



**Your thoughts and feelings about helping
the UN achieve its Sustainable
Development Goals**

A ZMET Project by

**ZALTMAN
OLSON**



ZMET[®]

THE DEEPEST QUALITATIVE RESEARCH TOOL
ON THE MARKET



UNLOCK

Unlike a focus group, a ZMET interview **frees people to open up** about deeply personal feelings that they might otherwise be **reluctant to discuss**, and to discover unconscious ways of thinking that they might not have been aware of.



EXPLORE

We ask participants to **bring images to the discussion** that represent their thoughts and feelings. These images serve as a jumping off point for a conversation that helps us uncover the deep emotional framework.



ILLUMINATE

Our analysis explores the **imagery** that participants collect as well as the **language** they use to represent their deep mental orientations. This will provide corporate leaders with the insights they need to begin to engage their Millennial employees in the sustainable innovation process.

We conducted 60-minute one-on-one ZMET interviews with the members of the top three teams in the Ideas for Action Competition 2016.

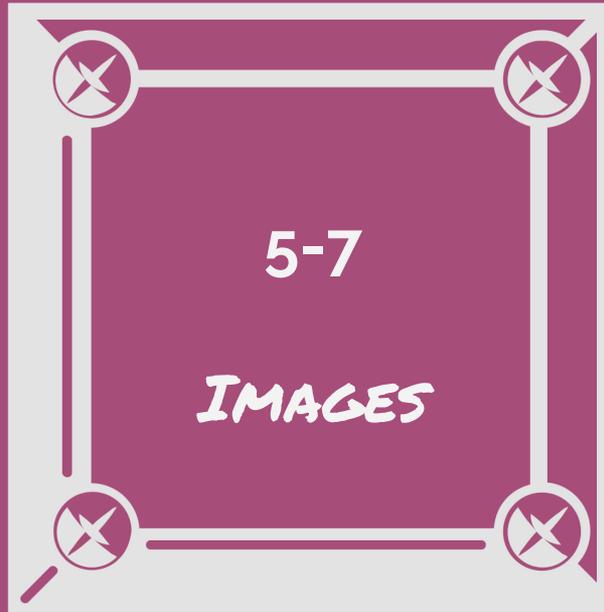
Team DLVR (Nigeria)

OINCS (Uruguay)

Team NaukriSearch (U.S.)

Ideas for Action, a competition for students and young professionals, is a joint project of the World Bank Group and the Carol and Lawrence Zicklin Center for Business Ethics Research at the Wharton School of Business

We asked each team member to collect



that represented their thoughts and feelings about helping the U.N. achieve its Sustainable Development Goals

THE INSIGHTS



The team members see themselves on

A Hero's Journey



Hearing the call to action

Food Deserts in Chicago

Food desert: area lacking access to fruits, vegetables, and other foods for a healthy diet.

14.2:

Percent of Chicago in **RED**

422,916

African Americans in Chicago living in food deserts.

77:

Percent of Chicagoans living in **RED** who are African American

"I grew up in a small town where informational asymmetry in the Indian labor market was definitely not at the top of the things I thought about every day, especially going to a high school where **you are a little cocooned.**"

"Having the opportunity to work on different social justice missions within Chicago was really **my first step** towards implementation. as I was thinking about what made me want to pursue this SDG project. Seeing the need in the local communities first was something that **really propelled me.** It is easier to be empathetic when you see something with your own eyes."



Answering the call requires a leap of faith

“When I got married, it was **new and exciting**, and this is a similar feeling to what OINCS gave me. It is like bungee jumping. You are **leaping into something** that makes you very excited and you assume it is going to be fantastic. **You do it out of faith.** You definitely don’t control it but it is an assumption that things are going to go well. You have **very big expectations.**”

How we feel on the Journey

Alone

"It feels like you are a tired runner on a racetrack. The only thing that keeps you going is **the idea of what could be**. People are skeptical of what you are talking about. Why don't you get a job like everyone else does? So **it's hard to stay motivated.**"

Scared

"**It is like walking in a very foggy environment.** What is the government going to do tomorrow? Where are we going to get funding? How are we going to handle our marketing? **It gets scary.** Only someone who is prepared for **the entrepreneurial journey** can stick it out."

