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LPNQ

The Quarterly Journal of the Life Planning Network

Summer 2016
Volume 3, Issue 3
The Future of Aging

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LPN-Q, The Quarterly Journal of the Life Planning Network is produced by members of the Life Planning Network, a community of professionals from diverse disciplines dedicated to helping people navigate the second half of life.

The Life Planning Network is the leading association supporting professionals who assist people at this life stage. We intend to bring into everyday use proactive and purposeful planning for the second half of life. Learn more at lifeplanningnetwork.org.

LPN-Q's publication schedule:

Spring – April/May/June

Summer- July/August

Fall-October/November

Winter-January/February/March

Copyright info

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Introduction

Is there a future for aging?

Scanning current research, the conclusion is clear: there is no unified theory of aging!

Yes, we all know we are going to die, but none of us knows how long we'll live or how well we will age.

In theory we all want to elongate the lifespan, thus increasing our longevity. But do any of us really want to live to be very old centenarians who have aged poorly?

Most scientists and medical researchers want to extend "healthspan," living without frailty and major diseases, versus solely prolonging life. There is now a newfound consensus among researchers that aging can be slowed, and maybe stopped, even reversed.

Meanwhile, others are debating and challenging how, without recourse to futuristic science, we can "disrupt aging," as Dr. Bill Thomas espouses and Jo Ann Jenkins, CEO of AARP, champions in her recent book of the same name.



Jenkins, until 2010 the former chief operating officer of the Library of Congress, has issued a passionate call to get rid of outdated ideas about aging "and begin the hard work of developing innovative strategies that will allow more people to choose how they want to age." The point of disruption she says is to make aging something "to look forward to, not fear; to see this period as

one of growth, not decline; to recognize the opportunities, not just the challenges; and perhaps most importantly, to see themselves and others as contributors to society, not burdens."

There are other threads to this conversation that are gaining traction in the world of futuring, technology and genetics...actually all the biological sciences.

Beyond solely seeking treatments for so-called diseases of age that now kill most people in developed nations—heart disease, stroke, Alzheimer’s diabetes, cancer—by targeting their causes and potentially extending life by 4-5 years, others are pushing ahead with research to fight age itself, with the hope of extending healthy life by two decades or more. Already, a handful of drugs tested by federally funded laboratories appear to extend the healthy lives of mice with rapamycin and its derivatives, approved by the Food and Drug Administration for organ transplant patients. Early results in a study treating aging dogs suggest that rapamycin is helping them, too.

Those like Bill Andrews, M.D., and Aubrey de Gray, Ph.D., a geroscientist, veer away from “disruption” to “defeating” aging. Both categorize aging as a natural disease, requiring rigorous scientific and medical research to conquer as with all other natural diseases. Dr. Andrews captures the essence of their shared viewpoint: “Aging is not going to cure itself!” Dr. de Gray takes this perspective a bit further: “Better funding and advocacy can defeat aging.”

The edgiest predictions are coming out of the futurist community representing the rarified fields of artificial intelligence (A.I.) and revolutions in genetics, nanotechnology and robotics. The most well known is Kurt Kurzweil, a futurist and inventor who predicts that that technological advances will forever and irreversibly transform human beings as we embrace and enhance our minds and bodies with all sorts of genetic alterations, robotics, artificial intelligence and nanotechnology. Kurzweil envisions a time, not far off—he predicts 2045—when Singularity, technological progress so rapid that it outstrips the human ability to comprehend it, will kick into gear.

From a more practical vantage, the last couple of years have seen some particularly heartening scientific studies that promise more immediate treatments to halt and reverse memory loss from Alzheimer’s, dementia and other neurodegenerative diseases. Among these were the recent results of a study from the Buck Institute for Research on Aging and the UCLA Easton Laboratories for Neurodegenerative Disease Research—which claimed to be the first to objectively show that memory loss in patients can be reversed, and improvement sustained, using a complex, 36-point, personalized program.

The program involves comprehensive changes in diet, brain stimulation, exercise, optimization of sleep, specific pharmaceuticals and vitamins, and multiple additional steps that affect brain chemistry. All of the patients in the study had either well-defined mild cognitive impairment (MCI), subjective cognitive impairment (SCI) or had been diagnosed with Alzheimer’s disease before beginning the program, says author Dr. Dale Bredesen. “Follow up testing showed some of the patients going from abnormal to normal.”

In one instance, a 69-year old professional, who was in the process of shutting down his business, went on the protocol after 11 years of progressive memory loss, the study reports. After six months, his wife, co-workers and he noted improvement in memory. A life-long ability to add columns of numbers rapidly in his head returned and he reported an ability to remember his schedule and recognize faces at work.

After 22 months on the protocol he returned for follow-up quantitative neuropsychological testing; results showed marked improvements in all categories with his long-term recall increasing from the 3rd to 84th percentile. He is now expanding his business.

“We’re entering a new era,” says Bredesen. “The old advice was to avoid testing for APOE because there was nothing that could be done about it. Now we’re recommending that people find out their genetic status as early as possible so they can go on prevention.” Sixty-five percent of the Alzheimer’s cases in this country involve APOE4; with seven million people carrying two copies of the ApoE4 gene.

Unfortunately, the public fear of Alzheimer’s and advertising’s relentless portrayal of old age as a narrow, vacuous, self-absorbed period of dependence and decline, has too long overshadowed other critical conversations. But as the articles in this issue of LPN-Q make abundantly clear, there is every reason to be optimistic—as individuals, practitioners of life planning and advocates for positive aging—about our ability to reimagine and revolutionize the course of aging, from birth through the last breath, as Jan Hively likes to say.

Chris Farrell’s article, “Global Aging: Seizing the Opportunities,” begins by debunking many of the false and outdated beliefs about older workers. Contrary to previous gloomy predictions, he makes a strong case for the beneficial effect the growth of older populations worldwide will have on markets, productivity, and the entire global economy in the decades to come. But central to that proposition, says Paul H. Irving, the chairman of the Milken Institute Center for the Future of Aging, in his interview with LPN-Q, is the need to change the current false narrative on the future of aging. “Older adults represent a largely untapped human capital resource with much to offer — not just the wisdom of age,” Irving says, “but also the practical experience and skills that can enrich families as well as work, educational, and social settings.”

Some authors address specific challenges and potential benefits of the future of aging, which life and financial planners need to prepare to address. Kay Bransford asks practitioners to begin at their own doorsteps, by taking practical, often catastrophically overlooked, steps to lessen the potential burden of leaving friends, family or children without necessary access or ability to help. Flex jobs professional Sheila Murphy examines the expanding opportunities for continuing work in flex jobs and the importance of preparing clients to position themselves for success in an increasingly competitive market across ages. Financial planner Amy Lampert unpacks the “Longevity Risk” that threatens—unless addressed holistically instead of in traditionally siloed ways—to undermine the boon of increased longevity.

And for those who wish to ride the wave of the future of aging in business, gerofuturist Karen Sands advises to pay close attention to two important trends: Women in the boomer and 50-plus demographic—who feel grossly misunderstood by marketers—will dominate consumer spending in the future. And these women are already consciously choosing products that faithfully represent their stories and provide more than just value; they, their products and their marketing reflect core

values important to the future of the planet. Businesses need to get on board, she says, or perish.

Perhaps most consequential to the future of aging is our ability to evolve our thinking about the span of life planning and our commitment to democratizing purposeful aging. Encore.org's Jim Emerman reminds us in his interview with LPN-Q, that the future needn't wait. The future of aging is already here if we employ it by engaging to advance purposeful aging work to make sure the benefits of purposeful aging are more evenly distributed across society. Instead of purposeful aging being available only to an elite of healthy, well-educated and affluent retirees able to afford to volunteer, Emerman says we need to design and promote opportunities for purposeful aging for all.

Finally, Jan Hively reviews the accomplishments of the positive aging movement and challenges members of The Life Planning Network to adapt their goals to encompass interdisciplinary lifework planning lifelong. Life planning lifelong should begin as early as elementary classrooms and reach through an expanded commitment to promote learning and active citizenship of people 80+.

There's a lot to chew on in this issue of *LPN-Q*. Bon appetite!

- Karen Sands and Bruce Frankel, Issue Editors

Global Aging: Seizing Opportunities

New markets, increased productivity and improved quality of life will replace outdated dread of aging populations

Chris Farrell

We all know the U.S. population is getting older. The leading edge of the baby boom generation—approximately 76 million born between 1946 and 1964—is filing for Social Security and Medicare benefits. Americans are having fewer children even as average life expectancy lengthens from about 62 years in 1935 (when President Franklin Roosevelt signed the Social Security Act) to around 79 years currently. “The aging of America isn’t a temporary event,” writes Laurence Kotlikoff and Scott Burns in *The Coming Generational Storm*. “We are well into a change that is permanent, irreversible, and very long term.”

Less appreciated is that the share of seniors is growing elsewhere in the world and, in most cases, at a faster rate than the U.S. The American population remains relatively youthful on a global scale. For example:

- The global population age 65 and older is expected to triple from 2010 to 2050—from some half-billion to 1.5 billion.
- The population 65 and older in the European Union is projected to account for 29.5 percent of the region, up from 17.5 percent in 2011.
- The 65 and older age group in Japan comprises around a quarter of the population currently and seniors will account for 38 percent in 2050.
- China’s 65-and-older group is expected to comprise 24 percent of its population in 2050, up from 8 percent in 2005.
- South Korea will be home to the world’s second oldest population with 35 percent over the age of 65 in 2050.

Sad to say, the specter of swelling numbers of elderly haunts many nations, especially policymakers. The focus on the dire demographics of aging populations is why so much of the public policy debate in so many nations is on reforming social welfare and pension systems.

