Narrative research and pilot action design for GOYN Barranquilla and Bogotá

GLOBAL OPPORTUNITY
YOUTH NETWORK
THE FUTURE IS YOUNG
aspen institute

GOYN
BOGOTÁ
BARRANQUILLA

Plural

Narratives to get moving and to understand how to do it better from the different places we come from.

This report compiles the process and results of the narrative research and analysis conducted by the Barranquilla and Bogotá chapters of the GOYN (Global Youth Opportunity Network) initiative, with the support of the Behavioral and Cultural Action Design Study, Plural.

The project aimed to reach narrative findings that provide insights to the teams in Bogotá and Barranquilla on how to guide their actions, considering narrative as a key variable in all communication, interaction, and effective mobilization efforts.

This document goes from the general to the specific. It first presents the objectives of the process, the methodology, and tools used, followed by the research results.

It continues with the narrative proposal, which is the result of the analysis and synthesis of what was outlined in the research, followed by recommendations that not only focus on the narrative aspect but also consider the systemic nature of the actions. It then presents the proposed pilot action and its components, including the measurement.

Finally, there are the bibliography and appendices, which delve into some of the results and methodologies proposed in cases where necessary.

Con-tents

Connecting Contexts

What we did

Connecting Contexts

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- Objectives of the narrative research
- Research hypothesis
- Glossary: how we understand the key terms for this process
- Research methodologies
- Semantic trees
- Role play
- Virtual survey
- Experience maps

What we did

Objectives of
the narrative research

General Objective:

Identify and characterize key narrative elements of Opportunity Youth that can influence how they connect and mobilize their relationships with the opportunities offered by the environment to experience their potential, around the agendas and action proposals of GOYN Bogotá and GOYN Barranquilla.

Identify the narrative barriers that affect the perception of employability of youth:
-   Analyze the stories and discourses of Opportunity Youth about their experiences in the labor market.
-   Evaluate how these narratives influence employers' perceptions of the employability of these youth.

Determine the differences in narratives according to their contexts:
-   Compare the employability narratives of Opportunity Youth from different contexts.
-   Analyze how these differences may influence labor opportunities and the persistence in income-generating opportunities.

What we did

Our research hypotheses

Hypothesis

Youth are perceived based on their shortcomings rather than their potential, and with this narrative within the income-generation ecosystem, it becomes challenging for them to access opportunities aligned with their abilities and life stages.

Desired behavior

Organizations open their doors and create opportunities tailored to Opportunity Youth

1. Organizations do not hire or provide tailored opportunities for Opportunity Youth **because traditional institutional dynamics create resistance to developing specific and differentiated programs for young people**.

- **Because they lack or have limited information** to incorporate youth-centered approaches, preventing employment opportunities from being suitable for the stages of the life cycle and the specific skills of youth.
- **Due to a lack of willingness** to create job offers designed for diversity and the profiles and potential of youth.
- **Because their hiring policies and criteria** are not aligned with a skills-and competencies-based approach.
- **Due to a lack of willingness** to **invest time and resources in mentoring, training, and developing learning curves for Opportunity Youth**

2. Organizations do not open their doors to OY **because they hold a narrative**:

- **That stigmatizes (prejudices and representations) and negatively labels youth.**
- **That distrusts the abilities of youth.**
- **That contrasts with the narrative young people have about themselves.**

HYPOTHESIS REGARDING YOUTH WITH POTENTIAL

Hypothesis

The distrust and lack of motivation that OY have towards possible sources of income-generating opportunities and labor intermediaries have a direct effect on how those involved relate to the employment connection processes, as well as the possibility of job stability for OY

Desired behavior

OY access opportunities and paths built for them.

1. (Labor dynamics) OY have limited access to employment **because**:
- **Organizations lack a youth-focused approach.**
- **Companies hire through referrals.**
- **Companies use job posting channels that are unknown to youth**

2. (Lack of knowledge and skills) Youth with Potential do not access opportunities built for them **because**:
- **They are unaware of the offers that match their profiles.**
- **They lack the necessary experience or training to apply (knowledge and skills).**

3.(Personal beliefs) Youth with Potential do not access opportunities built for them **because**:
- **They believe they are not part of the labor ecosystem, leading them to disconnect and isolate themselves (self-perception of exclusion).**
- **They believe their abilities are limited (self-perception of capabilities).**
- **They are not interested in traditional formal jobs (they have different values).**

4. (Emotions) Youth with Potential do not access opportunities built for them **because they feel**:
- **Frustration from being continually rejected.**
- **Distrust towards institutions and their processes.**

What we did

Glosario:

How we understand the key terms of this process

Youth with Potential

For years, youth in Colombia, disconnected from economic opportunities, **have been categorized by what they lack or do not do**. "Ninis" is the label that has been used to incorrectly refer to these individuals. For this reason, since 2019, GOYN has proposed using the concept of **"Youth with Potential," which aims to shift the focus toward what young people do have and what they do, meaning that a Youth with Potential is someone who has: diverse talents, multiple aspirations, and a strong desire to contribute directly to the social, economic, political, and cultural development of their communities**. However, despite this**, they are unable to access opportunities for education, employment, or formal entrepreneurship due to structural barriers and injustices** that limit their potential, well-being, and quality of life.

Organizations

When we refer to organizations, we are talking about entities in the productive ecosystem that not only generate goods and services but also have **the capacity to incorporate human talent into their teams, such as Youth with Potential.**

Organizations have the potential to adjust their practices and policies to co-create and promote employment opportunities that **include new generations, adapt to the needs of a changing world, promote more equitable environments, and drive the individual and collective growth of people in their surroundings**. In this way, organizations position themselves as key actors for the economic and social development of the youth in Barranquilla and Bogotá.

Narratives

We understand narratives **as foundational stories shared within a society by the people who make it up. These stories structure the creation and transmission of symbols, meanings, and cultural codes that can collectively motivate or demotivate behaviors or behavior changes**. For this reason, narratives are transmitted consciously and unconsciously through **stories, ideas, discourses, and cultural products that we consume and reproduce daily**. This means that **narratives can be dynamic cultural expressions that are debated in the tension of either perpetuating or reconfiguring over time.**

An example of a narrative that is widely shared by many people in Colombia and other countries is the discourse of the "Ninis," which asserts that young people do not have jobs or education because they do not want to or do not try hard enough. This narrative disregards the structural and socio-cultural factors that greatly influence why thousands of young people and those working in organizations abandon the idea of investing in, believing in, and supporting these new generations. To address this, we propose a narrative of change that approaches this story from the perspective of potential, rather than limitations, and proposes a new narrative about what it means to be a Youth with Potential in Barranquilla and Bogotá.

Differential approach

- The **differential approach** is an analytical and methodological framework used to **recognize and address the differences and inequalities that affect certain groups of people based on characteristics such as gender, age, race, ethnicity, sexual orientation, age group, disability, socioeconomic status**, among others.
- This approach **fundamentally recognizes that one of the particularities of the youth population is its heterogeneity**. Therefore, the **attention, prevention, promotion, and guarantee of the rights of young people should be carried out from their diversity** expressed in the ethnic, territorial, religious, age, socioeconomic condition, educational level, disability status, sex, identity, sexual orientation, and other situations or conditions that involve any form of discrimination and/or require special attention.
- **It implies differentiated readings and actions regarding the issues, conditions, and potentialities related to factors such as the social, economic, political, educational, environmental, and cultural context**, especially in territories and environments of greater vulnerability and social exclusion.

Youth approach

- The youth approach is a theoretical and practical framework aimed at **achieving significant changes in how young people are understood, in the relationship between the adult and institutional worlds and the youth world, and in the creation and implementation of policies, plans, and programs directed at youth**. This approach involves **transforming paradigms when considering, engaging with, and working alongside young people, taking into account their contexts, diversity, and identity**. It seeks to move beyond discourses that stigmatize, prejudge, label, and exclude young people from participation and decision-making spaces.
- **The Youth Approach** promotes comprehensive and differentiated actions for the young population, aligned with the course and cycle of their lives, their changing contexts, and realities. It aims to foster intergenerational dialogue and avoid the imposition of adult-centric perspectives.

Barriers and Enablers

Los modelos de cambio comportamental se interesan, no solamente, por conocer las causales voluntarias o involuntarias, así como individuales, sociales o colectivas del comportamiento, sino en **organizarlas en categorías claras que permitan a los equipos identificar y evaluar qué tipo de detonantes están detrás de las acciones de las personas, y a partir de ello, identificar qué tipo de mecanismos o intervenciones tienen la capacidad de incidir en cambios.** Para este proyecto se identificaron cuáles de estos factores pueden ser barreras o habilitadores para la transformación de las realidades de jóvenes y organizaciones en Bogotá y Barranquilla.

Barriers

Barriers are individual, interpersonal, social, or collective behavioral factors that hinder and obstruct the desired changes in fostering collaboration between young people and organizations

Enablers

Enablers are the tools for change, aids, or intervention mechanisms with the potential to influence behavioral change. In this case, they are the tools that facilitate the desired changes in fostering collaboration between young people and organizations.

What We Did

Research Methodologies

Introduction to the methodologies used.

The research was approached using 4 complementary methodologies carried out in Bogotá and Barranquilla. The role-playing game and user experience maps as qualitative methodologies, and semantic trees and the virtual survey as quantitative methodologies.
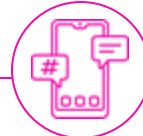
Semantic Trees

Representation and graphical analysis of concepts

Role-playing games

Qualitative research methodology through playfulness

Virtual Surveys

Interactive digital tool designed to simulate conversations with users.

User Experience Maps

A tool used to visually represent and analyze an experience.

Semantic Trees

What are they?

They are **visual and hierarchical representations that allow the organization of concepts and their relationships in a structured way**. They are used to break down concepts and narratives into simpler components, establishing connections between ideas or terms that are often not evident in traditional analysis.

Each node within a semantic tree represents a concept, and the links between nodes show the relationships between these concepts.

The approach we use for constructing them is probabilistic, meaning that in a single text, two or three narratives can occur simultaneously. In the logic of semantic trees, this implies that we can find narratives or concepts that overlap and co-occur within the same narrative.

What are they used for?

The purpose of using semantic trees is to organize and visualize complex concepts and their relationships in a structured and hierarchical way, which facilitates a deep understanding of narratives in various contexts. By connecting ideas and breaking down broad topics into manageable components, semantic trees help identify patterns, trends, and connections that might go unnoticed with other analysis methods.

This methodology is particularly useful for tracking the evolution of narratives in environments with multiple sources of information, such as social media, the media, and academic studies, providing a richer and more structured view of the informational landscape. Additionally, semantic trees simplify the visual communication of insights, making the interpretation of complex data easier and improving informed decision-making.

Semantic Trees

Referente

For the construction of the semantic trees, we took as a reference the article by Elroy et al. (2024), in which the narratives about climate change present on social media, specifically on the platform X (formerly Twitter), are analyzed. This study aims to classify the main perspectives and debates around anthropogenic climate change, identifying how these narratives are formed and distributed in the digital space.

The methodologies employed include the RoBERTa language model, the k-Means clustering algorithm, and a manual verification process. The RoBERTa model was used to convert the tweets into semantic representations, allowing for the visualization of relationships and patterns of meaning between them. Subsequently, the k-Means algorithm grouped these data into four main categories: an anthropogenic narrative that questions human intervention in climate change, a scientific narrative supporting consensus, a policy narrative focused on mitigation solutions, and a conspiracy narrative, where misinformation predominates.

Finally, the authors use network visualization techniques to graphically represent these narratives and their connections, showing how discussions intensify following relevant climate events, such as reports from international organizations or extreme phenomena. This visualization allows for the identification of key points of misinformation and emphasizes the need for communication interventions to address and counteract the negative narratives surrounding climate change.

Semantic Trees

Models and Tools

The **Latent Dirichlet Allocation (LDA)** model allows us to identify **latent topics** in large volumes of textual data, organizing concepts based on their relevance. Here, we have an overview of the most relevant topics that emerge from the tokenized text set.

Based on this set of topics, we constructed vectors for all the texts and projected them onto a vector plane using **word embeddings**. This not only enables us to project the words onto the plane but also captures the **semantic relationships** between words to establish connections between the most similar and closest terms within the context.

Finally, we implemented **complex network analysis**, which allows us to visualize how different concepts are interconnected and detect underlying narrative structures.

How did we do it?

We used Python and the **pandas, NLTK, Gensim, and transformers** libraries to build a topic tree from a large set of texts. **Pandas** allowed us to organize and clean the data, while **NLTK** facilitated linguistic preprocessing by eliminating irrelevant words and normalizing terms. With **Gensim**, we implemented the LDA model to identify latent topics, and with **transformers**, we generated vector embeddings that capture semantic relationships between words, projecting them into a vector space.

These computational approaches are essential for analyzing large volumes of textual data, where manually identifying complex patterns and semantic relationships would be impossible. Automation through models and algorithms enables the discovery of narrative structures and connections quickly and accurately, optimizing time and ensuring a more rigorous analysis.

