

A blurred photograph of business professionals in a modern office hallway. In the foreground, a person in a dark suit is walking towards the camera, carrying a briefcase. In the background, a woman in a dark blazer and skirt and a man in a dark suit and striped tie are walking away from the camera. The hallway has large windows and a tiled floor. The overall image has a professional and dynamic feel.

THE PROFESSIONAL REVOLUTION

PREPARED BY THOMSON REUTERS



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METHODOLOGY

Penn Schoen Berland conducted a robust quantitative poll with more than 1,000 interviews, spanning five countries and five main industries, between February 28th and March 20th, 2013, with a margin of error of +/-3.1%.

	DEVELOPED		EMERGING			TOTAL	Margin of Error
	U.S.	U.K.	Brazil	China	India		
Financial & Risk	40	41	42	41	41	205	+/-6.84
Legal	40	39	39	39	39	196	+/-7.0
Tax & Accounting	39	40	38	40	40	197	+/-6.98
Scientific Research & Development	37	40	41	40	40	198	+/-6.96
Healthcare/Health Services	44	40	42	40	40	206	+/-6.83
TOTAL	200	200	202	200	200	1,002	+/-3.1
<i>Margin of Error</i>	+/-6.93%	+/-6.93%	+/-6.9%	+/-6.93%	+/-6.93%	+/-3.1%	

EXECUTIVE SUMMARY



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THE PROFESSIONAL REVOLUTION

BIG, FUNDAMENTAL CHANGES ARE TRANSFORMING THE PROFESSIONAL WORLD



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CHANGE 1

***TODAY'S PROFESSIONALS LIVE AT THE INTERSECTION OF KNOWLEDGE,
SOCIALIZATION AND PURPOSE***

***True fulfillment comes from
much more than simply
doing a good job***



CHANGE 2

THE GENDER GAP IS MUTED IN THE PROFESSIONAL SETTING

***Differences between
men and women are less
distinguishable at work***



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CHANGE 3

EMERGING MARKET PROFESSIONALS ARE DRIVEN BY ENTREPRENEURIAL VALUES

***Emerging Markets are the
source of energy***



THOMSON REUTERS™

CHANGE 4

INSTANT, SPECIALIZED INFORMATION IS TRANSFORMING THE PROFESSIONAL WORLD

A natural fit for on-the-go professionals



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CHANGE 5

PROFESSIONALS ARE BECOMING INDIVIDUAL NEWS NETWORKS

Customization is increasing



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CHANGE 1

TODAY'S PROFESSIONALS LIVE AT THE INTERSECTION OF KNOWLEDGE, SOCIALIZATION AND PURPOSE

KNOWLEDGE DEFINES THE MODERN PROFESSIONAL

Which of the following are part of what defines someone as a professional?

Please select all that apply.

Ranked by global (showing top responses)

	Global
Knowledge	77%
Skills	76%
Work experiences	65%
Education	58%
Integrity	56%

Which of the following words do you associate with professionalism?

Please select all that apply.

Ranked by global (showing top responses)

	Global
Knowledgeable	71%
Experienced	66%
Intelligent	56%
Confident	55%
Honest	54%



CHANGE 1

TODAY'S PROFESSIONALS LIVE AT THE INTERSECTION OF KNOWLEDGE, SOCIALIZATION AND PURPOSE

By a 2-to-1 ratio, professionals say their knowledge and skills gives them career freedom

Which is closer to your view?

The knowledge and skills I apply day-to-day in my work would not be directly transferrable if I were to change the focus of my work to a markedly different field

35%

61%

The knowledge and skills I apply day-to-day in my work would be directly transferrable if I were to change the focus of my work to a markedly different field



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CHANGE 1

TODAY'S PROFESSIONALS LIVE AT THE INTERSECTION OF KNOWLEDGE, SOCIALIZATION AND PURPOSE

PROFESSIONALS ARE LOOKING FOR PURPOSE IN THEIR WORK, MORE SO THAN PAY

Which is closer to your view?

I prefer a job that pays well

29%

70%

I prefer a job that I enjoy

It's more important to me to work for a company that pays me well, even if it doesn't make a positive impact on the world

37%

56%

It's more important to me to work for a company that makes a positive impact on the world, even if it means accepting slightly less monetary compensation



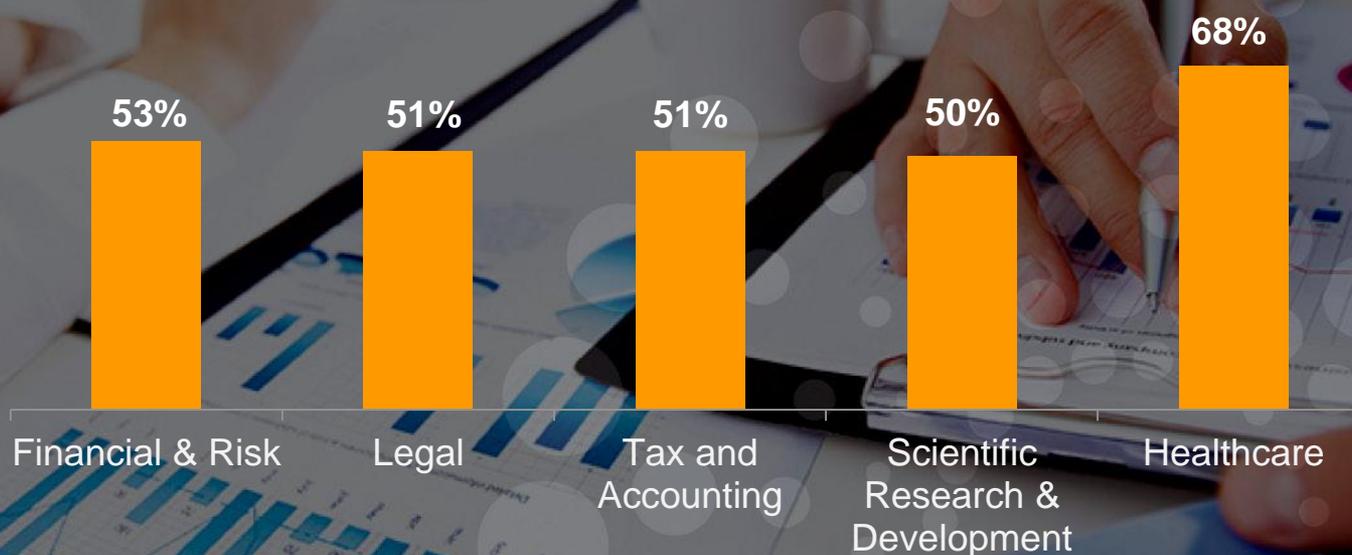
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CHANGE 1

TODAY'S PROFESSIONALS LIVE AT THE INTERSECTION OF KNOWLEDGE, SOCIALIZATION AND PURPOSE

PROFESSIONALS IN THE HEALTHCARE INDUSTRY ARE MOSTLY LIKELY TO SEE THEIR WORK AS IMPORTANT

I believe my organization does important work



Showing strongly agree (9 and 10)



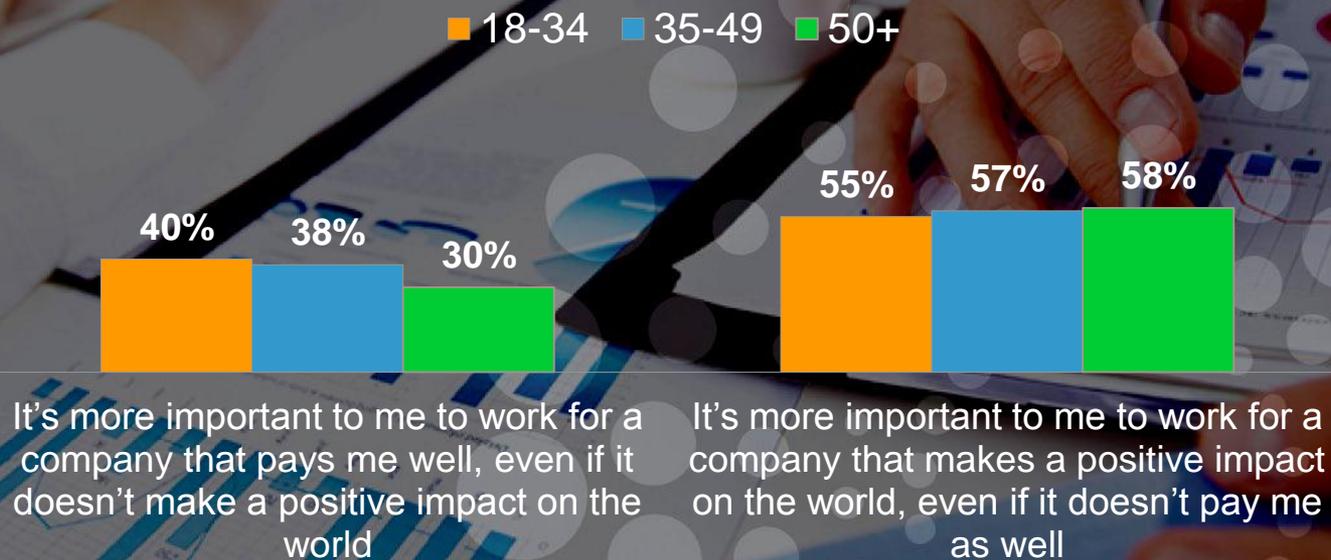
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CHANGE 1

TODAY'S PROFESSIONALS LIVE AT THE INTERSECTION OF KNOWLEDGE, SOCIALIZATION AND PURPOSE

Millennials are no more likely than other age groups to sacrifice pay for making an impact on the world

Which of the following is closer to your view?



