



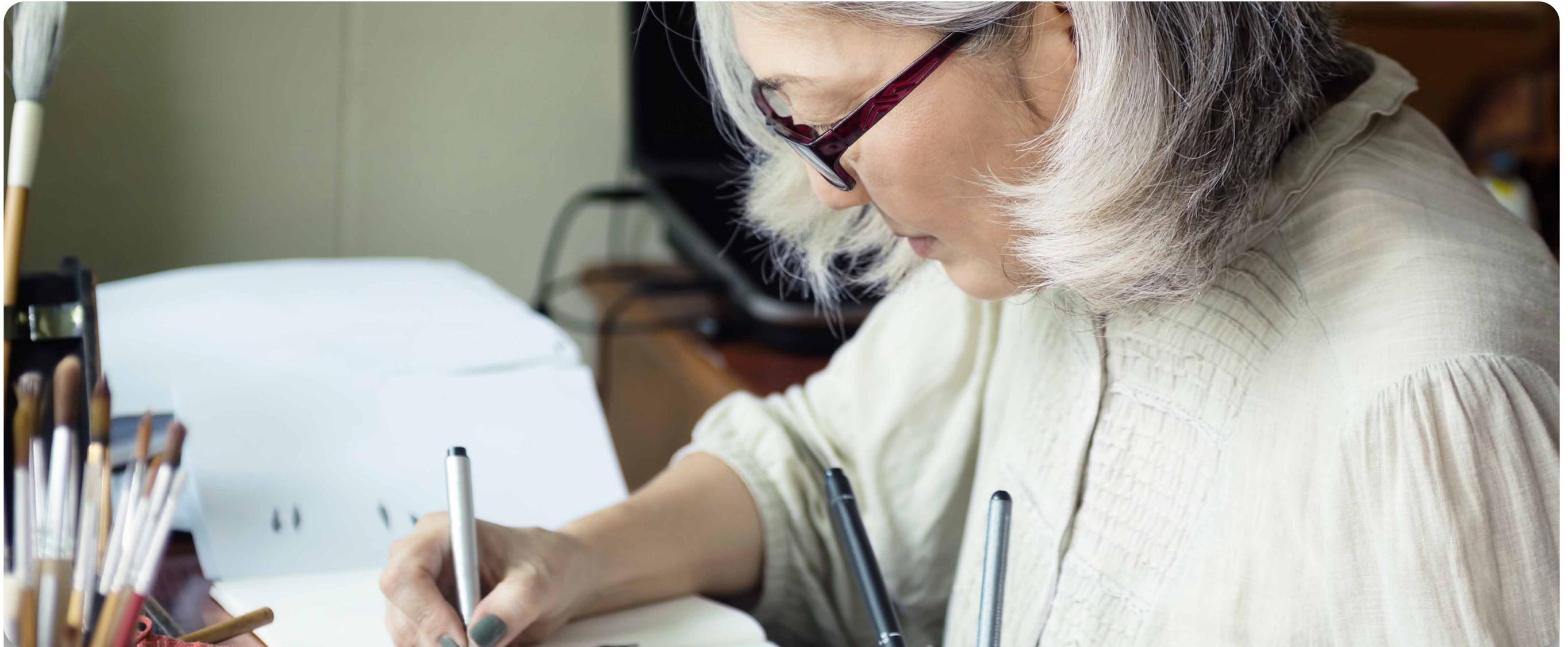
# No normal.

The evolving retirement journey  
and experience.

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Business for Impact  
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# Introduction to our no normal retirement journey

The Georgetown AgingWell Hub, through the support of the Retirement Income Institute, and with our design partner Human Spark, has developed several retirement journey maps to help individuals visualize various stages, events, and decision points along today's retirement path.

## Retirement Journey Maps

The Retirement Journey Maps offer insight into the journey, the personal and financial consequences of decisions, and how various levers can be used to navigate a retirement journey.

The Journey Maps are not models, nor are they the only retirement paths. Because of their highly personal nature, every retirement path is different.

It is never too early or too late to start or refine a plan for retirement. Retirement is a constant state of learning and gathering advice and guidance, from family, friends, and professionals. No one has the perfect retirement situation, and no one has the perfect retirement plan to fit that situation. Everyone gains from seeing a Retirement Journey Map showing real world situations, decisions, and the likely results of those decisions.

The Retirement Journey Maps are intended to help show the inter-connectedness of these decisions and how individuals can recalibrate and optimize their personal retirement planning—and to provide a roadmap that ties together major decision paths.

## Increased longevity and the changing nature of retirement

With the peak Baby Boomers reaching age 65, and increased longevity—especially increased healthy longevity—not only is there an immense retirement wave, but also a huge shift in what today's retirement lifestyle looks like compared to what previous generations prepared for and envisioned after full-time work.

Today's retirement includes activities such as continued work, travel, volunteering, and family. Retirement now spans a time of growth, in which opportunities to reinvent ourselves are presented over and over again. Today's retirement also includes a range of emotions that changes over time—excitement, curiosity, freedom, financial and health anxiety, structure loss and loneliness, and renewed sense of purpose, drive, and flexibility.

Our attitudes and our ability to cope with and recover from the ups and downs of a changing retirement are

equally important as our preparation for the financial and health impact of longer lives. Our attitudes toward aging impact our health and well-being in retirement, and even how long we live.

There is a clear and generally universal path in the first part of our lives—go to school, get a job, raise a family, build assets, and save for retirement. However, the path becomes more complicated as we get older because situations are highly individualized. There is no one model, no one normal, that meets the needs of individuals planning for retirement or those enjoying retirement later in life. There is also no one solution. Different models require different solutions, which further complicates both planning for and navigating the retirement journey.

The myriad of decisions that must be made in retirement has become overwhelming, often with conflicting information on which to rely. The consequence and emotional toll of making or not making each decision is often difficult to fully grasp. Saving for retirement is a critical part of the plan, but for how many years and what kind of life stages are we saving? While finances are a critical part of the equation, they are not necessarily the determining factor.

## Pandemic impact

The COVID-19 pandemic has accelerated trends that were already present, amplifying themes into large scale movements. Technological change also accelerated exponentially during this period, and we saw its power to help people remain socially connected, work remotely, and access medical care.

The pandemic hit home that good health and a long life is not guaranteed, and as a result added a new sense of urgency and a new set of priorities to the changing nature of retirement. It underscored the importance of getting one's financial house in order by establishing a short and long-term financial plan, including building resilience, and planning for life's unexpected events. More people began to consider their financial plan more holistically. This includes seeing health as an asset that enables continued work, helps manage expenses, and supports their retirement goals, passions, and purpose.

The pandemic also increased awareness of the challenges faced by different demographics of people. The disparate and long-term impact of the pandemic on healthcare, job security, financial security, and technology access highlighted even greater inequities among lower income populations, people of color, and women.

Women often take on the major burden of caregiving both to children and older loved ones at the cost of their own health. Without workplace flexibility to accommodate their needs, fewer women than men have returned to the workforce, threatening their financial and retirement security.

Many people resigned or retired early during the pandemic due to burn-out, shifting priorities, or job loss. Others left their jobs to find opportunities that were more meaningful or a better fit with their personal philosophies and situations. Some who left their jobs entirely are now returning, either for financial reasons or because they miss the sense of community and purpose. Many of those returning, however, are looking to work differently. Still others, primarily older adults, are not able to return, either because of ageism, poor health, or lack of options that expand opportunities for older workers.

Other workers re-located without career interruption to places that enabled lifestyle changes and financial or family advantages during the pandemic. Many will not come back—as further evidence of the shift from a clear end of 'work'/start of 'retirement' to an evolving continuum between the two.

The pandemic lock-down gave these and other workers a chance to 'try out' retirement and to consider alternate paths. Did they miss the social connections and structure of going to the office every day? Did they take time to pursue other opportunities that were more meaningful? Their pandemic experiences informed their retirement decisions.

The rate of technological change accelerated exponentially during this period. The pandemic showed us the power of technology to not only help people remain socially connected, but also the potential to fracture relationships and divide communities. It also expanded the digital divide—those who had no broadband access, who could

*“The pandemic demonstrated that we're all navigating a multi-stage non-linear life, that we all have to build up our resilience, because it's not if, but when, we'll be hit by an income shock or a health crisis, and that we have a lot of work to do in terms of building that resilience.”*

**—Ramsey Alwin**

President and CEO, National Council on Aging

not afford computers, or who were not technologically literate were left behind and isolated.

Technology allowed employees to continue working, remain at home, and stay safe from exposure to COVID-19. It also increased stress for individuals and families to adapt homes to support work, school, and social activities simultaneously.

The Internet enabled remote connections to services normally accessed by car or other transportation. Grocery and store deliveries, virtual doctor's visits, virtual social engagements, performances, and cultural events took the place of in-person activities. The reliance on technology also increased isolation and disconnectedness.

## **Creating the Journey Maps and No Normal Retirement Planning Guide**

To develop this project, we performed a literature review across over 200 recent sources of industry and academic research, and conducted one-on-one interviews plus a roundtable with 24 experts across the fields of finance, aging, community, health, caregiving, home, learning, and purpose.

There are aspects of the stories in this document—the goals, decisions, emotions, risks, and unforeseen events—with which the viewer can identify.

**For people on their retirement journey**, the Journey Maps and Planning Guide provide a simple way to start the personal retirement conversation, continue planning, encourage family discussions regarding retirement needs and desires, and facilitate conversations with trusted advisors.

**For financial professionals**, this document shows a different way to look at the retirement journey and can help put a client's life story into context, as well as provide an opportunity to discuss potential products and services across all theme areas, not just finances.

**For retirement scholars and researchers**, opportunities for new literature, knowledge, and insight regarding aging, community, longevity, and the need for multigenerational support and interaction are evident.

**For retirement policymakers**, this document offers a retirement framework tool and simple story structure to use to bring community voices into the process when new retirement policies and support are considered.

*“Retirement modeling is incredibly complex—rules do a pretty good job for people who are younger. But the rules start to break down as you get older because situations become a lot more different. That creates levels of complexity beyond the capacity of the vast majority of consumers.”*

—**David Blanchett, PhD, CFA, CFP®**

Managing Director and Head of Retirement Research,  
PGIM DC Solutions

## **The storytellers and visualizers**

The information in this document was facilitated, curated, and created by a small team of highly experienced strategists, researchers, writers, and designers.

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# 6 themes of a no normal retirement

Our research and interviews have identified 6 primary influencers of the retirement journey.

## Health

What you do at every age impacts your health, and your health impacts your work, personal, and financial plans. Good health is not guaranteed. However, you can take action to improve your health at every age, including following a nutritious diet, exercising, getting enough sleep, maintaining a healthy lifestyle, and proactively managing your health care. These same activities, as well as continued learning, will also slow cognitive decline and add years to your life.

Good mental health is also essential to your overall health; it affects how you think, feel, act, make choices, and relate to others. Your attitudes toward aging also impact your physical and cognitive health as you age. Critical to healthy aging is also managing social isolation, loneliness, stress, depression, and mood.

## Finances

A financial plan will help you reach your goals regardless of how much money you have.

In retirement, sources of income must, at minimum, be sufficient to cover your basic expenses. Expenses will be uneven over time, and depend greatly on your health, personal version of retirement, and unplanned events. Debt, transportation, housing, healthcare, and long-term care costs are typically underestimated in retirement planning.

A retirement plan should also provide for the eventuality that you will no longer be able to manage your own finances due to cognitive decline.

## Learning / Education

Continued learning keeps you mentally engaged and impacts brain health, planning and life, including maintaining skills that enable working longer.

Continued learning also helps you to understand and take positive and informed action to achieve a healthy, financially secure, and happy retirement.

Do you go back to college to learn a new skill or subject that always interested you? Do you travel and expand your horizons—literally?