Semantic Trees

Method

The construction of the trees follows a transversal logic, based on the assumption that the way words – and concepts – are organized is hierarchical. This means we must determine a root word [**R**] to which we will associate other words or concepts. However, this association is built in layers (hierarchies). First, we find the words closest to the root word [layer 1: P1, P2, P3,...]. Then, we trace the words that are close to both layer 1 and the root word [R]: [layer 2: p1, p2, p3,...], and so on, successively [layer 3: q1, q2,...].
Not all words or concepts will have the same number of layers. This is because the formation of layers is spontaneous: the context limits the number of layers for each word.
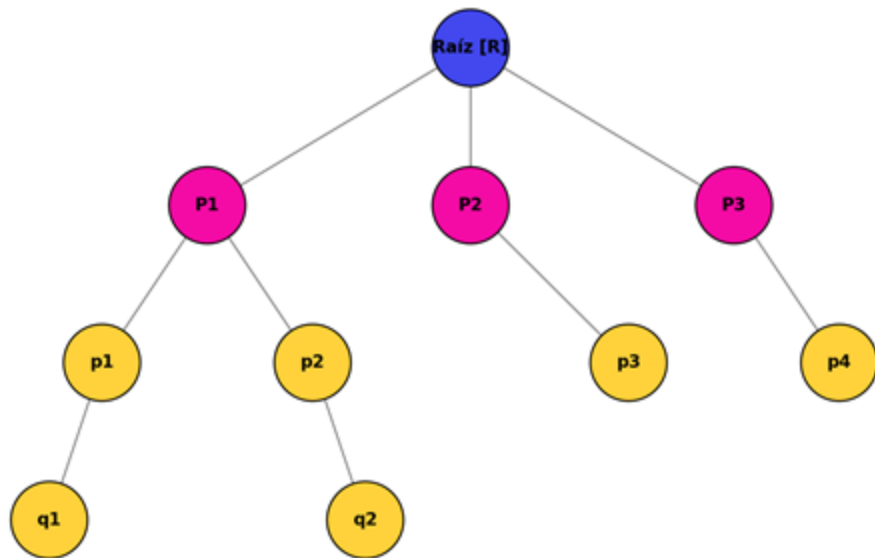
Semantic Trees

In data

- We processed approximately **8456** data points from news articles and conversations on social media during the period 01/01/2020 - 08/19/2024.

- The data capture was done using web scraping, a technique that automates the extraction of information from web pages. This allowed us to quickly collect large volumes of text from news and social media.

- Information sources:
  - **Digital media:** El Tiempo, El Espectador, Semana, La República, Portafolio, Infobae.
  - **Social media:** Twitter (X), Facebook, Instagram, TikTok, LinkedIn.
  - **Alternative news platforms:** La Silla Vacía, Cuestión Pública, Vorágine.
  - **University media outlets**.

Role-playing game

"Connecting contexts"

What is it?

It is a qualitative research methodology that, through a playful activity, allows participants—youth and members of organizations from Bogotá and Barranquilla—to build, interpret, and explain two distinct roles interacting in the enactment of a job interview.

Its aim is to approach real-life experiences in specific environments, and because of its flexibility in representing, observing, and studying social dynamics, it is considered a highly versatile methodology. Role-playing exists somewhere between field observation and a conventional laboratory-controlled experiment.

What do we use it for?

We use role-playing because **it allows participants to candidly express the beliefs, expectations, representations, and narratives they have about each of the identities they are playing**. Through personification, performance, and the enactment, participants provide information about symbolic, narrative, and also non-rational elements of behaviors and decision-making processes present in the interaction and in the representation of how youth and members of organizations in Bogotá and Barranquilla perceive themselves and of the others.

Role-playing game

"Connecting contexts"

Through GOYN Barranquilla and Bogotá, we organized 3 sessions for 3 different groups: one consisting solely of youth, another solely of people from organizations, and a mixed one.

Role-playing game

"Connecting contexts"

How did we do it?

During the activity execution, participants in each session are divided into two groups. On one hand, **half of the participants are tasked with creating the role of an average young person from their city** who is preparing for a job interview, based on their representation of that person. Then, they will create the profile of an organization in their city that would be ideal for young people to work for. Afterward, one person from this group will act as the young person created earlier in a job interview.
The other half of the group must create the identity of an average organization from their city, as well as the profile of the position they are hiring for. Then, they will design what they consider to be the ideal profile of a young person to work in an organization in their city. Afterward, they will create a selection process in which one or more people from the group will participate, acting as an employee of the company.
The interview is performed with the young person created by the first group and the selection team designed by the second group.
To conclude the role play, a **reflective exercise is carried out in which participants can explain why they created the characters as they did and then provide feedback on the characters created by the other team**. This results in the enactment of a fictional job interview where the representations of a young person and an average organization from Bogotá and Barranquilla are performed.

Role-playing game

"Connecting contexts"

The exercise was carried out three times in Bogotá and twice in Barranquilla as follows:

Bogotá:

- Group of only young people
- Group of only people from organizations
- Mixed group of both populations

Barranquilla:

- Group of only young people
- Mixed group of both populations

Step-by-step of the role-playing game:

1 **Welcome to the participants**
Each participant fills out their data authorization form and provides sociodemographic information.

2 **Identify the role and the sector**
Participants, in groups, will define both the economic sector and the role or position typically held by young people in the city.

4.A **Role of an organization**
This group will build an organization looking for talent to join its team.
Create the company's identity, design the hiring process, and get into character for the selection process.

3 **Role play**
Two teams are formed: the first will personify organizations, and the second, young people.

4.B **Role of a young person**
This group will build the profile of a young person in the city seeking a job offer.
Create a resume, determine who the character resembles, get into character.

5 **Role play enactment**
The groups will perform a representation of a selection process, where a young person is evaluated by an organization.

6 **Feedback**
In a plenary session, participants will step out of their roles and provide feedback to the opposite group by answering a series of questions.

Role-playing games in data
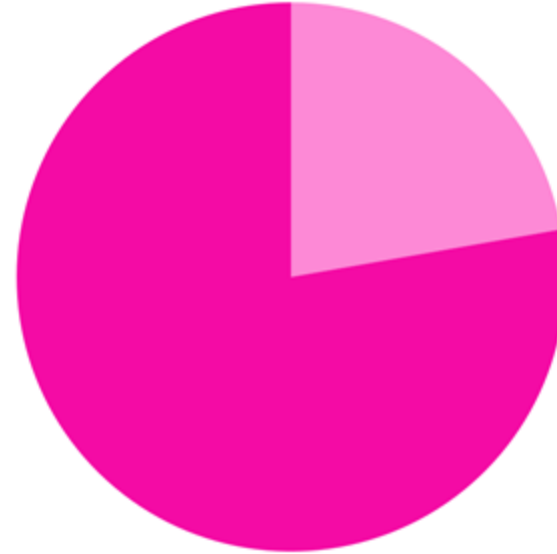
Bogotá

5 people
Group of only young people

10 people
Mixed group of both populations

13 people
Group of only people from organizations

Total: 28 people

Barranquilla

4 people
Group of only young people

14 people
Mixed group of both populations

Total: 18 people

Virtual survey

What is it?

The virtual survey is an interactive digital tool designed to simulate conversations with users in which we aim to identify factors that motivate behavior related to knowledge, beliefs, values, and narratives. In this case, we have designed hypothetical scenarios of interaction between Young People with Potential and members of organizations to understand what decisions they would make in everyday situations that could represent the connection and labor relations between both groups. The situations presented are associated with dynamics occurring in the employability ecosystem of Bogotá and Barranquilla, positioning users in decision-making contexts related to organizational dynamics and personal development. Participants could experience situations in which an organization sought to integrate new talent into its workforce, or situations where young people explored decisions regarding their career path.

What do we use them for?

The goal of this survey is to identify the factors that influence the disconnection or connection between Young People with Potential and organizations, obtaining data on labor expectations, perceptions of job offers, self-perception of skills, and obstacles perceived by young people in accessing the labor market.
This information will be crucial to contrast with the other methodologies used and develop a narrative of change that can improve labor engagement between young people and organizations, optimizing opportunities for Young People with Potential to develop their professional careers in Bogotá and Barranquilla.

Situation 1:

A young person explores options to fulfill their dreams and goals

1. Demographic Questions at the Beginning

Characterization of the population answering the survey, allowing for analysis of the total information based on demographic data.

2. Questions About Dreams and Goals in Personal and Professional Development

- Ideals of Youth with Potential (JP), sectors of the economy in which they feel they can develop themselves professionally, economically, and personally.
- Allows analysis of how well the city's potential job offers align with the motivations of JP.
- Provides insight into the intrinsic motivations of JP to access the labor dimension.
- Self-perception regarding their skills and abilities.

3. Questions About Interest in Types of Employment

- Perceptions about the labor offers that motivate JP.
- Analyzing the types of offers that motivate and interest JP vs. the actual offers in the city.
- Sectors of the economy where JP feel most comfortable.
- Perceptions, emotions, and mental schemas of JP regarding their ability to access jobs they are interested in vs. the actual offers in the city.
- Identifying potential approaches companies should have when offering job openings.
- Identifying the types of job profiles in which JP would feel most comfortable.

4. Questions About Perception of Requirements and Abilities

- Self-perception of the abilities JP have regarding their possible professional development.
- Obstacles JP perceive in relation to the requirements and job profiles offered by the city.
- Technical, interpersonal, and intrapersonal skills JP perceive in themselves vs. the actual job offers in the city.
- Perceptions, emotions, and narratives about companies in the city.
- Confidence that JP with potential have in the city's institutions.
- Knowledge or lack thereof about the employment ecosystem in their city.
- Perceived barriers to access related to their perceptions and emotions about the available offers.

Situation 2:

The person responsible for hiring in an organization seeks to integrate new talent into the company.

1. Demographic Questions at the Beginning

Characterization of the population answering the survey, allowing for analysis of the total information based on demographic data.

2. Questions to Build the Job Posting for the Selection Process (DEMOGRAPHIC)

- Ideas, stigmas, and hidden profiles that institutions may have when selecting candidates.
- Emerging elements about the skills and attitudes of young people when accessing job offers.
- Emerging elements (preconceived ideas, stigmas) about selection processes related to the possibilities of hiring young people in organizations.

3. Questions About Willingness to Hire Young People

- Knowledge of differential approaches in hiring processes.
- Stigmas and paradigms regarding the youth population in employment ecosystems.
- Emerging elements that show how young people are perceived in the employment ecosystem.
- Barriers to access from organizations.

4. Questions About Imaginaries of Hiring Processes

- Ideas and emerging elements about the selection processes carried out in the city.
- Identifying stigmas about the potential hiring of young people in organizations.
- Narrative elements from both young people and organizations about the feasibility of hiring young people in their teams.
- Barriers that may arise in selection processes based on ideas and prejudices.

Virtual Survey in Data*

94
94 participants in total

Group of only young people: 51
Group of only people from organizations: 43

Barranquilla
Total: 22
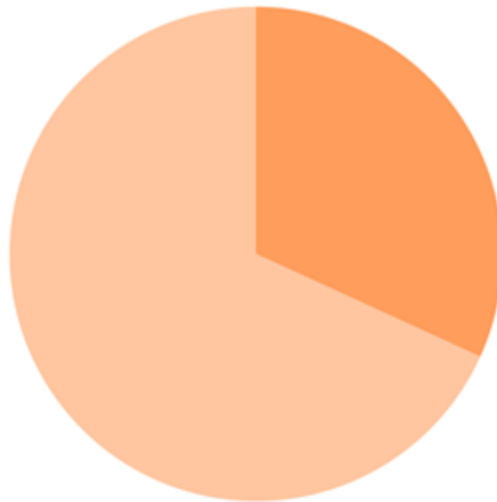
Group of only young people from Barranquilla: 15
Group of only people from organizations from Barranquilla: 7

Bogotá
Total: 72
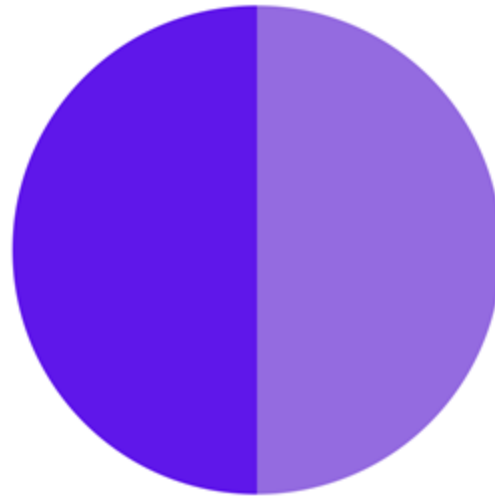
Group of only young people from Bogotá: 36
Group of only people from organizations from Bogotá: 36

Note: The sample of participants is not significant or representative of the population of young people with potential and organizations.

Virtual Survey Data
Barranquilla

Organizations:

- **Gender**
  - 31.4% men
  - 65.7% women
  - 2.9% did not respond
- **Gender Identity:**
  - 5.7% identify as part of the LGBTIQ community
- **Socioeconomic Stratification:**
  - 42.9% from strata 3 and 4
  - 57.1% from strata 5 and 6
- **Educational Level:**
  - 42.9% have undergraduate studies
  - 42.9% have postgraduate studies
  - 14.3% selected another educational option

Young People:

- **Gender**
  - 53.3% men
  - 46.7% women
- **Gender Identity:**
  - 26.7% identify as part of the LGBTIQ community
- **Estratificación socioeconómica**:
  - 60% from strata 3 and 4
  - 26.7% from strata 1 and 2
  - 13.3% from strata 5 and 6
- **Educational Level:**
  - 46.7% completed secondary studies
  - 20% have undergraduate studies
  - 33.3% selected another educational option

Virtual Survey Data
Bogotá

Organizations:

- **Gender:**
  - 71.4% men
  - 28.6% women
- **Gender Identity:**
  - 42.9% identify as part of the LGBTIQ community
- **Socioeconomic Stratification:**
  - 60% from strata 3 and 4
  - 34.3% from strata 5 and 6
  - 5.7% from strata 1 and 2
- **Educational Level:**
  - 34.3% have undergraduate studies
  - 60% have postgraduate studies
  - 2.9% selected another educational option

Young People:

- **Gender:**
  - 30.6% men
  - 63.9% women
  - 2.8% non-binary
- **Gender Identity:**
  - 13.9% identify as part of the LGBTIQ community
- **Socioeconomic Stratification:**
  - 55.66% from strata 3 and 4
  - 41.7% from strata 1 and 2
  - 2.8% from strata 5 and 6
- **Educational Level:**
  - 36.1% completed secondary studies
  - 25% have undergraduate studies
  - 11.1% have postgraduate studies
  - 19.4% selected another educational option

Experience Maps

What are they?

Experience maps, also known as journey maps, are a methodological tool used in qualitative research to visually represent the experience of an individual or group throughout a sequence of interactions, processes, or activities. This methodology focuses on understanding and analyzing the emotions, thoughts, actions, and touchpoints that people experience in a given context, such as when using a product, service, or in their daily life within an organization.

Why do we use them?