“Global aging will strain the capacity of societies to care for the old without sacrificing the living standards of the young,” writes Richard Jackson, adjunct fellow, global aging initiative for the Center for Strategic and International Studies in *The Global Retirement Crisis: The Threat to World Stability and What to Do About It*. “Almost everywhere, countries will have to race against time to ensure their economic and social fabric against the ‘shock’ of global aging.”

Here's the thing: The gloom about global aging is misplaced. Like your grandfather's Oldsmobile, the image of economies and societies debilitated by aging populations belongs to a different era. Of course, social security systems, pensions and health care benefits need to be overhauled to reflect increased longevity and to ensure adequate funding. But aging populations present an enormous opportunity to boost economic performance and the quality of everyday life. Aging will create new markets and new investment prospects. "We need to take advantage of the opportunities," says Maurizio Bussolo, an economist at the World Bank and co-author of *Golden Aging: Prospects for Healthy, Active, and Prosperous Aging in Europe and Central Asia*.

Here's the thing: The gloom about global aging is misplaced. Like your grandfather's Oldsmobile, the image of economies and societies debilitated by aging populations belongs to a different era.

Taking advantage of the opportunities opened up by an aging population requires shedding fears that the elderly will drain domestic economies and the global economy of their underlying dynamism, partly reflecting the belief that older workers aren't productive and partly the worry that too few young workers will be supporting too many retired elders. But older workers increasingly desire to stay engaged in the workplace—especially in the major industrial nations—perhaps at a different organization or industry, typically favoring part-time and flexible jobs. Advances in technology, as well as improvement in education and health, are encouraging longer work lives.

Economist Eugene Steuerle of the Urban Institute captured the underlying dynamic with the U.S. in mind, but the same insight applies elsewhere. "If labor supply increases, the nation gets additional work and larger output. More output means more income for workers. More income means more revenue at any given tax rate. With more revenue, government can pay for more spending at the same tax rates, or lower tax rates. And that total spending can be made more progressive in aggregate."

Let's look first at the popular stereotypes that older workers aren't creative and productive. The scholarly evidence is overwhelming that creativity and productivity don't decline with age and, in certain knowledge intensive industries can even increase with experience.

Take the research of Axel Börsch-Supan and Matthias Weiss of the Munich Center for the Economics of Aging. The scholars looked at productivity data from a Mercedes-Benz truck assembly plant in Germany. They found statistically significant evidence of higher error rates for workers under 30 but no evidence of more mistakes as workers age into their 60s. Their analysis concludes that productivity improved all the way up to retirement at age 65.

“Even in a work environment requiring substantial physical strength,” they wrote in their examination of plant productivity, “its decline with age is compensated by characteristics that appear to increase with age and are hard to measure directly, such as experience and the ability to operate well in a team when tense situations occur, typically when things go wrong and there is little time to fix them.”

Older workers are learning decades into their career. A study into air traffic controllers suggested that 30 year olds had better memories than their older work mates. The researchers also learned that 60-year-old air traffic controllers did just as well in an emergency situation as their 30-year old peer, drawing on their experience (thankfully). Other studies emphasize that older adults tend to be emotionally mature, at least compared to younger workers. “There is no observable decrease in older workers’ overall performance, because what they lack in cognitive abilities they compensate for with an increase in job knowledge, skills and various coping strategies,” writes Sara Czaja, professor and co-director of the University of Miami’s Center on Aging.

“There is no observable decrease in older workers’ overall performance, because what they lack in cognitive abilities they compensate for with an increase in job knowledge, skills and various coping strategies.”

Similarly, the notion that economies will stagnate with too few young adults supporting too many elderly is also flawed. The old-age dependency ratio is often used to illustrate the so-called “problem.” The ratio compares the number of people between 15 and 64 (workers) with people 65 and older (retired). For example, five German workers between age 15 and 64 supported about one person 65 and older in the 1990s, but by 2060 it will be three German workers for every elder, a tripling of the old-age dependency ratio. The U.S. had a similar old-age dependency ratio in the ‘90s and it’s predicted to rise by 68 percent by 2060.

Problem is, the ratio doesn’t adjust for behavioral changes, including people working well into the traditional retirement years. A group of economists at World Bank—including Bussolo and Johannes Koettl—use an alternative measure, the adult dependency ratio. It compares the number of inactive people (not working, not looking for work) with active people (working, looking for work) among those 15 years and older. The World Bank’s Golden Aging offers the calculation that extending work lives by 10 years between 2030 and 2060 is enough to keep current ratios more or less constant. In other words, the elderly won’t be more of a “burden” than today. (If women’s labor force participation rates converge with men’s over the same time frame, dependency ratios will actually decline.)

I've focused on older workers because reimagining and rethinking the second half of life is fundamental to the opportunities created by an aging population. Years ago I remember reading an interview with University of Chicago economist David Galenson by Encore.org, the San Francisco based social venture. Galenson hit on a savvy observation.

"Every time we see a young person do something extraordinary, we say, 'That's a genius,'" he remarked. "Every time we see an old person do something extraordinary we say, 'Isn't that remarkable?' Nobody had noticed how many of those old exceptions there are and how much they have in common." Aging and a thriving global economy isn't an oxymoron, but the promise of a more vibrant global economy in coming decades.

***Chris Farrell** is senior economics contributor at Marketplace, American Public Media's nationally syndicated public radio business and economic program.*

Facing the Future and Changing the Narrative of Aging

LPN-Q interview with Paul Irving

Bruce Frankel

Paul H. Irving is a busy man. He is chairman of the Milken Institute Center for the Future of Aging and distinguished scholar in residence at the University of Southern California Davis School of Gerontology. He previously served as the Institute's president, an advanced leadership fellow at Harvard University and chairman and CEO of Manatt, Phelps & Phillips, LLP, a law and consulting firm.

The author of "The Upside of Aging: How Long Life Is Changing the World of Health, Work, Innovation, Policy, and Purpose," Irving is also a director of East West Bancorp, Inc., the American Society on Aging and Encore.org, where he serves as vice chair. He is a member of the Board of Councilors of the USC Davis School, the Advisory Board of the Stanford University Distinguished Careers Institute, the Advisory Council of the Global Coalition on Aging and the Bipartisan Policy Center Health and Housing Advisory Council. In 2014, Irving was honored with the Janet L. Witkin Humanitarian Award by Affordable Living for the Aging.

Though he was facing challenging deadlines, he graciously made time to answer questions emailed by LPN-Q Editor Bruce Frankel. Before addressing the future, we asked Paul Irving about his past as a top business lawyer and CEO of a prestigious law firm.

Why did you leave your law career to grapple with something as vast and hydra-headed as the future of aging?

I loved my law practice and the opportunity to lead the firm, but something was missing. Something changed. A switch was flipped. I was in my late 50s and my priorities were shifting. I wanted to focus on a different challenge and a more important calling. I went to Harvard for a year and during that time really began to think about aging, the value of older adults as a human capital asset, and the need to change culture in the face of a massive global demographic shift. The subject just hooked me.

Was there a person or a defining event or a relative who left you with a social conscience as their legacy?

My parents were quiet progressives, but the notion of legacy, of contribution to a better society and a better future as a shared obligation was always there. My wife's parents, whom I knew from teenage years and who influenced me, too, were activists. Our conversations were about movement building, social action, and the like. It was the same with my friends. Some people would rather talk about golf, and there's nothing wrong with that. I've always been more affected by people who want to somehow contribute to a better world.

What are the greatest challenges we face, as individuals, institutions and a society, as a massive demographic shift hurtles toward us and we toward it?

We have many big global challenges, from nuclear proliferation to disease and poverty eradication. But given only two choices, I'd say that the greatest challenges ahead are climate change and global aging.

The exciting thing about aging is that there's an upside — and we have the power to change course. We can keep people healthier as they age. We can continue their engagement in productive work, volunteering and other purposeful activity. We can grow the global economy and spread prosperity by investing in the longevity economy — in the development of products, services and innovations for this massively growing demographic. Science has done its part by extending life dramatically over the past century. That progress will continue. It's time for the rest of us to step up and capitalize on this incredible longevity dividend.

Language conditions us to apprehend something as a problem or an opportunity. For instance, the big shift in the age of the world's population has been cast as both deadly "tsunami" and a "revolution" with potential to remake society in radical but positive ways. What do you think our language says about how ready we are to face the issues?

Words matter. Language couldn't be more important. Everyone who wants to change aging needs to talk about it in different ways. We can reinforce ageist stereotypes and negative age biases. We can talk about older adults only in terms of diminishment, loss and decline. Or, without trivializing or ignoring the real and sometimes daunting challenges of aging, we can talk about the potential of older adults, the positive characteristics of the aging brain, and the opportunity for older adults to contribute to a better future for all. It's time to change the words. And it's time to change the narrative.

How does the narrative for older adults need to change to meet the challenges of a rapidly advancing future?

In a world of divisions, ethnicities, gender, races, religions, classes, and other characteristics that too often separate us, aging is one thing we all have in common (if we're fortunate). All of us need to re-imagine aging, from those who are old today to those who will be old tomorrow. We need to work together toward a new narrative and new culture of aging. Population aging is and will be a reality. We can either wring our hands or we can ignore it and the outcomes will not be good. Or we can embrace it, change it and shape a better future.

How does the narrative for younger people need to change? How do you imagine their vision of aging might differ from ours?

I write about and speak to millennials about aging, and that may be the most important thing I do. With advances in longevity science and rapid culture change, they'll invent a new future of aging that will be very different than the experience of their parents and grandparents.

