



The Coming Jobs War

What Every Leader Must Know About the Future of Job Creation

THE SUMMARY IN BRIEF

What everyone in the world wants is a good job.

In a provocative book for business and government leaders, Gallup Chairman Jim Clifton describes how this undeniable fact will affect all leadership decisions as countries wage war to produce the best jobs.

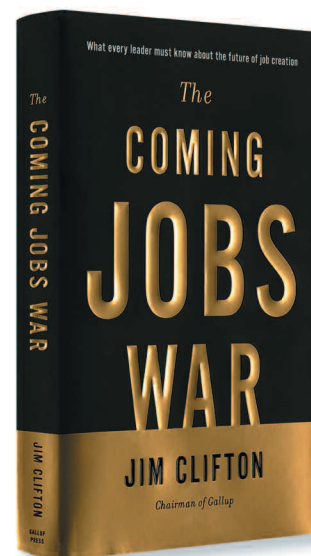
Leaders of countries and cities, Clifton writes in *The Coming Jobs War*, should focus on creating good jobs because as jobs go, so does the fate of nations. Jobs bring prosperity, peace and human development — but long-term unemployment ruins lives, cities and countries.

Creating good jobs is tough, and many leaders are doing many things wrong. They're undercutting entrepreneurs instead of cultivating them. They're running companies with depressed work forces. They're letting the next generation of job creators rot in bad schools.

A global jobs war is coming and there's no time to waste. Cities are crumbling for lack of good jobs. Nations are in revolt because their people can't get good jobs. The cities and countries that act first — that focus everything they have on creating good jobs — are the ones that will win.

IN THIS SUMMARY, YOU WILL LEARN:

- What the business community needs to do so that it can compete with cheaper labor.
- Why the health care system must stop wasting the resources that we need to spend on job competition.
- Why society needs to realize that entrepreneurs, not government, are the source of new jobs and put all its energy behind them.
- Why leaders must recognize universities, mentors and especially cities as powerful sources of job creation.
- Why everyone needs to compete to win the coming jobs war.



by Jim Clifton

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THE COMPLETE SUMMARY: THE COMING JOBS WAR

by Jim Clifton

The author: Jim Clifton is chairman and CEO of Gallup. His most recent innovation, the Gallup World Poll, is designed to give the world's 7 billion citizens a voice in virtually all key global issues. Under Clifton's leadership, Gallup has expanded from a predominantly U.S.-based company to a worldwide organization with 40 offices in 30 countries and regions. Clifton is also the creator of The Gallup Path, a metric-based economic model that establishes the linkages among human nature in the workplace, customer engagement and business outcomes. This model is used in performance management systems in more than 500 companies worldwide.

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Introduction

The coming world war is an all-out global war for good jobs.

As of 2008, the war for good jobs has trumped all other leadership activities because it's been the cause and the effect of everything else that countries have experienced. This will become even more real in the future as global competition intensifies. If countries fail at creating jobs, their societies will fall apart. Countries and, more specifically, cities will experience suffering, instability, chaos and eventually revolution. This is the new world that leaders will confront.

Of the 7 billion people on Earth, there are 5 billion adults aged 15 and older. Of these 5 billion, 3 billion tell Gallup they work or want to work. Most of these people need a full-time formal job. The problem is that there are currently only 1.2 billion full-time, formal jobs in the world. This is a potentially devastating global shortfall of about 1.8 billion good jobs. It means that global unemployment for those seeking a formal good job with a paycheck and 30+ hours of steady work approaches a staggering 50 percent, with another 10 percent wanting part-time work.

This also means that potential societal stress and instability lies within 1.8 billion — nearly a quarter of the world's population.

It's against this backdrop that the coming jobs war will be fought. And this new world war for good jobs will trump everything else. That's because the lack of good jobs will become the root cause of almost all world

problems that America and other countries will attempt to deal with through humanitarian aid, military force and politics. The lack of good jobs will become the cause of hunger, extremism, out-of-control migration patterns, reckless environmental trends, widening trade imbalances, and on and on.