Comprehensive Visualization of the Experience: Experience maps allow researchers and organizations to clearly see how a person interacts with a system, product, or service, from the first contact to the final resolution. This includes key moments and associated emotions.

Identification of Critical Points: They help identify areas where users may be experiencing frustrations or barriers, which enables continuous improvement. By making these friction points visible, efforts can be focused on optimizing the experience.

Empathy and Deep Understanding: They foster empathy by allowing teams to see interactions from the perspective of others. This tool is key to understanding the moments of satisfaction and frustration of the user, helping in decision-making that is centered on the human experience.

Process Improvement: Experience maps are useful for improving processes, products, or services as they provide a clear picture of opportunities for innovation or enhancement of the user experience.

Results

of the Narrative Research

Connecting Contexts

2

Results Report

In this section, we present the results with the aim of addressing the key hypotheses that guided our research. These hypotheses were formulated as part of the design that structured the entire process, based on initial reflections from conversations, a review of documentary sources, and prior analysis before applying our tools.

What you will find below is organized clearly so that you can easily identify how the research questions relate to the posed hypotheses, the findings obtained, and the tools and data that allowed us to reach these conclusions.

This structure will help you understand not only the results but also the process that led us to them, ensuring a comprehensive and well-founded view of the analysis.

How We Organized the Results

Findings that Answer the General Hypotheses
General overview and by city

Predominant Narrative Relationships:
An Analysis from the Semantic Trees

Experience Maps in the Labor Insertion of Young People and Organizations

Results

Findings that Answer the Hypotheses

General overview and by city

In this section, we present the key findings that answer the hypotheses regarding the dynamics between Youth with Potential and organizations in the labor markets of Bogotá and Barranquilla.

From the analysis of the applied tools (surveys, focus groups, interviews, and user experience maps), we cross-referenced the obtained data with the six hypotheses identified in the GOYN Consistency Matrix. **The main objective was to identify the barriers, enablers, and opportunities for action that either limit or enhance the participation of young people in the labor market.**

For each hypothesis, we conducted an information cross-check that included:

- **Data disaggregated by city** (Bogotá and Barranquilla) to observe contextual and economic differences that affect young people differently in each region.
- **Behavioral sciences and cultural approach analysis**, which helped understand the structural and cognitive factors that perpetuate these barriers or that may act as enablers of change.
- **Action phases and recommendations**: For each finding, we detail prioritized actions in a sequential plan (short, medium, and long-term), along with practical recommendations aligned with the needs of each city.

There are 6 main findings:

1 Disconnection between organizations and young people

2 Organizational stereotypes that marginalize young people

3 Lack of visibility in organizational decisions perpetuates youth exclusion

4 Barriers to access to education limit young people's job opportunities

5 Personal networks determine access to employment, excluding young people without connections

6 Hiring practices limit labor market entry in emerging secto

1 Disconnection between organizations and young people

There is a **disconnection between organizations and young people. Organizations are not creating opportunities for young people** because they are not a priority, and young people are not connecting with organizations because they are either unaware of or cannot access the opportunities created for them.

RELATED HYPOTHESIS

Organizations do not adapt their opportunities to the needs and skills of young people, perpetuating a disconnection between job offers and the potential of young people.

BARRANQUILLA

The perception of a lack of economic diversification and the focus on traditional sectors limit young people's access to innovative jobs.

75% percent of the young people interviewed indicate that job opportunities are concentrated in traditional sectors, which prevents them from applying their technological and creative skills.

60% report that nepotism and favoritism are the main barriers to accessing formal employment.

BOGOTÁ

Organizations do not prioritize young people in their recruitment processes, and in many cases, young people do not receive information about job openings.

Business owners are divided between those who prefer to adapt existing job offers **(51%)** and those who want to design personalized processes for each position **(49%)**. As a result, it is common for young people to be overlooked when job offers are created.

On the other hand, there is a perception that **"young people don't receive many offers,"** meaning companies are not managing to connect with the channels and contexts in which young people operate. Moreover, the action space for young people is more restricted than that of organizations: **"the world is smaller based on the context in which you operate."**

1 Disconnection between organizations and young people

Enablers, barriers, and recommendations by city

RELATED HYPOTHESIS
Organizations do not adapt their opportunities to the needs and skills of young people, perpetuating a disconnection between job offers and the potential of young people.

BARRANQUILLA

Cultural and Behavioral Barriers:
- Labor requirements in traditional sectors do not take into account the digital or creative skills and potentialities of young people's education.
- Values that prioritize favoritism or nepotism in hiring, limiting access to jobs through closed networks.

Enablers:
- Emerging recognition by some organizations of the importance of integrating innovative young people into the technological field.
- Interest in emerging sectors like technology and the creative economy, which could offer new job opportunities.

Actionable Recommendations:
- **Early integration programs**: Create mentorship and internship programs that value the technological and innovation skills of young people, reducing the weight of professional experience.
- **Inclusive hiring policies**: Design recruitment processes that prioritize skills and growth potential over accumulated experience. Implement competency-based interviews and practical tests.
- **Open professional networks**: Foster more open and accessible recruitment networks for young people without privileged personal connections. Partner with local universities and tech organizations.

BOGOTÁ

Cultural and Behavioral Barriers:
- Young people and organizations are disconnected: Organizations are unaware of the interests and motivations of young people, and the latter feel overlooked.
- Organizations are unaware of the contexts in which young people inform themselves and operate to access job opportunities.

Enablers:
- Growing interest from tech companies in hiring young people who bring new perspectives.
- Incorporating a Youth Approach that takes into account the contexts and dynamics of young people when creating job openings.
- Availability of technical training programs that could enhance young people's competencies in demanded fields.

Actionable Recommendations:
- **Tech mentorship programs**: Create programs that provide guidance for young people in tech and creative areas to prepare them for entering the labor market, connecting them with mentors from the sector. These can be other young people.
- **Expand channels and target job offers**: Develop communication criteria to broaden the reach of job offers so they reach young people's contexts.
- **Promote diversity within organizations**: Implement internal campaigns that highlight the importance of integrating youth and diverse perspectives into teams.

Organizations maintain practices and narratives that **reinforce stereotypes about young people's lack of experience and commitment**, limiting their access to the labor market and perpetuating exclusion.

RELATED HYPOTHESIS

Organizational narratives exclude young people, reinforcing stereotypes that limit their access to the job market.

BARRANQUILLA

Organizations hold biases about the capabilities and experience of young people, which limits their integration and reinforces the disconnection.

65% of young people perceive that companies do not consider their abilities and see them only as cheap labor.

50% of young people believe companies do not trust their innovative ideas or leadership potential.

For some young people, physical appearance is a marker that determines whether or not they get hired. One young person shared: "***Young people have to adapt their appearance to go to job processes," and "Companies in this sector (commercial) would not hire people with informal personal images. That is, if you look somewhat hippie or rocker, it would be difficult to get hired.***"

BOGOTÁ

Organizations prioritize prior experience over emerging skills, leading to frustration among young people entering the labor market.

70% of young people say that employers prioritize prior professional experience, limiting opportunities for recent graduates

Despite the growth of technology sectors, **45%** of young people indicate they cannot secure jobs in these fields due to high experience requirements. Creative industries continue to perpetuate stereotypes about young people's ability to handle impactful projects.

68% of young people report that labor narratives in companies focus on "*proven experience*", excluding those who are just starting out.

2 Organizational Stereotypes that Marginalize Young People
Enablers, Barriers, and Recommendations by City

RELATED HYPOTHESIS

Organizational narratives exclude young people, reinforcing stereotypes that limit their access to the job market.

BARRANQUILLA

Cultural and Behavioral Barriers:
- Stereotypes about the lack of commitment, leadership skills, and appearance of young people.
- Dominance of traditional sectors that restrict young people's access to opportunities in emerging industries.

Enablers:
- **Emerging recognition of the innovative capacity of young people in technological and entrepreneurial fields.**
- Initiatives in collaboration with local universities that promote training in digital and business skills.
- Adoption of diversity-focused and youth-centered approaches already implemented in the city.

ACTIONABLE RECOMMENDATIONS:
- **Shift Organizational Narratives:** Develop internal campaigns within organizations to highlight the value of youth in terms of innovation, diversity, and adaptability.
- **Incidir en tomadores de decisión:** Implementar formaciones para líderes empresariales sobre diversidad generacional.
- **Influence Decision-Makers:** Provide training for business leaders on generational diversity.
- **Young Leadership Programs:** Create programs that allow young people to lead innovative projects within organizations, offering spaces where they can demonstrate their capacity for impact.
- **Promote Inclusive Spaces:** Encourage the development of organizational spaces where young people can share ideas and collaborate on high-impact projects

BOGOTÁ

Cultural and Behavioral Barriers:
- Business narratives focused on prejudice against inexperienced youth, stereotypes about their commitment levels, and distrust in their ability to lead important projects.
- Emerging sectors with high entry requirements and creative industries that restrict young people's access to leadership roles remain barriers for recent graduates or those without industry connections.

Enablers:
- Growing interest from tech companies in hiring young people for roles requiring innovation and adaptability.
- Emerging sectors valuing generational diversity and creating opportunities for new perspectives.

ACTIONABLE RECOMMENDATIONS:
- **Review Hiring Processes:** Redesign recruitment processes to ensure that the skills and adaptability of young people are properly valued.
- **Reduce Experience Requirements and Promote Generational Diversity Campaigns:** Establish hiring policies based on skills gained through education and the potential of young people rather than formal experience. Align these with inclusion programs that encourage generational integration in the workplace, showcasing the benefits of hiring young individuals.
- **Leadership Training and Mentoring:** Develop leadership training programs for young people, connecting them with mentors within companies who can help them demonstrate their management abilities.

3 · Organizational Decisions Exclude and Do Not Reflect Young People

The opinions and voices of young people **are not being included in decision-making processes within organizations**. This perpetuates their exclusion, lack of visibility, and limits their ability to influence workplace dynamics.

RELATED HYPOTHESIS

The lack of visibility for young people in organizational decision-making processes perpetuates their exclusion.

BARRANQUILLA

70% of young people believe their ideas and opinions are not taken into account within companies.

30% of young people have been invited to participate in decision-making or planning spaces within their organization.

BOGOTÁ

60% of young people report they do not have access to leadership roles or decision-making spaces.

50% feel that even when they participate in meetings, their ideas are not valued by their superiors.

3 Organizational Decisions Exclude and Do Not Reflect Young People

Enablers, Barriers, and Recommendations by City

RELATED HYPOTHESIS

The lack of visibility for young people in organizational decision-making processes perpetuates their exclusion.

BARRANQUILLA

Cultural and Behavioral Barriers:
- Young people are not perceived as key actors in strategic decision-making, particularly in traditional sectors.
- Hierarchical structures limit young people's participation in defining strategies and executing relevant projects.

Enablers:
- Growing interest from some organizations to empower young people through innovation programs.
- Increased visibility of local startups led by young entrepreneurs.

Actionable Recommendations:
- **Include Young People in Decision-Making Committees**: Establish formal participation spaces in strategic decision-making committees, emphasizing innovation and creativity.
- **Leadership Training Programs for Young People**: Develop targeted programs to prepare young individuals for leadership roles, connecting them with mentors to build decision-making skills.
- **Create Intergenerational Innovation Teams**: Promote the formation of multidisciplinary, intergenerational teams where young people can lead and contribute ideas to key projects.

BOGOTÁ

Cultural and Behavioral Barriers:
- Organizations maintain rigid hierarchical structures that hinder young people's active participation in decision-making processes.
- The perception that young people lack sufficient experience to lead strategic processes blocks their access to leadership roles.

Enablers:
- Some tech companies in Bogotá are already integrating young people into decision-making spaces to leverage their expertise in innovation and technology.
- The presence of organized youth communities advocating for influence over labor policy decisions.

Actionable Recommendations:
- **Co-Leadership Programs**: Implement initiatives where young people co-lead strategic projects alongside experienced leaders, incorporating their ideas into decision-making processes.
- **Create Spaces for Active Listening**: Foster organizational practices that ensure active listening to young people's ideas, supported by feedback and follow-up systems for their proposals.
- **Organizational Restructuring**: Facilitate young people's participation by implementing structural changes that dismantle hierarchical barriers and create more democratic decision-making spaces.

4 Access Barriers to Training Limit Employment Opportunities for Young People

Young people face obstacles in accessing technical training and education programs, which restrict their ability to enhance skills and compete in the job market.

RELATED HYPOTHESIS

Young people face structural barriers that prevent them from accessing opportunities for technical training and education.

BARRANQUILLA

68% of young people report lacking access to technical training programs due to financial constraints and limited regional opportunities.

50% believe existing programs are not aligned with current labor market demands.

BOGOTÁ

55% say technical training programs are not geographically well-distributed, limiting access for those in peripheral areas.

40% find technical training programs linked to emerging industries like technology.

Access Barriers to Training Limit Employment Opportunities for Young People

Enablers, Barriers, and Recommendations by City

RELATED HYPOTHESIS

Young people face structural barriers that prevent them from accessing opportunities for technical training and education.

BARRANQUILLA

Cultural and Behavioral Barriers
- Lack of access to technical training programs due to economic and geographic constraints.
- Disconnection between existing programs and the demands of the local labor market.

Enablers:
- Growing interest from organizations and local universities in developing region-specific technical training programs.
- Availability of digital platforms offering skill training in technology without significant investment.
- Free training opportunities provided by national public entities (e.g., SENA).

Actionable Recommendations:

- **Expand Technical Training in Emerging Sectors** Collaborate with organizations and local universities to design programs aligned with market demands, particularly in technology and the creative economy.
- **Scholarships and Financial Support** Develop scholarship and funding programs to ensure access to quality technical training, focusing on marginalized groups.
- **Affordable Digital Training** Promote the use of online platforms offering free or low-cost courses in areas demanded by employers.

BOGOTÁ

Cultural and Behavioral Barriers
- Geographic concentration of technical training programs, disproportionately affecting young people in peripheral areas.
- Existing programs do not always align with the needs of the growing technological and creative industries.

