

SWDTP Data Analysis Webinar Series

Tales, Reflections, and Advice from Social Science Research

Visual Mapping for Data Analysis

31st March 2026

Professor Peter Turnbull

Business School

Maps and Mapping

A symbolic, two-dimensional representation of ...

- Geographical area/place
- Relative place and inter-relationships

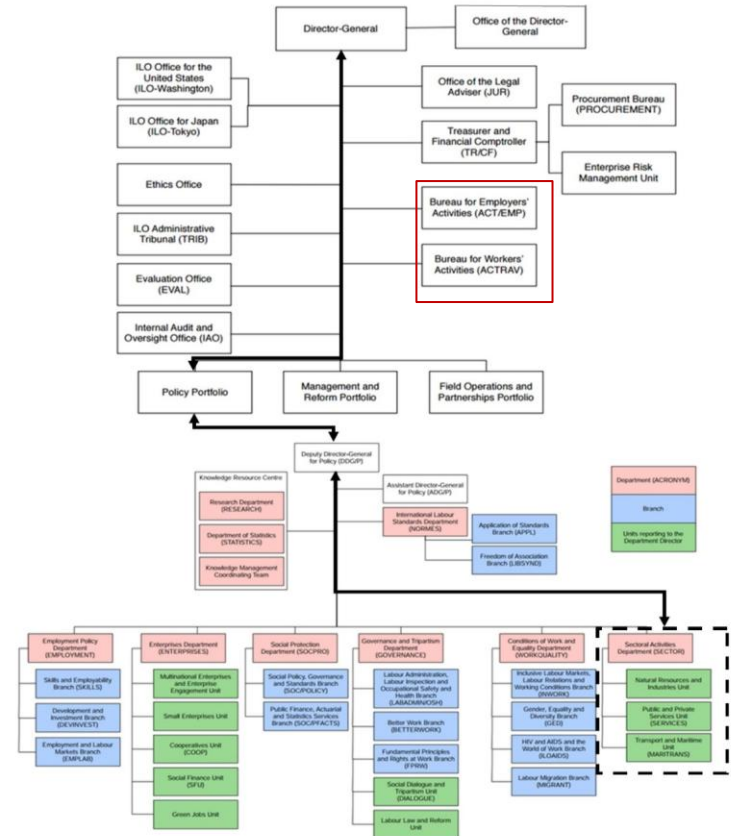
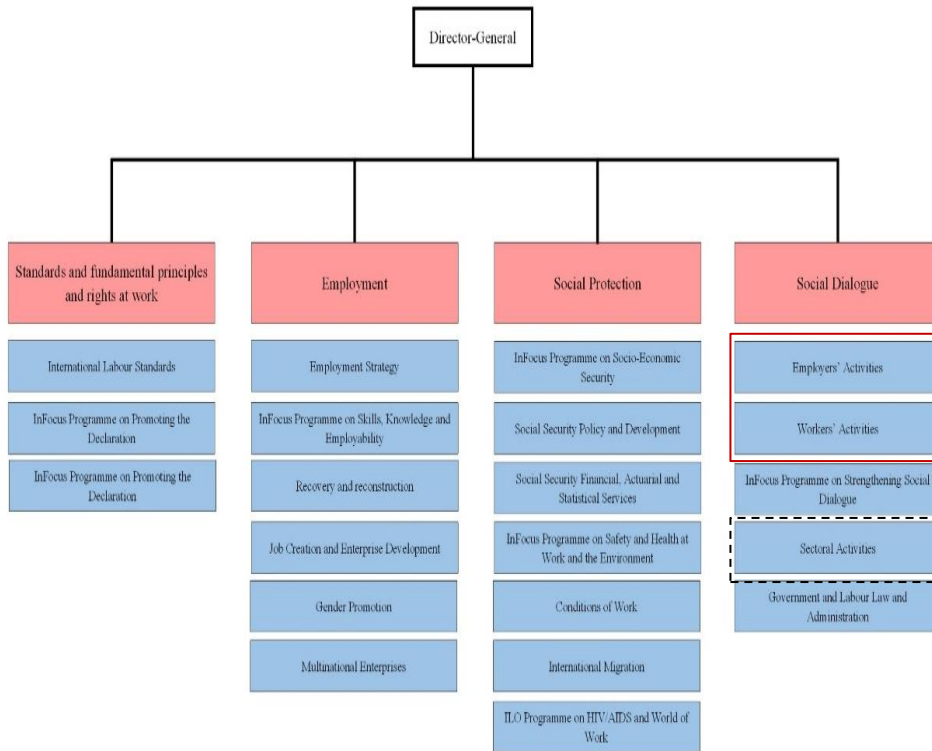
Maps are useful for ...

