly organized way of combining my sporting, academic and social life.


”

“Basketball teaches humility in the sense that we're not always in the limelight, and we have to accept that. It also teaches **confidence in others**, who may be different yet complementary.

”

SPORTS THAT HAVE SHAPED THEIR ATTITUDES AND WAY OF THINKING

Q: "In what way and how has this discipline shaped your personality?"

“

The role of captain allowed me to discover and familiarize myself with leadership, but above all it's a sport that can't be played alone, but individual performance is crucial. **I've learned to perform as part of a team.**”

“


Basketball is a team sport that really taught me how **to build team cohesion and listen to others**. Also, with several training sessions a week and competitions taking place about once a month, my assiduity and sense of commitment developed further thanks to this experience.”

“

It enabled me to acquire **great perseverance**, a rigorous approach to work, a taste for effort, and a first approach to team spirit. Made me **competitive and combative**.”

“

This discipline **pushes you to excel**. Training sessions can be very physical, and there's real satisfaction when they're over. I feel the same way when I'm entering competitions or developing new projects.”

“

Climbing and mountain sports have enabled me to develop **human qualities**, as **solidarity is essential** in the mountains.”

“

Handball enabled me to **express myself and become open to people**, since a team requires cohesion and acceptance of others. Thanks to handball, failure was no longer associated with shame and discouragement, but with future work and progress. **My mind became more confident and serene in the face of challenges.**”