Enablers:
- Increasing number of technological initiatives aimed at bridging the skills gap in urban centers.
- Availability of digital infrastructure supporting technical training in emerging industries..

Actionable Recommendations

- **Decentralize Training Programs:** Develop accessible technical training opportunities for youth in Bogotá's peripheral areas, ensuring an increased participation from youths of those areas.
- **Align Training Content with Market Demands:** Customize program content to meet the specific needs of emerging industries, such as technology and the digital economy.
- **Leverage Digital Platforms for Training:** Increase access to online platforms that enable youth to acquire technical skills from any location.

5 Personal Networks Determine Employment Access, Excluding Young People Without Contacts

Young individuals **without personal connections within organizations encounter significant obstacles in securing formal jobs,** particularly in sectors where networks and contacts play a crucial role in hiring decisions.

RELATED HYPOTHESIS

The lack of personal connections and support networks limits young people's access to job opportunities.

BARRANQUILLA

75% of young people report that personal networks and social connections are the main means of accessing formal employment.

65% state that their lack of access to exclusive networks significantly limits their job opportunities, particularly in the private sector.

BOGOTÁ

70% note that employment in emerging sectors, such as technology and the creative economy, largely depends on personal connections.

60% highlight that jobs obtained without network intermediation are in less innovative and lower-paying sectors.

Personal Networks Determine Employment Access, Excluding Young People Without Contacts

Enablers, Barriers, and Recommendations by City

RELATED HYPOTHESIS

The lack of personal connections and support networks limits young people's access to job opportunities.

BARRANQUILLA

Cultural and Behavioral Barriers:
- The prevalence of closed social networks and nepotism as common hiring practices.
- The absence of open-access platforms allowing young people to compete fairly for jobs.

Enablers:
- The rise of digital networking spaces through social media groups connecting young people with potential employers.
- Emerging initiatives from universities and chambers of commerce to create inclusive professional networks.

Actionable Recommendations.:
- **Promote Open and Inclusive Networks:** Develop and strengthen digital platforms and in-person events enabling young people to directly engage with potential employers without relying on prior contacts (e.g., sector-specific networking events or GOYN's Marketplace).
- **Training in Digital Networking:** Create training programs on digital networking skills, helping young people build professional relationships through platforms like LinkedIn.
- **Intergenerational Mentorships:** Launch mentorship programs pairing young people with experienced professionals in their fields of interest, fostering career support and network creation.

BOGOTÁ

Cultural and Behavioral Barriers:
- Dependence on closed networks in technology and creative sectors restricts access for young people lacking prior connections.
- Employment opportunities in high-demand industries, such as technology, are confined to those with access to high-level social and professional networks.

Enablers:
- Growth of co-working spaces and startup events that facilitate networking for young professionals in technology and creative industries.
- Expansion of digital job platforms that offer more democratized access to employment opportunities.

Actionable Recommendations:
- **Establish Sector-Specific Inclusive Networks:** Encourage creating support networks tailored to young professionals in technology and creative industries easing the access to employers, including co-working events and virtual job fairs connecting them with emerging companies.
- **Provide Strategic Networking Training:** Equip young people with tools and practical training for strategic networking, enabling them to build valuable professional relationships through workshops and mentorship programs.
- **Enhance Digital Employment Platforms:** Boost visibility and functionality of digital platforms promoting inclusive hiring in emergent sectors, ensuring access to high-level job opportunities for young individuals without prior connections.

6 Hiring Practices Limit Youth Employment in Emerging Sectors

Hiring Practices in Emerging Sectors, Such as Technology and Creative Economies, Undervalue Young People's Technological and Creative Skills, Limiting Their Employment Opportunities.

RELATED HYPOTHESIS

Hiring practices in emerging sectors are not aligned with young people's technological and creative skills, restricting their employment opportunities.

BARRANQUILLA

70% of young people with technological training believe regional companies undervalue their skills, favoring candidates with prior experience.

60% feel hiring processes in emerging sectors are ill-suited to identifying young talent.

BOGOTÁ

65% report that technological organizations prioritize professional experience over innovation, excluding new entrants to the labor market.

55% observe that creative enterprises lack inclusive hiring processes that recognize young people's fresh perspectives.

6 — Las prácticas de contratación limitan la inserción laboral en sectores emergentes

Habilitadores, barreras y recomendaciones por ciudad

HIPÓTESIS CON LA QUE ESTÁ RELACIONADA

Las prácticas de contratación en sectores emergentes no están alineadas con las habilidades tecnológicas y creativas de lxs jóvenes, limitando su inserción laboral.

BARRANQUILLA

Barreras Culturales y Comportamentales:
- Las empresas en sectores emergentes valoran más la experiencia acumulada que la innovación o las habilidades tecnológicas de lxs jóvenes.
- Falta de procesos de reclutamiento que evalúen adecuadamente el potencial de crecimiento de lxs jóvenes.

Habilitadores:
- Aumento de la demanda de habilidades tecnológicas en sectores emergentes como la tecnología, la economía digital y las industrias creativas.
- Interés de algunas organizaciones por incluir jóvenes en áreas de innovación y proyectos experimentales.

RECOMENDACIONES ACCIONABLES:
- **Rediseñar procesos de contratación en sectores emergentes:** Establecer criterios de evaluación que valoren las habilidades técnicas y la capacidad de innovación de lxs jóvenes, en lugar de priorizar únicamente la experiencia profesional.
- **Promover la inclusión de jóvenes en proyectos de innovación:** Crear espacios dentro de las organizaciones para que lxs jóvenes lideren proyectos de innovación, permitiéndoles demostrar sus habilidades tecnológicas.
- **Programas de formación para la adaptación a sectores emergentes:** Desarrollar programas de capacitación que preparen a lxs jóvenes para trabajar en sectores emergentes, con un enfoque en las habilidades técnicas más demandadas por el mercado.

BOGOTÁ

Barreras Culturales y Comportamentales:
- Las empresas tecnológicas y creativas priorizan la experiencia previa sobre la innovación y las habilidades emergentes, excluyendo a lxs jóvenes.
- Falta de políticas de contratación inclusivas que valoren las perspectivas de las nuevas generaciones.

Habilitadores:
- Creciente demanda de innovación en las industrias tecnológicas y creativas, donde las habilidades de lxs jóvenes pueden ser aprovechadas.
- Empresas emergentes que están empezando a valorar la creatividad y las perspectivas frescas que traen lxs jóvenes.

RECOMENDACIONES ACCIONABLES:
- **Evaluar el potencial de innovación en lugar de la experiencia previa:** Rediseñar los procesos de selección para que se enfoque en el potencial de innovación de lxs jóvenes, introduciendo entrevistas por competencias y dinámicas creativas en los procesos de selección.
- **Integrar a lxs jóvenes en sectores creativos y tecnológicos:** Crear programas de formación y aceleradoras para integrar a lxs jóvenes en sectores como la tecnología y la economía creativa, con enfoque en el desarrollo de proyectos disruptivos.
- **Espacios de innovación y colaboración intergeneracional:** Fomentar la colaboración entre generaciones en proyectos de alta innovación, donde lxs jóvenes puedan aportar sus habilidades y generar impacto en las organizaciones.

Findings from Cross-Referencing Data

Breaking the Cycle of Distrust

There is widespread distrust between organizations and young people. Organizations doubt young people's ability to lead or take on significant responsibilities, while young people feel undervalued and unheard. This creates a cycle of inertia in which both sides perpetuate this dynamic.

Intervention Opportunity: Changing this narrative of distrust is crucial to fostering collaboration. Implementing **intergenerational dialogue** programs can enable both parties to understand each other and build mutual trust, breaking the cycle of exclusion. This could include collaborative spaces where young people and employers work together on high-impact projects.

The Bias of Prior Experience

One of the most common barriers identified is the requirement for prior experience, which acts as a cognitive bias within organizations. This bias favors the familiar (what has worked before) over the new (untested potential), excluding young people with disruptive skills who have not yet had the chance to demonstrate them.

Intervention Opportunity: Behavioral science suggests that **redesigning hiring processes** can reduce this bias. For example, implementing anonymous applications, **competency-based interviews, problem-solving dynamics, and practical tests** can help organizations recognize the value of young people's potential, not just their past experiences.

Narratives That Reinforce Youth Proactivity

While current organizational narratives often perpetuate stereotypes about young people's inexperience, it is frequently overlooked that young people are creating their own solutions. This drive towards **self-employment** and the establishment of **emerging ventures** is growing in cities like Bogotá and Barranquilla, where young people are taking control of their own narratives.

Intervention Opportunity: Organizational narratives must begin to **highlight and support youth proactivity** in creating employment. Communication campaigns showcasing young entrepreneurs and initiatives that foster their development can shift organizational perceptions about the need for young people to follow conventional paths.

Predominant Narrative Relationships: An Analysis from Semantic Trees

Semantic trees were analyzed using the root word "youth" and its derivatives to identify predominant narratives about young people and the labor market in the cities of Barranquilla and Bogotá.

This analysis provides a broad perspective on how social narratives are structured around young people, influencing perceptions of opportunities and the barriers they face.

The research focused on identifying both overarching themes and specific nuances in each city, offering insights into narrative obstacles and opportunities.

Importance of the Approach:
This analysis helps to better understand the layers shaping social and labor perceptions, addressing generational, cultural, and contextual differences that impact the youth.

The Narratives We Identified

Narrative 1:

Education as the Only Path

Formal education is perceived as the sole route for young people to succeed. There is intense social pressure on youth to pursue higher education as an indispensable requirement for being valued in the labor market.

Behavioral Perspective: This reinforces dependency on academic validation as the only means of progress, excluding other forms of personal and professional growth.

Cultural Enabler: Families and educational institutions are seen as the guardians of this narrative, perpetuating a continuous cycle that limits labor market flexibility.

Narrative 2:

Responsibility and Respect

Young people are viewed as citizens in training who must learn to respect established norms and take on responsibilities.

Cultural Barriers: Power dynamics between generations reinforce this narrative, conflicting with the perception that some youth challenge authority, making organizations see them as difficult to manage. This limits opportunities for young people to be considered by organizations.
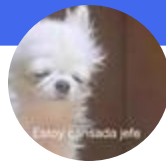
Narrative 3:

Frustration and Fatigue

Young people feel that the labor system does not allow them fair access to opportunities, leading to feelings of exhaustion and lack of motivation.

Behavioral Impact: This sentiment drives disengagement from the labor market and the pursuit of nontraditional paths, such as informal work or entrepreneurship.

Narrative 4:

Influenceability

Young people are perceived as malleable and easily swayed by trends or fashions, which undermines the credibility of their opinions and decisions.

Behavioral Impact: This stigma is reinforced by older generations, who assume that young people's lack of experience makes them less reliable for leadership roles.

Where Did These Narratives Come From?

This semantic tree reflects a complex and often negative societal view of young people. The predominant narratives suggest that youth are perceived as "tired," "manipulable," or "disinterested," with an expectation that they must "learn" and "respect" in order to align with expected social values. Additionally, there is a strong connection to the idea that young people are not sufficiently engaged in civic activities such as "working" or "voting," reinforcing stereotypes of inactivity and lack of commitment.

This analysis allows us to **identify the predominant social perceptions that need to be challenged or transformed through narrative** actions. The messages that emerge from this analysis should focus on dismantling these limiting beliefs, highlighting the real capabilities and contributions of young people, and offering new ways to understand their role in society.
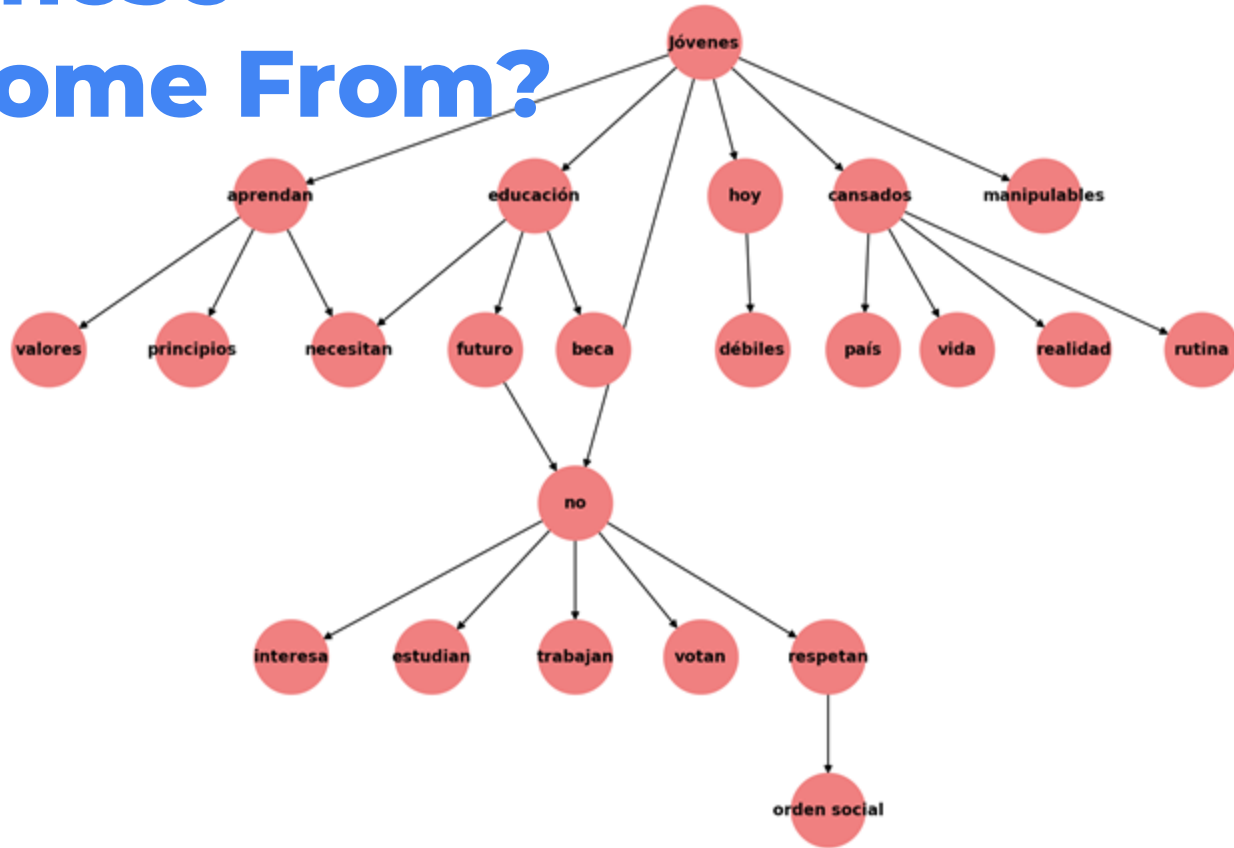
This semantic tree was built around the root word *jóvenes* (youth) and its derivatives. The branches of the tree explore the narrative connections that emerged during interviews and qualitative analyses. Each word in the tree represents a dominant narrative or stereotype associated with young people. These range from themes of **responsibility, education, and fatigue** to more complex ideas such as respect and disconnection from societal systems.

