

Global Migration Patterns and Job Creation

Gallup's World Poll reveals new findings on the "great global dream"
and how it will affect the rise of the next economic empire

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More and more often, global leaders are asking us the same simple, yet colossal, question: “Does anyone know for sure what the world is thinking?”

There is a great deal of classic economic data that records an infinite amount of human transactions, from GDP to unemployment to birth and death rates, that indicate what man and woman are doing, but there is no ongoing, infinite, systematic account of what man and woman are *thinking*.

Lebanon, Kazakhstan, Venezuela, Honduras, China ... You get the picture.

Having constructed the questionnaire, our team of experts found its next biggest challenge was choosing a methodology to ensure consistent data collection so the whole set is comparable. For instance, when we ask about life satisfaction, everyone from a Manhattan socialite to a Masai mother has to be asked the same question every time in the same way with the same meaning and in their own languages so the answers could be statistically comparable. If the meaning of the questions isn't identical from language to language, culture to culture, year to year, the data are useless.

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Furthermore, we needed to create the first-ever reliable and consistent benchmarks so leaders can see the trends and patterns. So we benchmarked well-being, war and peace, law and order, hopes and dreams, healthcare, suffering and striving, personal economics, poverty, environmental issues, workplaces, and on and on.

We have now completed the design, engineering, and first year of global data collection. The first-ever world poll on almost everything is done.

Even our Gallup scientists, affiliated academics, and colleagues from around the world who helped us make the poll got busy. They counted and sorted

and used every statistical technique known to man to analyze exactly what the world is thinking. The conclusions are complex. This may be the great understatement in Gallup's history, but it's true.

For instance, when you dig deeply into the hopes, fears, motivations, and satisfactions of 1 billion Muslims, the more you learn, the more you realize how little the world knows, how wrong people are, and how much more complicated Muslim attitudes and opinions are than conventional wisdom would lead us to believe. Western leaders tell us religion drives Muslims to war. But Muslim extremists tell the World Poll their anger is not about religion, it's about politics.

It's the same with the 3 billion people who live on \$2 a day or less — the hungry half of the world's population. What they're thinking is very different from what most government agencies and NGOs understand and report.

Another example: One of the most important questions in the world is, "What do Muslim women want?" Discovering what Muslim women want has been as big a surprise to us as anything we have ever seen. Muslim women want all the freedoms that their counterparts in the Western world have — they want the right to vote, to have the same rights that men do, and to hold leadership positions in government. The big surprise is that most Muslim men think Muslim women should have these, too. And because women are half of the population, it's difficult to win in the new world unless they, their hopes and dreams, and their talents are integrated into the leadership of every organization, economy, and government in the world.

And those are just three demographics. Christians, Jews, Buddhists, old people, young people, black people, white people, communists, capitalists, Easterners, Westerners... These data are overwhelming because, while they offer answers to many questions that could never be answered before, they make us intensely aware of how little we know about what is in the hearts and minds of 6 billion people.

The great global goal

Gallup is committed to conducting the World Poll for 100 years, but we may have already found the single most searing, clarifying, helpful, world-altering fact. If used appropriately, it may change how every leader runs his or her country. But at the very least, it needs to be considered in every policy, every law, and every social initiative. All leaders — policy- and lawmakers, presidents and prime ministers, parents, judges, priests, pastors, imams, teachers, managers, and CEOs — need to consider it every day in everything they do.

What the whole world wants is a good job.

That is one of the single biggest discoveries Gallup has ever made. It is as simple and as straightforward

e mayors and city fathers of every city, town, and village on Earth must realize that every decision they make should consider the impact, first and foremost, on good jobs.

The evolution of the *great global dream* is going to be the material of a million Ph.D. dissertations. But it's only the beginning of the story. The shift in importance to "a good job" leads to a significant change in the evolution of civilization. There are endless indicators, but the most evident change is in global migration patterns.

Man and woman probably appeared about 200,000 years ago on the savannah plains in what is now known as Ethiopia, and fanned out across the Earth to improve their lives, their tribes, and their families. We have never stopped walking. The first to move have always been the boldest adventurers, explorers, and wanderers, and that's still true. Until rather recently in human evolution, the explorers were looking for new hunting grounds, cropland, territories, passageways, and natural resources. But now, the explorers are seeking something else.