My big conclusion from reviewing Gallup's polling on what the world is thinking on pretty much everything is that the next 30 years won't be led by U.S. political or military force. Instead, the world will be led with a force that is primarily driven by job creation and quality Gross Domestic Product (GDP) growth.

The demands of leadership have changed. The highest levels of leadership require mastery of a new task: job creation. Traditional leadership through politics, military force, religion or personal values won't work in the future like it has in the past. The nuances of personal values will be anchored in how they affect almighty jobs more than in Almighty God — or anything else.

As of 2010, the world had a total GDP — or the sum of countries' total goods and services for one year — of \$60 trillion. Of this, the United States had nearly \$15 trillion or about 25 percent, which is huge. Over the next 30 years, the global GDP will grow to an estimated \$200 trillion. So a new \$140 trillion of customers, employees, new businesses and equity will come into the global mix. The global war for jobs will be an all-out battle for that \$140 trillion because within that sum of money is the next evolution of the best jobs in the world. Within that \$140 trillion will rise the next economic empires, as well as the potential for societal hell. ●



1-800-SUMMARY
service@summary.com

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Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor In Chief; Andrew Clancy, Senior Editor; Chris Lauer, Contributing Editor; Amanda Langen, Graphic Designer

What 7 Billion People Want

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

What people think about — whether it’s the economy, the Middle East, energy sources or the environment — affects their behavior.

If leaders knew what the whole world was thinking — not just their own people — on almost all issues all the time, at the very least, their jobs would be a lot easier. At most, knowing what the world was thinking would make the work they do more effective. Leaders wouldn’t make mistakes and miss opportunities because they misjudged the hearts and minds of their constituencies and the rest of the 7 billion with whom those constituencies interact.

It is precisely to make global leaders more effective why we at Gallup created a new body of behavioral economic data that represents the opinions of the world’s 7 billion inhabitants across nearly every country and demographic and sociographic group imaginable. We call it the World Poll. We started it in 2005 and are committed to doing it for 100 years.

A World-Altering Fact

Six years into our global data collection effort, we may have already found the single most searing, clarifying, helpful, world-altering fact.

What the whole world wants is a good job.

This is one of the most important discoveries Gallup has ever made. At the very least, it needs to be considered in every policy, every law and every social initiative. All leaders need to consider it every day in everything they do.

The desire for a good job is the current will of the world, and whether or not you have a good job defines your relationship with your city, your country and the whole world around you. ●

Joblessness

America’s most pressing current problem, according to Gallup, is a lack of good jobs. The country doesn’t have enough good, full-time jobs for people who want work.

One might be led to think that America’s most pressing problem is health care costs. It is not. Health care is a huge problem wrecking the economy and human energy, but it’s not the biggest problem.

One might be led to believe that runaway government spending is the most pressing problem. It is not.

One might be led to think that the most pressing challenge is global terrorism. It is not.

None of these problems matter when compared with the likely possibility of America slowly and then suddenly going broke — because none of these problems are so near. Going broke is what happens when there aren’t enough good jobs.

The Chicken and the Egg

GDP is a very important metric. It goes up when businesses are growing and customers are spending because GDP is the sum of all production and spending in one country in one year. Seventy percent of America’s GDP is just consumer spending.

So if you run a business, you might think of GDP as top-line sales or total revenue. When GDP is growing, everything is going great because you’re creating new jobs and increasing hiring. People have growing paychecks and pride in their work life, and everyone is spending. Everyone is exchanging goods and services of all kinds as fast as they can.

But when GDP is falling, as in the worst recession in more than 60 years, everything goes wrong for workers. Businesses and organizations of all types reduce spending, stop borrowing and stop sticking their necks out. They slash expenses to survive, including research and development, marketing and advertising, and they institute hiring and travel freezes. Of course, jobs are eliminated and people get laid off because organizations don’t have enough money to spend on basics.

