

The background of the entire slide is a dense, vibrant pattern of small, overlapping, oval-shaped confetti pieces in various colors including blue, yellow, pink, orange, and red. The confetti is scattered across the entire frame, creating a textured and colorful backdrop.

# The Meaningful Work Adaptive Strategy

WORLD  
**YMCA** x **accenture**





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# If you only have 5 minutes...

## What we set out to do

This project was aimed at developing an adaptive strategy for Meaningful Work that will put YMCA at the forefront of helping young people – and their communities – find and participate in truly Meaningful Work.

## Why we set out to do it

### Strategic imperative

Meaningful Work is a key pillar of YMCA's 'Vision 2030' and its mission is to empower young people and communities worldwide to build a just, sustainable, equitable and inclusive world.

### Bring together the best of YMCA

YMCAs around the world are addressing Meaningful Work in diverse and innovative ways (e.g., apprenticeships, employment and career centres, digital skills and literacy). There's a huge opportunity to make a difference simply by sharing best practices and learnings across federations.

### Make a difference

YMCA wants to identify how to make the biggest difference for young people and communities by increasing skilling, learning and job opportunities for young people. With 264 million young people out of education, employment or training (two-thirds of whom are women), this has the scope to tackle a significant – and worsening – issue.

## How we can deliver on this ambition

### Take a holistic approach

Our proposed MW strategy suggests initiatives to support a person's needs across their journey to MW. However, this isn't about single spot solutions – we believe that these initiatives can combine to support people throughout their journey to Meaningful Work, our research suggests this has more potential for impact than siloed piecemeal initiatives.

### Be a catalyst for building an end-to-end offering

With the global oversight World YMCA has, it can be the catalyst for building a truly end-to-end MW offering. Being an aggregator and sharer of best-in-class examples of MW across federations, identifying technology and skills partners to infuse across the MW journey, and developing new sustainable models for funding.

### Give local Ys the tools to run initiatives

There is a longer-term strategic vision which will require some more joined-up thinking and funding at the global level, but there is a vast amount local Ys can do – and are already doing to deliver MW objectives. Providing these local Ys with the knowledge, tools and frameworks to deliver on this strategy is the best way to deliver impact immediately.

YMCA has taken the step to create a bold global strategy for 2030.

This outlines, clearly, it's overarching ambition and focus areas, leveraging the scale of the organization to deliver transformative impact across the world.



**Now it's time to lay out a clear ambition and set of priorities that form a truly *adaptive* strategy for Meaningful Work (MW) that have a global reach and set it up for success long-term.**

We believe that, in this new world, the only thing certain is uncertainty and that is why it is vital to have a strategy that is both flexible enough to respond to changing situation and actionable to drive impact.

Shifts & Signals are our way of envisioning how the world of 2030 in relation to MW might look. Opportunity Platforms suggest spaces in this future world where YMCA is uniquely positioned to tackle some of the greatest challenges – and opportunities. This all helps us crystalize ***what we won't do, as much as what we will.***





01

# Setting the Scene

01

# Our Objectives

As an Advisory Committee, we came together to define a Theory of Change for Meaningful Work at YMCA. As part of this, we outlined some key objectives that the strategy must deliver on.

These objectives are aligned to the Internal, Programmatic and Advocacy structure of Vision 2030.

## Internal Objective

Provide Meaningful Work & lifelong learning for our staff and volunteers – ensuring we treat our staff and volunteers with the same care we treat young people so that we can become our own best case study for Meaningful Work employers

## Programmatic Objective

Improve the ability for young people– particularly those that are most underserved today – to find and participate in Meaningful Work

## Advocacy Objective

Amplify the voices of young people and communities and advocate policies to ensure fair, flexible, meaningful and equitable access to employment, entrepreneurship and training opportunities.

## Responsibility Objective

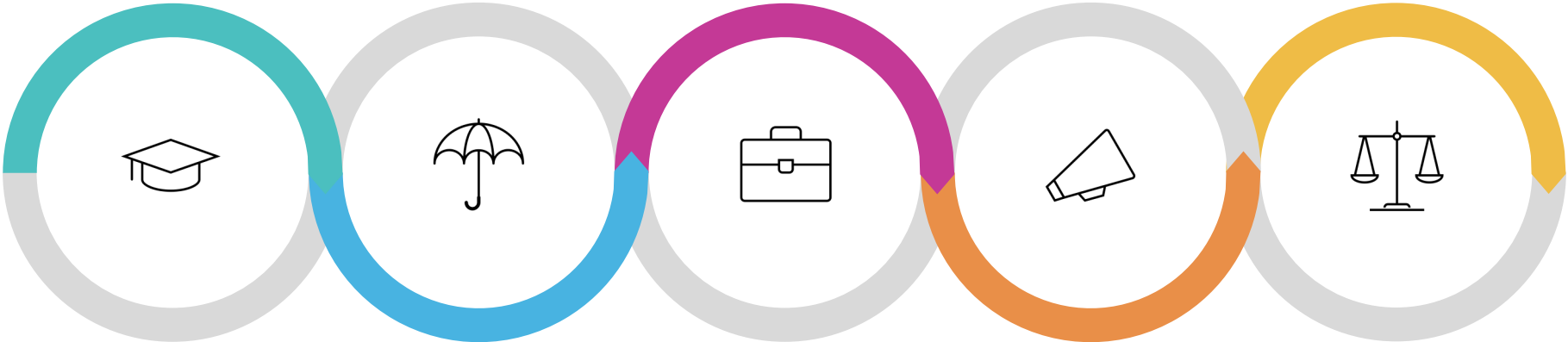
Ensure inclusive design and processes across all internal, programmatic and advocacy activities.

Put mental health at the heart of all our work, whether that be with those we serve in communities or our people.

Leave as little impact on the environment as possible, in everything we do.

# Reminder | What is meaningful work? [WIP]

N.B. POWER framework defined by YMCA Albay, Philippines and the Community of Impact for E&E and is Work in Progress



**PARTICIPATE**

In personal and skills development

**OBTAIN**

Appropriate social security benefits

**WORK**

Under humane and just conditions

**EXERCISE**

Freedom of expression

**RECEIVE**

Fair income



Meaningful work for me is a type of job that provides workers a significant alignment between extrinsic value and intrinsic value. A job that provides value, purpose and a sense of fulfillment but also job security, recognition and a fair wage.

GLORIA SHIMULI ANYIKA  
WORLD YMCA



Work is something that you need to do to feed your family before going further, finding the meaning to you and to your future.

TONY EL MIR  
YMCA LEBANON & COI FOR E&E



Meaningful work is fair, equitable and well-remunerated. MW is about believing that a young person can get into employment, as a positive thing.

COLIN MACFARLANE  
YMCA SCOTLAND & COI FOR E&E



I truly believe that meaningful work is decent work. It provides a platform for young people to create a life where they can express themselves and make decisions that develop their potential, aligned with where they want to go.

RENATA FERRARI  
YMCA USA & COI FOR E&E



Meaningful work is work that is fulfilling, especially when we impact the lives of other people... but also the sense of belonging. When you can express yourself, you can connect with your work, values, principals, you have a sense of belonging and fulfilment. It's more than the compensation you receive.

TINTIN  
YMCA PHILIPPINES & COI FOR E&E

# The state of global youth unemployment



The share of youth not in employment, education or training (NEET) in 2020 rose to **23.3%**, an increase of 1.5 percentage points from the previous year and a level not seen in at least 15 years

*ILO, 2022*



## 73 million

The total global number of unemployed youths is estimated to reach 73 million in 2022, a slight improvement from 2021 (75 million) but still six million above the pre-pandemic level of 2019

More than a third of the workforce – and half of Gen Zs – plan to switch jobs in the next year.

*Adobe 2021*

Gen Z is the fastest-growing global audience on LinkedIn, accounting for **78 million** users or 10% of memberships, and their engagement has increased by **170%** since 2020

*LinkedIn, 2021*

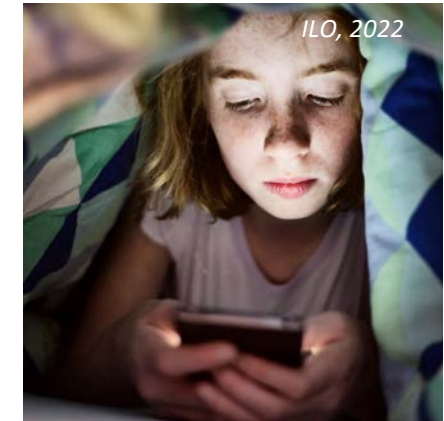
## 4 million

The rise in youth unemployment in 2020 was around 4 million

*ILO, 2022*

In 2020, the **potential labour force**, which comprises of young people who are not part of the labour force but are marginally attached to the labour market, rose by **7 million**. The number of those **outside the extended labour force** rose by **27 million**

*ILO, 2022*



*ILO, 2022*

In 2022, **27.4% of young women** globally are projected to be in employment, compared to **40.3% of young men**

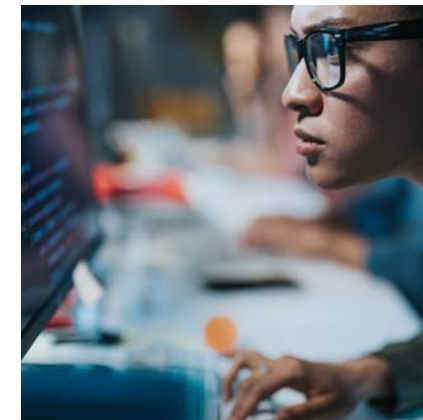
*ILO, 2022*

The global pandemic disproportionately impacted young workers, with **less than half** of the global youth employment deficit projected to have recovered by the end of 2022

*WEF, 2023*

Between 2019 and 2020, those aged between 15 and 24 years experienced a much **higher percentage loss in employment than adults** (25 years and above)

*ILO, 2022*



The youth employment deficit relative to 2019 is **largest in Southern Asia, Latin America, Northern Africa and Eastern Europe**, with only Europe and North America likely to fully recover

*WEF, 2023*



# The Existential Forces Powering Our Shifts

Throughout our research a number of existential forces were identified which were influential across many – if not all – of our identified shifts. These will be the factors powering the changing face of Meaningful Work over the next 7+ years.



**ECONOMIC  
UNCERTAINTY**

Across the globe, economic uncertainty is putting more pressure than ever on individuals. Stagnating growth combined with record inflation is meaning households must try to do more with less at a time when many governments are decreasing spending amongst a slowdown in growth. Young people are being particularly hard hit as they are more likely to face unemployment and haven't accrued savings to weather the storm.



**CLIMATE CHANGE**

Despite commitments from governments and organizations, climate change continues at pace, with it now 'more likely than not that world temperatures will breach 1.5 degree increase within 5 years'. This has a multitude of devastating effects but none-more-so than in developing nations where drought and famine are rife and extreme weather events cause significant damage to critical infrastructure and loss of life.



**CONFLICT**

Geo-political tensions continue to rise, with the invasion of Ukraine, for example. This has wide-reaching ramifications, with individuals being forced to flee their homes driving pressures on neighbouring countries. At the same time, supply chains suffer as gas and crop exports reduce, leading to rising costs.



**DIGITAL**

Technology adoption and a shift to digital will remain a key driver of organizational transformation in the next five years. Digital literacy will become increasingly necessary in order to keep up with an increasingly digitised world. If not managed, this will lead to widening inequality as developed nations accelerate growth off the back of digital technologies, whilst less developed countries get left behind.



**COVID HANGOVER**

Despite the pandemic phase of COVID being over, the impacts continue to be felt, both from an economic perspective – with reduced GDP growth and inflation – to stalling social development in young people who spent their formative developmental years online, away from their peers. It will take more time for GDP to catch up with pre-pandemic trajectories and it is more than likely that the lost output will never be made up.

02

# The Strategy Overview

02



# The YMCA Meaningful Work Strategy

The 'secret sauce' of YMCA is its holistic approach to how the Movement helps individuals; not offering interventions in silos, but rather looking at individuals as a whole, with multiple, interacting needs. As a result, the MW strategy reflects this: bringing a joined-up approach to meet the wide variety of needs an individual may have.

At the core of YMCA's Meaningful Work strategy is the MW offering, this is supported by enablers that ensure individuals have the mental wellness, digital connection and safety net necessary to truly engage with the core offering.

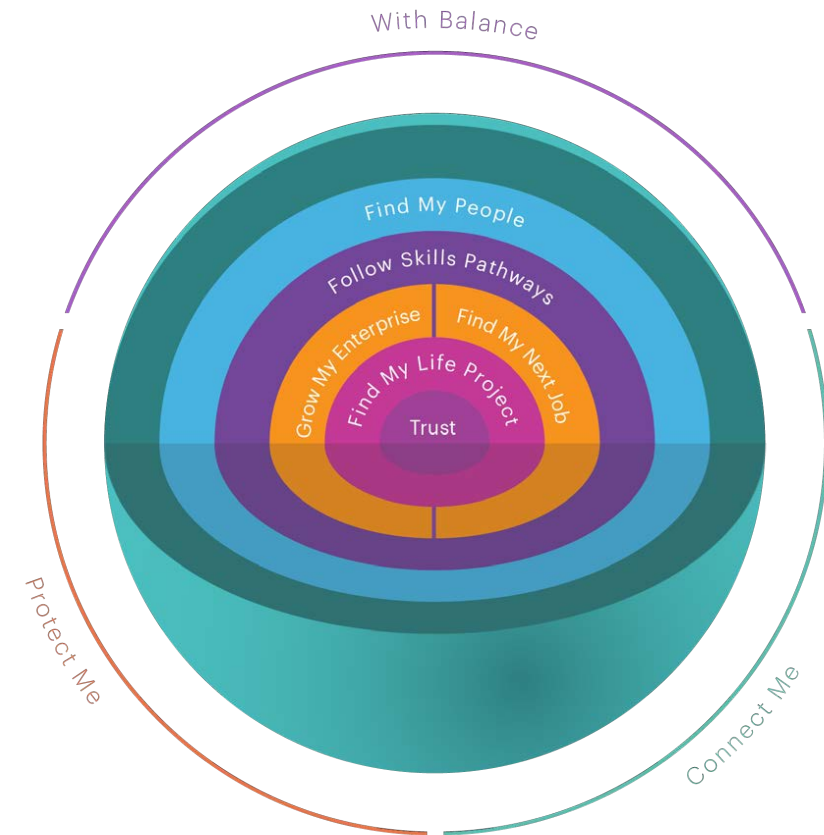
The first step is to build **Trust**, this is something that can take many forms, from participating in an after school club to joining a training course. Once trust has been established, a person can begin the MW journey by [Finding My Life Project](#). This is based on a recognition that everyone YMCA interacts with should have the opportunity to expand their horizons, set aspirational goals for their lives and – ultimately – ignite their potential.

Following out from [Find My Life Project](#), individuals can follow one of two routes. The first being [Find My Next Job](#), where relevant work opportunities are identified based upon the skills they have and their ambitions. The other is [Grow My Enterprise](#), for those looking to take a more entrepreneurial route.

Core to YMCA's MW ambition is the idea that everyone should have the opportunity for lifelong learning which is why the next stage is [Follow Skills Pathways](#) – this encompasses the multitude of upskilling offerings that YMCA provides either themselves or in partnership, ranging from soft-skills training to digital skills pathways.

Lastly, [Find My People](#) provides individuals the opportunity for continuous learning from a network of mentors and peers.

Surrounding the core offering are enablers which ensure people get the most out of the MW offering. Everything is done **With Balance** to ensure the wellbeing of mind, body and spirit of YMCA's staff and volunteers and those YMCA serves is considered at all times. At the same time is a recognition that an increasingly digital world requires **Connection** (internet access and basic digital skills). In addition **Protection** from exploitation and unemployment is needed.

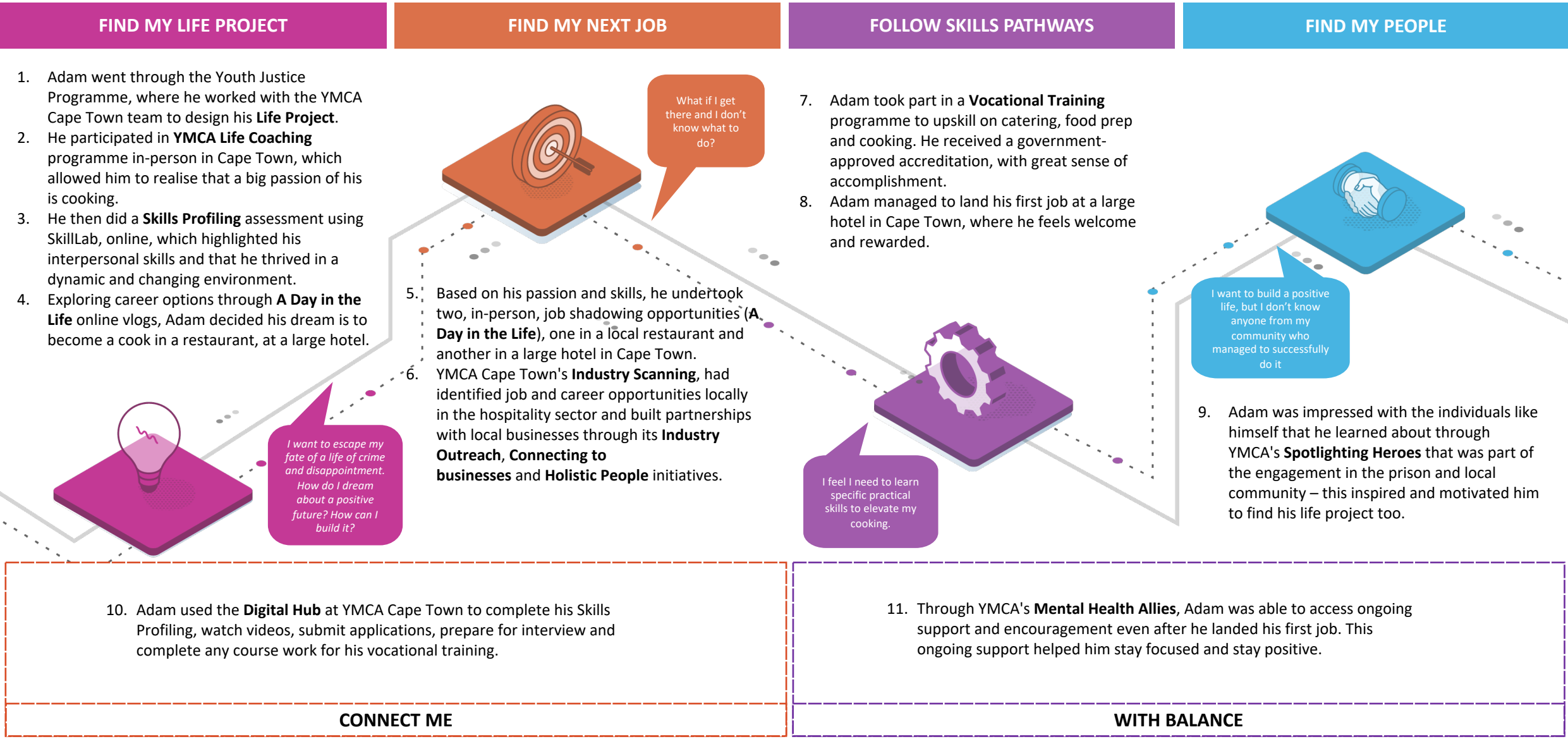




# How a journey to Meaningful Work might look with YMCA...



**Adam**  
Grew up in Cape Town's Lavender Hill. He was in a gang and arrested when he was 16 for selling drugs. He was in and out of prison for five years. Adam had little support at home and most of his friends were involved in gangs. He had enjoyed school, but peer pressure, having few positive role models, and not knowing his options in life led him to sell drugs.



# How a journey to Meaningful Work has worked in Scotland...




## Cathy & Cameron

They're both based in Tayside, Scotland. They study in the same high school, with outstanding results and teachers always highlight their curiosity and ability to get things done. Cathy has ADHD and Dyslexia, and even though this doesn't impact her academic results, it does impact her mental health sometimes. Cameron has been struggling with anxiety due to his parents' divorce a few years ago.

### FIND MY LIFE PROJECT

1. Cathy and Cameron shared the dream of creating their own business, to unleash their creativity.
2. With YMCA Tayside's support, they created and launched Bink Merch, a micro-business that specialises in custom printed t-shirt and hoodies.


### GROW MY ENTERPRISE

- 
- How can I grow my business if I don't have money to invest?
3. They were part of **Y Innovate**, a entrepreneurship and business development programme that provided courses such as Starting a Business, Cashflow and Design Thinking. The programme enhanced their confidence and motivation.
  4. They both took part in **HP LIFE Programme**, which cultivated their entrepreneurial spirit and the skills of Basics of Finance, Selling Online and Circular Economy.
  5. Y Scotland provided seed funding to support (**Access 2 Capital**) them to launch their idea and grow their business.

### FOLLOW SKILLS PATHWAYS

6. As part of the **HP LIFE Programme**, they both completed the Effective Leadership and Successful Mindset units, which gave them a sense of empowerment and self-confidence.
7. Bink Merch has thrived by building a strong network of customers and partners, enhancing their market reach, and fostering positive relationships within the community.

### FIND MY PEOPLE

- 
- I'm not sure how to create a career as an entrepreneur, I don't know anyone who's done it.
8. They've used **YMCA's Mentoring Scheme** to find a mentor that helped them develop leadership skills, make business decisions and advised them on how to create a healthy work-life balance.

9. Cathy and Cameron used the **Digital Hub** at YMCA Tayside to do coursework for the HP LIFE Programme, to create a website for Bink Merch and manage their business online.

