



Purpose Driven Leader – Purpose Driven Career

The quest for shared value calls for radically changing leadership
and career development for mid / late career Executives

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Foreword

David Grayson

Director, Doughty Centre for Corporate Responsibility, Cranfield School of Management

For too long, across the Anglo-Saxon world, business has laboured under a false but dominant paradigm: maximising shareholder-value (MSV). Even the supposed godfather of MSV: Jack Welch, the former CEO of GE, was later to describe it as “the dumbest idea.”¹

In our 2014 Doughty Centre White Paper “Combining Profit and Purpose” for Coca-Cola Enterprises² we argued that optimising shareholder-value over the medium to long-term should be the consequence of a well-run business – not the purpose. We highlighted some of the initiatives and organisations encouraging businesses to define their own purpose such as *Tomorrow’s Company*³ with its inclusive business and Board Mandate models, *Better Business Blueprint*⁴ and the *B-Corp*⁵ movement. We also quoted Charles Handy’s view of a company as a community of individuals⁶: individuals with their own values and purpose.

In this new Doughty Centre Occasional Paper, visiting fellow Anita Hoffmann builds on our earlier work on purpose, with a powerful reflection on careers with purpose – and how organisations that aspire to endure into the indefinite future, should be seeking to capitalise on a powerful constituency of mid to late-career employees who aspire to careers with purpose. The challenge, of course, is that today, all too often, these same employees perceive – rightly or wrongly – that it is career *or* purpose. As Anita argues: this need not be so! Wise organisations will want to retain and harness this talent to enhance productivity and improve customer service.

Pundits and media are currently giving great emphasis to Millennials and what Millennials want. Anita’s research and paper suggests Millennials are by no means alone in wanting careers *with* purpose.

I hope this Occasional Paper will stimulate faculty colleagues at Cranfield but also in Schools of Management and Business Schools across the world, to reflect on what more can be done in graduate and executive education to help managers create enabling environments for careers with purpose. I also hope Anita’s work will stimulate innovative new programmes aimed at mid-late career professionals who want a structured process for reflection and enhance/update their skills to give them a better chance of fulfilling later careers with purpose. After all, with an ageing workforce and more of us needing to / wanting to continue working later, this should be in everyone’s interest.

¹ Francesco Guerrera, Financial Times, Welch condemns share price focus, Former GE chief calls shareholder value ‘dumbest idea in the world’ MARCH 12, 2009

<https://next.ft.com/content/294ff1f2-0f27-11de-ba10-0000779fd2ac>

² <https://www.cokecce.com/insights/combining-profit-and-purpose>

³ <http://tomorrowscompany.com/>

⁴ <http://www.blueprintforbusiness.org/>

⁵ <https://www.bcorporation.net/>

⁶ What is a company for? <http://www.som.cranfield.ac.uk/som/dinamic-content/research/doughty/Handy.pdf>

Executive Summary

"I have always wondered why we wait until redundancy to give the best possible career advice to our people..."

Martin Swain, Vice President, Global Employee Relations, Inclusion & Diversity, GSK, UK

This paper has three main propositions:

- That organisations need to make personal career development skills a core executive competence from at least age 40 and update it throughout their careers.
- That companies institute career development processes covering all stages of an executive's career, including exit, pre-and post-retirement and alumni practices.
- That by giving executives opportunities to develop the tri-sector skills (to bridge Business, NGO/NFP, Government) needed for the increasingly social purpose driven business world, they can also learn the key skills for owning and developing their own careers.

This will benefit the executives, their companies and will create a vibrant talent pool for helping solve societal issues.

The reasons why this is needed are several:

- Society is increasingly asking business to help solve societal challenges, i.e. to have social purpose in addition to financial purpose.
- Executives wish to contribute to the greater good and give back.
- The executive cadre is ageing all over the world.
- Executives will stay longer in the workforce and have second and third careers.
- Mid/late career executives' need to have up-to-date leadership skills.
- Companies need engaged and confident leaders.
- Succession planning at senior levels is attracting board attention.
- Society needs leaders who can be effective across stakeholder sectors, Business, Government, NGO's etc. to scale solutions to societal issues.

The paper also presents best practices found in leading purpose driven companies from several sectors globally.

The main topics and conclusions are:

Purpose as driving force – societal, business and individual

The concept of business having social purpose as the core of strategy is becoming mainstream. Major corporations of all sectors are pursuing this path. This is driven by the need for society to involve business and its scale and resources to help solve societal issues.

Having purpose (working for something beyond ourselves) is fundamental for the wellbeing of human being and as we age we increasingly wish to give back and make the world a better place for coming generations. Purpose is also the most important factor for employee engagement.

Implementing purpose driven strategy – through real world action learning

For a purpose driven strategy to be successful, the organisation's leaders need to go on their own purpose finding journeys. They also need to develop a whole new set of externally stakeholder related leadership development competencies and skills, also called 'tri-sector' (business, NFP/NGO, Government) skills.

Leading companies increasingly use 'in community' hands on pro bono work experiences to achieve both aims. Depending on how these programmes are implemented, senior executives are part of this or they are completely left out of this crucial action learning that creates 'aha' moments and high-speed new leadership skills development.

Finding a purpose driven job or career – how did other executives do it?

The current myth is that in order to have a purpose driven career, executives have to leave their current employers and seek positions in the NFP sector. The research shows the opposite; staying in your current company and affecting change there is the most successful career strategy for achieving a purpose driven career.

The most successful career change strategy for executives is to include purpose driven change projects that help deliver the company's strategic aims into their current positions. This enables them to learn the new tri-sector bridging leadership skills that allow them to aspire to other purpose driven positions inside and outside the company. By doing this they have also learned how to develop and truly 'own' their own careers.

Executives will stay in the workforce longer in the future

Executives will stay longer in the work force and their companies, due to increasing retirement ages as well as the wish or financial need to stay working much later in life.

This will require companies to think about how they provide continuous development of executives in senior ranks to keep them up to date in terms of leadership development and also how they prepare them for successful 'post retirement' careers.

Mid /late career development practices for executives – what the research says

Due to the above, succession planning is becoming an urgent topic for boards and executive committees. There is a need for succession planning based on explicit mutual agreements between executives and employers rather than the 'I'll tell you what you want to hear' principle that is currently abounding.

It is also clear from leading companies that there is a need for real career development processes and skills so the executive can develop themselves to be competitive in seeking internal and external positions, at which ever point the executive might want or have to leave the company.

Instead of pre-retirement preparation programmes shortly before the eligible retirement age, or outplacement service on redundancy, leading companies now have 'executive talent services' that help executives develop their careers on both the inside and the outside of the corporation including transition support, should they elect to leave. This also enables them to have highly placed alumni who are favorably disposed to their former employer in future business interactions.

A model for career development for mid/late career executives

The research did not identify any single company that provided all the innovative and beneficial mid/late career development practices. Instead different industry sectors due to their particular

business models have created best practices in particular fields that are important to their executive cadre.

By collating these innovative practices we can begin to see the shape of a mid/late career development process very different from what we see in most companies today;

- Mid/late executive career development becomes a board and executive high priority topic dealt with as much greater detail than before.
- Career development processes and support services are put in place from age 40.
- Mid/late career executives are included in the tri-sector leadership development programmes of the company.
- Secondment programmes are put in place to enable mid/late career executives to rotate in and out of the company's various purpose driven departments (CSR, Foundations, Corporate Venturing, etc.) NGO's, NFP's and government bodies for shorter or longer stints.

Therefore, this paper argues that there is a real opportunity for organisations to benefit by equipping mid/late career executives with purpose driven career development skills. This is best done by developing tri-sector leadership competencies i.e. the ability to operate across the business, NGO/NFP and government sectors. This skill is also highly valuable to the organisation pursuing a purpose driven strategy. Today most of this development is focused on early/mid career leaders.

Apart from being good for the individual executives and their companies, unleashing this latent potential in executive ranks has the potential to create a highly engaged and competent leadership pool for society to call on to lead cross sector projects to solve major societal issues.

In view of the current debate to raise retirement ages to our mid 70's and even early 80's and the historic 2015 Cop21 agreement and the new Sustainable Development Goals many companies globally have signed up for, these skills are indeed becoming an urgent necessity.

Join the debate at <http://purposeleadercareer.strikingly.com/>

"We need to redesign work as research shows that the nature of work is changing [as is society] and there will be no 'mid-life-crisis' going forward, work will be an ever-changing continuum...

We need to get rid of the 'Learn-Earn-Return' model we have been operating with executives. "

Aaron Hurst, Author, The Purpose Economy & CEO, Imperative, USA

Introduction and background to the research

The idea for this research came from listening to around a thousand mid-to late-career executives per year over the past 6-7 years while working with them on career transitions via executive search and coaching work.

- Why did it seem to often be a complete surprise to employers when senior executives announce their departure for a second or purpose driven career?
- Why do so few seem to succeed in their career transitions and have the impact they wish?
- With so much going on around purpose with millennials in companies, *[1],*[2],*[3] why did mid/late career executives seem to be cut off from this strategic and vibrant leading edge activity?

Increasingly executives expressed a yearning to do work having social purpose in addition to financial purpose, as well as working long beyond the traditional retirement ages in their companies or countries. But normally not for their current company...

