

Wisdom @ Work: The Making of a Modern Elder

By Chip Conley

Reviewed by Pat Whitty

WISDOM @ WORK

THE MAKING OF A
MODERN ELDER



CHIP CONLEY

"Chip Conley will be your guide to learning how to achieve
a 'modern elder' status... and to the right mindset."
—Chris DeWitt, author of *Modern Elder* and CEO, Airbnb

About the Author

Chip Conley is a bestselling author, hospitality entrepreneur, and strategic advisor at Airbnb. At age twenty-six, he founded Joie de Vivre Hospitality and turned it into the second largest boutique hotel brand in the world. After selling his company in 2010 he joined Airbnb and, as the head of Global Hospitality and Strategy, he helped turn it into the world's largest hospitality brand. Conley has received hospitality's highest honor, the Pioneer Award. He serves on the boards of the Burning Man Project and Esalen Institute, and he is the author of *Peak* and the *New York Times* bestseller *Emotional Equations*. Conley holds a BA and an MBA from Stanford University.

About the Book

At age fifty-two, after selling the company he founded and ran as CEO for twenty-four years, rebel boutique hotelier Chip Conley was looking at an open horizon in midlife. Then he received a call from the young founders of Airbnb, asking him to help grow their disruptive start-up into a global hospitality giant. Conley had the industry experience, but he was lacking in the digital fluency of his twenty-something colleagues. He didn't write code or have an Uber or a Lyft app on his phone, was twice the age of the average Airbnb employee, and would be reporting to a CEO young enough to be his son.

Conley quickly discovered that while he'd been hired as a teacher and mentor, he was also in many ways a student and an intern. What emerged is the secret to thriving as a midlife worker: learning to marry wisdom and experience with curiosity, a beginner's mind, and a willingness to evolve, all hallmarks of the "Modern Elder."

The Book's ONE THING

Whether you have been forced to make a midcareer change, are choosing to work past retirement age, or are struggling to keep up with the millennials rising up the ranks, *Wisdom@Work* will help you write your next chapter.

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Your Vintage is Growing in Value

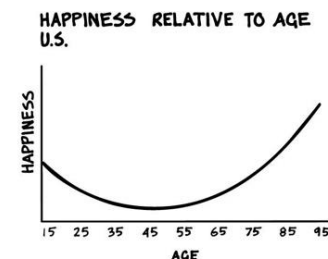
“It is not by muscle, speed, or physical dexterity that great things are achieved, but by reflection, force of character, and judgment; in these qualities old age is usually not only not poorer, but it is even richer”

-Cicero (106-43 BC)

- In the first paragraph, Conley poses the question that gives direction to the rest of the book: “What the Hell is going on with our relationship to age?”
- More and more companies are relentlessly pursuing young hires and high DQ (digital intelligence) above all other skills. Many young leaders are thrust into power – often running companies or departments that are scaling quickly – with little experience or guidance.
- At the same time, there exists a generation of older workers with invaluable skills – high EQ (emotional intelligence), good judgment born out of decades of experience, specialized knowledge, and a vast network of contacts – who could pair with these ambitious millennials to create businesses that are built to endure.
- One thing that can never be automated or left to artificial intelligence is the human element of business.

WHAT’S YOUR VINTAGE?

- Dr. Laura Carstensen, founding director of the Stanford Center on Longevity, has shown that people prioritize the present when time horizons are constrained.
- People in their seventies are often happier and more content with life than those in their fifties, forties, or even thirties.
- U-curve of adult satisfaction
 - Younger adults start out excited by life
 - Happiness starts to dip in late twenties and thirties.
 - Low point in forties
 - The grand reset of expectations in the fifties.
 - Reprioritization of what’s important
 - Inner calm emerges
 - An increasing capacity to be true to yourself



SOURCE: CAROL GRAHM & PHILIPPA HIGGINS, THE BARNHARTS INSTITUTE, 2011.