10. Through YMCA's **Mental Health Allies**, Cathy was able to find healthy ways to cope with her learning disabilities. She now sees them as a superpower. Cameron has found support in Peer Counselling, which has helped him deal with his anxieties and find balance.

### CONNECT ME

### WITH BALANCE

# How can the MW strategy adapt to different future scenarios?

In designing our Theory of Change, we used Future World Scenarios to guide our thinking – imagining the ToC needed for us to best serve our staff and volunteers and young people in a certain type of future. Bringing those worlds back, we can predict how our strategy can adapt to changing contexts to deliver maximum impact.

	Technology Takeover	Going Green	Immense Inequality
Find My Life Project	<ul style="list-style-type: none"> <li>Spotlight on 'digital careers' through a Day in the Life initiative</li> </ul>	<ul style="list-style-type: none"> <li>Spotlight on 'green careers' through A Day in the Life initiative</li> </ul>	<ul style="list-style-type: none"> <li>Deliver Find My Life Project initiatives that go to where the most underserved communities are so that barriers including expensive travel and internet access are overcome</li> </ul>
Find My Next Job	<ul style="list-style-type: none"> <li>Identify remote-working opportunities to support individuals who are enabled to work from anywhere online</li> </ul>	<ul style="list-style-type: none"> <li>Partner with green technology companies to design internship and apprenticeship opportunities for young people</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for businesses and governments to create internship and apprenticeship opportunities</li> </ul>
Grow My Enterprise	<ul style="list-style-type: none"> <li>Create digital-first entrepreneurship courses that help individuals build online businesses</li> </ul>	<ul style="list-style-type: none"> <li>Run 'green startup' incubators that encourage young entrepreneurs to focus on businesses that contribute to the green transition</li> </ul>	<ul style="list-style-type: none"> <li>Run entrepreneur training that targets those from the most underserved communities in a YMCA region</li> </ul>
Follow Skills Pathways	<ul style="list-style-type: none"> <li>Encourage digital literacy training for all MW participants</li> </ul>	<ul style="list-style-type: none"> <li>Encourage green skills training for all MW participants</li> </ul>	<ul style="list-style-type: none"> <li>Target grants to those from the most underserved communities to provide additional relevant training based on Life Project need</li> </ul>
Find My People	<ul style="list-style-type: none"> <li>Focus on in-person networking events to counter growing isolation from a digital-first world</li> </ul>	<ul style="list-style-type: none"> <li>Run green industry networking events to encourage youth participation in the green transition and increase access to green jobs</li> </ul>	<ul style="list-style-type: none"> <li>Provided targeted one-to-one mentorship for those from underserved communities</li> </ul>
With Balance	<ul style="list-style-type: none"> <li>Design mental health trainings that tackle the mental health issues exacerbated by digital technology and social media</li> </ul>	<ul style="list-style-type: none"> <li>Design mental health training that tackles the mental health issues exacerbated by climate change anxieties</li> </ul>	<ul style="list-style-type: none"> <li>Put mental health at the forefront of political and corporate agendas</li> </ul>
Protect Me	<ul style="list-style-type: none"> <li>Advocate for design and development of ethical and responsible technology</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for policies that protect most vulnerable from green restrictions, if that means they are worse off financially or wellness related</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for policies that ensure equal distribution of resources and a fair welfare state across the world</li> </ul>
Connect Me	<ul style="list-style-type: none"> <li>Demand digital equity across the globe so that all individuals have fair access to the internet to counter the danger of digital inequality</li> </ul>	<ul style="list-style-type: none"> <li>Ensure digital equity programs are supported by sustainability-focused partners and green technology</li> </ul>	<ul style="list-style-type: none"> <li>Create social connection programs that promote empathy amongst people from different socio-economic backgrounds and communities</li> </ul>



# The Two Sides of the Strategy

In creating a Meaningful Work strategy, we recognise that any interventions cannot be solely focused on the end user. Employment is a contract between two parties and the employer should be considered as an important stakeholder when building out the offering. Working closely with employers to design interventions, partnering to deliver them, and effectively communicating the value derived by employers from this strategy are all important activities to consider.

In this phase of work, we have focussed on the MW offering from the perspective of young people (as the primary focus of our interventions) but there is clear value derived for employers, illustrated opposite. In future phases, it will be appropriate to define – at a more granular level – the role of employers, as well as to build out the employer-facing offering.

## For young people...

- Set ambitious career goals that provide meaning and purpose
- Find jobs, roles or entrepreneurial opportunities that align to ambitions and deliver MW
- Constantly develop from lifelong learning approach
- Receive support from a network of individuals

## VALUE

## For businesses...

- Unlock value from new sources of diverse talent
- Deliver on ESG commitments
- Increase employee job satisfaction
- Build trust in communities

# How we'll measure success

To track whether our MW strategy is having its desired outcome, we will be using Objectives & Key Results (OKRs).

## Good Objectives are...

- Meaningful
- Ambitious
- Inspiring

## Good Key Results are...

- Specific and timebound
- Aggressive, but realistic
- Measurable and verifiable

### Internal Objective

Provide Meaningful Work & lifelong learning for our staff and volunteers – ensuring we treat our own staff and volunteers with the same care we treat those YMCA serves so that we can become our own best case study for Meaningful Work employers

#### KR1:

X% of national YMCAs have incorporated MW policies as part of employment practices 1 year after launching the MW strategy.

#### KR2:

X number of YMCA staff and volunteers have joined a World YMCA webinar on MW 6 months after launching the MW strategy.

### Programmatic Objective

Improve the ability for young people– particularly those that are most underserved today – to find and participate in Meaningful Work

#### KR1:

X% increase in number of young people finding work, X-months after strategy implemented, versus before the strategy was implemented.

#### KR2:

X% increase in young people stating they participate in MW versus before the strategy was implemented (as per a survey issued before and X-months after strategy implemented).

### Advocacy Objective

Amplify the voices of young people and communities and advocates policies to ensure fair, flexible, meaningful and equitable access to employment, entrepreneurship and training opportunities.

#### KR1:

YMCA has co-authored X policy recommendations.

#### KR2:

X% increase in young people stating they feel YMCA amplifies their voice versus before the strategy was implemented (as per a survey issued before and X-months after strategy implemented).

### Responsibility Objective

Ensure inclusive design and processes across all internal, programmatic and advocacy activities.

Put mental health at the heart of all our work, whether that be with young people or our staff and volunteers.

Leave as little impact on the environment as possible, in everything we do.

#### KR1:

By 20XX, YMCA leadership more closely mirrors the communities in which it operates by X%.

#### KR2:

X% increase in young people stating they feel engaging with YMCA has improved their mental health versus before the strategy was implemented (as per a survey issued before and X-months after strategy implemented).

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# 03

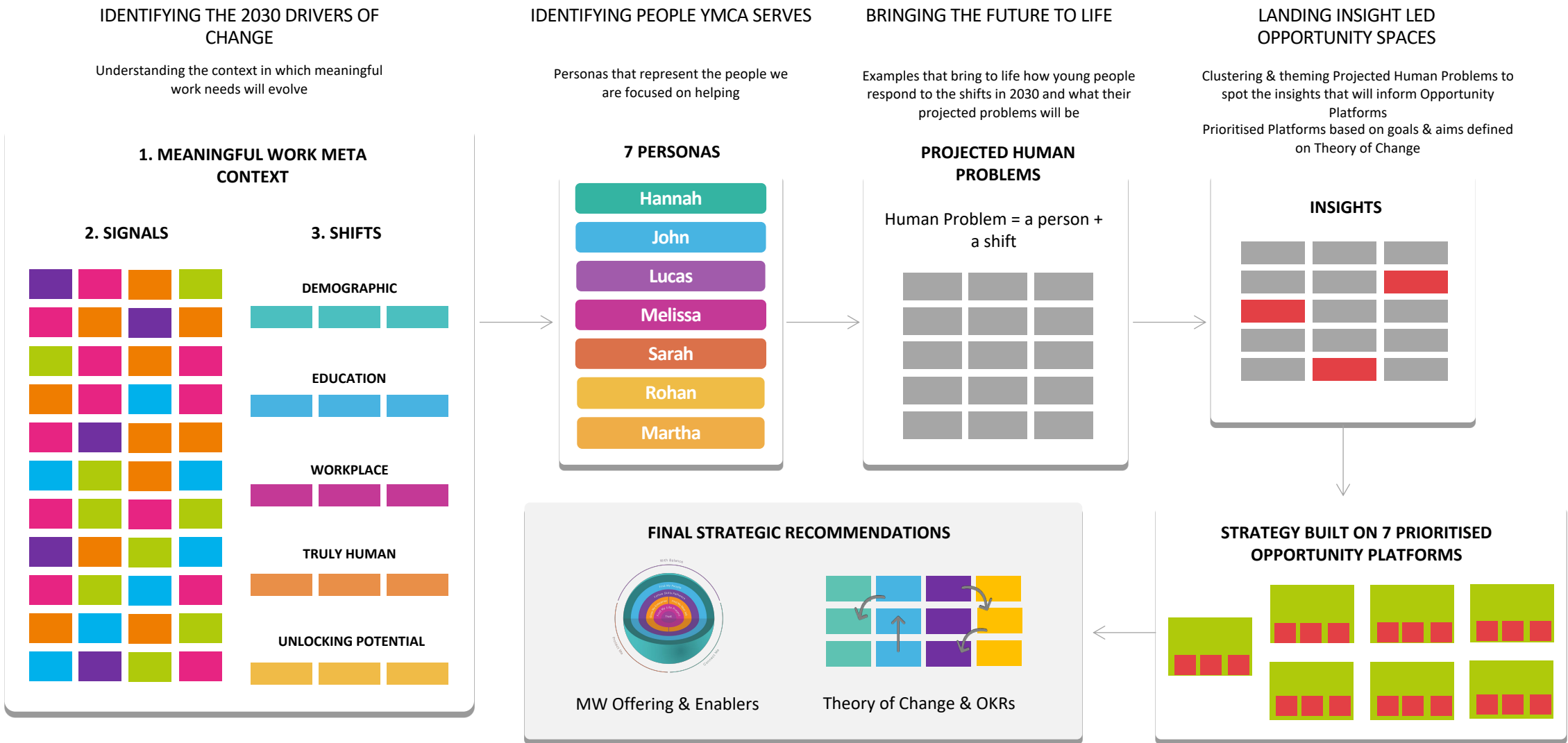
## Our Approach

# 03



# We took an additive approach to arriving at these strategic recommendations...


Our approach to defining an adaptive strategy for MW was to first define the future world of 2030 through identifying the Shifts and Signals that will shape this world. By adding people into this future world, we could identify the tensions that become the Human Problems that will need to be tackled by organisations like YMCA; this in turn leads us to the Opportunity Platforms we can go after and, after prioritizing, the MW offering we will take to our staff and volunteers and to our communities.




# ...underpinned by internal and external expert voices at every stage

We supported our own desk-based research by leveraging a vast network of experts throughout the project. We spoke at length with a range of voices within YMCA, leveraged an array of external SMEs from Accenture, fellow-NGOs and start-ups, to bring outside-in thinking to the fore, as well as testing concepts directly with YMCA Change Agents for real world feedback.


INTERNAL YMCA EXPERTS




**Colin MacFarlane**  
YMCA Scotland & COI for E&E




**Ianne Christine J. Aquino (Tintin)**  
YMCA Philippines & COI for E&E




**Tony El Mir**  
YMCA Lebanon & COI for E&E




**Victoria Trofimova**  
YMCA Ukraine




**Renata Ferrari**  
YMCA USA & COI for E&E




**Eugène Lucien MBEE**  
YMCA Cameroon & COI for E&E




**Kathleen Elsig**  
World YMCA




**Pedro Fueyo**  
YMCA Spain




**Caroline Chernov**  
World YMCA



**Gloria Shimuli Anyika**  
World YMCA




**Rehana Merali**  
Y Care International




**Dorina Lluka- Davies**  
YMCA Kosovo


ACCENTURE EXPERTS




**Mary Woodgate**  
UKI Lead for Accenture Development Partnerships




**Ben Cresswell**  
UKI Sustainability Services




**Ed Mehmed**  
Partner at ?What If! Innovation



**Alison Chevalier**  
Associate Director at ?What If! Innovation




**Aisling Wright-Goff**  
Business Strategy




**Heidi Strawson**  
Global Giving & Corporate Citizenship Partnerships Lead


EXTERNAL EXPERTS




**Simon Schmid**  
Partner at SkillLab




**Sergio Andrés Iriarte Quezada**  
ILO




**Karim Bin-Humam**  
Co-Founder at SkillLab



**Lena Xinyu Yan**  
ILO



**Katie Raymond**  
International Youth Foundation



**6 Change Agents**  
(Young YMCA leaders)

# Our Design Principles

In creating the Meaningful Work adaptive strategy, we uncovered several learnings that became our ethos for design.

Designing with these principles in mind ensures the work that is being delivered is achieving the desired impact. We would encourage their use in further phases.

## PRINCIPLES OF OUR APPROACH:

### Co-create with Your User

Co-designing young people's future WITH them, rather than for them

### Holistic View of the Individual

Considering intersectional inequalities and its complex impact in people's lives

### Global Sharing

Sharing processes, successes and learnings between Ys around the world for maximized impact

### Rooted in the Local Community

Make the most out of YMCA's genuine and organic deep roots in communities

### Serving the Underserved

Ensuring our services consider unique situations and adapt design to meet their needs

### Ecosystem Plays

Partner with existing solutions and experts in the space, where possible, rather than building from scratch





# 04

## The Strategy Deep Dive

# 04

## MEANINGFUL WORK OFFERING

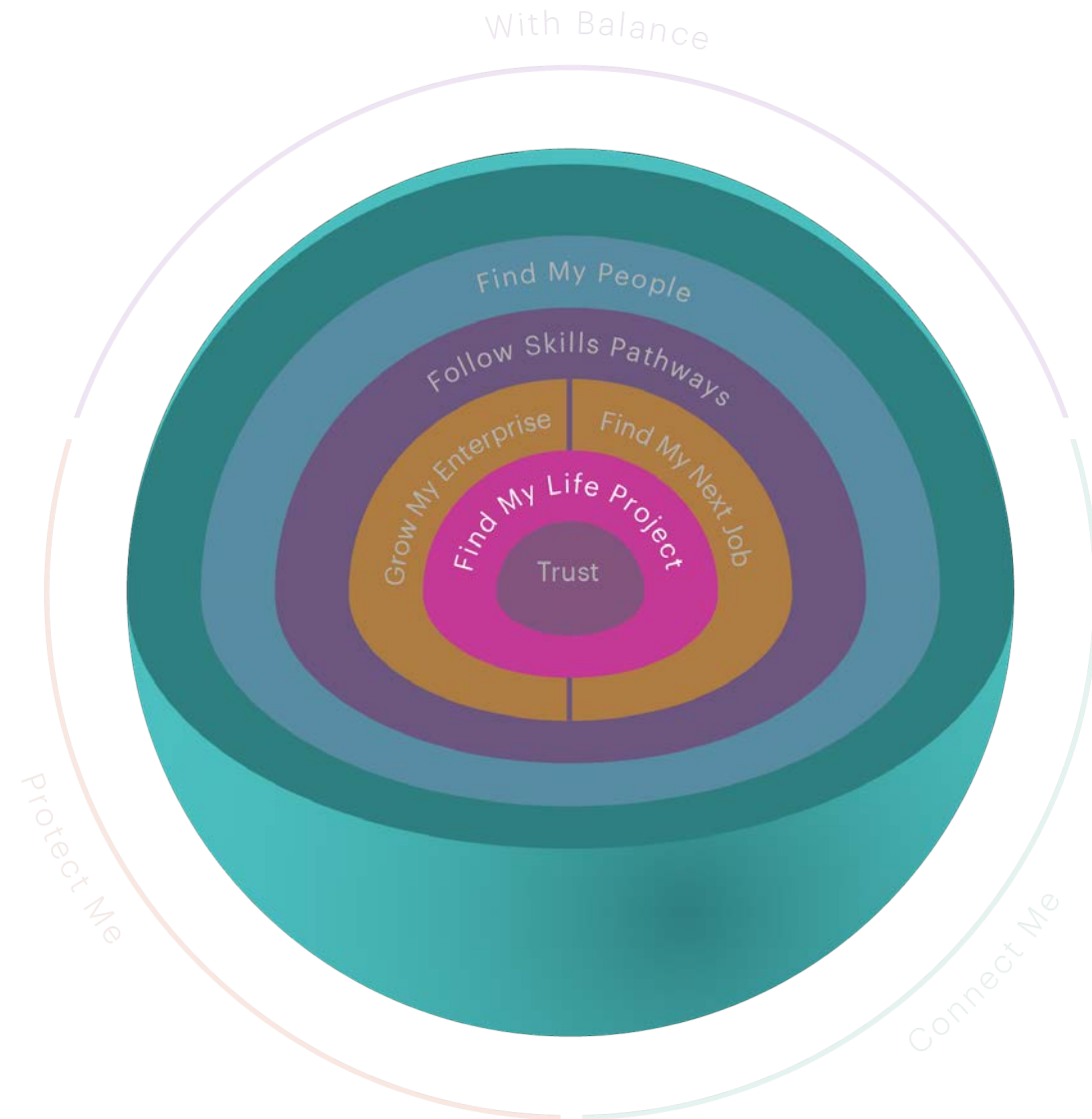
### Find My Life Project

#### CONTEXT

Everyone deserves the ability to unlock their potential, but not everyone is afforded the same opportunities to do so. This may be because of a lack of visibility on the opportunities available, an environment that doesn't foster the confidence and resilience necessary for an individual to thrive, or an absence of the guidance and steer necessary to help them make a long-term plan for success.

#### THE OFFERING

'Find My Life Project' will help individuals to find their life project and ignite their potential. YMCA will give young people greater exposure to the future possibilities in education, work or entrepreneurship – expanding their horizons. Participants will uncover what is important to them, what they enjoy doing and what they are good at. Empowered with this information, individuals – with the support of YMCA – will set goals and define a plan for getting there, adapting and overcoming obstacles they face on their way.





FLAGSHIP OFFERING

# Find My Life Project

## Human Problems Addressed

- Lack of awareness of available education, career, or entrepreneurship opportunities
- Inability to make long term life plans, due to external pressures that force to focus on day to day survival
- Lack of self esteem, belief and motivation to project goals into the future
- Current professional activity defines own identity, which creates tensions when need to transition into something else
- Career goals and dreams are misaligned with own skills and available opportunities in the market

## YMCA's Assets & Capabilities

- Trusted relationship with young people  
Network of volunteers
- Brand recognition with potential corporate partners/employers
- International credibility to influence policy and business at global level
- Broad array of experience in diverse cultural and socio-economic context

### Life Project coaching



Give access to Life Project coaches that will help identify an individual's skills, their career and life goals and help them to define a path towards success.

*Staff, volunteers, young people YMCA serves*

*YMCA USA x AMEX*

### Growth sector scanning



Partner with employers and future trend researchers to keep a constant up-to-date pipeline of in demand skills and areas of growth across the globe that will help inform people's Life Project ensuring they are aiming for viable careers.

*Everyone*

### Skills profiling



Partner with businesses like [SkillLab](#) to use AI to quickly and easily capture individuals' skills and experience – beyond their professional experience and education qualification.

*Job seekers, refugees, migrants*

*YMCA Spain*

### Job exchange



Advocate for programs where employees across industries and sectors can exchange places for a week to share knowledge, get inspiration from other lines of work, and experience (risk-free) whether other work avenues are better suited to them. Possibility of pilot internally first, within the YMCA operations.

*Formal workers*

### Industry outreach



Advocate that every business generating over X amount of revenue has to offer week-long paid internships for young people to come and discover what it is like to work in different industries. Link up schools with businesses and help young people gain clarity over where their passion may lie. Prioritise businesses at the local level.

*Young people*

### A Day in the Life



Create a programme where young people are given a chance to 'walk in the shoes' of others, experiencing different types of education, careers or even entrepreneurship. They can shadow people in real life, or watch a series of different video diaries online showcasing the world of opportunities out there.