That is where America is now. And it’s likely to get worse. When it does, China is ready to take its place. ●

China’s Surge

Current economic predictions, with few if any dissenters, say that in the next 30 years, China’s GDP will grow to a total far larger than that of the United States. The total world GDP in 2010 was more than \$60 trillion.

You might be wondering how India and Russia will do. They might do OK, but they’re starting too far back. India and Russia have GDPs approaching \$1.5 trillion apiece. Almost nobody knows this because India and China are so often discussed in the same conversation, under the assumption that their GDPs are of similar size. Those who have been saying for 10 years that India is the one to watch, not China, are at least temporarily wrong. India might do well, but the country is getting routed by the Middle Kingdom.

Right now, China’s GDP is more than four times big-

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ger than India's. And it's more than three times bigger than Russia's and more than double Brazil's. Japan is close to China at slightly more than \$5 trillion, but Japan's economy is even more stalled than America's. Germany is next at \$3.3 trillion. The United Kingdom is just over \$2 trillion and France is just over \$2.5 trillion — and they are both stalled. China's nearly \$6 trillion GDP is on a historic, world-order-changing run of nearly 10 percent growth per year.

Over the next 30 years, with total global GDP growth of approximately 4 percent annually, GDP will likely grow to a total of \$200 trillion. Virtually all economists I've read predict that China's GDP will bounce to about \$70 trillion by 2040 — a 35 percent market share of the entire world's economy. Those economists predict that the U.S. GDP will be growing at an average of 2.5 percent to about \$30 trillion, or 15 percent global market share in 2040.

When and if that happens, America loses. The world changes; *everything* changes. China may dominate the world. But it won't have to use its military. When its GDP surpasses America's, it will dominate the world economically by a margin far more than the United States currently has. At that point, China will be the new leader of the world. All decisions between countries on the subjects of peace, trade, environment, borders, laws and human rights would defer to China. Because more than ever, the new golden rule applies: He who has the gold, rules. And the country with the dominant GDP has the gold and the good jobs.

It's vital to understand all those GDP numbers because almighty jobs live in combination with GDP growth. Everything you just read will come true unless America gets its economic engine restarted and roaring. If not, it will slide into a new economic hell that few can imagine. ●

Unless ...

The United States will be overwhelmed by China unless there is an economic miracle. Americans are betting their entire country and the future of their children on one big "unless."

Economic historian Robert William Fogel, like many thought leaders, leaves room for that big "unless." "Anything's possible," he wrote. "An unexpected technological breakthrough could also shake things up." While his calculations cannot account for unforeseen world-changing inventions, it is more precise to say that his calculations cannot account for world-changing moments of rare entrepreneurship — because they aren't sensitive enough to detect the next Steve Jobs, Bill

Gates, Meg Whitman and Mark Zuckerberg or the next Apple, Microsoft, eBay and Facebook.

What top economists' algorithms can't account for is exactly where America's hope for the future lies. And there is reason to hope. On some days, it seems impossible to me that this current economic nightmare can ever be fixed — but the nightmare has been fixed before.

Few thought leaders know this. America has been here before. *Exactly* here.

Germany and Japan

More than 30 years ago, I was watching a panel of economists on TV, liberal and conservative, predicting that the United States would lose its global GDP lead, its economic advantage, to Japan and Germany. Based on what must have been simple regression equations, they could see that because of Japan's and Germany's growing manufacturing superiority, they would overtake America's leading economic position — especially Japan.

Of course, they were wrong. The United States didn't surrender its economic lead, and it jumped from an estimated destination of \$3.8 trillion up to a staggering \$15 trillion, a bigger lead than virtually anyone saw coming. Not only did the United States *not* lose, it jumped unforeseeably ahead in the creation of great jobs and GDP. America didn't fall to third; its GDP grew bigger than Japan's and Germany's economies added together. America grew at nearly five times the rate forecasted by the best economists.