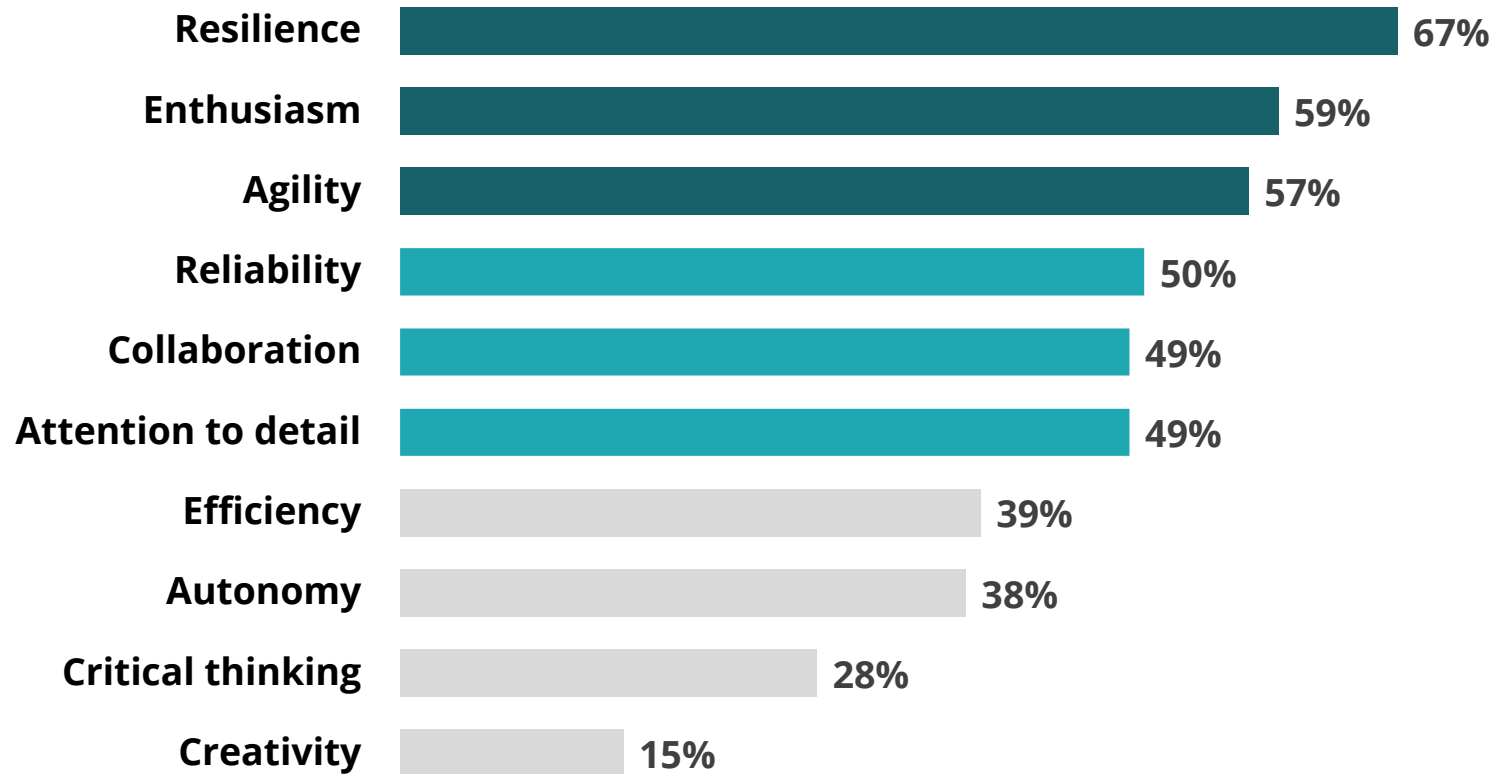
SKILLS DEVELOPED

through sport

RESILIENCE, ENTHUSIASM AND AGILITY ARE THE QUALITIES MOST DEVELOPED THROUGH SPORTS ACTIVITIES

Q: "Has playing this sport helped you develop?"

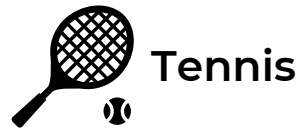
% of "Completely"



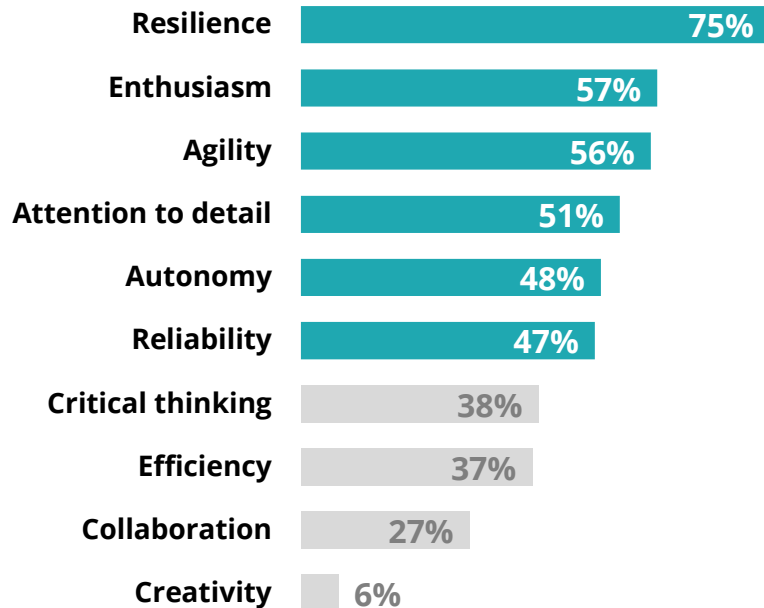
SPECIFIC SKILLS FOR THE 3 SPORTS THAT HAVE MOST SHAPED THEIR PERSONALITY

Q: "Has playing this sport helped you develop?"

