

Update 2023

# Social Radar: Scan Methodology





# Social Radar: Methodology for Social Innovation Scan

How can we help those who are struggling to become or remain employed, and ensure they thrive in their careers? How can we find out who is falling out of the labour market or finds themselves in precarious work conditions? How can we create practical solutions to bring them back and ensure that employment supports sustainable livelihoods?

The Innovation Foundation empowered by the Adecco Group aims to answer these questions.

The Social Innovation Lab scans the data and research landscape, then builds and scales social solutions. The first step in the process Scan, driven by the Social Radar – a data-driven process through which we identify underserved populations and the barriers that keep them from work. It uncovers the needs of those populations and helps design needs-driven human-centric solutions. The Social Radar informs both the Foundation's research agenda and our pipeline of social innovation projects.



# How the Social Radar was developed

The Social Radar was developed with stakeholders using live cases. The Scan phase of the Social Innovation Lab is driven by the Social Radar – a rigorous research and data analysis process which aims to scan the horizon of data and insights, zoom in on those who are the most vulnerable and underserved from the perspective of employment and employability, and analyse the challenges they are facing. We developed the Social Radar approach with the support of a multistakeholder Brain Trust – a group of experts who represent geographical and thematic diversity, and who work with us to validate and augment insights from data and identify challenges for underserved populations.

In 2021 we started testing the approach on two topics: youth employability and women returning to work after a prolonged absence. These pilots confirmed the overall approach and gave valuable insights regarding areas for improvement. We were able to refine our methodology in specific areas, specifically the inclusion of global trends and a more predictive approach. In 2022, we applied the updated approach to a new demographic group: mature workers aged 55+, which resulted in the 2023 revision of the methodology.

The Social Radar includes analysis of various data feeds (big data, publicly available data, proprietary data from the Adecco Group if relevant, as well as insights from empathy conversations and consultation calls). Following the analysis, the Social Radar further narrows the insights on those most vulnerable on the labour market, the challenges they are facing, and the geographical scope where those challenges are most likely to be the largest at scale.

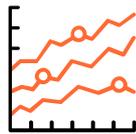


## Brain Trust: A Human-centric Innovation Space

The Social Radar Brain Trust is a group of experts from various stakeholder groups who contribute their knowledge and insights to identify weak signals and trends from various data sources. They also validate and augment insights from the data, based on their expertise in various fields. They have solid experience in working with data, a good understanding of the challenges for underserved populations on the ground and represent geographical and thematic diversity of insights. They meet on a regular basis, validating every step of the Radar process.

# What's new in our methodology

Building on the experience and lessons learned from previous projects, we improved the framework to better identify new target audiences and challenges, and we implemented a geographical scope for our projects. Key improvements include:



Introduction of global trends analysis that acts as a lens for the research process and data analysis.



Heat mapping the intersection of global trends and predictive indicators, specific for the labour market. A heatmap indicates potential white spaces in data and research and allows us to zoom in to those in search of new insights and impacted demographics.



Shift of the empathy conversations out of the Build phase and into Scan, where they provide an important source of insights on end-user needs.