- Visualisation
- Directions (the route)

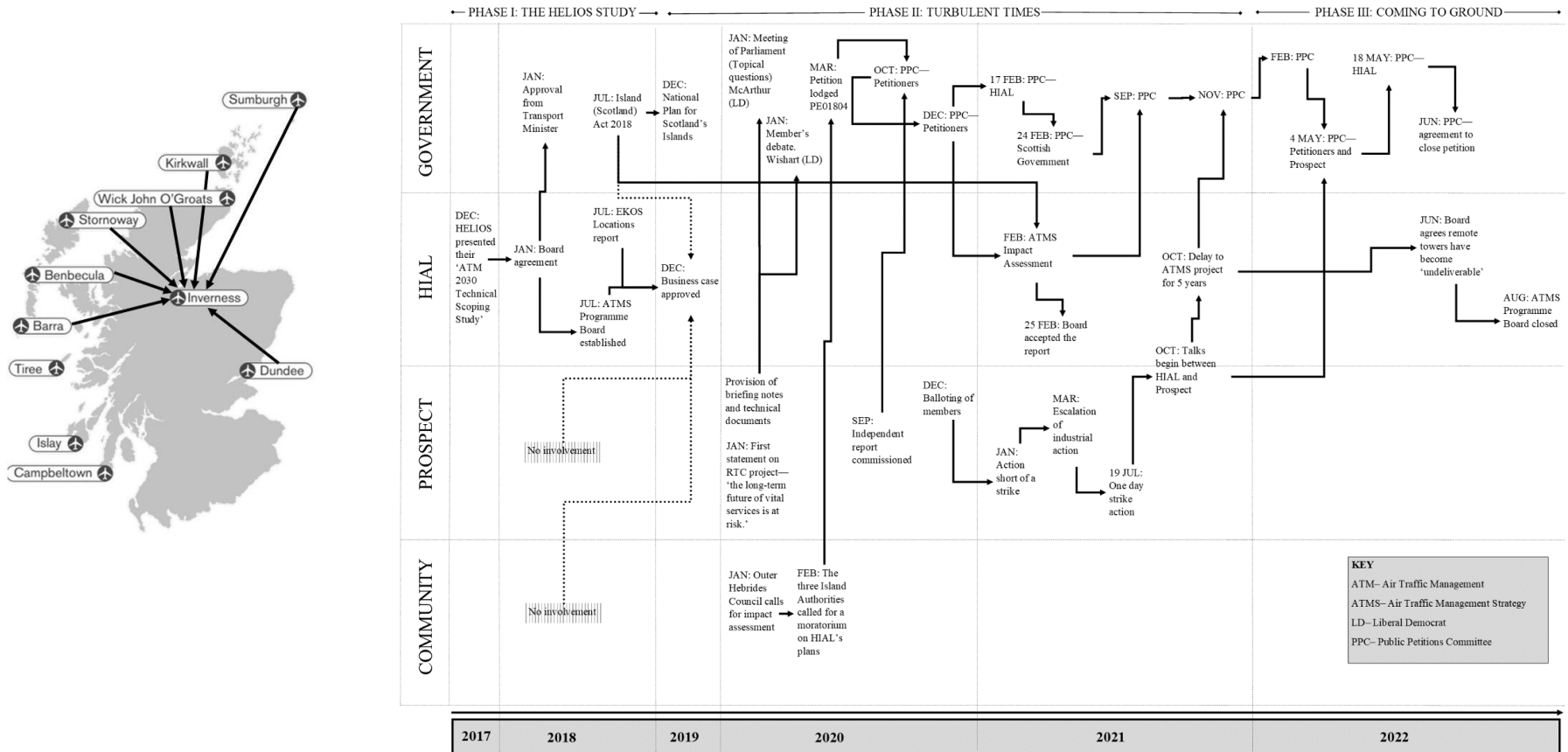




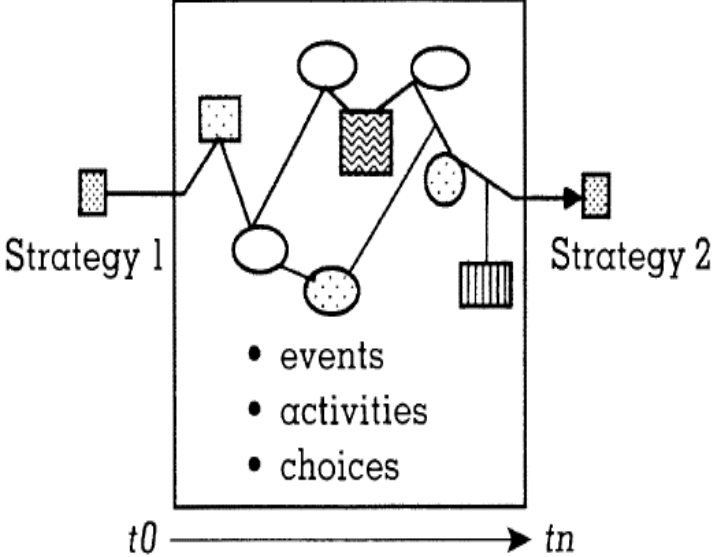
The Organogram – Reorganization of the International Labour Organization under Guy Ryder (DG – 2012-22)






The Map and the Journey: Failed Relocation of ATC



🔥 Process Analysis: Know That vs. Know How

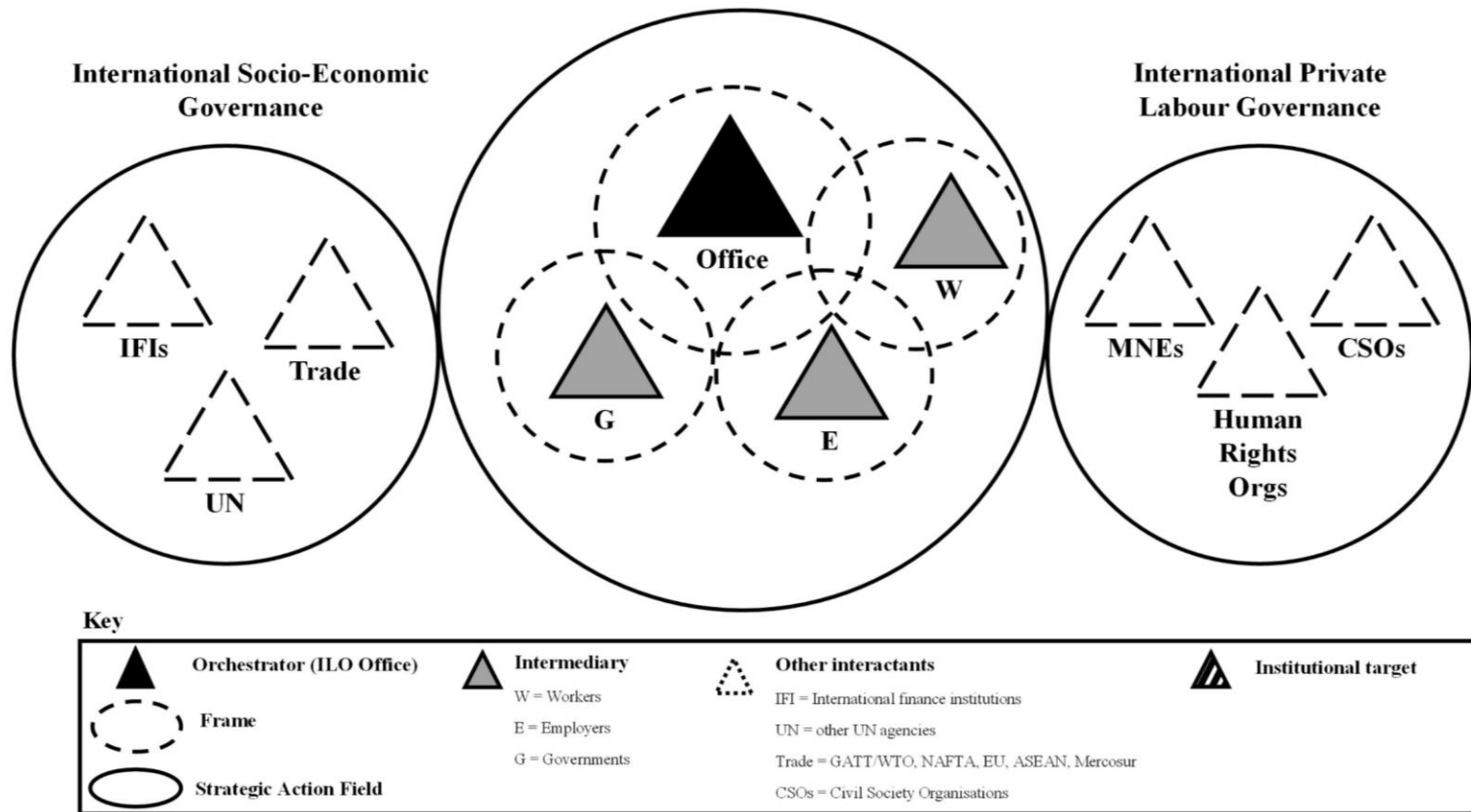
Variance theory	Process theory
<p data-bbox="247 434 792 528">Explaining strategic change with a variance model</p> <div data-bbox="127 611 906 1072" style="border: 1px solid black; padding: 10px;"> <p data-bbox="175 646 378 686">Attributes of</p> <ul style="list-style-type: none"> <li data-bbox="175 711 417 746">• environment <li data-bbox="175 768 388 803">• leadership <li data-bbox="175 825 349 861">• decision processes <li data-bbox="175 882 417 918">• performance <div style="display: flex; align-items: center; justify-content: center; margin: 10px 0;"> <div style="text-align: right; margin-right: 10px;"> x_i \rightarrow \rightarrow \rightarrow </div> <div style="text-align: center;"> Y </div> <div style="text-align: left; margin-left: 10px;"> Extent of strategic change </div> </div> <p data-bbox="436 1001 707 1043" style="text-align: center;">$Y = f(x_1, \dots, x_n)$</p> </div>	<p data-bbox="1147 434 1692 528">Explaining strategic change with a process model</p> <div data-bbox="1058 611 1779 1162" style="border: 1px solid black; padding: 10px;">  <p data-bbox="1302 948 1489 1090"> <ul style="list-style-type: none"> • events • activities • choices </p> <p data-bbox="1180 1125 1638 1162" style="text-align: center;">$t_0 \longrightarrow t_n$</p> </div>