*“I talk about and teach purpose with the big P and purpose with the little p. And purpose of the big P is that big ‘having a purpose’, having a meta goal, a legacy. Purpose of the little p is a verb, it’s action that you do on a day-to-day basis to make things more meaningful for you and more meaningful for others. One of the distinctions is that small p purpose is always outside of yourself or about others. And it’s not about your bucket list or your goals. It’s fundamental to health, to healing, to happiness, to longevity.”*

—Richard Leider | Author of 11 books including *Who Do You Want to Be When You Grow Old?: The Path of Purposeful Aging*, *The Power of Purpose*, and *Repacking Your Bags*

## Community / Place

An intergenerational community of family, friends, and social networks is crucial to healthy and active aging. Technology now allows you to create community in new ways. Care must be taken to find new avenues for social engagement that may be lost when you leave full-time work or become too frail or ill to leave your house.

Challenges to social engagement, such as hearing loss, reduced mobility and cognitive decline, must be addressed to combat loneliness. Loneliness is a significant health risk and is a prevalent component involved in financial elder fraud.

Finally, community provides strong support systems to help you age gracefully, maintain independence, and be treated with respect and dignity as your health declines.

## Purpose

Purpose is what drives many of your retirement decisions and impacts the quality of your life in retirement. Possessing a strong sense of purpose and meaning in life improves your physical and mental health and adds years to your life. Purpose (with a small “p”) should come before you figure out your goals.

Do you work to support your family or find some other meaning that drives you to continue your work, even at reduced or volunteer wages?

- Are you a caregiver?
- You have this expanse of life—what do you want to do with it?
- What do you want to be?
- What is your legacy?

## Resilience

Resilience is that ability to zig when life zags—and is perhaps the most important influencer of all. All the retirement planning in the world means nothing if you cannot recover from the curve ball. Flexibility, adaptability, perseverance, perspective, emotional support, and good coping skills are all aspects of and critical to successfully navigating the ups and downs of life in retirement.

Resilience is having a positive attitude and outlook toward aging. Resilience is having a safety net when you become ill or impaired. Resilience is leaning on your family, friends, and community when you are in need. Resilience is learning new skills and interests. Resilience is identifying how to leverage your assets, like health and home, to generate additional income if needed. Resilience is having more than one line of thinking or set of actions and being flexible in the face of change.

# The Journey Map and 3 examples

We have identified three example profiles that illustrate a few possible paths through retirement. Note that throughout each journey, we focus more on habits and goals than age, income, and life stage, because retirement is a continuum.

Each example includes the actors, their journey, and story and backgrounds. These journeys are divided into four life stages: **early career**, **mid career**, **late career**, and **later years**. Each actor steps through actions or decisions that are labeled with one of our six themes: health, finances, learning/education, community/place, purpose, and resilience. Some of those are also labeled with an event icon. Event icons include positive impact, potential impact, and unplanned impact.

We have noted key priorities for decisions and the impact of decisions for each life stage. Every retirement journey is unique to an individual. You may see pieces of yourself in all three of the examples we are providing. At the end of this document, we offer the **No Normal Retirement Planning Guide with starter map templates and questions** you can use to help create your own version of the journey. There is also a list of retirement resources for consumers.

*“The linear life plan is an old concept: It was believed that if you learned one time when you were young, it would last the rest of your life. Then, you’d fall in love, have kids who, it was assumed would always turn out perfectly. And then right before you die, you take a cruise. All products and marketing were oriented this way.*”

*“Now, with the longevity bonus that’s occurring, many people are starting to live a new, more cyclic life, continuing to learn, fall in love again—if they’re divorced or widowed, starting a business and generally reinventing themselves in a myriad of ways.”*

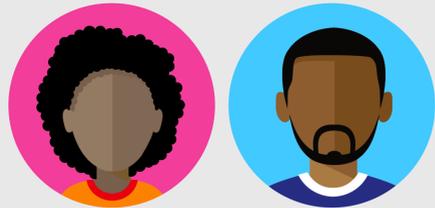
—Ken Dychtwald, PhD

Psychologist, gerontologist, CEO of Age Wave

*“I don’t think people plan for caregiving in older years. It happens to them and disrupts them.”*

—Anna Rappaport

President, Anna Rappaport Consulting



## Renee & William

Renee and William are a middle income couple who manage their finances and retirement together.



Zach

*Renee & William's son*



June

*Renee's mother*



## Michelle

Michelle is a middle income, single woman who has not planned for retirement.



Betty

*Michelle's mother*



Leslie

*Michelle's friend*



## Nina & David

Nina and David are an upper middle income couple who plan their finances and retirement together but keep their income and debt separate.



Nedra

*Nina & David's daughter*



James

*David's son*



## Renee & William

Renee and William are a middle income couple who manage their finances and retirement together. Their son, Renee’s siblings, and her mother make up their family. They both work full-time and are focused on building financial security for themselves and their son. Renee and William are close to Renee’s mother June, and help her out when needed.



Zach

*Renee & William’s son*



June

*Renee’s mother*

### Renee’s story

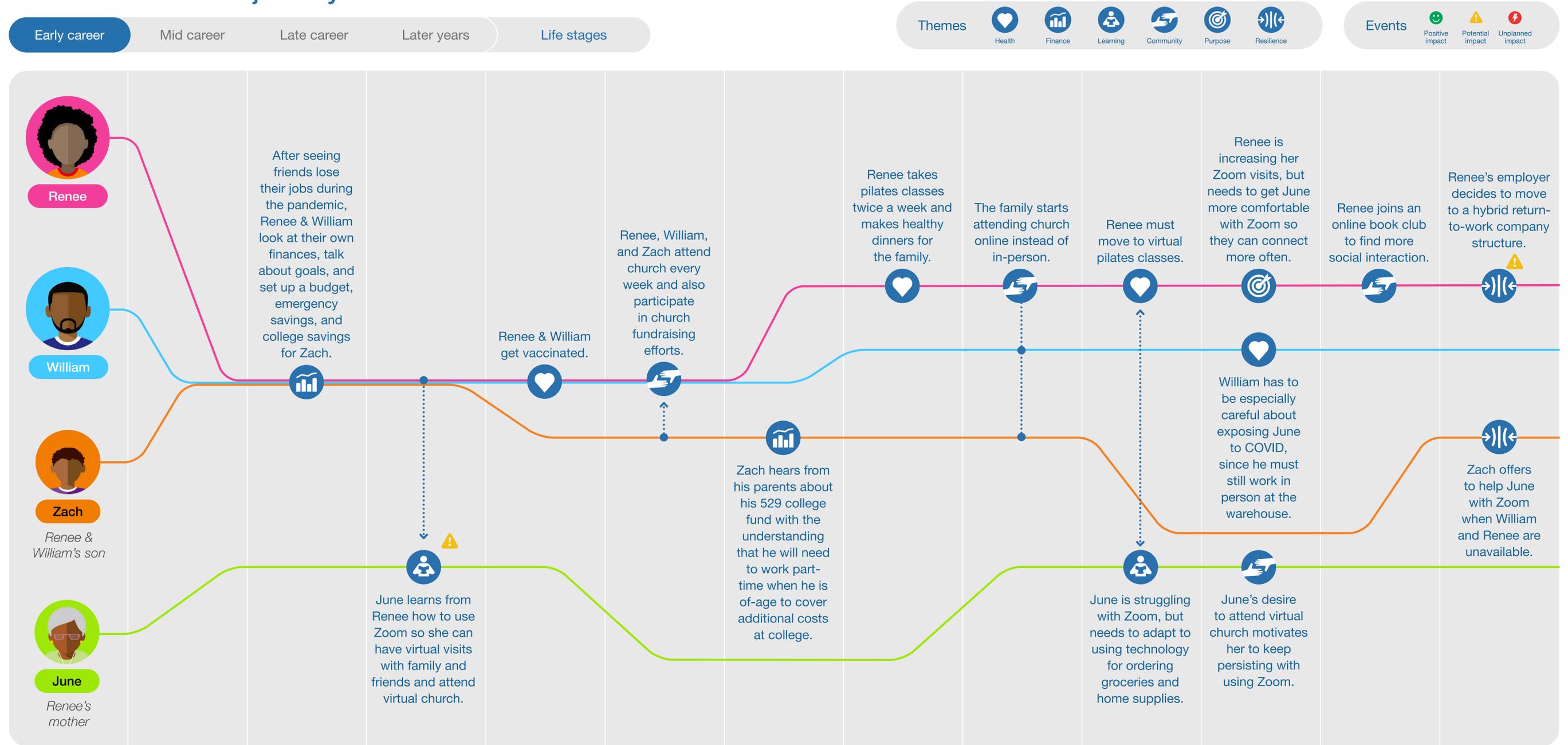
Renee is a planner. She keeps her family on a strict budget in order to save for retirement with her husband, pay for her son’s education, and take care of her widowed mom who subsists on social security and her husband’s pension. Renee is a hard worker and wants to work as long as she can.

She has a lot going for her. She has an undergraduate degree and career experience as an HR recruiter. She’s in good health, aware of genetic tendencies toward diabetes, and taking steps to prevent it. The last thing she wants is to burden her son financially as she and William age. She knows how hard it is to be financially sandwiched between two generations.

### William’s story

Like his wife, William is a hard worker with an undergraduate degree. He’s healthy, but his job as a warehouse manager is physically demanding. Labor shortages have meant long hours for him covering shifts, and he’s concerned about the wear and tear on his body as he tries to be a great husband, dad, and financial contributor for the long haul.

# Renee and William's journey



## Priorities

- Do a good job at work
- Take care of their son
- Helping out with Renee's mother
- Staying healthy

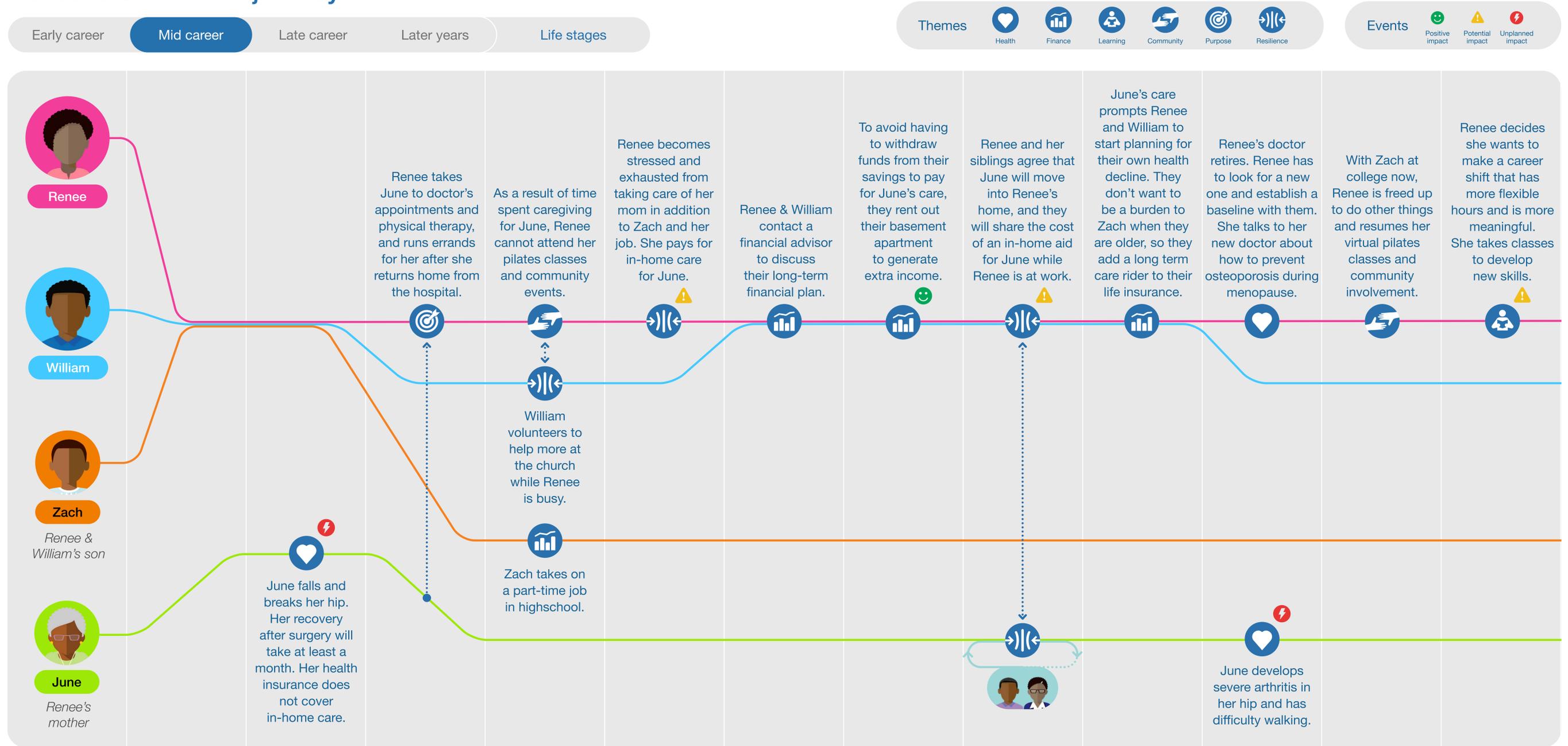
## Decisions

- Continues to work during the pandemic
- Helps son with online schooling and establishes his college fund
- Retains regular contact with June through Zoom and teaches her to use technology
- Renee continues her exercise classes