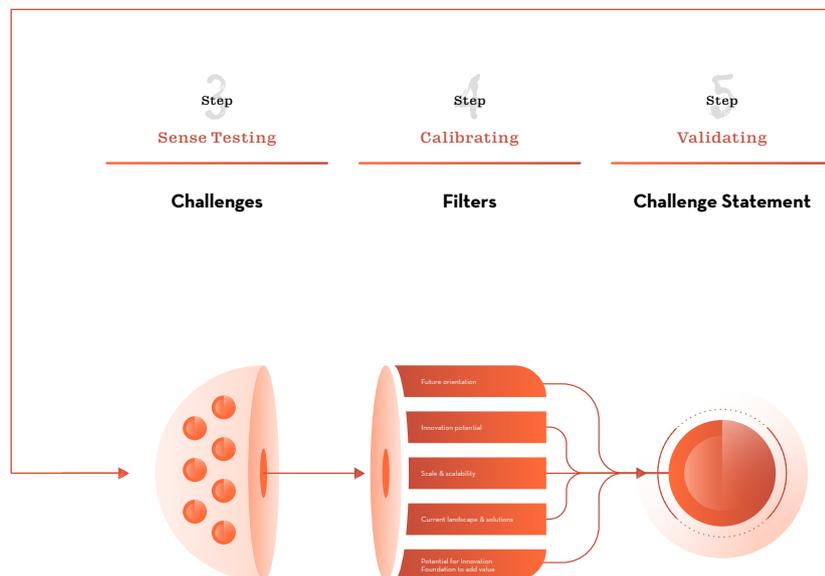
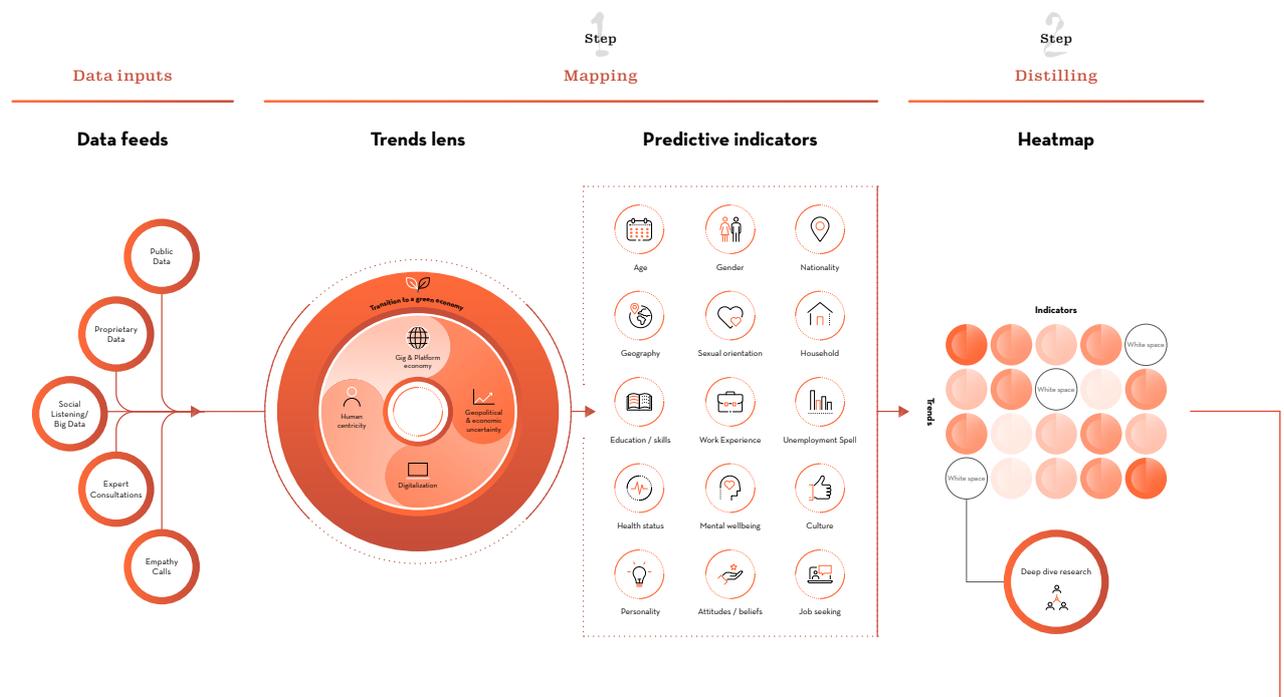


Definition of the dimensions of employability to help further frame and narrow down the challenge for a selected underserved population.

# How does the Social Radar work?

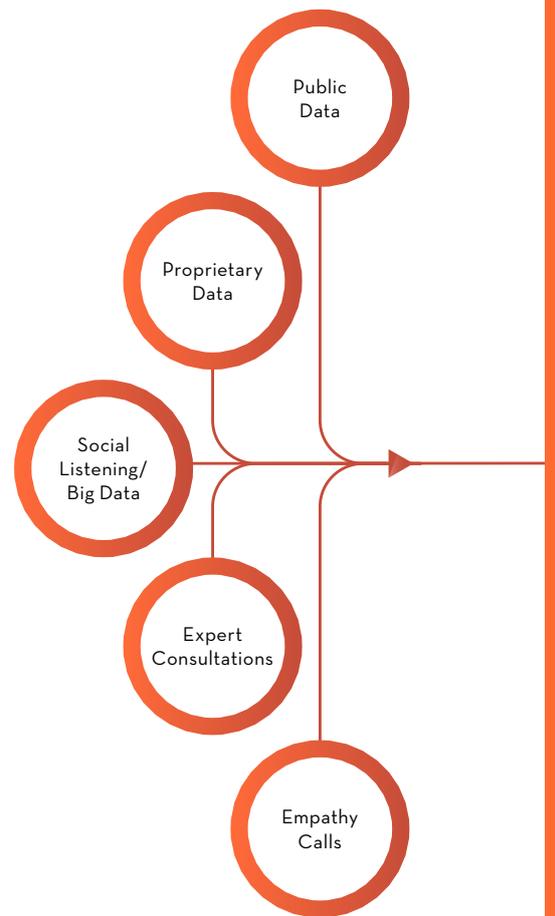
The Social Radar process analyses quantitative and qualitative data with the objective of identifying the persona for further solution building, as well as selecting the geographical scope for potential solution intervention.

The Scan follows five steps - mapping, distilling, sense testing, calibrating and validating - to translate data and qualitative inputs into recommendations for deep dive research and social innovation projects. It looks first at the broader sets of data and research to identify underserved populations with unmet needs, then zeroes in on selected populations to identify priority challenges.



# Data feeds

The Social Radar uses qualitative and quantitative data feeds: data statistics, proprietary data (if available), social listening and big data, consultations with experts combined with empathy calls with end-users.