*Everyone*

*YMCA USA Achievers Programme - in education*



YMCA Case Study



User



Foundational Initiatives



Secondary Initiatives



Internal



Programmatic



Advocacy



## MEANINGFUL WORK OFFERING

### Find My Next Job

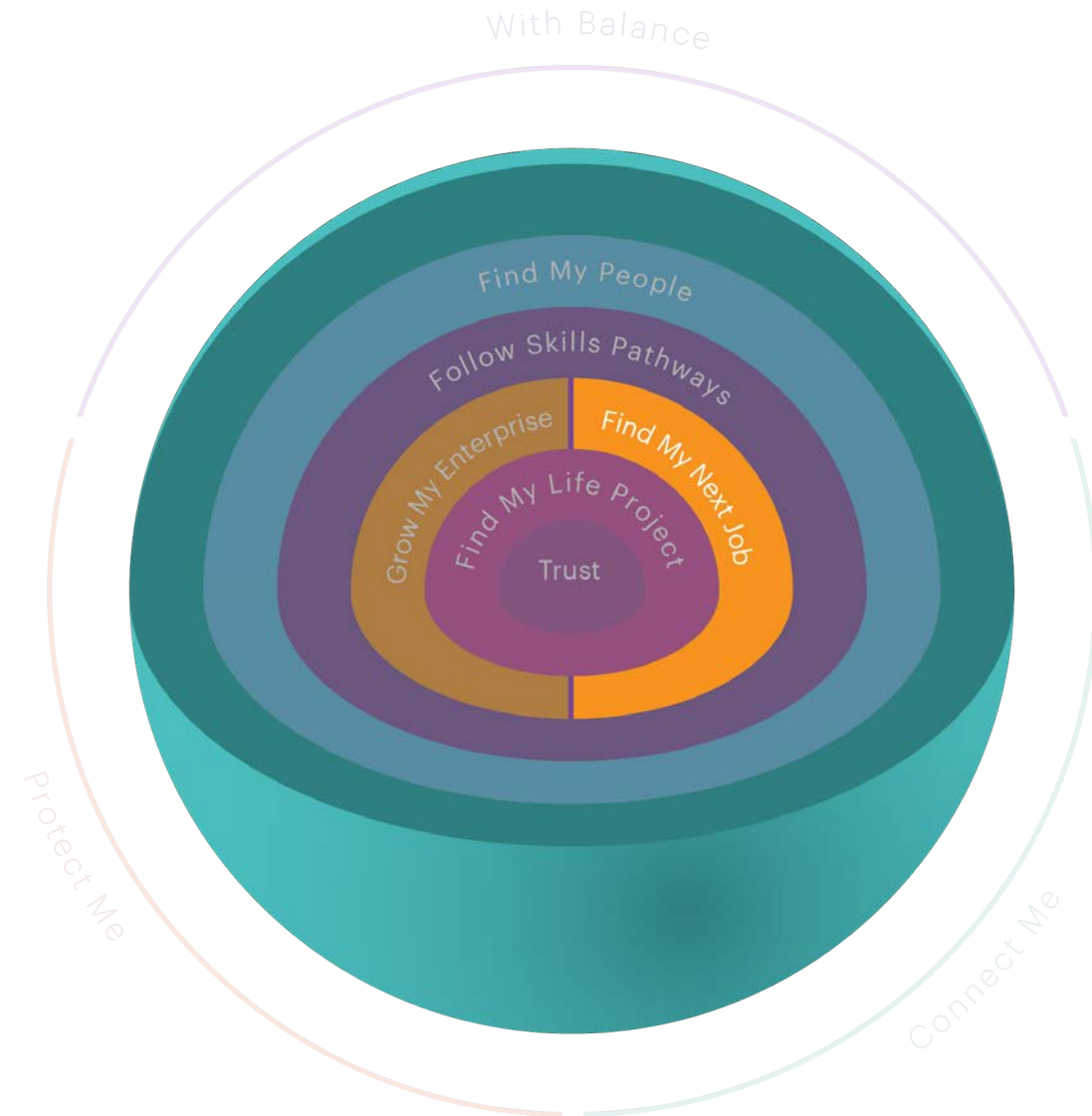
#### CONTEXT

In a world where the skills needed to integrate into the labour market are quickly changing, neither the education or employment systems will still be agile enough to help young people keep up with change. It will be key for individuals to – in the short term – understand their skills profile and match this to existing opportunities and – in the long term – identify and fill in the skill-gaps to elevate their career and build resilience.

#### THE OFFERING

**‘Find My Next Job’ will help young people from underserved communities to match their skills with the needs of employers, whilst also accounting for long-term aspirations.**

**YMCA can provide the role of matchmaker, leveraging its strong relationships with local businesses at the same time providing application support to help increase chances of success. By looping into Find My Life Project, YMCA can help find individuals the stepping-stone roles that help them to achieve longer-terms goals.**



SECONDARY OFFERING

# Find My Next Job

Human Problems Addressed

- Need to find a job and a revenue stream quickly
- Pressure to sustain family members and household
- Lack of awareness of own skillset and its utility
- Struggle to search, evaluate and find relevant job openings
- Lack of formal education and accreditation
- Inability to access government employment services due to mobility and accessibility issues
- Lack of self-esteem and confidence to thrive in application processes

YMCA's Assets & Capabilities

- Connections with National Employment Centres & local governments
- Access to partnerships with tech companies & employers
- Ability to reach remote and underserved communities by deploying Mobile YMCAs

Skills scanning



Scan the market regularly for most wanted skills – especially in manual labour and low-skilled jobs. This can be used to inform job seekers as well as YMCA staff organising upskilling programmes.



Job seekers & YMCA staff



YMCA Spain

Application support



Help young people prepare for their job applications and recruitment process – helping with CVs, writing cover letters, interview training – to build up their confidence and boost their job readiness.



Job seekers



YMCA Spain

Connecting to businesses



Create strong relationships with businesses to get better visibility over their open roles to match vulnerable individuals. YMCA becomes the go-to for employers to hire from, due to their unique access to a diverse pool of talent.



Job seekers of all ages and backgrounds



YMCA Spain

Mobile Employment Centre



Mobile units that offer employment support services to remote and underserved communities (rural or war zone areas), allowing to reach a wider number of people.



Job seekers



YMCA Ukraine & others

YMCA Job Fair



Event gathering potential employers, recruiters and job seekers in YMCA communities to create networking opportunities and open new doors towards employment.



Job seekers



YMCA Case Study



User



Foundational Initiatives



Secondary Initiatives



Internal



Programmatic



Advocacy

## MEANINGFUL WORK OFFERING

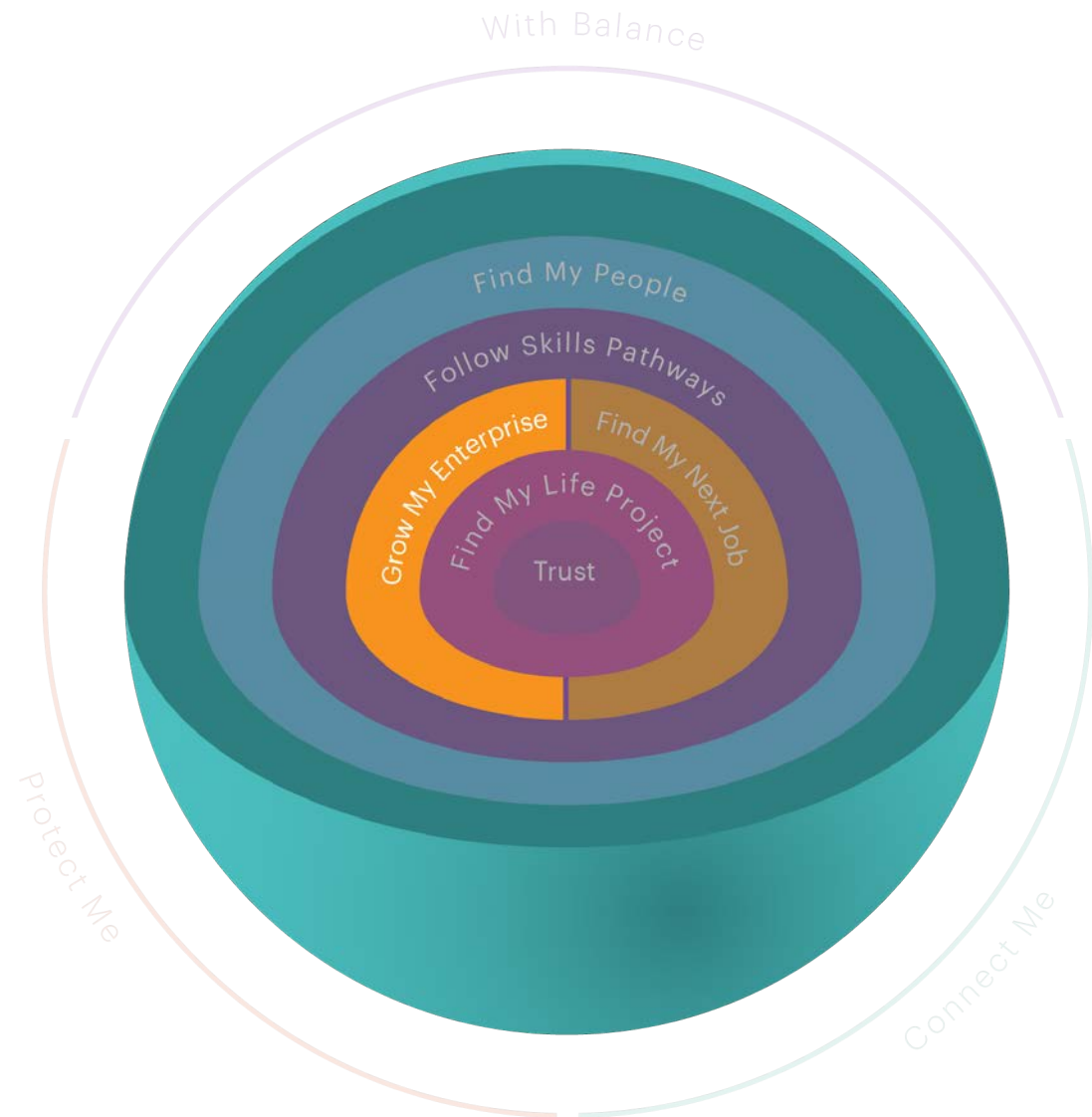
### Grow My Enterprise

#### CONTEXT

Whether it be a desire for greater flexibility and autonomy, or as a result of economic necessity (in countries where formal labour markets are underdeveloped), more and more young people are looking to entrepreneurship to earn a living. Whilst nice in theory, a number of barriers exist, preventing people from turning good ideas into viable, productive businesses. These include developing entrepreneurial skills, gaining necessary knowledge, and accessing capital to get things off the ground.

#### THE OFFERING

**‘Grow My Enterprise’ will support young entrepreneurs to build and grow their own businesses. From setting up a nail salon, to starting a new technology start-up, YMCA can tailor its offering to help founders and self-employed individuals come up with new business ideas, get access to capital, manage their operations and acquire new customers.**





SECONDARY OFFERING

# Grow My Enterprise

Human Problems Addressed

- Desire to start own business but lack of financial support, knowledge or technology to do so successfully
- Desire to have a job with high levels of autonomy and independence
- Lack of traditional education avenues into entrepreneurship
- Lack of access to network of mentors and advisors to develop and enhance social capital
- Lack of credibility and confidence when looking for investors or funding providers

YMCA's Assets & Capabilities

- Ability to give access to capital in various formats
- Existing network of alumni that have gone through YMCA entrepreneurship programmes
- Physical presence in underserved communities
- Ability to create partnerships with renowned accelerators/incubators

YMCA Incubator & Accelerator P

Partner with well-established start-up incubators or accelerators to share learning resources related to building and growing ventures. Create a centralised curriculum and network of mentors that can be adapted to local and individual contexts, depending on needs of each person and cohort.

 *Entrepreneurs*

 *YMCA Lebanon – women co-operative; YMCA Philippines – micro-entrepreneur training*

Access 2 Capital P


Provide training around capital raising and accessing funding, whilst also providing easier and quicker access to micro grants, peer-to-peer lending and micro-credit to get things started and accelerate business growth.

 *Job seekers & YMCA staff*

 *YMCA Spain*

YMCA Co-working Space P

Shared co-working space that promotes collaboration, knowledge sharing and offers business support to entrepreneurs. Providing everyone with internet connection, access to technical devices, space to work and meet other people.

 *Entrepreneurs, job seekers, businesses, students*

YMCA Alumni Network P

Creation of an online community that connects all entrepreneurs that YMCA has supported from around the world to promote sharing of best practices, learnings and a sense of belonging.

 *Entrepreneurs*

YMCA Enterprise Fund P

Bundle up a pool of YMCA-supported businesses to give investors access to a diverse group of entrepreneurs they can invest in, whilst meeting their D&I and ESG goals.

 *Investment funds, Corporates Entrepreneurs*

Software at Scale P

For businesses needing specific software to grow (invoicing, CRM, websites, social media management, Microsoft office), YMCA purchases licenses at scale for a reduced cost, passing on the cost reduction to entrepreneurs, giving them access to software at a discounted rate.

 *Entrepreneurs*



YMCA Case Study



User



Foundational Initiatives



Secondary Initiatives



Internal



Programmatic



Advocacy

## MEANINGFUL WORK OFFERING

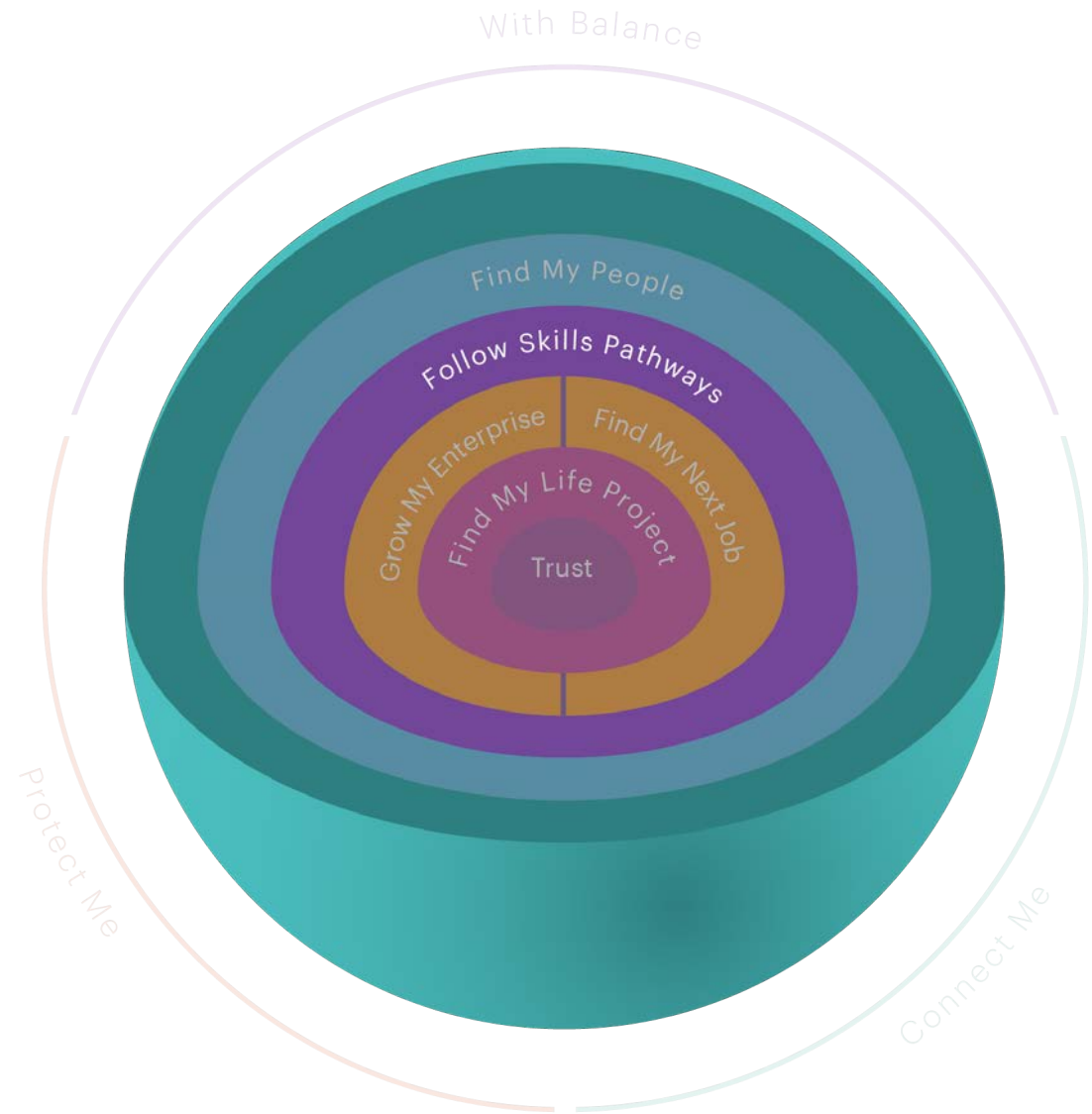
### Follow Skills Pathways

#### CONTEXT

In a world where traditional educational models will struggle to keep up with constantly changing in-demand skills, and the job landscape will endlessly transform, individuals will need access to continuous learning and upskilling in order to adapt to evolving job markets and remain competitive. As technology rapidly evolves and disrupts how we interact and work, it will be crucial for individuals to stay up to date and access new rewarding opportunities.

#### THE OFFERING

‘Follow Skills Pathways’ is founded on the idea that everyone should have the opportunity for lifelong learning. This offering will encompass a multitude of upskilling offerings that YMCA provides either themselves or in partnership, ranging from soft-skills training to build confidence, emotional intelligence and resilience, to digital skills, to keep up with technology advancements and improve productivity.



ANCILLARY OFFERING

# Follow Skills Pathways

Human Problems Addressed

- Lack of formal education and accreditations suitable for available jobs
- Lack of confidence, self-esteem and interpersonal skills
- Desire to boost leadership and life skills to thrive in the workplace
- Struggle to learn in a classroom environment
- Struggle to find job opportunities due to lack of experience
- Desire to get hands-on experience, as opposed to theoretical knowledge
- Businesses mainly focusing on years of experience and formal education degrees

YMCA’s Assets & Capabilities

- Existing leadership & soft skills trainings
- Partnerships with corporates with online courses that can be shared with young people
- Existing experience running vocational trainings and job application support, worldwide
- Existing YMCA facilities that can be turned into Digital Hub spaces

Online Life Skills Training



Partner with large corporates to give young people easy access to large online training courses (that already exist for employees), in a wide set of languages. This could promote a growth mindset, and boost resilience and motivation by training soft skills.

Everyone

Job-based Learning



Opportunity to learn-by-doing by designing and launching apprenticeship programmes in partnership with corporates, giving individuals from underprivileged backgrounds access to wages and education at the same time. YMCA becomes the go-to apprenticeship partner for corporates.

Job seekers

Vocational training & accreditation



Provide instructional courses that focus on the skills required for a particular job function or industry, based on individuals’ preferences and market needs. (e.g. serving, food prep, home care, etc.). At the end, provide a government-approved accreditation with market value to boost individuals’ chance of finding a job.

Job seekers

YMCA Honduras – government accreditation for non-formal education

Skills-First, Please



Advocacy programme to educational institutions and employers to have a skills-first approach to how they design curriculums and evaluate candidates – to promote more inclusive and flexible careers pathways.

Low-skilled job seekers

In-Demand Technical Skills Pathways



A centralised curriculum is created for frequently requested technical skills training in fields such as: digital literacy, green skills, etc., enabled by Impact Ventures where required.

Everyone

‘Teach-first’ for Occupational Jobs



YMCA could partner to create a training program where job seekers join occupational apprentices where they not only develop skills in different areas of work (care work, carpentry, food prep) but are also taught transferable skills that increase their ability to be hired into professional work.

Education institutions, employers



YMCA Case Study



User



Foundational Initiatives



Secondary Initiatives



Internal



Programmatic



Advocacy



## MEANINGFUL WORK OFFERING

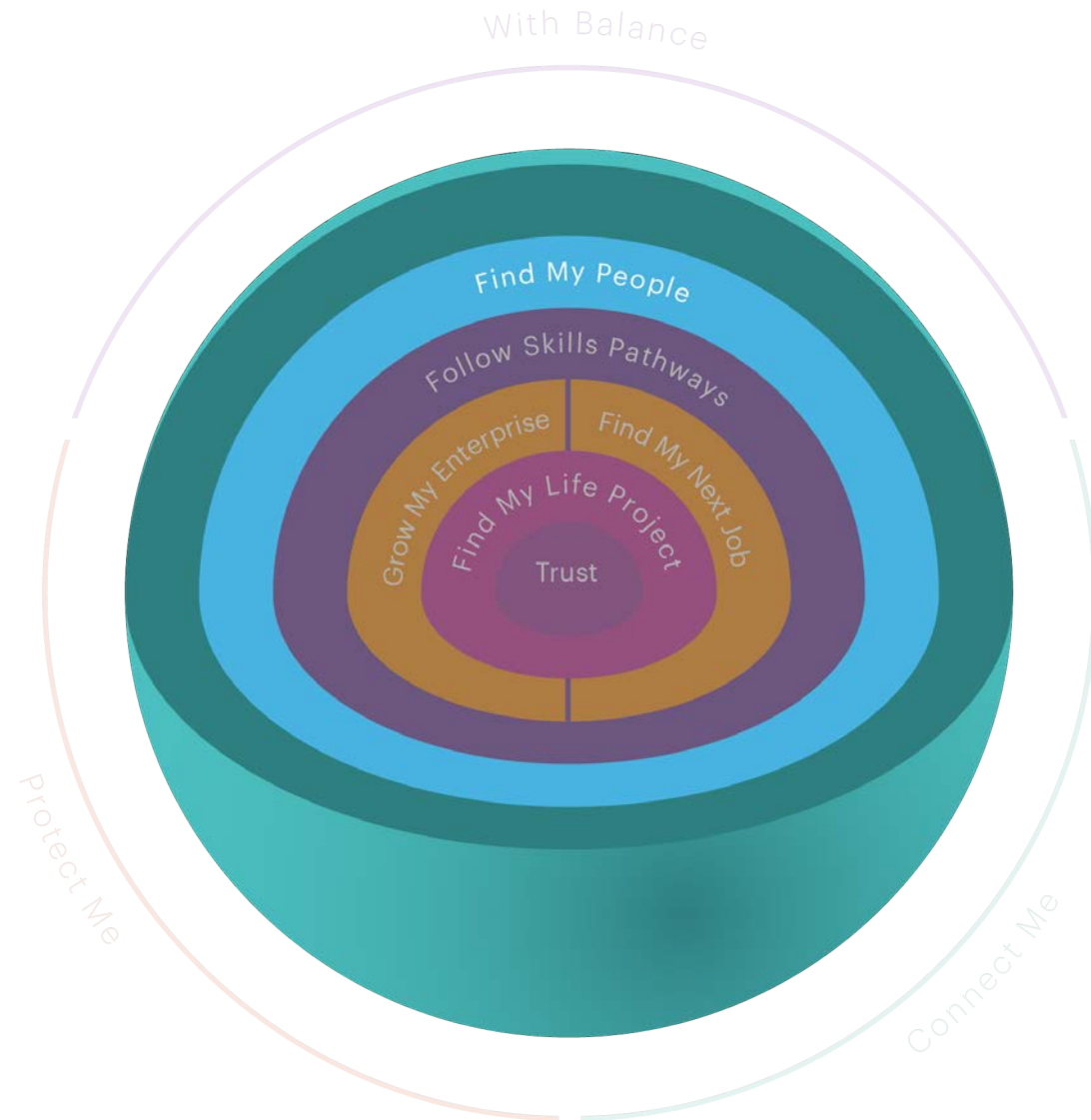
## Find My People

## CONTEXT

In a world where increased digitisation, social media and remote work has magnified feelings of loneliness and isolation, meaningful, non-transactional human connection can be hard to come by. An absence of relationships between different generations can leave both groups feeling disconnected and wary of one another, with valuable knowledge and cultural exchange being lost, as a result. There is a real yearning for people to connect with others and grow meaningful, supportive and mutually beneficial relationships.