- It’s great to be this age, but old age is always fifteen years older than we are. We’ve never been so young and so old.
- A growing number of people fear being increasingly invisible.
- Others feel like an old carton of milk with an expiration date stamped on their wrinkled foreheads.

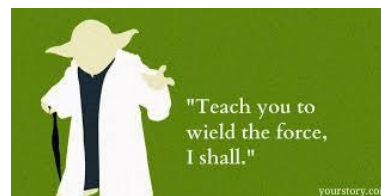


- They worry, justifiably, that bosses or potential employers may see their experience as more of a liability than an asset.
- Workers of a “certain age” are less like a carton of spoiled milk and more like a bottle of fine wine of an especially valuable vintage.
- Companies and investors are waking up and realizing they could use a little “wisdom insurance”: the humility, emotional intelligence, and wisdom that comes with age.
- What makes a wine good is not only its age, but also the way you store it, the way you serve it, and the reason for raising a glass.



ARE OLDER PEOPLE NEEDED IN THE DIGITAL ERA?

- While the median age of employees in the United States is forty-two, that number is more than a decade younger among our tech titans. And a Harvard Business Review study showed that the average age of founders of unicorns (young, private companies with more than \$1 billion in valuation) is thirty-one, and the average age of their CEOs is forty-one, as compared to the average age of an S&P 500 company CEO, which is fifty-two.
- In many cultures, passing wisdom was once a prized tribal tradition.
- In an economy that was slow to change, the practical experience and institutional knowledge of the old remained continuously relevant to the young.
- The acceleration of innovation made the elder less relevant.
- And yet, so many of us feel like we’re growing whole than growing old. Is there a way for us to be integrated cultivating young brains like farmer elders of the past were to cultivate young grains? What if there was a new, modern archetype of elderhood, one that was worn as a badge of honor, not cloaked in shame? What if we could tap into our know-how and know-who to be an asset in the workplace rather than a liability? With more generations in the workplace than ever before, elders have so much to offer those younger than them, including introductions to those who can cultivate and harvest their skills.



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MODERN AGE WISDOM

- Paul Baltes and Ursula Staudinger of the Max Planck Institute for Human Development did a comprehensive study and found the average correlation between age and wisdom is roughly zero from ages twenty-five to seventy-five.
- the researchers did find that many people cultivate something even more valuable: a skill for gathering wisdom as they age.
- Dr. Darrell Worthy, who led a group of University of Texas psychologists in a series of experiments on wisdom, found older people were far better at making choices that led to long-term gains.
- Professor Robert Sutton suggests that the hallmark of wisdom is an alchemy of confidence and doubt and knowing when to up the ante of one versus the other.
- One quality that defines wisdom in the workplace more than any other, it is the capacity for holistic or systems thinking that allows one to get the “gist” of something by synthesizing a wide variety of information quickly. Part of this is aided by the skill of pattern recognition that helps us come to hunches faster that account for the bigger picture. And this is where age gives us the indisputable upper hand: the longer we’ve been on this planet, the more patterns we’ve seen and can recognize.
- Maybe the elders’ role is to accelerate the process of self-awareness in younger generations, as power is being thrust on them so quickly, before they are fully “baked.” Rather than older generations being less valuable due to lack of specialized knowledge with an ever-increasing speed of obsolescence, maybe older generations are more valuable because they can help balance that narrow specialty thinking with the ability to see the bigger picture.

Intergenerational Reciprocity



RECLAIMING “ELDER”

- In the past, when people lied about their age, it was often to portray themselves as older than they were. Being an elder gave you clout, gravitas, power. Today, people lie in the opposite direction for fear of ageism.
- It’s time to liberate the term “elder” from the word “elderly.” “Elderly” refers solely to years lived on the planet. “Elder” refers to what one has done with those years.