Today's explorers migrate to the cities that are most likely to maximize innovation and entrepreneurial talents and skills. Wherever they can freely migrate is where the next economic empires will rise. San Francisco, Mumbai, and Dublin have become hotbeds of job creation. This phenomenon has occurred in other hot cities from Austin to Boston and Seoul to Singapore. Highly talented explorers with the best skills and the most knowledge are attracted to the best cities. When they choose your city, you attain the new Holy Grail of global leadership — brain gain.

Brain gain

Brain gain is defined as a city's or country's attraction of talented people whose exceptional gifts and knowledge create new business and new jobs and increase that city's or country's economy. To some degree, all cities of all sizes, everywhere in the world, have a success story of brain gain. Someone had a good idea, and its implementation created new jobs in that town. Brain gain is the big-bang theory of economic development. The challenge leaders face is how to trigger brain gain in their cities.

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It's a new challenge, but an old issue. Twenty-five years ago, virtually every economist, liberal and conservative, forecast that the GDP of the United States would lose its first-place ranking and drop to third. News shows, newspapers, and business magazines predicted that Japan's GDP would be around \$5 trillion, Germany's would be around \$4 trillion, and the United States would fall to third at about \$3.5 trillion by 2007.

The economists were partly right. Japan is at about \$4.5 trillion and Germany's at about \$4 trillion, too. But they couldn't have been more wrong about the United States. The country's GDP didn't fall. Over the last 25 years, it grew to \$13 trillion. The best economists in the world were off by more than \$10 trillion.

They were wrong because their economic models didn't include the most powerful variable of all:

the migration patterns of the most talented people. Value is now created from piles of ideas and determination, not piles of materials and natural resources.

These economists underestimated the massive force of innovation and entrepreneurship that led to a technology revolution.

Now global economists are saying that by 2040 or sooner, the U.S. GDP will fall to second, behind China. Their formulas assume that everything is linear or cyclical and that man is rational. China has more consumers and more low-wage producers, so logic dictates China's economy will be an unstop-

workforce) equals 100,000. In other words, a mere 100,000 stars of varying sizes created the unforecasted current state of growth of the United States, a country of 300,000,000 people.

Here's the part that matters to leaders: these 100,000 stars would have created that growth wherever they resided. If they had all set up shop in Sioux Falls, Kansas City, and Fargo, it would have all happened in the American Midwest. If this group had all lived in Sao Paulo, Rio de Janeiro, or Brasilia, \$10 trillion would have magically appeared in Brazil.

Entrepreneurs have the rare gifts
of optimism and determination,
which are, and probably will

remain, the rarest in the world.

and they own the growth.

Entrepreneurs are the stars of the American dream. They are the ones who create jobs, drive innovation, and create wealth. They are the ones who make the American dream a reality. They are the ones who make the American dream a reality.

It's important also to recognize "social entrepreneurs" in this category, as they are just as crucial to building hot, growing cities. Social entrepreneurs provide surges of positive energy through philanthropies. The work these entrepreneurs do enhances the culture of their city, and always increases the well-being of their communities. These social enterprisers not only create better cities, their organizations are economic engines and job-hatching machines.

Talented people create brain gain. Brain gain and brain drain are among the most crucial factors for the growth and well-being of any organization — from a one-employee business to the most powerful government on Earth.

) Superstars are extremely rare creative achievers, people unusually gifted in the arts, entertainment, or sports. They're famous authors, singers and other musicians, artists, chefs, architects, actors, fashion designers, politicians, soccer and basketball players, etc. Such celebrities need their own category because they are valuable magnets for the cities where they live and work, but mostly because they're economic engines themselves. They create huge new amounts of economic energy from their movies, books, concerts, sports championships — the things they do, the related businesses that promote them, the causes they support, and on and on.

) Innovators, Entrepreneurs, and Superstars rely, whether they know it or not, on genius developers. We call such developers Super Mentors. They are the

people who say, "Your idea could become a company. I'll line up investors for you." Or, "We need to get behind that professor's idea. He needs a lab here in town." Or, "Let's start a youth program that's the best in the country."