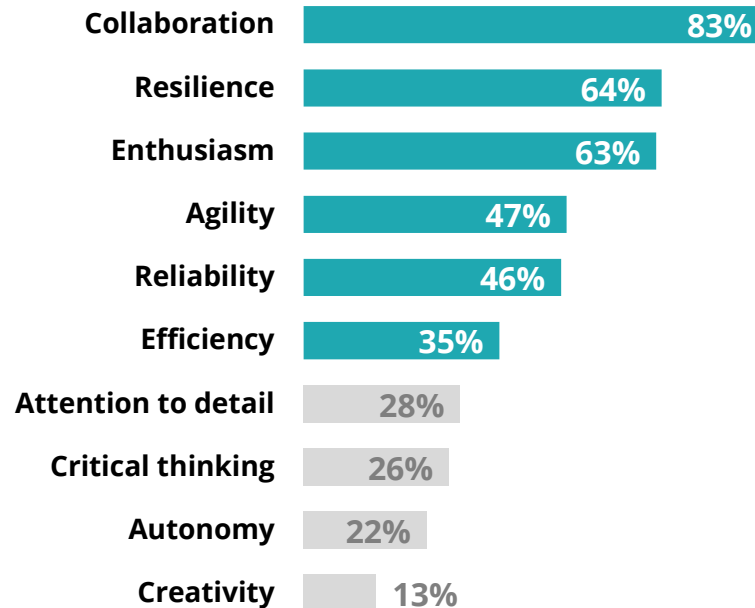
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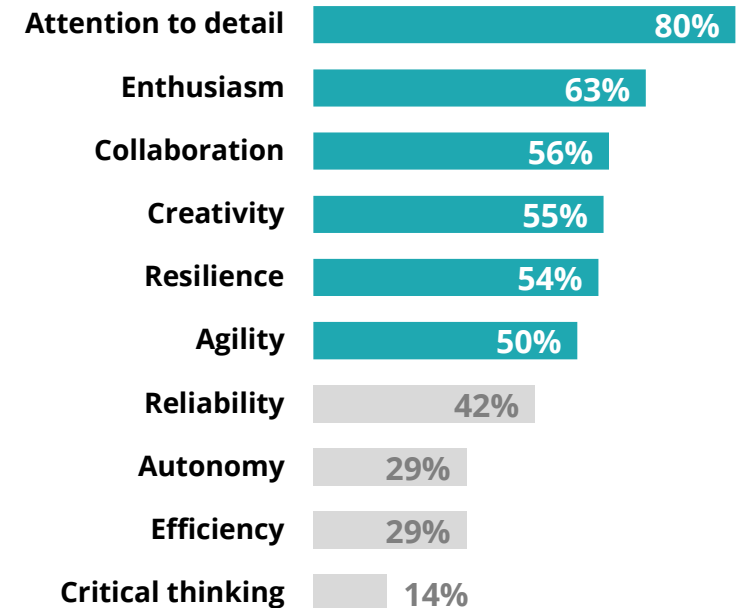
Tennis



Football



Danse

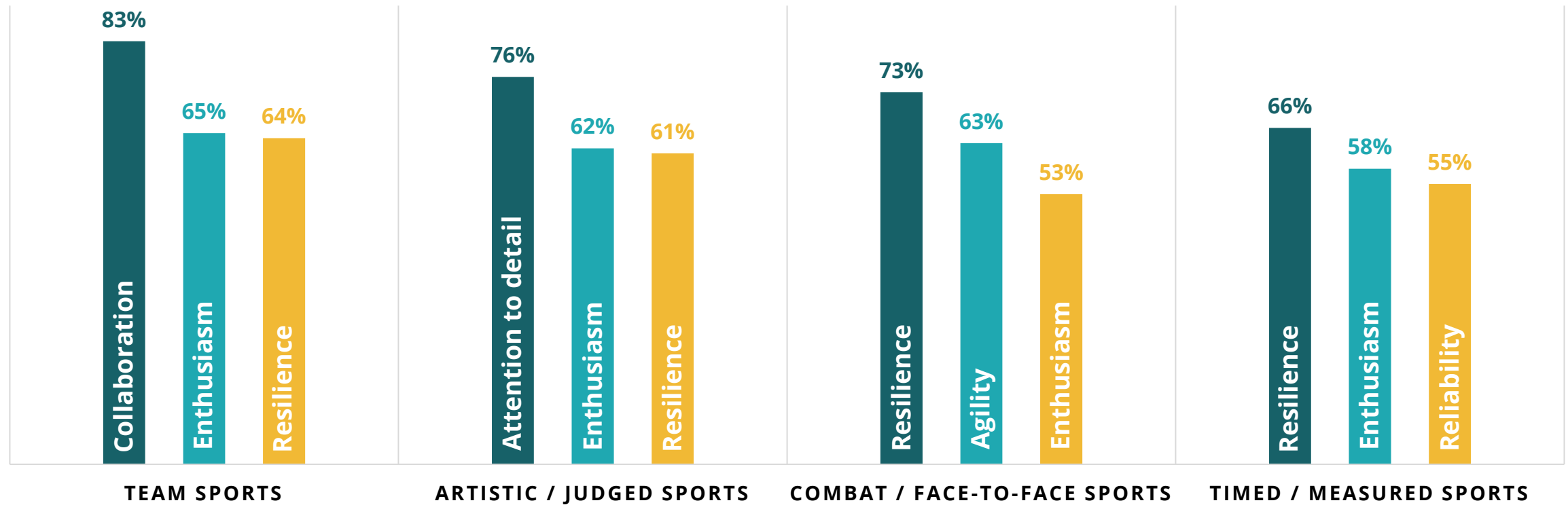


EACH TYPE OF SPORTING ACTIVITY DEVELOPS MORE SPECIFIC SKILLS



Q: "Has playing this sport helped you develop?"