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CHANGE 1

TODAY'S PROFESSIONALS LIVE AT THE INTERSECTION OF KNOWLEDGE, SOCIALIZATION AND PURPOSE

Job satisfaction is driven by collaboration and socialization, both during and after work hours

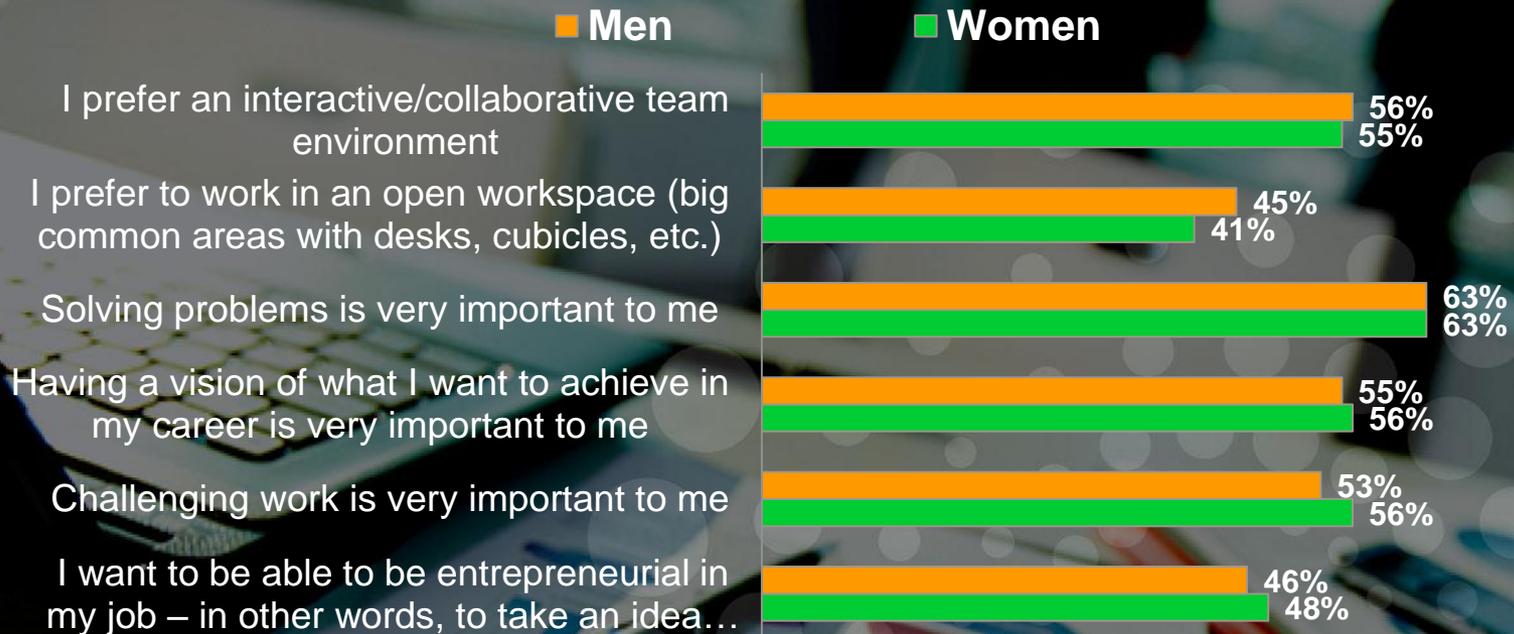


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CHANGE 2

THE GENDER GAP IS MUTED IN THE PROFESSIONAL SETTING

MEN AND WOMEN ARE NEARLY IDENTICAL ON WORK STYLE AND HABITS



Comparing professional men and women globally



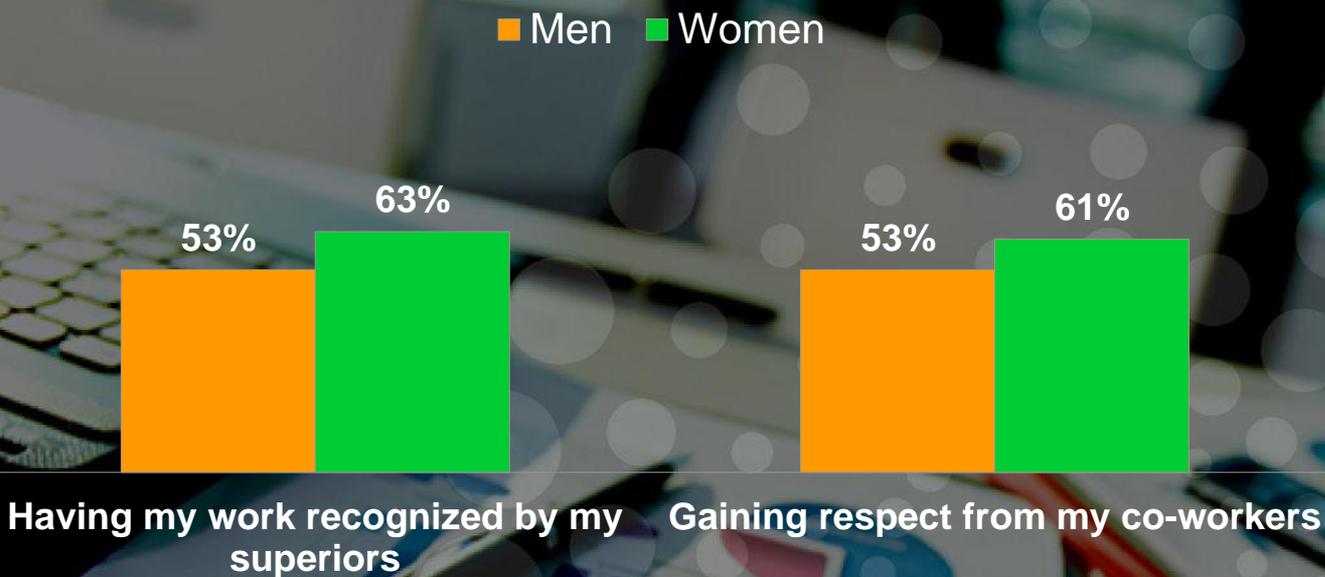
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CHANGE 2

THE GENDER GAP IS MUTED IN THE PROFESSIONAL SETTING

WOMEN CRAVE VALIDATION FOR THEIR WORK MORE THAN MEN

Thinking about your work, how important is the following to you?



Comparing professional men and women globally; Showing strongly agree (9 and 10)



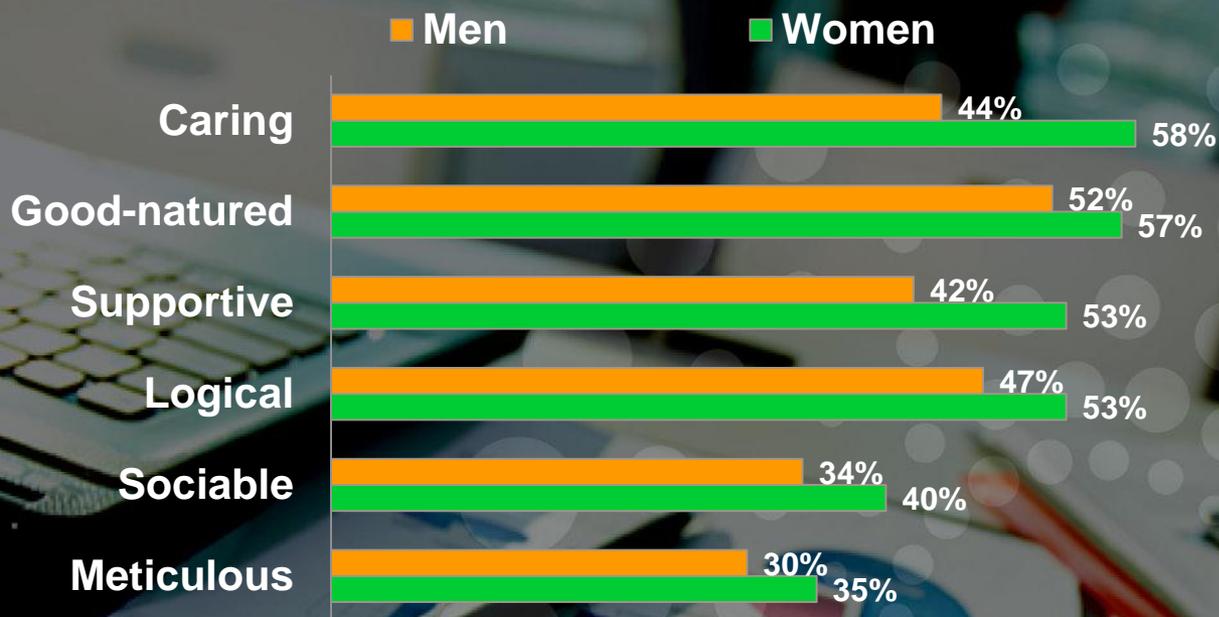
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CHANGE 2

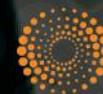
THE GENDER GAP IS MUTED IN THE PROFESSIONAL SETTING

WOMEN BRING MORE EMPATHY TO THE WORKPLACE

Describe themselves as *always or almost always*



Comparing professional men and women globally



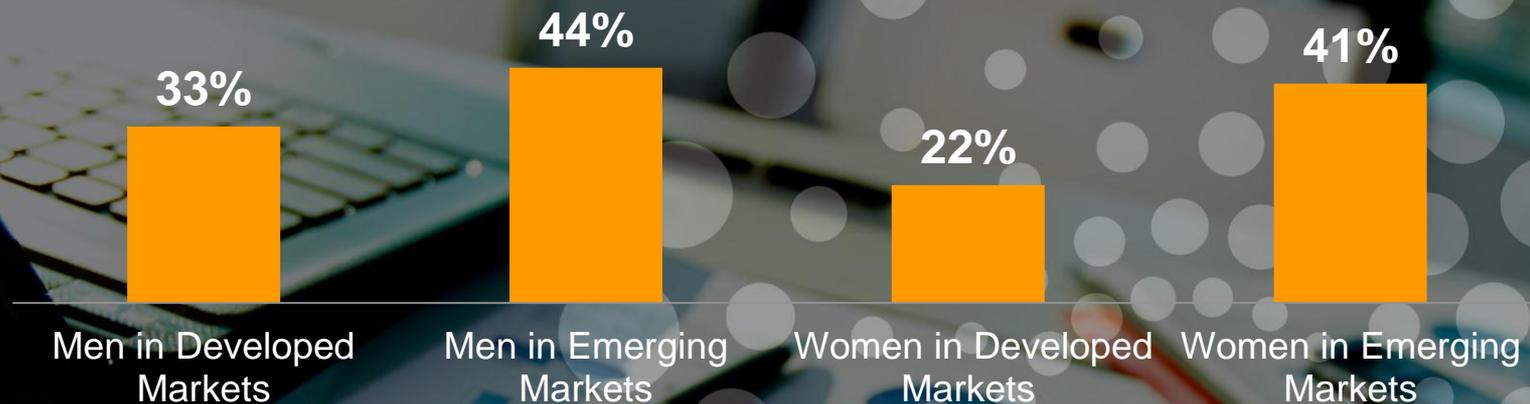
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CHANGE 2

THE GENDER GAP IS MUTED IN THE PROFESSIONAL SETTING

WOMEN IN DEVELOPED MARKETS ARE LEAST OPTIMISTIC ABOUT THEIR CAREERS

How optimistic are you about your career?