Narratives in Barranquilla

In Barranquilla, the predominant narratives reflect a strong sense of social and economic exclusion, driving young people to seek opportunities outside the city.

Narrative 1:
Distrust and Segregation

Young people in Barranquilla perceive the labor market as shaped by social exclusion, where "connections" (*roscas*) and limited social networks are decisive factors in accessing job opportunities.

Cultural Barriers: Family and social power dynamics in Barranquilla restrict access to privileged social circles, perpetuating exclusion.

Narrative 2:
Appearance standards

Physical appearance plays a significant role in the perception of professional success in Barranquilla, creating barriers for those who do not conform to cultural beauty standards.

Cultural Enabler: Social media amplifies these stereotypes, reinforcing the importance of aesthetics in hiring practices.

Narrative 3:
Economic Stagnation

The city is perceived as economically stagnant, with young people feeling their opportunities are limited, leading to migration to Bogotá or other cities.

Behavioral Impact: Many young people choose opportunities outside Barranquilla, resulting in a loss of local talent.

Narratives in Bogotá

In Bogotá, the predominant narrative is that opportunities exist, but they come with competitive dynamics and access inequalities that frustrate young people.

Narrative 1:
Formal Opportunities

In Bogotá, the labor market is perceived as more accessible, particularly in technical and junior-level roles. However, competition is intense, and many young people face disproportionate expectations.

Cultural Barriers: The lack of preparation (e.g., bilingualism) or specific work experience reinforces this narrative, where young talent is undervalued.

Narrative 2:
Networking as a Key Factor

The importance of social connections is crucial in Bogotá, where personal relationships often determine professional success.

Behavioral Impact: Networking plays a more significant role than actual capabilities, frustrating young people who lack these connections.

Narrative 3:
Opportunities in Human and Social Sciences Sectors

In Bogotá, organizations more inclined to hire young people are often concentrated in the **IT** sector, making it challenging to access roles in fields aligned with young people's intrinsic motivations.

Cultural Barriers: Organizations in sectors outside of IT follow traditional hiring processes, creating difficulties for young people interested in areas such as human sciences, social sciences, and healthcare.

Reflections on the Narrative Findings

Problematizing Limiting Narratives about Youth: Instead of focusing on what young people "should" or "should not" be, organizations can take a proactive role in **identifying, questioning, and dismantling internal negative narratives about youth**. Challenging stereotypes within their own structures and creating spaces for more authentic and valuable youth participation can transform these perceptions.

From Duty and Discipline to Autonomy and Co-Creation: Rather than emphasizing "duty" and "discipline" as fundamental pillars of youth perception, organizations can encourage narratives that promote autonomy and co-creation. This involves allowing young people to actively participate in decision-making and innovation.

Narratives on Fatigue and Lack of Commitment: Narratives emphasizing fatigue and lack of commitment among youth often overlook their resilience in the face of adversity. **Highlighting their adaptability and the energy they bring** to overcoming challenges is key. Messages should validate and showcase their effort and resilience.

Building New Narratives of Youth Agency: Youth agency narratives should not solely highlight shortcomings or missed opportunities but also **celebrate achievements and proactive steps taken by young people**. There are countless examples of youth transforming their communities through self-management, innovation, or activism. Organizations should **connect with these young leaders and showcase their stories**, fostering role models to inspire broader youth engagement.

Challenges in Designing Cultural Narratives: When constructing narratives that resonate locally, it is essential to **understand the symbolic meanings of certain words, images, or metaphors in each city's context**. Effective narratives must emotionally connect with their target audiences while reinforcing the existing cultural and behavioral connections.

Inclusive Narratives with an Intersectional Focus: A narrative that addresses the multiple dimensions of youth identity (e.g., gender, race, territory) from a diversity and inclusion perspective is vital for engaging and mobilizing young people. **Constructing a narrative that acknowledges and reflects the diversity and complexity of youth experiences** can connect with those traditionally excluded from these conversations.

Experience Maps of Youth Labor Market Integration and Organizations

This section examines the **critical touchpoints in the labor market integration process for Youth with Potential and organizations**, using user experience maps to identify key barriers and enablers from both perspectives.

The analysis highlights how the lived experiences of youth and organizations differ and converge at specific moments, exploring how beliefs, values, social norms, and corporate policies shape these interactions. **The goal is to pinpoint friction points and opportunities that promote collaboration and streamline the labor market integration process.**

By leveraging narrative, semantic, and behavioral analysis tools, we delve into the barriers and enablers influencing alignment, process dynamics, and coordination between both sides. This enables us to propose actionable recommendations that address not only labor market integration needs but also foster more equitable and fruitful relationships between youth and organizations.

Youth Experience Map

The youth experience map uncovers several critical interaction points with the labor market. A key finding is the **perceived disconnect between job offerings and the actual skills young people possess**. Youth report that organizations prioritize experience over skills, limiting their access, especially when seeking initial opportunities.

Identified Barriers:

1. **Lack of awareness and resources**: Job offers fail to reach the right audiences.
2. **Fear of rejection and low self-efficacy**: Emotionally, many feel unprepared or anticipate rejection.
3. **Discrimination based on physical appearance or type of university**: Inequitable valuation persists, disproportionately affecting women, public university graduates, and individuals facing stereotypes linked to their appearance.

Enablers:

1. **Training and access to information**: Providing access to soft and technical skill development spaces can enhance preparation and reduce rejection anxiety.
2. **Building bridges between universities and the private sector**: Collaborative programs can reduce the perceived disconnect between academia and employment opportunities.

Young People's Experiences When Seeking Opportunities

Study	Deciding the Path to Follow	Opportunity Search	Evaluation of Job Postings	Hiring Process	Decision-Making in Hiring from Companies	Decision to accept/reject the offer

Seed Programs: A vocational guidance process that connects young people with companies.

Job offers do not reach the right people (lack of awareness and resources): Job opportunities that align with the expectations of young people are not reaching them.

Organizations have more agency and influence than young people (personal beliefs and resources): Companies have more agency in determining how to reach young people, while young people have limited agency to question the scope of their opportunities.

Fear of rejection in job interviews (emotions): The entire application and interview process generates emotional distress.

Experience is prioritized over skills (personal beliefs, narratives, lack of skill, and company policies): Hiring processes tend to prioritize candidates with experience, which most young people lack as they are just starting out. "They ask for too much experience."

Potential for growth or future projection: Emphasizing the skills and future potential that young people can bring to a company.

Skill-building opportunities: Organize workshops or training spaces for young people to prepare for interviews and practice them multiple times.

Power asymmetry between organizations and young people (resources, personal beliefs, and social interactions): The relationship between organizations and young people is asymmetric, with young people feeling that the organization sets the conditions, and they are only the ones to accept or reject offers.

Women face higher discrimination (personal beliefs, values, biases, company policies, and narratives): Young women face more discrimination than men based on their physical appearance, potential pregnancy, and sexism.

Perception that discussing personal life is a disadvantage (personal beliefs, biases, and values): Young people see sharing aspects of their private life (e.g., family issues) as a disadvantage that may count against them during the hiring decision.

Young people feel infantilized by organizations (personal beliefs and biases): In some cases, organizations treat young people in a condescending or infantilizing manner. "I wish they wouldn't treat us like children or beginners, they don't treat us seriously enough to assume the position."

Lack of clarity in the hiring process continuity (company policies): There is a lack of clarity about the steps to follow after hiring, which diminishes trust in organizations and the hiring processes.

Discrimination based on the type of university or higher education institution (personal beliefs, biases, social norms, and narratives): Young people report differential treatment depending on whether they come from a public or private university.

Barriers   Enablers

Mapa de Experiencia de las ORGANIZACIONES

The analysis of organizations shows a tendency to value short-term efficiency and experience over the long-term development of young talent. Additionally, there is a perceptual bias in which young people are seen as unstable or uninterested, which reduces their potential for integration into organizations.
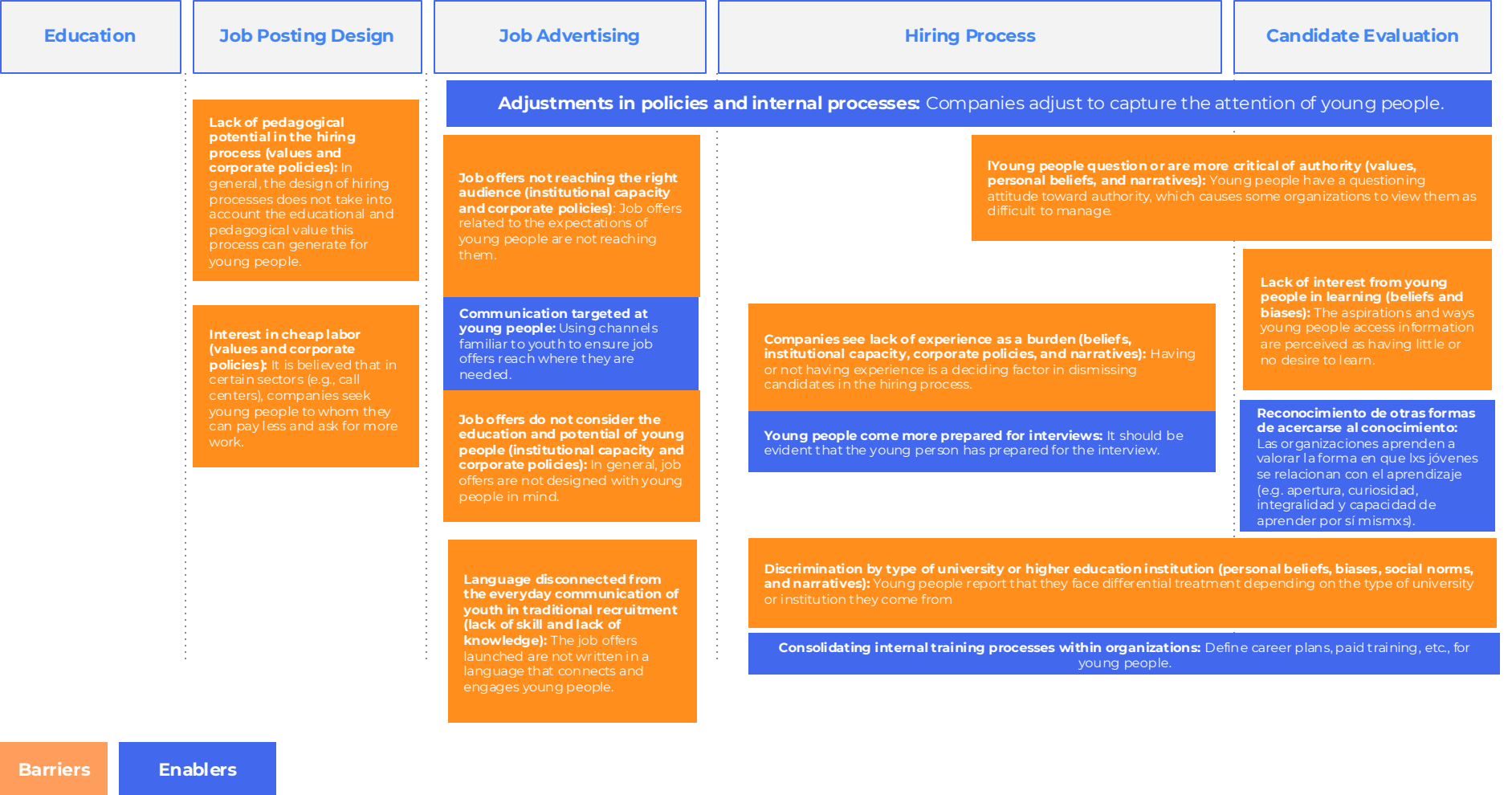
Identified Barriers:

1. **Disconnection between academia and the organizational world:** Organizations do not perceive that universities adequately prepare young people for real work.
2. **Preference for efficiency:** Organizations prefer to hire individuals with prior experience, which limits the hiring of young people.
3. **Traditional language and selection processes:** The technical language and rigid structure of recruitment processes alienate young people who are not familiar with these practices.

Habilitadores:

1. **Create communication strategies targeted at young people:** Implement a strategy that identifies key stakeholders, channels, and offers that can motivate young people to participate.
2. **Create or strengthen seed programs:** Implement a program that introduces young people to the labor market in their city from school in an attractive way.
3. **Mentoring and internal training programs:** Implementing mentoring programs can help develop practical skills in young people within the organization.
4. **Flexibility in work hours and modalities:** Implementing more inclusive work policies can improve the retention of young talent.

Experiences of Organizations Offering Opportunities for Young People

Education	Job Posting Design	Job Advertising	Hiring Process	Candidate Evaluation

Adjustments in policies and internal processes: Companies adjust to capture the attention of young people.

Lack of pedagogical potential in the hiring process (values and corporate policies): In general, the design of hiring processes does not take into account the educational and pedagogical value this process can generate for young people.

Interest in cheap labor (values and corporate policies): It is believed that in certain sectors (e.g., call centers), companies seek young people to whom they can pay less and ask for more work.

Job offers not reaching the right audience (institutional capacity and corporate policies): Job offers related to the expectations of young people are not reaching them.