% of "Completely"



WHAT TYPE OF SPORT TO DEVELOP A SPECIFIC SKILL?



Collaboration



Team sports

Critical thinking



Combat, face-to-face sports

Reliability



Timed, measured sports

Efficiency



Timed, measured sports

Resilience



Combat, face-to-face sports

Creativity



Artistic, judged sports

Attention to detail



Artistic, judged sports

Autonomy



Timed, measured sports

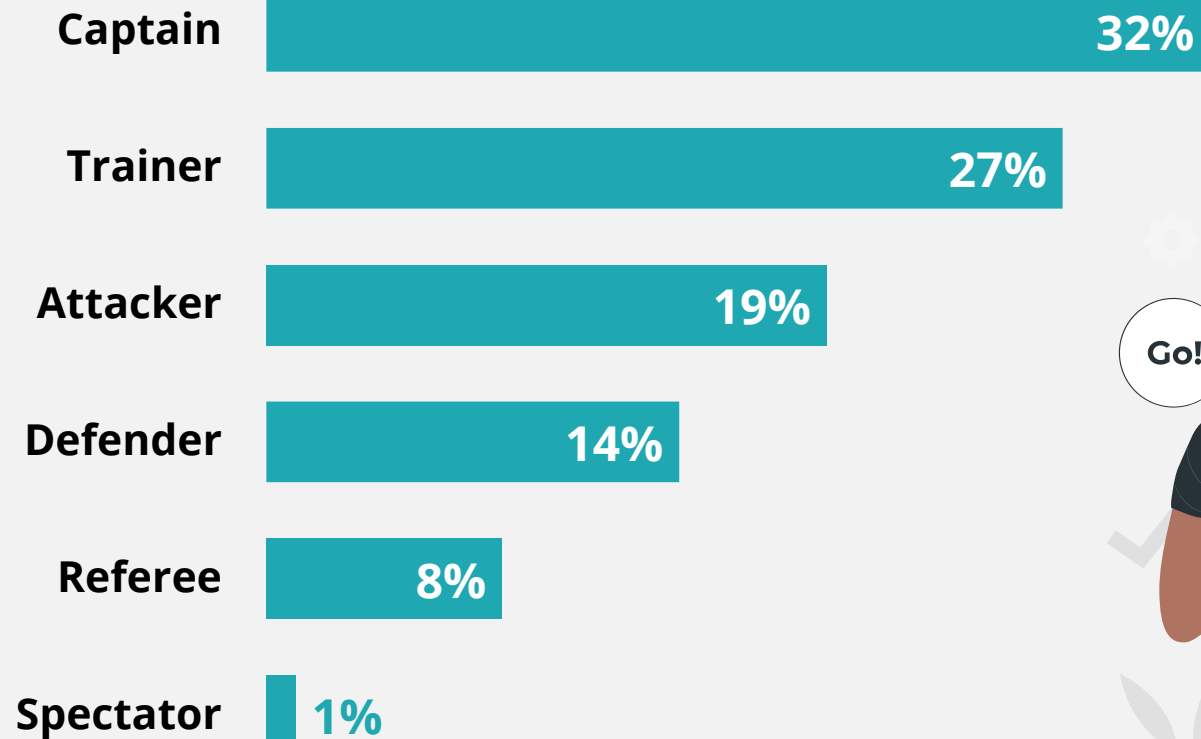




IF COMPANIES
were a team sport

A MAJORITY OF YOUNG GRADUATES DREAM OF BEING CAPTAINS OR COACHES

Q: "If companies were a team sport, who would you be?"



NEWGEN WITH DIVERSE PROFILES

Q: "Which profile do you feel closest to?"