So here America is in exactly the same place, except the experts predict that it's China the U.S. will fall to, rather than Japan and Germany.

What made the classical economists' predictions wrong more than 30 years ago was that their formulas and algorithms were limited. They couldn't see innovation combined with the entrepreneurship of thousands of small, medium and big businesses sprouting up all around to create a historic run of GDP and job growth.

The traditional or classical economic formulas didn't work because the blind spot of unpredictable human entrepreneurship overwhelmed and washed out all the rest of the variables in the calculations. ●

Classical Economics vs. Behavioral Economics

Classical economics is the institution of data that records virtually every transaction of life. You are born, and someone writes that down. And then someone writes down everything else you do, especially everything you buy or sell in a lifetime — your visits to the dentist, your grades, your traffic tickets, every trip to the grocery store and mall and what you bought, your stock purchases, your vacations, your credit card purchases,

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your phone bills, the TV shows you watch — absolutely everything that can be recorded is.

Basically, classical economics is the science and institution of all transactions within a life, compounded over *all* lives. All that stuff makes up GDP.

The problem with using classical economics to foresee the future is that the most powerful predictors of GDP now lie within the fields of entrepreneurship and innovation. They are nearly impossible to see, let alone forecast. These blind spots hold more weight than what is visible. Within these blind spots are the most needed answers to this ultimate question:

What is the likelihood that there will be an unpredicted, transformational event that will cause a sudden, extraordinary surge of entrepreneurship and innovation just like the one 30 years ago that saved America?

The answer lies within behavioral economics.

Behavioral Economics

Behavioral economics represents a set of data that doesn't contradict, but complements classical economics.

Most academics define behavioral economics as the science of *choice*. Of course, everything people do during a day is based on what they decide. According to Princeton professor Daniel Kahneman, people make as many as 10,000 to 20,000 small moment-to-moment choices and a few big decisions every day. The annual total of America's small, medium and large decision moments is roughly 1,000,000,000,000,000 — one quadrillion.

The science of behavioral economics is the mathematical quantification of the role human nature plays within those quadrillion moments of thought.

Collectively, there are infinite combinations of states of mind and thought patterns that occur before classical economics can record sales, transactions, and subsequent contributions to GDP. Each of them is critical because each of them is wired to job creation.

The core energy of entrepreneurship and innovation, the fuel for GDP, lies somewhere within the patterns and trends of these data. Simple states of mind, like confidence, optimism, creativity, hope and drive, all exist *before* decisions that create the transactions of life. Those are the things that bring sudden GDP growth.

When leaders include the behavioral economics of the quadrillion decision moments of 300 million Americans in all their strategic leadership thinking, they change everything. The outpouring of human energy in one quadrillion moments creates surges in entrepreneurship and innovation, which in turn causes GDP and job growth to swell.

That's why behavioral economics is the new secret weapon for all leaders. ●

Cities

If you were to ask me, "From all the data you have studied so far, where will the next economic breakthrough come from?" my answer would be: *From the combination of the forces within big cities, great universities and powerful local leaders*. Those three compose the most reliable, controllable solution. Their combined effect is the most predictable solution to America's biggest current problem, which is winning the global war for good jobs.

The cornerstone of these three is cities, especially America's top cities. All cities count and can contribute.

Fixing America's biggest problems and re-winning the world can only be accomplished one city at a time.

Strong leadership teams are already in place within cities. A natural order is already present, in government, local business, and philanthropic entities. Every city has strong, caring leaders working on numerous committees and initiatives to fuel their local economic growth — let's call it the city GDP — and to create good jobs. The feat these leaders have to pull off is doubling their entrepreneurial energy by aligning all their local forces.

They succeed by declaring all-out war. I don't use the term "war" lightly. This really has to be a war on job loss, low workplace energy, health care costs, low graduation rates, brain drain, and community disengagement. Those things destroy cities, job growth, and destroy city GDP. Every city requires its own master plan that is as serious as planning for war.