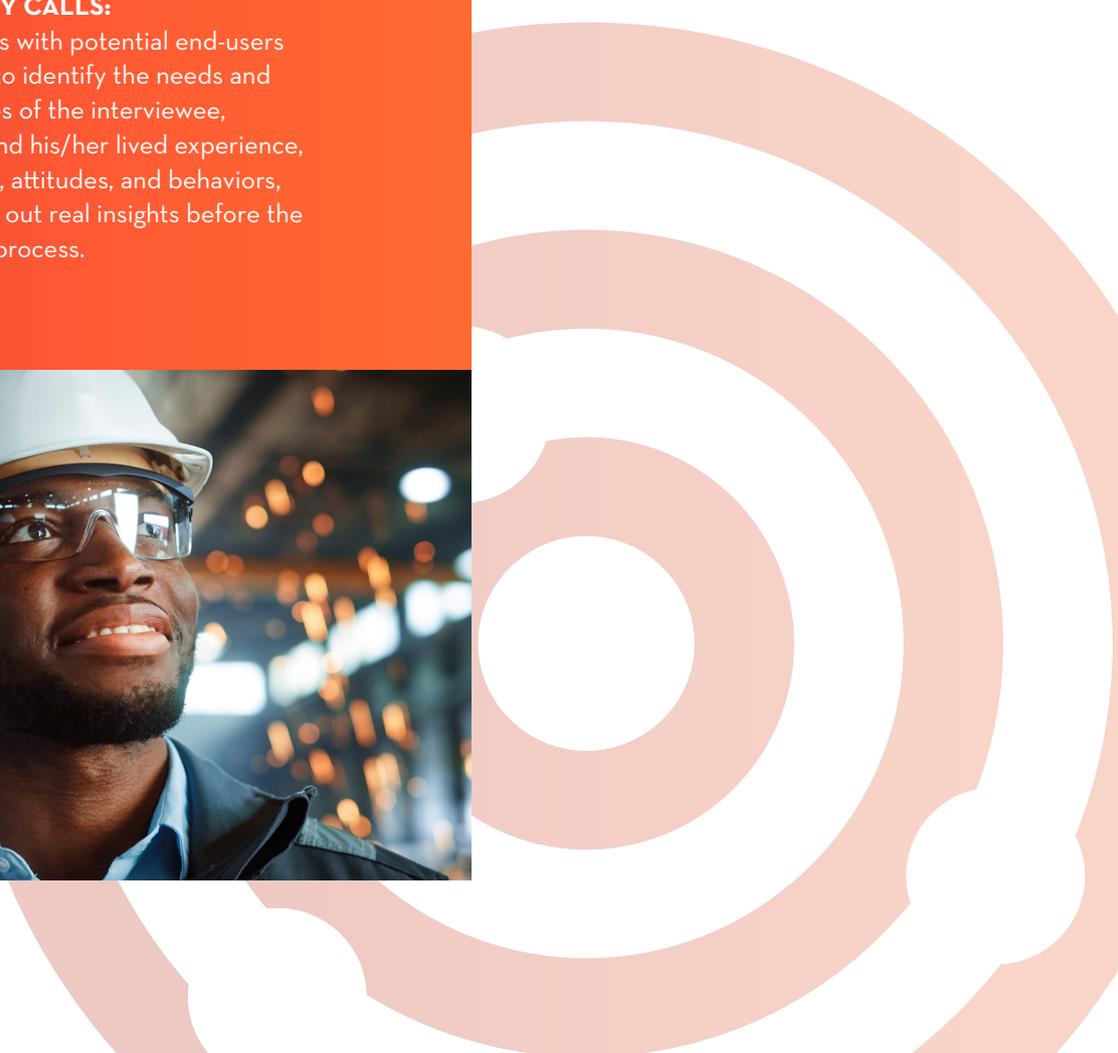
## New data feeds added in 2022:

### CONSULTATION CALLS:

interviews with organizations, experts, researchers, and practitioners to better understand the needs and challenges of a specific demographic, finding white spaces, blind spots, evaluate data sources, or confirm the relevance of proposed challenges.