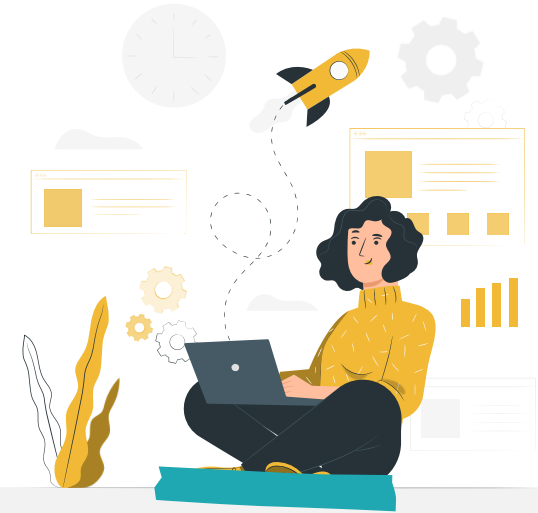
COMPETITOR PROFILE
42%

Focused on ambitious career development, motivated by the prospect of a management position, hierarchical responsibility and attractive remuneration.



COMMITTED PROFILE
32%

Focused on world issues, motivated by the general interest, the company's culture and values, and the usefulness of its mission.



INTRA/ENTREPRENEUR PROFILE
26%

Focused on the desire to innovate, motivated by challenges, freedom of action, autonomy in assignments and project management.

Source : EDHEC NewGen Talent Centre, Career dreams study 2023

CAPTAIN, A ROLE MORE OFTEN SOUGHT AFTER BY MEN AND PROFILES WITH “COMPETITIVE” AMBITION

CAPTAIN

If companies were a team sport, those who choose to be captains

BY GENDER



28%



35%

BY PROFILE OF AMBITION

COMPETITOR
36%

COMMITTED
28%

INTRA /
ENTREPRENEUR
35%

Q: “What characteristics do you associate with this role?”

“

I characterize **the role of captain as one of leadership**, combined with qualities of proactivity, dynamism and ambition. I characterize myself as such because I’m a person who **likes to push others to the top, lead a team to achieve a common goal and thus satisfy a collective result.**

”

“

He’s the captain who guides the team, keeps his head on his shoulders in difficult times, **raises his team’s morale** and assumes his responsibilities in all circumstances, can be counted on and is an example to the others. But despite this, he relies entirely on his team and is nothing without them.

”

“

In my opinion, the captain is someone who has to **involve his team in collective decisions** and make them want to work for the team and, more broadly, for the company.

”

TRAINER, A ROLE MORE OFTEN SOUGHT AFTER BY WOMEN AND PROFILES WITH “INTRA/ENTREPRENEUR” AMBITION

TRAINER

If companies were a team sport, those who choose to be trainers

BY GENDER



31%



23%

BY PROFILE OF AMBITION

COMPETITOR
22%

COMMITTED
29%

INTRA /
ENTREPRENEUR
30%

Q: “What characteristics do you associate with this role?”

“ For me, a trainer is someone who listens and motivates teams. It’s a job where **strong human relationships are created**, and that’s something I’m looking for. ”

“ **Give the team the opportunity to excel and give its best**, while respecting the well-being of each individual. ”

“ It’s up to the trainer to take responsibility for the failure, but above all to **bounce back and get back on track**. ”

“ Trainers are **critical thinkers** who analyse the play of their players and their opponents. Trainers are strategists. ”

ATTACKER, A ROLE MORE OFTEN SOUGHT AFTER BY MEN AND PROFILES WITH “COMPETITIVE” AMBITION

ATTACKER

If companies were a team sport, those who choose to be attackers

BY GENDER



17%



21%

BY PROFILE OF AMBITION

COMPETITOR
23%

COMMITTED
16%

INTRA /
ENTREPRENEUR
19%

Q: “What characteristics do you associate with this role?”

“ I would associate myself with the role of attacker because I think I’m someone who always wants **to get forward no matter what adversity and difficulties** the team faces along the way. ”

“ **Being on the front line and being able to be a pioneer in my company** and being proactive about it. This will help to drive the company upwards and, by cascade, the society. ”

“ The attacker is the one who makes it possible **to win, to transform the group effort into success**. He may fail, but he must constantly surpass himself to keep up with his own expectations and the ambitions of his team-mates. ”

“ I’d say it’s an important role because **it’s the culmination of a lot of teamwork upstream**. A good striker needs to be analytical, responsible and a team player. ”

DEFENDER, A ROLE MORE OFTEN SOUGHT AFTER BY MEN AND PROFILES WITH “COMMITTED” AMBITION



DEFENDER

If companies were a team sport, those who choose to be defenders

BY GENDER



11%



16%

BY PROFILE OF AMBITION

COMPETITOR
12%

COMMITTED
16%

INTRA /
ENTREPRENEUR
11%

Q: “What characteristics do you associate with this role?”