## THE OFFERING

**'Find My People' will bring people together to provide the young or underserved the networks they may otherwise not have access to. YMCA will create new and existing programs that open up opportunities for mentoring and knowledge sharing across all walks of life.**



ANCILLARY OFFERING

# Find My People

## Human Problems Addressed

- Lack of positive role models to learn from and aspire to
- Desire to connect with like-minded individuals to share experiences, reflections and moments
- Lack of sharing of knowledge and learnings from previous projects across YMCAs
- Struggle to access tacit knowledge (personal wisdom, experience, insight, intuition) from experts and older generations
- Struggle to understand and use new technologies and novel social trends

## YMCA's Assets & Capabilities

- Strong community of diverse members with a variety of different skills and interests
- Huge backlog of successful past and present initiatives and lessons learnt
- Physical real-estate around the world that can be used for networking events

### Mentoring Scheme

P

Connecting young people to a network of inspiring mentors who help them develop the workplace skills, self-esteem, and social capital they need to kickstart their futures.

👤 *Everyone*

### Y Connect

P

A social media-like platform that enables individuals around the world that are part of the YMCA Movement to connect and learn from each other, asking 'silly' questions and advising each other based on their own experiences

👤 *YMCA alumni & young people*  
**YLS Initiative**

### Spotlighting Heroes

P

I

Comms initiatives to collect success stories from people that YMCA has supported into employment and happiness and sharing these across the organisation, promoting the creation of role models and belief in success.

👤 *Everyone*

### YMCA Knowledge Exchange

I

A generative AI-based, global, internal, knowledge exchange platform where different initiatives from around the world can easily be learnt about and relevant contact details identified.

👤 *YMCA staff*

### Reverse Mentoring

I

P

Match making between the old and young to mentor each other in skills, or knowledge that one party wants to develop and the other is highly experienced in.

👤 *Everyone*

### YMCA Networking Events

P

In-person and virtual networking events for young people to network with local business leaders, employers and institutional figures to provide them the networks usually afforded to the most privileged.

👤 *young people, job seekers, entrepreneurs*



YMCA Case Study



User



Foundational Initiatives



Secondary Initiatives



Internal



Programmatic



Advocacy

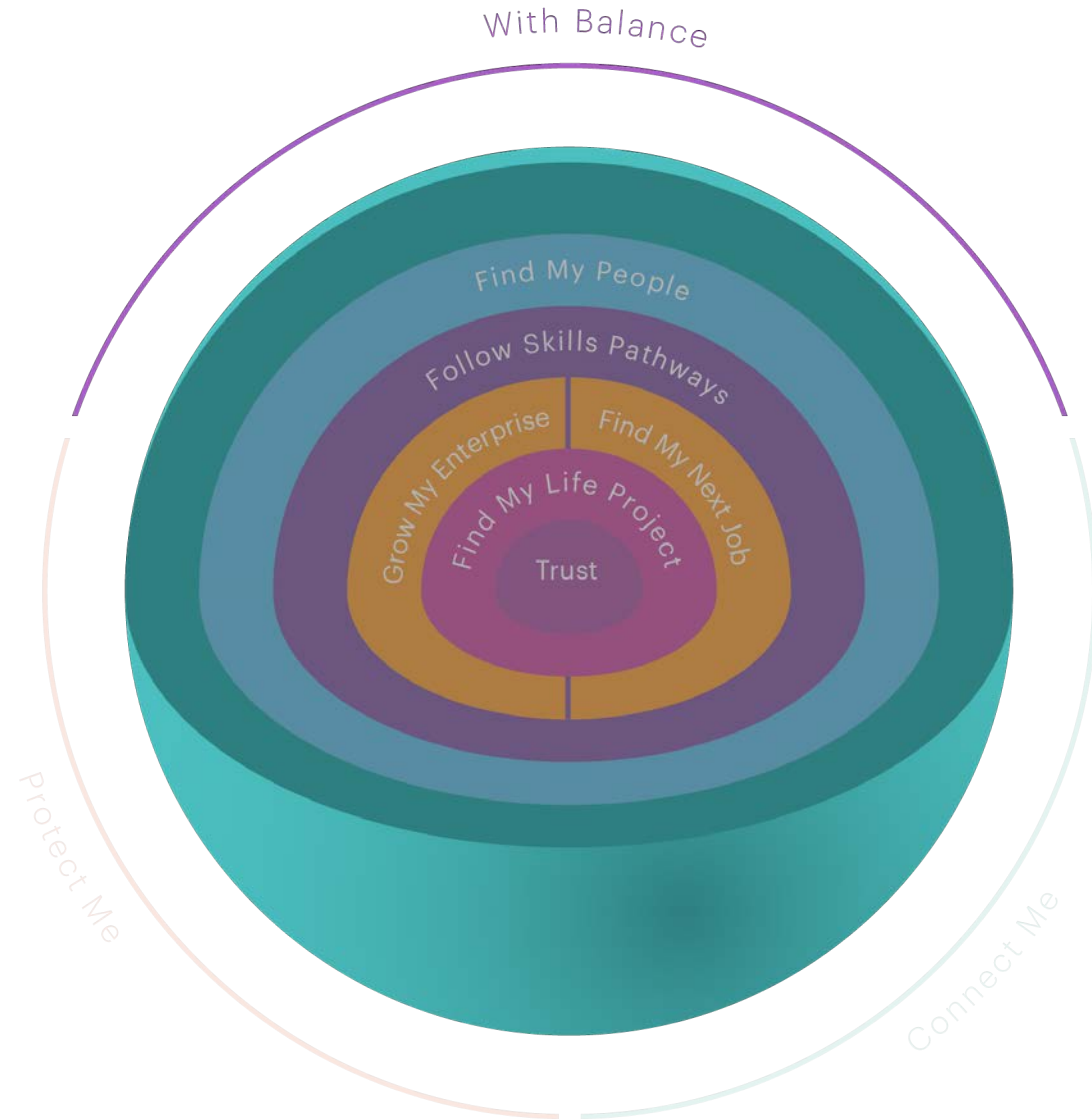
## MEANINGFUL WORK ENABLER

**With Balance****CONTEXT**

In a world where there is increased consciousness and openness about mental health, there is also an abundance of people struggling. Driven by a combination of enormous pressure coming from all angles: the steep rise of inflation, the impact of global warming on livelihoods and security, ongoing wars and crises around the world, social isolation driven by technology and social media, and the responsibility of caring for dependents, to name a few. These forces all create a pervasive sense of anxiety in life and can make every decision feel so critical.

**THE OFFERING**

**‘With Balance’ gives young people the opportunity to take care of their body, mind and spirit. YMCA will play a part in removing some of the stressors, showing young people they are not alone and helping them restore a healthy balance in their work and personal lives.**





OVERARCHING OFFERING

# With Balance

Human Problems Addressed

- Risk of falling into burnout due to high pressure and expectations at work
- Struggle to balance work and personal life
- Lack of mental health support from government-provided institutions
- Lack of safe spaces to openly talk about mental health issues and receive/give support
- Struggle to openly talk to someone about personal issues and behaviours

YMCA's Assets & Capabilities

- Strong, trustworthy and deep relationships with individuals in your community
- Existing sports facilities and experience running sports events
- Access to partners in the mental health space (tech start-ups, ally training providers, D&I audit)

Mental Health Allies



Partner to provide mental health awareness and support training to YMCA Staff, Volunteers and young people to equip them with the best tools to support those around them - creating a community of Allies, available to help anyone, any time.

- Staff, volunteers, young people
- YMCA Philippines – Peer counselling; YMCA Sweden – Mental health coaching

Holistic People



An advocacy campaign encouraging employers to look at individuals' entire lives when defining job expectations. Making additional allowances for people such as single mothers, or people responsible for caring for others.

- Everyone

Physical Fitness



Run internal sports events with staff, volunteers and young people to raise awareness around the benefits of physical movement to our mental health and encourage individuals to engage in it often.

- Staff, volunteers

Accredited Employer Platform



Audit businesses on their D&I practices and inclusive culture and accredit them with a 'YMCA-friendly' or 'young-people friendly' stamp – claiming that it is a welcome environment for people from vulnerable and underserved communities.

- Businesses & job seekers

The World of Wellbeing



Digital Wellbeing platform, available as a website and a mobile phone app, designed to enhance communication and conversation about the issue of mental health.

- Everyone

YLS Initiative

Counselling 4 All



Hire councillors or recruit volunteers to host drop-in therapy sessions in YMCA Centres, as well as on-the-go, meeting people where they are. On top of that, partner with mental health technology platforms like [Headspace](#) to provide around the clock support.

- Everyone

## MEANINGFUL WORK ENABLER

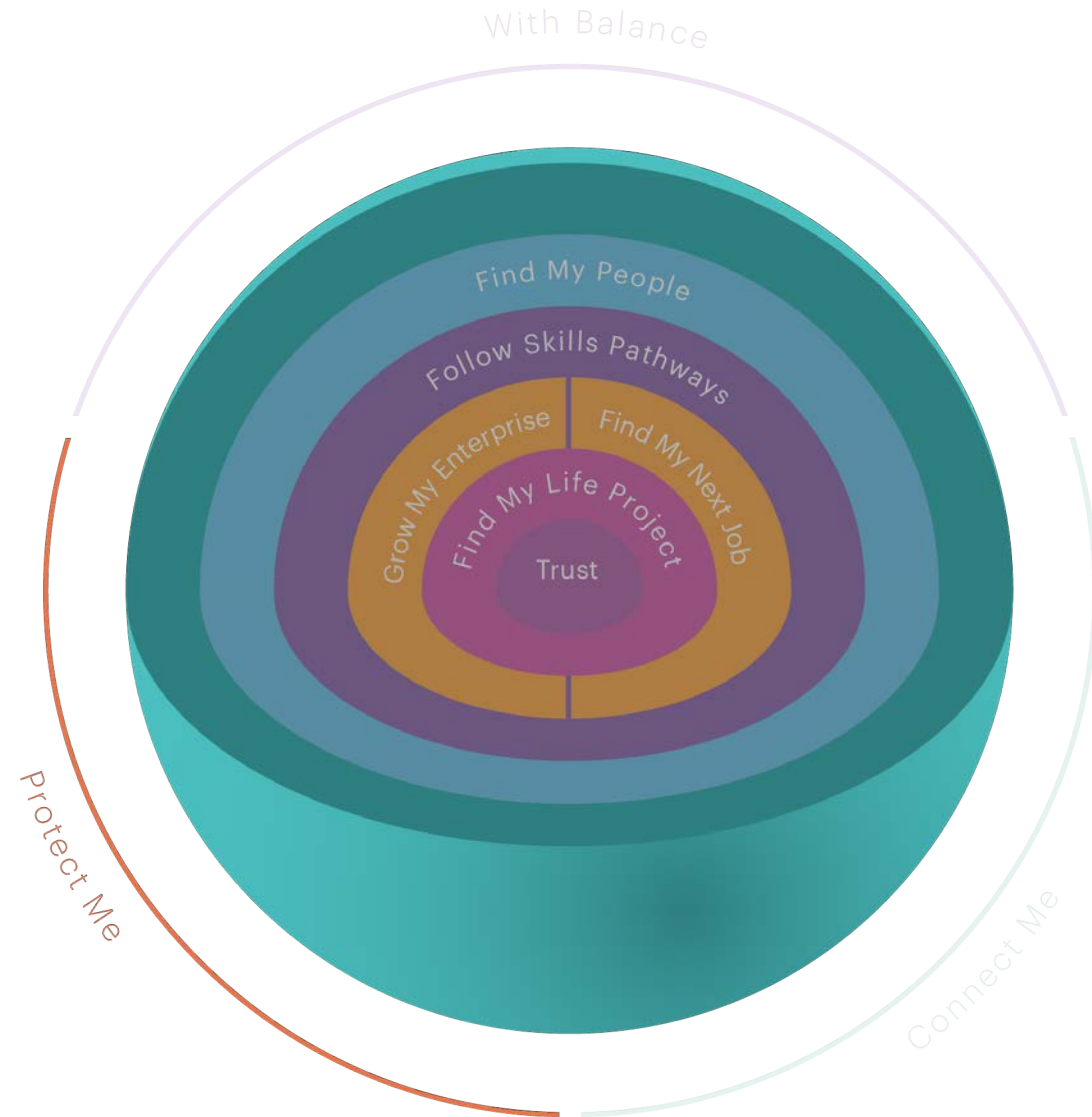
### Protect Me

#### CONTEXT

In a world witnessing increased market accessibility, and a desire for flexibility and autonomy over career paths, some individuals are finding new opportunities to access gig employment, whilst others are embarking on ventures that grant them greater control over their professional lives. However, it can be a daunting process – fears of exploitation, the unpredictability of finding work, knowing what steps to take, and the lack of security can leave individuals feeling anxious and overwhelmed. In other cases, these fears are well-placed, with reduced ‘safety nets’ and greater chances of exploitation in these new work dynamics.

#### THE OFFERING

**‘Protect Me’ looks at implementing fair and transparent systems that prioritize the well-being and rights of gig workers and employees. YMCA will advocate for businesses to flex to increase diversity and nurture it through meaningful practices, and for more flexibility that supports young people building multiple careers and enables them to work across borders, time zones and languages.**



ENABLER

# Protect Me

Human Problems Addressed

- Desire to have a job with high levels of autonomy and independence
- Fear to be exploited and lack of security mechanisms in the gig economy
- Lack of government-provided welfare structures
- Lack of financial literacy to make the most out of the system

YMCA's Assets & Capabilities

- Influential power over governments and organisations to advocate for better working conditions/protection of gig economy workers
- Existing YMCA facilities that can be turned into co-working spaces
- The name recognition to influence policy at a national level
- Desirability of powerful organisations to partner with YMCA

Gig Literacy Courses



Education helping individuals navigate the gig landscape, teaching not only entrepreneurial skills, but long term planning (e.g. health insurance, pension plans, unemployment readiness)

*Gig workers, Entrepreneurs*

*YMCA MW COI*

YMCA Benefits System



To make less sought-after jobs that have a demand shortage more desirable, YMCA could partner with organisations to create a benefits system for these workers– e.g. discounted child care, language courses, creativity programmes, discounts on certain products and services, etc.

*Occupational job workers*

*YMCA USA*

YMCA stamp of value



People who work in the jobs that keep society functioning but are seen as less desirable could be given a ‘YMCA stamp of value’ that entitles them to discounts at different food & retail chains.

*Occupational job workers*

YMCA Wage Top-up



Advocacy programme to employers to fight low wages in some targeted industries, to ensure fair pay in less ‘desirable’ jobs (e.g. cleaning, farming, teaching, carers, manual work). YMCA can join ongoing advocacy efforts such as by the World Business Council for Sustainable Development on this topic and inspire collective advocacy efforts by youth groups to have a larger voice.

*Low-skilled job seekers, employers*

Gig membership



A YMCA membership that informal workers can join and pay a monthly small fee to, in order to receive some of the protection that formal workers receive from employers (tax assistance, pensions, life insurance, health insurance, access to training, co-working space)

*Entrepreneurs*

Informal Protection



Advocate for governments to put policies in place that protect informal workers from exploitation and ensures their rights are safeguarded.

*Gig Workers, Entrepreneurs*



## MEANINGFUL WORK ENABLER

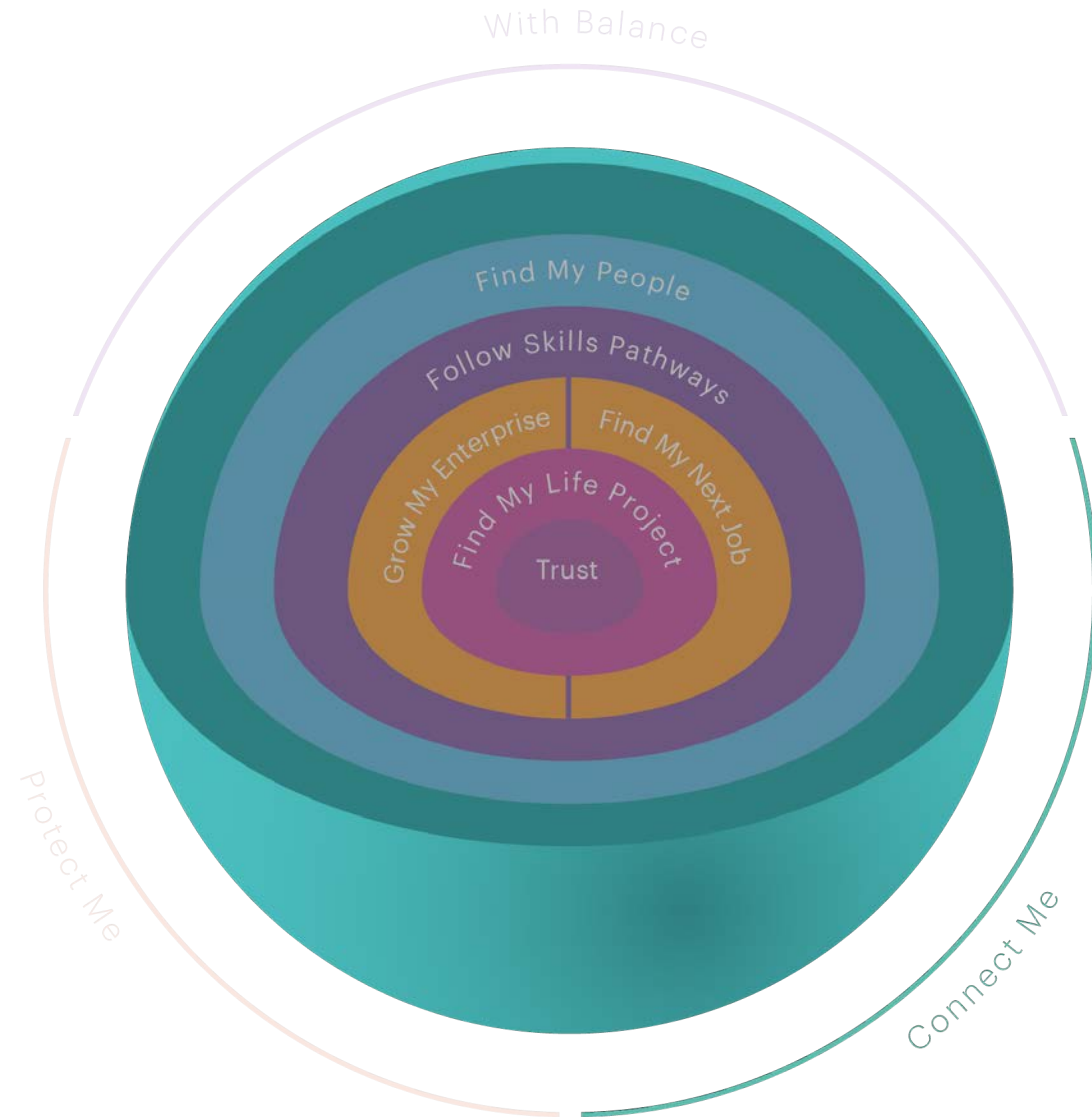
### Connect Me

#### CONTEXT

In a world where harnessing new technologies and quickly building relevant skills creates enormous competitive advantage, it is easy to very quickly feel left behind and out of date. With the pace of technological advancements only accelerating, knowing how to make efficient use of them can be challenging – especially for older generations and people underserved communities. For those with limited, or no, internet access ('digital poverty'), the chasm between the 'haves' and 'haves not' has never been greater.

#### THE OFFERING

**'Connect Me' fights for digital equity and inclusion, by to closing the chasm and bringing digitally isolated members of society online and teach them how to make the most of it – no matter of where they are in the technology adoption curve.**



ENABLER

# Connect Me

Human Problems Addressed

- Inability to interact with the online world fully, when, where and how an individual needs to
- Fear of new technology and the potential impact it can have in society and our lives
- Struggle to understand and use new technologies

YMCA's Assets & Capabilities

- Expertise from HP/Accenture Digital Hub project that can be shared and utilised in other contexts
- Access to remote communities
- Existing YMCA facilities that can be turned into Digital Hub spaces
- Access to partnerships with governments and corporates

Digital Hubs

P

Community spaces where people can access technology devices and the internet for free. Partner with corporates to fund the equipment and support in designing top user experience in the space, to promote collaboration and well-being – can be made available in mobile/pop-up format.

Ⓔ *Students, Job Seekers, Entrepreneurs*

🌐 *Several YMCAs x Accenture, HP*

Tech Myth Busting

P

I

Partner with experts in different digital solutions and big technology to debunk some of the most common fears and barriers that digital novices face around the world. Host events or online videos series to help understand how they can make the most of new technology. Ensure this is available in a myriad of languages.

Ⓔ *Everyone*

Internet Access 4 All

A

Advocacy programme bringing governments and businesses together to promote access to internet and tech devices to all, especially targeting underserved communities.