### EMPATHY CALLS:

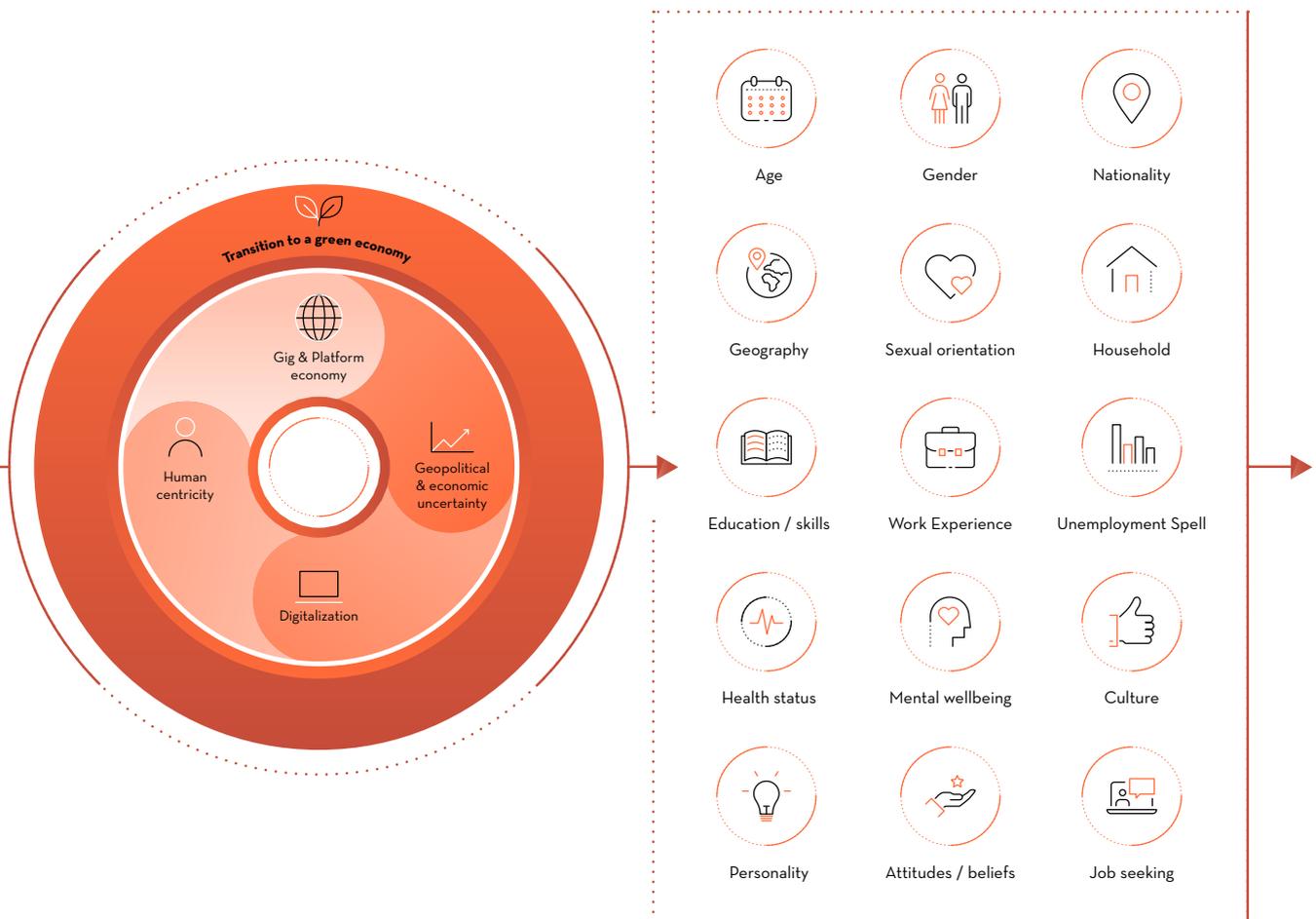
interviews with potential end-users that aim to identify the needs and challenges of the interviewee, understand his/her lived experience, emotions, attitudes, and behaviors, and draw out real insights before the ideation process.



# Step 1: Mapping

The mapping stage starts with gathering relevant data and insights from publicly available research and statistical data, social listening and big data, proprietary data (if available), as well as inputs from experts and potential end-users. We focus on the global trends that impact the labour market, shape job creation, influence skills needed, the structure of work, and labour market and social policies<sup>1</sup>. The outlook for these trends is medium term (3-5 years horizon). This analysis is not limited to a static selection of trends but rather is a dynamic process of regularly monitoring new developments and implications that might have a significant impact on employment and employability in the future.

With increasing uncertainty, it becomes critical to maintain constant awareness of the implications for people’s employment and employability. Comprehending the way major trends and developments impact the workforce, will enable us to make informed, strategic decisions about what solutions should be developed and tailored for those most vulnerable and underserved. These global trends are aligned with the analysis of the Adecco Group.



<sup>1</sup> The Adecco Group (2022) “Global Workforce of the Future. Unravelling the Talent Conundrum” [https://www.adecco-jobs.com/-/media/project/adeccogroup/documents/global-workforce-of-the-future-whitepaper\\_the-adecco-group\\_2022.pdf/](https://www.adecco-jobs.com/-/media/project/adeccogroup/documents/global-workforce-of-the-future-whitepaper_the-adecco-group_2022.pdf/)

# Understanding Global Trends Landscape

## Human centrality

There is an increase in individualization, customization, and individual choice in almost all aspects of life. The importance of human needs must remain central to the workings of labour markets. Employees want to be in charge of their own careers and desire sustainable employment and ways of working. Yet exclusion and vulnerability in employment of certain segments of the workforce (women, people with disabilities, older workers, youth, LGBTQ) remains.

The rise of global life expectancy and the dependency ratio are imposing a burden on the working population, and stress-testing consumer power and the social welfare systems, with countries struggling to address the needs of young workers and older populations.

The term “working age” is becoming outdated . The nature of work is also changing as professions become more interdisciplinary and skills-intensive, requiring life-long upskilling and reskilling. New solutions for how people define their career pathways are required to employ all skill pools and uncover untapped talent.



## Platforms and the gig economy

With widening connectivity, digital platforms that match workers to tasks are taking on a growing role in the labour market. The rise of platform economy creates both new opportunities and new challenges for workers, both positive and negative. Workers may easier become micro-entrepreneurs giving them more freedom and flexibility and greater control. However, some workers might be overwhelmed by the necessity to work multiple part-time jobs<sup>2</sup>. Platform work also raises many questions about social protection of workers and the need of workers to be appropriately supported.