“ It’s a position you have to be able to rely on, whose role is **both fundamental and only noticed when the company is in danger.** ”

“ I like to get forward but **I’m not particularly in the spotlight** like an attacker would be. I secure the backs and support my team y providing them with the passes they need to complete the action. ”

“ The defender is the keystone of a team in a team sport. Although they operate more in the background, analysing opponents’ strategies when their team is in an attacking position, **they are capable of turning the tide of a game by adapting effectively.** ”

“ It’s the **humility and usefulness that I like in this role,** as well as maintaining cohesion. ”

REFEREE, A ROLE MORE OFTEN SOUGHT AFTER BY WOMEN AND PROFILES WITH “COMMITTED” AMBITION

If companies were a team sport, those who choose to be referees

BY GENDER



12%



5%

BY PROFILE OF AMBITION

COMPETITOR
7%

COMMITTED
10%

INTRA /
ENTREPRENEUR
6%

Q: “What characteristics do you associate with this role?”

“

The referee is the person who will **moderate conflicts and try to reconcile everyone’s interests**. The referee is the voice of wisdom, the person who ensures that the rules of the game are respected.

”

“

The referee **makes sure that everything is in order and done properly**; it is he who supervises the game and makes the final decisions. In a way, he is the one who ensures that things run as smoothly as possible.

”

“

I like to stand back and look at events objectively. The referee is **impartial and embodies a form of justice**: I want to enable real equality and security in the company, regardless of individual profiles.

”

“

I think that **the referee always looks for the fairest solution that will suit everyone**. I also think it’s important to emphasise the fact that the referee has to make a decision, which I think is essential in group work.

”

Methodology

This study was based on the results of an annual survey of students at leading business schools.

RESPONDENTS' PROFILES

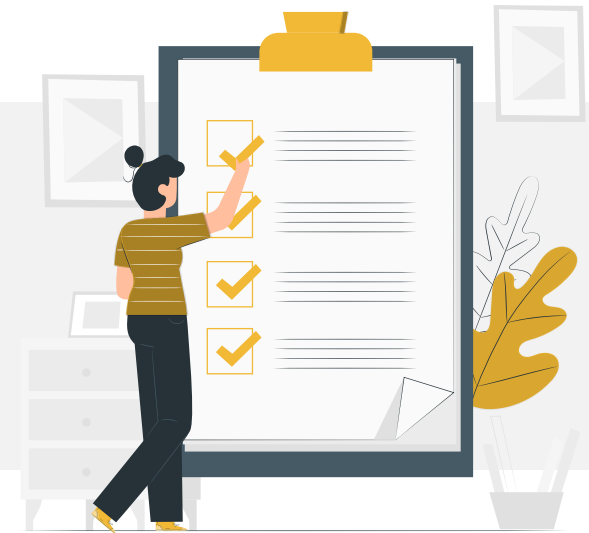
2 616
students in
management



45%



55%



SPORTS ARE GROUPED INTO CATEGORIES ACCORDING TO HOW THEY ARE PRACTISED:

- ◆ **Team sports** (football, basketball, rugby, etc.)
- ◆ In pairs or double face-to-face for **combat/face-to-face sports** (tennis, judo, fencing, etc.)
- ◆ Individually and assessed on a physical measure (time, distance, etc.) for **timed/measured sports** (swimming, athletics, archery, etc.)
- ◆ Individually and marked by a jury for **artistic/judged sports** (dance, figure skating, diving, etc.)

À PROPOS DU NEWGEN TALENT CENTRE

Created in May 2013 under the direction of Manuelle Malot, the NewGen Talent Centre is EDHEC's centre of expertise on the aspirations, behaviours and skills of new generations of graduates. What motivated EDHEC to create the centre was the conviction that the younger generations would have a positive impact on the transformations taking place in the world.

The NewGen Talent Centre draws on its experience and network of partners to address the issues of attracting, retaining and engaging talent.

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