The time line for 'changing to do something meaningful' was becoming a continuum from mid 40's to early/mid 50's, whereas 10 years earlier these discussions came to the surface as formal retirement approached, late 50's and early 60's.

Some executives transitioned successfully into new meaningful careers, others floundered and then re-surfaced reduced. Many others completely vanished from organisational life.

In many companies the topic of 'I am thinking of what to do next in my life and career' was a taboo topic, in fact it was 'a sure way to be exited rapidly'.

This means a loss of senior powerful talent to companies and society, with senior executives surreptitiously organising and springing their surprise departure on their organisations or floundering through a sudden, unexpected departure long before they had learned the skill of how to build a new career.

With an ageing workforce, including executives, and longer working lives there seemed to be a big gap in understanding how to manage this new reality and I wanted to see if there were organisations out there who were thinking about this topic and putting innovative practices in place.

The research set out to answer the two questions:

- With society asking business to be more involved in solving societal issues, are organisations changing the way they develop mid/late career executives leadership skills and career development skills and if so what practices are they using?
- Executives who found themselves purpose driven jobs and careers, how did they do it and what can other executives and companies thus learn from them?

As Purpose Driven companies (who have an objective of social purpose as well as financial purpose) were likely to be the most advanced in implementing new people processes driven by purpose, these companies were the logical candidates to research and interview on the organisational side.

Executives who had successfully transitioned into purpose driven careers (inside or outside their original companies) provided the insight for successful transition processes to purpose driven work.

Research Findings

1. Purpose as driving force – societal, business and individual

Three global trends are shaping how mid to late career executives are making decisions about their future careers as well as the challenges for their employers in recruiting, developing, retaining and promoting these executives to deliver their new strategies;

- Society is expecting corporates to be *involved* in solving societal issues
- Employees want to be *engaged* in their work and feel it has meaning
- Society and the workforce is *ageing* globally

And the additional factor is as old as the human race;

- We *change priorities* as we go through life's stages.

Yet the way careers are handled in most companies are still linear, in perpetual ascendancy, taking little or no account of changing priorities for the senior leaders and managers of the companies or the changing age and motivational profile of the executive talent pool as new strategies with social purpose are pursued.

Society is expecting corporates to be involved in solving societal issues

Delivering stakeholder value delivers superior financial returns

The iconic book, *Firms of Endearment* by Raj Sisoda, Jag Sheth and David Wolfe was first published in 2007, 18 months before the financial crisis.

They showed us why brands like Patagonia, Interface, IKEA, Google, Wholefoods etc. with their unique focus on delivering purpose (or shared value) for employees, society and business engendered extraordinary customer and employee trust and loyalty. They also delivered superior financial returns to investors, cumulatively as well as in annualized returns both short and long term.

Despite the turbulence caused by the 2009 financial crisis, in their updated book, they show that in the 15 year period finishing 30 September 2013, their 28 chosen US Public Firms and International Firms of Endearment vastly outperformed the S&P 500, in fact dwarf both their cumulative and annual returns, on all time horizons and Good to Great firms on all time horizons except the immediate preceding 3 years.

This period (1998 to 2013) includes all the upheavals we have seen in the business world over the past 15 years, dot com bust, Enron fall-out, the financial crisis and 'the great recession' etc. Clearly these firms aiming to deliver value to all stakeholders are more resilient than the average firm. *[4] *[5]

This phenomenon had also been observed and documented by the Harvard team Eccles, Iannou and Serafeim, in the academic study '*The Impact of Corporate Sustainability on Organisational Processes and Performance*' published in Management Science, Forthcoming in 2011) *[6]

Delivering Purpose is the next stage of economic development

In January 2009, in the depth of the financial crisis, Paul Polman took over as CEO of Unilever. Over the past 6 years the world has seen him take the lead in declaring that business has a social

purpose as well as a financial purpose and that business has a responsibility in using its knowledge, scope and resources to help solve major societal issues. *[7], *[8]

The rest of the consumer goods industry looked at this move as unusual and watched with suspicion if this could work with such a large company. Most of the rest of the business world did not take much note, as the first wave of successful Firms of Endearment were largely consumer facing. Particularly industrial B2B companies did not feel this really was meaningful to them at this stage.

Counter intuitively; the financial crisis saw the birth of a completely new stance regarding the role of companies in society, by a number of insightful CEO's beyond the FMCG sector. These CEO's took the opportunity while business as usual was literally 'suspended' to invite their executives, managers and employees (often in their thousands) to participate in brainstorm around what the company's strategy should be going forward.

The response was an overwhelming vote for 'sustainability', 'solving issues in society', 'contributing to society', 'contributing to something bigger than the company and its products' etc. Out of this, a whole new role for business was defined in their strategies; *they want to change the role of business in the world and change the world*. They have a purpose in society; delivering value to all stakeholders, making profit is the result.

These companies include e.g.; DuPont, Dow, IBM, Philips, SAP in the US and Europe, Nedbank and Hollard Insurance in South Africa and SCentre Group in Australia apart from the well-known Tata, Mahindra & Mahindra etc. in India...

Most of these strategies were developed and executed quietly but with big impact, e.g. IBM who were in the doldrums in 2007/8 after their sale of the PC division and 'isolated in their data-centers' doing B2B business have emerged as a highly financially successful company and become a Firm of Endearment.

Other companies and sectors are following suit with e.g. the professional service giant PwC who in 2012, announced their purpose statement. They have developed a 'purpose driven transformation service offering' and the Beacon Institute for purpose driven business was announced at WEF January 2015. They are clearly betting that mainstream business is moving in this direction.

On August 15, 2015 Fortune Magazine's published the first 'Change the World 50'. In this list companies who want to 'change the world' we find 'the usual suspects' Unilever, Patagonia, Wholefoods, Google etc., but also an Italian utility company (Enel), a cement producer (Cemex), Telecoms (Vodafone/Safaricom), Technology (IBM, Cisco) and a shipping and O&G company (Maersk)! *[9]

With the enthusiastic adoption of the UN 2030 Sustainable Development Goals on September 25th, 2015 and implementation cooperation guidelines like the SDG Fund 'United Nations and Business' *[10], the historic Paris Climate Deal on December 12, 2015 *[11] and particularly the publicly visible support by senior business executives for a climate deal in the year running up to COP21. *[12], *[13]

When high profile Pledgers (The Giving Pledge is an effort to help address society's most pressing problems by inviting the world's wealthiest individuals and families to commit to giving more than half of their wealth to philanthropy or charitable causes either during their lifetime or in their will, started by Bill & Melinda Gates and Warren Buffet) like Mark Zuckerberg and Priscilla Chan pledge 99% of their wealth in their lifetime, we are seeing what a panelist at an O&G conference early December 2015 called 'a change of the tide of sentiment in society'. *[14].

Purpose Driven Business is firmly 'out of the closet' and moving center-stage going forward.

Employees also want companies to deliver purpose (and profit) at all levels and ages

Most employees, not just millennials, now believe that the top responsibility of a company is to provide goods and services that positively impact society.

In the October 2014 study by the Doughty Centre for Corporate Responsibility at Cranfield University and FT Remark, 88% of current leaders (baby boomers and Gen X) and 90% of future leaders (millennials) agreed with the statement that 'Business should have a social purpose'.

They significantly differed in their view on how far advanced their companies were on the road to implementing purpose; 86% of current leaders but only 19% of future leaders believed business generally is already demonstrating societal purpose. *[15]

That more should be done is also evidenced in the 2013 Core Values Study by Deloitte, where both employees (68%) and executives (66%) agree that businesses do not do enough to instill a sense of purpose aimed at making a meaningful societal impact in their culture, although it was deemed to be essential going forward. *[16]

The Purpose Economy

Aaron Hurst in the book of the same name argues eloquently (using the same kind of observations that his uncle Marc Porat did in his 1977 doctoral thesis when coining the term and announcing the arrival of the Information Economy) that we can see the emergence of the next era of economic development in the world. After the Agrarian, Industrial and Information Economy we are now seeing the emerging shift to the Purpose Economy.

A number of books have been written on the topic (e.g. Philip Kotler et al 'Confronting Capitalism', Lord Browne et al 'Connect', John Mackey and Raj Sisoda 'Conscious Capitalism') and there are numerous initiatives and organisations developing and promoting new approaches. The Doughty Centre has mapped more than 130 such new approaches. *[17]

Other terminology used is e.g., Shared Value, Just Capital, Inclusive Capitalism, Capitalism for the Long-term and Compassionate Capitalism. They all make the same point; time for business to play a different role in society providing value for all stakeholders.

We have chosen the Purpose Driven definition as it makes the link between societal, business and individual motivations and the organisational changes needed clearer to draw.

Purpose is a verb - not a noun and it is not a cause

One of the most common confusions for both organisations and individuals is that a purpose does not equal a *cause*. It means answering the question 'what are we actually here to do?'.

As Aaron Hurst in The Purpose Economy put it:

"So many of us who are looking for a cause think we have to find our one true calling ...***seeking our purpose is about finding a direction, not a destination. That is, purpose is a verb, not a noun.*** We may never find one true calling, but we can understand the color of our purpose, which can help us have much more meaningful careers and lives.