Ⓔ *Remote communities, those with limited access to the internet*

Low-tech Communications

P

In partnership with tech companies, create a way to communicate relevant job openings, job fairs, or networking events to those with limited access to the internet via SMS.

Ⓔ *Job seekers without access to internet*

🌐 *YMCA India*



YMCA Case Study



User



Foundational Initiatives



Secondary Initiatives



Internal



Programmatic



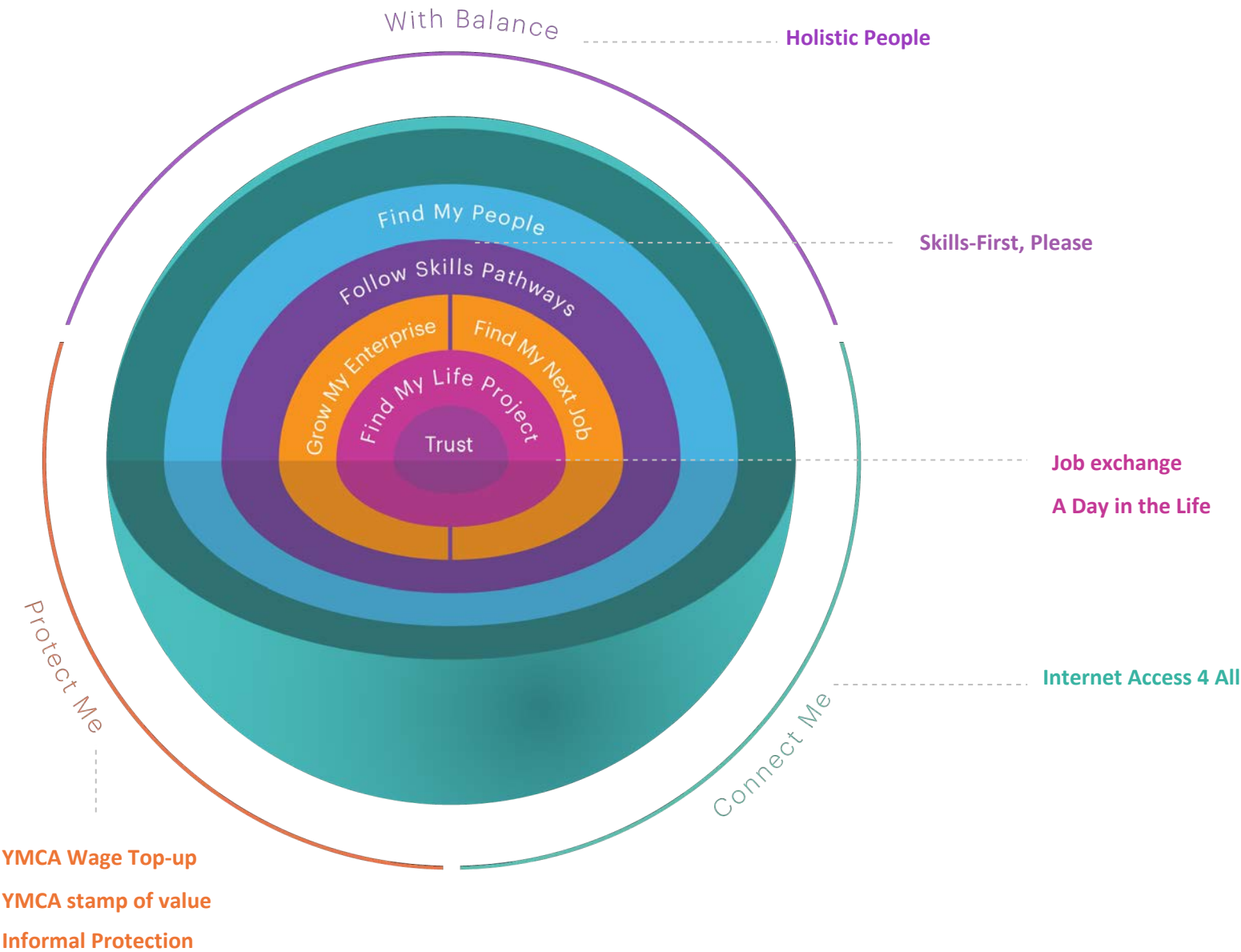
Advocacy

# Advocacy Initiatives

GET BACK TO STRATEGY OVERVIEW

## What does YMCA stand for?

- **A holistic view of the individual** – considering intersectional inequalities and its complex impact in people’s lives
- **Fair pay** – no matter the nature of the job or its circumstances
- **Protection against exploitation** – ensure individuals’ basic needs are met and they have the right conditions to prosper
- **Positive, inclusive and empathetic workplace culture** – that creates safe spaces and allows people from all backgrounds to thrive
- **Access to equal opportunities** – from education to technology, from dreams to aspirations







05

# Making This Real

05

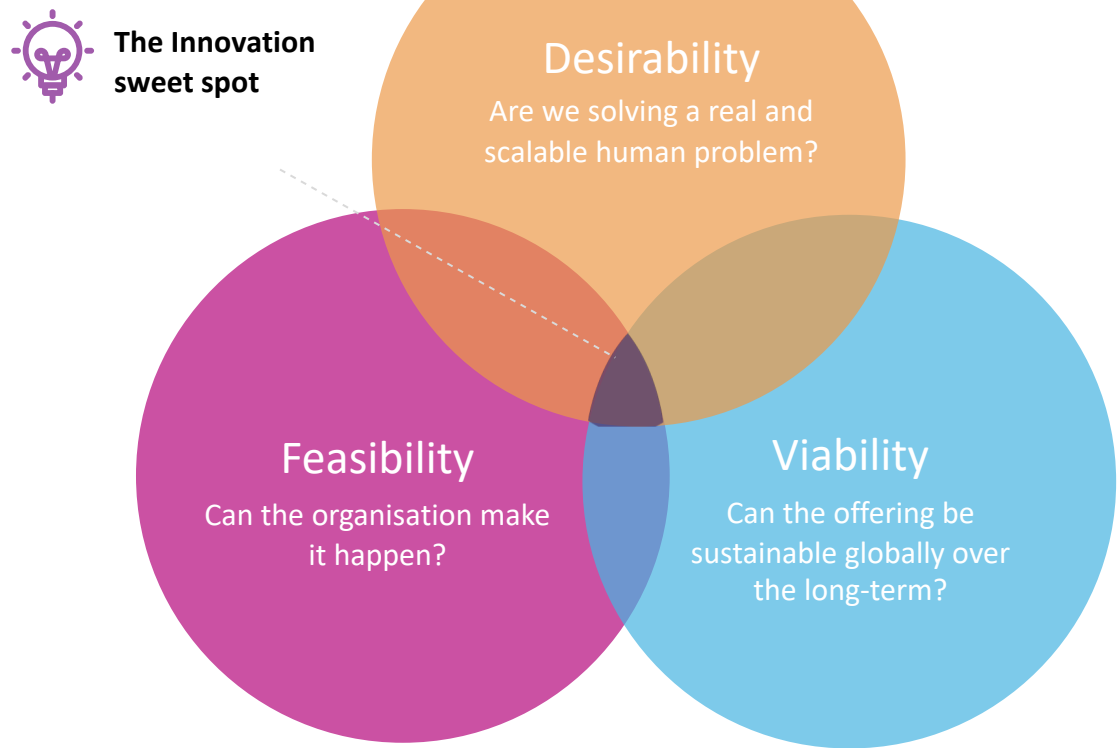
# So what happens now...?

A strategy is only as good as the implementation. With this in mind, we propose getting it out into the world and engaging with local Ys to build it into their processes. Follow on activities will revolve around defining and testing an end-to-end journey, underpinned by technology and partner solutions – which World YMCA can facilitate.

NOW	NEXT	LATER
<p>Get the strategy out there into the world and people experimenting with initiatives to deliver instant impact</p> <p>Socialize the Strategy:</p> <ul style="list-style-type: none"><li>• Develop a comms plan for getting the strategy out there to national and local Ys</li><li>• Develop and deliver trainings and webinars on MW</li><li>• <i>Col E&amp;E: Settle on a definition of MW for YMCA</i></li></ul> <p>Get Experimenting:</p> <ul style="list-style-type: none"><li>• Encourage Ys to pick up initiatives and experiment with them using a ‘test to learn’ framework</li><li>• Capture insights and learning from Y experiments and iterate strategy based on this</li></ul> <p>Continuous Storytelling:</p> <ul style="list-style-type: none"><li>• Start to collect initial success stories</li></ul>	<p>Define the End-to-End offering that requires the joined-up effort of World YMCA and explore new options for funding</p> <p>Pilot the End-to-End Offering:</p> <ul style="list-style-type: none"><li>• Define the detailed MW offering journey outlining ‘build’, ‘borrow’, or ‘scale’ requirements</li><li>• Scope an MVP offering that can be piloted across select Ys</li><li>• Build out – in partnership – necessary solutions to power the MVP offering</li><li>• Pilot the MVP using ‘test and learn’ framework to fuel iteration</li></ul> <p>Define the Employer Offering:</p> <ul style="list-style-type: none"><li>• Explore the role employers need to play in the MW strategy and how YMCA can facilitate this and deliver value to employers</li><li>• Define a MW Employer offering and test</li></ul> <p>Build in New Funding Models:</p> <ul style="list-style-type: none"><li>• Build a use case that demonstrates value of MW offering</li><li>• Identify the ventures that YMCA can partner with to power the MW offering (in collaboration with Future of Youth Fund)</li></ul> <p>Continuous Storytelling:</p> <ul style="list-style-type: none"><li>• Share success stories to build momentum</li></ul>	<p>Work with partners and local Ys to build out and scale the offering globally</p> <p>Scale the MW Offering:</p> <ul style="list-style-type: none"><li>• Iterate the offering based on experimentation results and feedback</li><li>• Build out necessary technology solutions and any content, training materials or physical assets needed to deliver programs</li><li>• Set-up governance systems and ‘MW Champion network’ to aid implementation</li><li>• Roll-out offering across Ys, providing training and support as required</li></ul> <p>Scale New Funding Models:</p> <ul style="list-style-type: none"><li>• Establish Fund at scale as an effective global investment vehicle that incorporates ventures that support the MW offering</li></ul> <p>Continuous Storytelling:</p> <ul style="list-style-type: none"><li>• Build a user-generate story repository that people can upload/download from to get inspiration, drive advocacy and uptake</li></ul>



As the strategy continues to develop it's important that it creates 'product-user' fit, this is where it hits the innovation sweet spot...



We have kick-started the learning journey for this offering but there is still more to learn to reduce uncertainty and de-risk further to ensure we are delivering something that creates real word impact for our staff and volunteers and young people.

We can ensure a well-rounded proposition by learning through the lenses of user desirability, financial viability and technical feasibility, the intersection of which is what we see as the innovation sweet spot.

A test and learn approach will be the key to success, starting small and employing a fail fast mindset will be critical to stay agile and pivot as you uncover learnings and fresh insight.



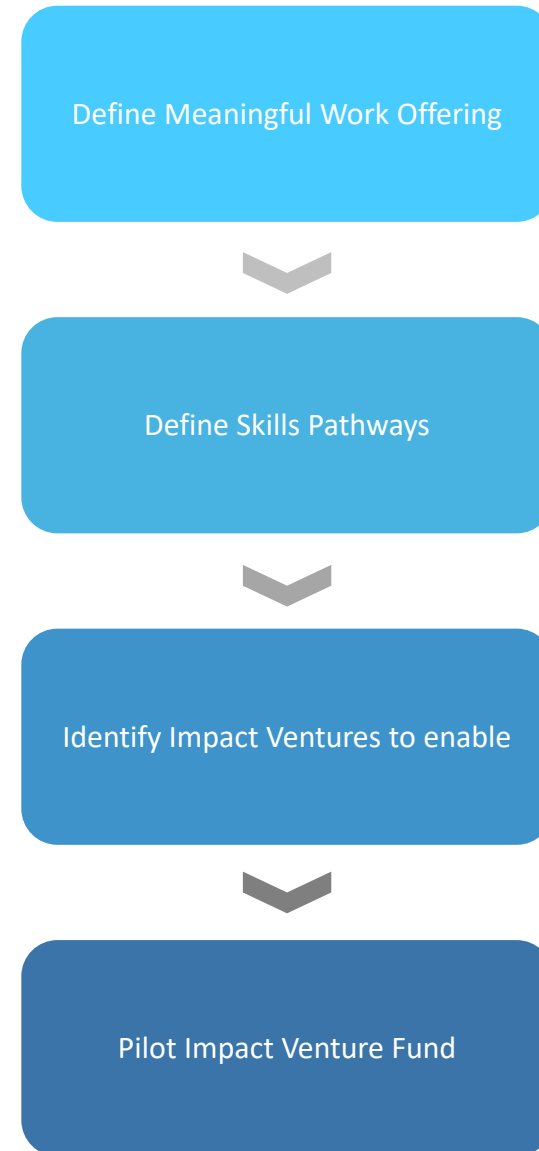
# A Word on Funding

NGOs are at a critical juncture when it comes to fundraising. A recent survey of INGO leaders conducted by the University of Oxford found ‘money’ to be the most commonly referenced factor predicted to shape the NGO ecosystem of 2030. With the proportion of funding that INGOs receive from appeals to finance humanitarian assistance falling to a record low of 52% in 2020, there’s an increasing realisation that traditional sources of fundraising are likely to reduce with new sources required.

## Impact Investing

Facing into this changing funding landscape will require novel approaches to funding. One such approach is to design and implement new financing mechanisms that bring impact investors and NGOs together.

The market for impact investment is estimated at over \$1.2 trillion, and to date is under-allocating capital to youth unemployment, despite the rising investment potential of Skills & Pathways Impact Ventures, presenting a significant opportunity for YMCA to lead in this space, putting impact investments at the core of the MW strategy.



# Making This Real: Frameworks & Worksheets

## How to keep the strategy adaptive

**It's important that the MW strategy is regularly revisited to ensure it is truly adaptive**

The framework below is a suggestion for activities to conduct to ensure the MW strategy is kept up-to-date, retaining its relevance and ability to drive impact for our people and beneficiaries.

Strategy Element	Frequency & Nature of Review*	Who's involved?	What's the process?
<b>Future World View (shifts &amp; signals)</b>	Annually - Stock check 3-5 years - Review Process	• Industry Experts • Global YMCA staff • Other partners	1. Gather perspectives from global YMCA staff on what all changes to local communities 2. Document perspectives on changing the world 3. Review perspectives on changing the world 4. Review perspectives on changing the world 5. Review perspectives on changing the world
<b>Future Opportunities</b>	Annually - Stock check 3-5 years - Review Process	• YMCA Advisory Committee	1. Review perspectives on changing the world 2. Review perspectives on changing the world 3. Review perspectives on changing the world 4. Review perspectives on changing the world 5. Review perspectives on changing the world
<b>MW Theory of Change</b>	Annually - Stock check 3-5 years - Review Process	• YMCA Leadership Team • MW Advisory Committee	1. Review perspectives on changing the world 2. Review perspectives on changing the world 3. Review perspectives on changing the world 4. Review perspectives on changing the world 5. Review perspectives on changing the world
<b>Key Audiences (personae)</b>	Annually - Reflection & Update	• MW Advisory Committee	1. Review perspectives on changing the world 2. Review perspectives on changing the world 3. Review perspectives on changing the world 4. Review perspectives on changing the world 5. Review perspectives on changing the world
<b>Value Propositions</b>	Annually - Reflection & Update	• MW Advisory Committee	1. Review perspectives on changing the world 2. Review perspectives on changing the world 3. Review perspectives on changing the world 4. Review perspectives on changing the world 5. Review perspectives on changing the world
<b>Priority Initiatives</b>	Bi-annually - Creation	• MW Advisory Committee • Regional Directors • Functional Leaders • All YMCA staff	1. Review perspectives on changing the world 2. Review perspectives on changing the world 3. Review perspectives on changing the world 4. Review perspectives on changing the world 5. Review perspectives on changing the world
<b>Actions</b>	Quarterly - Creation	• Functional Leaders • All YMCA staff	1. Review perspectives on changing the world 2. Review perspectives on changing the world 3. Review perspectives on changing the world 4. Review perspectives on changing the world 5. Review perspectives on changing the world

\*These are recommended timelines. Major transformative events like COVID-19 pandemic could trigger an immediate review of all strategic elements.

### WHAT IS IT

- A suggestion of activities to conduct to ensure the MW strategy is kept up-to-date, retaining its relevance and ability to drive impact for our people and the people YMCA serves.

## Checklist for needs of underserved

**Global checklist for serving the underserved**

For each initiative, ask yourself what it might mean for beneficiaries in unique situations and how it can be adapted to meet their need

Worksheet

	What about beneficiaries who...	Will our initiative need adapting? (Y/N)	If yes, how might we adapt it?
<b>Have no access to...</b>	<ul style="list-style-type: none"><li>The internet</li><li>Digital devices</li><li>Electricity</li><li>Public transport</li><li>A Private home / space to do homework</li><li>Education</li><li>Nutritious food &amp; water</li><li>Proper shelter</li></ul>		
<b>Are suffering with...</b>	<ul style="list-style-type: none"><li>Mental distress</li><li>Substance abuse issues</li><li>Learning disabilities</li><li>Physical disabilities</li><li>Domestic violence</li><li>War and conflict</li></ul>		
<b>Are responsible for...</b>	<ul style="list-style-type: none"><li>Caring / providing for others</li><li>Home-schooled children</li><li>Fighting for freedom</li></ul>		

### WHAT IS IT

- A guide for each initiative to check it considers (young) people in unique situations and how it can be adapted to meet the needs of people from underserved communities and backgrounds.

## Hypotheses & Experiments

**Assumption Testing & Experimenting**

As you produce a set of assumptions to test, keep in mind that you should be testing for the initiative's Desirability, Feasibility and Viability. Here are some questions to help you start creating hypotheses.

DO THEY WANT IT?

- How do they feel about it?
- What do they think it will do for them?
- What do they think it will do for the community?

**Assumption Testing & Experiments**

For each initiative, ask yourself what assumptions around Desirability, Viability and Feasibility you would need to test to ensure Product User Fit? How do they play a role in terms of Desirability vs. Feasibility?

CAN WE DO IT?

- What needs to go into it?
- What resources do we need?
- Who are we the best at?
- What are we going to do?
- Can we deliver on it?

**Assumption Testing & Experiments**

Check to see if your hypotheses (assumptions) is practical. It's time to define your experiment set up. For each assumption, ask yourself what experiment can you run to de-risk and build confidence on the initiative?

The following table will help you to make the following things explicit:

- What needs to be true for your hypothesis to be true?
- How are you going to test if that hypothesis is true or false?
- What are you going to measure to validate your hypothesis?
- How does success look like? What's the threshold?

When prioritising experiments, we suggest you start with very cheap and very fast experiments (low fidelity) to de-risk and to design the initiative as you progress and reduce uncertainty.

The goal is to build the most, low-risk, low-fidelity and rough experiments (prototypes).

Given some of the initiatives have already been successfully launched by some YMCAs, we suggest starting with those, as you can easily build on others' learnings.

Assumption	Experiment	Metric	Outcome
Assumption 01			
Assumption 02			
Assumption 03			
Assumption 04			
Assumption 05			
Assumption 06			

### WHAT IS IT

- Proposed next steps on hypotheses building and experimentation for a test-to-learn approach for prioritised initiatives
- Worked example of hypotheses and experiments to run for an initiative

# It's important that the MW strategy is regularly revisited to ensure it is truly adaptive

The framework below is a suggestion of activities to conduct to ensure the MW strategy is kept up-to-date, retaining its relevance and ability to drive impact for our staff and volunteers and young people.

Strategy Element	Frequency & Nature of Review*	Who's involved?	What's the process?
<b>Future World View (shifts &amp; signals)</b>	Annually – Stock check 3-5 years – Review Process	<ul style="list-style-type: none"> <li>Industry Experts</li> <li>Global YMCA staff</li> <li>Change agents</li> </ul>	<ol style="list-style-type: none"> <li>Collect perspectives from global YMCA staff on what will change for local communities</li> <li>Combine this with perspectives on macro trends from experts</li> <li>MW core team consolidate input and identify clusters</li> <li>Leadership time prioritise clusters to craft future world view relevant to YMCA</li> </ol>
<b>Future Opportunities</b>	Annually – Stock check 3-5 years – Review Process	<ul style="list-style-type: none"> <li>YMCA MW Advisory Committee</li> </ul>	<ol style="list-style-type: none"> <li>MW Advisory Committee craft potential future opportunities specific to the Future World and based on the input from YMCA staff, Change Agents and experts</li> <li>Test these roles with the MW Advisory Committee to identify what resonates most with the group</li> <li>Collate core elements of the opportunities that stand to deliver the greatest impact for YMCA</li> </ol>
<b>MW Theory of Change</b>	Annually – Stock check 2-3 years – Review Process	<ul style="list-style-type: none"> <li>YMCA Leadership Team</li> <li>MW Advisory Committee</li> </ul>	<ol style="list-style-type: none"> <li>Review aims and vision with leadership team and make any changes</li> <li>Run ToC sessions with global MW staff</li> <li>Develop updated vision statement</li> <li>Communicate to entire organisation</li> </ol>
<b>Key Audiences (personas)</b>	Annually – Reflection & Update	<ul style="list-style-type: none"> <li>MW Advisory Committee</li> </ul>	<ol style="list-style-type: none"> <li>Reflect if these personas are still representative based on YMCA's offering today</li> <li>Make any tweaks via consultation with Advisory Committee, ensuring the groups are mutually exclusive and collectively exhaustive (MECE)</li> </ol>
<b>Value Propositions</b>	Annually – Reflection & Update	<ul style="list-style-type: none"> <li>MW Advisory Committee</li> </ul>	<ol style="list-style-type: none"> <li>Retrospective update based on work completed in the past year</li> <li>Reflect on future opportunities ambition and progress against prospective value propositions</li> <li>Ideate on what YMCA would need to <b>stop, start and accelerate</b> to deliver the desired value for the key audiences</li> </ol>
<b>Priority Initiatives</b>	Bi-annually – Creation	<ul style="list-style-type: none"> <li>MW Advisory Committee</li> <li>Regional Directors</li> <li>Functional Leaders</li> <li>All YMCA Staff</li> </ul>	<ol style="list-style-type: none"> <li>Run exercises with regional teams to gather ideas for transformative initiatives that help achieve the future opportunities and ToC aims</li> <li>Run a prioritisation session and identifies the initiatives with the most impact and feasibility</li> <li>Role out Global set of fundamental, priority initiatives</li> </ol>
<b>Actions</b>	Quarterly – Creation	<ul style="list-style-type: none"> <li>Functional Leaders</li> <li>All YMCA Staff</li> </ul>	<ol style="list-style-type: none"> <li>Team leaders take this information away and communicate their team's focus</li> <li>They develop quarterly actions that will help achieve the initiatives in their region</li> <li>Delivery and monitoring</li> </ol>

\*These are recommended timelines. Major transformative events (e.g. COVID-19 pandemic) could instigate an immediate review of all strategic elements.