This won’t be the first time a demographic group has taken back a term, turning a pejorative into a symbol of pride. “Yankee” was a derogatory term of the Brits to describe the New World upstarts,



- but it was soon adopted by New Englanders themselves (and many a baseball fan, centuries later). Similarly, Malcolm X and other leaders helped our country's African American population embrace the word "black" in the 1960s even though it was a word many racists had used to describe them. Southern comedians like Jeff Foxworthy have taken back "redneck" as a proud word that defines their identity. And when you were a kid on the playground a generation ago, you didn't want to be called "queer," but LGBTQ folks have re-appropriated that slang and made it cool. Own the word, it gives you power.
- If you can cause maturity to become aspirational again, you've changed the world.

WHO IS A MODERN ELDER?

A Modern Elder doesn't have to be older than some specific age or in a senior position in a company, but the person does have to be older and wiser than those around them. That could mean the elder is forty and surrounded by twenty-five-year-olds, or a sixty-year-old surrounded by 40-year-olds, but whatever their biological age, Modern Elders are somehow able to marry an air of gravitas with a spirit of humility. Most Modern Elders are over the age of fifty and exhibit wisdom in the following ways:

1. **Good Judgment.**

Will Rogers wrote, "Good judgment comes from experience and a lot of that comes from bad judgment."

2. **Unvarnished Insight.**

One of the chief assets gained by experience is a clearness of view, an intuitive insight. A Modern Elder can cut through the clutter quickly to find the core issue that needs attention, whether in a job interview or a strategic discussion.

3. **Emotional Intelligence.**

Modern Elders are self-aware, patient empaths who are good at both understanding and managing their own emotions and tuning in to the emotions of others. Wisdom isn't just about what comes out of your mouth, but what you understand based upon listening from your ears and heart.

4. **Holistic Thinking.**

In middle age, the brain has lost a step, so memory and speed decline. But the ability to connect the dots, to synthesize and get the gist of something, grows into late adulthood. Part of this crystallized intelligence is due to the fact that an older brain has the capacity to traverse from one side to the other more adeptly. Psychiatrist Gene Cohen describes this as "moving to all-wheel drive," which helps us to see the whole as opposed to just the varied parts. And because the elder brain more calmly manages emotions, it can dispassionately recognize patterns more easily.

5. **Stewardship.**

The older you are, the more you recognize your small place on the planet. But the more you also want to put your lifetime of experience and perspective to work to positively impact future generations.

Robert Bly said an elder is someone who knows when it's time to give rather than to take and they often get their inspiration from seeking wonder in the woods. Joseph Meeker wrote "Wilderness is to nature as wisdom is to consciousness." The legacy of Modern Elders is the love they invest in both neighbor and nature.



“In spite of illness, in spite even of the arch-enemy, sorrow, one can remain alive long past the usual date of disintegration if one is unafraid of change, insatiable in intellectual curiosity, interested in big things, and happy in small ways.”

—EDITH WHARTON

RAW, COOKED, BURNED, REPEAT

“My life may be summed up in three phases. I was raw. I became cooked. Then I burned.”

—RUMI (1207–1273)

- Rumi was a wise man and defined our three-stage life long ago, but maybe it’s time for Modern Elders to add to Rumi’s three phases of life. Maybe there’s a fourth...I was raw, I became cooked, I burned. And, then, I became raw again. Let me introduce you to the four lessons that will help you to become raw again. It all starts with changing your costume.

LESSON 1 - EVOLVE

“I think as one grows older, one is appallingly exposed to wearing life instead of living it. Habit, physical deterioration and a slower digestion of our experiences, all tend to make one look on one’s dear life as a garment, a dressing gown, a raincoat, a uniform, buttoned on with recurrent daily (tasks)...for myself I found one remedy, and that is to undertake something difficult, something new, to re-root myself in my own true faculties....for in such moments, life is not just a thing one wears, it is a thing one does and is.”

—WILLIAM MAXWELL’S “THE LETTERS OF SYLVIA TOWNSEND WARNER”

- Turn fear into curiosity,
- when you’re too focused on your historical wardrobe—rather than the person inside those clothes—you lose track of the authentic and special gifts you have to offer.
- When you’re “married” to your work, it’s no surprise that a transition can feel like a divorce.
- while we may not always be able to reset our careers in midlife, we can reset our mindset and expectations.