Inadequate

"When I came back from the US I wanted to change the whole world but **I beat myself up a lot** for not getting to where I want. Sometimes you feel like, '**I made a mistake.** These people aren't ready.'"

Cynical

"I would like to be excited [about the UN's SDGs] but I am skeptical. **I would like it to be not all talk.** I hope my voice has an impact but a lot of time talk doesn't translate into impact.."

What we need on the Journey

Each other



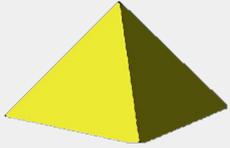
“**This one person is very small.** There is only so much we can achieve on our own, The more work I do the more I realize what my strengths and weaknesses are. But Udon's development is better than mine. Emeka's business and strategy skills are out of this world. We brainstorm on things together so we are **much more of a force together** than on our own.”

Sages and Guides

“This project is like raising a child. **You have to make decisions that you just can't make on your own.** Who else do we want to bring in to help us with this kid? That might mean **a mentor**, like a grandfather. That might mean **partnering** with an organization just so that we know what to expect. A lot of times these organizations and mentors have been in our position, so they know what **obstacles** we might face.”

The Destination

To empower the disadvantaged



“DLVR is **like a ladder** that would pull people up the stairway of the pyramid. People now don't have the luxury of thinking about broader goals, but when people take care of their basic needs, **they can move up.**”

To inspire others



“Education produces light. A lot of people have good ideas but they don't know how to go about it. We could **create a ripple effect** that will encourage entrepreneurs around the continent.”

To advance my region



“When more people use the platform **people see that there is stuff happening** in this continent that is supposedly **dark**. It makes me feel like I am part of something that is **bigger than myself.**”

To improve the world



“**I am a link in a chain.** If you wake up this morning and think, **what am I going to do to make the world better**, that would make the world a better place where people have the same opportunities.”



The Journey may never end. The possibilities are endless.

“Even one individual can make a mark on not only our earth but our universe. It makes me feel really empowered. Innovation has a crucial role to play. Our platform...could create **a developmental spiral** and could have an exponential effect in our society. One person who has a successful experience with our platform could create **exponential momentum** for change.”

NEXT STEPS



What does it mean?

Insights such as these can begin to help corporate leaders understand how to engage their employees -- especially younger employees -- in an innovation process that addresses complex corporate challenges.

These are challenges that require truly innovative solutions, not just fine tuning current products and services or offering slight tweaks to business models.

These challenges can include (but are not limited to):

- Entering new markets
- Shaping the external business and policy ecosystem
- Innovative alliances with nontraditional partners

Managers may not be fully aware of the emotional challenges and obstacles employees are facing -- and may not be aware of the “unwritten rules” of their organizational culture that discourage these kinds of innovations and lead to the misallocation of corporate resources.

What can Olson Zaltman do?

Olson Zaltman can collaborate with corporations in a variety of ways to further develop insights such as these and understand how to leverage them within their organizations.

Further research could include:

- Understanding the climate and culture for innovation within an organization -- quantitatively and/or qualitatively -- to unearth the barriers that may exist to meeting these complex corporate challenges.
- Replicating I4A research with young people inside the corporate environment who have been identified for their entrepreneurial mindset and global perspective to help understand what motivates them.
- Gaining a deep understanding of nontraditional alliances that the corporation may already have in order to understand, from both sides, perspectives on the nature of the alliances and opportunities for optimizing such collaborations in the future.
- Understanding the unconscious and emotional reactions to various innovation ideas among people in a target market.

For more information please contact:



James Forr
jforr@olsonzaltman.com

Lindsay Zaltman
lzaltman@olsonzaltman.com