Key Sense-Making Strategies

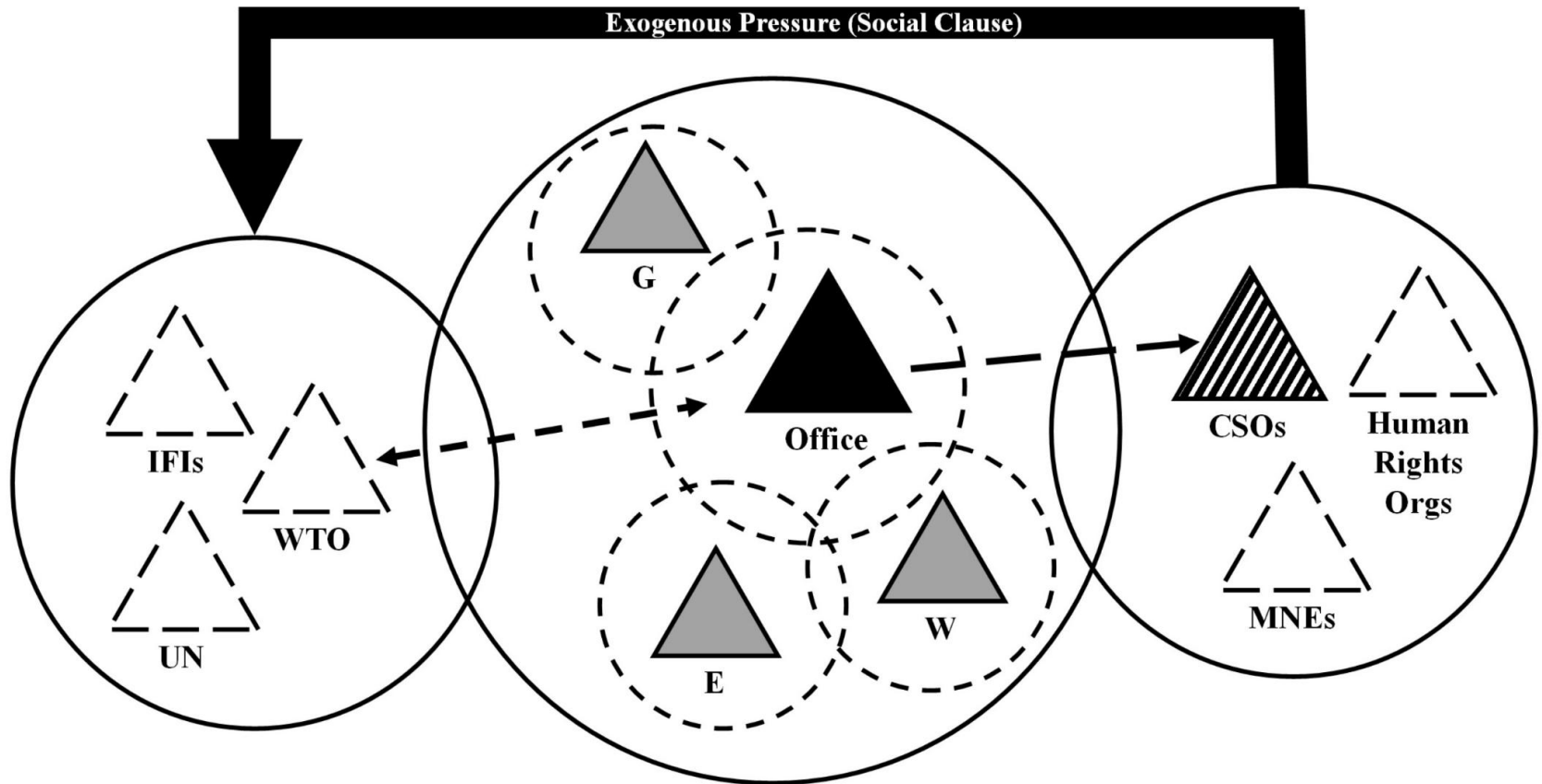
STRATEGY	Accuracy	Simplicity	Generality
	HIGH	LOW	LOW
Narrative			
Temporal bracketing			
Visual mapping			
Alternative templates			
Quantification			
	LOW	HIGH	HIGH