## Digitalisation

Digitalisation of global economies has many implications for the labour market, providing opportunities for some, and creating a digital divide for others. Technology, data, and connectivity are rapidly driving change in society and business. They enable real-time analysis but increase people's reliance on software and devices<sup>3</sup>. The digitalisation of industries and professions increases productivity, but it also reconfigures industries and displaces jobs at all skill levels and cuts off conventional growth trajectories for emerging markets. At the same time, the formation of new professional profiles geared to the exploitation of new technologies drives employment creation<sup>4</sup>.

The overall impact of automation on employment will differ between industries, occupations, and demographic segments. Demand and salaries for those with expertise in difficult-to-automate activities may rise, while those with “automatable” abilities may fall. Moreover, the costs and advantages of leveraging automation and data to drive growth will vary per country, depending on the availability of affordable energy and capacity to scale solutions to meet rising demand<sup>5</sup>.

## Sustainability

As economies are going through green transition, the social and societal aspect of ESG agenda becomes increasingly important, shifting the focus on securing sustainable livelihoods, equality and inclusion. The transition to a green economy will impact the labour market in major ways. A shift toward greener, more climate-friendly and circular methods of living, working, and doing business is critical for every company or individual.

The economy's decarbonization, the changing energy landscape, the development of novel and sustainable materials and the growth of the circular economy are putting more pressure on skills required in labour markets, especially in sectors such as energy and agriculture, and require adaptation of educational frameworks. Economies and societies will need new capabilities to carry out the Green Transition and those whose livelihoods currently rely on non-sustainable business practices and whose jobs are in sectors experiencing significant change are at risk of being left behind<sup>6</sup>.

<sup>3</sup> UNCTAD (2021) “Digital Economy Report”. [https://unctad.org/system/files/official-document/der2021\\_en.pdf](https://unctad.org/system/files/official-document/der2021_en.pdf)

<sup>4</sup> Policy Horizons Canada (2019). “The Next Digital Economy”. <https://horizons.gc.ca/en/2019/06/20/the-next-digital-economy/>

<sup>5</sup> World Economic Forum (2020). “Future of Jobs Report 2020”. [https://www3.weforum.org/docs/WEF\\_Future\\_of\\_Jobs\\_2020.pdf](https://www3.weforum.org/docs/WEF_Future_of_Jobs_2020.pdf).

<sup>6</sup> The Adecco Group (2021). “Skills for the Green Economy” <https://www.adecco-jobs.com/-/media/project/adeccogroup/pdf-files/tag-skills-for-the-green-economy-paper.pdf/?modified=20210125153357>

## Geopolitical and economic uncertainty

Trade flows are shifting from global to regional and the architecture for international cooperation is being reshaped. Traditional development avenues are being blocked off, halting global middle-class expansion. The global supply chain disruptions, geopolitical instability, changing income distribution, increasing rates of inflation are shaping the economic growth in the near future, and consequently, labour markets<sup>7</sup>.

In the context of the global trends analysis, we identify **15 predictive factors** that put people at greater risk of falling out of the workforce and encountering difficulties entering the world of work in future. This set of factors is based on macroeconomic indicators, and also includes indicators of behaviours, culture and values.

### 1. Age

For older people finding employment is more difficult.

### 2. Gender

Conscious and unconscious gender bias continues to affect employment and earning opportunities.

### 3. National Origin

Migrants (first or second generation) or ethnic minorities are a particularly vulnerable group in the labour market.

### 4. Geography

Living in a particular geographical area and the conditions of the local economy can have an influence on the probability of finding work.

### 5. Sexual Orientation

Institutional biases and other barriers hinder LGBTQ+ access to the labour market.

### 6. Household

Household composition matters, e.g. Single parents generally face significant barriers in accessing employment due to bias and care responsibilities.

### 7. Education/Skills

People with higher skill levels and marketable skills tend to perform better in the labour market.

### 8. Work Experience

In general, employability increases with work experience. Companies may hesitate to recruit inexperienced young people because the return on the required investment could be uncertain.

### 9. Unemployment Spell

The longer a person is unemployed or inactive, the lower the probability to enter or re-enter in the labour market. This is due to skills erosion, less active job search and employers' perceptions.

### 10. Health Status

Living with a disability or a health issue impacts (generally reduces) the probability of finding employment at all ages and across genders.

### 11. Mental Wellbeing

People with a history of mental wellbeing challenges, such as burnout, often face prejudice on the side of employers.

### 12. Culture

Cultural norms such as gender roles, or the importance of family vs work, or social behaviour, which impacts networking, also play a role.

### 13. Personality

Personalities that are resilient (able to bounce back), open to new experiences and easily connect socially tend to be more successful.

### 14. Attitudes/Beliefs

Individual attitudes are key in finding a job rapidly. A positive attitude towards change is key to managing life transformations.

### 15. Job Seeking

Individuals differ in their job search intensity, tactics and strategies (e.g. networking behaviour) which makes a significant difference in the recruitment process.