Multiple careers, lifelong learning, changing relationship norms, technologies—from autonomous cars to digital health tools and new social networks—will radically change the aging experience in the decades to come. But the desire for purpose and dignity throughout life will not change and that needs to be enabled for people of all ages.

Why should forward-thinking employers hire more diversely across the age spectrum — and, in particular, work toward hiring older adults? How can we turn aspiration for this into practice by companies?

Companies today find themselves at the intersection of increasing life spans, changing retirement patterns, talent and experience shortages, and an emerging longevity economy driven by new products and services for a growing number of older adults. Company policies and practices often fail to embrace the positive opportunities of demographic change.

Unfounded bias impedes innovation and the advancement of business interests and objectives. The potential of an increasingly diverse workforce — including age diverse — is misunderstood. It's time to think differently about the value and competitive advantage of older workers. Engaging older workers is not just the right thing to do; all the evidence shows it makes good business sense.

Why is aging purposefully a moral necessity and what are the opportunities of purposeful aging?

I think we all have the obligation to contribute to a better world. No one said it better than Muhammad Ali, "Service to others is the rent you pay for your room here on earth."

Older adults represent a largely untapped human capital resource with much to offer — not just the wisdom of age, but also the practical experience and skills that can enrich families as well as work, educational, and social settings. They mentor and train in the workplace, and bring valuable perspectives that enhance intergenerational collaboration and understanding. In encore careers and volunteer activities, their experience, guidance, and beneficial support contribute to society's well-being.

What benefits do you envision being brought by a cultural shift that embraces purposeful aging? What are the impediments?

Purposeful aging can improve the lives of young people—create a more cohesive and connected society—and improve the health and well-being of older people in the mix. Purposeful aging can help lives across the age spectrum. When we help others, we help ourselves as well.

Impediments? The only things stopping this social innovation are outdated ideas and attitudes, and inertia. All of the evidence and all of the opportunity says it's time for a big shift.

To succeed, Jo Ann Jenkins, the CEO of AARP, has said we need to “disrupt aging” itself. What does that disruption look like in the future to you? Who or what are the agents of disruption?

My best advice is to read her recent book; but the idea of disruption cuts across work, health, living and attitude. It touches everything that touches each of us. It's about opportunity, choice, and living our best lives. It's not just about changing the attitudes of others about aging. It's about our feelings about our own aging, looking in the mirror, embracing the realities and maximizing the opportunities.

What do financial planners and others involved in helping people navigate the second half of life, need most to cultivate?

Financial services providers and other advisors have an opportunity to understand the complex implications of increasing longevity and changing retirement norms, and to develop new products, services and communications strategies to enhance the client experience. From thinking in new ways about life course planning to aligning work and financial goals with purpose and family considerations, there is a great opportunity to serve in new ways and change lives for the better.

What does it say to you that there is no real public discussion of the future of aging, that it is not even referenced glancingly in the current political campaigns?

Well, the two major party candidates are each older and, with all the other tumult in this election cycle, at least their ages have not been matters of significant discussion. But all of us, those in the field and those just learning, need to move aging to the top of the policy conversation.

We need to recognize the demographic realities. And we need a collaborative public conversation about health, financial security and other challenges as well as the positives — intergenerational workforces, purposeful aging, age-friendly cities, and the potential of the longevity economy.

***Bruce Frankel** is Editor of LPN-Q, Editorial Director of Redstring, LLC, and the author of *What Should I Do With The Rest Of My Life?**

How a Graying Globe Can Keep Your Business in the Black

Marketing to ageless women with values and transparency

Karen Sands

We are in the early days of the Age Rush! It will be a time rich in crisis—and opportunity—for those of us in the business of aging.

The new economic reality is the “longevity economy,” the primary driving force fueling the future of the business of aging. It’s the sum of all economic activity—currently \$7.1 trillion and projected to rise to \$13.5 trillion by 2032—that serves the needs of fifty-plussers.

Those of us who serve this market are well aware that the 50-plus demographic is an unstoppable, powerful force for change. The graying of the globe is impacting not just the U.S. economy, but most other economies as well.



Be assured this is not a passing phenomenon. Hot on the tail of Baby Boomers, Gen X’ers are already crossing over into their fifties! Ever-elongating lifespans will result in continually large post-50 populations for generations to come.

The first marker of the coming Age Rush will be changes in the employment picture for those who serve the needs of Baby Boomers. For instance, the employment outlook is shifting upward in the fields of personal care and home health care—jobs for those who assist aging Boomers and elders in their own homes. Job growth will rise by up to an estimated 38% of the current market by the year 2024¹. That record rise in employment opportunities for people with gerontological training will be the future for employment growth across all generations.

This long-term positive outlook for employment in the aging field is a bonanza for women! After all, we already represent the majority of professionals, employees and entrepreneurs in our field, along with being the predominant gender of recipients of our services and products. I expect that many more women, both under 40 and older, will be turning the business of aging on its head! My take on this Age Rush marker is supported by the fact that many of today's highly educated Gen X and Boomer women are making a career change in the middle of life which are driven by the desire to make a positive impact on their communities and the world, whether as an employee or an entrepreneur. New opportunities in gerontology and in serving the 50+ market can be the perfect career change for these same women.

The good news is that longevity has been shown to have a positive effect on the economy². The emerging new "Gray is the New Green" business-of-aging story will become a (r)evolutionary new story for our times. This is a new, long-lasting Gold Rush!

The Truth About Monetizing the Business of Aging

Hazarding a guess, most of us entered the field of positive aging by a circuitous route. Few of us declared that serving the 50-plus market would be our life's work from the get-go. But we entered prepared to fight the good fight, thinking we were savvy and ready to meet the challenges of bucking the prevailing paradigm that casts aging as a disease, something to be avoided at all costs—at minimum, a topic totally irrelevant to the real rest of the world.



Over the decades, we have begun new conversations about positive aging and its nearest relative, conscious aging. The not-so-good news is that too few of us have figured out a sustainable way to monetize heart-centered, soul-based professional endeavors in the aging marketplace and within respective aging-related fields.

We are now at a distinct moment in history when the sheer numbers of people over 50 (including 106 million Americans) should be knocking down our doors, overwhelming our inboxes, and taxing our websites.

Yet as I travel the country speaking at conferences, sharing with colleagues, and listening to clients, this is not what I hear. Instead, I observe pervasive uncertainty, and I hear questions about monetizing positive aging from all corners. For example, I'm often asked, How do I get more clients? How do I make more money in this space?

We feel this uncertainty in our own lives and businesses as well as in those of the people we serve. It's actually getting harder to retain and attract clients, especially as the world economy gets even shakier and our competition increases. Even in a rebounding recovery, our ability to serve the changing needs of our clients is where the buck stops.

This is only a partial answer. There's something more going on. So what gives?

I believe that each of us is experiencing the impact of increasing noise in our respective expert spaces and specialty areas, along with budget cutbacks.

Whether you want to grow, sell, or significantly scale up your business or practice, the key is this foundational "Monetizing 101" precept: Do whatever it takes to stay in sync with the people who keep you in business. If you don't, you may lose your best clients.

Each of us has to discover the nuances of serving our particular post-50 markets to ensure that our businesses stay rock solid. Let's take the wraps off on this topic: There is so much competition for the attention and ultimately the wallets of Boomers and Matures in the current and emerging marketplace that only the most forward-thinking and adventurous among us will engage, convert, and sustain.

Hold on, there's more to this new story.

Our clients are maturing, and they're looking for their trusted advisors, who are transforming with them, to be willing and able to ask the difficult questions that will lead them to breakthroughs. It is our profound role to guide our clients to their own answers so they can create alternative futures in every aspect of their world. Whether you are a CSA working with elders at the end of life, a financial advisor working with Boomers starting a new business venture or a life planner or encore career coach, more than ever before, our clients are willing to venture into deeper conversations and demand building greater trust. Transactional relationships are out, trusted relationships are in...especially for female clients.

Ageless Women Are Where It's At!

Hear me loud and clear: above any other segment within the Boomer and 50-plus demographic, "Prime Time Women" rule! If you aren't paying attention to this trend, you lose. No ifs, ands, or buts!

The fact is that women alone control 85% of consumer spending, and they outlive men by about five or six years (according to Scientific American, there are six women to every four men by age 85)³. The conclusion is clear: Women mean business. Boomer Women mean BIG BUSINESS. Just look at these statistics:

- United States women over 50 control \$19 trillion⁴.
- Women over 50 control more than three-quarters of U.S. financial wealth⁵.
- Women age 50-plus are 23.7 percent of U.S. adults⁶.

- Seventy-five million-plus U.S. women over the age of 50 are working outside the home⁷.
- Between 1997 and 2013, the number of U.S. woman-owned businesses grew by 59%, vs. 41% for all new businesses in the United States; a rate almost one and a half times the average⁸.

Everyone from solopreneurs to large corporations needs to recognize that this market is essential to staying in business in the future, or even in the present. Especially important is that Ageless Women themselves are in a unique position to serve this market just as they are in this market to be served. In other words, “Gray is the New Green!”

Yet the economy, business, and the workplace are all undergoing glacially slow change from the status quo, despite a combination of massive upheavals and an intense media focus on the aging Boomer population. Throughout history, chaos and major shifts have been accompanied by renewed attempts to hold on for dear life to the (false) security of “how things have always been done.” There is an ongoing conflict between the stories of our past and the stories of our future, and the battlefield between them is inevitably our present story.



Word to the Wise

Studies show that 91% of women feel misunderstood by marketers and even by their trusted advisors⁹, who are out of touch with what real women want and need, how they see themselves, and how they want to see themselves.