Showing strongly agree (9 and 10)



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CHANGE 3

EMERGING MARKET PROFESSIONALS ARE DRIVEN BY ENTREPRENEURIAL VALUES

EMERGING MARKET PROFESSIONALS MORE LIKELY REFLECT ATTITUDES AND CHARACTERISTICS THAT DESCRIBE THE AMERICAN DREAM

	Developed Markets	Emerging Markets
Optimistic <i>(Always or almost always self-describe)</i>	29	47
I believe hard work will always be rewarded	17	42
I want to be able to be entrepreneurial in my job	30	58
A competitive work environment is very important to me	16	54
A collaborative work environment is very important to me	35	67

Showing strongly agree (9 and 10)



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CHANGE 3

EMERGING MARKET PROFESSIONALS ARE DRIVEN BY ENTREPRENEURIAL VALUES

EMERGING MARKET PROFESSIONALS DEMONSTRATE GREATER INTEREST IN VALUES AND RESPONSIBILITY



The business world is mostly or always ethical

It's more important to me to work for a company that makes a positive impact on the world, even if it doesn't pay me as well

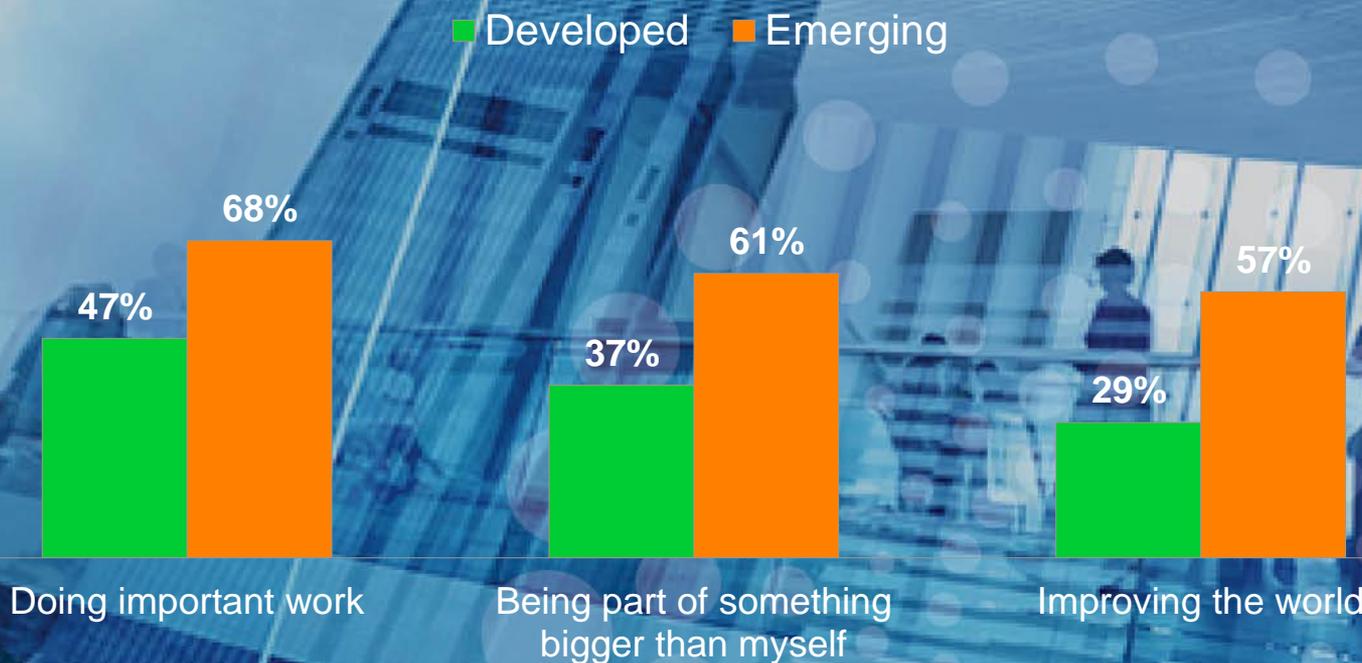


CHANGE 3

EMERGING MARKET PROFESSIONALS ARE DRIVEN BY ENTREPRENEURIAL VALUES

EMERGING MARKET PROFESSIONALS HAVE ASPIRATIONS THAT ARE MUCH BIGGER THAN THEMSELVES

Thinking about your work, how important is each of the following to you?



Showing strongly agree (9 and 10)



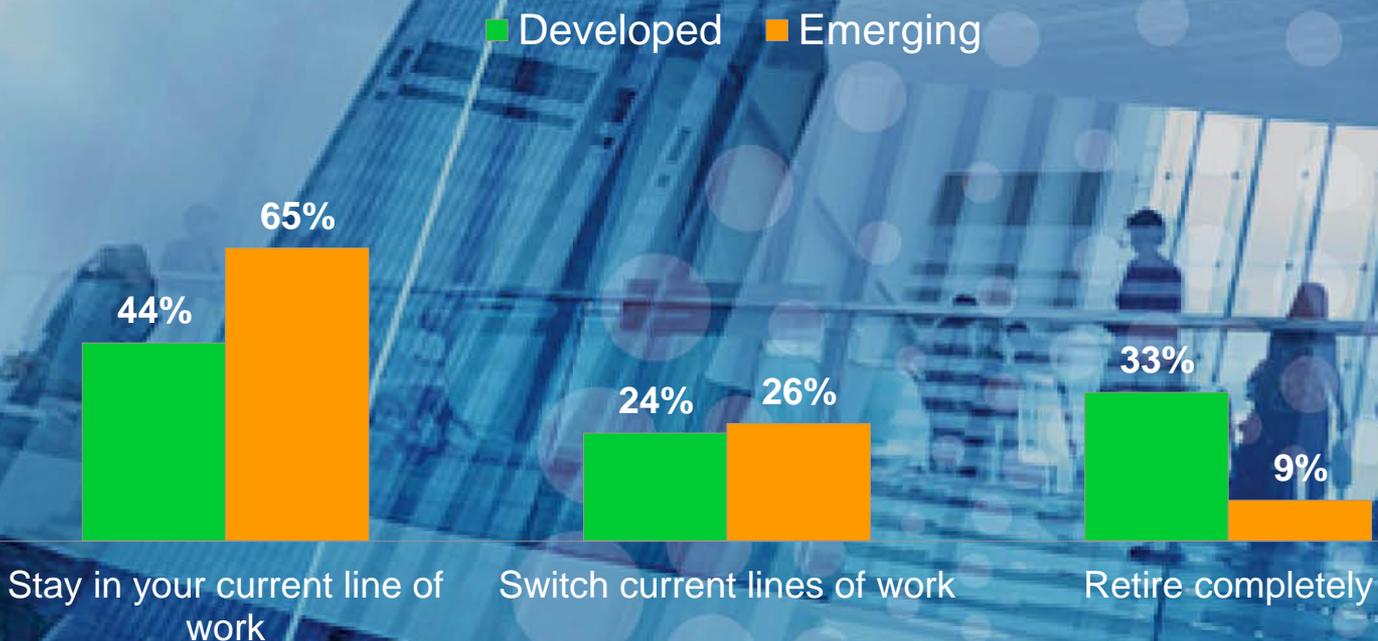
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CHANGE 3

EMERGING MARKET PROFESSIONALS ARE DRIVEN BY ENTREPRENEURIAL VALUES

EMERGING MARKET PROFESSIONALS WOULD STAY IN THEIR LINE OF WORK EVEN IF THEY WERE FINANCIALLY SET

If you won the lottery and were financially set for life, would you...

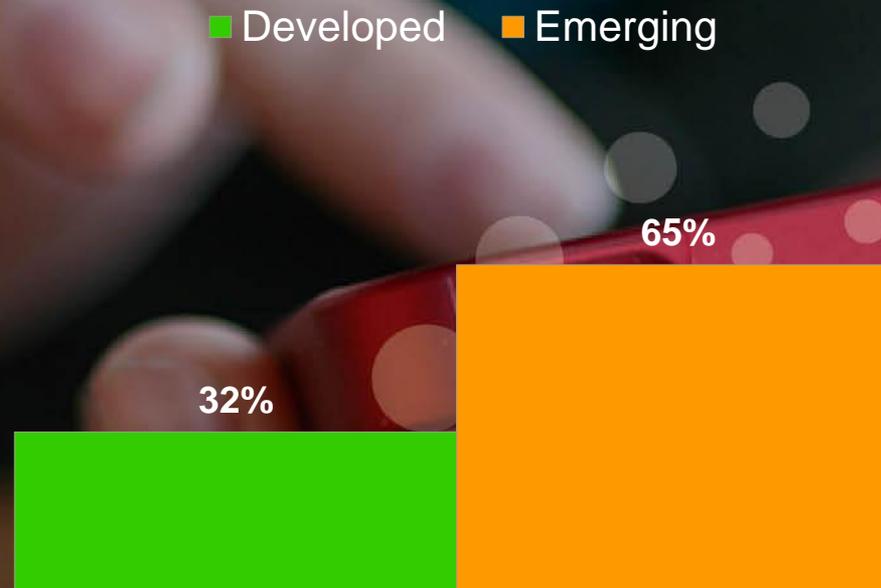


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CHANGE 4

INSTANT, SPECIALIZED INFORMATION IS TRANSFORMING THE PROFESSIONAL WORLD

PROFESSIONALS IN EMERGING MARKETS ARE HIGHLY EXCITED BY NEW TECHNOLOGY



New technologies excite me



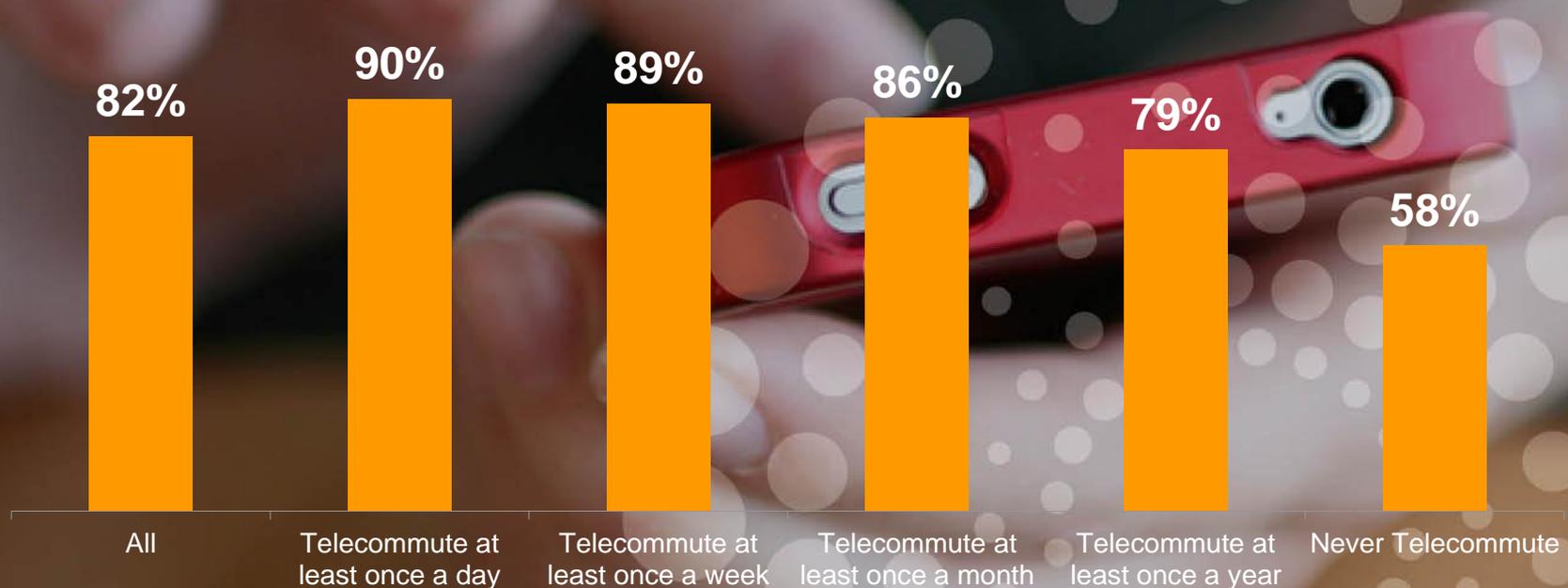
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CHANGE 4