 Demographic factors

 Psychographic factors

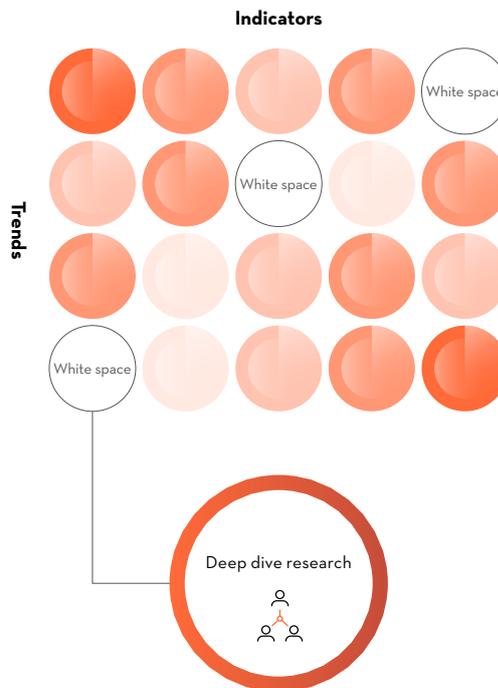
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7 World Economic Forum (2020). "Global Risks Report 2020". <https://reports.weforum.org/global-risks-report-2020/wild-wide-web/>

## Step 2: Distilling

We map the 15 predictive indicators together with the five global trends and plot the results onto a heatmap which allows us to identify the demographics most affected by current and future challenges in the world of work.

These interactions allow us also to discover white spaces and blind spots, with an emphasis on discovering the end users' needs and challenges.



### WHITE SPACES:

gaps in research, data or areas of intervention that have not been explored yet, or not explored enough in terms of potential solutions.

### BLIND SPOTS:

areas of knowledge or intervention that are not properly observed, measured, and thus understood or whose importance is underestimated.

### WEAK SIGNALS:

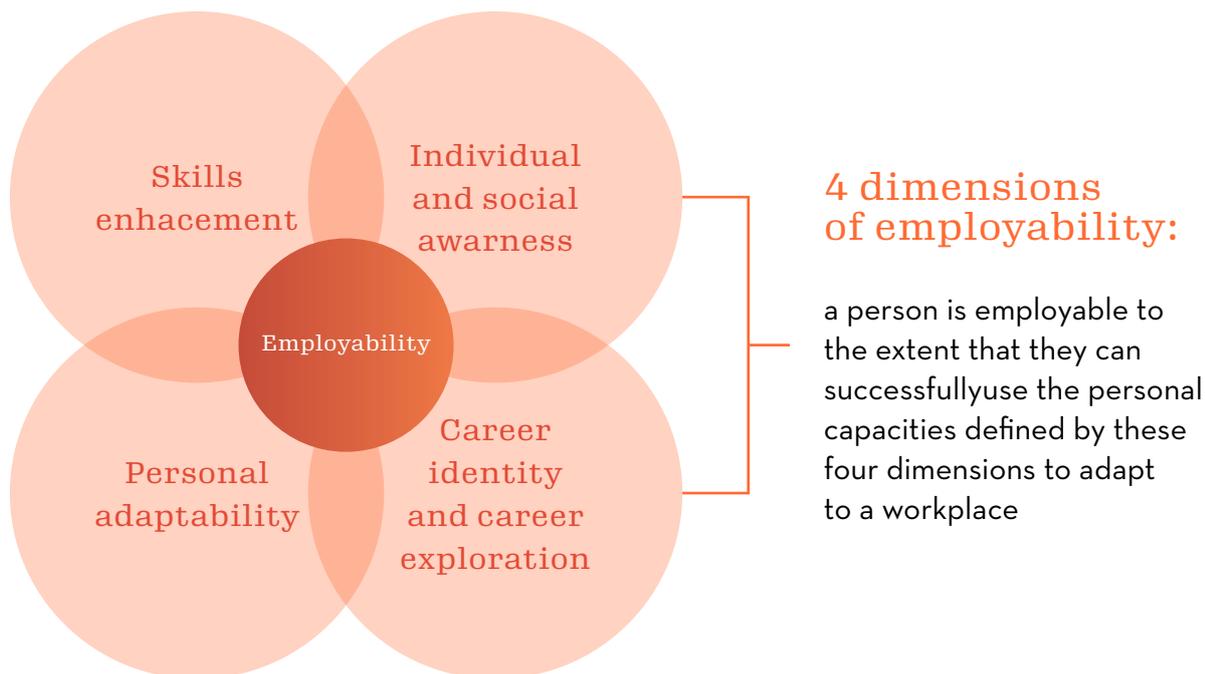
bits of information that indicate potential shifts in the near future. They reflect emerging scenarios that may have an impact on certain underserved populations. Our Radar detects them by undertaking a scan of various data feeds, including academic research and other data sources and through regular expert consultations. Weak signals help us define potential areas of challenges, for which the solutions may or may not exist.

The intersections allow us to discover white spaces and blind spots, that are further explored in deep-dive research, with the objective of unpacking the needs and challenges for both employers and workers.

We present our results in story format that starts with macro data and zooms in on micro factors, identifying 'weak signals' which can help to predict future employment patterns.

# Employability

Active workplace adaptation that helps people to recognize and embrace their career opportunities. It is a multidimensional concept that combines professional identity, personal adaptability, and social and human capital.