## Impact

- Renee must adapt to work at home and loses connection to co-workers
- William must continue going into the warehouse for work, increasing his risk of exposure to the virus
- Renee and William are always on call to help Zach with at-home school
- They must adapt technology in their home to have school access for Zach
- Renee and William spend a lot of time on the phone with June, walking her through the process of using Zoom, ordering groceries online, and troubleshooting issues with her tablet
- The family takes preventative measures to stay healthy
- They experience stress from all of these impacts

# Renee and William's journey



## Priorities

- Ramping up care of June
- Reducing stress and time of taking care of June
- Getting finances in order
- Planning for their own health decline and care costs as they age so not to burden Zach
- Preparing Zach for college
- Maintaining balance among shifting responsibilities

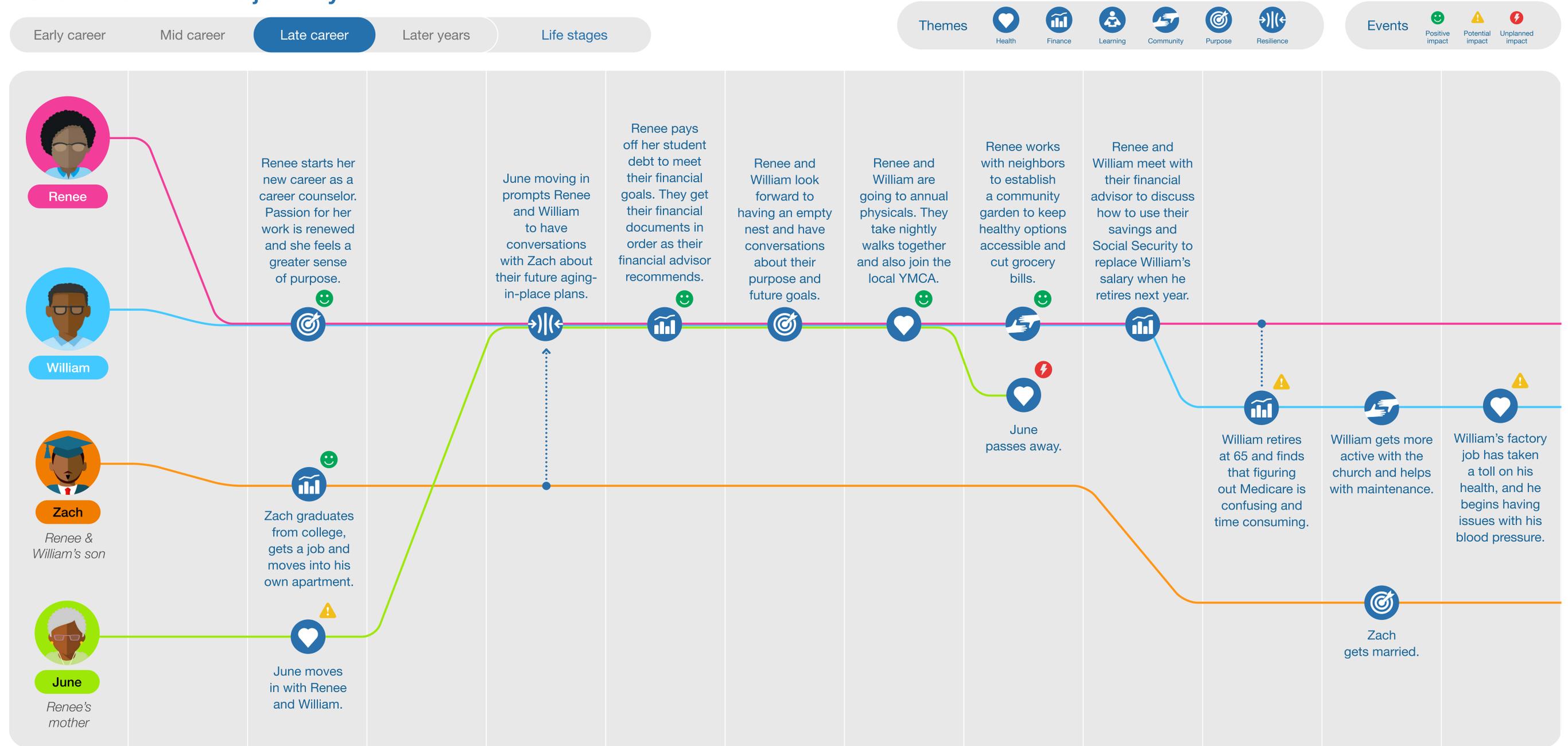
## Decisions

- Brings in professional care and Renee's siblings to help care for June
- Brings in financial advisor
- Rents out basement apartment
- Finds and consults with her doctor about how to care for her health as she ages
- Decides to make a career shift
- Adds a long-term care benefit to their life insurance policy
- Gives Zach responsibility for some of his own finances

## Impact

- Receives help with June
- Generates more income and reduce expenses to stay on their financial plan
- Do not need to worry about paying for their own care needs as they age
- Renee learns new skills that will help in her career transition
- All of the above help the family maintain balance and reduce stress

# Renee and William's journey



## Priorities

- Continue caring for June
- Renee wants to have a more meaningful career
- Pay off debt
- Enjoy being empty-nesters
- Prepare for William's retirement
- Increase sense of community and healthy lifestyle

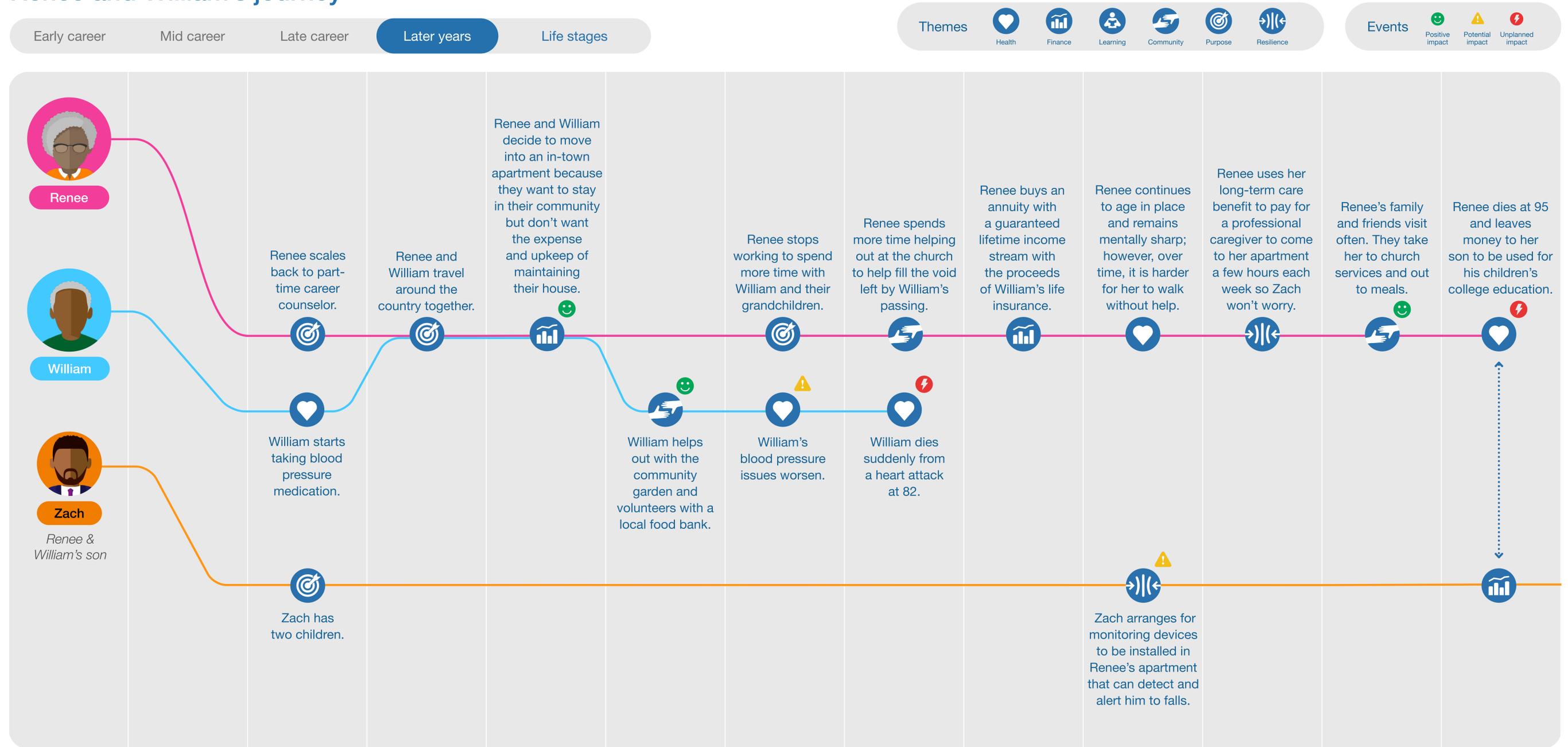
## Decisions

- They move June in with them
- Renee embarks on a new career
- They pay off debt
- They make aging in place decisions and share them with Zach
- William retires
- They join the YMCA and start a community garden

## Impact

- They spend June's last years living with her
- Renee finds more meaning in her work
- They stay on track with their financial plan and healthy lifestyle
- Zach feels included in his parents' plans
- Their connection to their community increases

# Renee and William's journey



## Priorities

- Spend more time together
- Enjoy Zach's family
- Make it easier to age in place and maintain connection to community
- Give back to their community and church
- Avoid being a burden on Zach and family
- Take care of the next generation

## Decisions

- Reduces hours and eventually quits working
- Moves into a new in-town apartment
- Volunteers and spends more time with community and family
- Hires a caregiver

## Impact

- Enjoys final years together
- Maintains their independence
- Provides for the next generations
- Strengthens their community and their legacy



## Michelle

Michelle is a middle-income single woman who has not planned for retirement.

Michelle's social life revolves around her mother Betty, and close friends like Leslie. She is a hard worker, committed daughter, loves to travel, and is socially active.



Betty

*Michelle's  
mother*



Leslie

*Michelle's  
friend*

### Michelle's story

Michelle is focused on personal self-fulfillment, including a love of travel. She lives for today with hope for the future. She is Betty's main source of socialization, which is welcome but stressful as Michelle tries to work and earn a post-graduate degree supported by loans. She tries to help her mom make healthy changes but faces resistance at every turn. Michelle's main source of social support is her best friend Leslie, who is in a similar situation.