That plan must focus on the following:

1. *Recognize that the most important solutions are local.*
2. *Have your whole city wage a war for jobs.* The jobs war is won by knowledge jobs. Aim everything at those.
3. *Align efforts citywide.* Every city needs a team to work on the alignment, focus and strategies that put all businesses and local institutions on the same page.

Economic Outcome Variation

Of course cities, like organizations and workplaces, exhibit wide variation in economic outcomes. Think how different Detroit's outcomes are from San Francisco's. Detroit went from being one of the most bustling economic cities in the world to one of the most spectacularly failed. One could even argue that citizens in San Francisco saved the republic and national job creation by leading the technology boom. One city is a drain on America and the other continues to save it.

4. Don't allow your local constituencies to look to Washington. You have to jumpstart your city yourself. ●

Entrepreneurship vs. Innovation

One of my favorite entrepreneurs is Wayne Huizenga. He has had, in my opinion, three humble business ideas in his career.

When he was a garbage collection manager, he decided to build his own trash collecting business. That was a bad idea because the world didn't need another trash collection company. But nevertheless, he built his own trash collection business. And he turned it into a great multibillion-dollar worldwide organization, a Fortune 500 company and a leader in environmental sustainability that was profitable and valuable to its customers, a great place to work and an international powerhouse. You have heard of it: Waste Management, Inc.

The question is: Was it the idea or Wayne that made Waste Management such a successful American enterprise for tens of thousands of highly engaged employees and that created good jobs of all kinds? Most global thought leaders would believe it was Wayne's *good idea* more than his *entrepreneurship*.

Wayne's next idea was arguably worse. The big idea was to rent movie videos through branded outlets, malls and small free-standing buildings. It didn't sound very good to me — and I did much of the research on it for him. That became his second multibillion-dollar Fortune 500 company — Blockbuster Inc. And Blockbuster, too, was a great American organization that created millions of customers and a hundred thousand new jobs.

Then he had one more idea. Once again, everyone said he had a bad idea: a national chain of used car outlets. He called it AutoNation, Inc., and it became his third multibillion-dollar Fortune 500 company.

So what explains these staggering successes: the innovation or Wayne? This is a really important question because whatever idea Wayne chooses seems to become a *good idea*. The predicting variable of success in Wayne's case is "Whatever idea Wayne chooses is a good idea because he makes its business model work." It is not "Wayne is good at picking innovative ideas."

But most thought leaders still believe it's the second answer.

It is wiser to study the person than the idea.

Is it innovation or entrepreneurship? It is both. But the key insight here is that innovation by itself has no value until it is chosen by talented entrepreneurs. ●

High-Energy Workplaces

Let me summarize the biggest body of behavioral economic data in the world on workplaces. It comes from a Gallup study on workplace productivity, and it consists of 12 critical elements of work life. Gallup has asked millions of workers worldwide to respond to these items for more than a decade and always finds the same thing: Miserable employees create miserable customers.

That may seem obvious, but try to find solid metrics in any organization that clearly link employee misery to customer outcomes by individual work unit. Every company has solid-gold data for sales and profit or product defects, but few know their misery quotient by workgroup.

And if you can't find the misery quotient, I guarantee your accounting department will. It will take a year or two though. I've observed that employee misery precedes all the easy-to-find data by one day to two years, depending on the type of business. Somebody in the company needs to treat a customer like hell for between one day and two years before the customer will defect. Customer defections are immediately followed by job loss.

But few companies know their misery quotient.

Defective Employees

For all you Six Sigma enthusiasts, a miserable employee, particularly a miserable manager, is a defect — a defect for the company, the customer and, ultimately, the country. Gallup counted the number of extremely miserable employees — which we refer to as "actively disengaged" because they also encourage others to be disengaged — at 20 million nationwide. Of approximately 100 million full-time workers, there are 20 million actively disengaged employees in the United States.