# Global checklist for serving the underserved

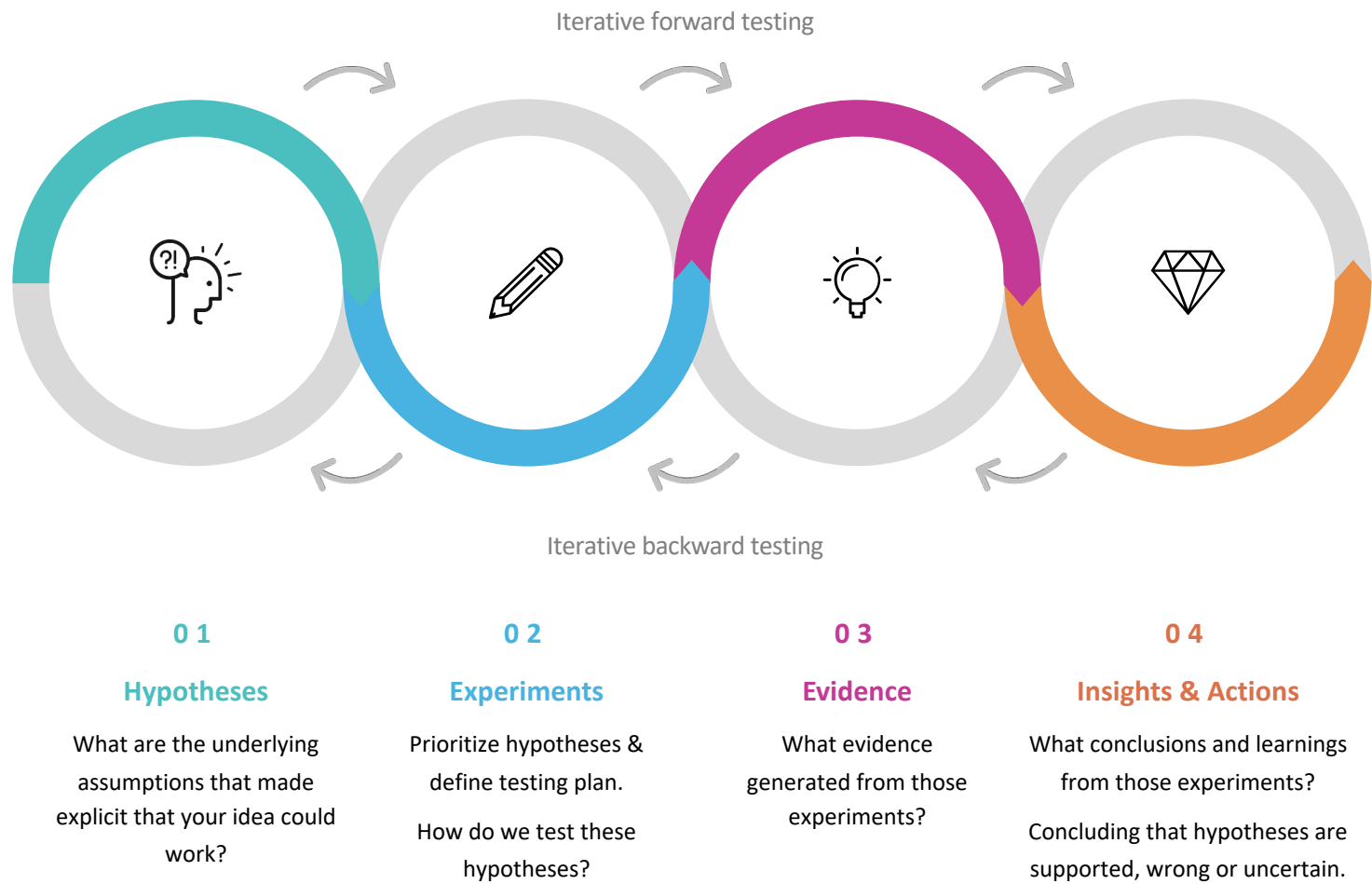
For each initiative, ask yourself what it might mean for young people in unique situations and how it can be adapted to meet their needs

	What about young people who...	Will our initiative need adapting? (Y/N)	If yes, how might we adapt it?
Have no access to....	The internet		
	Digital devices		
	Electricity		
	Public transport		
	A Private home / space to themselves		
	Education		
	Nutritious food & water		
	Proper shelter		
Are suffering with...	Mental illnesses		
	Substance abuse issues		
	Learning disabilities		
	Physical disabilities		
	Disease outbreaks		
	War and conflict		
Are responsible for...	Caring / providing for others		
	Home-schooling children		
	Fighting for freedom		



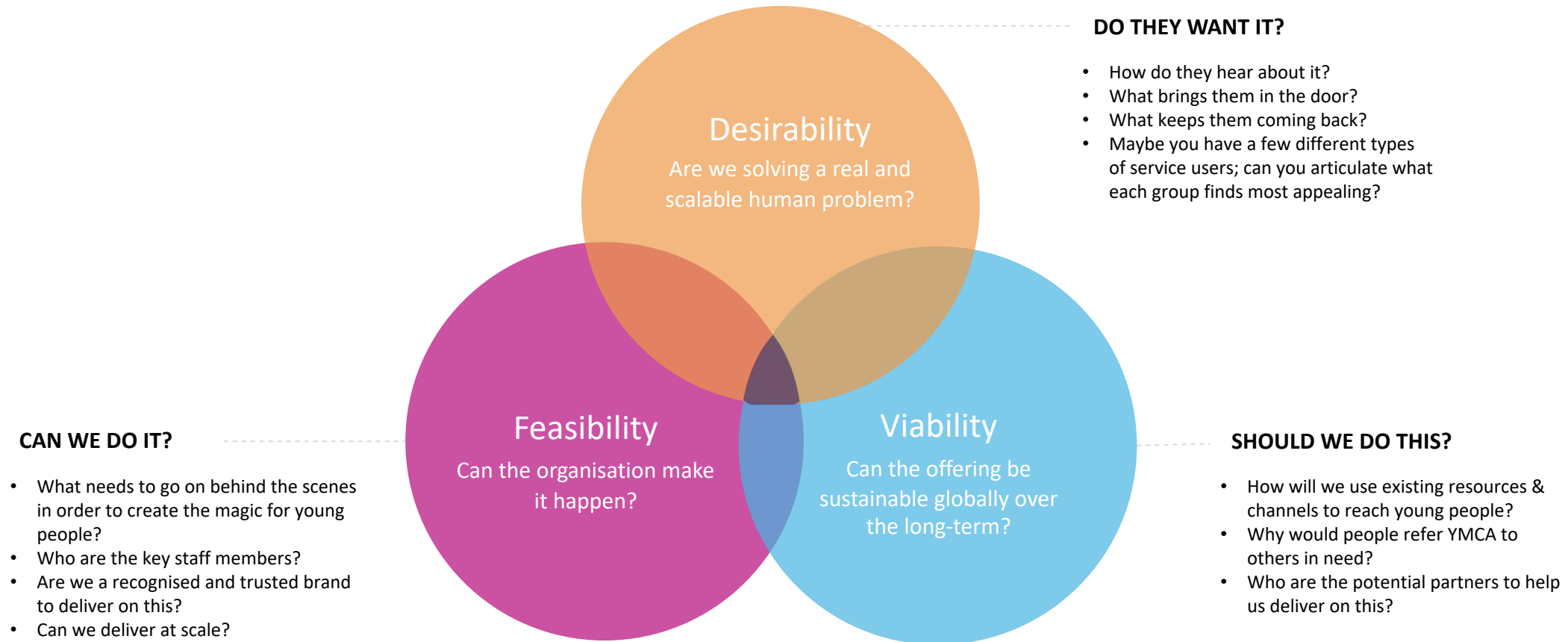
# Assumption Testing & Experimenting

We suggest you select a set of initiatives to kickstart your MW strategy and experiment with them using a ‘test to learn’ framework. As you test, you’ll capture insights and learn from other YMCAs, and iterate as you go.



# Assumption Testing & Experimenting

As you produce a set of assumptions to test, keep in mind that you should be testing for the initiative's Desirability, Feasibility and Viability. Here are some questions to help you start creating hypotheses:




# Assumption Testing & Experiments

For each initiative, ask yourself what assumptions around Desirability, Viability and Feasibility you would need to test to ensure Product-User Fit? How do they plot in terms of Criticality vs. Certainty?

Key:

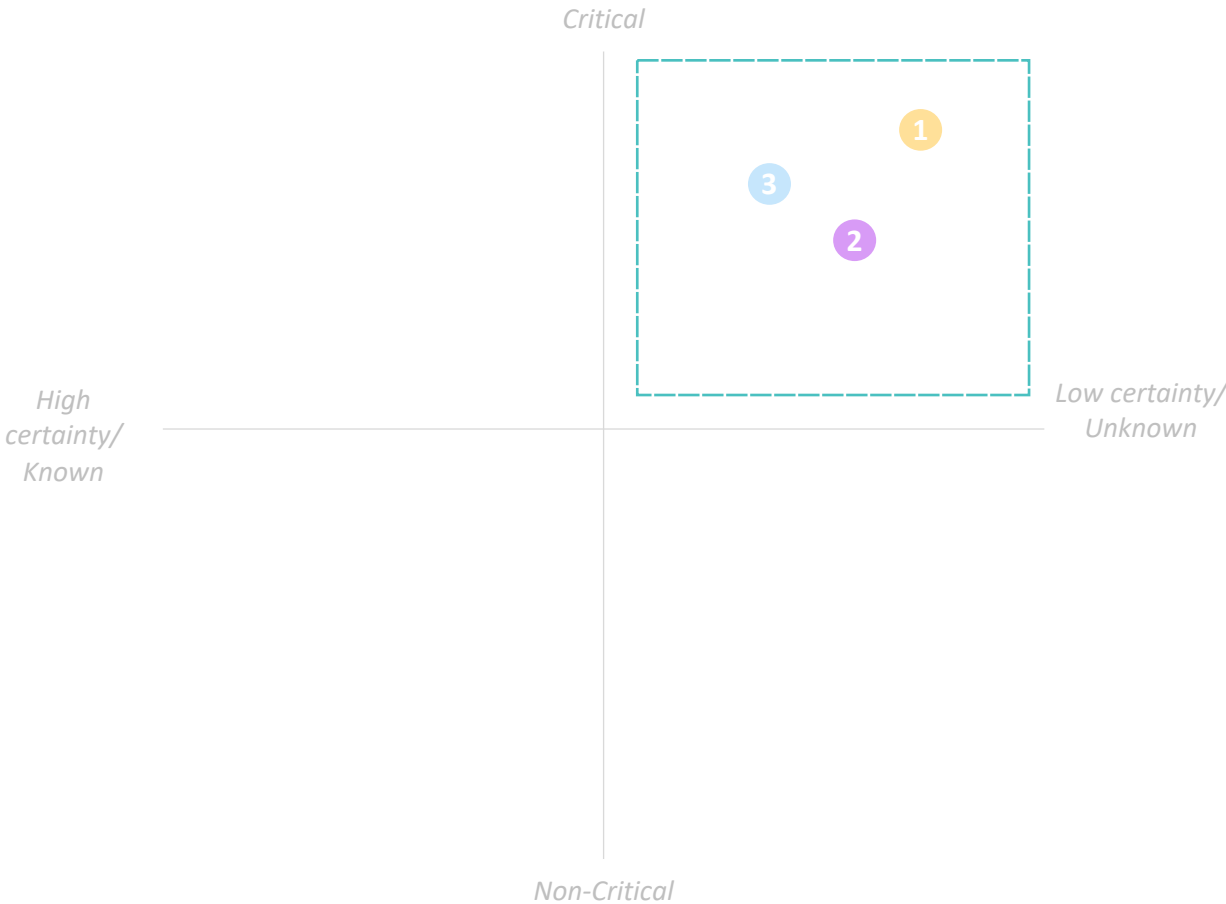
 Desirability

 Viability

 Feasibility



**Top Tip:** Identify which assumptions are critical by asking yourself: If this assumption were invalidated, would it ruin our initiative?



Assumptions	
1	Assumption
2	Assumption
3	Assumption
4	Assumption
5	Assumption
6	Assumption



- Those assumptions in the top right quadrant (unknown + critical) should be evaluated further using experiments.
- The top left quadrant (known + critical) should be evaluated against your current roadmap and backlog.
- The bottom right (unknown + non-critical) assumptions should be lead to generating more information through user interviews or other testing methods.
- The bottom left quadrant (known + non-critical) should be deferred.

# Assumption Testing & Experiments

Once you get all your hypotheses formulated & prioritised, it’s time to define your experiment set up. For each assumption, ask yourself what experiment can you run to de-risk and build confidence on the initiative?

The following table will help you to make the following things explicit:

- 1. *What needs to be true for your idea(s) to work (aka hypothesis, assumption, or simply guess)?*
- 2. *How are you going to test if that hypothesis is true or false?*
- 3. *What are you going to measure to (in)validate your hypothesis?*
- 4. *How does success look like? What's the threshold?*

When prioritising experiments, we suggest you start with very cheap and very fast experiments (low fidelity) to recalibrate and re-design the initiative as you progress and reduce uncertainty.

The goal is to start building low-cost, low-risk, low-fidelity and rough experiments/prototypes.

Given some of the initiatives have already been successfully launched by some YMCAs, we suggest starting with those, as you can easily build on others’ learnings.

Assumption	Experiment	Metric	Criteria
Assumption #1	Outline of the experiment to investigate the validity of your hypothesis.	Outline of the data you will measure.	Target threshold to support or refute your hypothesis.
Assumption #2			
Assumption #3			
Assumption #4			
Assumption #5			
Assumption #6			



# Assumption Testing & Experiments

There are many ways you can test your initiatives' Desirability, Feasibility and Viability, at different stages of the innovation process. Here are some examples to guide your thinking:



## Shifts & Signals Opportunity Platforms

Market and user research allowed us to gather knowledge on societal trends, tech innovation and internal processes that might affect our initiatives' desirability, feasibility and viability.

- Desktop research, trends observation, data collection and analysis.
- Opportunity platform identification and deep-dive



## Interviews & Field Research

Gathering qualitative data from focus groups with potential users, partners and employers allowed to understand genuine thoughts and beliefs around our initiatives and validate early-stage hypotheses.

- Interviews with experts & potential users
- Focus groups



## Sign-up & Wizard Of Oz Testing, Etc.

Putting out comms and advertising on the value proposition of the initiative - allows to detect and quantify user intent in using or signing up for an initiative.

- Sign-up sheets & signatures
- Running core value proposition of initiative at a small scale
- Wizard of Oz testing <sup>1</sup>



## Prototype & MVP

Prototypes are used to test all variables - feasibility, desirability, and viability of the solution in mind. A prototype is a low-cost, low-risk and rough artifact that aims to test the waters.

- High fidelity app
- Fully fledged enactment of the user experience



Phase 1 - MW Adaptive Strategy



We're here

N O W

N E X T

<sup>1</sup> Research experiment in which subjects interact with a computer system that subjects believe to be autonomous, but which is actually being operated or partially operated by an unseen human being

# Assumption Testing & Experiments

Example Initiative: **YMCA Co-working Space**

Example

Assumptions	
1	Young people in the area need a co-working space to work, collaborate, and network.
2	Individuals would be willing to pay a nominal fee to access the co-working space.
3	Young people are interested in participating in community events, workshops, or networking opportunities provided by the co-working space.
4	The revenue generated from membership fees and partners sponsorship will cover operational costs and ensure the sustainability of the co-working space.
5	There is enough demand in the local market to support the co-working space's growth and expansion.
6	YMCA's brand and mission will resonate positively with the target audience and attract potential members.
7	YMCA has the necessary resources, expertise, and capacity to operate and manage a co-working space.



# Assumption Testing & Experiments

Example

Example Initiative: **YMCA Co-working Space**

Assumption	Experiment	Metric	Criteria
<i>Young people in the area need a co-working space to work, collaborate, and network.</i>	Put up a sign-up sheet in a busy area of the YMCA Centre and send out an email to the community announcing the launch of the space in the near future.	# of sign-ups	Dependent on local context & YMCA size
Individuals would be willing to pay a nominal fee to access the co-working space.	Pilot a temporary co-working space to see how many individuals pay a nominal fee and regularly use the space.	# of people paying a nominal fee to access the space for an extended period of time	Dependent on local context & YMCA size
Young people are interested in participating in community events, workshops, or networking opportunities provided by the co-working space.	Include a variety of events in your pilot program or conduct a survey to assess the level of interest in different types of activities.	# of sign-ups, # of shows	Dependent on local context & YMCA size
<i>The revenue generated from membership fees and partners sponsorship will cover operational costs and ensure the sustainability of the co-working space.</i>	Develop a detailed financial model, projecting income from memberships and sponsorships, events, and services, and compare it to the estimated expenses.	Revenue generated by initiative	Revenue-generating (vs. loss)
<i>There is enough demand in the local market to support the co-working space's growth and expansion.</i>	Research the local business landscape, potential competitors, and the number of freelancers, start-ups, and small businesses in the area/in your community.	/	/
<i>YMCA's brand and mission will resonate positively with the target audience and attract potential members.</i>	Conduct brand perception surveys and gauge how well your values align with the interests of the young professionals you are targeting.	/	/
<i>YMCA has the necessary resources, expertise, and capacity to operate and manage a co-working space.</i>	Conduct an internal assessment to evaluate the skills and resources available, past projects and learnings, and identify any gaps that need to be addressed.	/	/

The background of the slide is a dense, overlapping collage of various colored paper scraps. The colors include shades of blue, orange, yellow, red, green, and purple. The scraps are cut into different shapes, mostly triangles and irregular polygons, creating a textured, abstract pattern.