- Professor Carol Dweck, the author of “Mindset” has shown that those with a “fixed mindset”—that is, those who see their skills, attributes, and identity as static and impervious to change—are always trying to prove themselves: often overly concerned with how others see them and focused on avoiding repeating the mistakes of the past. On the other hand, people with a “growth mindset” believe in their ability to evolve and change and are willing to accept the risk of making mistakes for the sake of self-improvement.
- Focus on your curious future, not your comfortable past.

Model Practices to Evolve Your Identity

- Try an Identity Cleanse
 - Purge the baggage of your LinkedIn profile and become more conscious of what’s essential in your experience and history.
 - Ask a minimum of a half-dozen coworkers, friends, or family to answer the following: “When you think of me in good times and bad, what are the core qualities that I exhibit? What are the positive ones? And what are the more challenging ones?”
 - What qualities are you ready to part ways with? In other words, which qualities are like toxins best removed from your system? The capacity for change with a ballast of continuity defines the Modern Elder.
- Redefine Your Reputation
 - What would be your value proposition? What are the three to five qualities or adjectives that people would use most commonly to define you, and what habits or customs are foundational to that reputation you wish to build.
 - But your reputation or brand won’t feel authentic if it doesn’t align with who you are.
 - “Your beliefs become your thoughts. Your thoughts become your words. Your words become your actions. Your actions become your habits. Your habits become your values. Your values become your destiny.” - Gandhi
 - So, at your core, what beliefs define your reputation?
- Turn Wisdom Upside Down: Become an Intern
 - The time when elders were venerated and powerful is probably not coming back.
 - Start slipping into the costume of the Modern Elder who is both a mentor and an intern.
 - Musicians don’t retire. They stop when there’s no more music left inside of them. Robert DeNiro – “The Intern.”



LESSON 2 - LEARN

There is something I don't know
that I am supposed to know.
I don't know what it is I don't know
and yet am supposed to know,
and I feel I look stupid
if I seem both not to know it
and not know what it is I don't know.
Therefore, I pretend I know it.

This is nerve-racking
since I don't know what I must pretend to know.
Therefore I pretend to know everything.

I feel you know what I'm supposed to know
but you can't tell me what it is
because you don't know
that I don't know what it is.

You may know what I don't know,
but not that I don't know it,
and I can't tell you. So you will
have to
tell me
Everything.

—R. D. LAING

“To attain knowledge, add things every day. To attain wisdom, remove things every day.” -Lao Tzu

- Many of us fear that our mental functioning naturally cripples with time because brain cells die. Yet growing research shows that neuroplasticity, or the brain functioning like a muscle such that when it's well used it stays fit, allows many adults to retain their full cognitive abilities late into life. Neurologist Marsel Mesulam has shown that “Superagers,” those who see almost no cognitive decline with age, tend to have something in common: they consistently work on difficult tasks that require ambidextrous use of their mind.
- Adopt a beginner's mind.
- Why and What If Questions
- Catalytic Curiosity
- A great question leads to a great quest.
- Stay enrolled as a student.
- Stoke your curiosity
- Questions assumptions about the essence of your business
- Learn to craft catalytic questions.



LESSON 3- COLLABORATE

“When your capacity for sharing wisdom is stunted, so will be your fortune in receiving.”

—CHUNGLIANG AL HUANG AND JERRY LYNCH

- Historically, the Europeans have studied the value of intergen teams more than anyone else and their research suggests that when older workers are part of mixed-aged teams, not only are the teams more productive, so are the younger workers on the team, pointing to possible spillover effects of mixing the old with the young.
- Nearly 40 percent of the American workforce has a younger boss (a number that is growing quickly), but here’s a scary set of stats. When leadership development adviser Jack Zenger reviewed the seventeen thousand worldwide leaders who had gone through his leadership training program, he found the average age was forty-two. And yet the typical individual in these companies had become a supervisor at around age thirty and remained in that role for nine years—that is, until age thirty-nine—but had never received any other training prior to Zenger’s program. That’s a dirty dozen years between thirty and forty-two during which young managers are running the orchestra pit without any formal guidance.
- Will you trade me some of your digital intelligence (DQ) for some of my emotional intelligence (EQ)?
- Building bridges across generations will happen naturally when both sides realize just how much they have to learn from each other.