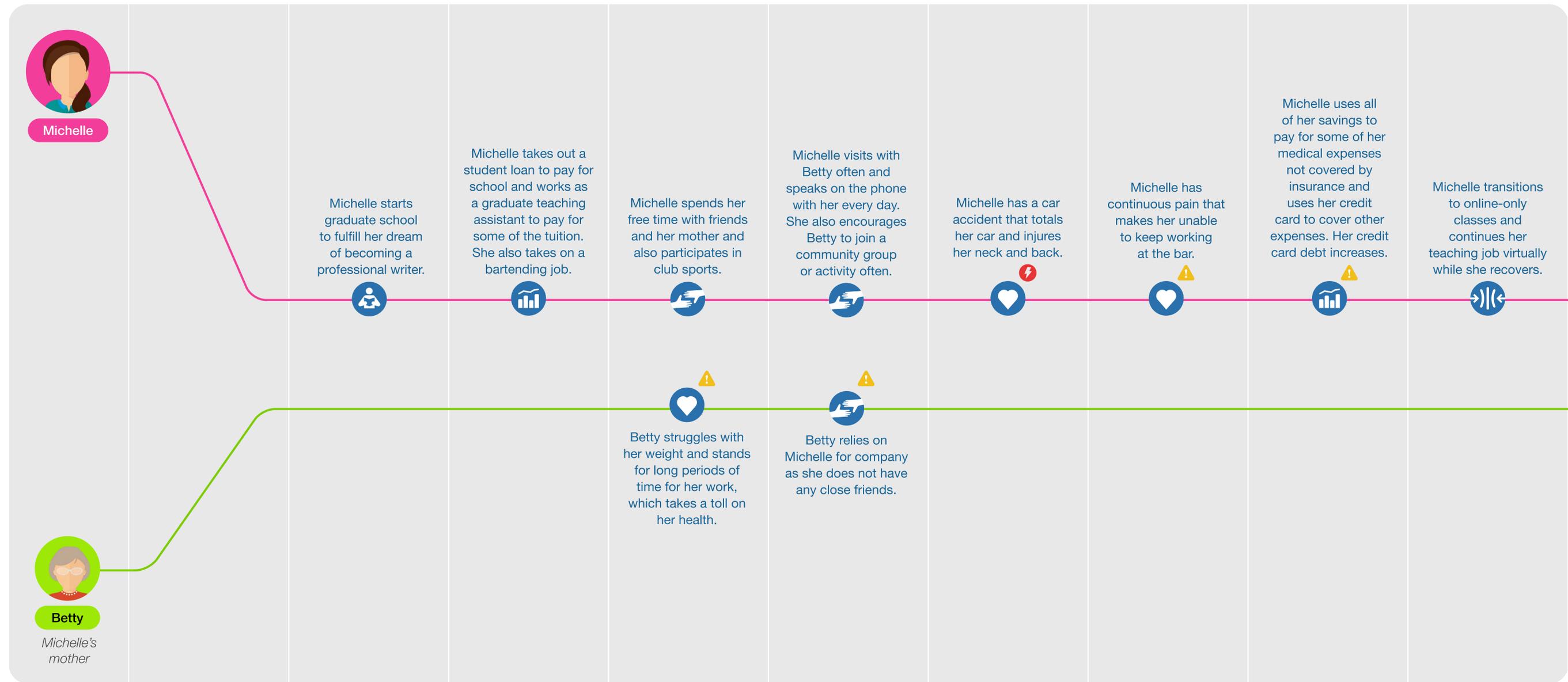
Michelle has an active social life and is able to support herself as a bartender while in graduate school.

# Michelle's journey

Early career | Mid career | Late career | Later years | Life stages

Themes: Health, Finance, Learning, Community, Purpose, Resilience

Events: Positive impact, Potential impact, Unplanned impact



## Priorities

- Learn skills to become a professional writer
- Keep her social life active during school
- Recover from her accident
- Wants Betty to have more friends of her own
- Betty wants to spend time with Michelle

## Decisions

- Starts school and takes out a student loan and a bartending job to pay for tuition
- Spends time with her friends
- Stops working at the bar after her accident
- Recommends social groups to Betty
- Transitions to online-only classes and teaching
- Betty doesn't change anything about her lifestyle

## Impact

- Has less time to spend with Betty and is concerned about taking on significant debt
- Stays connected to her friends
- Takes on more debt and is concerned about her finances
- Feels stress in being her mother's only social outlet when Betty ignores her advice
- Keeps up with school but has to spend less time with friends
- Betty's mental and physical health declines

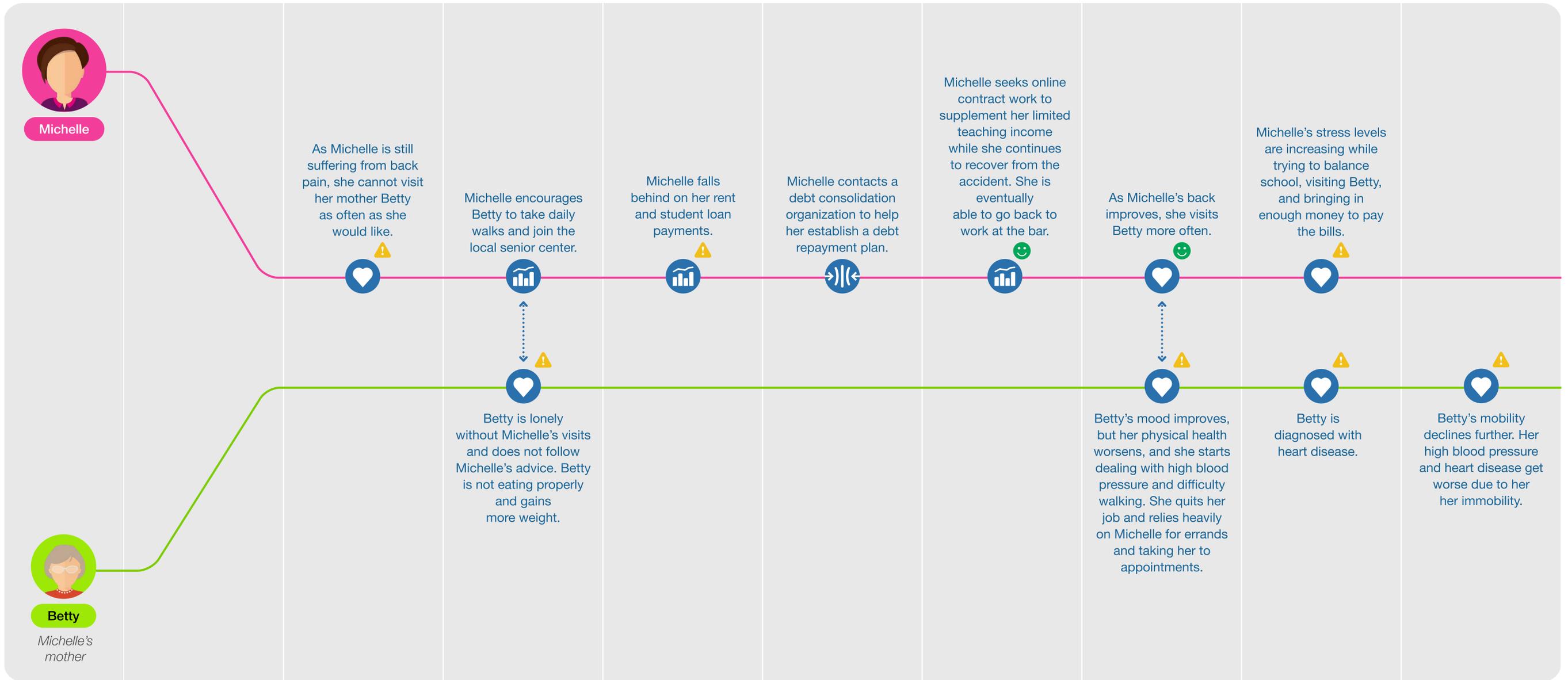
# Michelle's journey

Early career | **Mid career** | Late career | Later years | Life stages

Themes



Events



## Priorities

- Wants to recover and needs to rest her back
- Wants to get on top of her debt and expenses
- Wants Betty to be healthier
- Betty wants to maintain her lifestyle

## Decisions

- Chooses to stay at home more often so she can recover
- Contacts a debt consolidation organization and takes on extra work to supplement her income
- Asks Betty to walk more and join the senior center
- Goes back to work at the bar
- Betty stops working and chooses not to act on Michelle's advice

## Impact

- Can't visit Betty as often
- Has a financial plan and is more confident in her ability to get out from under her debt
- Feels stress because her mother won't take better care of herself
- Has trouble balancing school, Betty, and work
- Betty feels lonely
- Betty relies on Michelle even more

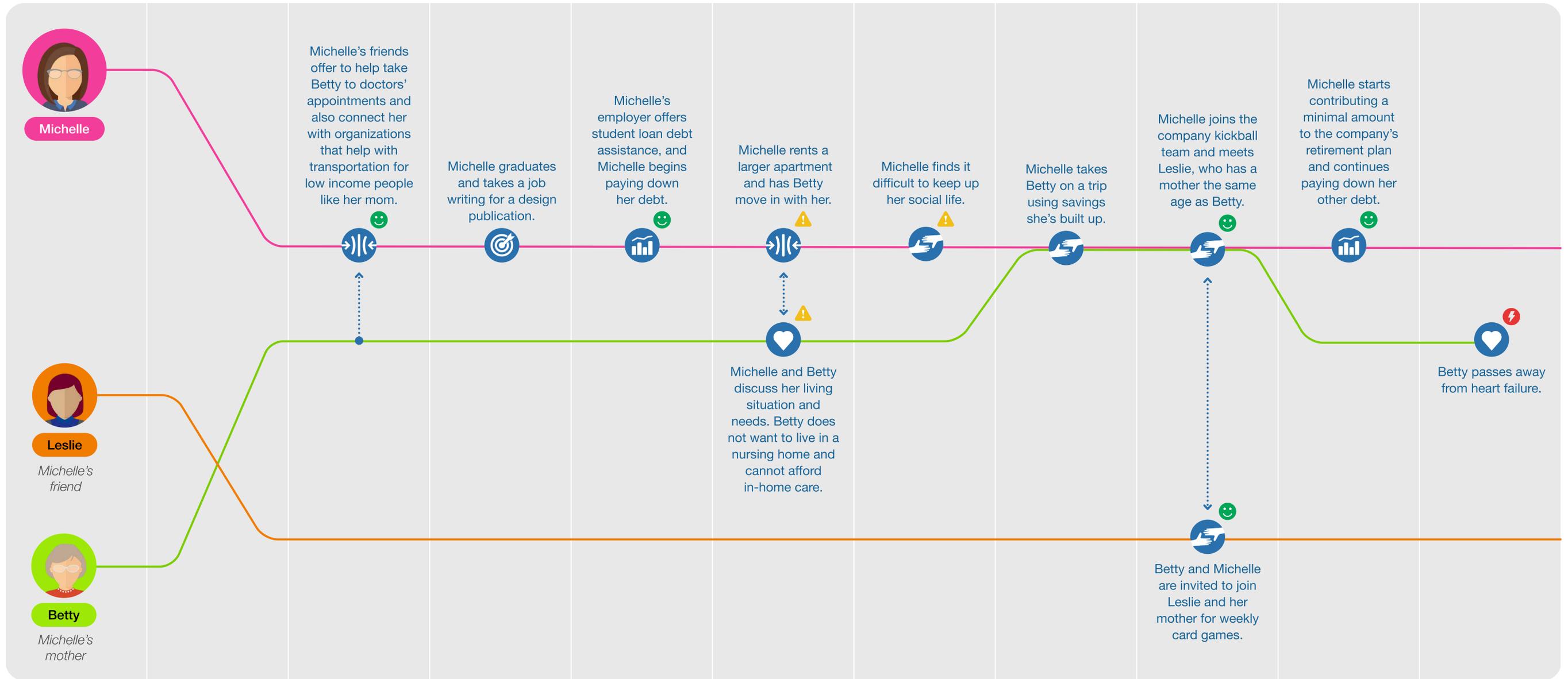
# Michelle's journey

Early career | Mid career | **Late career** | Later years | Life stages

Themes



Events



## Priorities

- Wants to juggle the demands of her life better
- Wants a meaningful job as a writer
- Pay down her debt
- Respect Betty's wishes for care without taking on more debt
- Be more socially active

## Decisions

- Enlists friends to help with Betty
- Contacts a local organization for assistance with Betty
- Gets a job in her field and takes advantage of her employer's benefits for student loan repayment
- Rents a larger apartment and moves Betty in with her
- Joins the company kickball team and she and Betty join Leslie for weekly card games

## Impact

- Feels less stress
- Feels more secure about managing her debt
- Feels better about Betty's living situation
- Michelle and Betty's circle of friends increases
- Betty's quality of life improves