No matter your industry or field, those who recognize the new rules of the game—who can give women what they want and need—will reap the benefits and gobble up market share. These new rules are customer-centric, not product-centered, as has been the case for eons. The Boomer audience is consciously choosing to support



companies that make a difference as well as a profit. Want to tap into this trend? Shift your focus from value to values, from the bottom line to the Triple Bottom Line: People, Planet, Profit. You’ll be the most profitable if you can find a way to combine a larger visionary purpose with your business model.

The aftermath of the Great Recession can seem like the worst possible time to focus your business on your

values, but the opposite is true. Boomer women are an indication of how your clients are changing. Living your values and focusing on what matters in your business is not only what you need, it's what the world needs—and it's what the world is willing to pay for.

What worked in the past to garner our Boomer women's attention and gain loyalty won't work today. We don't have time to waste, so skip the B.S. Only straight-up transparency and authentic outreach will make a dent. The only way through to our pocketbooks is storytelling based on our core values and valuing our personal stories as meaningful.

Not riding this trend and what matters now means missing out on a larger market, more money, and greater impact. And it could make your ideas and your business ultimately obsolete.

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The Future of Aging and Flexible Work

How to help clients position themselves for the competition across ages

Sheila Murphy

Baby Boomers are retiring in droves, contributing to a rapidly changing workforce and work environment. Many of these “retirees,” however, envision a future that includes work . . . just not the traditional full-time role from which they are departing.

So what does the new work landscape look like? What options are out there for finding meaningful, flexible work? Equally important, how can your clients best position themselves to secure flexible work now and in the future?

The Quickly Changing Landscape of Work

Flexibility. Flex work. Work-life balance. Remote work. Contract work. No matter what you call it, the where, when, and how of work has changed greatly and continues to do so at an exciting but intimidating pace for both job seekers and employers alike. Some of the larger, interrelated forces at play include:

- *Growing Skills Gap.* The report, [The World at Work: Jobs, Pay, and Skills for 3.5 Billion People](#), by the McKinsey Global Institute estimates that by 2020 there will be a “skills gap” of 38-40 million skilled workers, meaning the demand for skills will be greater than the supply. This gap is due in part to the surge of retiring Baby Boomers. This bodes well for the seasoned worker desiring flexible work. A smart employer will opt to capitalize on a seasoned worker’s skillset by meeting his or her demands for flexibility rather than having no such talent at all.
- *On-Demand Economy.* There has been much talk—negative and positive—about the growing number of freelancers, contractors, independent consultants, and temporary or agency workers. According to U.S. Department of Labor statistics, the number of contingent workers is projected to outpace full-time workers by 2020. This group used to be a relatively small portion of the U.S. workforce, but in the last decade it has expanded dramatically.

According to the [2015 Freelancing in America Survey](#), one in three American workers is freelancing. It is particularly noteworthy that half of those surveyed do not want to return to traditional full-time work. More and more, they are freelancing by choice, preferring to have control over the work they do and for whom, rather than working long-term for a single employer. With an on-demand economy comes new and creative flexible employment models. Companies like Uber and Lyft, job boards such as FlexJobs, online

connection platforms such as TaskRabbit and Upwork, and flexible staffing agencies are not only here to stay, they are growing industries. This is great news for your clients that are looking for flexibility. It is even better news if they are in the position to forgo benefits such as health insurance and to weather the peaks and valleys inherent in freelance work.

- *Desire for Flexibility.* Who wants flexibility? Study after study reveals that almost everyone is looking for flexibility. It is not just a priority for Millennials, who will account for 50% of the workforce by 2020, and Baby Boomers. Flexibility is desired by virtually everyone.

Why? There are many drivers: technology that makes it easier to work from anywhere, longer commutes, an uncertain economy, desires for work-life balance, changing demographics, and a growing number of employees needing flexibility to care for aging family members.

Here is Where it Gets Tricky

For the aging population looking to stay engaged in a flexible role, the forecast has never been brighter. Much has been written on the subject of flexible career opportunities for second career professionals. As flexible work grows, however, so will the competition!

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Your clients may be seasoned professionals with more experience, but they may also have a higher rate and (perceived or real) technology weaknesses, as one example. Age discrimination, unfortunately, exists, but there are strategies they can employ to beat the (often younger) competition.

Be Clear on Career Goals

While your clients' goals may be to find flexible work, no employer is going to hire them just because they desire flexibility. Remind them to hook a prospective employer with their talent first and then to negotiate for the flexibility.

Seasoned professionals have the privilege and burden of having specialized skillsets and deep experience to offer an employer. When communicating their value, they must remember to focus not on all the skills they have but on those skills about which they are most passionate and wish to use in the future.

Last week, I interviewed a semi-retired operations professional with 30+ years at a top-10 banking institution. His resume screamed risk management and compliance, and our initial conversation centered on this. As it turns out, he has no interest in doing this anymore. His passion and future work goals are in the areas of team building, executive coaching, and developing organizations. When he spoke about his work in these areas, he shined—and provided a clear takeaway: Encourage your

clients to start the conversation with their sweet spot and to re-work their resumes to reflect the work they love.



Maybe your client wants to transition to something totally new. Or perhaps your client has no desire to have the level of responsibility that she once had and that is reflected in her job titles. It is important to communicate these desires up front—with honesty, confidence and evidence of having “thought it through.”

We have found that job seekers are most effective when they address the concern about being overqualified for a job head-on, before the question is even raised by the prospective employer. Doing so goes a long way to alleviate the employer’s concerns that the person will become bored and lack commitment to the job. In these situations especially, the employer is looking for the prospective employee to express an eagerness, energy, youthfulness, and openness to new things!

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Target Employers Open to Flexible Work

Despite the trends, not all companies are going to be open to flexible work arrangements. Your clients will need to strategically target companies that are most likely to hire them. This will involve work on their part and a general understanding of the types of companies and organizations that embrace flexibility.

Companies that have formally embraced a corporate culture of flexibility are probably the easiest to find because they will promote this as part of their external branding. Descriptions of their flexwork benefits and policies will appear on the “Careers” page of their website. They will tend to be mid- to large-sized companies that are more established and have the resources to develop a formal work flexibility policy and related processes and systems. One option is to target these types of companies.

On the other end of the spectrum are small, growing businesses. If I were to put my money on the best kind of businesses for second career professionals to target for flexible work, it would be here.

In a nutshell, small businesses have a financial incentive to hire a seasoned professional into a flexible work arrangement. By doing so, they are able to bring on a higher level of talent—talent they could not afford if they were competing for it in the traditional employment market. Flexibility aside, a skilled professional will

accept a job at a larger company that can afford to pay a higher salary. With flexibility a priority, the same professional will opt to work for the small business that may pay less but is willing to offer reduced hours, work-from-home options, or a flexible schedule.

Small businesses have very limited budgets for recruiting, so it takes some legwork to find them. Their names are not etched into the sides of office buildings or seen in business journal ads, but small business owners live in your clients' neighborhoods, attend their churches, and volunteer in their communities. It is the small businesses owner that is often the decision maker when it comes to hiring. This is because small businesses often function without a formal human resources (HR) department. While HR professionals are all too often trained to weed out resumes and workers who may be overqualified, the business owner with budget authority and a desire for top talent will be enticed by the skills and experience a seasoned professional brings to the table.

Position Your Clients for Flexible Work

Why do companies hesitate to hire older workers? There are many reasons—some more grounded and legal than others. Knowing what these biases are and how your clients can offset them will help them compete for flexible work.

We have seen employers hesitate to hire an older worker due to fears that the person will retire soon and may be taking a job as part of his or her “winding down” process. It is best to not mention any desire to retire or timeframe for retiring. In fact, using the word “retiree” can put your client at a disadvantage. Encourage them to use words like “transitioning” or “second career” to explain their situation, and remind them of the importance of always expressing an interest in and commitment to the company.

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In a perfect world, a worker ought to be paid the same hourly rate, regardless of whether they work 40 hours a week or 40 hours a month. The world of work is far from perfect, and when it comes to achieving a flexible work arrangement, the reality is that there are often tradeoffs. There is the perception among some business owners that older workers seeking flexible work are less willing to come down on rate. A professional with a specialized skillset or deep technical/industry knowledge or contacts is better positioned to successfully negotiate a higher rate. Nonetheless, most small businesses—a good target for second career professionals— simply cannot afford to pay what the larger firms can pay. It has nothing to do with your client's value; it is a budgeting issue. If securing flexible work is truly a priority, your client may have to adjust or scale his or her rate.

Another worry among the businesses with which we work is that older workers are not up-to-date when it comes to technology. A misperception?

Sometimes, but sometimes not.

For job seekers whose technology skills are not up to snuff, it is no longer good enough to respond, “I am a fast learner and pick up new technologies quickly.” Instead, we recommend that job seekers take the time to talk to experts in their field or new field of interest in order to identify the general technology skills they will need to be competitive. Next, they will have to force themselves to learn the new technology as part of the job search process so they can network, interview, and list their technical proficiencies on their resumes with confidence.

Responding in an interview, “Yes, I am proficient,” is not convincing. Instead, your clients will need to *demonstrate* proficiency by incorporating technical jargon into the conversation and providing concrete examples of how they have used a technology (even if in a volunteer capacity). This will put a prospective employer at ease. Free and inexpensive on-line resources exist to help improve technology skills. Your clients can also test their proficiency (and share the results) or provide work samples with a potential employer.



Companies are sometimes afraid to hire a senior-level professional for fear that they are going to try to change things, that they will not be open to new ideas. Or companies worry older professionals will be too stubborn and set in their ways. Expressing a genuine openness to and curiosity about new ideas, systems, and processes can go a long way towards alleviating this concern. One way your clients can do this is by asking good questions about the business and expressing a positive interest and energy with regard to how the company operates.