INSTANT, SPECIALIZED INFORMATION IS TRANSFORMING THE PROFESSIONAL WORLD

An overwhelming majority of professionals use social media for work – particularly the most mobile ones

Use at least one social media platform actively for work



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CHANGE 4

INSTANT, SPECIALIZED INFORMATION TRANSFORMING THE PROFESSIONAL WORLD

SATISFIED PROFESSIONALS ARE MOST ENGAGED IN SOCIAL MEDIA FOR THEIR WORK



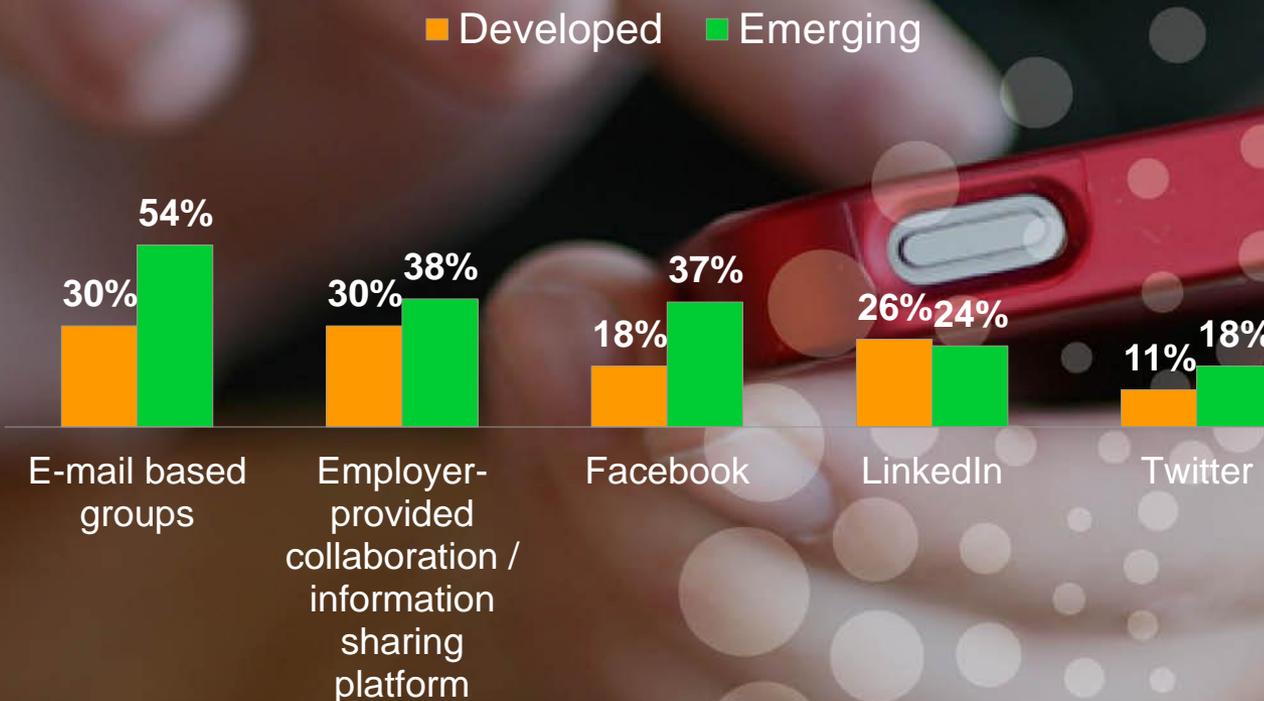
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CHANGE 4

INSTANT, SPECIALIZED INFORMATION TRANSFORMING THE PROFESSIONAL WORLD

EMERGING MARKETS ARE ADOPTING FACEBOOK AND TWITTER FOR WORK QUICKER

Which of the following platforms do you actively use in your work?



56%
of professionals in
China use Sina
Weblog (Xinglang)
for work



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CHANGE 5

PROFESSIONALS ARE BECOMING INDIVIDUAL NEWS NETWORKS

Professionals are getting their news from a mix of traditional and non-traditional sources

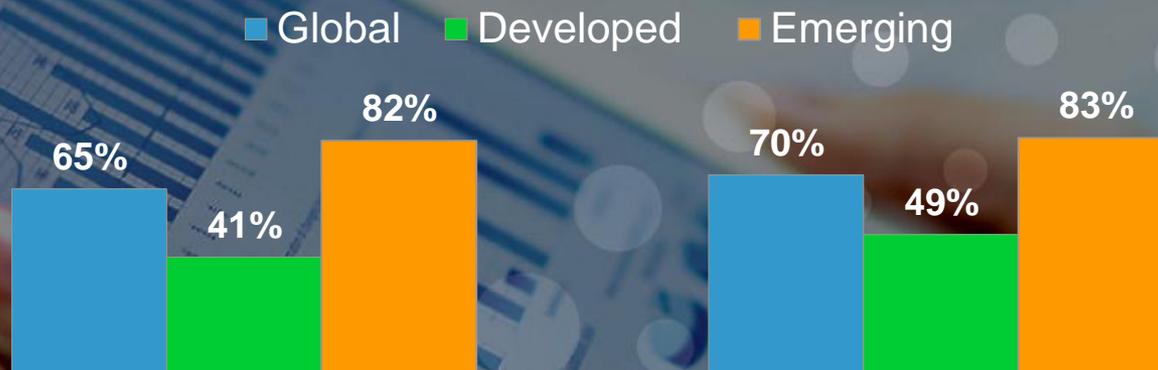
Which of the following types of news formats do you typically use? Please select all that apply.	Global
News website	67%
Television	64%
Newspaper in print (paper)	46%
Online news aggregator	36%
Magazine in print (paper)	27%
Radio	27%
Blog	21%
Twitter	14%



CHANGE 5

PROFESSIONALS ARE BECOMING INDIVIDUAL NEWS NETWORKS

PROFESSIONALS FIND NON-TRADITIONAL NEWS SOURCES TO BE VERY CREDIBLE



Blogs, information from social media or crowd-sourced information on the Internet are highly useful in helping me understand an issue or news item

In my experience, carefully filtered, information from blogs, social media or crowd-sourcing can be as accurate and useful as traditional media information

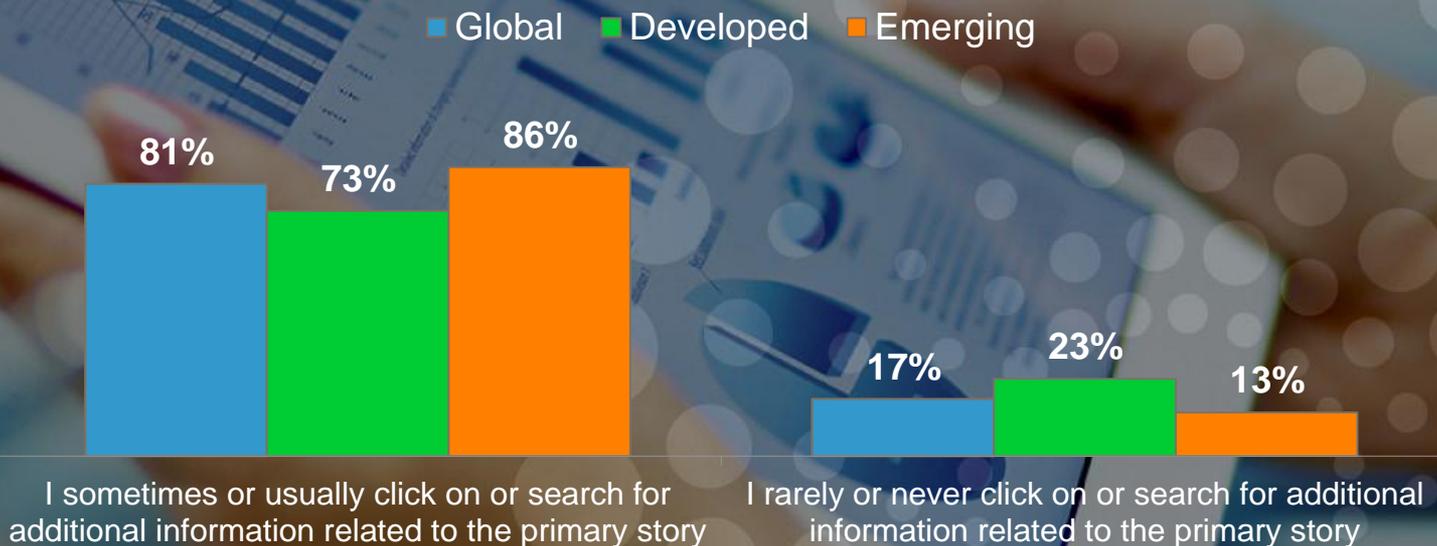


CHANGE 5

PROFESSIONALS ARE BECOMING INDIVIDUAL NEWS NETWORKS

PROFESSIONALS OFTEN DIG DEEPER THAN THE ORIGINAL NEW STORY FOR ADDITIONAL INFORMATION

Thinking about how you typically consume news, which of the following is more accurate?



ADDITIONAL INSIGHTS

WORK-LIFE BALANCE, ECONOMIC CONCERNS AND THE FUTURE



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ADDITIONAL INSIGHTS

WORK-LIFE BALANCE

Developed market professionals are more likely to prioritize a work-life balance over their careers

Which of the following is closer to your view?

■ Global ■ Developed ■ Emerging



It is more important to have a reasonable balance between work and personal life, even if it means making career sacrifices

It is more important to work hard to advance my career, even if it means having less of a personal life



ADDITIONAL INSIGHTS

WORK-LIFE BALANCE

Professionals with and without children believe balance is equally important

Which of the following is closer to your view?