Communication targeted at young people: Using channels familiar to youth to ensure job offers reach where they are needed.

Job offers do not consider the education and potential of young people (institutional capacity and corporate policies): In general, job offers are not designed with young people in mind.

Language disconnected from the everyday communication of youth in traditional recruitment (lack of skill and lack of knowledge): The job offers launched are not written in a language that connects and engages young people.

lYoung people question or are more critical of authority (values, personal beliefs, and narratives): Young people have a questioning attitude toward authority, which causes some organizations to view them as difficult to manage.

Lack of interest from young people in learning (beliefs and biases): The aspirations and ways young people access information are perceived as having little or no desire to learn.

Companies see lack of experience as a burden (beliefs, institutional capacity, corporate policies, and narratives): Having or not having experience is a deciding factor in dismissing candidates in the hiring process.

Young people come more prepared for interviews: It should be evident that the young person has prepared for the interview.

Reconocimiento de otras formas de acercarse al conocimiento: Las organizaciones aprenden a valorar la forma en que lxs jóvenes se relacionan con el aprendizaje (e.g. apertura, curiosidad, integralidad y capacidad de aprender por sí mismxs).

Discrimination by type of university or higher education institution (personal beliefs, biases, social norms, and narratives): Young people report that they face differential treatment depending on the type of university or institution they come from

Consolidating internal training processes within organizations: Define career plans, paid training, etc., for young people.

Barriers   **Enablers**

Relationship Between Barriers and Enablers in Labor Insertion

The intersection of the barriers faced by young people and organizations reveals that **the main tensions lie in the expectations of both parties**.

- While young people perceive the labor market as hostile and non-inclusive,
- Organizations believe young people are not adequately prepared for the demands of work.

These perceptual differences create a disconnection that must be addressed through behavioral and cultural strategies.

Global Barriers:

1. **Alignment and Collaboration:** There is a disconnection in communication between young people and organizations, as well as a contradiction in their perceptions of the value each group adds.
2. **Process:** There is a misalignment of expectations between young people and organizations regarding what constitutes "best practices" in the hiring process.
3. **Articulation:** Differences in the relationship between young people and organizations around the hiring processes.

Enablers:

1. **Cross-Training:** The development of joint programs can help align expectations.
2. **Flexibility:** A greater openness to new forms of work and communication can break down barriers between both groups.

Relationship by Barrier Type

Type of Barrier	Youth	Organizations
Alignment and Collaboration Barriers	Job offers don't reach the intended audience **(Lack of awareness and resources).**	Disconnect between academia and the corporate world **(Institutional infrastructure, company policies, and** resources).
	Responsibility and agency power imbalance **between organizations and youth (Personal beliefs, narratives, and resources).**	Lack of recognition of the pedagogical potential **in hiring processes (Values and company policies).**
	Power asymmetry between organizations and youth (Resources).	Interest in low-cost labor (Values and company policies).
	Women facing greater discrimination (Values, biases, and regulations).	Language distant from youth's everyday communication (Lack of skills, and company policies).
Process Barriers	Youth report companies prioritize experience over skills (Narratives, and company policies).	Job offers don't reach the intended audience (Institutional infrastructure and resources).
	Inflexibility in schedules and work modalities from companies (Infrastructure and resources).	Outsourcing of hiring (Infrastructure and company policies).
	Lack of preparation for interview scenarios (Lack of skills).	Resumes not matching the required qualifications (Lack of awareness and lack of skills).
	Lack of clarity in the continuity of hiring processes	Companies see lack of experience as a burden (Lack of skills and company policies).
Articulation Barriers	Lack of bilingualism (Lack of awareness and personal beliefs).	Perception that youth prefer subsidies (Personal beliefs and biases)**.**
	Belief that discussing personal life is a disadvantage (Narratives and company policies).	Job offers fail to consider youth p**revious** training and potential (Institutional infrastructure and narratives).
	Youth feel infantilized by organizations (Personal beliefs).	Youth challenging authority (Personal beliefs, biases, and narratives).
	Discrimination based on the type of university attended (Personal beliefs, biases, and regulations).	Discrimination based on physical appearance (BAQ).

Reflections on Touchpoints

This section on touchpoints reveals that the disconnect between youth and organizations **is not limited to a single factor.**

The labor insertion process is mediated by a series of **beliefs, social norms, and expectations** that hinder collaboration between both groups.

It is essential to consider the process holistically, **from when young individuals are still in school** to when they successfully join an organization.

The insertion process requires changes at various levels, such as:

- **Individual Level:** Challenge personal beliefs and address biases among individuals within organizations. Enhance the knowledge and skills of young people.
- **Interpersonal Level:** Align expectations regarding the experience, skills, and abilities of youth.
- **Community Level:** Strengthen the organizational infrastructure to facilitate the inclusion of youth in their processes.
- **Collective Level:** Review and adjust internal policies and organizational processes to incorporate a youth-centered approach.

MISCELLANEOUS RECOMMENDATIONS

Concrete and strategic recommendations that extend beyond the addressed narratives, identifying additional opportunities to strengthen the initiative and ensure its replicability, impact, and sustainability.

GOYN in Barranquilla and Bogotá serves as a facilitator, showcasing pathways for young individuals with potential and organizations within the collaborative framework. It is an initiative that champions the materialization of a **youth-centered approach.**

With a special focus on and for young people, GOYN recognizes that they are navigating a specific stage in their life cycle, facing challenges such as achieving independence (self-determination), generating income, and accessing quality education. These elements are crucial for successfully transitioning into the labor market.

Simultaneously with the narrative actions, the programmatic correlates will be key, and we believe that an explicit element that can contribute to this is actions like those outlined here.

Strengthening GOYN as a Facilitator in the Youth Ecosystem:

GOYN in both cities should take an active role as a **facilitator in the youth ecosystem**, highlighting best practices already implemented in other cities and creating a space for exchange and learning. This will solidify GOYN's presence as a regional benchmark.

Recommendations:

- Create a **manual for implementing successful cases** that can be used by other cities and organizations.
- Facilitate the **creation of a community of practice** among key ecosystem actors, including young people, organizations, and government stakeholders.
- **Organize an exchange of experiences between cities that have already adopted similar approaches** to foster a process of cultural adaptation and localization.

GOYN as a Generator of Incentives for Organizational Transformation:

GOYN can lead the creation of clear and practical incentives for organizations to adopt the Youth Approach in a deep and committed way.

Recommendations:

- Create a **"Youth-Friendly Organization" seal** to recognize organizations that implement inclusive practices in their selection and hiring processes.
- **Provide technical assistance to organizations adopting the youth approach**, including personalized consulting and training for leaders and human resources teams.
- **Promote an awareness campaign** directed at organizations that highlights the positive impact of including young people in their structures.

Bringing the Youth Approach to Practical Scenarios

The Youth Approach recognizes adolescents and young people as rights holders, **valuing their capabilities and potential** to actively participate in their own development, as well as the development of their families, communities, and country.

It **encourages** dialogue between adolescents and young people from different subcultures and population segments, as well as with adults who accompany their development, and with institutions responsible for ensuring their rights.

It **adopts** a positive approach that moves beyond traditional prejudices and stereotypes, focusing on understanding and respecting the rights, thoughts, needs, aspirations, concerns, talents, and desires of young people in the creation of policies and programs.

It **encourages** dialogue between adolescents and young people from different subcultures and population segments, as well as with adults who accompany their development, and with institutions responsible for ensuring their rights.

It values the diversity and heterogeneity of the adolescent and youth population, recognizing their development stages, identities, cultural expressions, and living conditions, **distancing itself** from rigid or decontextualized measures that homogenize their realities.

It promotes intergenerational relationships based on inclusion, respect, equality, mutual care, learning, and solidarity, **rejecting** any relationships of domination or subordination between generations, and **creating** spaces for exchanging ideas, experiences, and knowledge for the construction of a society oriented towards the common good.

The Destination

The Narrative

Connecting Contexts

3

What is the Story We Should Share to Build a Relationship of Cooperation and Work Between Young People and the Business Sector?
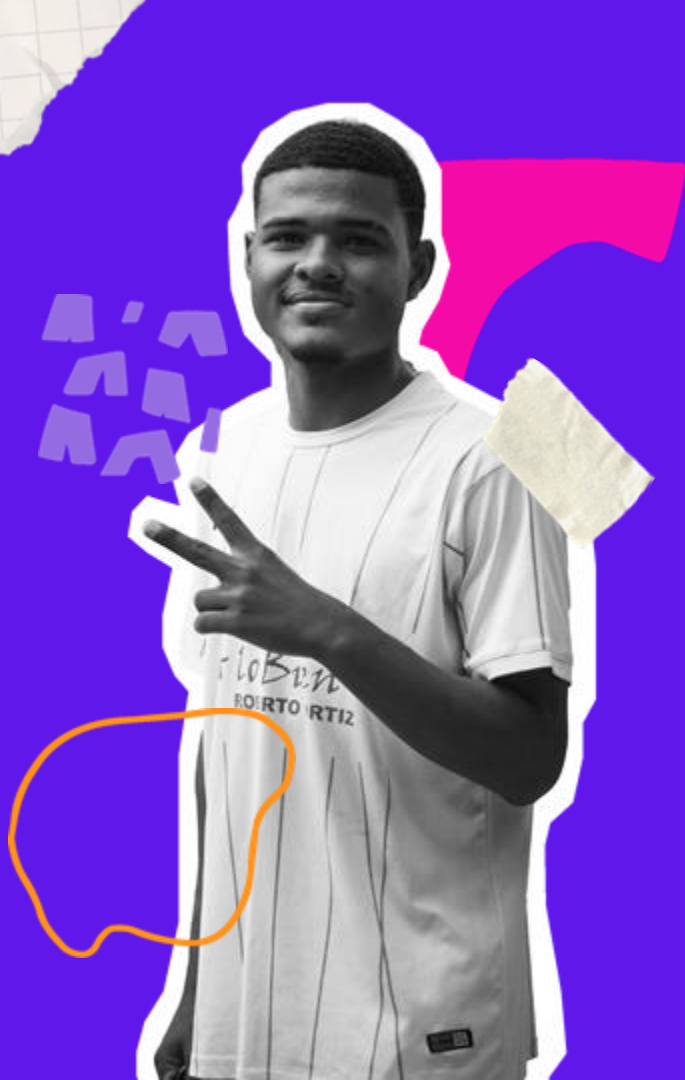
Narratives as a Tool for Mobilization and Change

Narratives have the power to imbue the world we live in with meaning and symbols, which is why they speak to us, provide us with explanations, and emotionally connect us as a society, while also creating barriers and shaping our perception of the world. **These stories and frameworks of preconceived ideas influence the beliefs, values, and representations we have about others and the world around us**. For this reason, they can be a motivating factor or a barrier to changing or reproducing behaviors.

When we talk about narrative, we refer to the stories, discourses, and representations that a society or a group with common cultural characteristics constructs and shares about certain topics, groups of people, or phenomena.

At Estudio Plural, we work on behavioral and cultural change from a combined perspective of approaches and theoretical assumptions that interrelate with each other.

On one hand, we use the applied behavioral sciences approach with the COM-B Model, which allows us to understand the factors that consciously or unconsciously motivate our actions and decision-making, such as: what we know or don't know, the skills we have or lack, the beliefs we hold, the emotions we feel and how we feel them, our habits, our resources, the spaces we occupy, and even the social norms of the groups we belong to, among others.

On the other hand, we adopt the perspective of cultural sociology, which views culture as a structural variable that shapes life in society. From this perspective, it is possible to understand that human behavior is situated in specific cultural contexts, influenced by the narratives, codes, symbols, and meanings we share as a society in the way we interact with the world. According to this perspective, we express the narratives that shape us by putting them into practice, creating stage settings, and performing or acting out the symbols and meanings that give our world significance.

This combination of approaches and perspectives provides the Cultural and Behavioral Change Model (CCC) with the ability to understand, position, and relate the motivating factors of our behaviors and decision-making. This ability to diagnose behavior in detail also gives us the tools to design and test evidence-based behavioral change actions.

According to the CCC Model,
cultural or foundational narratives are a motivating factor of behavior that, from a collective level, impacts the cultural context of individuals, acting either as a barrier or a facilitator to changing behavior or making a decision.
That is, if a society has a negative narrative about young people who have not studied or do not have a job, representing them as "lazy," "unambitious," "fragile," and "irresponsible," it is very likely that a large group of people within this community will come to believe that these narratives about young people are true, especially if these young people live under structural conditions of inequality and exclusion that limit or restrict their access to quality education and the labor market.

1 Individual Level

2 Community/Inter personal Level

3 Collective Level
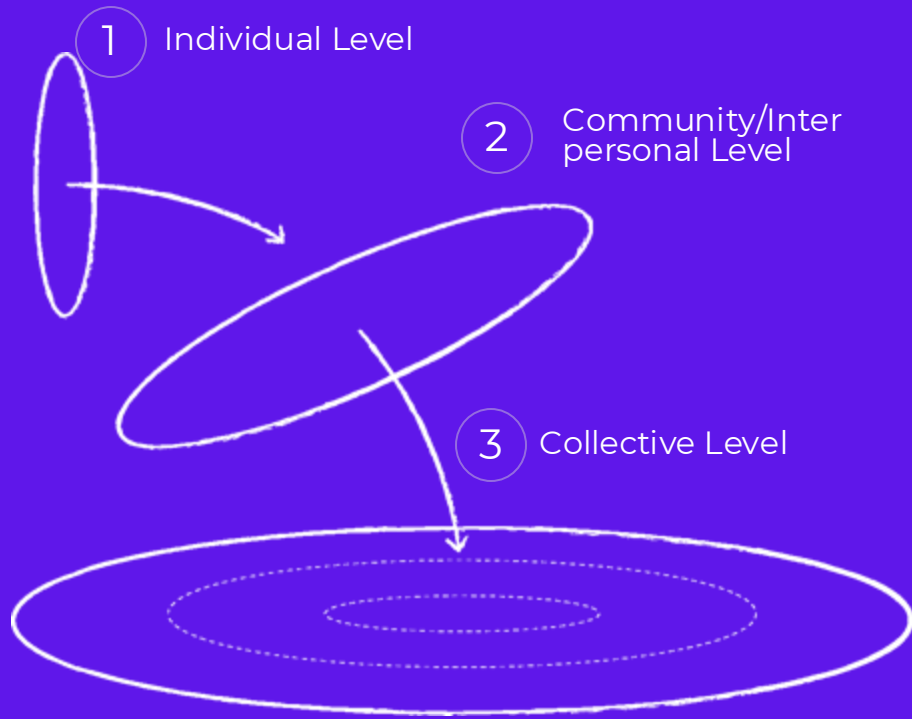
We observe that narratives, as part of the broader context, can end up creating a correlation that does not align with the causes of the problem, leading to actions or measures designed to foster the potential of young people that may fail to achieve the expected results. However, we also see that narratives, as a behavioral factor, are closely linked to other motivating factors of behavior. This is why it may be necessary to deepen the understanding of the relationship between the narrative and these factors, to identify the insights that will allow us to design the most relevant change actions. These actions can mobilize and promote the connection of young people with the opportunities the environment offers to experience their potential.