Finding a job, in general, is hard work. Finding flexible work is even harder. A common sentiment among the seasoned professionals I interview as part of my work is a sense of surprise at how tough it is to find flexible work. Frustration and desperation are dangerous emotions in the job search process. Expressing just a hint of either can turn off a potential employer very quickly. Coach your clients to give their future employers an offer they cannot refuse instead of expressing frustration.

For example, they might offer to start out working on a small, discreet project—and maybe even at a reduced rate. If completed successfully, a project or temporary assignment is a great starting point for obtaining a more permanent placement and negotiating for flexibility. For older workers who are prepared for the competition, the potential to remain engaged in the workforce through meaningful, flexible work has never been better and will continue to grow as the world becomes less and less dependent on a 40-hour work week.

Sheila Murphy is Co-Founder/Partner of [FlexProfessionals, LLC](#), a niche staffing agency that matches professionals seeking meaningful, flexible work with growing businesses looking for top talent.

Longevity Risk: Opportunities and Challenges for the Future

Why life and financial planners must go beyond traditional planning

Amy Lampert

Twenty years ago, when couples came to me to seek advice about retirement, I gave them the advice I had learned from drinking Wall Street Kool-Aid: As you approach retirement age—65—re-allocate your assets to less stock and more bonds. Ratchet down risk for the remaining eight to eleven years of life.

Life expectancy has improved dramatically since then. In 1996, it was 73 years for men and 76 for women.¹ Today, life expectancy at age 65, is 17 more years for men and 20 for women. And the fastest growing demographic in the country is people who live until age 100. In fact, extraordinarily, one in 5,000 people are becoming centenarians.^{2,3}



That's no minor detail. It has altered my profession. My biggest challenge as a financial planner now is making sure my clients' money doesn't run out before they do.

"Making sure." There's the rub. Knowing if a client at 65 is going to live 20 or 35 more years is impossible. None of my clients—so far—has had an expiration date stamped on his or her forehead.

This is what we professionals call "longevity risk" to speak of the risk of populations living longer than expected. Longevity risk results for various reasons. For instance, medical advances extend our lives, behavior changes across society, such as a decline in smoking or the wearing of seat belts or

reducing the consumption of unhealthy fats in our diets, all cut health risks.

Longevity risk is more than a mere national phenomenon. It is, according to the Society of Actuaries, "a global challenge driven by the ongoing substantial increases to postretirement life expectancy and [it is] systematic in nature."⁴

Longevity risk is an important reason why traditional financial planning, which considers six discrete areas—estate planning, retirement planning, tax planning, cash flow and balance sheet, investment planning, and risk and protection planning—is insufficient. Longevity risk is also why the practice of integrative life and financial planning is now sorely needed.

Simply, integrative life and financial planning encourages the development of a financial plan that superimposes financial planning onto 10 areas comprising the pie of life: work, paid and unpaid, including caregiving and

Longevity risk is also why the practice of integrative life and financial planning is now sorely needed.

volunteerism, life-long learning and development, community, family and relationships, leisure activities and travel, health and fitness, spirituality, and housing/lifestyle. And without considering or addressing these areas, it is difficult to understand or plan for the longevity risk of an individual client.

Opportunities and Challenges:

The biggest opportunities—and the biggest challenge—facing the aging population are those caused by a significant increase in life expectancy.

Not only is there increased time for new adventures and travel, longer years for enjoying physical activities and learning anew, there's also the chance to benefit from innovations in technology and medicine, the possibility of continuing to work productively and contribute in meaningful ways to community and society. All are welcome by today's boomers as they move through the second half of life. Maybe 70 isn't the new 40 as some brag, but it's a new and often exhilarating and possibility-filled 70!

Yet when I work with clients to construct a plan that takes them through life-expectancy, their biggest concerns aren't these. They're whether they will be healthy enough to enjoy a long life and whether their financial resources will last as long as they do.

When modeling how a client's resources will last we now use a life expectancy of 100. A plan that assumes a life expectancy of 85 could be the equivalent—if that client lives to 90 or 100—of planning a flight that needs to fly from Boston to Los Angeles but only putting enough fuel onboard to make it to, say, only as far as Salt Lake City.

As we consider the slices of the pie of life we see areas that are significantly impacted by longevity risk—as well as trends occurring to meet the challenges and opportunities posed by longevity risk. They include:

Work, Paid or Unpaid

Many boomers are choosing to delay the departure from paid work either because they feel the importance of the engagement, community and industriousness it provides, or for economic necessity. Work for those reasons, paid or unpaid, feeds passion, and embracing a purpose extends life. The data is compelling. National Geographic Fellow Dan Buettner, author of *Blue Zones Solution: Eating and Living Like the World's Healthiest People*, spent more than a decade working with a team of researchers to identify hot spots—blue zones—of longevity around the world. While

diet was the most important factor found for increased lifespan, Buettner attests that having purpose contributed mightily: “All Blue Zones people had something to live for beyond just work.”⁵

People with purpose are also less likely to develop impairments in daily living. Yale researcher Becca Levy and her colleagues found that older individuals with a positive self-perception of aging lived 7.5 years longer than those who are less positive. Patricia Boyle of Rush University Medical Center found that participants with a high level of purpose were 2.4 times more likely to remain free of Alzheimer’s disease.

Of course, delaying departure from the workforce is much harder for those who earn their living doing physically demanding work. The double-edged sword of working longer and living longer has huge implications for the amount of time one’s savings need to sustain living standard as we move toward our life expectancy.

The financial value of continuing paid work is clear. Even the slightest delay in stopping work income elongates the life span of one’s assets. For a retired individual aged 66 who lives on \$3000 a month, gets \$15,000 in social security, and has a \$250,000 nest egg, money runs out in about 11 years. Add just \$2,000 a month in income until age 70, and one buys their nest egg another five years.

Advances in Technology and Health Care

Given the rapid advances in medical and technological innovation, death from illness is expected to drop dramatically over the next decade. Consider that medical devices which measure insulin on a constant basis with alerts built in, devices measuring heart-rate, steps, and sleep patterns, transdermal patches for everything from insulin to anti-depression medication, self-driving cars, kitchen implements designed for arthritic hands, not to mention the endless array of diets and supplements that promise extended life—are already yesterday’s news.

As boomers live longer the demand for assistance with the activities of daily living because of either cognitive or physical disabilities will increase. We see this trend challenging those insurance companies that 30 years ago priced long-term care insurance premiums without accurate data, and are now confronted with having to raise rates on their insureds due to lower lapse rates and a bigger demand for benefits among the longer-lived population.

Similarly, government programs that failed to envision sufficient longevity risk are being challenged. This has major implications for our social programs and their funding. Making matters worse, millennials are creating a smaller tax base to support the benefits 10,000 boomers turning 65 every day and becoming eligible for social security and Medicare. The resulting political and fiscal consequences will demand innovation in how these needs are funded.

At a more personal level, the life and financial planner must address the development of a long-term care plan as part of every client's plan. Too often, decisions about self-insuring or purchasing insurance are made intuitively as opposed to empirically, causing devastation to clients' balance sheets and legacies later in life. When we broach the subject, we planners all too frequently hear our clients declare that they plan to die before they need a plan of care.

We see the biggest impact of the need for long-term care on family members, who may have neither the ability nor inclination to provide care due to their own life styles and circumstances. When they do become caregivers to aging parents, they feel the ambivalence caused by love and caring on the one hand and the time, emotional and financial demands made on them, on the other. The biggest interest in long-term care insurance is from children of aging parents, many of whom pool resources to purchase protection against a future chronic care need.

Alternate modalities for long-term care must certainly be on the horizon if we are to have a society where our seniors, and their families, are able to live in dignity and grace. This is an area where I foresee innovation in housing combining with models for long-term care with shared responsibility for costs by family, patient and government, and the insurance industry.⁶

Family relationships are often strained when mom and pop or siblings or couples are in disagreement about the best course of care for those who are at cognitive or physical crossroads and independent living. Extended life expectancy and the cost of health and long term care require collaborative efforts on family members to create contingency plans for desired legacies, and estate plans. Helping clients get out in front of these future challenges is part of the responsibility of the life planning professional.

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As life planners we must encourage our clients to have these important conversations as early as possible. There are many efforts afoot to encourage these conversations such as The Conversation Project, which offers a starter kit to discuss issues of aging, dying, elder and health care. While these conversations may be difficult to get started, a survey conducted by The Conversation Project shows that 9 of 10 people want to discuss end of life care but only 3 in 10 actually have done so.⁷

Trends in Housing are being reshaped by longevity. We are seeing the emergence of aging-in-place services and assistive technologies for seniors who wish to stay in their homes as long as possible. And those numbers are great, indeed, with 87 percent of adults age 65+, according to an AARP study, saying they want to stay in their current home and community as they age. But the desire to age in place has considerable bearing on the longevity risk.

Among the greatest threats to the ability to age in place is falling. In fact, falls are the leading cause of injurious death among older adults, according to the CDC. Still, of the over 25 million households age 65 and over today, the Joint Center for Housing Studies at Harvard estimates that 44 percent are in need of some home accessibility feature due to disability or difficulty using components of the home, such as kitchen or bathroom facilities, without assistance. Less than a third of homes have such basic accessibility features as a no-step entry or bedroom and full bathroom on the entry level. A Joint Center study warned that “although 45 percent of older homeowners plan to undertake improvement projects with the intent of making their homes easier to live in as they age, surprisingly few owners are focused on home accessibility as part of aging in place comfortably and safely.”