TRUTH: Purpose isn't a cause; it is an approach to work and serving others. Purpose is a verb, not a noun." *[18]

As an illustration, Unilever succinctly states: 'Our purpose is to make sustainable living commonplace'. They then set out what this means, a range of things they plan to do to achieve this and how they will do this through their brands.

Or as South Africa's Nedbank CEO Mike Brown puts it;

" 'Fair Share 2030', is a business strategy that responds to the premise that to be a thriving bank in the long term Nedbank needs to operate in a thriving society. The strategy comprises a carefully calculated flow of money, starting in 2015 and allocated each year, to invest in future-proofing the environment, society and our business"

Mike Brown, CEO Nedbank, South Africa, February 2014 *[19]

Purpose Driven Business takes CSR into a new league

A question often asked is 'how does CSR and/or our Sustainability programme fit into Purpose Driven Business?'.

In this scenario, you could say 'CSR is dead, long live CSR'. The traditional CSR role as an expert function on the fringe of business, delivering scientific results, reporting, communications and philanthropy is declining. This is also the view firmly held by John Browne and Robert Nuttall of McKinsey in their 2015 book 'Connect – How Companies Succeed by Engaging Radically with Society';

'CSR is dead...CSR has failed both companies and society because the initiatives are almost always detached from the core commercial activities.'

'The connection between business and the world can only thrive if companies integrate societal and environmental issues deeply into their core business strategy and operations.' *[20]

For the past 7-8 years, the roles of CSO (Chief Sustainability Officer) have mainly been given to business leaders and very few sustainability subject matter experts have been hired externally or promoted internally into these senior roles. Unilever is a typical example of this with the lead roles in sustainability being held by leaders who held major business responsibility for e.g. whole categories etc.

With Purpose Driven Business the whole company 'becomes the CSR department' transforming into an organisation that can deliver the true meaning of Corporate Social Responsibility; taking responsibility for Social, Environmental & Economic impacts. I.e. it literally 'is the strategy' and CSR has become the core of the corporation not a fringe function, it IS the business.

CSR departments who can adapt to this will become core to a company's strategy and success going forward, the ones who cannot will become irrelevant and relegated to the sidelines as a support function for expertise input but no real impact in the corporations.

Purpose driven businesses – from volunteering to strategically targeted pro-bono

Purpose driven businesses have moved to a stage beyond volunteering to instead provide their skills, products and services on a pro-bono model to help solve issues in society that fit the company's purpose and skillsets, i.e. that are in their strategic focus. This is also used as key leadership development opportunity as we will see later.

All of them still have volunteering programmes to allow individual employees to assist their favored causes. However, what used to often be fairly random locally sponsored collections of causes the companies supported are now being centralized and focused on issues the company is well placed to help solve and by doing so they gain impact for both the company and local community organisations.

“Volunteering is in Bain’s DNA. Each office does volunteer days in the community and provides pro-bono cases to non-profits working on issues like public health or the environment.

In addition, Bain is trying to move the needle on both education and global development by investing in significant partnerships with leading NGOs like Teach for America, Endeavor and Acumen.

In 1999 Bain also helped launch Bridgespan, the largest NFP consulting firm to the social sector. It has over 150 consultants in NY, Boston, SF and Mumbai.

Bain staff can rotate into Bridgespan and vice versa which helps bring Bain’s business acumen to the NFP sector.”

Steven Tallman, Partner and VP of Global Operations, Bain and Company, USA

Purpose is an important aspect of engagement and wellbeing for employees

Employee engagement is seen as one of the top factors for company success, inducing profitability and earnings per share, by management and executives. *[21]

Yet, each year surveys show that a large part of the workforce is not engaged. E.g. Gallup’s ‘State of the Global Workplace’ survey 2014 says;

“Currently, 13% of employees across 142 countries worldwide are engaged in their jobs — that is, they are emotionally invested in and focused on creating value for their organisations every day...Actively disengaged workers — i.e., those who are negative and potentially hostile to their organisations — continue to outnumber engaged employees at a rate of nearly 2-1.”

This implies that 63% of employees just do their jobs without much enthusiasm and over 25% are negative and potentially hostile...

The study also states that executives overestimate how engaged workforces are whereas managers working for them are more pessimistic regarding their subordinates’ engagement levels. *[22]

For managers the situation is slightly better with 35% of them engaged at work according to Gallup’s 2015 survey in the USA. *[23] The conclusions in the summary are pretty stark:

- *51% of managers are not engaged; 14% are actively disengaged*
- *Disengaged managers create disengaged employees.*
- *30% only of US workers only engaged*

Unleashing this latent potential in both executive, managerial and employee ranks is one of the most important topics a company can engage in. This article argues that Purpose Driven Business has the potential to do so for both companies and society.

The human desire for purpose beyond themselves

“We find purpose when we do things we love, attempt new challenges, and express our voice to the world.”

Aaron Hurst in *The Purpose Economy: How Your Desire for Impact, Personal Growth and Community Is Changing the World* *[24]

The desire by human beings to contribute to something larger than themselves and their own needs is as old as humanity. The philosophers Aristotle wrote already in 300 BC about ‘the good life’ being eudaimonia – a good life, a flourishing life, a fulfilled and worthwhile life.

A plethora of books have been published about Happiness and Wellbeing over the past decades, and the common denominator in all of them is purpose.

The Nobel Memorial Prize laureate Daniel Kahneman discovered that once our basic needs are met, extrinsic rewards (money, recognition etc.) becomes much less important to us and actually don’t work as motivators for higher performance at work, while intrinsic rewards (internal, emotional satisfactions) become far more critical. *[25]

Daniel Pink in his book, *Drive*, describes these intrinsic motivators as; “autonomy - the desire to steer our own ship, mastery - the desire to steer it well and purpose - the need for the journey to mean something”. *[26]

Sr. Helen Alford, Vice Dean at the Faculty of Social Sciences at Angelicum, the Vatican University, has spent a lifetime studying the intersection of psychology, philosophy, wisdom traditions and neuro science. She draws the very logical and compelling conclusion that human beings are literally hardwired for cooperation and our greatest sense of joy and satisfaction comes from doing things for other people, for the Greater Good. *[27]

Recent studies on life satisfaction in both the US and UK general public confirms this fact. *[28] *[29].

As we age and face our mortality and ‘time becomes finite’, our desire for purpose in our lives and work increases. Most of us wish to leave the world a better place for the next generation, what is called generativity as Laura Carstensen’s famous research on socioemotional selectivity theory shows. *[30]

In the GCC, many companies are family owned. The first generation left a legacy by creating well-endowed foundations separate from the business.

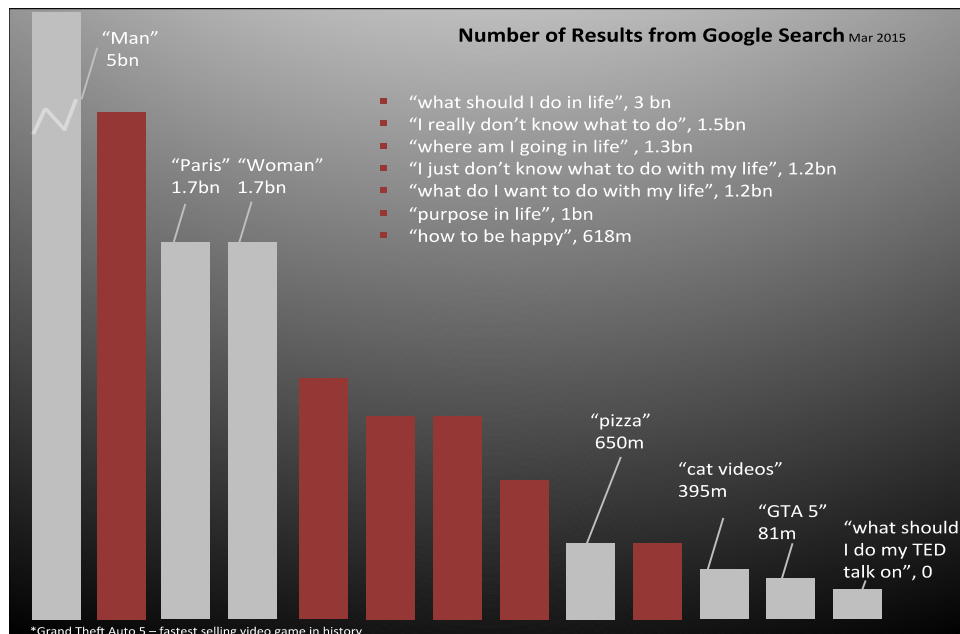
Now the second generation family firm leaders are at the age where they are looking to leave a legacy. They are looking to incorporate the legacy leaving into the business, like in the West. They are starting to see this as an additional way for ‘good business’ which leads to a good life and balance in society.

Ibrahim Al Zu'bi, Senior Advisor – Sustainability, Government of Dubai - Dubai Land Department, Advisory Board Member, Dubai Real Estate Institute (DREI) and Head of Sustainability – Majid Al Futtaim Properties, UAE

The poignant statistics LinkedIn's Marcella Cheung shared in her May 2015 TED talk on finding purpose speaks for themselves;

Googling the question '*What to do with my life*' returns **3 billion results**...only surpassed by searching for the word 'Man'...

We can state with some confidence that purpose (in life and work) is currently very much on the minds of the citizens of our society all over the world.