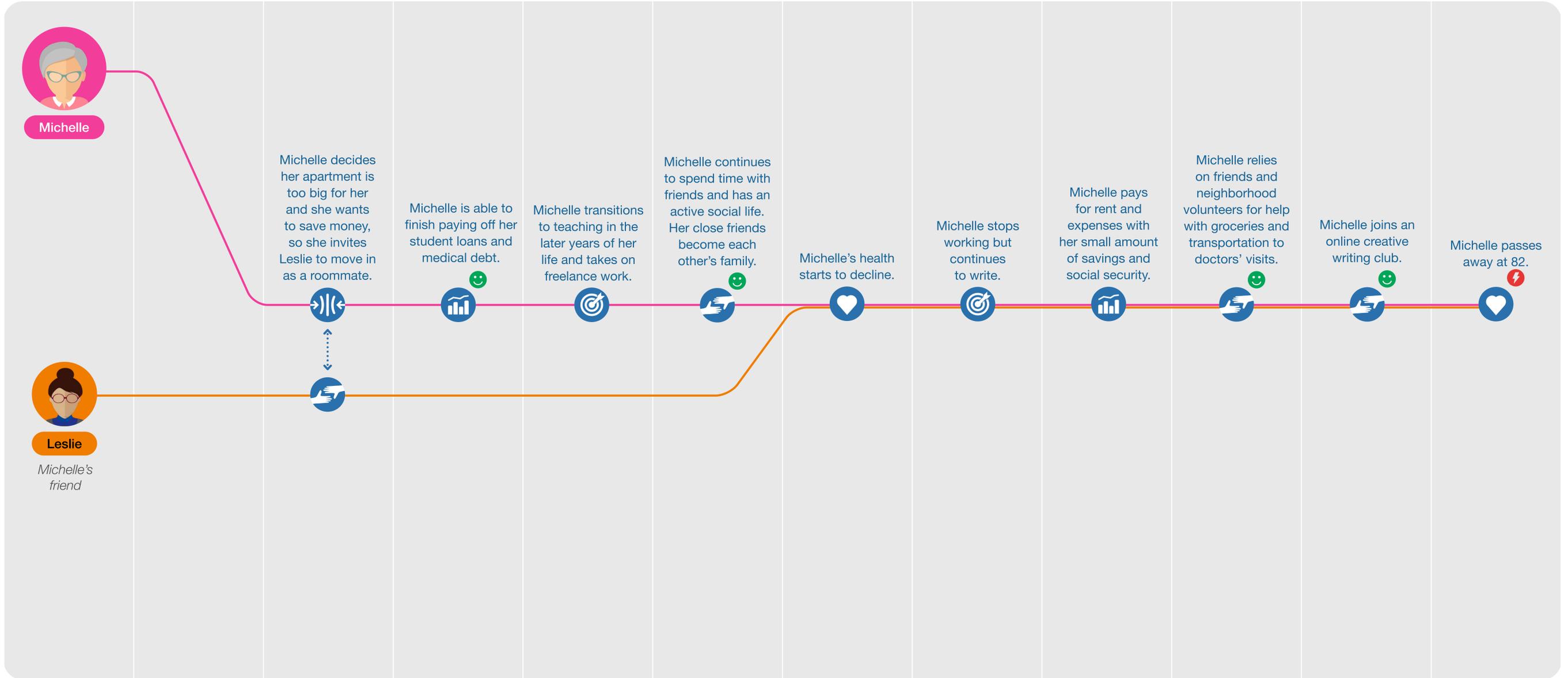
# Michelle's journey

Early career   Mid career   Late career   **Later years**   Life stages

Themes



Events



## Priorities

- To economize and pay off debt
- To work and write as long as possible
- To continue to live independently and in the company of friends

## Decisions

- Invites Leslie to live with her
- Pays off her student and medical debt
- Stops working but continues to write
- Relies on friends and volunteers for meals and transportation

## Impact

- Reduces her expenses and adds Leslie's rent to her savings
- Is out from under her debt and reduces her financial stress
- Lives in a smaller, but more meaningful, world
- Spends her last years with her friends and pursuing her passion for writing



## Nina & David

Nina and David are an upper middle income couple who plan their finances and retirement together but keep their income and debt separate. They have a daughter together and David's son from a previous marriage. Nina is a lifelong striver and financially focused. David is driven by a commitment to social justice.



Nedra

*Nina & David's daughter*



James

*David's son*

### Nina's story

Nina saves early and often and even founded an investment club with her female friends. She wants to build wealth for her family, without sacrificing being a great mom and enjoying family life.

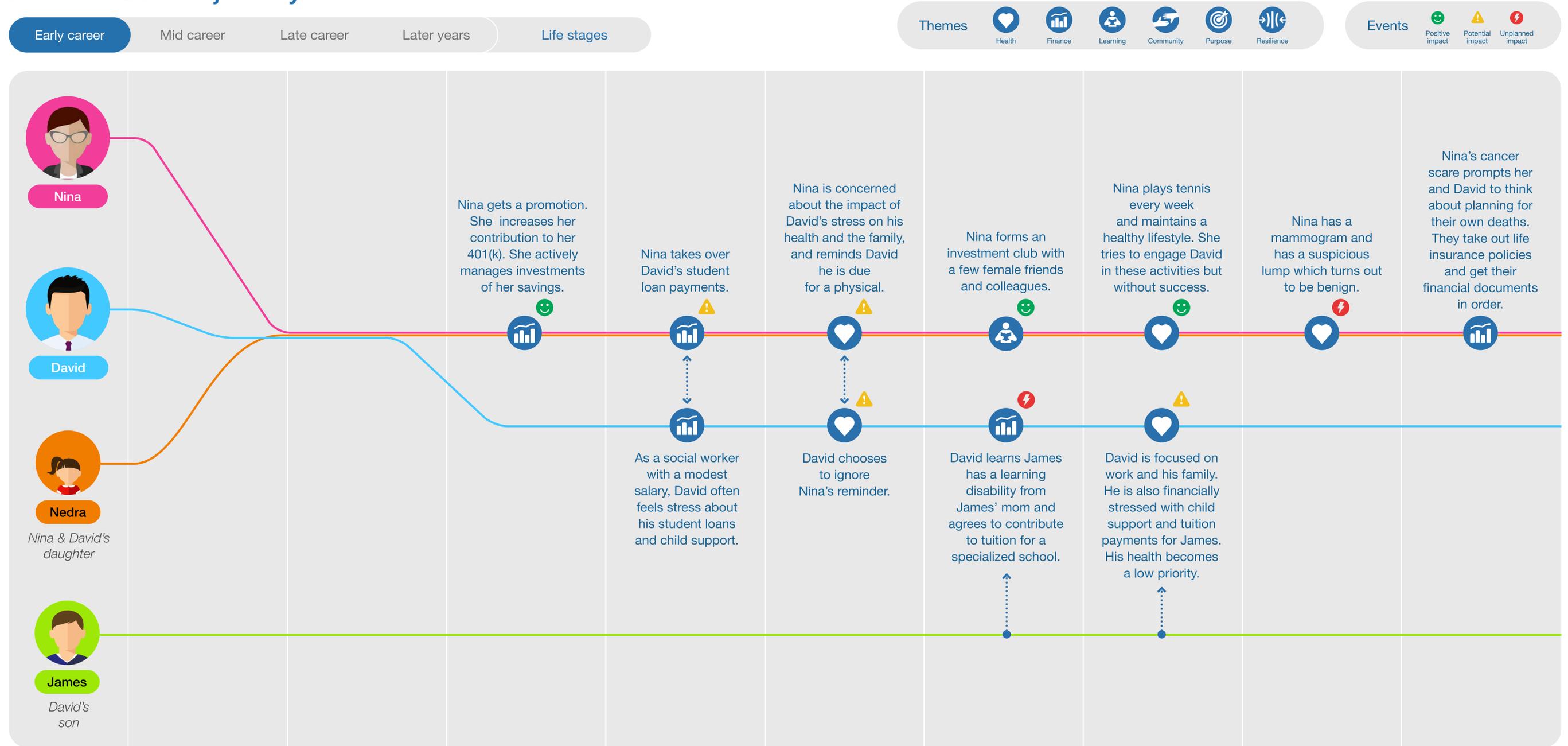
Nina has a lot going for her. She has a graduate degree and works as a business consultant for a large firm. She is in excellent health, as she totally commits to a healthy diet and exercise regime. She wants to make and save enough to start her own vintage clothing business someday.

### David's story

David is passionate about his career as a social worker but stresses about much of his income going to student debt and child support.

He has an undergraduate degree and is in decent health. However he is lax at prioritizing diet, exercise, and regular medical appointments, even though his wife nudges him to take better care.

# Nina and David's journey



## Priorities

- Nina: Wants her family to be financially secure, manages her own wealth, and takes control of her own investments
- To be physically fit, in good health, and spend time with friends
- Wants David to pursue a healthy lifestyle
- David: To help support his son from his first marriage
- Nina and David want to make sure their kids are financially protected if they die

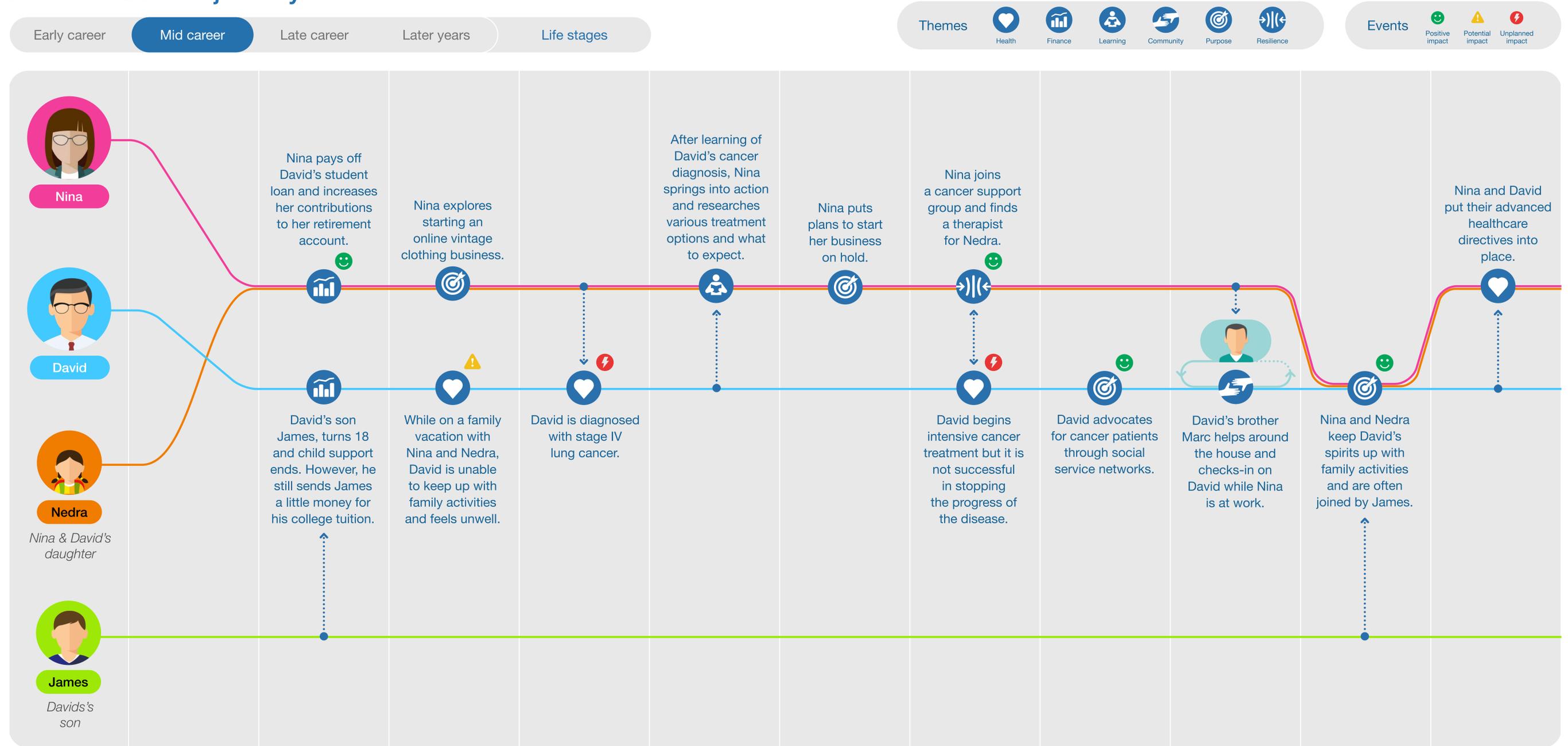
## Decisions

- Nina: Contributes to retirement savings and starts an investment club with friends
- Plays tennis and follows a healthy lifestyle
- Keeps up with her doctors' visits
- Nina and David take out life insurance and put financial documents in order
- David: Ignores Nina's health advice
- Commits to paying for James' specialized schooling
- Focuses on meaningful work and family above his health