■ Professionals with kids

■ Professionals without kids



It is more important to have a reasonable balance between work and personal life, even if it means making career sacrifices

It is more important to work hard to advance my career, even if it means having less of a personal life



ADDITIONAL INSIGHTS

WORK-LIFE BALANCE

Two-thirds of Developed Professionals with children say they are NOT constantly working at home, compared to four in 10 Emerging Market Professionals

Which of the following is closer to your view?

■ Developed ■ Emerging



ADDITIONAL INSIGHTS

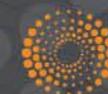
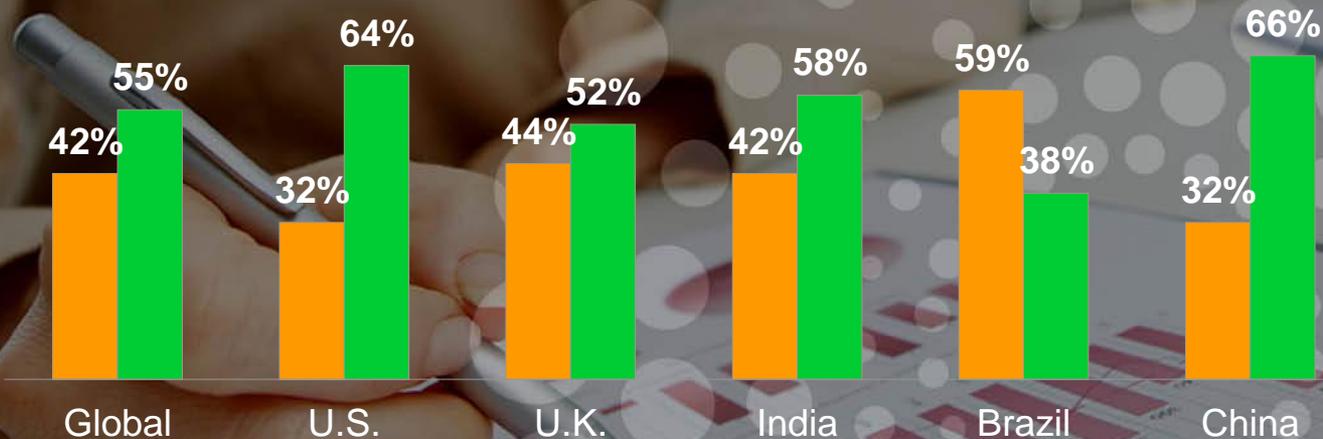
ECONOMIC CONCERNS

Forty-two percent of professionals are worried about their careers because of the economy – Brazilians are most worried, Americans and Chinese are least worried

Which of the following is closer to your view?

I am worried about my career because of the global economic situation

I am not too worried about the effect that the global economic situation will have on my career

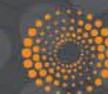
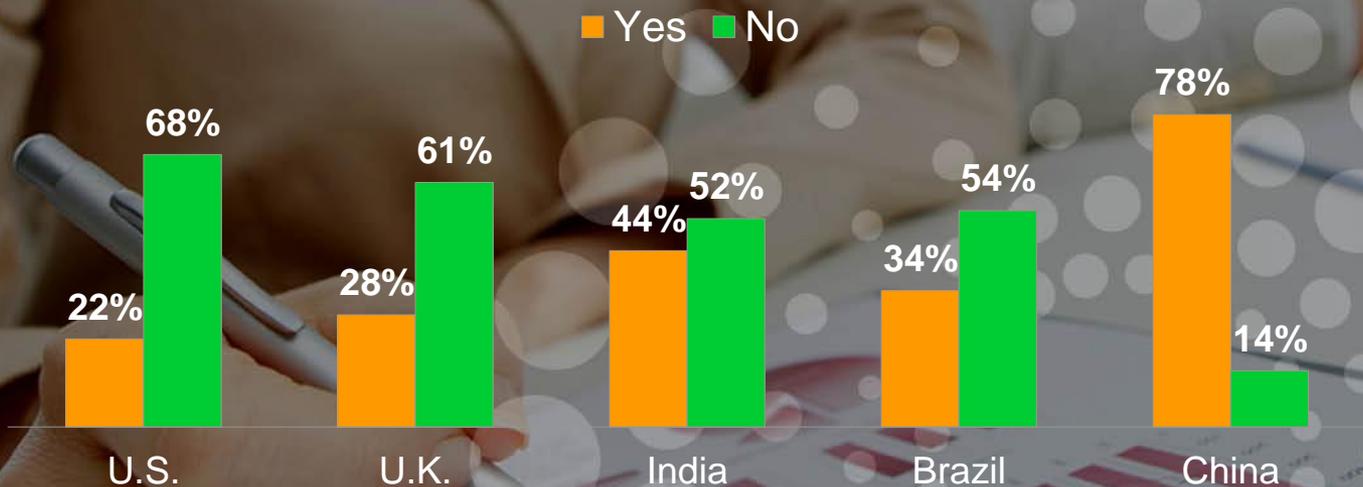


ADDITIONAL INSIGHTS

ECONOMIC CONCERNS

Political discontent over economy is highest in U.S., lowest in China

Do you think your country's political leaders are doing enough to move the economy in the right direction?



ADDITIONAL INSIGHTS

THE FUTURE

Emerging market professionals in particular envision growing equality and reliance on technology in the professional world

Which of the following do you see as significant trends in the workplace over the next 25 years?	Global	Developed	Emerging
An equal number of male and female corporate executives	46	36	52
Major companies with no offices – only remote employees	45	38	50
Artificial intelligence powering computers to predict needs and conduct analysis	43	33	49
More horizontal, less vertical organizations (less of a formal hierarchy)	41	27	50
More work "free agents" who switch employers frequently	40	40	40
No more wage gap between genders	38	32	42
None of these	3	5	1



DETAILED FINDINGS



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WHAT DYNAMIC PROFESSIONALS WANT

*The intersection of knowledge,
socialization and purpose*



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WORK EXPERIENCES ARE SEEN AS THE MAIN SOURCE OF KNOWLEDGE

Except in the U.K., where the emphasis is on formal education

In your opinion, from where does a professional primarily get his or her knowledge?	Global	U.S.	U.K.	India	Brazil	China
Work experiences	44	44	32	44	41	58
Education	26	28	40	24	15	21
Life experiences	13	16	16	12	19	2
Work mentors and role models	13	8	8	14	15	16
Parents and others who helped raise him or her	4	2	4	5	10	1



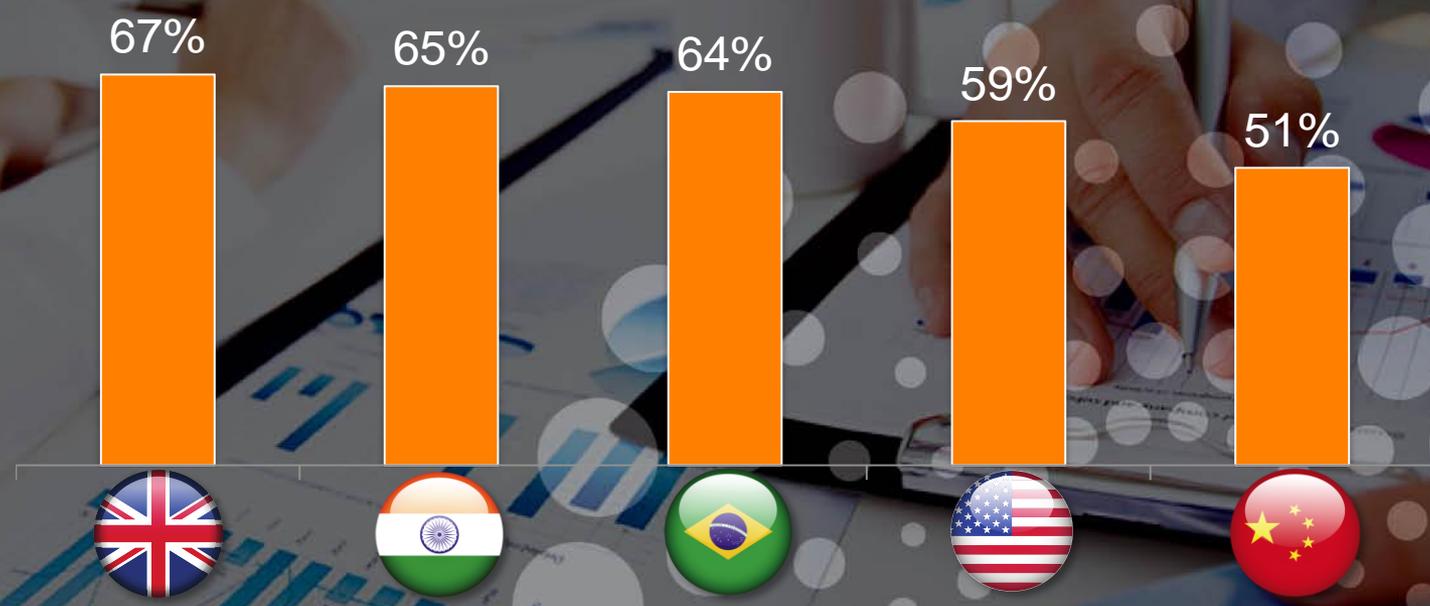
ORGANIZATIONS THAT SHARE KNOWLEDGE WELL HAVE MORE SATISFIED EMPLOYEES

In your opinion, how well is relevant knowledge from one part of your organization shared with other parts of your organization who would benefit from the knowledge?