## INDIVIDUAL AND SOCIAL AWARENESS

The capacity to comprehend one’s own abilities, and the abilities, sentiments and needs of others.

## PERSONAL ADAPTABILITY

The capacity to remain productive as work changes.

## CAREER IDENTITY AND CAREER EXPLORATION

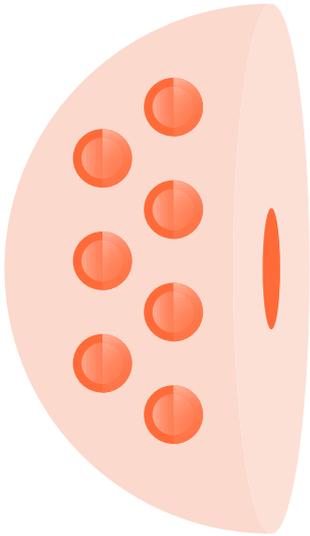
The capacity to define who one is and who one wants to become in the workplace.

## SKILLS ENHANCEMENT

The capacity to improve on factors that influence one’s career advancement, such as education, training, emotional intelligence, or job search behaviors.

# Step 3: Sense Testing

We analyse the white spaces we found in the previous step through the lens of the dimensions of employability with the aim of defining the main challenges the selected demographic is facing and delimiting the scope of our potential interventions. With support of the Brain Trust and experts and end-users' conversations, we identify five to 10 main challenges faced by the demographic we have selected, and the scope of our potential interventions, focusing on challenges where significant existing work is not already underway.



## Step 4: Calibrating

We use a bespoke set of five filters to narrow down the selected challenges by identifying where gaps are most important, potential is highest and the fit for the Foundation is best. This is to differentiate what is a good challenge versus what is a good change for the Foundation to tackle. This step results in framing challenge statements to be taken forward in the Build phase of the Social Innovation Lab.

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**Future orientation**

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**Innovation potential**

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**Scale & scalability**

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**Current landscape & solutions**

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**Potential for Innovation Foundation to add value**

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### 5 Filters

 **Future orientation**

Is the issue identified in this challenge likely to increase?

 **Innovation potential**

What is the societal value that could be realized by supporting this underserved group?

 **Scale & scalability**

Is there a non-linear effect? (Positive externalities linked to supporting this underserved group)

 **Current landscape & solutions**

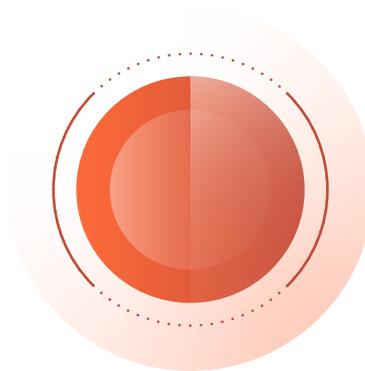
Are there already ongoing efforts to support this underserved group? If yes, which stakeholders are involved? Are efforts sufficient?

 **Potential for Innovation Foundation to add value**

Is the Innovation Foundation well suited to inform this challenge?

## Step 5: Validating

Finally, we validate the final challenge statement, the persona profile for further solution building, and the geographic scope of the social innovation project with the Brain Trust, the experts and end-users. It also allows us to further understand the needs of the most underserved and more deeply validate that the process identified the right challenge for Innovation Foundation to tackle.



## Scan: Achieving impact

We define the impact of the Social Radar as the contribution that our research makes to the society, economy, and environment in the context of employability for underserved populations. Grounded on the theory of change, with the aim of identifying the main challenges, issues, and blind spots that are most relevant for our selected demographics, we draw an action plan to gather the main outputs and activities that are needed to address the needs finding for the most underserved, including data collection, reports, deep dive research, workshops and other types of information and insights gathering.

### **The Scan phase impact is defined by its ability to:**

- 1** Develop new data and insights sources for social innovation;
- 2** Inform the Build and Scale phase and
- 3** Develop and share our rigorous social innovation methodology so that others can use it to drive impact.

The new insights and data analysis produced highlight the role of the Innovation Foundation as a thought leader in social innovation related to employment, with its expertise recognized by the partners and relevant stakeholders.

Informing the Build and Scale phases includes the ability to identify the persona, the geographic scope of the project, and the challenge that need to be addressed by possible solutions. Finally, the Social Innovation Lab methodology is developed and codified to be shared with the stakeholders interested in implementing and scaling solutions across sectors and geographies.

## Social Radar 1: Youth@Risk

### **The first cycle of the Social Radar focused on youth unemployment**

a topic where the Foundation has a strong foothold thanks to the CEO for One Month and Experience Work Day programmes. The Radar identified two challenges for Innovation Foundation to work on:

#### **Challenge #1:**

How might we help disadvantaged young people from low-income families overcome the perception that they must choose between skill building or contributing to household income?

#### **Challenge #2:**

How might we help young people to value and frame the skills they have toward employability?

The project was launched in Mexico. It was further confirmed that young mothers (or young parents) are those struggling the most with finding employment and gaining confidence in possible career prospects.