## Impact

- Nina: Increases her investment knowledge, is confident in her financial decision-making, and feels financially secure
- Is in good health and stays connected with friends
- Receives early detection of possible cancer and takes action
- David: Is not taking care of his health
- Is helping James but increasing his financial obligations and stress

# Nina and David's journey



## Priorities

- Nina: To carry out her financial plan
- To take care of David and Nedra
- David: To continue supporting James
- To beat his cancer and advocate for cancer patients
- To enjoy his time with his family

## Decisions

- Nina: Pays off David's debt and increases her retirement savings contributions
- Holds off on starting her new business
- Arranges support for herself and Nedra
- David and Nina set up healthcare directives and support his care with the help of his brother and a home hospice service
- David undergoes treatment and advocates for cancer patients
- The family spends as much time together as possible

## Impact

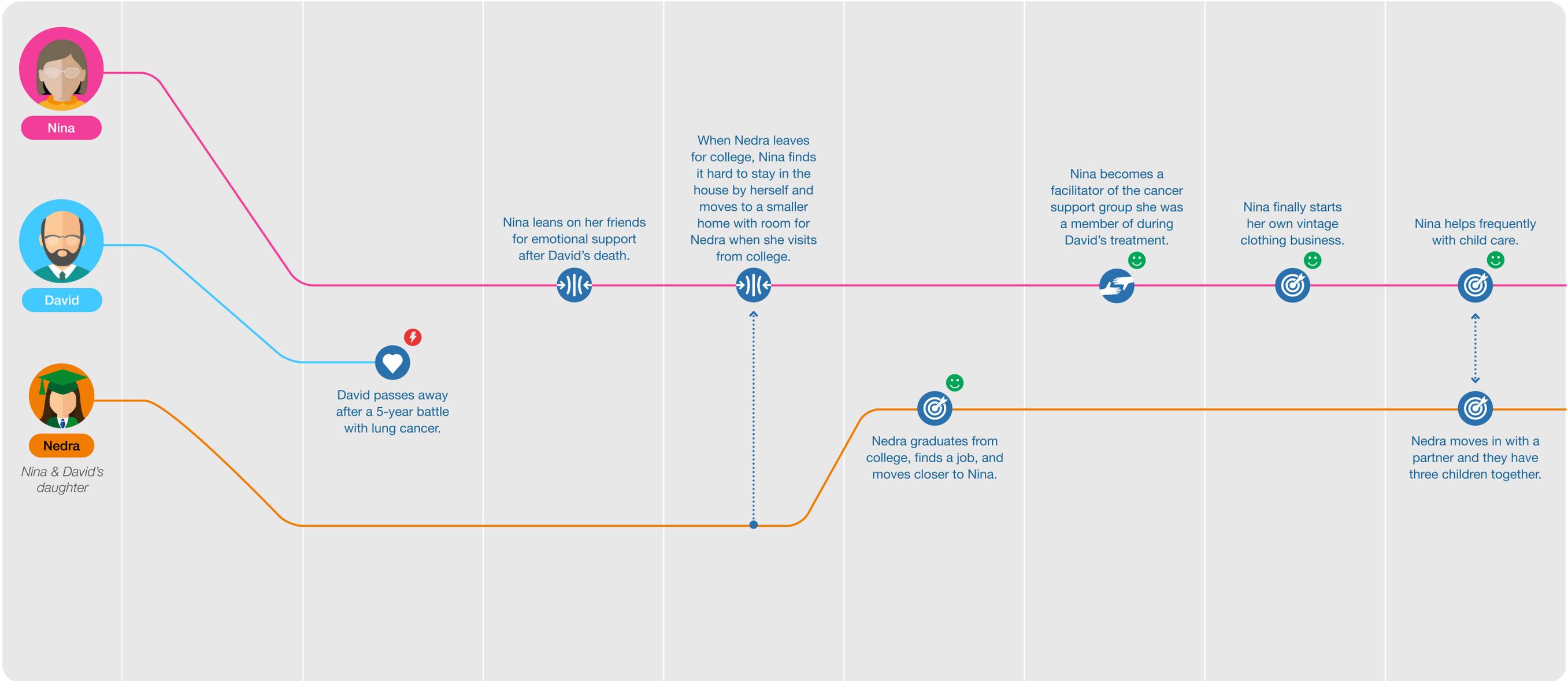
- Nina is able to focus primarily on David's health
- David and Nina are confident their healthcare wishes will be followed
- Nina and Nedra receive emotional support
- David: Lives as comfortably as possible at home and lightens Nina and Nedra's caregiving stress
- Fulfills his purpose and spends more time with his brother and the family

# Nina and David's journey

Early career Mid career **Late career** Later years Life stages

**Themes**
Health
Finance
Learning
Community
Purpose
Resilience

**Events**
Positive impact
Potential impact
Unplanned impact



## Priorities

- To recover from David's death and reinvent herself
- To give back and support local cancer groups
- To enjoy being a grandmother
- Nedra wants to live close to Nina

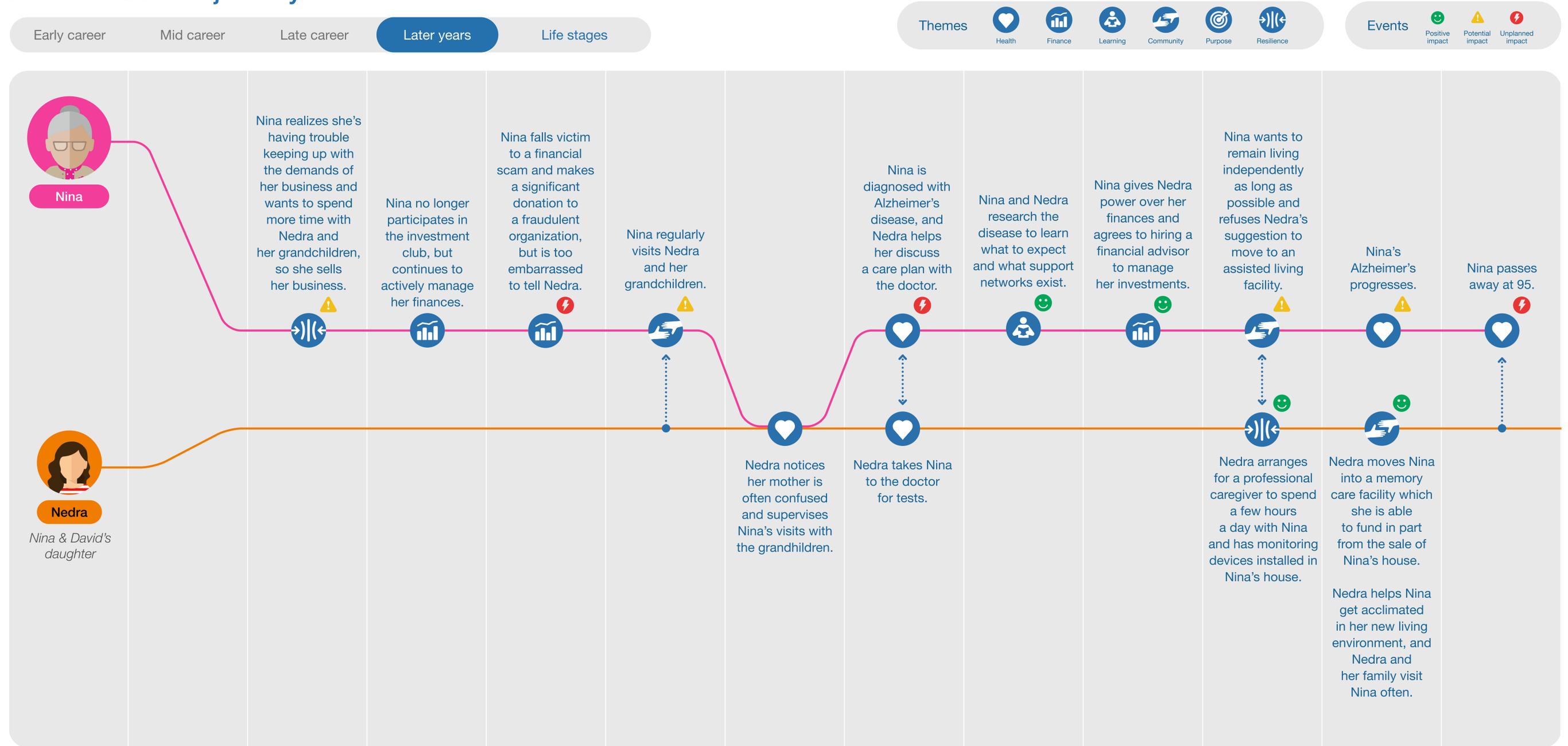
## Decisions

- Moves to a smaller home
- Becomes a cancer support group facilitator
- Starts her own business
- Nedra moves closer to Nina

## Impact

- Makes a fresh start after David's death
- Fulfills an early goal of starting her own business
- Expands her purpose and community
- Spends more time with Nedra and grandchildren

# Nina and David's journey



## Priorities

- To enjoy her life with her grandchildren
- To live independently
- Nedra: To keep Nina in the center of the family
- To take care of Nina while respecting her wish to be independent
- To keep Nina safe and looked after

## Decisions

- Sells her business
- Doesn't tell Nedra about being a victim of a financial scam
- Agrees to the care plan
- Turns over control of her finances to Nedra and hires a financial advisor to manage her investments
- Nedra: Agrees to Nina's wishes to stay in her home
- Commits to more involvement in Nina's care
- Sells Nina's house and moves Nina to a memory care facility

## Impact

- Simplifies her life and spends more time with family
- Loses money and suffers embarrassment
- Is frustrated that she is gradually losing control and independence
- Continues to live independently as long as possible and stays connected to family
- Nedra incorporates Nina's increased care into her daily life
- House sale proceeds help pay for memory care facility

# Conclusion

As we've seen, the successful post-pandemic retirement journey is about the relationship of these 6 themes and the actions you take to build, adapt to, and grow in each of them:

-  Health
-  Finances
-  Learning / Education
-  Community / Place
-  Purpose
-  Resilience

## Today is the youngest you'll ever be, for the rest of your life

A retirement journey begins at birth and touches all aspects of our lives, whether we realize it or not, and whether we plan it or not. Retirement is not finite and irreversible—there are endless risks, but there are also endless rewards. What retirement should be is the financial freedom to spend your time how you want.

### Address your health

Take care of your health so you can do the things you want to do in retirement, including working longer. Address declining health (including diminished financial decision making ability that comes with normal cognitive decline with age), and understand the cost of long-term care and events in retirement that are likely to result in significant expenses not covered by health insurance. Get your advanced healthcare directives in place.

### Establish a Retirement Financial Plan

A positive retirement mindset begins with an intentional retirement plan. Take into account income from various sources that can cover expected expenses and get your financial documents in order. Discuss with your adult children your retirement plan

and their needs and expectations for financial or physical care as you age.

### Be a life-long learner

Expand your horizons, try new things, keep up with technology, and explore new interests.

### Consider where to live

Consider where to live, including location and type of housing, whether to age in place, near children, or in a continuing care community.

### Explore your purpose

Explore what you want to do in retirement such as continued work, travel, volunteering, trying new things, maintaining and strengthening friendships, spending time with family, or getting more involved in community and faith-based organizations.