Source: Reproduced with the permission of Marcella Cheung, LinkedIn, TEDx, *Using Memories to Find What to Do in Life*, <https://www.youtube.com/watch?v=xqXBkNxWcfw>

2. Implementing purpose driven strategy - real world action learning

To implement a purpose driven strategy, companies need to engage their executive cadre in the new directions and also develop new leadership skills. Mid/late career senior executives need to be included in this, but this is not always the case. The skills vital for successful strategy implementation are akin to career development skills, so missing out on this would be a 'double-whammy' for mid/late career executives' future career success.

This section covers four topics:

- The external and often unknown world takes center stage
- How can executives learn to understand this external world?
- Engaging executives in the new strategy – and how senior executives miss out
 - Top down
 - Sideways up
 - The next wave of development programmes – tri sector cooperation cross industry borders
- Where does this leave the senior executive cadres in companies?

The external and often unknown world takes center stage

When a company embarks on a purpose driven strategy their attention quickly moves from internally operational and efficiency related topics to externally focused stakeholder and outcome related discussions. This is new territory for most companies and outside the comfort zone of executives used to operate mainly internally.

The new leadership competences needed in a purpose driven business, and how to develop them have, as we will later see, a core facet in common with successful career development and transitioning – *an ability to understand and interact effectively with the external world*. See also Appendix 2, New Leadership Competencies.

Choosing a strategy with social purpose as its core, means that the outside world and particularly local communities, NFP's, NGO's and government organisations quickly becomes the new focus.

For many executives this is an entirely new world they have no experience dealing with as the more senior you become, the less externally focused outside your company's business sphere your role normally is. Many senior levels executives are used to mainly deal with their colleagues internally or in industry and government bodies related to their industry.

Globalisation of our businesses also means that most of the growth for many companies will come from the developing world, with local communities in these countries, where cultures and issues that are unfamiliar and that can be bewildering.

An example of how this outside in perspective works is the Integrated Syngenta Strategy *[31]:

'We are helping farmers around the world raise yields while preserving water, soil and ecosystems.'

"In 2011 we launched our integrated (*) strategy and posed the question: what if we think about it from the point of view of the farmer's field instead of from a product perspective of seeds and chemicals?

Our business relies on local communities in rural locations [around the world] and our business per se did not change, but the smallholder strategy is a new way of looking at what our business is about.

Out of this came our core belief: We do not need to take more land under cultivation in the world in order to feed a growing population."

Jonathan Seabrook, Head of Corporate Affairs, Syngenta, Switzerland

(*) Corporate Responsibility integrated with business. Syngenta no longer publishes separate CR reports. *Corporate Responsibility IS the business.*

How can executives learn to understand this external world?

Adults learn best by action learning; testing out new behaviors and then internalizing them, as opposed to 'figure out who I am/ what I should be and then execute the plan'.

This is what Herminia Ibarra calls The Outsight Principle in her book 'Act like a Leader, Think like a Leader';

"The paradox of change is that the only way to alter the way we think is by doing the very things our habitual thinking keeps us from doing... The principle holds that the only way to think like a leader is to first act: to plunge yourself into new projects and activities, interact with very different kinds of people, and experiment with unfamiliar ways of getting things done." *[32]

The following section will explore how Purpose driven companies are engaging their executives, while at the same time developing the new leadership skills needed in this new interconnected, transparent and socially accountable environment.

Then we will describe how successful career transitions into purpose driven careers are made, confirmed by the stories the interviewed executives shared.

Finally we will show how companies and executives will benefit from learning career development skills as part of their personal development but also as a way of learning the new leadership skills the corporation and society needs going forward.

Engaging executives in the new strategy

As the companies we studied started looking at their business from a radically different perspective they needed their executive cadres to buy-in to the new strategy and learn to 'think and do differently'.

Unsurprisingly most companies we studied used bespoke and novel business school programmes to involve and engage their top executive community (top 100, 200, 300 or 400 depending on size and type of business) in the new strategic direction.

In addition many leading companies also incorporate *hands on action learning on the ground in emerging markets or local communities*.

There are two distinctly different approaches by these companies. This has a major impact on how much senior executives are exposed to and involved in actual on the ground experiences in the community and thus their development of these crucial new leadership skills.

- **Top down** - with the CEO as the driver – experiential on the ground learning **starts with senior executives**. The aim is to get understanding and buy-in for the new strategy, build new values and starting the senior executive's journey of understanding what their own purpose is and start developing new understanding and skills.

These programmes are then rolled out into the early/mid career levels through on the ground action learning programmes. HR normally highly involved and committed.

- **Sideways up** - with CSR or Business Unit leaders seeing the need for outreach programmes in communities and retention of **early/mid career** high performing leaders. Over time they end up being leadership development programmes.

In these organisations we found little evidence of senior executive involvement on the ground. Some organisers had recently received requests to create such programmes. HR were often resistant to making these programmes part of the official leadership development curriculum, if they were not the instigator.

Top down - Purpose driven leaders had catalyzing experiences

This is borne out by the personal stories of most CEOs and senior leaders who have taken their companies or team's business on a purpose driven journey; they have all had their own journeys and 'aha' moments to understand what their own purpose is and what their companies need to do.

Some of the leaders were born and/or work in countries with societal challenges like South Africa, India or other developing countries. Some backpacked around developing countries as young adults, others grew up in house-holds with a community service tradition and yet others had formative experiences while taking sabbaticals questioning their career directions and working for e.g. the Peace Corps. All stem from a 'real world' experience.

They therefore think that it is critical that other leaders go on their own 'purpose journeys' if real change is to be achieved.

The on the ground / in community programmes forces their colleagues to look, to feel, to absorb, to question and to 'wake up' to the world they affect with their business decisions. The feedback from participants from such programmes is that 'it is a life changing experience' and 'we want more!'.

Learning from the leaders: You have to set executives on their own purpose journey

Senior executives, who have been on this journey for up to 10 years, point out that you cannot take the company on a purpose journey without setting the individual leaders on their own journey.

To be able to implement the strategic direction the company is aiming for, you have to go out into the real world and figure out how it will play out. It cannot be done from the boardroom or comfortable air-conditioned offices.

Being out in the real world, faced with poverty, ill health and difficult conditions, inevitably raises questions in the executives' minds, as it should. This sets executives on a journey to find their own purpose, which will either commit them firmly to the company's purpose or they might find that the two don't match and choose to leave the company.

"Unilever, over the past couple of years took their top 400 leaders through a programme to discover their own purpose and how to bring this to life in Unilever with impact inside as well as on the outside environment.

A very small number felt that they could not play this out inside Unilever and therefore chose to leave. They had anticipated this beforehand and decided this was an expected acceptable outcome of such a fundamental programme. This is now being rolled out to the next level leadership"

Geoff McDonald, Director Bridge Partnership, previously Global VP HR for Marketing, Communications, Sustainability, and Talent, Unilever plc, UK

"When you do this, take your time and think through what it means. Don't impose it on the organisation, it needs to have meaning for everybody and needs to be linked to the company's purpose and ambition and tied to meaningful metrics."

Jonathan Seabrook, Head of Corporate Affairs, Syngenta, Switzerland

"You cannot command people to have purpose, they have to go through the journey and find it themselves."

Paul Fletcher, transitioning Managing Partner of Actis LLP, UK

Once this process starts it is self-energizing; the more purpose values and involvement the more the executives want;

"We [Actis] recently interviewed 25 partners in the firm about what they want to for the future of the firm and the answer was that the next 5-10 years should be even more deepening and strengthening of the values and culture of Actis. They want more!

We ourselves have said in the past 6 months that we need more leadership development to achieve this goal. This has come from ourselves not from any outside pressure."

Paul Fletcher, transitioning Managing Partner of Actis LLP, UK

Actis annual in-community Partner meetings*

After raising their third fund closing December 2008, they recruited new partners around the world to meet their new ambitions. To get everybody on board for the same vision and mission Actis started to use their annual Partner meeting each year for a Quest to one of the countries they invest and work in, like China, India, Kenya and South Africa.

Partners and their spouses are invited for a weeklong on the ground in-community exploration quest that helps them understand the unique challenges people face in the countries they invest in, drives their investment decisions and helps both partners and their families understand and commit to what they are trying to achieve. *[33]

Can such short stints in a community really have any effect?

Flying in to locations with senior people meeting local communities for a short period of time can look like voyeurism and disrespectful towards human beings in resource challenged communities. No change can be achieved for the people they meet during that short time span.

But the impact on the executives is immense and crucially, projects the community visits inspired are continued once back in home locations and become part of the delivering the new strategic direction

The programmes are developed together with experienced partner organisations that have long standing relationships with local NGO's and NFP's who knows what is appropriate in the local culture. The local hosts derive energy to continue their community programmes from other thoughtful and respectful human beings being interested in their lives and projects.

Yes, executives really do experience the tragedy of other humans having to struggle daily when they have a life of ease, the loss of human potential due to malnourishment and lack of healthcare and schooling, but also the tremendous potential, resilience and ingenuity of the human race. It inevitably sets the person on a journey of questioning what, why and how we are doing things in our lives and business.

"Quests are now incorporated into our partner training program to help expand partner's worldview and raise consciousness on the impact our work can have on local communities...