Meanwhile, there has been a reappearance of more legitimate and consumer-friendly reverse mortgages, providing many seniors access to sorely-needed equity in their homes as they live longer and wish to age in place, while still preserving their homes for their heirs.

Innovation in the financial services industry—especially among insurance companies that are the biggest providers of non-governmental annuitized streams of income—continues even as we speak.

The insurance companies will be called upon to assume the longevity risk for people whose assets simply won't last their lifetimes. In this way perhaps insurance companies will begin to be seen as providing societal solutions and will be differentiated from companies—and their sales forces—in the financial services sector that deal in only market- and risk-based vehicles, enriching the manufacturers of those products while often leaving the consumer as the bigger fools.

Products that allow consumers to “pensionize” their nest eggs are popping up with increasing frequency.⁸ New annuity vehicles have features which now allow owners to receive guaranteed lifetime income while at the same time preserving residual values for heirs should they experience pre-mature death.

Guiding our clients through the morass of decisions necessary to create bullet-proof plans demands that good planners who understand their clients' aspirations, in each of the slices of the pie of life, including:

- creating balanced portfolios, including secure sources of lifetime income;
- helping them to navigate the complexity of the social income and health programs for which they are eligible;

- assuring they develop financial and non-financial legacies;
- helping them to broach difficult conversations with family and friends;
- understanding the innovative new income vehicles available to them and their heirs;
- knowing about housing alternatives
- helping them project a spending plan and map to guide them through the winding down of their careers;
- and helping them to reinvent their paid and non-paid work lives with purpose, comprise the skill set of a good planner who counts people in the second half of life as clients.

The future will hold even more change, so just telling Jill and Joe how to allocate their assets won't be enough!

Amy Lampert is an advisor and planner at *WomensWorth*, and a member of the leadership team for *The Life Planning Network*.

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A Future of Purposeful Aging

LPN-Q Interview with Jim Emerman

Bruce Frankel

Jim Emerman is Executive Vice President of Encore.org, a nonprofit spearheading efforts to engage millions of people in later life as a vital source of talent to benefit society. Emerman was the first director of The Purpose Prize, a \$100,000 prize for social innovators over the age of 60, and is currently responsible for Encore.org's programs that create pathways to link "encore talent" with opportunities for social impact, including the Encore Fellowships program, work with the higher education community and a new prize for innovations that bring about purposeful aging.

LPN-Q interviewed Jim at the Encore.org office in San Francisco's Presidio, where the walls are covered with gigantic photos of older mentors working with children in Experience Corps, a program begun by Encore.org, and a gigantic poster of every one of the 500+ individuals honored by The Purpose Prize. His own desk is cluttered with photos of his children and two grandchildren, with whom he spends many hours every week. We began by asking him about his own plans.

Jim, you've been with Encore for eleven years now and you're, what, 65? What does your own future look like?

Actually I just turned 66 and I don't plan on leaving this job for while. I've been fortunate though in having an employer that believes that people need balance in their lives, so I've been able to cut back one day a week to devote to family – taking care of my grandchildren a couple of times each week, visiting my 92-year old father in his nursing home every day, and also beginning to walk the encore walk, by serving as a writing tutor for the program 826 Valencia, working with 3rd, 4th and 5th graders one afternoon a week in the San Francisco Mission district.

What do you mean when you speak of a future of purposeful aging? Isn't purposefulness part of aging now? Hasn't it always been?

Encore.org's CEO Marc Freedman likes to quote the novelist William Gibson, who said, "The future is already here — it's just not very evenly distributed." What Gibson meant, and this is how I think about it, is that many of the elements of purposeful aging are visible today, but these are "green shoots," if you will, of a garden still to flourish. We need to make sure these shoots are nourished and grow.



For example, finding one's purpose — and here I mean what Abraham Maslow called the highest order of human needs, purpose beyond the self or purpose that is directed at the well-being of others — has always been available to us, including people at older ages. The value of having this kind of purpose as a later-life goal is

well-documented in terms of physical and mental health, including some evidence that it helps stave off cognitive decline.

But engaging to advance purpose beyond oneself isn't what we as a society have considered an essential definition of success in later life for at least a half century. And we certainly haven't made achieving such a goal easy for people in, say, the last third of their lives.

So if we want to realize the benefits of purposeful aging, for older people themselves as much for society and the issues these late-life purpose-seekers care about — that future needs to be much more evenly distributed.

What does purpose beyond the self in the second half of life look like?

Sure. I'll share two examples.

As you know, for the last ten years, I've been involved with The Purpose Prize, which in 2016 moved under the auspices of AARP. One of our Purpose Prize winners, Violet Little, was the subject of a recent [major article](#), "Recognizing people who are transformative, just later in life," in the *Philadelphia Inquirer*. In 2010, moved by the plight of homeless people who had no place where they were welcome to worship, Reverend Little left behind her comfortable pew in her long-time congregation to become pastor of the outdoor ministry of the Welcome Church, where he serves those living on the street.



Another example is Warren Weems, a retired Marine, who most days joins his wife Robin, a first-grade teacher in Philadelphia, as her classroom assistant. As he says in this segment of [StoryCorps](#), he felt so blessed by the family that he has that he felt an obligation to give back.

What barriers get in the way of older people engaging in “purpose” goals?

There are many barriers. First, there is pervasive ageism — ranging from the view that older people care only about themselves (the 'greedy geezer' image) to the idea that older adults have little to contribute to solving the social ills that ail our society.

There's also the notion that older people who want to do meaningful work are just another burden to manage, that they won't be able to relate to younger people, that are going to bring old-fashioned ideas and little that's new or of value, or that they are short-timers, not in for the long haul. These attitudes unfortunately can still be found even among people in the nonprofit sector.

Even older people themselves internalize ageist attitudes, questioning their confidence or their ability to learn new things or keep up with younger colleagues.

Other barriers go beyond these destructive attitudes. New research to be published this year (based on a national survey and 100 in-depth interviews conducted by a team at Stanford University) indicates that many people are concerned their health won't allow them to achieve a major life-goal that is focused on purpose. Others are concerned that pressing obligations, like caregiving responsibilities, might get in the way, or that opportunities to make a difference might conflict with other, personal life goals like lifelong learning or travel.

Finally, while many people know they want to do something that matters, they often have no idea what it is, exactly, they'd want to do — and if they do know, few know how to find an outlet to pursue their goals.

So while there are hundreds or even thousands of stories like those of Violet Little or Warren Weems, we need millions. The Stanford research says that at least 30 percent of people age 50+ have a major life goals focused on purpose beyond the self and are doing something to move towards that goal. These new data show that high-priority life goals focused on purpose beyond the self cuts across all socioeconomic groups and educational strata. But even for the most motivated, and many, many others, the path forward is still cluttered with obstacles.

Those barriers sound significant. Can you paint for LPN-Q readers a picture of what a golden age of purpose in later life might look like and what it will take to get there?

First of all, let's imagine a future in which every child is exposed to a new norm — a dramatically different picture of later life than the images of decline or disengagement that they are exposed to today; that they interact with real-life examples of older mentors in their classrooms, schoolyards and sports fields. In this future, not only will older adults engage in these generative experiences, but children will understand that their own future can include a later-life chapter of engagement that is quite different from what children might see today.

Second, the life course in coming decades is likely to be very different. As life expectancy continues to increase, the logic of a linear path — progressing from a focus on education in youth and young adulthood, to building a family and career, to a period of relaxation and leisure in retirement, leading finally to an inevitable decline — will be transformed.

It will be replaced with something much more dynamic. We may see many people participating in educational activities with different goals at many points throughout life — perhaps starting college later, coming back to train up for a new, second or third career in their 50s, 60s or 70s. People will work throughout the life course, with multiple sabbaticals or gap years to learn, retrain or travel. Right now, neither our educational institutions nor our workplaces are oriented this way, but they will have to change to stay relevant to the needs of a different and generally longer lifespan.

Career trajectories will be different, too. With a greater understanding of the role of purpose and its benefits at all stages of life, employers will increasingly be motivated to offer employees opportunities for meaningful engagement with issues they find important. This will set them apart as employers of choice.

Many companies already recognize this with their younger, millennial employees, but relatively few (Intel, AT&T, IBM, and Michelin, among them), have a similar orientation for older employees. In the near future, though, they will begin to see that life beyond the company, aka retirement, will need to include an encore stage and they will begin providing those about to retire with both information and experiences to prepare them for second and third acts for the greater good. Financial planners and life coaches will make this an increasingly important part of their practice.

Finally, we need to imagine a re-invention of how work (paid or pro bono) itself is organized. Anne-Marie Slaughter recently talked about this on the [HBR Ideacast podcast](#) as it related to gender roles, in particular how companies view productivity and work-life balance. Changes in this domain will benefit older workers and volunteers, too. In my opinion, the nonprofit, education, healthcare, and governmental sectors all can benefit from fresh approaches that separate productivity from just working longer. This is urgently needed to create opportunities for people with a lifetime of experience and expertise to put their time and talent to maximum use.

In short, a lot will have to look different, but there's a lot of self-interest at work that leads me to be optimistic.

Encore.org has a reputation for being the incubator for innovations in how we think about and prepare for next chapters focused on purpose. What future innovations will bring about this vision?

Let me put on my William Gibson hat here. One obvious innovation might be an 'encore' version of Match.com. How cool would it be if we could fill out an online profile that told us what kinds of work, paid or pro bono, would best suit us, then showed us what was available within a few blocks or a few miles of where we live, and linked us to those opportunities.