# 06

## Appendix

# 06

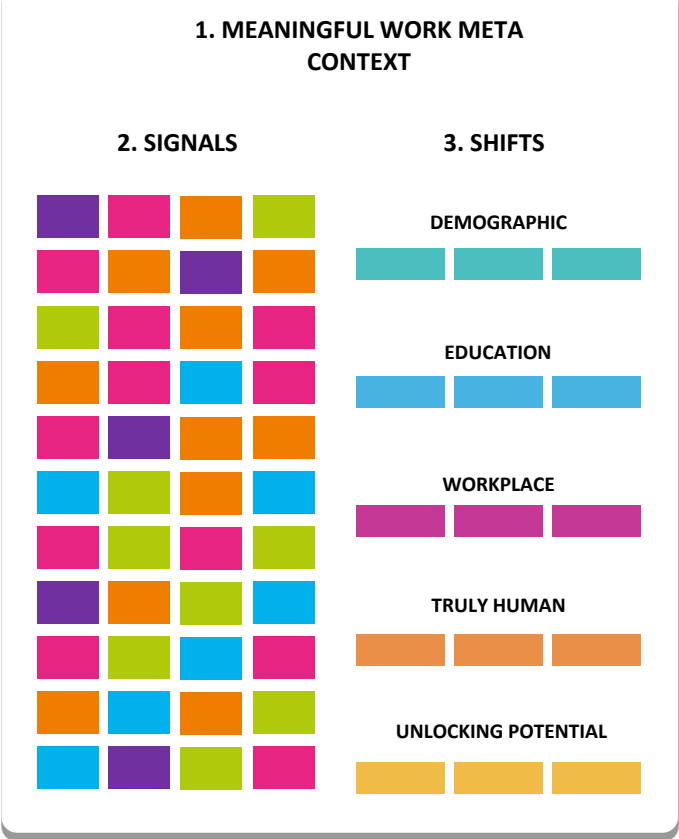


# Our Approach

Appendix 1

IDENTIFYING THE 2030 DRIVERS OF CHANGE

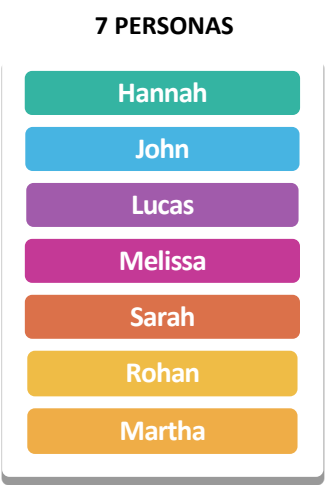
Understanding the context in which meaningful work needs will evolve



Appendix 2

IDENTIFYING FUTURE PEOPLE YMCA SERVES

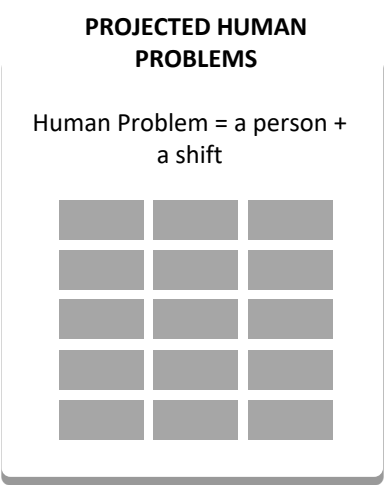
Personas that represent the people we are focused on helping



Appendix 3

BRINGING THE FUTURE TO LIFE

Examples that bring to life how young people respond to the shifts in 2030 and what their projected problems will be

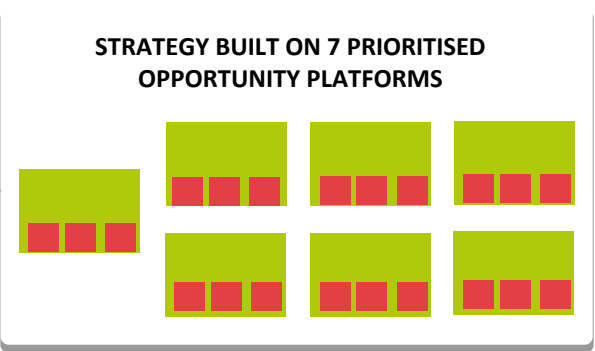
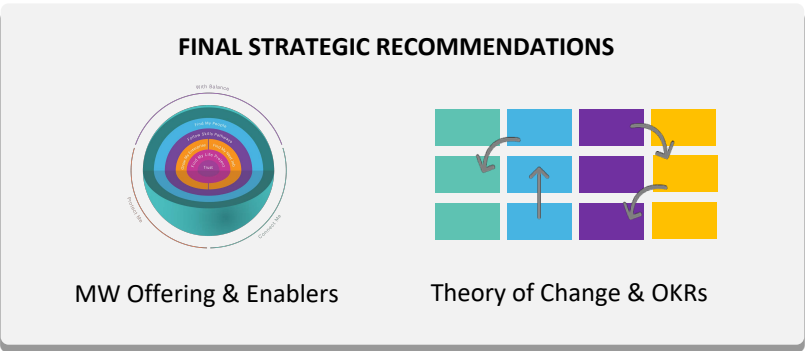


Appendix 4

LANDING INSIGHT LED OPPORTUNITY SPACES

Clustering & theming Projected Human Problems to spot the insights that will inform Opportunity Platforms

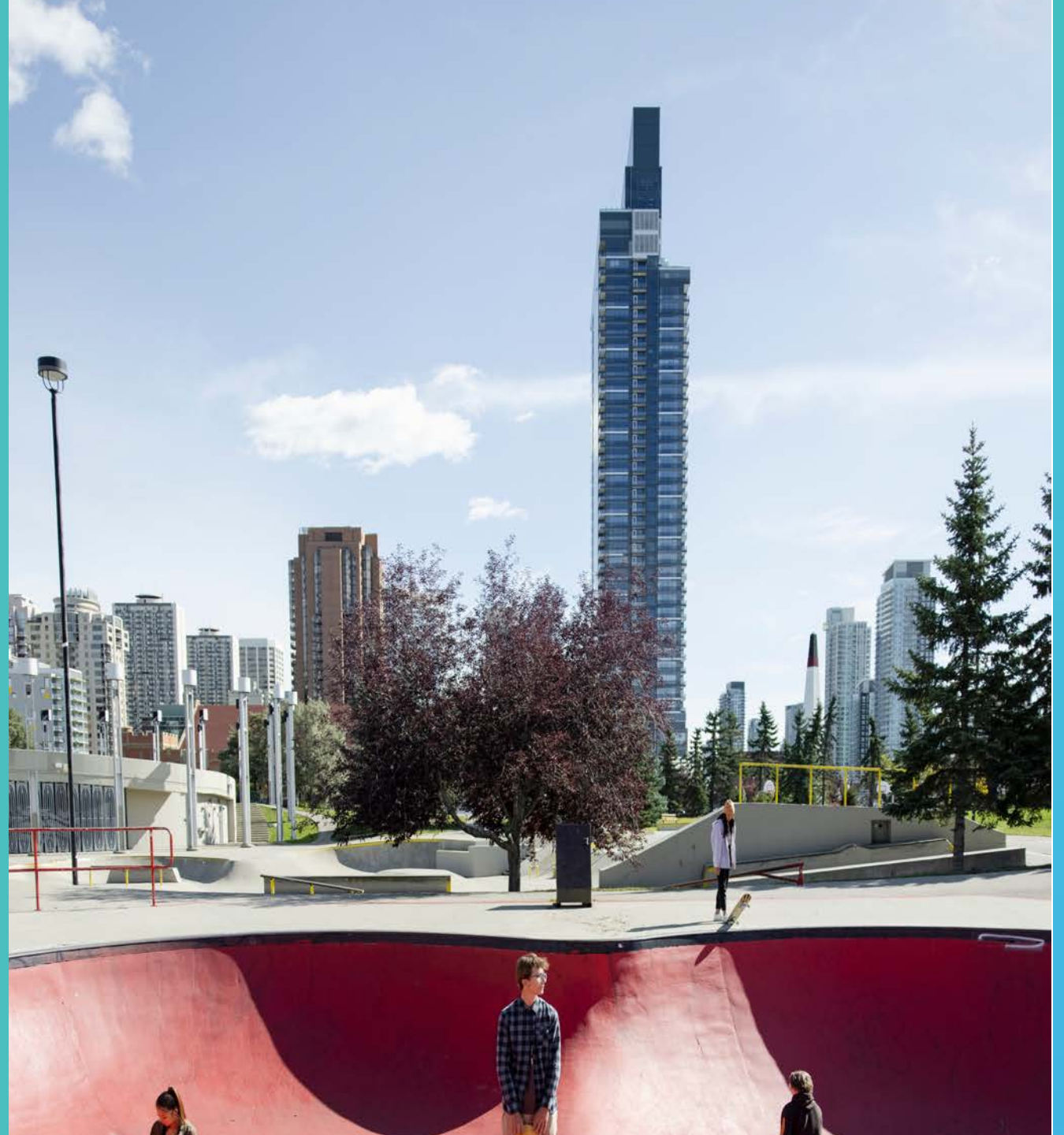
Prioritised Platforms based on goals & aims defined on Theory of Change



## Appendix 1

# SHIFTS & SIGNALS

Our World View of the Future of Meaningful Work in 2023



We started by putting together a World View of Meaningful Work in 2030, backed by a set of shifts and signals on how it will evolve in the future



# The Library of Shifts

We've built a World View of the future of Meaningful Work in 2023. Our research has helped us to formulate 27 shifts which lie across 6 key themes. On the following pages we explore these shifts in more detail and outline the signals which give us confidence in our predictions.

## CHANGING DEMOGRAPHICS

The makeup of humanity, where it predominates globally, and how it works is undergoing rapid change that shows no sign of slowing down. From a vast disparity in global birth rates, to mass migration, global demographics are seismically shifting.

### SHIFTS

- Mass displacement
- 100 year life
- UBI
- A female future
- Care economy
- Power to the young

## EDUCATION OF THE FUTURE

The way people learn, interact with educational institutions and use their acquired knowledge at work will shift, along with the most valued skills in the labour market.

### SHIFTS

- Life-long education
- Job hopping
- Cross-generation knowledge share

## WORKPLACE DYNAMICS

The way people organise in groups, engage and interact with each other within organisations and how workers participate in the creation of value are changing towards more decentralised, remote, and flexible dynamics.

### SHIFTS

- Decentralisation & ownership
- Side hustles & gigs
- Work from anywhere
- Mental health first
- Recruiting & onboarding young talent
- Dignifying manual work
- Taking ESG seriously

## TRULY HUMAN

Meeting the needs of the individual that aren't directly related to employment programs will be key to integrate young people in the workplace and in wider society.

### SHIFTS

- Growth mindset
- Empowering citizens
- Digital first, social second
- Healthy body, healthy mind

## UNLOCKING HUMAN POTENTIAL

Making the most out of our core human skills like empathy, ingenuity, complex decision-making and ethics will allow us to explore our full potential to evolve and grow.

### SHIFTS

- Potential-first
- 'Human-only' Skills
- Breaking Barriers

## NEW ECONOMIES

A combination of macro factors, from changing demographics to technological advancements, to climate change have heralded a number of new economies to form in response to these changes.

### SHIFTS

- Skills for the green economy
- The digital boom
- A creator's future
- The hospitality opportunity



## Appendix 2

# FUTURE PEOPLE YMCA SERVES

Seven personas that represent the diverse needs of people YMCA serves across the world. The first 5 are the original YMCA personas developed as part of the Youth-Led Solutions Initiative, and the final two were created for this process.



Once we had our identified the shifts & signals, we identified our 7 Future Personas (target groups)...



# The personas we are designing for



## Hannah

**Age:** 23

**Location:** Poland

Hannah is a graduate who worked hard at university to get her degree in Literature. Hannah wants to become a teacher.

But she feels stuck. It's so hard to get any experience. The world is changing and she worries she won't have the right skills to get the job she loves.



## John

**Age:** 26

**Location:** Liberia

John left school at the age of 16, and he has never had a formally employed job or skills certificate. It's been quite hard for him to access employment. He generally does paid odd jobs. He lives at home with his family of 9 people, and has recently lost family members to Ebola. He's been struggling with an emotional and financial shock.

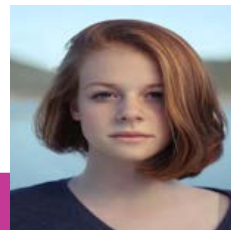


## Lucas

**Age:** 17

**Location:** Colombia

Lucas invented a new coffee drink. He's been networking within the coffee industry and the tourism sector with the goal of scaling up, but he's struggling to build the right network and support. Lucas connected with the YMCA, to help him enhance his skills on leadership, form new partnerships, and form a team with a partner to build a business plan.

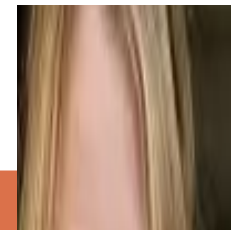


## Melissa

**Age:** 17

**Location:** Scotland

Melissa grew up in a special needs school, as she has speech impediment. She is very introverted, shy and finds it hard to make eye contact. She is passionate about all things tech and gadgets. At 14, Melissa invented a new music solution and won funding for it. She is now in College and looking to scale it beyond Scotland.



## Sarah

**Age:** 31

**Location:** Wales

Sarah is a youth worker at Cardiff YMCA. She has an advanced degree in Education and Community Development. Sarah is very dedicated to her work and gets heavily involved in the lives of the people she works with. She works very long hours and on weekends, to ensure all the programmes she's running go smoothly. She has been feeling burned out – physically and emotionally.

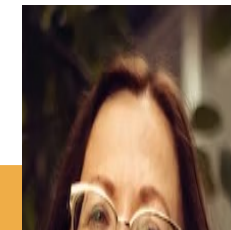


## Rohan

**Age:** 52

**Location:** India

Rohan has been working as a plumber for the past 25 years. A recent injury means he is no longer able to perform manual labour and is looking for a new job. He lives in Mumbai with his wife and two teenage kids. He never finished high school and has no higher degree education or formal certification.



## Martha

**Age:** 40 | **Location:** USA

Martha is a single mother of a 3-year-old and 5-year-old. She's been wanting to go back to work after extended maternity leave. Martha used to work as an EA for a big law firm, but recently she's been picking up odd house cleaning jobs while trying to take care of her children. She's also recently left her emotionally abusive husband and is trying to navigate the world alone for the first time.



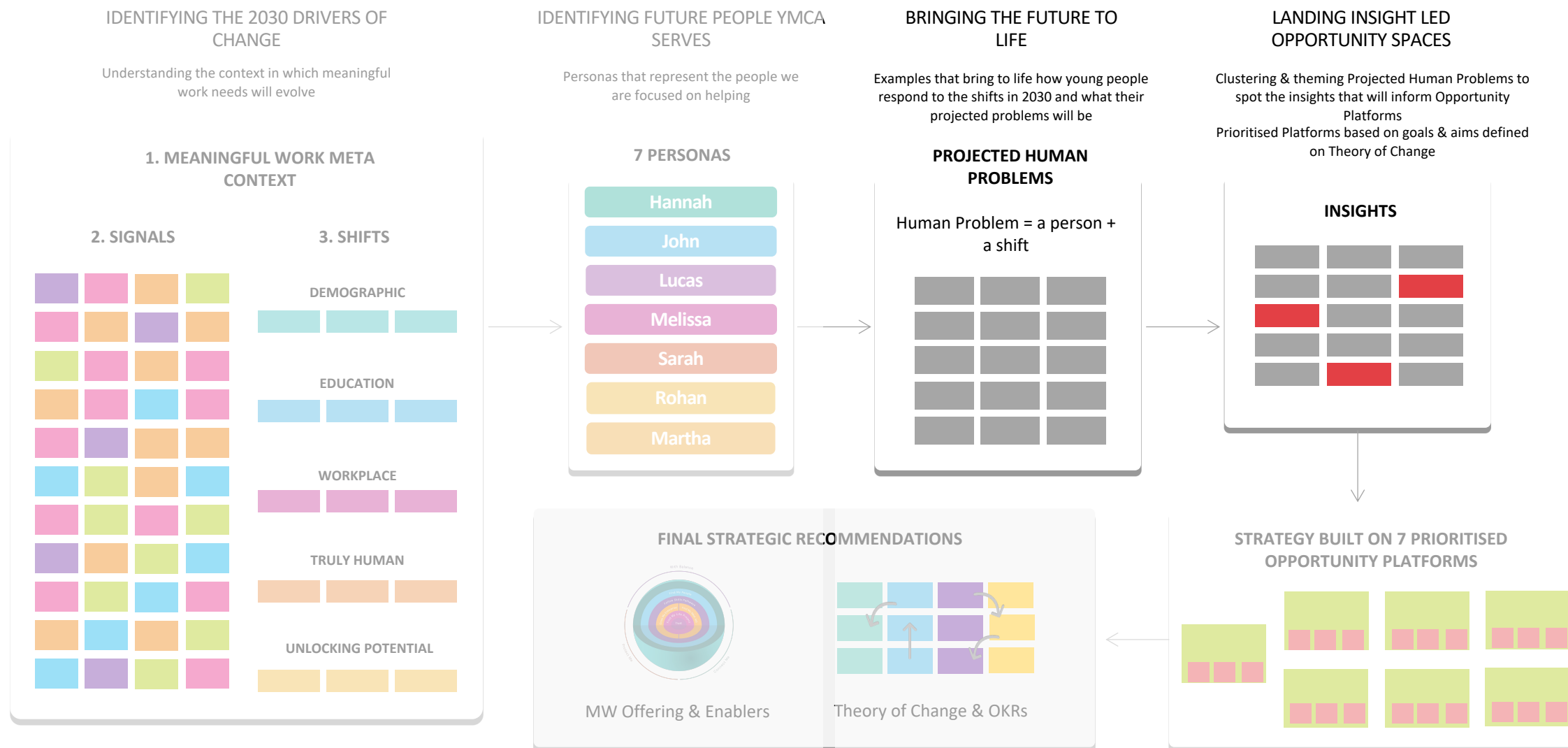
# PROJECTED HUMAN PROBLEMS

We imagined the challenges each persona might face in the future world defined by the different Shifts & Signals.





Next, we brought the future to life through projected human problems, and clustered them to spot insights & themes...



# Projected Human Problems



## Hannah

- “There are so many skills I could learn, finding the relevant ones I’m good at is the challenge.”
- “I seem to need exact experience to be taken seriously for job opportunities”
- “I would like to start my own business, but I don’t have the resources or know-how”
- “I know mental health is important, but I feel so much pressure to succeed, I feel I’m wasting time if I prioritise my wellbeing”
- “Now that I can’t do the job I had always planned to do, I don’t know what I should do instead and feel I have lost some of who I am as a person”



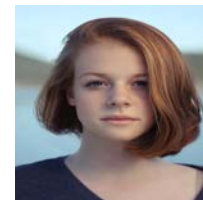
## John

- “I don’t have a life project, I live day by day, job to job. I can’t afford to beyond the short term”
- “I want a better future for my family, but I don’t know how to escape surviving pay day to pay day”
- “I have a family I’m responsible for, I don’t have the luxury of pursuing my passions”
- “No employer will take someone with my background seriously. I am always discriminated against”
- “I don’t have access to the internet, so how can I find out what opportunities are out there?”
- “I want to start my business, but I don’t have the financial recourses, knowledge to make it happen, or technology to grow it”
- “I’ve never had a formal job so I have no way to understand my skills, recognise them and communicate them to employers”



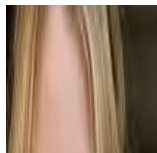
## Lucas

- “It’s lonely trying to figure everything out by myself. I wish I had someone to ask stupid questions”
- “The entrepreneurial skills I need to match my competitors just aren’t taught in schools”
- “If I want to grow my business, I need to find someone to invest in it, but I don’t know how to go about finding investment”
- “Having my own business is exciting, but I work so hard I don’t ever take time for myself or spend time just having fun with my friends”



## Melissa

- “The world is changing so quickly, I can’t afford to waste time on the wrong decision.”
- “A lot of entrepreneurship is about who you know, but I don’t have my own connections to help”
- “I want a mentor and a mentee, but I don’t know where to find them”
- “I worry my lack of interpersonal skills and social anxiety will hold me back”
- “I need help scaling, but who can I go to for advice?”
- “When hiring my team, I want to look past existing credentials and hire for potential, but I don’t know what to look out for and find it time consuming”



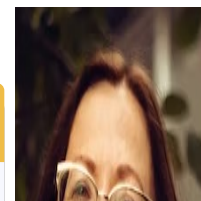
## Sarah

- “I’d love to learn from what others in my company are doing, but I don’t know how to access them”
- “I want to supercharge my leadership skills so I can support my colleagues”
- “I need to work to provide for my family, but I have so many responsibilities I feel like I’m failing at everything”
- “I know I would be more efficient if I could make use of AI and big tech, but I just don’t know how”
- “I am very dedicated to my job and often end up working such long hours I don’t have time for anything else



## Rohan

- “The thought of changing career is daunting – it’s part of my identity”
- “I would love to learn new skills, but I struggle in a classroom. I like learning by doing”
- “It’s been a long time since I went to school, how do I go about learning again?”
- “Remote jobs are appealing but needing consistent internet & a quiet space make this impossible”
- “I am responsible for providing for my family and feel the constant pressure to be doing more”
- “I have a lot manual labour skills, but how can I scale it and turn it into a business?”
- “I am looking for a job imminently but I am struggling to understand what skills I have and how to find a matching opportunity”



## Martha

- “I’d like a job where I can help others, but they aren’t paid well and there isn’t much progression”
- “I want to control where/when/how I work, but I’m worried about the lack of security and about being exploited”
- “No one really understands what I am dealing with, I wish I could find people that can relate”
- “I haven’t worked for years, I worry my skills are no longer relevant”
- “I struggle with tech and feel like those younger than me have an advantage”
- “I wonder if being self-employed would bring me more freedom and financial benefits?”