Global Governance Fields and Interactants

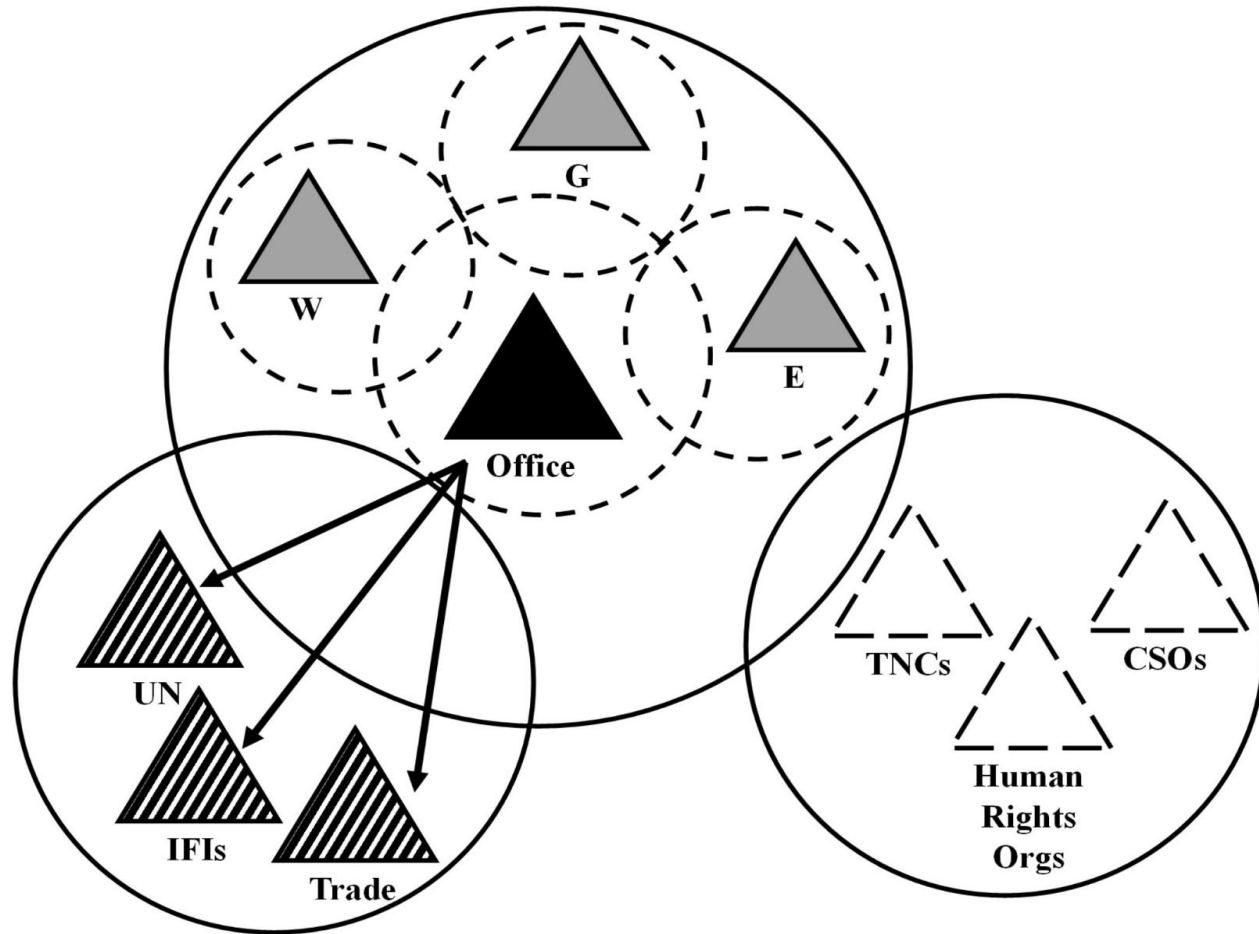
International Industrial Relations