Re-winning the world's best jobs is part of winning the innovation and entrepreneurial wars. And as America wins those, initially it will be manufacturing its own inventions, at which the country will *temporarily* be the best in the world. But shortly thereafter, far cheaper labor in other countries is likely to take that over.

That is OK, as long as the United States incorporates the invention, creates the almighty business model, and owns and operates it around the world. This simple U.S. world trade and economic strategy works in many productive ways now. This whole premise depends on Americans' ability to be innovators, to be entrepreneurs and especially to create world-class business models to ignite authentic GDP growth and job creation.

Low-energy workplaces, or as Gallup calls them, disengaged workplaces, will derail that. ●

Customer Science

To win the jobs war, America needs to be the best in the world not only at entrepreneurship and innovation, but also at customer science. The country simply cannot win new jobs unless it uses the most advanced sciences in the world to create billions of new global customers.

Simply put, new global customers create new U.S. jobs. That's why America needs to more than triple exports in the next five years — or continue on a downward slide. The battle for global customers will be the defining element in the new war for jobs and GDP growth. Whoever sells the goods and services, and whoever owns the companies that own the customers, wins. The United States needs to average a minimum 10 percent annual increase in exports over the next 30 years to maintain its leadership of the free world.

If America allows China — or India or anyone else — to get further into behavioral economics and customer science than it does, the country will lose the jobs war. That is what Toyota, Volkswagen and other automakers did to U.S. car companies. They won by simply listening to customers better and then delivering what customers wanted at fair prices. America cannot afford to concede the science of customer insights or customer-centric innovations to China or any other foreign competitors or it risks losing to them. This is a “game over” moment for America. ●

K-12 Schools — Where Entrepreneurs Are Created

There are more than 75 million students enrolled in schools in the United States — nearly 50 million in the 5th through 12th grades. They are the successors of today's business leaders. The problem is, approximately 30 percent of those students will drop out or fail to graduate on schedule. About 50 percent of minorities are dropping out. This gives the rest of the developed world a huge advantage over the United States in the upcoming economic wars.

If this problem isn't fixed fast, the United States will lose the next worldwide, economic, job-based war because its players can't read, write or think as well as their competitors in a game for keeps — their talent doesn't get maximized. Even more deadly, Gallup suspects that those students' spirits and hope are being irreparably broken.

Educational researchers in the United States are quick to admit that the best science and efforts are nowhere near finding a solution to this problem.

This can be fixed if America aims its strategies at the

cause versus the *effects* of hopelessness. Therefore, leadership strategy must, first and foremost, be built on hope rather than on grades and attendance, because loss of hope precedes bad grades and truancy. Gallup scientists have learned that hope predicts academic success and graduation better than grades or test scores do.

Increasing hope isn't easy, but it can be done. And it has to be done locally, on a citywide basis rather than on a national one. Only local focus has a chance. ●

Fix Health Care or Destroy Job Creation

Health care is the United States' biggest most immediate fiscal budget problem, and there are no solutions so far because U.S. leaders dig in the wrong place. Here is what you, as a leader, need to know about the health care crisis to fix it in your city:

1. The [2011] health care reform bill is not a “health care bill.” It is an insurance bill. It is a bill concerning coverage and payment. Nothing in it regards solutions to why America faces unaffordable costs or how to prevent health problems. It is a bill that changes how the money moves around. It is a bill about who gets health care and who pays for it.
2. The next big leadership breakthroughs in health care will be discovered within the sciences of behavioral economics, not medical laboratories. They definitely won't come from complex monetary policies that assign blame to everyone but the unfit American. The big fixes will be found in behavioral economics because the only way out of this is to focus on and encourage Americans to make different eating, smoking, exercise and lifestyle choices — in other words, prevention.
3. The Gallup-Healthways Well-Being Index concluded that obese and overweight people have less physical and psychological energy than the fit, that people who don't get enough sleep have less energy and that people who worry about their finances have higher levels of stress. This leads to unaffordable health care costs as well as a sluggish American work force. Ultimately, unfit people cost American taxpayers trillions of dollars that could have been spent on creating more jobs.
4. The only fix lies within the highly aligned strategies of cities and companies to improve health and wellbeing, especially focusing on reducing obesity as successfully as they did with cigarette smoking.