## Social Radar 2: Women back to work

The second cycle of the Social Radar focused on mid-career women who had taken a longer career break, often due to care-giving responsibilities, and experience difficulties with returning back to work. While many solutions for working women-caregivers exist, they mainly address the needs of highly skilled workers. Women in the front-line and service jobs, who have low to middle level of skills often lack opportunities that satisfy their needs:

### **Challenge #1:**

How might we help mid-career female workers in vocational professions to find the flexibility they need to return to working?

### **Challenge #2:**

How might we help mid-career female workers in vocational professions who stopped working in the last 2 years, pivot positively when returning to working?

The project is piloted in Spain.



## Social Radar 3: Mature Workers

The third cycle of the Social Radar explores the challenges faced by mature workers - people in 55+ age group. We test the elements of updated methodology by applying the global trends lens and mapping their implications on mature workers.

In the context of demographic shifts, ageing population, as well as increasing speed of automation and Digitalisation, mature workers face various challenges with employment and employability, and increasing risks not being able to maintain sustainable livelihoods. Ageism and age discrimination at work are often fueled by misperceptions of productivity of older workers. In order to address the most pertinent challenges, the needs of mature workers on the one hand, and employers on the other hand, have to be better understood and addressed. This is where we see the space for social innovation solution design.

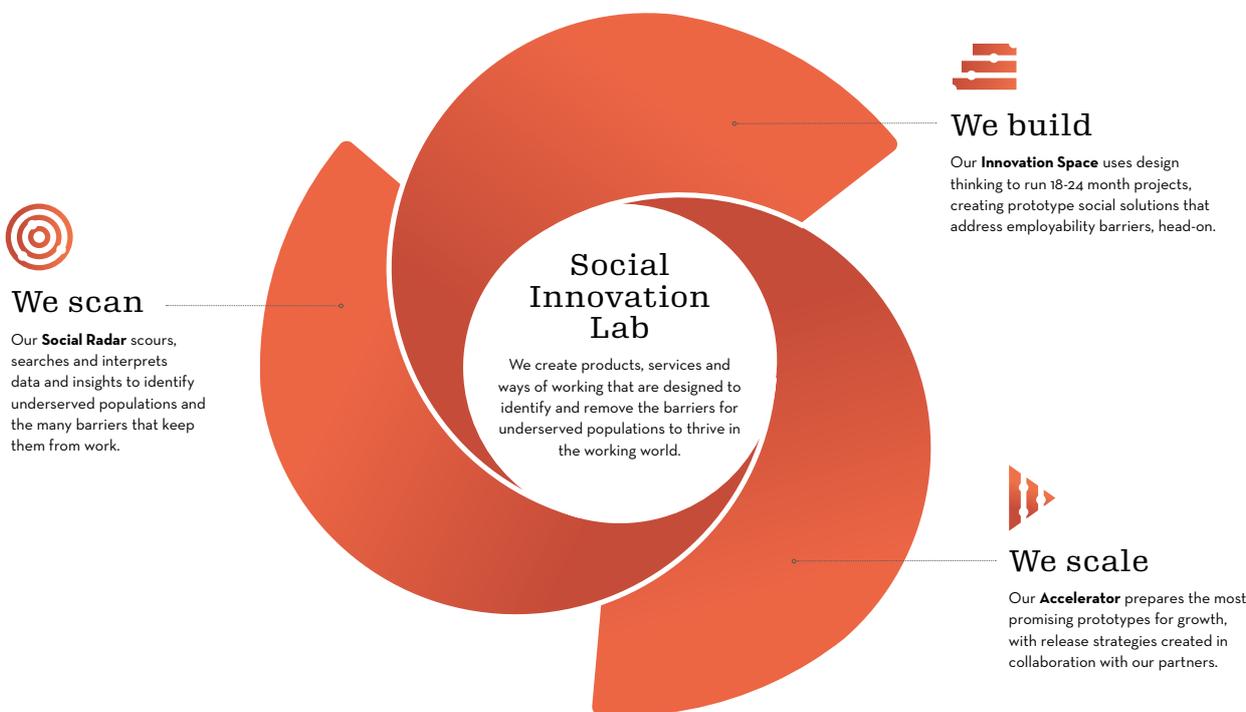


From Scan to Build to Scale:

# Putting the innovation cycle in motion

As the final challenge question and the persona are identified, the Build phase starts – a process of co-creating potential solutions with a multistakeholder Working Group. By running Working Groups including end-users, we ideate potential solutions, assess their feasibility, further re-fine and test them on the ground. However, this is not a linear process. The insights from the Build phase feed back to the Scan phase, further improving the quality and quantity of data scanning. Once the solution concepts are ready, they are taken into the Scale phase – the accelerator stage, when solutions are turned into working prototypes and then into products to be spun off with partners.

Throughout all phases of Scan-Build-Scale, we continuously gain new insights and test the challenges we formulated with our end-users and stakeholders on the ground. Thus, as solutions are being developed, we continue learning and applying the insights for the whole cycle. We also identify the main (and unexpected) pain points experienced during the development of the solutions, which are then incorporated into the lab learning process. We continue closing the feedback loops improving the rigour of data, insights and understanding of the needs on the ground, creating sustainable impact of the Social Innovation Lab.



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