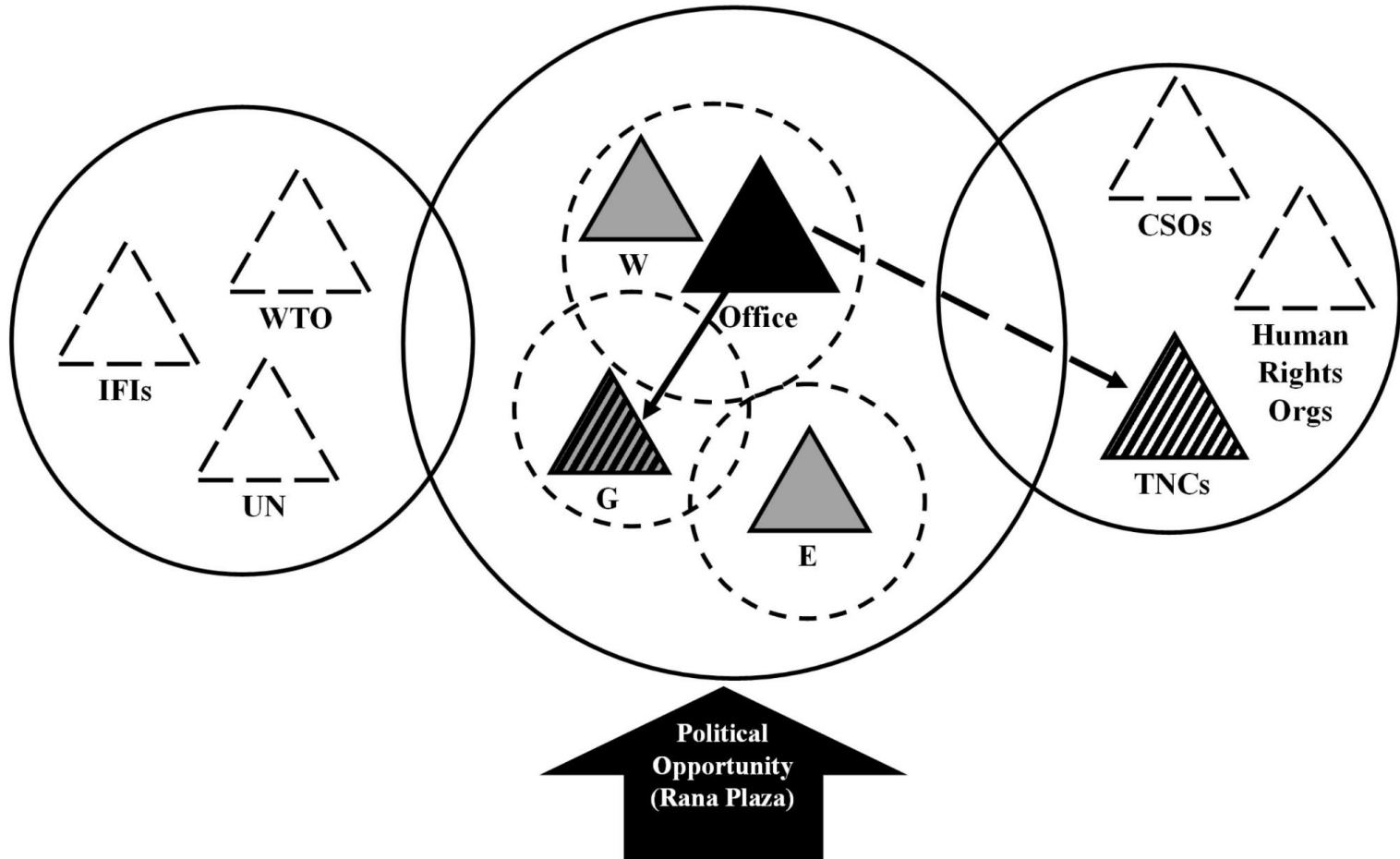
🔥 Michel Hansenne (1989-1999) – archaeological revisit