It started in 2008, when we decided to have our annual partner meeting in Shanghai with almost 300 attending partners and to make this a Quest. It helped us each understand of the expanding role of China in the world and the human challenges that nation faced.

At our global partner meeting in India in 2013, Paul Polman spoke to the group about sustainable development. We also worked with Leaders Quest to take over 500 partners on a Quest where we visited local communities and NGOs in addition to business leaders. This had real impact on our partners. "

Steven Tallman, Partner and VP of Global Operations, Bain and Company, USA

Sideways up

Concurrently with or as a consequence of leaders being brought on board with the new strategy, a different type of action-learning programme emerged; Pro-bono work (also known as skills based volunteering or citizen diplomacy) in the form of projects in host client communities often in developing countries in line with the company's purpose driven strategy.

"The company is all about the intersection between social and business today, so this program fits right in/is core and provides:

- Leadership development
- Benefit for communities
- Benefit to IBM [new customers, innovation and brand equity]

Gina Tesla, Director Corporate Citizenship, IBM, USA

These programmes were often created and driven by a business unit or the CSR team who saw the need for collaboration with NFP's, NGO's and the company to achieve the social purpose the company had set itself.

They were also originally ***aimed at the early to mid-career employees***, as a leadership development tool and retention measure to engage mainly the millennial generation.

There are a couple of other well-established programmes worth a special mention; the IBM Corporate Service Corps, IBM Executive Service Corps and GSK's Pulse programme (for early career leaders). A case study of IBM's strategy and some of their leadership development and career development programmes relevant to the topic of this study can be found in **Appendix 4**.

July 09, 2012 | SAP - Corporate

SAP NEWSBYTE - SAP AG (NYSE: SAP) today announced a social sabbatical program as an innovative learning opportunity for SAP employees to contribute their time and talent to helping entrepreneurs and small businesses in emerging markets.

Small teams of select high-potential SAP employees will bring their specific expertise in areas such as strategy, marketing, IT, finance, consulting or legal to nonprofit organizations, government agencies or educational institutions to help solve pressing business or organizational issues. The pilot phase begins in Brazil in July and will be followed by assignments in India and South Africa in October.

The short-term sabbatical assignment will provide a unique opportunity for SAP employees to hone their leadership skills, deepen cultural knowledge and connect with other emerging leaders from around the world.

"SAP is committed to helping the world run better and improving peoples' lives by making strategic social investments that have a lasting and sustainable impact on society," said

Dr. Jan Grasshoff, senior vice president,
Talent, Leadership & Organization Design, SAP.

These programmes have been running since 2008 and the leadership development progress has been well documented, with both participants and their organisations reporting tremendous leaps in leadership behavior post the action learning programmes. Other companies are following suit (EY, Becton Dickinson, Microsoft, Credit Suisse, Dow, SAP) and are reporting the same results like e.g.;

"The alumni from the Social sabbatical are often complete role models for what we want to achieve, in terms of leadership;

- Understanding how to work with small organisations
- Thinking on their feet
- Working with resource constraints
- Being creative
- Driven by social mission

They are learning the need to deliver actionable and sustainable solutions to fit organisations they work with in a streamlined and simple way. They also bring this skill back and apply it to SAP. This has a huge impact and is showing real leadership."

Alexandra van der Ploeg, Program Director, SAP, Germany

The main difference between various programmes is the length of time participants are involved in the community, on 100% pay and with no other obligations to the firm during the project time.

IBM Corporate Service corps - 1 month

IBM Executive Service Corps - 3 weeks

SAP Social Sabbatical - 4 weeks

PULSE - 3-6 months

As the organisation sees the extraordinary fast growth of leadership skills, confidence and resourcefulness, a programme for more senior leaders is often put in place over time. An example of this is the *IBM Executive Service Corps* supplementing the IBM Corporate Service Corps.

So far little evidence was found that these organisations, where the programmes were started with younger leaders, involved their most senior executives in on the ground community programmes e.g. in developing countries.

However, several programme organisers said they now were implanting their first senior executive on the ground programmes, or had requests to develop offerings for the senior cadre. These programmes will have much shorter time commitments, e.g. one week-10 days on the ground or one day per month over six months etc. than the typical several weeks to several months' programmes for more junior leaders.

HR in several organisations in this scenario were resisting to accept these programmes as part of the leadership curriculum even when there was material evidence they were the most valuable leadership development experience leaders have ever had, for both junior and more senior leaders...

In the organisations that to-date don't have on the ground programmes for senior executives, the development and induction into the topic are focused around one-on-one coaching with e.g.

the CSO (Chief Sustainability Officer) combined with the tailored business school programmes mentioned before.

The next wave of development programmes – tri sector cooperation cross industry borders

As the companies purpose strategy and the understanding of what it takes to implement it deepens, they understand the growing need for cooperation and partnerships across many stakeholders in disparate constituencies (business, NFP's, NGO's, Government etc.) geographies, disciplines and even sectors. *[34]

This is one of the new core leadership skills needed going forward, for what Joseph Nye at Kennedy School of Government calls 'Tri-sector athletes', executives who understand the needs, aspirations and incentives of people from all the three sectors and can effectively act across all three and bring them together to devise solutions. *[35]

Thus the latest trend in the leadership development programmes is for cross-company, cross-sector, cross-constituency and cross-geography joint learning programmes and pro-bono projects.

E.g. IBM Corporate Service Corps now does on the ground pro-bono projects in partnerships with FedEx (in Brazil) and John Deere (in India), companies totally outside their own sector who deliver different but vital skills to a particular project. See Case Study IBM in **Appendix 4** for more details.

Also the more classroom led approach is going across all organisational borders to develop the cooperation and partnership skills that will be critical going forward. Examples of such programmes are e.g. The Forward Institute launched in the UK in 2014 as the home of a fellowship that will act as the pre-eminent, cross-sector development experience for the next generation of leaders and Vanguard, a global cross sector leadership development and innovation programme launched in 2014. Each programme is sponsored by a group of companies cross various sectors.

More details can be found in Appendix 3. Evolving leadership development practices.

These programmes are also typically aimed at the **early/mid career cadre** but with the twist that it is the most senior leaders from the company (the exco) together with next generation leaders, i.e. the successors to the successors to the exco...

We are focusing on the 5-10 year [experience] bracket, as we experienced high attrition there. We did a survey to understand why they are leaving, and found increasing disengagement by Millennials. Other companies are seeing the same issue ...and it is easier to influence the next generation leaders rather than the 50+ leaders. This way the leadership pipeline will also continue in a healthy fashion going forward.

Anonymous exco member

Taking the cross-sector training, cooperation and bro- bono work programmes to their next logical level would be career exchange programmes for executives between these sectors.

This happens today on an ad hoc basis (from e.g. professional services firms to government or NFP's) mainly again for the early/mid career leaders as can be seen e.g. in the McKinsey sponsored InterSector Project. The route mentioned for senior executives that exists today is secondment of senior experts into e.g. Government think tanks or task forces. *[36]

Where does this leave the senior executive cadres in companies?

A bit out in the cold, at the moment. That is unless you are part of one of the organisations where the CEO wants everyone to be part of the on-the ground/in the community type of experiences.

This is worrying for several reasons;

- How can executives lead their businesses, functions and teams effectively if they are excluded from learning the most critical new skills and competencies to operationalize the company's new strategy? Especially since this is the layer of the business whose jobs are the least externally oriented?
- At which point do they become irrelevant to the organisation?
- Searching for new positions and careers, at what point do they become irrelevant in the job market? Especially if they are seeking to go towards the purpose driven and NFP sectors which many executives expresses the wish to do post their corporate careers.

Is there any hope of a change in development for senior executives?

In purpose driven companies where the programmes started for early/mid career leaders, the programme organisers report that they have had requests, are developing or about to deliver their first programmes for the senior executive cadre.

Other companies are waking up to the fact that they are not developing their senior executives enough and have been or are putting in place programmes specifically focused on them.

One of the driving forces for this is the realization that leaders now often join senior executive ranks at younger ages (40-45) and therefore will be part of them for a longer time. Traditionally the intensity of leadership development is to make them ready for this step. Once they are there they are supposed to be 'the finished article' and 'just deliver'.

When executives joined the most senior ranks at age 50-55 there was only a few years before they retired from the company and thus needed less serious ongoing leadership development.

This is particularly visible in industries that have had leadership pipeline challenges, like O&G, who have been going through what they call 'the Big Crew Change' the past 5-10 years. A third of the global senior cadre (both technical and managerial) were eligible for retirement (due to the low levels of hiring in the last oil price slump) ... hence fast track leadership development programmes were put in place to get the 30-35 year olds ready to step in to the retirees shoes, as this comment from Total SA illustrates;

"The training programme for the top 300 came about when in 2011, the executive committee decided that this group of executives should receive some training around the main roles that now are part of senior executives roles; Safety, Innovation and CSR.

There were two driving forces:

1. The age profile of this population is older than the rest of the Organisation.
2. As executives are nominated to senior ranks younger they now spend longer time in the senior executive ranks than previously.

I.e. traditionally, executives took on their senior exec positions at 55 and retired at 62, which meant they had a short senior executive career and therefore attended fewer training programmes.

Now they are often promoted to senior ranks at 40-45 and will go to the new state retirement age of 65 which can mean 20 years+ in senior exec ranks...so more training is needed.