U.K. PROFESSIONALS ARE MOST LIKELY TO BELIEVE THEY CAN SWITCH FIELDS

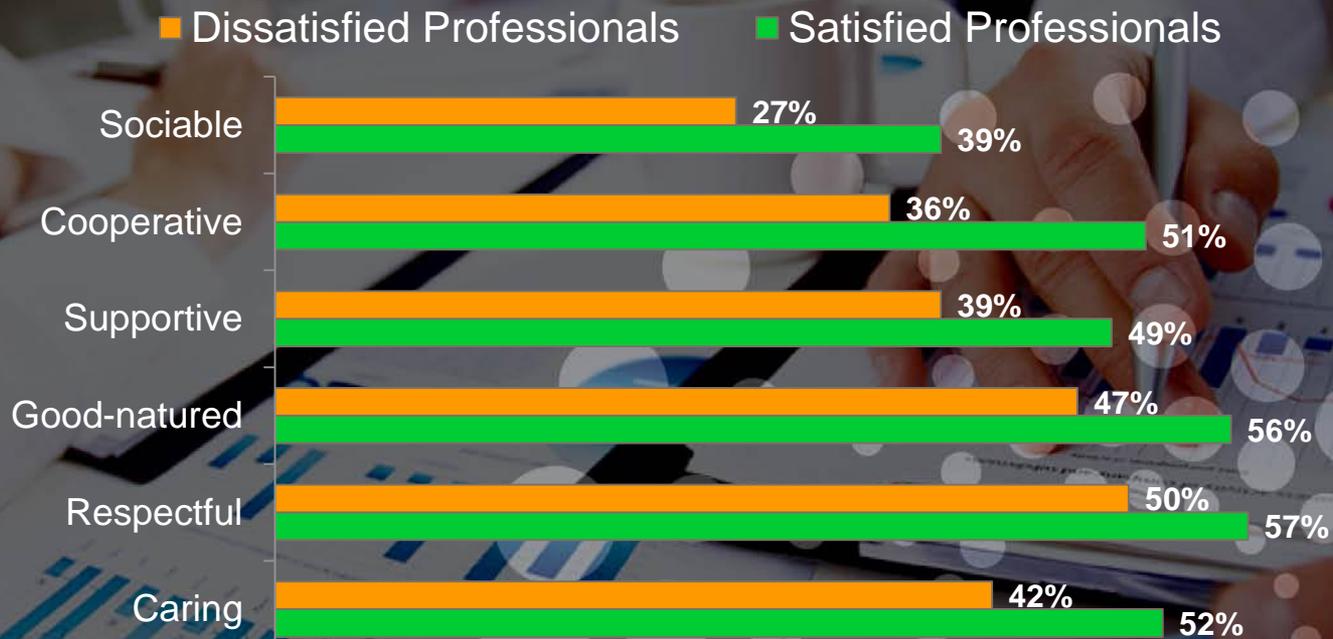
The knowledge and skills I apply day-to-day in my work would be directly transferrable if I were to change the focus of my work to a markedly different field



SATISFIED PROFESSIONALS CONSIDER THEMSELVES TO BE MORE SOCIAL PEOPLE

How often does each word describe you?

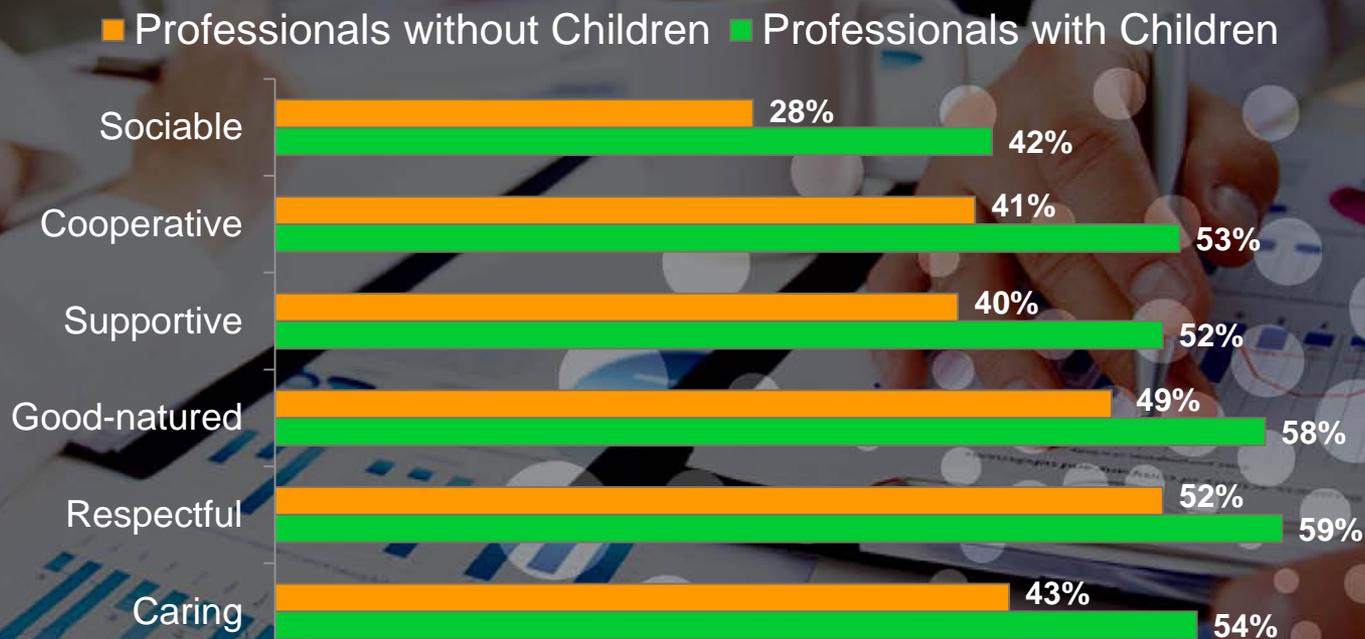
Describes themselves as *always or almost always*...



PROFESSIONALS WHO HAVE CHILDREN ALSO VIEW THEMSELVES AS MORE SOCIALLY-ORIENTED

How often does each word describe you?

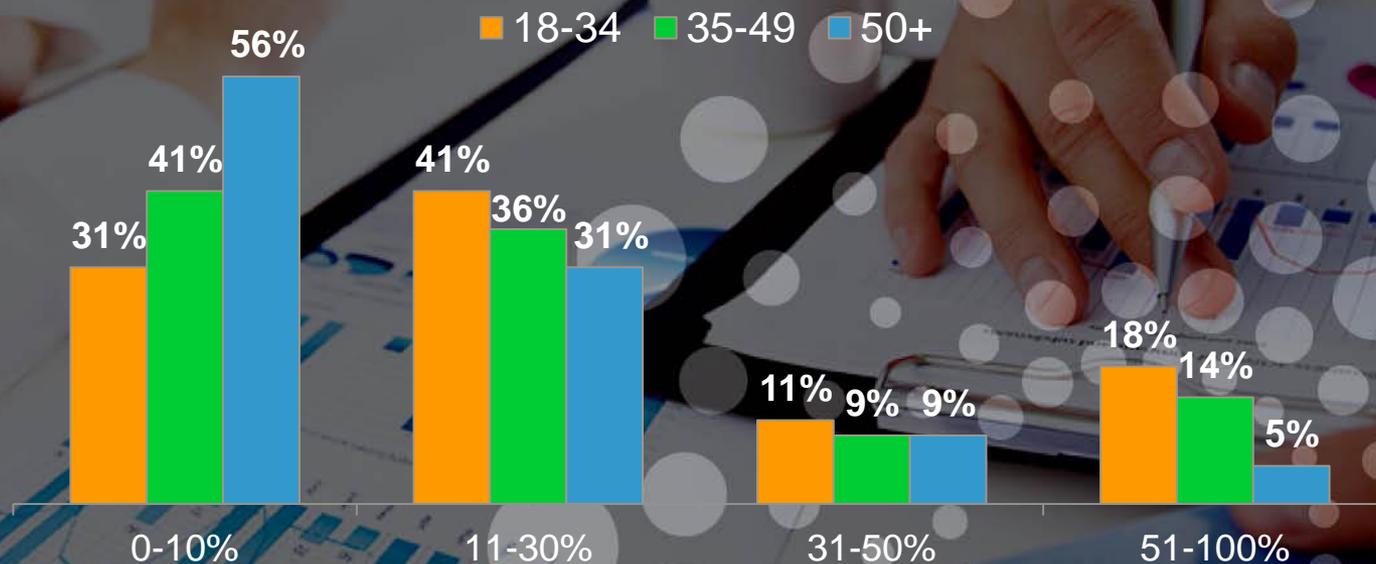
Describes themselves as *always or almost always*...



YOUNGER PROFESSIONALS ARE MORE LIKELY TO DO THINGS NOT RELATED TO

THEIR JOBS WHILE AT WORK

Generally about what proportion of the time you're at work do you do things that are not work-related?

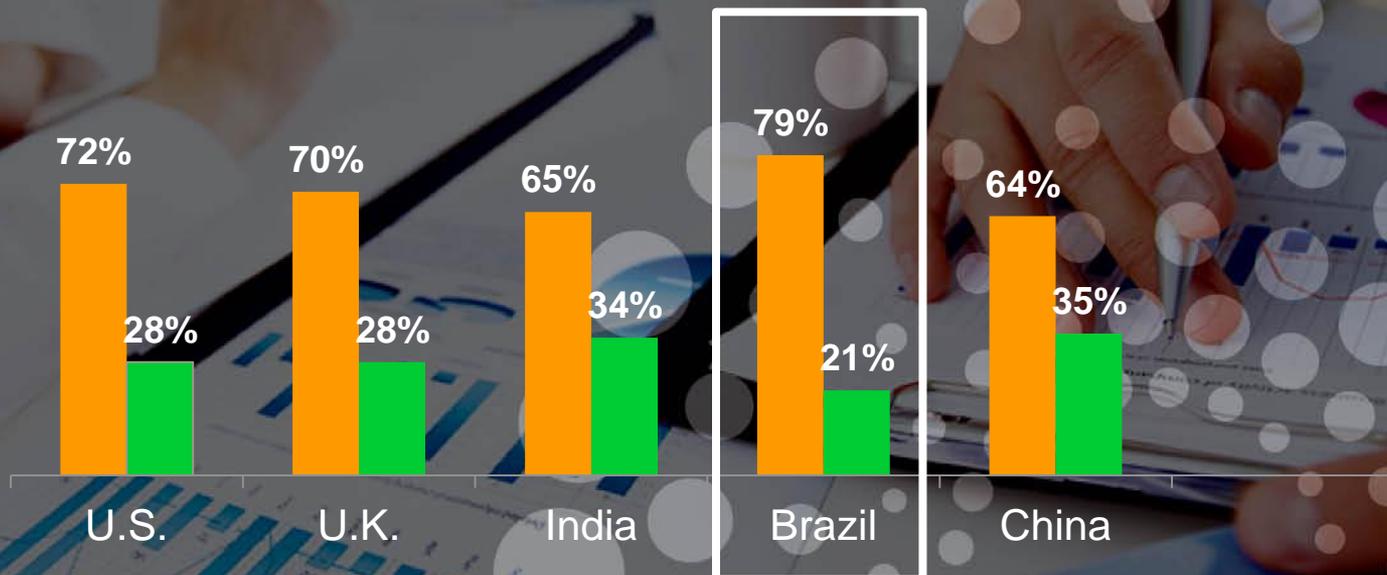


BRAZILIAN PROFESSIONALS MOST LIKELY TO CHOOSE ENJOYMENT OVER PAY

Which of the following statements is closer to your view?