LESSON 4- COUNSEL

- we will face a crossroads that might look like a dead end. Maybe we got laid off, maybe we had a health crisis, maybe we just felt used up. We have a choice: rewire or retire? Not everyone realizes this is a choice; some people believe that retirement at a certain age is a foregone conclusion. But there was a time when dying at a certain age was a foregone conclusion as well and then modern medicine moved the goalposts a decade or two further down the field. Modern medicine rewired. A Modern Elder can rewire as well.
- As you’re presented with an opportunity to provide counsel, ask yourself, “How can I best serve this person?” The more performance oriented the inquiry (“I’m not meeting my sales numbers, what can I do differently?”), the shorter the likely duration of your engagement. But, a development-oriented inquiry (“How can I build my emotional intelligence to create a better relationship with all of my direct reports?”) will likely be ongoing, so you need to determine whether you have both the skill set and time capacity to take on that relationship. www.coactive.com.

Rewire, Don’t Retire



RESOURCES

I want you to think of this book as a resource you will use for years to come. In each of the following sections, I list my ten favorites for each category. And I want you to think of me as that “Modern Elder” friend of yours whom you occasionally turn to for some sage advice, whether it be an inspirational quote; a book full of wisdom; an informative article; a snackable video; some web wisdom in the form of enjoyable blogs, newsletters, resource sites, and even a “Wisdom Scorecard”; some brainy academic studies and resources; and great organizations providing helpful services. Consider me your friend and “librarian” and know that in future editions of this book, this list will evolve (just like we do), so I’m always open to your suggestions as well, which you can send to info@wisdom@work.com.

QUOTES

What a relief to know that some of my favorite quotes that didn’t quite fit in the chapters could find their way to inspire you here. I like to imagine an elder-only dinner party with James Baldwin, Winston Churchill, Gray Panthers founder Maggie Kuhn, Mark Twain, Lillian Hellman, and Socrates: a bon mot bonanza! And if I were so lucky to attend, here’s one from me that might resonate with you:

“My wrinkles represent tributaries from the wise river of life. My crow’s feet embody all I’ve seen and understood. My forehead lines mark the stresses of the past that have been solved. My cheek hollows signify my valleys and redemptions. My laugh lines represent the number of times I’ve smiled in my life. My face is full of badges, not Botox.”

1. “Any real change implies the breakup of the world as one has always known it, the loss of all that gave one identity, the end of safety. And at such a moment, unable to see and not daring to imagine what the future will now bring forth, one clings to what one knew, or thought one knew; to what one possessed or dreamed that one possessed. Yet it is only when man is able, without bitterness or self-pity, to surrender a dream he has long cherished, or a privilege he has long possessed, that he is set free—that he has set himself free—for higher dreams, for great privileges.”—James Baldwin
2. “We are all happier in many ways when we are old than when we are young. The young sow wild oats. The old grow sage.”—Winston Churchill
3. “We are not ‘senior citizens’ or ‘golden-agers.’ We are the elders, the experienced ones; we are maturing, growing adults responsible for the survival of our society. We are not wrinkled babies, succumbing to trivial, purposeless waste of our years and our time. We are a new breed of old people.”—Maggie Kuhn
4. “I am making the case for elderhood, not for easy agedness. I’m doing so mostly by wondering what happened. Because something happened. Something happened to ancestors and elders and honor. There’s work to be done, and there’s an old wisdom to be learned where there used to be the wisdom of old, and you can’t fix what you don’t understand. That’s where we’re headed: to grievous wisdom. Let us see if we can bear the sound, the particular sound, of no hand clapping. This is a plea and a plot for elders in training.”—Stephen Jenkinson
5. “Old paint on a canvas, as it ages, sometimes becomes transparent. When that happens it is possible, in some pictures, to see the original lines: a tree will show through a woman’s dress, a child makes way for a dog, a large boat is no longer on an open sea. That is called pentimento because the painter ‘repented,’ changed his mind. Perhaps it would be as well to say that the old conception, replaced by a later choice, is a way of seeing and then seeing again. That is all I mean about the people in this book. The paint has aged, and I wanted to see what was there for me once, what is there for me now.”—Lillian Hellman