Now in 2015, with our new strategy 'Committed to Better Energy' the training needs are changing again as Safety, innovation and CSR is not expert territory any longer, this IS the business. "

Claire Beyou, Total, Senior Executives Development Programmes Director Total University, France

Other organisations that grew very fast, with large hiring numbers during the 1980's (e.g. many industrial and the classic hard ware and software companies) see similar age profiles to the O&G industry in their companies. They are sporting an 'hourglass figure', i.e. lots of executives above 50-55, slim middle of 40-50 year olds and a strong base of 25-40 year olds.

As the 50-55 year olds move through, the effect is that the 'slim middle' will be a long time in their senior executive positions and should continue to receive leadership and career development training throughout their careers to stay relevant in this new emerging world and engaged with their employers.

3. Finding a purpose driven job or career – how did other executives do it?

This section covers the finding around how executives careers are and could unfold over time if they had the career development skills to do more varied ambitious (in terms of societal purpose) choices.

It covers five topics:

- The wish for purpose driven jobs or jobs in purpose driven businesses is strong
- Post corporate career – boards or consulting for 20-30 years? New thinking needed!
- Stay where you are and find purpose by changing your company
- How do I achieve this change in my current job?
- NB. Changing career is an uncomfortable process...especially mid/late career

The wish for purpose driven jobs or jobs in purpose driven businesses is strong

This was confirmed by people I asked for advice regarding this topic, interviewees and executives spoken to over the past few years. *[37]

Interviewees in purpose driven roles reported hundreds and sometimes thousands of people inside and outside their organisations asking them ‘how do I get your job or one like it?’. This especially happens after they have been on the on the ground in-community engagements and development programmes.

As we see more senior executives participating in these programmes, the likelihood is that organisations will see more executives questioning their current roles and, if possible, seeking out other parts of the organisation or wishing to adapt their roles where they can fulfill their wish or leave...

Indeed, Pulse changes people’s view of what a career could be and their way of thinking. After 6 months away from business, in humanitarian projects on the ground, they find when they return that existence is not as exciting.

Some ask for reassignment to more humanitarian part of the business like the part working on disability and sustainability.

This will soon give us an issue as there are not enough jobs like that.

Martin Swain, Vice President, Global Employee Relations, Inclusion & Diversity, GSK, UK

“While we accomplish our goal of talent retention, it is not unheard of to have a Corporate Service Corps participant eventually go off to pursue social impact work full time.

After Corporate Service Corps, participants may have a more creative approach to their work, focusing even more of their energies on creating innovations that truly matter for IBM and society.”

Gina Tesla, Director Corporate Citizenship, IBM

Post corporate career – boards or consulting for 20-30 years? New thinking needed!

As there have been limited opportunities for senior executives to adapt their roles or find purpose driven roles inside their companies, most have pursued board positions in charities and other NFP's in their free time.

The classic second career route is to sit on a few boards of other large corporations, charities or government committees or do freelance consulting in their industry.

There is in principle nothing wrong with this. However, a few facts suggest we might think of being a bit more creative and ambitious as senior executives when we change our careers.

- We will work longer – will we be happy to do NED work for 30+ years?
- With all our energy, connections and experience – couldn't we affect some larger change in society?

The trend is also that executives are leaving corporate life at a younger age than previously, in search of a portfolio career with more meaning and control of their own time. Ten years ago most people aiming for a fulltime portfolio work were in their late 50's.

Now many are in their mid and even early 40's, the age group most companies dearly want to hold on to. Especially the pull for women on to company boards have given them an opportunity to 'go plural' as the term goes at a much younger age than before.

"There is a trend towards earlier retirement than before. Even in young industrial countries like India, executives in quite senior positions are now starting to look at retirement in the mid to late 40's, wanting to step back and do something for society. "

Anonymous, Country CEO, Major Corporation

If we pursue a portfolio career from our early 40's it means we might be Non-Executive Directors for 30+ years.

We got tired of our first choices often after 10-15 years (around age 40) ...our motivations changed within 20-25 (around age 50) so is locking ourselves in on the non-executive route or becoming ever increasing experts in the same field we have worked in for 20-30 years, as consultants, really the only options?

"After an executive career culminating in two CEO positions for Cookson Group plc and Novar plc, we sold Novar and I wondered 'what next?'.

I had had various NED positions for over 10 years, and the logical direction would have been to have a 'portfolio career'.

After spending all my time in committees for many years, I was not sure this was what I wanted to do...so when approached for the MD job in Business in the Community, who we had been members of with my previous company, I jumped at the chance. "

Stephen Howard, CEO, Business in the Community, UK

The exponential development of technologies and solutions, in IT, communications, education, biology, medicine, finance, etc. that can serve ‘the bottom of the pyramid’ are exploding exponentially. *[38] Society is welcoming corporates as the ones with resources and reach to really affect outcomes. Social enterprise and entrepreneurship is booming *[39] ...they are crying out for seasoned executives who know how to affect change and grow solutions, companies and technologies quickly and create systems changing coalitions. *[40]

Before we jump on the board, charity and consulting route, let us explore a bit wider and be a bit more ambitious. There is a big and fast evolving world out there. And corporations are also changing as the story of a previous senior executive with a technical company illustrates.

Anonymous, NED and investor in ‘Technology for the bottom billion’, Africa/USA, previously in a senior position in Africa for a major corporation.

...I went to the board with a proposition to build more business In Africa and we created a senior position to develop our brand and business through me leading high-level discussions with governments, local state owned companies, NGO’s etc.

This was a white canvas to paint on where I had the opportunity to blend in many things I had learned in my career as well as my understanding of the impact companies can have on the development of developing countries.

My caring about women, technology and society – this combination took me to the foundation. People saw my interest and passion for this. I was also looking for a niche that was not overcrowded and where the company and I could make a contribution.

This was a ‘night job’, which I did because I was passionate about it. You need to do it yourself because you think it contributes to your own life and makes a major contribution to the local society and beyond.

Leaving the company, I wanted to do something transformational. Either via my own investment (I am an angel investor) or on boards of companies bringing existing technologies to solve well-known problems in Africa. I bring the level of governance and standards expected by western companies for investments.

One of my investments involves an innovative solution for ultra-cheap broadband internet access for ‘the bottom billion’.

Another is about remote diagnostics for e.g. Ebola to send information to a central lab to achieve quick diagnosis. In a similar vein we are working with major equipment manufacturers to offer mobile scanners for pregnant women as this way remote clinics can be connected with pregnancy clinics where there is one doctor at the center.

My corporate technology experience allows me to work on this passion; “how to make technology affordable to solve problems for the bottom billion”.

Stay where you are and find purpose by changing your company before leaving

Speaking with executives who are seeking purpose driven positions, the great majority are convinced they need to leave their current employer and corporate life and go to the Not for Profit (NFP) sector to accomplish this.

One of the major areas this research aimed to explore was how executives who have found purpose driven careers/meaningful jobs did so and the advice for others who want to find such a position. The unanimous advice was:

Stay where you are and change things and learn in your company first!

This reply came from executives right across the spectrum, working for purpose driven companies, in purpose driven positions in companies not yet fully purpose driven, NFP and NGO leaders who have transitioned from corporate life to NFP and even ex NFP leaders now working for corporates!

The reasons for this are several:

- Coming from a corporate directly to an NFP or government you don't have the skills or networks to operate in the sector. The NFP sector does not need do-gooders they need effective leaders.
- The leadership skills you need to drive change in your company are the skills you need on the outside, in other purpose driven companies or the NFP sector.
- You can innovate in the NFP sector but not scale without the help of corporates.
- Corporates have scale and resources and can (and you) therefore have massive impact compared to working in an NFP.

"There is a tacit assumption that you [the executive] need to move [from the corporation to outside] to deliver purpose driven work.

Actually delivering purpose through your company has more value.

You need to go out into the world to understand issues (and not be cosseted in the office) and then bring in your understanding."

Richard Gillies, Chief Sustainability Officer, Kingfisher plc, UK

Some examples of executives who followed this route:

Virginie Helias, Global Sustainability Director, Proctor & Gamble,
Previously Marketing Director for several P&G categories;

"5-6 years ago, while implementing sustainability projects in my business, I educated myself on the topic, as part of my job. I saw that the proposition was truly win/win when you build sustainability into the products.

When I attended a course at IMD Lausanne co-organised with WWF called One Planet Leader I had an 'aha moment' realizing that sustainability goes cross sector/NGO's/NFP's etc. and found that we [P&G] needed to do more on this, the 'big stuff'.

What P&G needed was someone to translate this and be a bridge to the organisation. I realized I wanted this job and went to the CEO with a job description...and I have never looked back..."

Richard Gillies, CSO at Kingfisher plc,
Previously CSO Marks & Spencer and before that Head of Procurement for M&S

"As Head of Procurement for M&S I sat down one day to sign the M&S multi million pound electricity bill, when I realized that there are only two parameters that really matter when it comes to electricity: Price and reliability of supply, not the source of the electrons ('brown or green' in ecological terms).

So I set about creating a green energy portfolio for M&S, that delivered 100% green electricity.

It was very exciting and I could deliver all that 'purpose' in just a small portion of my time (about 10%). People can do this at all levels in a company once you realize you are working inside a self-imposed boundary.