The Narratives We Need to Intervene With

WHAT IS HAPPENING TODAY

Currently, young people face a **business ecosystem** that **does not see them as a priority** and, in some cases, perceives them as **economic labor**. In this system, hiring processes tend to **exclude young people for lacking experience**, their voices are not considered when thinking about internal processes, and they are not provided with spaces to showcase their full potential.

For cultural reasons, **the system tends to favor those already in positions of power or with connections**, disregards the interests of young people, and does not view their education as a responsibility or an investment in the future.

In general, young people who do not disconnect from the system and isolate themselves are forced to adjust their behavior, hiding aspects of themselves (such as cutting their hair, dressing a certain way, not discussing certain topics, etc.) to meet implicit or explicit expectations placed on them, which do not usually reflect their actual capabilities.

This competitive and disconnected environment distorts the articulation process between the organizational fabric and the young population of the city seeking access to the labor market. **It does not allow opportunities for young people to open up, thus favoring a few and perpetuating unequal power relationships.**

WHAT SHOULD HAPPEN

To create a more inclusive labor market for young people and a more efficient one for the organizational ecosystem, it is essential that **we agree and act from both sides**:

On the young people's side, **we need to focus on three things**: **Strengthening their confidence in their abilities** so they can express themselves as they are; **identifying and highlighting authentic role models** that allow them to recognize people their age with transformative agency and **identifying and socializing hopeful scenarios** in which young people can project and imagine their future.

On the organizations' side, they must **recognize the value that young people bring to their teams**, aligning their recruitment, hiring, integration, and development processes with a vision that allows them to integrate and unleash their full potential without having to conform to biases or prejudices.

This implies that **organizations and GOYN commit to training and equipping young people with the skills and knowledge needed to navigate selection processes**, while **organizations adopt a youth-centered approach** that promotes diversity and authenticity within their teams.

Organizations that recognize and practice these principles not only foster youth development but also benefit from the innovation and dynamism young people bring when they are free to be themselves.

A hiring process that provides **equal opportunities**, is **transparent**, and **supports training while listening to the voices of young people** will transform the work environment into an inclusive space for mutual growth.

Audience Perspective and Desired Behaviors

WHAT IS HAPPENING TODAY	WHAT SHOULD HAPPEN

WHAT IS HAPPENING TODAY

Young people in the labor market do not speak about themselves, as their perspectives and voices are absent from the narratives constructed about them.

The hiring process triggers a series of micro-behaviors that reflect and perpetuate unequal power relations. Those who control decisions (management, human resources) determine who gains access to opportunities, while candidates adjust their behaviors to meet implicit or explicit expectations. These dynamics create a distorted and competitive environment, where behaviors such as highlighting certain skills, downplaying weaknesses, and even adapting aspects of their identity become key to navigating and accessing a system that privileges some over others.

WHAT SHOULD HAPPEN

Young People

References to young people with agency power are created and made visible.

The willingness of young people to express themselves authentically and take ownership of their narratives increases.

The number of training and development processes to prepare young people for hiring processes grows.

The number of young people participating in training and development processes increases.

The number of young people hired by organizations to start a professional life aligned with their identities rises.

Organizations

The number of organizations recognizing and implementing the principles of a youth-focused approach, acknowledging the value it brings to the organization, its processes, and the broader community, increases.

The number of training opportunities for integrating young people, created or supported by organizations, grows.

The number of organizations recognizing the importance of revising their hiring processes to improve practices for integrating young people into their teams rises.

The number of organizations hiring young people for their teams increases.

General Objective of the Narrative

Redefine the ways of engagement in the labor ecosystems of Barranquilla and Bogotá so that young people in each city can develop their potential, contributing with their ideas and potential from their diversity. At the same time, organizations implement actions that promote inclusive environments and opportunity spaces for young people, recognizing the value they can add to organizations.

Specific Objectives of the Narrative

For Young People:
Promote a positive valuation of young people regarding their agency and self-perception in the cities of Barranquilla and Bogotá. From this, provide tools that develop and strengthen behaviors related to:

- **Self-efficacy** (believing in their ability to succeed).
- **Identity management** (feeling comfortable being themselves in work environments).
- **Proactive adaptation** (being able to align their skills with opportunities without changing their essence).

Alignment with GOYN at a global level:
This objective aligns with GOYN's mission to increase the agency of young people in situations of exclusion and connect them with opportunities that value their diversity.

For Organizations:
Facilitate the incorporation of organizational and relational strategies that encourage more equitable and transparent practices with a **Youth Focus** in:

- The socialization of job openings.
- The creation of more inclusive access methods.
- The training of young people in work-related capacities and skills.
- The retention and development of young talent while recognizing their particularities.
- The alignment and implementation of intentional actions that help achieve organizational goals and objectives.

Alignment with GOYN at a global level:
GOYN focuses on building multisectoral alliances, which means that companies need to not only be aware of diversity but also act to modify their structures and create a more accessible labor market for young people.

ALLÁ y ACÁ, hacemos cosas para cambiar nuestro mundo

ALLÁ Y ACÁ, *hacemos cosas para* transformar **nuestro futuro**

There and Here, We Do Things to Change Our World

This narrative speaks about how everyday, local actions have a transformative power on the environment of those who carry them out. From Young People with Potential to organizations, everyone is moving their own world, creating opportunities, improving their quality of life, and challenging barriers that once seemed insurmountable.

This narrative emphasizes that actions matter because they reframe and transform the reality in which people live.

This narrative is designed to promote:

- **Access and Training:** Emphasize how collaborations between young people and organizations are creating opportunities for access to technical training and employment.
- **Recognition of Potential:** Highlight that the true potential of these young people emerges when they have access to resources and opportunities that allow them to develop their skills.
- **Overcoming Barriers:** Focus on how organizations and young people work together to eliminate the structural obstacles that limit access to education and work.
- **Inclusion and Diversity:** All identities, roles, and territories are represented, as the narrative celebrates the value of what they already are. Inclusive and approachable language is used, reflecting the diversity of experiences without suggesting that actions must change the entire world to be valuable.
- **Collective Action:** Young people and organizations collaborate to create an impact in their own contexts, transforming their communities.
- **Tangible Impact:** Actions are measured by how they reframe the immediate environment and improve the realities of those who carry them out.

The Narrative Broken Down and What It Means

There and Here

This part speaks about two sides, two shores, that seemingly aren't connected: **there and here**. However, upon closer inspection, it becomes clear that there is an interdependence that unites and connects us. Recognizing what happens **there** helps us think, understand, and improve what happens **here**.

Key Message
"We are part of something bigger."

We Do Things

Actions are already happening **there and here**, both over **there** in organizations and **here** with the youth. Both are taking action in their everyday lives, and if identified and connected, these actions have the power to contribute to transforming local realities and changing perceptions of one another.

Key Message
"The things we do matter. With them, we can connect with others."

To Change Our World/To Transform Our Future

For this transformation to continue, we must tell our stories of change. These stories show what we're capable of when we work together, there and here. In doing so, we build a present that contributes to shaping our future.

Key Message
"When we work together, here and there, it's possible to change people's experiences."

The Narrative Broken Down from a Behavioral and Cultural Perspective

Part 2:
There and Here

Objective: Recognize each other among the involved actors.

Narrative: "Youth and organizations are an essential part of this city. Both groups work from their shores for a better future for ourselves and for the city."

Behavior to Highlight: Youth with potential and organizations recognize themselves as agents of change and see the other as a potential ally.

Culturally Relevant: This idea connects with the capacity for action that both youth and organizations have to influence their own reality and that of their contexts. It also appeals to local pride to reclaim the identity of these groups.

Part 2:
(...) We Do Things

Objective: Identify the capacity to act from the individual to the collective.

Narrative: "Every action we take, alone or together, from the most ordinary to the extraordinary, can contribute to doing bigger things."

Behavior to Highlight: Youth with potential and organizations cooperate by finding ways to act from their capacities and contexts.

Culturally Relevant: This narrative reinforces the idea that cooperation and collective work are key to transforming the realities of the environment.

Part 3:
(...) To Change Our World/Transform Our Future

Objective: Motivate collective action to transform the future.
Narrative: "When we make visible what we do together, it resonates in our environment and inspires others to join in transforming our reality; collectively building the pathways to change for the future."

Behavior to Highlight: Youth with potential and organizations join other youth and organizations to work together for a more inclusive, dynamic labor ecosystem with greater opportunities in their city.

Culturally Relevant: Collective action helps change traditional narratives of disconnection, prejudice, and isolation that have characterized the relationship between youth and organizations.

Key Messages

"There and here, we are working for this city."
It suggests that there are two sides already working for change.

"Together we are capable of transforming the reality of our city."
It affirms that through collaboration and action, we can create any kind of change.

"Everyone is already joining to make our city a place of opportunities."
It invites more people to join the change that is already happening.

Visual Suggestions

Recover the contexts. Capture places and moments that highlight the unique aspects of the contexts.

Maintain essential brand elements, such as paper cutouts, colors, typography, and photos that have been used consistently.

Use typography that tells stories—connecting closely with the contexts and the youth. Allow for "small creative permissions" to foster stronger connections.

Embrace color. Incorporate more vibrant, colorful photographs that showcase diversity rather than uniformity.

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Visual Examples

Visual Examples

Visual Examples

Message Nuances by Variables

Barranquilla

Context: Barranquilla is a port city undergoing rapid economic and social changes over the last 20 years. It has a strong cultural identity and a unique sense of community. Youth with Potential in this city are engaged in social and cultural projects but face barriers to accessing educational or job opportunities. Organizations in the city value the youth's innovation and digital skills, recognizing their motivation and social abilities. However, salary barriers and stereotypes about their lack of experience persist, limiting their full integration.

Narrative Objective for the City::
The narrative aims to spotlight the **youth who are already creating opportunities within their neighborhoods and communities**. It seeks to **transform negative perceptions of youth**, promoting an image where they are or can become active agents of change, driving initiatives to connect with their desired future

.
For organizations, **the narrative should encourage a shift in how they perceive youth**, influencing their engagement with them. This could lead to adjustments in internal processes, including hiring strategies, rethinking organizational approaches, and creating explicit opportunities designed for young people.

Bogotá

Context: Bogotá is the country's administrative hub for innovation and economic development. Youth with Potential in the city participate in technical and professional training programs but struggle to fully integrate into the educational or labor market. Organizations in Bogotá value technological and creative skills in youth but often offer limited growth opportunities and low wages due to their perceived lack of experience.

Narrative Objective for the City:
The narrative should highlight the benefits for organizations of providing **opportunities to Bogotá's youth**. It focuses on **showcasing the specific characteristics and diversity** of youth as valuable assets.

For organizations, the narrative should foster a shift in commitment and action towards youth. This includes **recognizing young people as essential collaborators for organizational growth**, enabling pathways for strengthening their skills.

BARRANQUILLA	BOGOTÁ
Youth	

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Youth

BARRANQUILLA	BOGOTÁ
• **Key Points to Consider:** **Promoting Equity and Agency:** Highlight that all young people in the city, regardless of their social background or identities, are equally valuable to Barranquilla's organizational fabric and deserve equal opportunities. Likewise, it is necessary to showcase the existence of youth from diverse contexts who are already contributing to social change through daily actions like participating in community projects or initiating local initiatives. • **Target Audience:** Young people from all neighborhoods and social identities in the city who are involved in cultural, social, or entrepreneurial projects that are driving change in their communities. • **Key Message:** *"We know opportunities should be equal for everyone. That's why we highlight transparency and equitable treatment. Step by step, the youth of this city are opening doors and creating connections that transform our future."*	• **Key Points to Consider:** **Promote agency, visibility, and diversity:** Highlight that young people do not need to conform to traditional norms to be successful. Who they are, their identities, and what they are already doing hold inherent value. Their everyday actions, such as participating in community projects or developing skills, are driving social change, making them valuable candidates for contributing to organizational growth. • **Target Audience:** Youth from diverse social identities involved in social or cultural projects and/or training programs that use these skills to improve their communities. • **Key Message:** *"Our voices, capabilities, and life experiences are enough to take on new challenges, grow along new paths, and seize new opportunities. We are ready to build together."*
• **Key Points to Consider:** **Incorporate a youth-centered approach, develop long-term strategies, create specific opportunities for young people, and promote transparent processes:** Organizations must reflect on how they envision the role of young people within their teams. To achieve this, it is recommended to adopt a youth-focused approach that enables them to design and implement organizational strategies that consider and include young people as part of a forward-looking investment. Additionally, they should create specialized job opportunities for this group. It is essential to emphasize strengthening transparency and equity in recruitment processes. • **Target Audience:** Organizations that support youth-led projects in Barranquilla provide platforms to showcase and amplify their impact, highlighting the specific actions these young people are undertaking. It is crucial to move beyond conventional approaches. In both cases, efforts should align with their business models or sustainability cycles. • **Key Message:** *"We believe in the youth of our city and their ability to create value and transform our future. That's why we work to build bridges, provide opportunities for everyone, and create stable connections."*	• **Key Points to Consider:** **Avoid automatic actions, enable collaboration processes, and strengthen both the organization and yout:** In many organizations, due to workload, productivity demands, and other factors, individuals managing specific processes often automate them, even mentally. Recruitment is one such process that might overlook the potential of candidates and the opportunities their inclusion could bring to the organization. This approach, in particular, may close doors to young individuals who, with proper development, could significantly contribute to the organization's growth. • **Target Audience:** Organizations that collaborate with youth to scale locally developed solutions for problem-solving. Organizations that are integrating youth but have yet to establish tailored processes for this population. In both cases, efforts can focus on ensuring this audience connects with youth through their business models or sustainability cycles. • **Key Message:** *"We create pathways designed for the youth of our city because we recognize the value they bring to our processes and the future they can build within our organization."*

Organizations

The narrative moments of this proposal:

Part 1:
There and Here

Self-recognition

Narrative: "Youth and organizations are an essential part of this city."