6. "I enjoy talking with very old people. They have gone before us on a road by which we, too, may have to travel, and I think we do well to learn from them what it is like." —Socrates
7. "When the cold front of demographics meets the warm front of unrealized dreams, the result will be a thunderstorm of purpose the likes of which the world has never seen." —Dan Pink
8. "In speaking of our growth potential, why do I use the verb 'to elder'? Eldering for me is a process word, a verb that connotes change and movement. It doesn't connote the unchanging frozen state of a noun. When we call someone a 'senior,' for example, this noun points to a static, lifeless condition. It's as if a state called 'senior' had been attained and all further organic growth had ceased. But when I refer to someone as 'eldering,' the 'ing' of the word refers to a state of growth and evolution, a process with endless possibilities. Eldering implies that we take active responsibility for our destiny in old age, living by conscious choice rather than social expectations." —Zalman Schachter-Shalomi and Ronald S. Miller
9. "A man is not old until regrets take the place of dreams." —John Barrymore
10. "The man who works and is never bored is never old. Work and interest in worthwhile things are the best remedy for age." —Pablo Casals, regarded by many as the greatest cellist of all time, who wrote an autobiography at ninety-three called Joys and Sorrows

Honorable Mention: Early in chapter 1, I paid homage to Gloria Steinem's quote, "One day I woke up and there was a seventy-year-old woman in my bed" as well as Bernard Baruch's quote, "To me, old age is always fifteen years older than I am."

BOOKS

In my research for writing *Wisdom@Work*, I read nearly 150 books, so I wish this list could be longer. The first four (1–4) gave a strong intellectual framework for some of my thinking. The middle three (5–7) provided a sprinkling of spirituality to the premise of the elder. And the final three (8–10) are great personal stories that demonstrate the value of an elder in today's world.

1. *The 100-Year Life: Living and Working in an Age of Longevity* (Lynda Gratton and Andrew Scott)
2. *The Big Shift: Navigating the New Stage Beyond Midlife* (Marc Freedman)
3. *The Adult Years: Mastering the Art of Self-Renewal* (Frederic M. Hudson)
4. *The Third Chapter: Passion, Risk, and Adventure in the 25 Years After 50* (Sara Lawrence-Lightfoot)
5. *Elder: A Spiritual Alternative to Being Elderly* (Terry Jones)
6. *From Age-ing to Sage-ing: A Revolutionary Approach to Growing Older* (Zalman Schachter-Shalomi and Ronald S. Miller)
7. *Mentoring: The Tao of Giving and Receiving Wisdom* (Chungliang Al Huang and Jerry Lynch)
8. *The Monk and the Riddle: The Education of a Silicon Valley Entrepreneur* (Randy Komisar with Kent Lineback)
9. *Life Reimagined: The Science, Art, and Opportunity of Midlife* (Barbara Bradley Hagerty)