I was then offered the position as CSO for M&S and a few years later an offer came from Kingfisher to do the same journey for them as I did for M&S."

Clare Woodcraft-Scott, CEO, Emirates Foundation for Youth Development, UAE.
Previously with Shell, Visa and Burson Marsteller after early career in sustainable development

My early career was in journalism and sustainable development as a practitioner in Middle East and Africa. I then joined Burson Marsteller and then Visa in strategy and corporate reputation management roles.

My role in Shell in regional communications ended up being a huge learning experience, as I stepped up to help re-direct the social investment portfolio of Shell in 14 countries in the region away from short-term branding driven opportunities towards long-term commitments to building human capital in the region.

We did this via social investment, moving Shell from traditional PR/communications to more business-based initiatives with measureable outcomes.

These outcome oriented impact-investing skills combined with my background in sustainable development allowed me to be a CEO candidate for the Emirates Youth Development, the national foundation of the UAE and develop it into a real impact investment rather than grant giving organisation.

Nick O'Donohoe, CEO Big Society Capital,

Previously Global Head of Research for JP Morgan and executive Director at Goldman Sachs.

In 2007/8 an MD in New York returned after a sabbatical working for Ashoka and wanted to start a social finance business and needed a senior executive project supervisor.

I had done some micro finance work before and this social/financial combination intrigued me. I saw that this could lead to something interesting in the future even if it could be a distraction in the short term. So I offered to supervise this MD. This was a critical moment in my career.

For the next two years, I spent more time than I should have on this project, but I was at a stage of my career where I knew my job well.

As a result of my involvement with the social finance group I was able to lead the 2010 JPMorgan Rockefeller Foundation report on "Impact Investment – an emerging asset class" which in turn led to an introduction to Sir Ronald Cohen, the father of British Venture Capital and the leader of the Social Impact Investment movement in the UK, and Nick Hurd, the government minister responsible for creating the new UK Social Investment Bank which subsequently became Big Society Capital.

When the chance to start Big Society Capital and be its first CEO came up, I knew it was the right thing to do for me. I put myself in this position while at JPM. I used the flexibility in my job to create something good for the firm and prepare my future plans.

Similar examples of changing from within a company can be seen in the profiles of Nihal Kaviratne, previous Chairman of Hindustan Unilever (in the Post-Post Retirement career section) and was seen with the 'Investor for the bottom billion' earlier.

The summarized conclusions from these executives are:

- You have the freedom in your role to change part of it
- You can do it on 5-10% of your time
- Creating important programmes for the company is real leadership
- You will learn about how the world is changing in your chosen area – get out there!
- You will build the networks and partnerships for your current job, your company and your future career.
- You will be prepared for and have the credibility for a change to another position or sector.

A word about risk - a sentiment frequently expressed by executives when contemplating adding a novel part to their jobs is; 'will I not jeopardize my job and career with the company by doing this?'

A seasoned executive knows how to test the waters and how to get buy-in for a change initiative and there is an opportunity to develop more of these skills as well, by seeking sponsorship and mentorship for the programme both inside and outside the company.

The other advice from the interviewees was; 'If you are planning to ultimately leave your employer, what is the real risk here...it is more a perception of risk. You have everything to gain by learning and building credibility on the job...and then leave.'

"Understand your internal versus external realities. You can change your external realities, but not easily your own internal realities. I.e. if you get easily stressed by pressure, that is not likely to change because you change company.

Instead try to get the Organisation where you are to align to what you think is important."

Anonymous Exco member

How do I achieve this change in my current job?

Most senior executives are accomplished at change management when it comes to internal moving of levers in their area. To do a career change as described above takes *change leadership* skills and competencies.

These competencies are externally focused and quite different to the internally focused operational skills. They are in effect exactly the skills companies are trying to develop younger leaders in; understanding trends, engaging stakeholders, creating partnerships, systems thinking, entrepreneurship etc. See Appendix 2. New Leadership Competencies.

Thus, by implementing a partial job change as laid out above, senior executives will actually learn some of the key new leadership competencies AND invaluable career development skills that will stand them in good stead going forward.

This also teaches executives learn to have their careers in '*permanent beta*', which according to LinkedIn founder Reid Hoffman, is the vital ingredient in career development going forward due to the rapid changes happening everywhere;

"Keeping your career in permanent beta forces you to acknowledge that you have bugs, that there's new development to do on yourself, that you will need to adapt and evolve...essentially a lifelong commitment to continuous personal growth." *[41]

By constantly building new networks and new knowledge executives can start to see and make real new opportunities both for their companies and for themselves devise a Plan B that can be put into action rapidly without much loss of momentum, self-confidence or financial stress, should a sudden crisis in their company necessitate a premature exit.

The importance of networks

To be successful in their careers internally and externally executives need to have at least three different networks; Personal, Operational and Strategic.

Strategic networks are made up relationships that help you envision the future, sell your ideas and get the information and resources to exploit these ideas. *[42]

Operational networks are focused on relationships that helps you do your current job well, mostly internally, but also with executives in your industry.

Most executives have strong personal and operational networks (mainly internal) but have weak strategic networks that are mainly external. Particularly if the executive is in the 'bottom part of the top pyramid' of the company where external exposure is not required for the day-to-day job.

"A good strategic network gives you connective advantage: the ability to marshal information, support, or other resources from one of your networks to obtain results in another. It's not so much about the one-on-one relationships you have, but it is more about how they intersect."

*[43]

To be successful in a part-time (internal) or full-time (internal or external) career change having one or more excellent strategic network is vital. These new networks provide the information and insights needed to understand if this area is the right direction to follow, how to be successful there and opens up opportunities for both an internal or external job-change.

In e.g. the high tech industry in Silicon Valley, building and tapping strategic networks are the lifeblood of the business and seen as one of the most important leadership competency at all levels of the organisation.

By building these strategic networks around a critical topic across their own and adjacent industry sectors, NFP's, NGO's and government, in effect senior executives can become 'Tri-sector athletes' in their subject area of choice.

NB. Changing careers is an uncomfortable process

The steps to take in executing a career change are logical and fairly simple. Transitions, the psychological side of change, are not, neither are they linear, predictable or comfortable *[44]. All career changes are in reality transitions and they have three distinct phases:

- An ending
- A neutral zone
- A new beginning

The neutral zone, when we are discovering, testing and questioning can be dis-orientating as we don't know for a long period where we are heading. And it does go on much longer than we anticipate when we start out. But this period is essential, as both William Bridges points out in his seminal book 'Transitions : Making Sense of Life's Changes' and Herminia Ibarra in her seminal 'Working Identity'.

"We like to think that we can leap directly from a desire for change to a single decision that will complete our reinvention. As a result, we remain naive about the long, essential testing period when our actions transform (or fail to transform) fuzzy, undefined possibilities into concrete choices we can evaluate. This transition phase is indispensable because we do not give up a career path in which we have invested so much of ourselves unless we have a good sense of the alternatives." *[45]

And at Mid/late career stage it is doubly sensitive – it is often the end of an era...

The mid/late career transitions have an extra transition dimension. Executives have to contend with 'ends of eras' and 'what will never be' as in 'I will never be a CEO or senior executive again in a major corporation...' or 'who am I, if I am not a senior investment banker with Goldman Sachs?'.

These are major transition questions that take significant time to work through, and sometimes mourn, as well as negotiate with spouse and family.

It is very important to have transition support of some form in place, be it a career transition coach or a peer support network of others who have gone or are going through the same thing.

This is also why it is so important to first experiment and learn from the current position, and not leap out there and think the answer is waiting around the corner. Well it is, but for a long time, which corner, will not be clear...

4. Executives will stay in the workforce longer in the future

The changing global age demographics and the wish and financial need to stay working post traditional retirement age for older workers including executives will necessitate a change in the career development practices by organisations.

“Just as societies have been slow to adjust to a world in which 60 is middle-aged, so have employers. They need to think about how to manage their people’s far longer careers. “

Michael Skapinker, Opinion: ‘Age is your company’s problem’, FT.com, April 21, 2015

The scale of the age change

The global age demographics is no longer a pyramid, it was dome shaped in 2015 and will become ‘cater-pillar’ like by 2060, with equal size segments in every age group up to close to age 80.

“Two-thirds of the extra 2.2 billion people on earth in 2060 will be in the age group between 40 and 79, not from younger people.

Between 2015 and 2060, the number of 60- to 79-year-olds will increase by 1.1 billion.

The world reshaped, the end of the population pyramid, (The ‘The World in 2015’, The Economist print edition, Nov 20, 2014). *[46]

This in itself will clearly necessitate changes in society in general, but also in the recruitment, development, retention and retirement practices of companies going forward, especially as it pertains to senior executives.

Some companies are realizing that their senior executives are staying in the company longer, due to changes in or removal of obligatory retirement ages, and staying in the senior executive ranks for a longer time than previously before retiring and hence need more development effort spent on them than before.

“What many people are missing is, that working on the *aging* workforce issue rather than the *changing* demographic of the workforce overall, is not enough. You need to think about *all* the generations in the workforce. “

Martin Swain, Vice President, Global Employee Relations, Inclusion & Diversity,
GSK

More detail on the challenges of the changing demographics and the impact on the workforce can be found in **Appendix 1**.