Tie this in with an app that let us swipe right to accept (or left to decline) an offer from a group that wanted to use our encore talent in short- or longer-term engagements. Like Uber drivers and Taskers — what TaskRabbit calls its vetted community of those offering services — many people aspiring to contribute to the greater good could find opportunities that matched their skills with the need or desire for flexibility. Such gigs could at times offer modest additional income to supplement Social Security and other assets people may have put away for retirement.

Here's another idea. Many educational institutions encourage undergraduates to apply what they're learning in the classroom out in the real world — through closely supervised internships or practicums, in which a period of study typically alternates with one of work. How about a proliferation of such programs for grown-ups? We already have one such model at [Encore!Connecticut](#), offered through UConn at their Hartford and Fairfield campuses. What if every community had a low-cost way to learn about the nonprofit sector and then, experience working in a nonprofit setting.

At the end of 2016, Encore.org will launch a new prize for innovative ideas connecting or deploying encore talent in areas of social need. This is a great opportunity for social innovators of all ages, as well as design thinkers and entrepreneurs, to share their best ideas about the innovations society needs to bring about a future of purposeful, engaged aging.

Sounds great. Where can readers find out more about this new prize?

I invite *LPN-Q* readers to visit our website and sign up for our newsletter to find out more about this new prize.

What's the role of the public sector in bringing about changes that will make the future you're envisioning more likely?

There's a lot of space for public sector action to help realize this future. But it's important to realize that we don't need to invent everything anew. Programs already exist under the Older Americans Act that were initially part of President Lyndon Johnson's War on Poverty. These include Senior Corps programs like RSVP and Foster Grandparents that create opportunities for older adults to contribute to their communities. All of these programs could be expanded.

What has limited them? How can they be expanded?

Because they were initially seen as programs to put dollars into the pockets of older adults at risk of poverty, these programs have a means test that limits their involvement to people living near the poverty line. But there is more than enough demand for programs like these. Variations of them could invite the older adult community to participate regardless of financial need.

Fully funding the encore elements of the Edward M. Kennedy Serve America Act in the Corporation for National and Community Service would create even more such opportunities.

At a state or local level, resources now used to support community engagement could be redesigned to more strongly encourage older-adult involvement. State and local taxes could be restructured to provide incentives, such as a property tax relief, for older adults who volunteer in schools (a program that exists in some communities) or for organizations that use experienced adults as mentors for high-need children and youth.

Given the demonstrable health benefits of volunteering, health insurance programs that participate in the Affordable Care Act could provide discounts for older adults who regularly engage in *pro bono* work in their communities.

That's a brilliant idea. Any other great ideas?

If we were to get really bold and ambitious, we could look to the example of Singapore, whose \$3 billion Action Plan for Successful Ageing includes a President's Challenge championing a national movement of senior volunteerism, to encourage an additional 50,000 seniors to contribute their talents and experience to community development by 2030.

Any final thoughts, Jim, you'd like to share about creating a future of purposeful aging?

The future I'm talking about must not only be available to a small elite, of the healthy, well-educated and well-to-do who can afford to retire from a paying job to volunteer. Providing opportunities that meet the needs of a broad-based group will require creative thinking about what engagement means, how we value it and the messages we send about it. Frankly, it's not how nonprofits have traditionally thought about leadership or volunteering. Really understanding this and valuing the informal leadership within our communities requires us to think in new ways and create new social structures to reap the strengths of *all* experienced adults.

***Bruce Frankel** is Editor of LPN-Q, Editorial Director of Redstring, LLC, and the author of *What Should I Do With The Rest Of My Life?**

How Will You Age Better Than Your Parents?

A challenge—and steps—for safeguarding your future

Kay Bransford

After acting in the role of adult caregiver to my parents for more than five years, I have continually added, and updated my own lifestyle plans based on what I learned. As we as a community of professionals look toward how we might advance positive change in the future, I challenge us all to consider first how we are applying what we have learned to ourselves—and, then, how we plan to help others prepare for the rest of their lives.

Every week, many of us talk with families who are struggling with the care of a loved one. Most of the issues revolve around incomplete plans, loved ones unsure of what to do, and usually involve turmoil. How can we help educate our communities about the steps to take toward positive aging?

I watched as my parents made an effort to age better than their parents. They did everything the estate, financial, and insurance advisor recommended and blended in conventional thinking. My parents chose to buy into a Continuing Care Retirement Community (CCRC). They believed that none of their children would ever need to be involved in their care. Many of us know this thinking is still pervasive, and that buying into a Life Care or CCRC and buying a Long-Term Care Insurance policy doesn't cover the practical lifestyle issues that create turmoil as health issues escalate. There most likely comes a point in your life when someone needs to speak on your behalf; that is something most adults have neither considered nor prepared for.

Everyone should be prepared to allow someone to manage their finances and medical needs.

Everyone should be prepared to allow someone to manage their finances and medical needs.

Because both of my parents developed cognitive issues that escalated during a healthcare crisis, I needed to be able to step in as their financial and healthcare advocate. When I tried to use the durable power of attorney naming me, and it was refused by firms such as Fidelity, USAA, and even Wells Fargo, I was lucky that my dad had set up digital access to his accounts so I could help manage his financial affairs online. However, it took me nearly a year of forensics to understand their cash flow, corral the finances, manage basic household details, and contact service providers that could service prepaid agreements and appliances covered by warranties.

When it was time to make life and death choices for my dad, I found the guidance in his medical directives minimal. What did dad want me to do when he was diagnosed with a cancerous tumor while living with an Alzheimer's diagnosis?



| *Kay with parents, Vald and Kitty, in 2013. Vald died that year; Kitty died in 2015.* |

Not only do we need to have estate plans in place, we need to provide the detailed information that is needed to fulfill the powers you grant.

Good estate planning is for the living.

Most American's believe that estate planning is for the distribution of assets, and the 44+ million Americans who are now acting as caregivers in some capacity already know that most of us will need some help in our final years. The reality, according to the U.S. Department of Health & Humans Services, is that 70 percent of us who reach age 65 will need three or more years of long-term care services before we die. We might only need help cooking, or driving; but we might need more—someone to make daily living choices on our behalf. And that reality should mean that more Americans are having an ongoing dialogue about how they will manage their daily activities in future years.

My two children, now 19 and 13 years old, watched as I helped my parents. I often discussed with them the many challenges my parents' care created. Because my parents bought into a Continuing Care Retirement Community, we knew they would always have a bed, but they wouldn't necessarily always have someone advocating for their interests and needs. That was the primary role I played, on top of financial and medical advocacy. I wanted them to be able to enjoy their final years. Because I had lived most of my adult life near my parents, I had a good handle on their personal choices and end-of-life wishes. So many adult children that arrive after a crisis begins don't have such knowledge. If we want a different outcome, we must plan differently.

Consider some common roadblocks that confronted me as I stepped in as my parents' financial and medical advocate:

- **Retirement plans and money distributed among a host of different providers.**

My parents, like others of their generation, were not going to put all of their financial eggs in one basket. It took more than a year to find all of their bank accounts. They had relationships with over 13 financial services firms; their financial advisor knew about only one.

- **Financial institutions often have their own requirements for a durable power of attorney.** Some institutions did not recognize the legitimacy of my parents' powers of attorney. Thank goodness for the internet—and that my dad set me up to act on his behalf digitally. This is a complex issue and my advice is to find a lawyer dedicated to the practice of estate and elder law that you like. You may need help in the coming years.
- **The belief that doctors will take care of all of health care needs and choices.** I still chuckle when I recall how every year my mom would tell me she “passed” her physical. Once I stepped in to be her advocate, I had to be able to quickly represent her medical issues and serve as an encyclopedia of her past medical history. The system I created to document it was always in my briefcase.
- **Documentation of home repairs and improvements.** I needed it to maintain my parents' home before it was sold, and then to minimize the tax consequence of the sale to help pay for possible future care needs. It was financially worth the hours of searching for records in the home office, mom's secretary, and attic files.
- **The digital footprint beyond major financial accounts.** We had no idea how extensive my father's digital footprint was. And without documentation, we were unable to close email accounts and had to cancel credit cards to shut down other services. Thankfully, he wasn't engaged in any social media.

While we will have new technologies and medical breakthroughs that may improve how we age, I've taken steps for the future of my aging that I can control. I've made sure, for instance, that in my household there will be no single point of failure. While my husband and I divide-and-conquer a host of tasks, and even some bill payment duties, we now have a shared playbook that my kids and my brother, who is named the durable power of attorney, know how to access and use. Because the practical details and information I needed to help my parents were overwhelming, I created a system to help me maintain my sanity.

When friends and colleagues started to ask me for copies, I wrote up a business plan and received an “Older-Adult Focused Innovation” award from AARP Foundation that launched my best-selling book *MemoryBanc: Your Workbook for Organizing Life*. The workbook just received a “Caregiver Friendly” award from Today’s Caregiver that will be presented at the October 2016 conference.

While I set up all these tools thinking I would be helping caregivers, I’ve been rewarded to learn that most of my clients are between 40 and 60 years old and use the system to coordinate their shared households or set up plan B with a friend. Our world has changed, and how we manage our documents, accounts, details needs to change as well.

I am answering the challenge to improve the future of aging by creating and maintaining a roadmap of my accounts, documents and details. It includes a list of my 80 online accounts, a copy of Five Wishes—an advance directive created by the non-profit organization Aging with Dignity—along with a summary of my end-of-life wishes in more detail to help guide the person named as my medical advocate in my healthcare directives. I am also volunteering dozens of hours each month to teach classes, develop a village within my own community, write articles and make media appearance to advocate how sharing this information will help all of us age better. Will you join me?

Kay H. Bransford is the best-selling author of *MemoryBanc: Your Workbook for Organizing Life*.

Life Planning Life Long

Improve the Future of Aging by Expanding LPN's Mission

Jan Hively

“Aging is our biggest problem!”