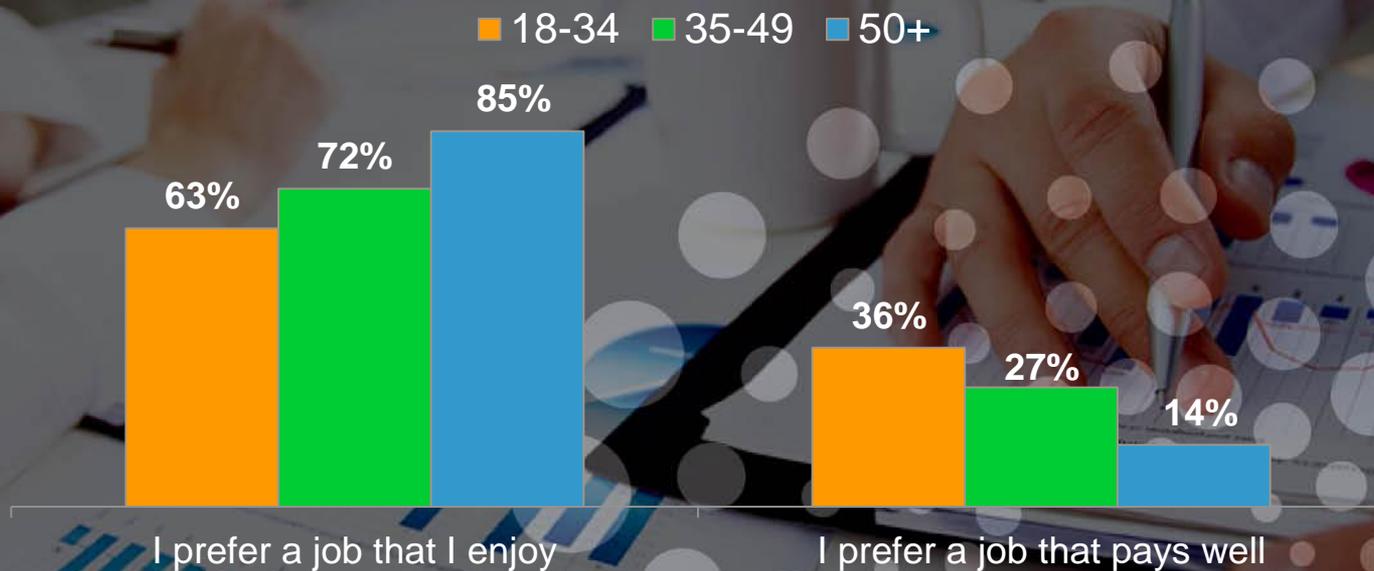
I prefer a job that I enjoy

I prefer a job that pays well



BRAZILIAN PROFESSIONALS MOST LIKELY TO CHOOSE ENJOYMENT OVER PAY

Which of the following is closer to your view?



EMERGING MARKETS ARE THE SOURCE OF ENERGY

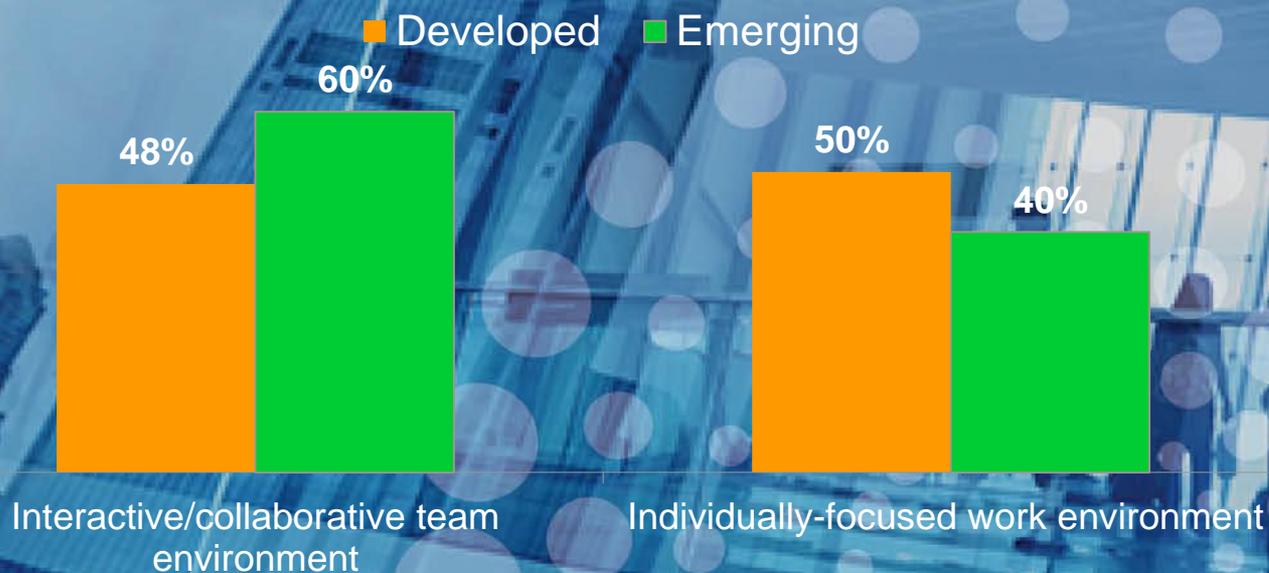
*Emerging Market Professionals:
Driven by Entrepreneurial Values*



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EMERGING MARKET PROFESSIONALS PREFER A COLLABORATIVE WORK ENVIRONMENT

Which type of work environment do you prefer?





TECHNOLOGY AT WORK

*SOCIAL MEDIA IS THE
OTHER OFFICE*



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PROFESSIONALS BELIEVE TECHNOLOGY HELPS THEM TO DO MORE, BE MORE

EFFICIENT AND KEEP CONNECTED TO OTHERS

How has technology in your line of business changed how you work?	Global
I am able to manage more work	56
Decisions are made more quickly	51
I am better connected to my clients and/or coworkers	50
Travel isn't needed as frequently	37
I am on the phone fewer hours of the day	35
I work remotely more often	32
My work takes up more hours of the day	21
I have less personal relationships with clients and/or coworkers	18



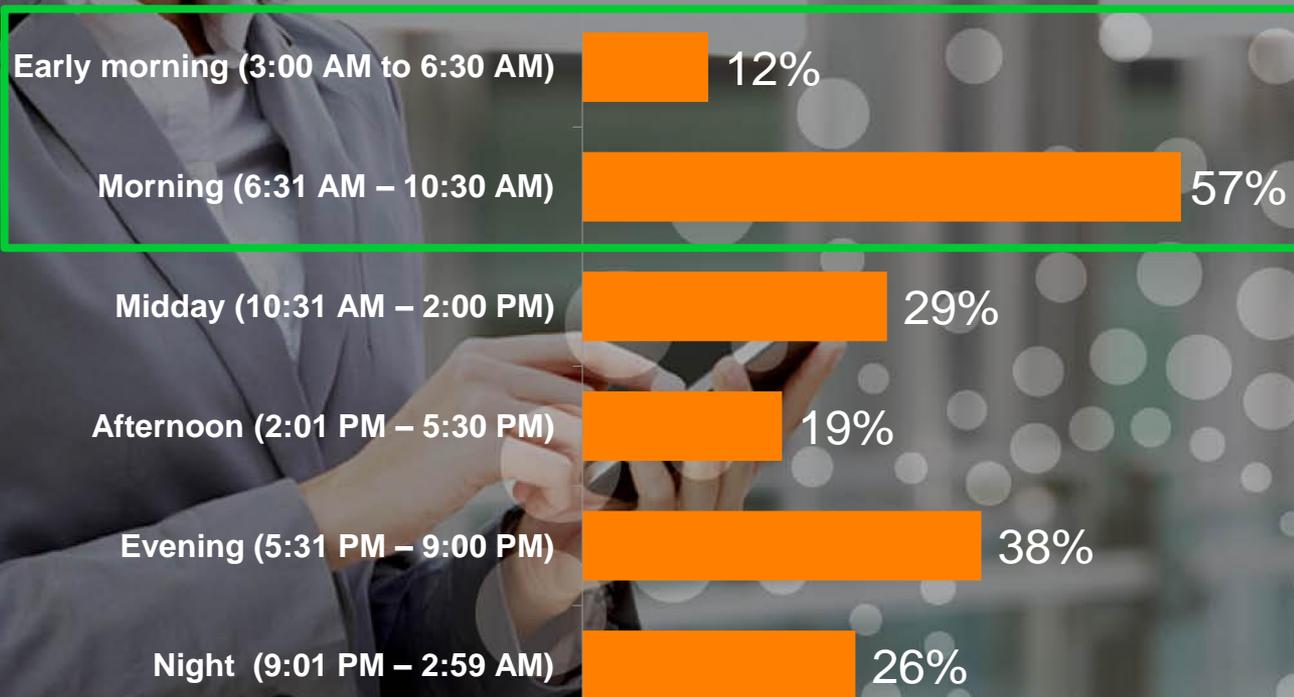
EMERGING MARKET PROFESSIONALS MORE RELIANT ON SOCIAL MEDIA IN THE WORKPLACE



PROFESSIONALS ACCESS NEWS AROUND THE CLOCK, WITH HIGHEST

CONSUMPTION IN THE MORNING

On a typical working day, at what times of day do you seek news information? Please select all that apply.



GLOBAL ECONOMIC CRISIS

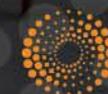
*THE ECONOMY HAS HAD AN
IMPACT ON PROFESSIONALS*



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FINANCE/BANKING RANKS LOW ON LIST OF CAREERS, EXCEPT IN INDIA AND CHINA

If you were giving advice to a student today about having the most opportunity in the future, which of the following areas would you recommend that they pursue a career in? Please select all that apply.	Global	U.S.	U.K.	India	Brazil	China
Computers/Technology	45	54	40	41	55	36
Engineering	41	43	36	42	54	30
Medicine	40	43	42	30	45	42
Finance/ Banking	38	28	24	52	28	56
Science/ Research & Development	36	40	34	40	30	36
Law	31	20	36	22	37	42
Business	31	30	27	38	32	30
Accounting	29	29	29	34	25	28
Education	22	12	15	30	20	30
Architecture	18	8	12	18	22	28