10. The New Old Me: My Late-Life Reinvention (Meredith Maran)

ARTICLES

1. "Why a 70-Year-Old Retiree Went Back to Work—As an Intern." Fast Company, David Zax (September 20, 2016) <https://www.fastcompany.com/3062378/senior-citizen-intern#>
2. "Switching Careers Doesn't Have to Be Hard: Charting Jobs That Are Similar to Yours." New York Times, Claire Cain Miller and Quoc Trung Bui (July 27, 2017) https://www.nytimes.com/2017/07/27/upshot/switching-careers-is-hard-it-doesnt-have-to-be.html?_r=0
3. "My Quest for the Fountain of Age." TIME, Betty Friedan (September 6, 1993) <http://faculty.randolphcollege.edu/bbullock/pdf/friedan.pdf>
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6. "What to Call the Time of Life Between Work and Old Age?" The Economist (July 6, 2017) <https://www.economist.com/news/leaders/21724814-get-most-out-longer-lives-new-age-category-needed-what-call-time-life>
7. https://www.washingtonpost.com/lifestyle/magazine/the-midlife-doldrums-are-a-social-crisis-now-theres-momentum-for-some-radical-fixes/2018/04/10/c5674db8-2e96-11e8-8688-e053ba58f1e4_story.html?noredirect=on&utm_term=.8379a0e62470
8. "The Brutal Ageism of Tech." New Republic, Noam Scheider (March 23, 2014) <https://newrepublic.com/article/117088/silicons-valleys-brutal-ageism>
9. "Surviving as an Old in the Tech World." Wired, Karen Wickre (August 2, 2017) <https://www.wired.com/story/surviving-as-an-old-in-the-tech-world>
10. "What Could I Possibly Learn from a Mentor Half My Age? Plenty." New York Times, Phyllis Korkki (September 10, 2016) https://www.nytimes.com/2016/09/11/business/what-could-i-possibly-learn-from-a-mentor-half-my-age.html?emc=eta1&_r=2

FILMS

- | | |
|-----------------------------------|--|
| 1. The Intern | 7. The Curious Case of Benjamin Button |
| 2. Jiro Dreams of Sushi | 8. About Schmidt |
| 3. Restless Creature | 9. While We're Young |
| 4. Keep On Keepin' On | 10. Faces Places |
| 5. Harold and Maude | |
| 6. The Best Exotic Marigold Hotel | |



VIDEOS/SPEECHES

1. "A Millennial Boss Interviewing a Boomer Candidate for a Job" (Hilarious and brief!)
<https://www.youtube.com/watch?v=Ed-5Zzdbx0E>
2. "How Confidence and Willingness to Change Are Related" (Harvard Business Review)
<https://hbr.org/video/4793534579001/how-confidence-and-willingness-to-change-are-related>
3. "Let's End Ageism," Ashton Applewhite (TED talk)
https://www.ted.com/talks/ashton_applewhite_let_s_end_ageism
4. "Fifty-Five, Unemployed, Faking Normal," Elizabeth White (TEDx VCU)
https://www.youtube.com/watch?v=hFpQ5N_ttNQ
5. "Choosing Conscious Elderhood," Larry Gray (TEDx Whitehorse)
<https://www.youtube.com/watch?v=gDrBtTYJOG4>
6. "Elderhood Rising: The Dawn of a New World Age," Dr. Bill Thomas (TEDx San Francisco)
<https://www.youtube.com/watch?v=ijbgcX3vIW5/>
7. "How I Became an Entrepreneur at Sixty-Six," Paul Tasner (TED talk)
https://www.ted.com/talks/paul_tasner_how_i_became_an_entrepreneur_at_66?utm_campaign=social&utm_medium=referral&utm_source=facebook.com&utm_content=talk&utm_term=business
8. "How to Design Moments That Help You Live (almost) Forever," John Coyle (TEDxNaperville talk)
<https://www.youtube.com/watch?v=kNhyOYv2ejw>
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10. "10 Rules of Mentorship" <https://www.youtube.com/watch?v=0qAbsgFjRW4>

WEB WISDOM

There are so many fascinating and fun references on the web, it's hard to distill this down to just ten. Next Avenue is probably one of the best sources for interesting articles about life after fifty. Retirement Jobs helps you find a job after fifty. And International Living and Ageist are beautiful sites that provide eye candy and beautiful stories about how life gets better after fifty.

