

A new force is quietly sweeping our culture, a force that has already started to change the very fabric of how we organize our lives, how we relate to one another, and how we use our money, time and talents. This new force is the dramatic shift in how we retire—and the baby boomers are leading the charge to forge the new model of retirement.

The idea of a new way to retire is escalating into a cascade of change that has already begun to impact every aspect of our social and workforce dynamics. These changes include shifts in what individuals believe retirement to be; the decisions and choices made based on that perception; and the emotions surrounding a potential life change. The longevity revolution has provided bonus decades of traditional “post-employment life.” Navigating the maze of opportunities and implications can be very exciting, yet at the same time daunting.

Several studies demonstrate that boomers are not ready to follow in the footsteps of previous generations. Boomers are likely to go through several stages over several years during their transition to the next chapter of their lives. They may start by winding down, experiencing a period of either rediscovery or disenchantment, before they settle in and embrace their new identity and begin to feel contentment.

WHY THIS MATTERS

In short, older employees are demoralized when overlooked or ignored. Subsequent stress leads to higher utilization of health benefits, resulting in higher employee benefit costs. They are less productive while they delay a retirement decision. While some may be frozen in place, others take the perceived hint and leave. This exodus of boomers may leave an organization with leadership gaps and skill shortages. In either scenario, employees who do not feel valued are less likely to be loyal or good employer ambassadors.

Employers can play a vital role in the new retirement landscape. Helping their employees prepare for this transition is the proverbial “win/win” and needs to extend beyond the basics of offering retirement plans and investment guidance generally provided by a financial services company and/or recordkeeper.

- ▶ **Baby boomers don't see retirement as a point in time, but rather a phased transition**
- ▶ **69% of boomer workers plan to continue to work past age 65**
- ▶ **More than 50% plan to retire, but continue to work full time or part time**

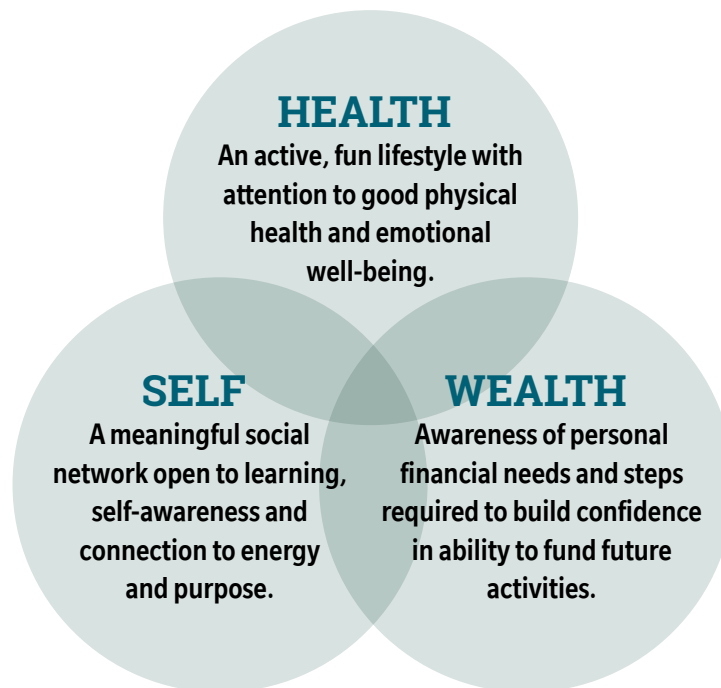


Employers position themselves at a competitive advantage by taking action to address the dramatic shift in how employees “retire”

We suggest that with preparation and diligence, the employee's journey can be boiled down to three major yet straightforward considerations: Health, Wealth and Self. Employers can play a mutually beneficial role in helping their employees prepare for the retirement transition and in the process gain productive, engaged employees.

Explicitly addressing the inter-related concepts of "Health, Wealth and Self" is the cornerstone of an employer's commitment to valuing its older workers. Not surprisingly, employers acknowledge their employees' desire for a new retirement model but have done little to address the need. Because this dramatic shift is so new, the impact to retention, recruitment, organizational development, and employee benefits expense is not quantified. However, without the active acknowledgement of a powerful, new dynamic, employees feel little connection. Without that connection employers are unwittingly positioning themselves at a competitive disadvantage and doing a palpable disservice to their seasoned workers.