WORK TRENDS

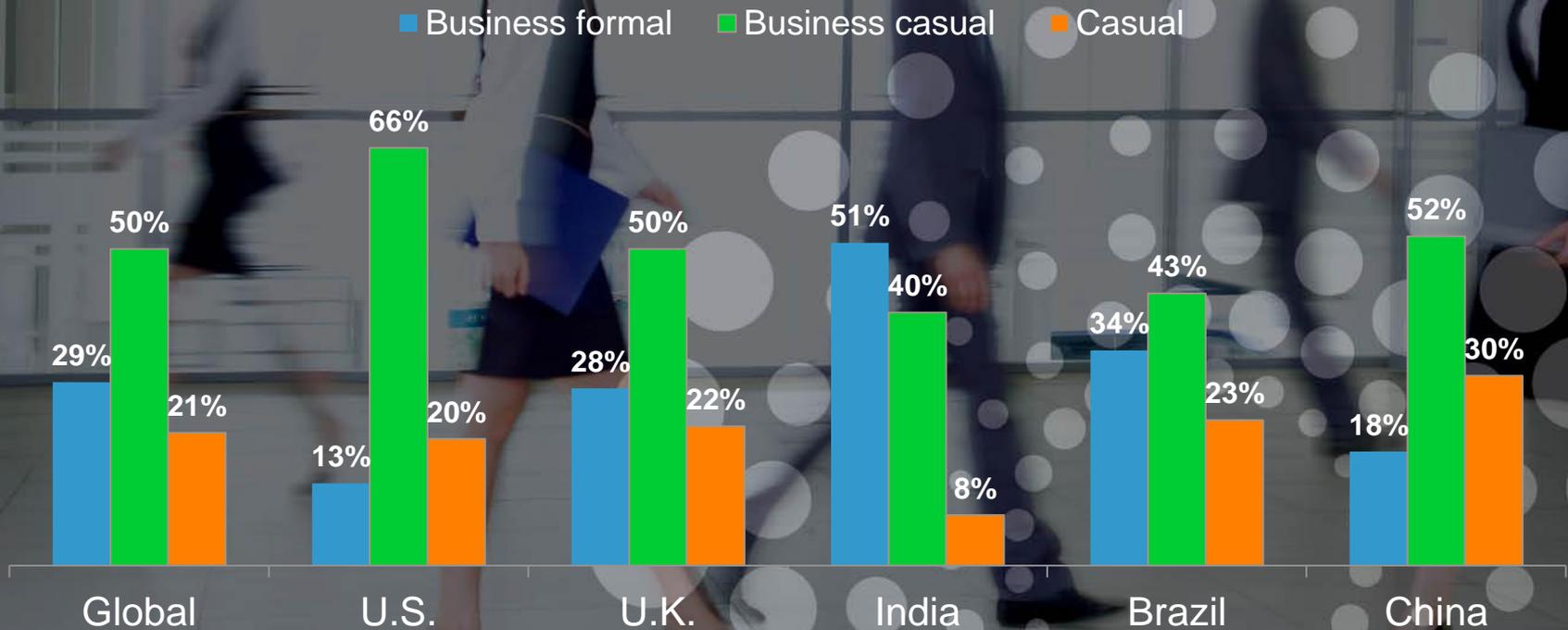


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BUSINESS CASUAL IS THE PREFERRED WORK ATTIRE

Except in India, where formal attire is preferred

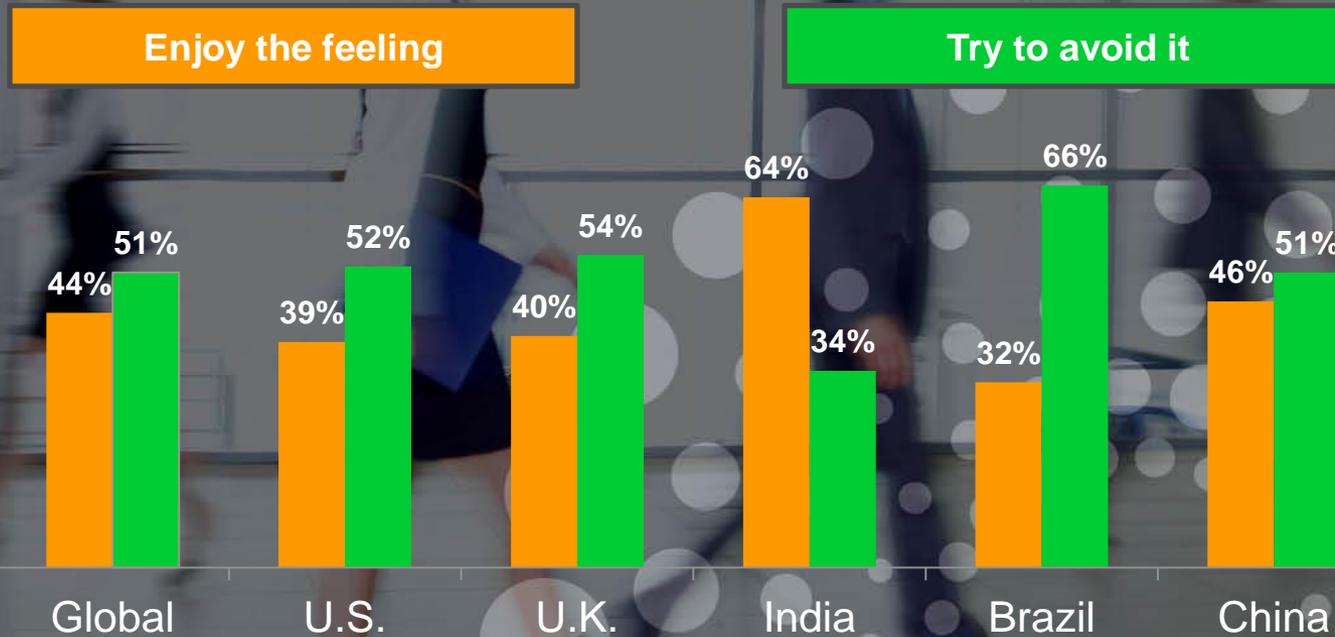
Which type of work attire do you prefer?



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PROFESSIONALS IN INDIA MOST LIKELY TO ENJOY PRESSURE-PACKED WORK SITUATIONS

Thinking about the nervousness and stress you might feel during a pressure-packed work situation, do you...

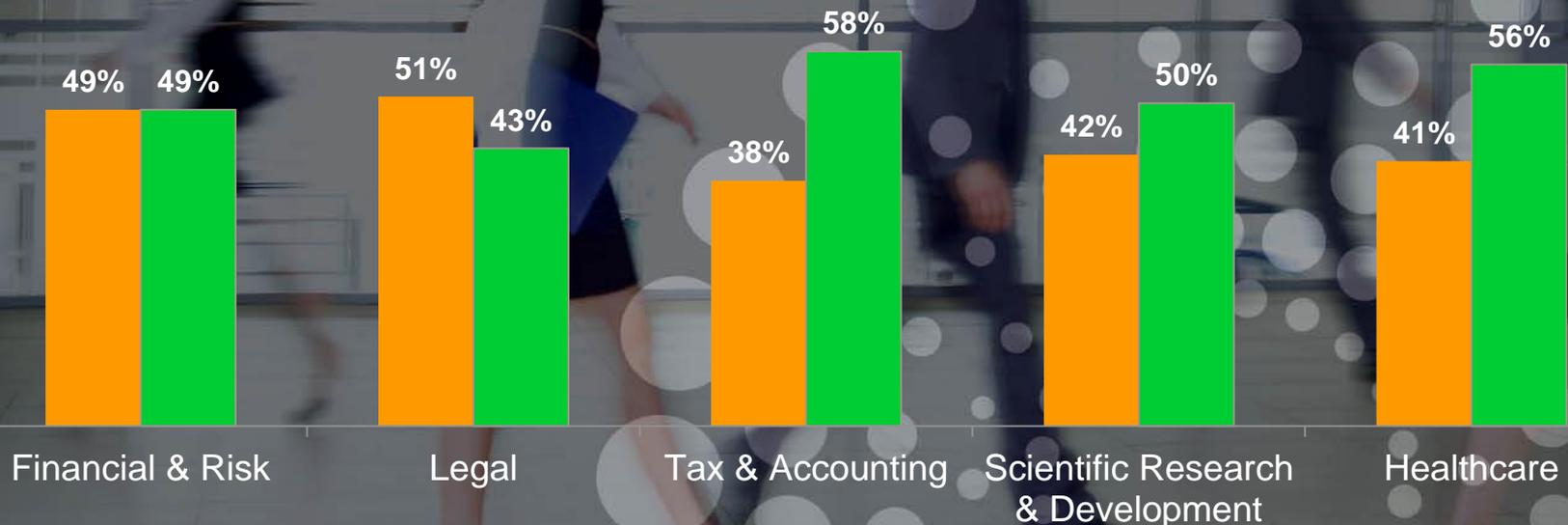


LEGAL AND FINANCE PROFESSIONALS MOST LIKELY TO ENJOY PRESSURE-PACKED SITUATIONS

Thinking about the nervousness and stress you might feel during a pressure-packed work situation, do you...

Enjoy the feeling

Try to avoid it



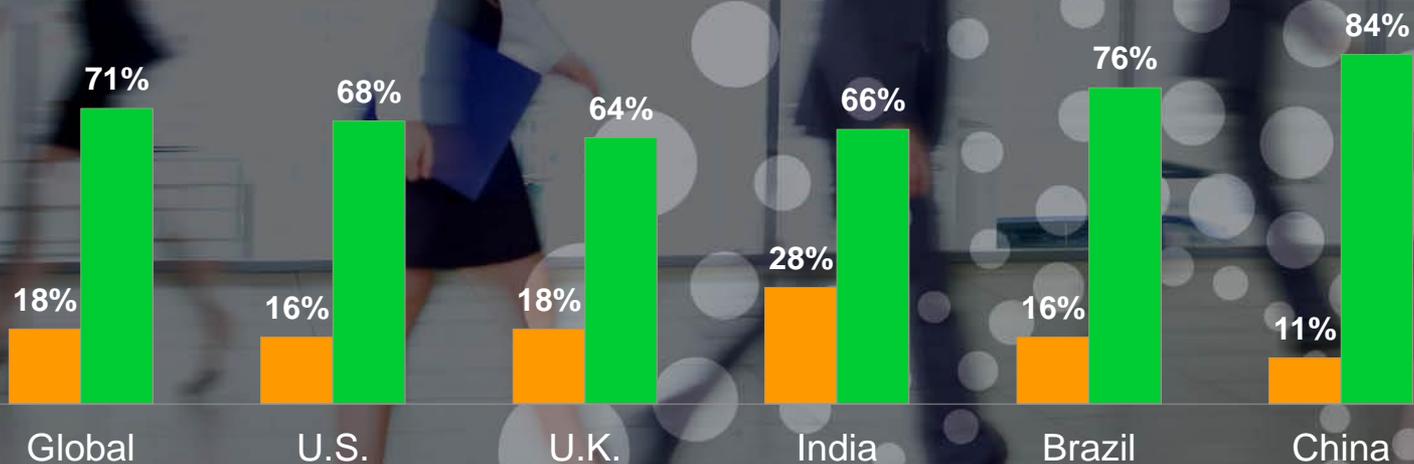
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PROFESSIONALS THINK THEIR CAREERS ARE BETTER THAN THEIR PARENTS'

Which of the following is closer to your view?

My parents' careers are/were more successful than mine

My career is/will be more successful than my parents' were



**For more information on the
Professional Revolution, visit
blog.thomsonreuters.com/professionalrevolution**



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