🌟 Juan Somavía (1999-2012) – punctuated revisit



🔥 Guy Ryder (2012-2022) – rolling revisit

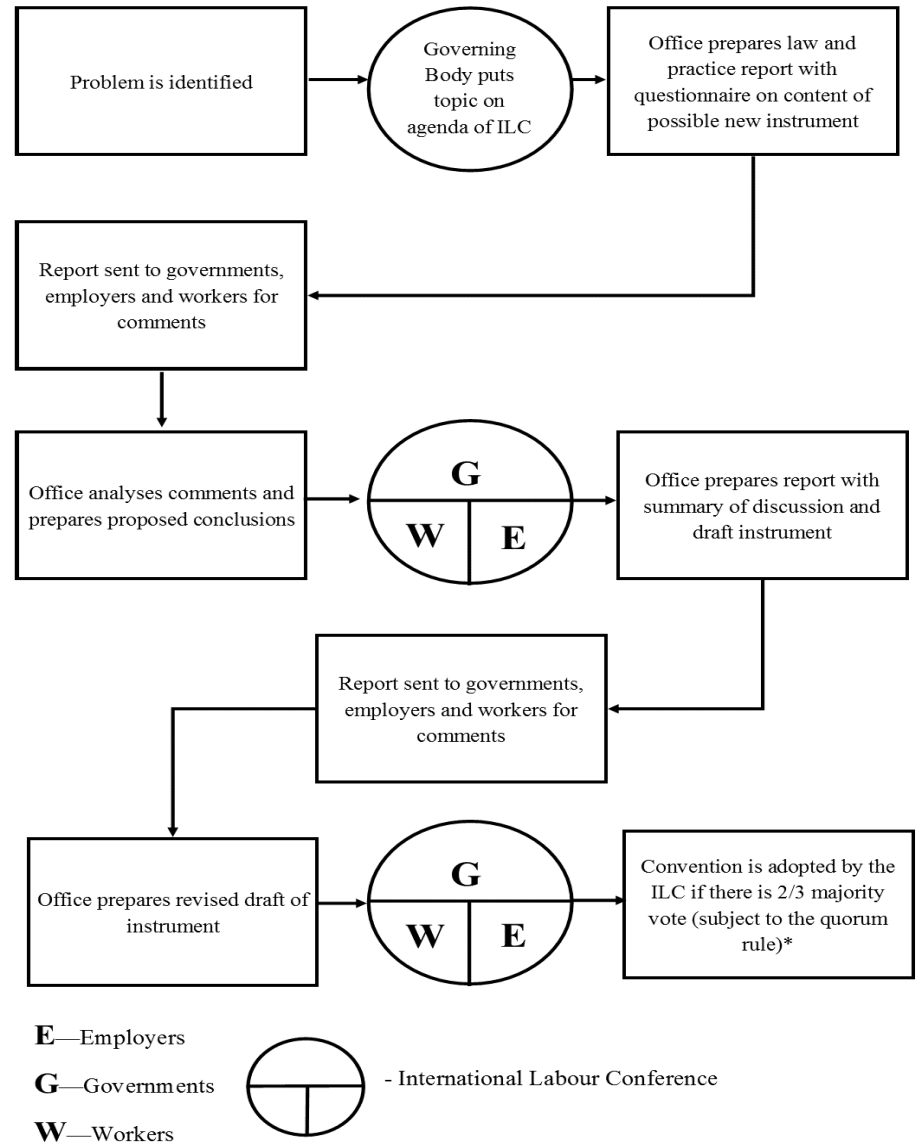


	<i>Michel Hansenne (Mar 1989-Feb 1999)</i>	<i>Juan Somavía (Mar 1999-Sep 2012)</i>	<i>Guy Ryder (Oct 2012-to date)</i>
<i>Abridged Biography</i>	Minister for French Culture (1979-1981); Employment and Labour (1981-1988); Civil Service (1988-1989) in Belgium	Permanent Representative of Chile to the United Nations (1990-1998)	General Secretary of the International Trade Union Confederation (2006-2010)
<i>Declarations</i>	Fundamental Principles and Rights at work (1998)	Social Justice for a Fair Globalization (2008)	Centenary Declaration for the Future of Work (2019)
<i>Number of Conventions adopted</i>	13	7	1
<i>Number of ratifications</i>	1,241	1,362	413*
<i>Key Conventions and (number) of ratifications as of October 2020</i>	Home Work Convention, 1996 C.177 (10)	Worst Forms of Child Labour Convention, 1999 C.182 (187); Maritime Labour Convention, 2006 (97); Domestic Workers Convention, 2011 C.189 (30)	Violence and Harassment Convention, 2019 C.190 (2)
<i>Policy priorities</i>	Social clause (1996); social label (1997)	Decent Work Agenda (1999)	Global supply chains (2016); future of work centenary initiative (2019).
<i>Orchestration</i>	By-passing member States: endorsement of external interactants as legitimate interlocutors	By-passing member States: decent work for cognitive and normative guidance of external international interactants	Managing member States: mobilisation of internal intermediaries towards governance goals
<i>Framing strategy</i>	Bridging	Plurality	Internal reframing
<i>Institutional target(s)</i>	CSOs	IFIs, WTO and the UN family	Member States and TNCs