There are several varieties of Super Mentors. Often they are "city fathers," rich business people who care deeply about their city. They can be great college presidents or the heads of philanthropies or religious leaders or CEOs. Sometimes they're just average citizens with a deep commitment to the place where they live and the ability to find and encourage raw talent. In any case, Super Mentors have a gift for identifying and developing young stars, and strong hands to guide and lead them.

Super Mentors also have the rare capacity to command broad support and participation in local initiatives that otherwise wouldn't happen. The best and fastest-growing cities in the world have an informal, never-elected group of Super Mentors. They work outside the local government and meet regularly to determine activities and strategies to help their city and people win.

One could argue that this group of Super Mentors makes a bigger and more positive impact on cities than do local governments. They have as much or more access to money and influence within the community as government leaders do, and they have the great advantage of speed and fewer barriers. And they serve a critical function — they are the very kindling that starts the fires of Innovators and Entrepreneurs.

Creating brain gain

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one-employee business to the most powerful government on Earth. The most important issue for leaders is to identify and cultivate the conditions that create brain gain. They have to know the key factors.

We ask 100 core questions in our standard World Poll survey regarding seven critical conditions of life, conditions that are present in every country. When any of these conditions are higher or have momentum, it is likely that brain gain and GDP are higher.

The seven critical conditions cover law and order, food and shelter, work, economics, health, well-being, and citizen engagement. There are several question items per each condition. For instance, “Do you feel safe walking alone at night in your community?” is one of four questions that measure the human condition of law and order. At the other end of the behavioral economic algorithm is, “Have you volunteered your time to an organization ...” which factors into the condition of citizen engagement.

Each domain is never static; things are always getting a little better or a little worse. Because they are not static, they can't be “resolved” — cities and countries must improve them continuously. Furthermore, we found that there is an order of importance to the issues, and that the higher the scores on these issues, the greater the potential for higher brain gain and GDP. A leader's biggest challenge is creating momentum on any of these critical domains.

The presence of law and order is the first and most important manageable condition. Take Sierra Leone, for instance. Nearly half of Sierra Leoneans say they have had money stolen in the past year and nearly 3 in 10 say they have been mugged or beaten. These figures are among the highest we've found so far.

Without law and order, Sierra Leoneans will be severely hindered as they rebuild their country after a violent, decade-long civil war. When law and order improves in Sierra Leone, so will GDP and life expectancy — currently age 40.

This is the same basic need Abraham Maslow identified 50 years ago. But as important as it is, we found it to be No. #2 on the new scale of well-being — as we saw in the “law and order” example, one's ability to obtain food and shelter may depend on law and order and is also highly related to life expectancy in lower-income countries. In the United States, 10% say there have been times when they haven't had enough money to provide adequate shelter for their families in the past year, and 17% say they didn't have enough money for food. These numbers are 36% and 27% in Russia. Consider the difference in each country's GDP. But in both cases, if this condition improves, brain gain and GDP will increase.

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As Freud said, “Love and work are the cornerstones of our humanness.” Work is crucial to every adult human because work holds within it the soul of the relationship of one citizen to one government and one country. The most important World Poll discovery, so far, is that the primary driver of almost everyone is a “good job.” This particular condition relates to net migration in high-income countries and GDP growth in low-income countries, but it is also a core influence of elections, revolution, and war.

While food and shelter and law and order are basic needs and are associated with self-preservation, work is where well-being turns the corner. It is where positive emotions that lead to creativity and openness are built. Good work facilitates a higher standard of living, higher potential for health, and higher well-being.

When perceptions of economic confidence have positive or negative momentum, it may potentially affect local economics and GDP. If an Innovator doubts the vitality of his personal, local, or national economic situation, he'll believe that Super Mentors won't come to his aid, or that the government restrictions are too onerous, or that his customer base is too narrow and always will be, and he'll never implement the idea. And a potential star fades, as does a potential spike in the GDP.

This condition tracks specific health problems. We ask the whole world, "Do you have health problems that prevent you from doing any of the things people your age normally can do?" Condition-specific questions range from the presence of physical pain and sleeplessness to whether one smokes and exercises and satisfaction with personal health.

Health highly correlates to well-being in low-income and middle-income countries. Healthy people create more vibrant communities and more productive workplaces, which contribute to productivity, brain gain, and quality GDP growth.

community, creates an environment that makes talented people want to come and stay.