In 1998, I was stimulated to go into the field of aging when I heard the president of the National Association of Counties say, “Aging is our biggest problem. And in the 21st century, it will have the disastrous negative impacts of a tsunami.”

It was easy for all of us in that audience to understand his message. Whether in agricultural areas or mining areas or heavy manufacturing areas, counties throughout the nation were overwhelmed by the costs of providing health care and social services for frail elderly people with limited incomes, living in communities with an eroding tax base from which young people had migrated to the big cities with no intention of coming back.

At that time, even in the cities with a healthy tax base and lots of young people, public officials saw only the needs associated with chronic disease and disability when they thought about aging. No wonder that they talked about the aging of 72 million Boomers as a tsunami!

But note the irony in that county leader's statement. He was 75 years old and still going strong! He was so deep into ageism that he didn't see the irony himself!

Transforming Expectations for Aging

The contradiction that I'd noted in the county commissioner's speech led me to design a research study that looked at what was actually going on in rural communities like his where older adults were already in or close to the majority of the population. We asked rural residents ages 55 to 85 both about their state of health and wellbeing and about how they were using their time. The results were surprising for everyone, including me.

The older adults in these rural communities were remarkably productive—staying in their jobs beyond traditional retirement age, volunteering their time to help others at double the rate of volunteering in nearby cities, and caring for sick and disabled friends and neighbors as well as for family members. What is more, three-quarters of them described themselves as active and healthy, while over 90% declared that they felt happy and in control of their lives. They were called upon to do what was needed in their communities—doing meaningful work by using their skills to help themselves and others, staying active and healthy, and changing expectations for aging.

My “Year 2000 Productive Aging Survey” was just one among many research projects that transformed expectations for aging during the first decade of the *Quarterly Journal of the Life Planning Network* Summer 2016 Volume 3, Issue 3

millennium. Four breakthrough leaders immediately come to mind. Good books by each are cited in the footnotes.*

Gene Cohen, a founder of the National Institute for Mental Health, described changes in the brain that expand capacity for creativity in later life, and boost practical intelligence when integrated with wisdom gathered from long years of experiential learning.

Marc Freedman, noted for his evaluation research into the power of mentoring, started writing about older adult volunteer role models and went from there to show the serendipitous connection between civic engagement and both personal and community wellbeing.

Bill Thomas found out in his first year of employment as a geriatrician in an “old folks’ home” that long-term care can breed loneliness, boredom and depression. He went on to transform long-term care by engaging residents with plants, pets, and daily responsibilities.

Dan Buettner, a world traveler who turned his travel diaries into geography education for schools, reported on what appeared to create the resilience of centenarians in what he called “Blue Zones”—physical exercise, good food, meaningful work, and social/community engagement.

The Positive Aging Movement

It’s no accident that the new emphasis on positive, productive aging got started around 2000. That’s when the first of the Boomers came of age—age 55. The Boomers had been changing the world at every other stage of their lives... Now they were ready to transform old age. As Margaret Meade’s daughter, Mary Catherine Bateson, described the preceding century of added longevity, “We’ve had 20 years added to life—but in the middle of life, not at the end of life.” The Boomers brought their sense of purpose to fill the 20 additional years.

In 2006, the power of purposeful lives to bring public good for everyone was detailed by active aging advocates in a national strategy session convened by Atlantic Philanthropies. As shown in Diagram 1, the strategy for transforming expectations for aging was to develop new norms and attitudes and opportunities that would support purposeful lives, while changing structures, practices, and policies with multi-sector input.



In 2007, the Positive Aging Movement was unleashed when the “philosopher king” within the Life Planning Network, Rick Moody,** assembled the first International Positive Aging Conference with leaders representing the five underlying themes for the movement: Creativity, Spirituality, Productivity, Lifelong Learning, and Health/Wellness.

During the last decade, strong, independent national organizations have developed for each of the theme areas—like planets, each with its own satellites. Examples include: the National Center for Creative Aging, the Conscious Elders Network, and the Encore Network. The Positive Aging Movement has flowered! There is an extraordinarily rich choice of organizations and special interest groups focused on Positive Aging, thanks to networking capacity offered by the Internet.

Clouds of Insecurity

But now the availability of Positive Aging programs and networks may distract us from recognizing and evaluating powerful global forces that are testing the capacity of our society to provide the security needed to support positive aging. Risk is expanding in relation to personal security and environmental security. In my opinion, however, the darkest cloud hangs over the future of economic security.

Most of us who are now collecting Medicare are also collecting pensions that will probably last as long as we do, and have some savings that benefited from healthy interest rates along the life course. But it’s a different story for the youngest Boomers, GenXers and Millennials. No more employer support for pension funds, close to zero interest rates for savings, continuing cuts in traditional jobs due primarily to technology replacing human labor, continuing ageism in the workplace,

and a lack of political will to shore up Social Security—these trends reduce economic security. Add to them an overall lack of savings and easy withdrawals from 401Ks when funds are needed. Add, too, the ongoing burden of outstanding college loans that increase debt and hamper any savings for those in midlife paying off student debt for their children if not for themselves.

As the percentage of older adults grows within the population, too few youngers may be carrying too many olders on their backs. In Japan, where youngers have voiced resentment about heavy workloads plus high taxes to cover their parents' pensions, a constitutional amendment has been drafted that would require families to take full responsibility for the care of elderly relatives. In the U.S., measures of this kind could exacerbate the continuous widening of the gulf between rich and poor. But fortunately, in contrast to Japan, immigrants are allowed in the U.S. If appropriately educated, they will provide needed workforce skills and pay into the Social Security fund so that Draconian measures are not needed.

Life Planning Lifelong

The “Purposeful Lives” diagram shows the importance of getting everyone involved changing structures, practices, and policies in the process of improving expectations for aging. That requires pro-active comprehensive planning. At the national level, there's a reason why Germany and the Scandinavian countries are more educated, prosperous and prepared for climate change than most others in Europe. They operate based on long-term plans to maximize social and economic health. In contrast here in the U.S., there is no good reason why there haven't been adjustments to the Social Security Fund to assure solvency—except that organizations, including AARP, backed away from the cross-sector decision making process five years ago rather than face negative publicity about proposed changes that was stirring up constituents.

This article, however, is directed to fellow members of the Life Planning Network, not to national election candidates. The work of the Life Planning Network is important!

But I, for one, would like to see us expand the scope of our attention to support pro-active life planning lifelong. When the organization was founded in 2002, an organization that would support life planning for the second half of life was critically needed. Now, we should adapt our goals to support integrative, interdisciplinary life cycle planning. What's needed is pro-active lifework planning lifelong.

I know from experience that a comprehensive K-12 process for lifework planning is feasible. During the 1990s, prior to working on the Productive Aging survey, I was working with schools and communities throughout Minnesota to develop a comprehensive K-12 process for Lifework Planning. It was connected with a new student reporting system, called the Profile of Learning, that incorporated hands-on learning projects and student portfolios with test results. Beginning in the elementary years, students set goals for their learning twice a year, and reported on their performance in parent-student-teacher meetings. By the time the student was

in high school, the Lifework Planning system integrated Classroom Learning, Community Service Learning, and Workplace Learning. Coaches were available to help plan for post-secondary education.

Progressing through the prime adult working years, many employers combine performance appraisal systems with lifework planning. Comprehensive human resource development programs encourage community service projects and career goal-setting, connect professional development programs with tuition assistance, and promote savings programs. Employees are organized as advisors to bring in speakers and plan retreats and propose new programs. Circling back to LPN's current agenda and the process of preparing for the encore years, LPN members have been involved in employer programs promoting phased retirement planning, midternships, etc.

There also is room toward the end of life for expanding LPN's commitment to integrative life planning lifelong. The goal of the Active 80+ project in Europe is to promote learning and active citizenship of people 80+ with and without functional restrictions. The Active 80+ partners (Austria, Germany, Italy, Lithuania, and the Netherlands) intend to develop and test research-based training for care staff and volunteers, enabling them to function as coaches. *The Active 80+ Handbook for Trainers and Practitioners* will be available in English Fall 2016.

What's next for LPN?

The answer to "What's next for LPN?" is the same as the answer to the question, "What's next for aging?" Successful aging involves lifework planning lifelong, with guidance from experienced coaches who understand what's important for positive aging throughout the life cycle and navigate through insecurity.

Jan Hively connects people and ideas in peer networks that cultivate advocacy leadership for positive aging lifelong.

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Contributors



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Jim Emerman is Executive Vice President of Encore.org, a nonprofit spearheading efforts to engage millions of people in later life as a vital source of talent to benefit society. Emerman was the first director of The Purpose Prize, a \$100,000 prize for social innovators over the age of 60, and is currently responsible for Encore.org’s programs that create pathways to link “encore talent” with opportunities for social impact, including the Encore Fellowships program, work with the higher education community and a new prize for innovations that bring about purposeful aging.



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Amy Lampert has been dedicated to demystifying the world of money and finance for over 30 years. She is the founder of WomensWorth®, a company dedicated to the financial literacy of women and youth, and is currently affiliated with The Bulfinch Group, a wealth management firm in Needham, MA. Amy has developed and delivered financial literacy workshops to over 10,000 people and recently developed a series of educational materials and workshops on the 10 Dimensions of Financial Literacy® that are offered to individuals, corporate employees, and groups throughout the country. She holds an M.A. and a M.Ed. from Tufts University and has been a guest lecturer at Stern School of Business at New York University and Fordham University. Among other professional roles, Amy is co-leader of the New England Chapter of The Life Planning Network. She can be reached at amyslampert@gmail.com.



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