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Unless it is fixed, the health care mess will break the U.S. economy and hand the future of capitalism and the best jobs to China, India and others. ●

Global Wellbeing

Wellbeing is the mathematical description of the emotional and psychological state of your city, your nation, your constituency and your followers. It is the mathematical description of whether they're suffering, struggling or thriving; their hope; their physical health. It's whether they had a good day and a good year — a good life.

Almost no one knows or understands this: *Gross national wellbeing (GNW) occurs before GDP* in cities and countries. GNW, or the lack of it, occurs before revolutions and before significant political change. This means that virtually all world leaders and heads of states and cities are managing most of the wrong things. They are looking through the rearview mirror in an attempt to see the road ahead. Consequently, they are managing their countries and cities after the fact. Because GDP follows GNW, leaders need to understand the way wellbeing works, the impact it has on constituencies and, most importantly, how to change it.

Gallup has been asking wellbeing questions in more than 150 countries for the past six years. The responses have been subjected to a university math department-worth of statistical analysis so that a lot of complex numbers can be described simply as a “ladder of life.”

Based on how respondents rate their current and future lives, Gallup scientists categorize them as “thriving,” “struggling” or “suffering.” Gallup has found that, worldwide, those who are employed by an employer and work for that employer for at least 30 hours per week are most likely to be thriving. Those who are employed part time and those who are unemployed are less likely to be thriving. The self-employed lag behind and are the least likely to be thriving. ●

Conclusion

For America to lead the new will of the world, it will have to master 10 demands:

1. The biggest problem facing the world is an inadequate supply of good jobs. The great global dream is now focused on having a good job.
2. Job creation can only be accomplished in cities. Jobs are as local as politics.
3. There are three key energy sources of job creation in America: the country's top 100 cities, its top 100 universities and its 10,000 local tribal leaders.

Having a Good Life

Gallup has found that the answers to wellbeing questions are highly correlated with other external ratings taken separately and independently. For instance, Gallup knows that those living in wealthier countries tend to have higher subjective wellbeing than those living in poor countries. While money doesn't guarantee happiness, living in a wealthy country certainly increases your odds of having a good life.

4. Entrepreneurship is more important than innovation. It's far better to invest in entrepreneurial people than in great ideas.
5. America cannot outrun its health care costs. American managers need to review their teams on performance and growth but also on overall health and wellbeing.
6. Because all public education results are local, local leaders need to lead their whole cities and all youth programs to war on the dropout rate with a strategy of one city, one school, one student at a time. If they don't, they will lose jobs.
7. The United States must differentiate itself by doubling its number of engaged employees. Running a lousy workplace is now not only bad business, but it is also un-American.
8. Jobs occur where new customers appear.
9. Every economy rides on the backs of small- to medium-sized business. So goes their state of mind, especially optimism and determination, so goes America's economic future.
10. So go exports, so goes the coming jobs war. The U.S. cannot win the coming jobs war by just selling more products to its own consumers. The country has to export.

Much of what I've written is grim and many of the prescriptions are hard. I've even wondered if any of this is possible. But it is. Look at all the engaged workers in companies all over the world. If they continue like this, they won't fail. ●

RECOMMENDED READING LIST

If you liked *The Coming Jobs War*, you'll also like:

1. **StandOut** by **Marcus Buckingham**. Buckingham provides practical advice on what to do to make the most of the strengths you have.
2. **Breaking the Fear Barrier** by **Tom Rieger**. Learn how bureaucracy and barriers can cost organizations a fortune in inefficiency, turnover, waste and demoralization.
3. **Great by Choice** by **Jim Collins and Morten Hansen**. Collins and Hansen show how you can build a truly great enterprise in fast-moving times.