Recognition of the other

Narrative: "Youth and organizations work from their respective sides for a better future for us and for the city."

Part 2:
We do things

The meeting

Narrative: "Youth and organizations connect t hrough everyday actions."

Cooperation

Narrative: "Every action we take together, from the most routine to the most extraordinary, can contribute to achieving something bigger."

Part 3:
To change our world

Collective action

Narrative: "When we make visible what we achieve together, it resonates in our environment and inspires others to join in transforming our reality; collectively building the paths of change for the future."

How to Promote Behavioral Change Through Collective Action?

A collective action occurs when it requires the cooperation of multiple individuals, and its realization entails overcoming a cooperation problem (pessimistic expectations and the freerider problem). This dilemma explains that as the number of cooperators increases, the benefit per person rises. However, at the beginning, when there are few participants, they bear higher individual costs.
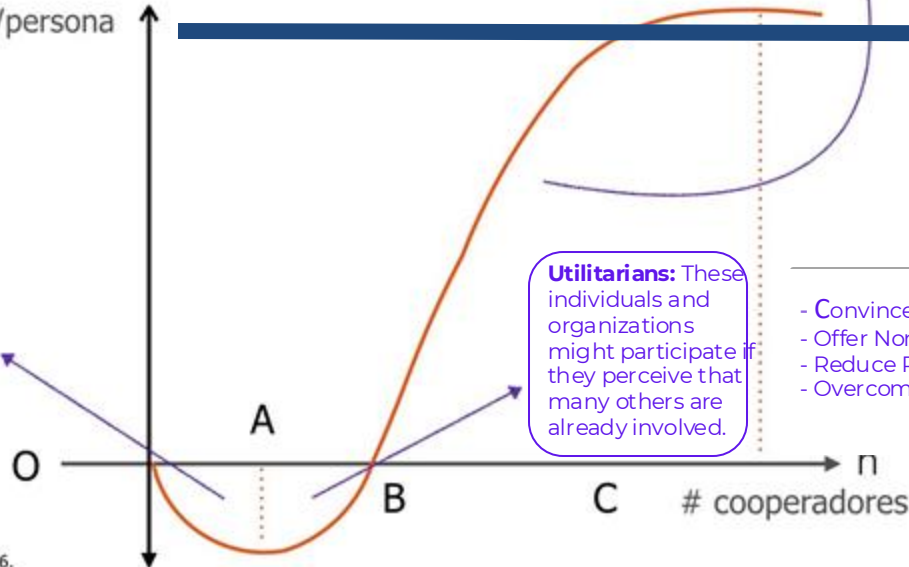
Conditional Cooperators: Other youth and organizations who would join if they see this is already a shared practice in the city

- Inform about those who are already cooperating
- Raise awareness
- "Seduce" through emotions
- **Generate social expectations**

Nuevas narrativas

Initial Cooperators: Young People and Organizations Already Engaged

- Make Visible
- Connect
- Collectivize

Utilitarians: These individuals and organizations might participate if they perceive that many others are already involved.

- Convince with Logic
- Offer Non-Harmful Incentives
- Reduce Risks
- Overcome the "Grain of Sand" Effect

Beneficio/persona

Primeros cooperadores: kantianos cotidianos

O   A   B   C   n

\# cooperadores

Jon Elster, El Cemento de la Sociedad, 2006.

Clues for Implementing the Narrative

Application in Digital Media:

Social Media: Create content that aims to reframe the representations of young people and organizations. This can be done by showcasing stories of self-recognition or cooperation between young people and organizations, and various narratives about the protagonists, in order to see them in a different light.

Example: A young person from a community initiative shares their story in their own words, explaining how they are generating solutions for their community (enablers) and building their skills. This could be presented in a video blog format on Instagram or TikTok.

Strategies for Events:

In employability or innovation events: Use interactive actions through performance or theater to help generate empathy between young people and organizations.

Example: At an event with companies in Barranquilla or Bogotá, a role-playing activity could be organized in which young people enact a hiring process, including an interview, while organization representatives play the role of young people applying for jobs and participating in job openings.

Strategies for Presentations:

In an organization's presentation in various spaces: Use concrete examples of how collaboration between young people and organizations has transformed their realities and generated mutual benefits.

Example: In a networking space with companies in Barranquilla or Bogotá, share testimonials or project videos featuring successful cases of organizations and young people collaborating with each other, encouraging others to join.

PILOT ACTION

This pilot action aims to create conditions for Young People with Potential and specific Organizations that contribute to improving self-esteem and mutual recognition between them.

Objective of the Action

Create the conditions for Young People with Potential and organizations to begin to recognize each other mutually, prepare to collaborate effectively, and generate successful cooperation dynamics.

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The pilot action aims for Young People with Potential and organizations to:

- Learn from the successful experiences of young people and organizations that have already worked together.
- Recognize themselves as agents of change and see the counterpart as a potential ally.
- Identify and incorporate practical tools (list of enablers) that increase the self-efficacy of young people and the openness of organizations.
- Recognize GOYN as a facilitator focused on practical actions with the experience of the Youth approach.
- Embrace the change narrative that supports a more transparent, equitable, and dynamic relationship between both parties.

Things to consider

This phase does not aim to force immediate cooperation between organizations and Young People with Potential, but to prepare the ground. It focuses on enabling conditions on both sides, providing tools and the necessary understanding so that, when the time comes—within the framework of the GOYN strategy—they can collaborate in a more strategic and meaningful way.

Note: GOYN already has ongoing programmatic actions. These actions align with the proposed goal and help form a counterpart to support what GOYN and its audiences are actively doing. This is key when it comes to mobilization.

Result Measurement

What is it?

Result measurement is the systematic process of **collecting, analyzing, and evaluating data** to determine the impact of a project or intervention. Its goal is to **quantify and qualify the results**, offering a clear view of achievements compared to initial objectives.

What is it for?

It is used to **precisely evaluate** the project's outcomes for youth and organizations, ensuring that **objectives are met**. It identifies improvements in youth self-efficacy, perceptions of job opportunities, and how they are perceived by organizations. It uses tools like **Likert scales and qualitative** analysis to assess interactions between the groups, the adoption of inclusive policies by organizations, and the effective implementation of practical tools provided.

What is its scope?

The scope of measuring results includes both quantitative and qualitative analysis to assess the impact on youth and organizations. It tracks changes in **self-efficacy, perceptions, and the adoption of inclusive policies**, from an initial phase (ex-ante) to post-implementation evaluation (ex-post). It also measures the implementation and effectiveness of practical tools in organizations, as well as the sustainability and replicability of actions over time. This approach helps inform decisions for continuous project improvement based on results from each phase.

Measurement of the Action

Objetivo del Plan de Medición:
Medir potenciales *asomos de cambio* en Jóvenes con Potencial y organizaciones en Bogotá y Barranquilla, frente a la acción piloto que contendrá la narrativa *"Allá y acá, hacemos cosas que mueven el mundo."*

La medición se concentrará en:

- Verifying narrative adherence from both groups in both cities.
- Establishing process traceability metrics to determine patterns and changes.
- Determining the valuation of the Youth with Potential identity in both cities and by organizations.
- Perceptions of agency capacity in Youth with Potential in both cities.
- Assessing the willingness of organizations and youth to collaborate.

Measuring Before and After

Category of Analysis	Assumptions	Objectives	Variables	Suggested Measurement Tools
Narrative Adherence	Youth with Potential and organizations identify with the narrative	Measure the level of identification of youth and organizations with the narrative.	- Youth and organization members enrolled - Youth and organization members attending workshops - Communication materials - Participation in key activities (number of youth and organizations attending each workshop) - Social media interactions (likes, comments, shares)	- Monitoring of enrollees and attendees at key activities - Number of communication materials generated by youth and organization members - Content analysis of the communication materials - Monitoring of social media interactions - Sentiment analysis of social media comments on the materials
Process Traceability: Guiding Participants Through a Path of Actions	If a narrative process is carried out with sequence, adjustments and improvements can be made along the way to ensure that both youth and organizations are effectively reflected in the programmatic and communication action routes of GOYN. This allows for continual alignment with the evolving needs and expectations of the participants.	Monitor the continuity of Youth with Potential and organizations in the narrative process to enable effective adjustments that integrate their needs and expectations.	- Social media interactions (likes, comments, shares) - Participation in key activities (number of youth and organizations attending each workshop)	-Follow-up survey -Sentiment analysis of social media comments - Monitoring social media interactions -Monitoring of registrations and attendees at key activities
Retention of new participants	If the activities successfully attract new participants, it signals success in promoting and the perceived value of the narrative.	Identify the interest of new youth and organizations in joining the narrative process.	- Engagement rate: the number of new youth and organizations attracted during the process.	- **Surveys upon registration and check-ins with new participants**, measuring reasons for interest and commitment.
Valuation of the Identity of Youth with Potential and Organizations	If structured interventions are implemented to facilitate recognition and effective communication between youth and organizations, both groups will increase their mutual valuation and perception of self-efficacy, thereby strengthening their willingness for sustainable collaboration.	Measure the change in the perception of self-efficacy and valuation between youth and organizations, exploring not only self-identification but also how each group perceives the importance of collaborating with the other.	- Change in the perception of the other - Change in self-efficacy -Satisfaction level and willingness to collaborate in the future - Social media interactions (likes, comments, shares) -Perception of the relevance of youth-focused approaches	-Pre and post-intervention surveys - Post-workshop satisfaction survey and willingness to participate in future events - Content analysis of communication pieces - Monitoring social media interactions - Sentiment analysis of social media comments on the pieces - Interviews with representatives from organizations

Important Aspects of Measurement

- **Initial Collection (Ex-Ante):**
  Before starting the pilot action, we will conduct initial surveys and gather information about the current context of identity and self-efficacy among the youth and organizations.

- **Continuous Measurement and Feedback:**
  Throughout the process, we will carry out intermediate measurements during each workshop to capture real-time data for making strategic adjustments.

- **Final Evaluation (Ex-Post):**
  At the end of the intervention, we will repeat the same surveys and analysis tools used at the beginning to compare the results.

How will we measure?

Narrative Adherence

Monitoring Registrants and Attendees at Key Activities:

- A record will be kept of all participants in each activity, allowing us to track how many young people and organizations actually attend the workshops and events. This tool quantifies initial interest and ongoing commitment, measuring the adherence of participants to the narrative program.

Content Analysis of Communication Pieces:

- The communication pieces (videos, posts, etc.) will be reviewed and analyzed to verify that they reflect the central narrative messages and tone. This will help measure the narrative coherence in participants' productions and the extent to which they align with the program's objectives.

Social Media Interaction Monitoring:

- We will use social network analysis tools to track the number of likes, comments, and shares for each piece on social media. These data reflect the level of audience interaction and engagement with the content, indicating whether the narrative resonates with them.

Sentiment Analysis of Social Media Comments:

- We will analyze the tone of social media comments (positive, negative, or neutral) to evaluate the emotional response of the audience to the narrative. This shows the perception of viewers and their alignment with the message.

How are we going to measure?

Traceability

Follow-up Surveys:

- Periodic surveys will be conducted to capture participants' perceptions of the process and whether they believe the program is meeting their expectations. The responses provide information on commitment continuity and allow for necessary adjustments.

Sentiment Analysis of Social Media Comments:

- Social media comments will be analyzed throughout the process to capture changes in tone and perception as activities progress. A positive shift in comments may indicate that the narrative is being well-received and that participants remain engaged.

Social Media Interaction Monitoring:

- By measuring interactions like likes, shares, and comments, this tool tracks user participation at each phase, indicating continuity and connection with the content.

Monitoring Registrants and Attendees at Key Activities:

- This tool documents how many initial participants stay engaged by attending workshops and activities. Participant retention is a good indicator of adherence to the narrative and sustained interest.

How are we going to measure?

Retention

Registration Surveys and Check-ins with New Participants:

- These surveys capture the motivations of new participants for joining the program and their levels of interest and commitment. Through self-assessment questions, the attractiveness of the activities and the perceived value of the narrative are identified.

How are we going to measure?

Identity Valuation

Pre- and Post-Intervention Surveys:

- Surveys will be conducted before and after the intervention to measure changes in the perception of youth and organizations regarding their role as change agents and their level of self-efficacy. Comparing pre- and post-results helps assess the impact of the intervention.

Post-Workshop Survey on Satisfaction and Willingness for Future Collaboration:

- At the end of each workshop, participants assess their satisfaction with the activity and their willingness to collaborate in the future. This demonstrates the success of the intervention in fostering long-lasting relationships and sustained commitment.

Content Analysis of Communication Pieces:

- We will review the generated content in terms of messages and values communicated, evaluating if they reflect self-identification and confidence in the youth and organizations as agents of change. This analysis helps to determine whether the narrative has impacted their perspectives.

Social Media Interaction Monitoring:

- The level of participation on social media will be recorded to measure if the narrative has resonated and if participants feel engaged enough to interact actively.

Interviews with Organizations:

- These interviews will provide in-depth insights into how organizations perceive changes in their collaboration with youth. Qualitative feedback will capture more nuanced perceptions on self-efficacy and the value of collaboration.