

THE BIG PICTURE

We've scoured the globe to bring you the latest opinions, insights and hot-button issues percolating from the executive suite and delivered from some of today's foremost thought leaders.

ON INNOVATION

In the next five years, more than **200** new airports will be built in Asia Pacific, and **140,000** hotel rooms will be added.¹



! The top 10 in-demand technology jobs did not exist in 2004.²

Years it took to reach a market audience of 50 million:

Radio: **38** years

TV: **14** years

iPod: **3** years

Facebook: **2** years³



The United States **federal deficit** is projected to reach **\$20.3 trillion** in 2020 – that's the equivalent of more than **\$65,000** for every man, woman and child in the United States.⁸

ON GLOBALIZATION

In the next 14 years, the world will increase by one billion people – that is equivalent of adding the population of Dubai to the world map every 11 days.⁴

One fifth of the world's GDP comes out of the top 10 cities in the world.⁵

ON THE ECONOMY

“The world has been reset. Today's uncertainty feels like the 'new normal.' We will not return to the relative tranquility of the pre-crisis world. Growth will be harder to come by, trends will be more volatile and constituent voices will be louder.”⁶

— Jeffrey Immelt, chairman and CEO of GE

“Global economic growth requires the services of big financial firms. It also requires that big financial firms be allowed to fail.”⁷

— Jamie Dimon, chairman and chief executive of JPMorgan Chase.

ON LEADERSHIP

“In my view a board of directors of a huge financial institution is derelict if it does not insist that its CEO bear full responsibility for risk control. If he’s incapable of handling that job, he should look for other employment.”⁹

— Warren Buffet, CEO of Berkshire Hathaway



By country, confidence in leadership is highest in **India**, followed by the United States, Canada and Australia, according to the 2010 Korn/Ferry Confidence in Leadership Index.¹¹

India	78	U.K.....	66
U.S.....	76	Italy.....	64
Canada	76	Germany	62
Australia.....	75	France	62
Brazil	70	Russia.....	62
China.....	70	Japan	58
Spain	67		

Research by PricewaterhouseCoopers has found that although the best organizations pick at least two possible successors for each key position, in practice **only 40%** of roles are filled by those identified for promotion.¹⁰

According to Korn/Ferry’s 34th Annual Board of Directors Study of Fortune 1000 organizations, **84%** believe the importance of having a CEO succession plan in place has increased. **However**, the sad truth is that only about half of all boards have a succession plan.¹²

ON THE LABOR MARKET

“The basic message today is that with small business – which is the primary source of jobs – we need to figure out the loan problem. The banks aren’t really lending to them and anything that the government can do to accelerate that, needs to happen right now.”¹³ — Eric Schmidt, CEO of Google

The U.S. economy will need **7.6 plus years** of hyper job creation (2.2 million jobs per year) to replace all of the jobs eliminated in this recession. Based on that unrealistic job growth projection, it would still take until 2017 to get back to the 5% U.S. unemployment rate experienced prior to the recession.¹⁴



The 25% of India’s population with the highest IQs is greater than the total population of the United States – India has more honors kids than America has kids.¹⁵

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