The Health, Wealth and Self model is straightforward and includes the following overlapping themes for employees:



While there are no clear pathways within the new retirement landscape, there is much to be gained by a mutual employer/employee collaboration that addresses Health, Wealth and Self

Here is some food for thought: How well-versed are you, as an employer, in what is shaping your workforce?

1	How many baby boomers retire daily in the US?	a) 12,000	b) 10,000
2	By 2022 – just four years from now – what percentage of the workforce will be over age 50?	a) 25	b) 35
3	What percentage of boomers has less than \$25,000 in savings?	a) 33	b) 48
4	What percentage of boomers plan to work past age 65?	a) 50	b) 69
5	What percentage of boomers are working over age 65 due to financial necessity?	a) 55	b) 35
6	What percentage of your workforce is over age 60?	a) 38	b) 50
7	What is the average recruitment period for leadership and non-leadership positions held by employees age 60+ in your company?	a) 6 mos	b) 3 mos
8	Does your company identify hard-to-replace employees?	a) Yes	b) no

Answers to Quiz: 1) b; 2) b; 3) a; 4) b; 5) a; 6) through 8,) only you know!

WHAT YOU CAN DO

Be a Champion for the new retirement transition! With increasing awareness, many employers are taking the first step of an analysis of their own demographics and corresponding initiatives and assessing opportunities to foster a Health, Wealth and Self mind-set. By communicating a message of commitment to the greater population, employers can begin to foster an environment where older workers can maximize their contributions to the organization while working through the various stages of transitioning to retirement. Concurrently, employee programs addressing their journey and decision-making process as well as practical retirement considerations can be offered to help coach them through the process.

Be a Champion for a new retirement model. Focus on Health, Wealth and Self. Emphasize “transition” not “termination.” Foster Creativity and Mutual Collaboration.

Retirement means different things to different people at different times of their lives. It is a life-altering series of events affecting every aspect of your employees' lives – physical, emotional, health, financial, social and more. Employers can work together with their employees while they are vitally employed to create an environment that allows exploration and realistic expectations for Health, Wealth and Self.

If we have piqued your interest, we are prepared to help you create an environment that fosters an open, productive and respectful retirement transition. We offer a full menu of options including workforce demographic analysis, focus groups, target communication, lunch and learn, comprehensive workshops and creative events. We can either work with your designated Human Resource representatives or fully manage the administration and delivery of our programs.

Who We Are and Why We Are Passionate About Retirement Transitioning



BARBARA Z. WILSON

Ever since her mother developed many health issues several months before her retirement thirty years ago, Barbara Wilson has had a special interest in helping employers and their employees through the maze

of retirement planning and decision-making. Her corporate career has spanned all aspects of retirement including retirement and pension plans design and features maximization, oversight and governance, communication, education and all-around hand-holding. Barbara has worked in both for-profit and not-for-profit environments influencing leadership and leading teams charged with accomplishing the most current and appropriate best practices. Most recently, she has been leading her own consulting practice providing customized services to employers who are in need of retirement programs and events that align with their individual cultures while satisfying their employees' aspirations.



DONNA RIPPLEY

Donna Rippley is a speaker, author and coach/consultant specializing in strategies to support clients in retirement transition planning, leadership development and mentoring success. She has worked in the financial, non-profit and

corporate sector as well as with small business owners. She is the founder and president of Center for Career Transition and conducts Reinvention Retreats in a variety of locations.

Donna is the author of *I Want a NEW CAREER...Now What Do I Do?* She also published *Great Leaders are Great Coaches – 50 Coaching Strategies That Leaders Can Use to Develop Their Teams*. She has been seen on NBC, CBS, ABC and Fox affiliates around the country. Ms. Rippley has presented at national conferences and on a variety of panels. She has taught at the university level at several universities and was a project leader for a state task force on professional development design.