1. Next Avenue <http://www.nextavenue.org/>
2. Retirement Jobs <http://www.retirementjobs.com/>
3. International Living <https://internationalliving.com/>
4. Ageist <http://www.ageist.st/>
5. AARP Disrupt Aging Stories <http://www.aarp.org/disrupt-aging/stories/?intcmp=DISAGING-HDR-STORIES/>
6. This Chair Rocks <https://thischairrocks.com/>
7. New York Times's "Wisdom Scorecard"
http://www.nytimes.com/ref/magazine/20070430_WISDOM.html
8. Pfizer's "Get Old" <https://www.getold.com/>
9. Gap Year After Sixty <http://gapyearaftersixty.com>
10. When to Start Receiving Retirement Benefits <https://www.ssa.gov/pubs/EN-05-10147.pdf>



ACADEMIC STUDIES AND RESOURCES

1. "Making Fast Strategic Decisions in High-Velocity Environments" (Kathleen M. Eisenhardt, The Academy of Management Journal, September 1989)
<http://www.edtgestion.hec.ulg.ac.be/upload/qualitatif%20-%20eisenhardt-amj-1989-high%20velocity.pdf>
2. "Age Stereotypes in the Workplace: Common Stereotypes, Moderators, and Future Research Directions" (Richard A. Posthuma and Michael A. Campion, Journal of Management, October 26, 2007) <http://journals.sagepub.com/doi/abs/10.1177/0149206308318617>
3. "Reconsidering the Trade-off Between Expertise and Flexibility: A Cognitive Entrenchment Perspective" (Erik Dane, The Academy of Management Review, October 2010)
<http://amr.aom.org/content/35/4/579.short>
4. "How BMW Is Planning for an Aging Workforce" (David Champion, March 11, 2009)
<https://hbr.org/2009/03/bmw-and-the-older-worker>
5. "The Truth About Ageism in the Tech Industry" (Visier Insights Report) <https://www.visier.com/wp-content/uploads/2017/09/Visier-Insights-AgeismInTech-Sept2017.pdf>
6. The Conference Board Mature Worker Initiative (many studies) <https://www.conference-board.org/matureworker/>
7. Stanford Center for Longevity (many publications) <http://longevity.stanford.edu/> MIT Age Lab (many publications) <http://agelab.mit.edu/>
8. Milken Institute for the Future of Aging (many publications) <http://aging.milkeninstitute.org/>
9. HowWeGather.org's "Care of Souls" <https://www.howwegather.org/>



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Actions



What thought, or idea had the biggest impact on you today?

What is your ONE THING? What one specific action you will take TODAY from what was discussed?

Calendar of Events

First Friday – Wittigs 2018 Avenue B San Antonio 7:30 – 9:00 [Sponsor: UTSA EMBA Alumni Association]

Feb 1st The Cilantro Diaries
Mar 1st Sleep Smarter
Apr 5th How to Fly a Horse

Wine & Cheese Wednesday – Wittigs 2018 Avenue B San Antonio 5:30 – 7:00 PM [Sponsor: Haworth]

Feb 6th SPECIAL EVENT – Oscar Night
Feb 13th Wisdom @ Work
Mar 13th Engaged Leadership
Apr 10th Employee Experience Advantage

Second Tuesday – Wittigs 401 William St. Corpus Christi 5:30 – 7:00 PM [Sponsor: Wittigs & Haworth]

Feb 12th Wisdom @ Work
Mar 12th Engaged Leadership
Apr 9th How to Fly a Horse

Fourth Thursday – Haworth 2 E Greenway Plaza #100 Houston 11:30 – 1:00 [Sponsor: Haworth & Wittigs]

Feb 21st Mastery
Mar 28th Your Oxygen Mask First
Apr 25th How I Raised Myself from Failure to Success in Selling

Fourth Friday – Alpha Home 419 E. Magnolia Ave. San Antonio 8:00 – 9:30 [Sponsor: Alpha Home]

Feb 22nd Mastery
Mar 29th Your Oxygen Mask First
Apr 26th How I Raised Myself from Failure to Success in Selling