### Evaluate goals, concerns, and emotions

In developing a retirement plan, individuals and their professional advisors should evaluate the goals, concerns, and emotions of this new and increasingly longer life stage.

### Plan for upsides and risk

Plan for upsides and potential risks of each lever. Create a balanced approach to retirement that can weather the twists and turns of an individual's journey.

## Experts interviewed

### **Ramsey Alwin**

President and CEO  
National Council on Aging

### **James C. Appleby, BSPHarm, MPH, ScD (Hon)**

Chief Executive Officer  
The Gerontological Society of America

### **Tom Beauregard**

Founder and CEO  
HCG Secure

### **David Blanchett, PhD, CFA, CFP®**

Head of Retirement Research  
PGIM

### **Jean Chatzky**

CEO and Founder  
HerMoney Media

### **Elizabeth Christofer**

Chief Operating Officer  
HCG Secure

### **Catherine Collinson**

CEO and President  
Transamerica Institute®  
Transamerica Center for Retirement Studies®

### **Karen Davis**

Chief Development and Marketing Officer  
National Council on Aging

### **Jisella Dolen**

Chief Global Advocacy Officer  
Home Instead + Honor Technology

### **Ken Dychtwald, PhD**

Psychologist, gerontologist  
CEO of Age Wave  
Author of 19 books including *What Retirees Want: A Holistic View of Life's Third Age* and *Radical Curiosity: One Man's Search for Cosmic Magic and a Purposeful Life*

### **Michael Finke**

Investments/retirement professor and Frank M. Engle  
Chair of Economic Security  
The American College

### **Aprilyn Chavez Geissler, LACP**

First Executive Vice President  
Insurance Advisor  
Gateway Insurance Group  
President  
Geissler Insurance and Financial Services Inc

### **Campbell Gerrish**

Co-Founder  
Third Half Advisors  
Principal Emeritus  
Winged Keel Group

### **Fiona Greig**

Co-President  
JPMorgan Chase Institute

### **Steve Gresham**

The Execution Project  
steve@theexecutionproject.com  
<https://www.theexecutionproject.com/>

### **Mike Hirsch**

Financial Advisor  
Edward Jones

**Josh Hodges**

Chief Customer Officer  
National Council on Aging

**Michael Hodin, PhD**

CEO  
Global Coalition on Aging  
Managing Partner  
High Lantern Group

**Cindy Hounsell, JD**

President  
Women's Institute For A Secure Retirement

**David C. John**

Senior Strategic Policy Advisor  
AARP Public Policy Institute  
Deputy Director and Non-Resident Senior Fellow  
Retirement Security Project  
The Brookings Institution

**Surya Kolluri**

Managing Director  
Retirement Research & Insights  
Bank of America

**Richard Leider**

Founder  
Inventure—The Purpose Company  
Author of 11 books including *Who Do You Want to Be When You Grow Old?: The Path of Purposeful Aging*, *The Power of Purpose*, and *Repacking Your Bags*

**Lori Lucas**

President and CEO  
Employee Benefit Research Institute

**Dr. Sarah Newcomb**

Director of Financial Psychology  
Morningstar

**Anna M. Rappaport, F.S.A.**

President  
Anna Rappaport Consulting

**Bradley Schurman**

Founder and CEO  
The Super Age  
Author of *The Super Age: Decoding Our Demographic Destiny*

**Nora Super**

Executive Director  
Center for the Future of Aging  
Milken Institute

**R. Scott Turner, MD, PhD**

Vice Chair for Clinical Research  
Professor of Neurology  
Director of the Memory Disorders Program  
MedStar Georgetown University Hospital

**Steve Vernon**

President  
Rest-of-Life Communications

# No Normal Retirement Planning Guide

*“One continuing lesson from behavioral economics that gets reinforced is that if an individual doesn’t believe they’ve got a firm positive solution, they typically do nothing.”*

—David John | Senior Strategic Policy Advisor, AARP Public Policy Institute

## A simple way to get started on your own plan

The following No Normal Retirement Planning Guide is designed to help individuals and families quickly sketch out their own personal retirement journey map. The best plans are the ones that are started, not necessarily the ones that are perfect or most complete.

## Start with our list of themes and questions

Use these questions as a starting point for your own thoughts on retirement and for conversations with family members.

Be sure to check out our list of resources at the end of the document for more in-depth, thought-provoking information and exploration.

Answer as many questions as you can, but you don’t need to answer all the questions. Even starting with a single question is one more step toward completing your plan.

## Draft your plan

Use the starter journey map templates to chart your own retirement progress and plans across the four

life stages of early career, mid career, late career, and later years.

Identify how you are planning for and accomplishing activities for health, finances, community, purpose, learning, and resilience, or where you may need help in those areas.

Mark items that have positive impacts, potential impacts, or unplanned impacts on your retirement progress.

Focus on where you are right now. Don’t worry about completing all the life stages. The next best step is all you need to make progress.

## Get advice from professionals

Engage trusted advisors as early as you can to help expand and complete your journey map. No one type of advisor will help you navigate all 6 themes, so look for different advisors to cover different areas. One advisor could be someone like a financial planner. Another could be your insurance agent or benefits administrator at work. Consult reputable organizations and websites like AARP, National Council on Aging, your bank, or retirement plan

provider. Even learning the basics of job benefits and retirement planning is a step in the right direction.

Use your journey map draft, questions, and answers to help communicate your accomplishments and goals with your advisor. Your advisor can show you ways to take your plan to the next level.

## Revisit and refine

As life changes, and experience increases, your retirement plan needs to adapt to the uncertainties of an ever-changing world and your new ways of thinking.

Consider using your revised plan as an opportunity to get more information from friends and share your ideas with your family.

Continue to revisit the questions and your plan several times at minimum during each life stage.

# Questions to ask yourself as you consider retirement

## General questions

- What are your goals in retirement?
- What do you want to do in retirement? Do you want to retire completely?
- When do you want to retire, if ever?
- What are your beliefs and attitudes about retirement and growing older?
- What are your biggest concerns about retiring—money, loss of structure and socialization, loss of purpose?

## Health

- How long do you expect to live?
- How is your health? What can you do now to start to improve it?
- Do you have chronic health conditions you're taking action to manage?
- Who will take care of you when you can no longer take care of yourself?

## Finances

- Are you saving for retirement?
- What income and expenses do you expect in retirement?

- Will you have enough retirement income that may need to last 20, 30 or more years?
- Do you have insurance to protect against unplanned events?

## Learning

- How will you keep your brain healthy after you stop working?
- Will you take classes, join a book club, or learn a new language or other skill?
- If you want to continue to work, are you keeping your skills up to date?
- Where will you turn for information?

## Community

- How many friendships do you have outside of the workplace?
- How will you stay socially connected (family, friends, faith-based group, social club) after you leave work?
- Do you create community with friends and family across the generational divide?
- In what kind of setting do you want to live—and how will you maintain community in that setting?

## Purpose

- What are your goals in retirement?
- What do you want to be? What is your legacy?
- What interests do you want to pursue?
- Do you want to continue to work, work less, or work differently?
- Do you want to create community with friends and family across the generational divide?

## Resilience

- How do you recover emotionally and prepare financially for disruptions in your plans?
- Where do you go for guidance and support?

# Questions

Early career

## Health

- How is your physical and mental health?
- Are you taking consistent action to improve your health (good diet, exercise, adequate sleep, healthy lifestyle)?
- Are you taking action to manage and improve a chronic disease through lifestyle changes?

## Finances

- Have you established a financial plan, including paying down debt, saving for emergencies and short-term goals (e.g., buying a home, a vacation), as well as for retirement?
- Have you created and are following a budget to stay within your financial plan?
- Are you consistently saving for retirement?
- Have you sought information and guidance to increase your understanding of financial matters and managing your finances and investments?
- Do you have insurance to protect your loved ones or yourself from the financial consequences of an unplanned event such as death or disability?

## Learning

- Are you continuing to learn new skills and grow your expertise at work?
- Are you continuing to pursue other interests to expand your horizons and keep you mentally stimulated?

## Community

- Are you maintaining connections with your family and friends?
- Are you growing your social interactions with work colleagues and otherwise building community through faith-based, social, or athletic clubs?

## Purpose

- What gives you a sense of purpose (e.g., your job, taking care of children or loved ones)?
- Do you believe in and are committed to what you are trying to achieve at work or considering a change to a job or career that is more meaningful for you?
- Are you pursuing other interests or causes that can hold more meaning for you?

## Resilience

- Do you have family, friends, and other support networks to which you can turn if needed?
- Do you have a positive view of aging? If not, is there a role model that you can use to improve your view of aging?

# Questions

Mid career

## Health

- Are you continuing to manage your health through diet, exercise, adequate sleep, and healthy lifestyle? If not, it is never too late to start.
- How are you managing your stress (financial, work, family) to avoid it taking a toll on you physically and mentally?
- If you are caring for a loved one, are you also continuing to take care of your own health?
- Have you seen your parents or loved one's health decline as they age and considered who will take care of you when your health starts to decline?

## Finances

- Are you taking action in line with your short and long-term financial plan?
- Have you determined how much you need to save for your retirement to maintain your desired lifestyle and goals, and are you saving enough to reach those goals?
- Are you investing your retirement savings in a manner consistent with your risk tolerance and when you expect to retire?
- Are you building other assets such as buying a house?
- Are you considering insurance to cover long-term care?

## Learning

- Are you continuing to update your skills and learn new skills if considering job change or promotion?
- Have you pursued learning something completely new lately?

## Community

- Are you maintaining connection with your family and friends?
- Are you growing your community through your children's activities or through work, faith-based, social or athletic clubs?

## Purpose

- Can you identify something that gives you a sense of purpose (e.g., your job, taking care of children or loved ones)?
- Are you pursuing other interests or causes that can hold meaning for you?
- Are you beginning to consider how you will find a sense of purpose in retirement—continue working, spend time with family, faith-based, social or other causes you find meaningful?

## Resilience

- Do you know people who have had challenges or hit road bumps along the retirement path and considered how you would handle a similar challenge to get back on track?
- Do you have family, friends, and other support networks you can turn to if needed?
- Do you have a positive view of aging? If not, is there a role model that you can use to improve your view of aging?

# Questions

Late career

## Health

- How is your health? Are you taking action to maintain or improve your health?
- Are you scheduling regular doctor visits and learning how to maintain your physical and mental health as you age, including routine screenings?
- Have you completed advanced care directives?
- If you are taking care of a loved one, are you continuing to also take care of your own health?

## Finances

- Are you on track with your retirement savings?
- Do you know how you will pay yourself in retirement? Will your savings, in addition to other expected sources of income, be enough to cover your expected expenses?
- Have you started to consider your options as to when to start claiming Social Security?
- Are your financial documents in order and have you updated your beneficiary designations on your life insurance policies and retirement savings plans?
- Have you discussed your financial plan with your adult children?
- Does your retirement plan include coverage of long-term care expenses?

## Learning

- Are you updating your skills and learning new ones to prepare yourself for a longer working life?
- Are you gathering information about opportunities and challenges in retirement so that you will be better prepared to meet them?
- When is the last time you learned something completely outside of your normal wheelhouse?

## Community

- Have you considered how you will make up for social interactions at work when you retire?
- Are you keeping up with friends and family and engaging in new activities and groups to expand your community?
- Where will you live? Will you move closer to other family or stay in your community?

## Purpose

- What do you want to do in retirement?
- What will give you reason to get up in the morning and feel fulfilled on a daily basis?
- How do you define success outside of your career?
- What will be your legacy?

## Resilience

- What is your plan if you are not financially able to meet your retirement goals? Continue working, reduce expenses by downsizing or moving to a location with a lower cost of living?
- Do you have family, friends and other support networks to which you can turn if needed?
- Do you have a positive view of aging? If not, is there a role model that you can use to improve your view of aging?

# Questions

Later years

## Health

- Are you taking action to maintain or improve your muscle strength, bone health, and balance?
- What are you doing to maintain your brain health?
- Are you making regular doctor visits?
- What is your plan for your care when you are no longer able to care for yourself?
- Have you completed your advance care directives?
- Have you discussed with your adult children your own care plan and wishes, including insurance or funds reserved for your long-term care?