# Themed Human Problems...

[GET BACK TO APPENDIX OVERVIEW](#)

## FIND MY LIFE PROJECT

- “The world is changing so quickly, I can’t afford to waste time on the wrong decision.” – *Melissa*
- “There are so many skills I could learn, finding the relevant ones I’m good at is the challenge.” – *Hannah*
- “I don’t have a life project, I live day by day, job to job. I can’t afford to beyond the short term” – *John*
- “The thought of changing career is daunting – it’s part of my identity” – *Rohan*
- “Now that I can’t do the job I had always planned to do, I don’t know what I should do instead and feel I have lost some of who I am as a person” – *Hannah*

## FIND MY PEOPLE

- “I’d love to learn from what others in my company are doing, but I don’t know how to access them” – *Sarah*
- “It’s lonely trying to figure everything out by myself. I wish I had someone to ask stupid questions” – *Lucas*
- “I want a mentor and a mentee, but I don’t know where to find them” – *Melissa*
- “No one really understands what I am dealing with, I wish I could find people that can relate” – *Martha*

## FIND MY BALANCE

- “I am very dedicated to my job and often end up working such long hours I don’t have time for anything else” – *Sarah*
- “I know mental health is important, but I feel so much pressure to succeed, I feel I’m wasting time if I prioritise my wellbeing” – *Lucas, Melissa, Hannah*
- “I am responsible for providing for my family and feel the constant pressure to be doing more” – *Martha, Rohan, John*
- “Having my own business is exciting, but I work so hard I don’t ever take time for myself or spend time just having fun with my friends” – *Lucas*

## FLIP THE SYSTEM

- “I’d like a job where I can help others, but they aren’t paid well and there isn’t much progression” – *Martha*
- “I seem to need exact experience to be taken seriously for job opportunities” – *Hannah*
- “I would love to learn new skills but I struggle in a classroom. I like learning by doing” – *Rohan*
- “I want a better future for my family, but I don’t know how to escape surviving pay day to pay day” – *John*
- “The entrepreneurial skills I need to match my competitors just aren’t taught in schools” – *Lucas*

## IMAGINE MY FUTURE

- “I worry my lack of interpersonal skills and social anxiety will hold me back” – *Melissa*
- “I want to supercharge my leadership skills so I can support my colleagues” – *Sarah*
- “It’s been a long time since I went to school, how do I go about learning again?” – *Rohan*
- “No employer will take someone with my background seriously. I am always discriminated against” – *John*
- “I haven’t worked for years, I worry my skills are no longer relevant” – *Martha*
- “I need to work to provide for my family, but I have so many responsibilities I feel like I’m failing at everything” – *Martha, John, Sarah*

## GROW MY ENTERPRISE

- “I want to start my business, but I don’t have the financial resources, knowledge to make it happen, or technology to grow it” – *John*
- “I have a lot manual labour skills, but how can I scale it and turn it into a business?” – *Rohan*
- “If I want to grow my business, I need to find someone to invest in it, but I don’t know how to go about finding investment” – *Lucas*
- “I need help scaling, but who can I go to for advice?” – *Melissa*
- “I wonder if being self-employed would bring me more freedom and financial benefits?” – *Martha*

## GIVE ME FLEXIBILITY

- “I want to control where/when/how I work, but I’m worried about the lack of security and about being exploited” – *Martha*
- “I would like to start my own business, but I don’t have the resources or know-how” – *Hannah*
- “I have a family I’m responsible for, I don’t have the luxury of pursuing my passions” – *John*
- “A lot of entrepreneurship is about who you know, but I don’t have my own connections to help” – *Melissa*

## CONNECT ME

- “Remote jobs are appealing but needing consistent internet & a quiet space make this impossible” – *Rohan*
- “I don’t have access to the internet, so how can I find out what opportunities are out there?” – *John*
- “I know I would be more efficient if I could make use of AI and big tech, but I just don’t know how” – *Melissa, Sarah, Lucas*
- “I struggle with tech and feel like those younger than me have an advantage” – *Martha*

## MATCH MY SKILLS

- “I am looking for a job imminently but I am struggling to understand what skills I have and how to find a matching opportunity” – *Rohan, Martha*
- “I’ve never had a formal job so I have no way to understand my skills, recognise them and communicate them to employers” – *John*
- “When hiring my team, I want to look past existing credentials and hire for potential, but I don’t know what to look out for and find it time consuming” – *Melissa*

## Appendix 4

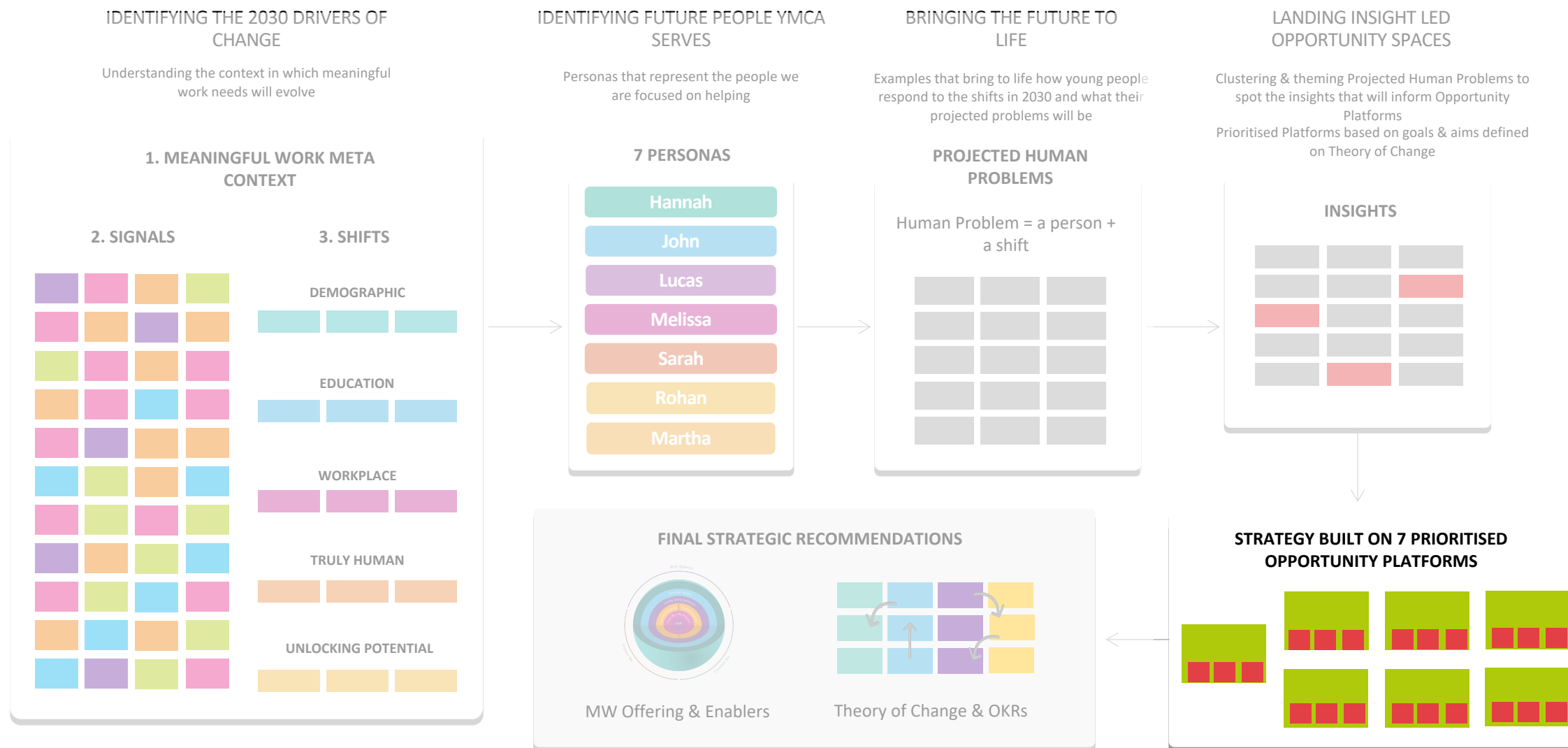
# PRIORITISED OPPORTUNITY PLATFORMS

A set of 7 opportunity platforms built from the projected needs of YMCA personas






We then built out the themes into 9 Opportunity Platforms and prioritised down to 7, based on feasibility and impact.



# We prioritised 7 Opportunity Platforms with an underlying set of Foundational Initiatives to bring them to life.

We believe these Foundational Initiatives should be prioritized to be piloted at the regional level, for high impact

## FLAGSHIP OFFERING



### FIND MY LIFE PROJECT

Stop me going around in circles

**CONTEXT**  
In a world full of seemingly endless options, where anything can be learnt at the click of a button, new technologies are emerging daily, and AI is driving change at an unprecedented pace. Where jobs are simultaneously being created and becoming obsolete, it can be near impossible to find a purpose, a life path, a mission to focus on and a future to work towards. It feels anxiety-inducing and deflating.

**OPPORTUNITY**  
There's an opportunity for YMCA to help individuals suffering from anxiety around their future to find their life project and maximize their potential. To help them work out what is important to them, what they enjoy doing and what they are good at. What options are out there for them and what steps should they prioritise now in order to get there.

**SHIFTS**

- LIFE LONG EDUCATION
- EMERGING MARKETS
- WORKS ONLY SENSE
- THE DIGITAL BOMB
- DETERMINED RESILIENT FOR RESILIENCE



### MATCH MY SKILLS


Capture & capitalise my skills

**CONTEXT**  
It's a world where the skills needed to integrate into the labour market are rapidly changing, neither the education or employment systems are well fit enough to help people keep up with change. It will be key for individuals to be able to learn, be able to adapt and then be able to make the most of their opportunities, and in the long term, identify and fill in the gaps to elevate their career and life outcomes.

**OPPORTUNITY**  
There's an opportunity for YMCA to help people from underserved communities to identify their own skills and understand their potential, while creating strong links with businesses to match the workers to open roles and help them apply, in an efficient and quick way. By following these connections, skills groups in the long term, YMCA can also help people identify the skills they're good at, the educational courses that could help and the skills they need to develop to reach their potential.

**SHIFTS**

- YOUTH LEADERSHIP
- EMERGING MARKETS
- WORKS ONLY SENSE
- THE DIGITAL BOMB
- DETERMINED RESILIENT FOR RESILIENCE



### FIND MY PEOPLE

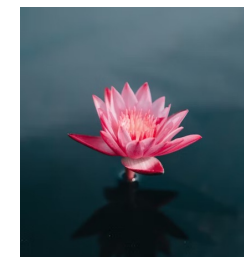
Help me learn & connect

**CONTEXT**  
In a world where increased digitalisation, social media and remote work has reshaped the way of working and learning, and where meaningful connections and networks are key to success, it's important for those young people that they are able to connect with the right people and build meaningful relationships that can help them in their journey.

**OPPORTUNITY**  
There's an opportunity for YMCA to help people together that provide the strong or enhanced the networks they may otherwise not have access to. To create new and existing connections that open up opportunities for learning and growing knowledge sharing across all levels of life.

**SHIFTS**

- YOUTH LEADERSHIP
- EMERGING MARKETS
- WORKS ONLY SENSE
- THE DIGITAL BOMB
- DETERMINED RESILIENT FOR RESILIENCE



### IMAGINE MY FUTURE

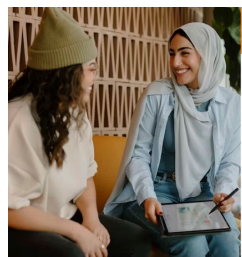
Help me believe in myself

**CONTEXT**  
It's a world where technological advancements continue to accelerate, innovation is reshaping industries, and where intelligent machines are taking over, and human intelligence are being challenged. In a world where the future is uncertain, it's important for those young people that they are able to envision a future for themselves, and to have the confidence to pursue it.

**OPPORTUNITY**  
There's an opportunity for YMCA to support younger generations to believe in themselves and their potential, to understand their own strengths, weaknesses, and opportunities. By providing them with the right tools and resources, we can help them to see a future for themselves, and to have the confidence to pursue it.

**SHIFTS**

- YOUTH LEADERSHIP
- EMERGING MARKETS
- WORKS ONLY SENSE
- THE DIGITAL BOMB
- DETERMINED RESILIENT FOR RESILIENCE



### HOW MY ENTERPRISE

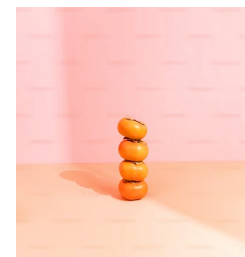
Help me build & grow my idea

**CONTEXT**  
It's a world where lots of young people will aspire to start their own business and look for ways to start with flexibility and autonomy. They will be looking for ways to start their own business, and they will be looking for ways to start their own business. This is a world where lots of young people will aspire to start their own business and look for ways to start with flexibility and autonomy. They will be looking for ways to start their own business, and they will be looking for ways to start their own business.

**OPPORTUNITY**  
There's an opportunity for YMCA to support young entrepreneurs to build and grow their businesses. From providing them with the right tools and resources, we can help them to see a future for themselves, and to have the confidence to pursue it.

**SHIFTS**

- YOUTH LEADERSHIP
- EMERGING MARKETS
- WORKS ONLY SENSE
- THE DIGITAL BOMB
- DETERMINED RESILIENT FOR RESILIENCE



### FIND MY BALANCE

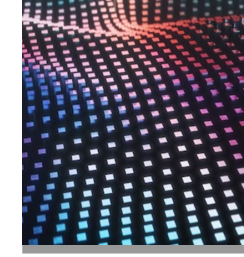
Help me protect my mental health

**CONTEXT**  
It's a world where there is increased consciousness and awareness about mental health, and where it's becoming more common for people to talk about their mental health. This is a world where there is increased consciousness and awareness about mental health, and where it's becoming more common for people to talk about their mental health.

**OPPORTUNITY**  
There's an opportunity for YMCA to help a part in ensuring some of the symptoms, allowing people that are not alone and helping them to see a future for themselves, and to have the confidence to pursue it.

**SHIFTS**

- YOUTH LEADERSHIP
- EMERGING MARKETS
- WORKS ONLY SENSE
- THE DIGITAL BOMB
- DETERMINED RESILIENT FOR RESILIENCE



### CONNECT ME


Help me keep up

**CONTEXT**  
It's a world where learning new technologies and quickly building relevant life skills are becoming more important. It's a world where learning new technologies and quickly building relevant life skills are becoming more important. It's a world where learning new technologies and quickly building relevant life skills are becoming more important.

**OPPORTUNITY**  
There's an opportunity for YMCA to help people to see a future for themselves, and to have the confidence to pursue it.

**SHIFTS**

- YOUTH LEADERSHIP
- EMERGING MARKETS
- WORKS ONLY SENSE
- THE DIGITAL BOMB
- DETERMINED RESILIENT FOR RESILIENCE



### FLIP THE SYSTEM


Shift perceptions on valuable work

**CONTEXT**  
It's a world where jobs that help others and keep society functioning are becoming more valued. This is a world where jobs that help others and keep society functioning are becoming more valued. This is a world where jobs that help others and keep society functioning are becoming more valued.

**OPPORTUNITY**  
There's an opportunity for YMCA to help people to see a future for themselves, and to have the confidence to pursue it.

**SHIFTS**

- YOUTH LEADERSHIP
- EMERGING MARKETS
- WORKS ONLY SENSE
- THE DIGITAL BOMB
- DETERMINED RESILIENT FOR RESILIENCE



### GIVE ME FLEXIBILITY

Provide the safety net to help me thrive

**CONTEXT**  
It's a world where there is a growing need for flexible work and side hustles, driven by the need for financial stability and the desire for more autonomy over one's career path. This is a world where there is a growing need for flexible work and side hustles, driven by the need for financial stability and the desire for more autonomy over one's career path.

**OPPORTUNITY**  
There's an opportunity for YMCA to help people to see a future for themselves, and to have the confidence to pursue it.

**SHIFTS**

- YOUTH LEADERSHIP
- EMERGING MARKETS
- WORKS ONLY SENSE
- THE DIGITAL BOMB
- DETERMINED RESILIENT FOR RESILIENCE

DEPRIORITISED

# FIND MY LIFE PROJECT

*Help me unleash my true potential*

## CONTEXT

In a world full of seemingly endless options, where anything can be learnt at the click of a button, new technologies are emerging daily, and AI is driving change at an unprecedented pace. Where jobs are simultaneously being created and becoming obsolete, it can be challenging to find a purpose, a life path, a mission to focus on and a future to work towards – especially for those from underserved communities. It feels anxiety-inducing and deflating.

## OPPORTUNITY

There's an opportunity for YMCA to help individuals suffering from uncertainty and decision paralysis around their future to find their life project and ignite their potential. To help them work out what is important to them, what they enjoy doing and what they are good at, what options are out there for them and what steps should they prioritise now in order to get there. For young people from high risk backgrounds, YMCA can fill in the gaps and provide the guidance and direction they are not receiving at home or in their communities.

## SHIFTS



x



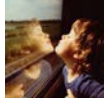
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x



x



LIFE-LONG EDUCATION BREAKING BARRIERS' HUMAN-ONLY' SKILLS THE DIGITAL BOOM GROWTH MINDSET FOR RESILIENCE



# MATCH MY SKILLS

*Capture & capitalize my skills*

## CONTEXT

In a world where the skills needed to integrate into the labour market are quickly changing, neither the education or employment systems will still be agile enough to help people keep up with change. It will be key for individuals to, in the short term, be able to understand their skills profile to match to existing opportunities, and in the long term, identify and fill in the gaps to elevate their career and build resilience.

## OPPORTUNITY

There's an opportunity for YMCA to help people from underserved communities to identify their own skills and understand their potential, whilst creating strong links with businesses to match job seekers to open roles and help them apply, in an efficient and quick way. By fostering strong connections with people in the long term, YMCA can also help people identify the skills they're good at, the aspirational careers they could have and the skills they need to develop to reach that ambition.

## SHIFTS



LIFE-LONG EDUCATION

x



BREAKING BARRIERS

x



POTENTIAL  
FIRST

x



RECRUITING &  
ONBOARDING





# GROW MY ENTERPRISE

*Help me build & grow my idea*

## CONTEXT

In a world where lots of young people will aspire to start their own ventures and look for ways to earn a living with flexibility and autonomy, they will look for ways to fund and grow their businesses. This is even more relevant in countries where the formal labour market is almost non-existent, and young people usually find entrepreneurship as the only path into employment and growth.

## OPPORTUNITY

There's an opportunity for YMCA to support young entrepreneurs to build and grow their own businesses. From setting up a nail salon, to starting a new technology start-up, YMCA can tailor its offering to help founders and self-employed individuals to get access to capital, manage their operations and acquire new customers.

## SHIFTS



JOB HOPPING

X



DECENTRALISATION & OWNERSHIP

X



SIDE HUSTLES & GIGS

X



A CREATOR'S FUTURE



# FIND MY PEOPLE

*Help me learn & connect*

## CONTEXT

In a world where increased digitisation, social media and remote work has magnified feelings of loneliness and isolation, meaningful, non-transactional human connection can be hard to come by. Many young people feel they are having to navigate the world alone and aren't learning from the generations above them or from their peers as much as they would like. As such there is a yearning for people to connect with others and grow meaningful, supportive and mutually beneficial relationships.

## OPPORTUNITY

There's an opportunity for YMCA to bring people together that provide the young or underserved the networks they may otherwise not have access to. To create new and existing programs that open up opportunities for mentoring and knowledge sharing across all walks of life.

## SHIFTS



X



X



X



DIGITAL FIRST, SOCIAL SIDE HUSTLES & GIGS SECOND

CROSS GENERATION KNOWLEDGE SHARE

POTENTIAL FIRST





# FIND MY BALANCE

*Help me protect my mental health*

## CONTEXT

In a world where there is increased consciousness and openness about mental health, there is also an abundance of people struggling. Driven by a combination of enormous pressure coming from all angles – democratisation of technology means success *should* be obtainable and is constantly broadcast on social media, the steep rise of inflation, the impact of global warming on livelihoods and security, on going war and crisis around the world and the responsibility of caring for dependents all create a pervasive sense of anxiety in life and can make every decision feel so critical.

## OPPORTUNITY

There's an opportunity for YMCA to play a part in removing some of the stressors, showing people they are not alone and helping them restore a healthy balance between their work and personal lives.

## SHIFTS



x



x



x



BREAKING BARRIERS

MENTAL HEALTH FIRST

GROWTH  
MINDSET FOR  
RESILIENCE

HEALTHY BODY  
HEALTHY MIND



# IMAGINE MY FUTURE

*Help me believe in myself*

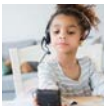
## CONTEXT

In a world where technological advancements continue to accelerate, automation is reshaping industries, artificial intelligence permeates our daily lives, and human interactions are reduced due to increased digitization, there is an urgent need to prioritize the development of soft human skills. This is crucial to prevent the underserved or inexperienced from being taken advantage of, unfairly dismissed, or having their potential overlooked.

## OPPORTUNITY

There’s an opportunity for YMCA to support younger generations cultivate confidence and proficiency in interpersonal communication, emotional intelligence, and empathy. Equipping them with enhanced social and emotional skills to not only prepare them for an automated future but also foster a sense of fulfilment and purpose as they engage meaningfully with others and communicate their potential.

## SHIFTS



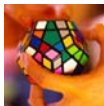
x



x



x



DIGITAL FIRST, SOCIAL MENTAL HEALTH FIRST HUMAN-ONLY SKILLS SECOND

POTENTIAL FIRST



# CONNECT ME

*Help me keep up*

## CONTEXT

In a world where harnessing new technologies and quickly building relevant skills creates enormous competitive advantage, it is easy to very quickly feel left behind and out of date. With the pace of technological advancements only accelerating, knowing how to make efficient use of them can be challenging – especially for older generations and people underserved communities. For those with limited, or no, internet access, ('digital poverty') the chasm between the 'haves' and 'haves not' has never been greater.

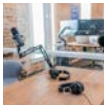
## OPPORTUNITY

There's an opportunity for YMCA to close the chasm and to fight for digital equity. To bring digitally isolated members of society online and teach them how to make the most of it.

## SHIFTS



x



x



x



BREAKING BARRIERS A CREATOR'S FUTURE SKILLS FOR THE GREEN TRANSITION



# FLIP THE SYSTEM

*Highlighting diverse pathways to valuable work*

## CONTEXT

In a world where people are feeling let down by years of expensive education and ill-equipped for the working world, there is a feeling of resentment, dissatisfaction and a cry for reform and new pathways to learning. As education goes beyond the classroom and outdated university curriculums, individuals will look at new, practical and flexible ways to get jobs and upskill themselves.

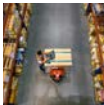
## OPPORTUNITY

There's an opportunity to flip the current system. To enable young people to discover different pathways to quality and fulfilling jobs, which have historically been looked down on and undervalued, such as apprenticeships and work-based learning. To create a future where people aren't penalised for not going to university, where the education system nurtures individual talents and equips learners with practical skills.

## SHIFTS



x



x



x



THE RISE OF THE CARE ECONOMY

DIGNIFYING MANUAL JOBS

LIFE-LONG EDUCATION

POTENTIAL FIRST





# GIVE ME FLEXABILITY

*Provide the safety net to help me thrive*

## CONTEXT

In a world witnessing a surge in gig work and side hustles, driven by increased market accessibility, and a desire for flexibility and autonomy over career paths, some individuals are finding new opportunities to access gig employment, whilst others are embarking on ventures that grant them greater control over their professional lives. However, it can be a daunting process – fears of exploitation, the unpredictability of finding work, knowing what steps to take, and the lack of security can leave individuals feeling anxious and overwhelmed.

## OPPORTUNITY

There's an opportunity to implement fair and transparent systems that prioritize the well-being and rights of gig workers and employees from underserved backgrounds. YMCA will advocate for businesses to flex to increase diversity and nurture it through meaningful practices, and for more flexibility that supports young people building multiple careers and enables them to work across borders, time zones and languages.

## SHIFTS



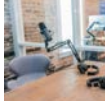
DECENTRALISATION & OWNERSHIP

x



SIDE HUSTLES & GIGS

x



A CREATOR'S FUTURE

x



BREAKING BARRIERS