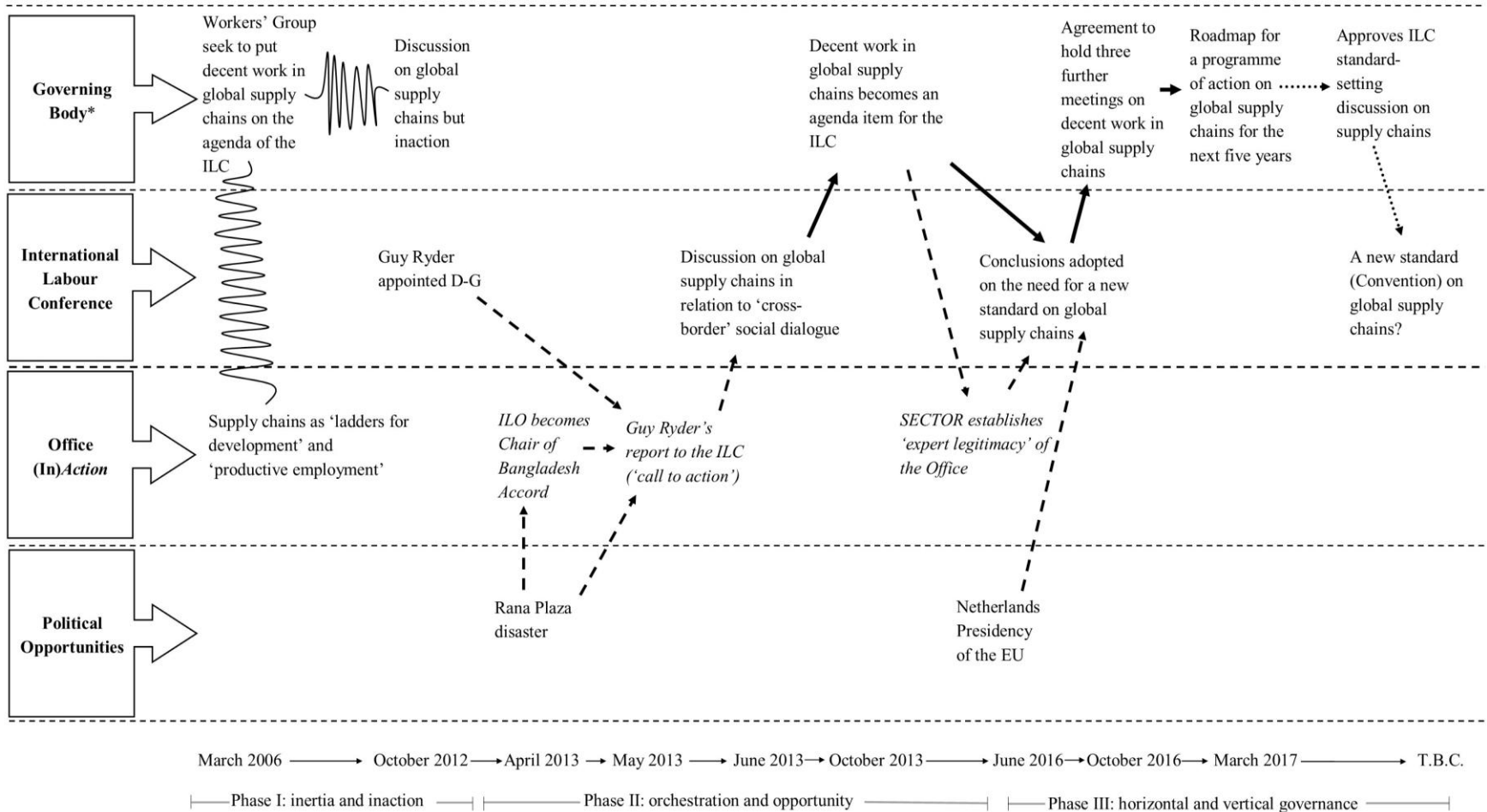


Three Faces of Power

- 1) Decision-making – observable, overt conflict
- 2) Agenda-setting – controlling what is discussed
- 3) Ideological – hegemonic discourse shaping desires and beliefs



Mapping the Inter-relationships



Questions and Discussion