## Finances

- How will you pay yourself in retirement, and will your savings, in addition to other sources of income, cover your expected expenses? If not, how can you reduce your expenses or leverage other assets to generate additional income?
- When will you start claiming Social Security?
- Have you discussed your financial plan with your adult children?
- Have you formally designated someone to manage your finances in the event of your cognitive decline?
- Are your other financial documents in place?

## Learning

- How will you continue to stimulate your mind? Read, take a course, learn a new skill?
- When is the last time you learned something new?

- Have you learned how to protect yourself from financial scams and fraud targeted at seniors?
- Have you considered learning new hobbies to keep your mind active such as crosswords or games or learned new technology that can keep you connected to the world?

## Community

- Do you have regular contact with your family and friends?
- Are you actively engaged in your faith-based group, community, or activities that will keep you socially connected?
- Do you live near transportation or in a place that you can continue your social interactions when you are no longer able to drive?
- What can you do to remove any challenges to engaging with others such as getting hearing aids?

## Purpose

- What is your reason for getting up in the morning?
- What will your legacy be?
- What talents of yours can you use to make a difference in someone else's life?

## Resilience

- Who can you depend on for support if needed?
- What would help to keep a positive view of aging?
- Do you have a positive view of aging? If not, is there a role model that you can use to improve your view of aging?









# Resources for consumers

## General

### Aging and retirement

[https://eldercare.acl.gov/Public/About/Aging\\_Network/Index.aspx](https://eldercare.acl.gov/Public/About/Aging_Network/Index.aspx)

<https://hrsonline.isr.umich.edu/sitedocs/databook/?page=1>

<https://longevity.stanford.edu/the-new-map-of-life-initiative/>

<https://ncoa.org/ncoa-map>

<https://ncoa.org/age-well-planner>

<https://transamericainstitute.org/docs/default-source/research/2021-retirement-outlook-compendium-report.pdf>

<https://www.aarp.org/>

<https://www.aarp.org/aarp-foundation/>

<https://www.kiplinger.com/retirement/604089/the-4-phases-of-retirement>

<https://www.ncoa.org/>

<https://www.protectedincome.org/protected-income-tv/>

## Health

### Advanced care directives and planning

<https://polst.org/>

<https://thectac.org/asset/tag/advance-care-planning-acp/>

<https://www.nia.nih.gov/health/advance-care-planning-health-care-directives>

<https://www.nia.nih.gov/health/getting-your-affairs-order>

### Caregiving

<https://eldercare.acl.gov/>

<https://wiserwomen.org/caregiver-home/>

[https://www.agingwellhub.org/wp-content/uploads/2018/02/Journey\\_Map\\_Book\\_v1.3.pdf](https://www.agingwellhub.org/wp-content/uploads/2018/02/Journey_Map_Book_v1.3.pdf)

<https://www.caregiving.org/resources/general-caregiving/>

### Healthy aging

<https://health.gov>

<https://health.gov/myhealthfinder>

<https://www.hhs.gov/aging/index.html>

<https://www.cdc.gov/chronicdisease/tools/infographics.htm>

<https://www.healthinaging.org/>

<https://www.hhs.gov/aging/healthy-aging/index.html>

<https://www.nia.nih.gov/health/infographics/tips-boost-your-health-you-age>

<https://www.nia.nih.gov/health/what-do-we-know-about-healthy-aging>

### Health insurance

<https://ncoa.org/age-well-planner/medicare>

[www.medicare.gov](http://www.medicare.gov)

### Health and longevity

<https://health.gov/healthypeople/priority-areas/social-determinants-health>

<https://www.bluezones.com/live-longer-better/#>

[https://www.geron.org/images/gsa/documents/GSA\\_Longevity\\_Fitness.pdf](https://www.geron.org/images/gsa/documents/GSA_Longevity_Fitness.pdf)

<https://www.protectedincome.org/retirement-income-institute/research-and-insights-retirement-income-institute/>

### Impacts of COVID-19

<https://milkeninstitute.org/report/covid-19-future-aging>

<http://www.highlanterngroup.com/news-insights/impact-of-covid-19-on-aging>

### Maintaining brain health

<https://alzinfo.org/articles/prevention/7-steps-for-optimal-brain-health/>

<https://memory.georgetown.edu/news/a-four-pillar-program-to-preserve-brain-health/>

<https://stayingsharp.aarp.org/authenticated>

[https://www.aarp.org/content/dam/aarp/health/brain\\_health/2022-03/gcbh-behavior-change-report-english.doi.10.26419-2Fpia.00106.001.pdf](https://www.aarp.org/content/dam/aarp/health/brain_health/2022-03/gcbh-behavior-change-report-english.doi.10.26419-2Fpia.00106.001.pdf)

[https://www.aarp.org/content/dam/aarp/health/brain\\_health/2022-03/gcbh-behavior-change-infographic-english.doi.10.26419-2Fpia.00106.002.pdf](https://www.aarp.org/content/dam/aarp/health/brain_health/2022-03/gcbh-behavior-change-infographic-english.doi.10.26419-2Fpia.00106.002.pdf)

<https://www.alzinfo.org/articles/prevention/7-steps-for-optimal-brain-health/>

### Need for long-term care

<https://acl.gov/ltc>

<https://wiserwomen.org/category/resources/health-and-long-term-care/>

### Women's health

<https://www.acog.org/womens-health>

<https://www.cdc.gov/women/index.htm>

<https://www.womenshealth.gov/30-achievements/24>

### Data points

Approximately 70% of people turning 65 today will need long term care (LTC) before they die, and many will need LTC for several years <https://www.hhs.gov/aging/long-term-care/index.html>

23% of Americans say caregiving has made their health worse <https://www.caregiving.org/caregiving-in-the-us-2020/>

Nearly 1 in 5 Americans are providing unpaid care to an adult with health or functional needs <https://www.caregiving.org/caregiving-in-the-us-2020/>

10% of all people over 65 have Alzheimer's <https://www.alz.org/media/Documents/alzheimers-facts-and-figures.pdf>

2.43% of persons aged 65+ die from stroke <https://www.cdc.gov/mmwr/volumes/69/wr/mm6933a5.htm>

Lung cancer is the leading cancer killer for both US men and women <https://www.lung.org/lung-health-diseases/lung-disease-lookup/lung-cancer/resource-library/lung-cancer-fact-sheet>

A person born in 2020, male average life expectancy is 75.1 years/female average life expectancy is 80.5 years.

<https://www.cdc.gov/nchs/data/nvsr/nvsr70/nvsr70-19.pdf>

Healthy life expectancy <https://www.census.gov/library/stories/2021/05/long-life-does-not-always-mean-a-healthy-life-in-old-age.html>

Leading cause of death for those 65 and older (2020) heart disease, cancer, COVID-19, stroke, Alzheimer's, chronic lower respiratory disease

<https://www.cdc.gov/nchs/fastats/older-american-health.htm>,

<https://www.cdc.gov/nchs/data/ahcd/agingtrends/06olderpersons.pdf>,

<https://www.cdc.gov/mmwr/volumes/69/wr/mm6933a5.htm>

Chronic diseases, infographic showing that 6 in 10 adults have a chronic disease and 4 in 10 adults have 2 or more chronic diseases

<https://www.cdc.gov/chronicdisease/tools/infographics.htm>

Many chronic diseases are caused by a short list of risk behaviors: tobacco use and exposure to secondhand smoke, poor nutrition, including diets low in fruits and vegetables and high in sodium and saturated fats, physical inactivity, excessive alcohol use. <https://www.cdc.gov/chronicdisease/about/index.htm>

The chances of breaking your hip go up as you get older <https://www.cdc.gov/falls/hip-fractures.html>

Alzheimer's statistics

<https://www.alz.org/media/Documents/alzheimers-facts-and-figures.pdf>

Caregiving impact on family members providing care

<https://www.caregiving.org/caregiving-in-the-us-2020/>

## Finances

### Credit counseling

<https://fcaa.org/>

<https://www.nfcc.org/>

### Developing retirement financial plans

<https://ncoa.org/age-well-planner/finance>

[https://www.aarp.org/money/money\\_tools/](https://www.aarp.org/money/money_tools/)

<https://www.consumerfinance.gov/consumer-tools/>

<https://www.consumerfinance.gov/consumer-tools/retirement/>

<https://www.dol.gov/agencies/ebsa/about-ebsa/our-activities/resource-center/publications/retirement-savings-toolkit>

<https://www.protectedincome.org/rise-calculator/>

<https://www.protectedincome.org/tools-guides/>

<https://www.ssa.gov/benefits/retirement/planner/agereduction.html>

<https://www.sec.gov/education/investor-education>

### Financial decision making as you age

<https://www.consumerfinance.gov/consumer-tools/educator-tools/resources-for-older-adults/financial-security-as-you-age/planning-for-diminished-capacity-and-illness/>

[https://www.geron.org/images/gsa/documents/GSA\\_Hidden\\_Financial\\_Dimensions.pdf](https://www.geron.org/images/gsa/documents/GSA_Hidden_Financial_Dimensions.pdf)

<https://www.nia.nih.gov/health/getting-your-affairs-order>

<https://www.nia.nih.gov/health/legal-and-financial-planning-people-alzheimers#legal>

<https://www.soa.org/4a9501/globalassets/assets/files/resources/research-report/2020/thinking-ahead.pdf>

### Mitigating the risk of financial exploitation

[https://files.consumerfinance.gov/f/documents/cfpb\\_covid-19-scams-and-planning-tips\\_2021-06.pdf](https://files.consumerfinance.gov/f/documents/cfpb_covid-19-scams-and-planning-tips_2021-06.pdf)

[https://files.consumerfinance.gov/f/documents/cfpb\\_money-smart-for-older-adults-resource-guide\\_2021-06.pdf](https://files.consumerfinance.gov/f/documents/cfpb_money-smart-for-older-adults-resource-guide_2021-06.pdf)

<https://www.aging.senate.gov/imo/media/doc/Fraud%20Book%202021.pdf>

<https://www.consumerfinance.gov/consumer-tools/educator-tools/resources-for-older-adults/protecting-against-fraud/>

<https://www.consumerfinance.gov/coronavirus/avoiding-scams/>

### Planning for diminished financial decision making as age / financial and legal documents

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<https://www.loc.gov/rr/business/investment/toolkit.html>

<https://www.sec.gov/investor/pubs/sec-guide-to-savings-and-investing.pdf>

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<https://acl.gov/programs/retirement-planning-support/national-education-and-resource-center-women-and-retirement-0>

<https://hermoney.com/>

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## Data points

The FDC estimated that Americans ages 60+ lost at least \$602 M to fraud, scams and financial exploitation schemes In 2020

<https://www.aging.senate.gov/imo/media/doc/Fraud%20Book%202021.pdf>

In 2019, 26% of civilian workers had access to defined benefit plans including 16% of private industry workers and 86% of state and local government workers <https://www.bls.gov/ncs/ebs/factsheet/defined-benefit-frozen-plans.htm#:~:text=In%202019%2C%2026%20percent%20of,formula%2C%20such%20as%20a%20pension>

Incidence of elder financial exploitation <https://www.aging.senate.gov/imo/media/doc/Fraud%20Book%202021.pdf>

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<https://www.nia.nih.gov/health/infographics/stay-connected-combat-loneliness-and-social-isolation>

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### Technology for older adults to stay connected

<https://agingconnected.org/>

<https://www.oats.org>

<https://www.seniorplanet.org>

## Learning

### Life-long learning

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<https://www.marketwatch.com/story/looking-to-learn-something-new-in-retirement-find-an-age-friendly-university-11651072295?mod=richard-eisenberg>

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### Finding purpose

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## Resilience

### Beliefs on ageism

<https://academic.oup.com/gerontologist/article/60/1/174/5166947>

<https://becca-levy.com>

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### Building resilience

<https://academic.oup.com/psychsocgerontology/article/76/1/6/5910426>

<https://www.apa.org/topics/resilience>

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*“As a chess player, I know that strategy is the future impact of present decisions. However grand our plans are for two, five, even 10 moves ahead—it’s the move that we make now that determines that future.”*

### —Garry Kasparov

Russian pro-democracy leader, global human-rights activist, business speaker and author, and former world chess champion

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