5. Mid /late career development best practices for executives

Mid/Late career practices are becoming a hot topic with companies as boards are starting to insist on thorough succession processes particularly in listed organisations with large mid/late career cadres that will stay longer in the company.

In this section we will look at nine topics:

- Mid/late career decision pivotal points for executives
- Companies key role in the mid/late career development process
- How different sectors view mid/late executive career development
- Succession planning – wishful thinking or reality?
- Today's mid/late career development practices = Pre-retirement practices
- Career planning programmes just before retirement is too late...
- Innovative mid/late career development practices
- The LinkedIn Silicon Valley approach to career development
- What about “post-post” retirement career planning?

Mid/late career decision pivotal points for executives

Executives periodically reassess their lives and careers direction and there are two particular points in executive careers where they think deeply about their direction and decide for a major direction change or not.

The first is after 10-15 years into our careers, when around 35-40 we wonder if we are still interested in the career direction we chose as young adults.

The second is around 50 when our understanding of our own mortality and the fact that our working lives will not go on forever means we reassess if we want to spend another 15, 20 or 30 years doing what we are doing now and is this the legacy we want to leave. We often also want to give back and share our experience with the next generation to help create a better future for them.

Executives don't often retire at full retirement age - they go on to second careers

'Retirement-age' is becoming a fluid concept when it comes to senior executives, as very few retire at 'age X'. They normally decide to leave when they have become eligible for a company pension that satisfy their financial needs, they still have 'another big job in them' or want to change the nature of their work and give back to society or leave a legacy. Sometimes they are made redundant 6-7 years before their official retirement date and by necessity need to find alternative employment. Either group is often ill prepared for this mid/late career change.

Companies key role in the mid/late career development process

In the past decade there has been a multitude of studies conducted globally that have stated the need for keeping employees longer in employment and/or prepare them for working post their retirement from a company. Governments and societal organisations have and are putting major efforts at keeping citizens above 50 in active work.

Despite this, many companies have been and still are woefully badly prepared for this shift, be it in the UK or elsewhere. *[47]

The mid to late career development process has been largely a DIY process for individual departing executives as most companies have had little in their tool box beyond some financial advice and flexible working time arrangements at the point an employee decides to retire.

With thoughtful processes, giving executives career development skills throughout their careers and an ability to 'own their own career', companies can develop more realistic succession-plans, have more confident and committed senior executives who are 'a jour' with today's world and able to contribute leadership to societal issues.

"I have always wondered why we wait until redundancy to give the best possible career advice to our people..."

Martin Swain, Vice President, Global Employee Relations, Inclusion & Diversity, GSK

How different sectors view mid/late executive career development

Different sectors have very different approaches to career development, depending on how established the sector and company is, the operating model and the speed of change in the sector.

Corporates – Internally focused career development

Corporates in established industries, have workforces who normally stay a long time with the company, often all the way to retirement. The executives stay in fixed organisational models as either 'business leaders' or 'functional leaders' becoming ever more generalist or specialist respectively, often as 'the boss' of the same team for a long time.

Traditionally career paths incorporates are largely linear, built for executives who want to achieve position and status and are hard to diverge from. If an executive decides to take time-out, or a step away from the mainstream, it is difficult to be accepted back as a fully-fledged ambitious 'climber' by the mainstream

If executives leave before retirement they are often alternatively seen as 'traitors' or 'failures' and never to be seen or heard of again and certainly not contacted or consulted. It is if a family member deserts you.

Professional services – Internally and externally focused career development

In professional services firms, particularly consulting firms, executives of all levels work together with employees of all levels in ever-fluctuating team constellations according to client and business needs.

Career development is about becoming a Partner but it has internal and external dimensions: Client service, Practice development (content) and People Development. You can be the Global Practice Lead (content expertise), Head of the Partner Admission Panel (Internal Function) and Lead Client Service Partner (business head) and team member for a particular project under another manager (peer or more junior colleague) all at the same time. It is also frowned on for Partners to be in internally focused purely managerial positions for more than two years as you are not serving clients i.e. contributing to the financial health of the firm.

Leaving executives (called alumni) are increasingly seen as a valuable asset particularly as a source of new business and industry intelligence. The leaving executive is seen as a valuable team player just happening to be on the outside. You frequently see re-hiring a few years of executives who left, with no one batting an eyelid.

Tech industry – Externally and internally focused career development

Tech firms (Silicon Valley style) are at the infancy of their industries and are going through constant turbulence as their markets shift and transform at high speed. At the same time they grow and shrink the number of people at high speed as new products or services take off or die off at breakneck pace. The organisation constantly adapts to the external world. They do not have retirement ready cadres yet as executives are all really in mid-career.

They work on an 'Alliance principle' *[48] an outspoken contract between the employee and employer of what they can expect from each other, that the employee 'owns their own career' and the principle is 'We will help you be the best you can be, here or elsewhere'.

Executive leavers are seen as great assets and the companies have several forms of sophisticated ways of engaging alumni to their benefit, as in their words: For a networked world, network intelligence is what counts to be competitive. Employees are 'Alliance Partners' whether inside or outside the company.

Succession planning – wishful thinking or reality?

Boards are putting an increasing amount of effort on this topic as executive cadres age in traditional industries, and the composition of the executive team for growing industries, is a survival issue for the business.

Yet, how many of the succession plans are 'real'. I.e. based on real adult conversations with executives of what their plans are short, medium or long term vis-à-vis their careers and ambitions including the chance that they will be able to and wish to fulfill these ambitions where they are currently employed?

Just mentioning the fact that you are thinking about 'what next' even in a medium term to long term context can put you on the 'exit list' subconsciously or factually in many organisations. Therefore executives do not often speak openly about this vital topic.

This thus begs the question: How much of succession plans are wishful thinking and just keeping fingers crossed that there will be no embarrassing surprises and ensuing panic with investor and stakeholder loss of confidence...?

"The firm's leaders assumed I would continue long past the firm retirement age of 60 as I was so successful. Nobody asked me...

When I gave them 18 months' notice (6 months was the requirement), in my mid 50ies, they were in shock and still when I left there was no real successor for me.

Interestingly, I have now been asked to sit on a firm task force to help develop pre-retirement processes for the firm...

Anonymous, Big4 Partner

Today's Mid/Late career development practices = Pre-retirement practices

Until very recently it was mostly the companies with large cadres of 'baby boomers' coming up to retirement that have been innovating in pre-retirement processes. The programmes are mostly aimed at the large group of senior technical and managerial staff that are and will be leaving companies over the next 10-15 years.

A recent study by The Conference Board found that 27% of the surveyed (91) companies in the USA had pre-retirement programmes and 5% had purpose focused retirement programmes.

*[49]

Some progressive corporates have started to grasp the nettle, at least for their large technical and mid-managerial retiring ranks, with large-scale yearlong transition programmes to 'second' (commercial) or 'encore' (NFP) careers, mainly in the USA. Such companies are e.g. IBM, Intel and HP. *[50]

Generally these programmes start a year before the planned or eligible retirement age, occasionally two years before if e.g. the teaching certification is done part time over a couple of years.

For executive ranks little or nothing has been formally in place to date, either for the executives who go to full retirement age or decide to leave before formal retirement age, often around age 50-55. If there are arrangements they are often done on an ad-hoc individual basis.

Most of the leading companies we interviewed now have the topic of mid/late career exit preparation for senior executives, whether pre-retirement or earlier firmly on their agenda. It is mostly in early stages of development, with a few notable exceptions particularly in the professional services sector.

The key driver for this new focus is the need for realistic succession planning in the scenario of ageing executive cadres. Companies cannot afford surprises in the succession with sudden resignations or retirements in the top layers of the organisation.

Learning from the leaders on pre-retirement preparation

The externally focused, fast changing and socially responsible world we find ourselves in requires a different career development process. The skills to 'own your own career' should be trained and developed for executives over the whole career-span starting at least from age 40.

This paper only addresses the mid/late career executives but the skills needed for career change is similar whether you are a young leader or seasoned executive; be externally focused, build new networks to bring competitive intelligence into the firm for innovation and discover opportunities, It works the same way for individuals' careers.

Below follows a few examples of pre-programmes some leading companies have put in place.

Purpose / giving back retirement career programmes

An example is the IBM and Intel who both have a T2T (Train to Teach) programmes, paying for some or all of the tuition for any eligible employee who wants to become a certified STEM (Science, Technology, Engineering and Math) schoolteachers. They are purpose driven, giving back to the community for the retirees and brand building on the part of Intel and IBM.

A more bespoke solution for high performing employees wishing to work in the NFP or social sector when retiring for more senior manager is the HP Encore Fellows. This was created

together with Encore.org, an organisation focused on creating Second Act Careers (career change away from previous career to e.g. teaching post retirement) or Encore Careers (post retirement careers helping to solve social problems) for employees of US companies.

'HP's Encore Fellowships are paid, time-limited positions of six to twelve months for individuals who seek to transition to meaningful work in the nonprofit sector after their corporate careers and apply their extensive skills and experience to the social purpose of the organisations where they are matched.

HP's participation has historically been funded by its corporate philanthropy and social innovation organisation. HP funds half of the fellow's stipend of \$25,000 and the programme participation fee and the host nonprofit pays the other half.

Intel also has an Encore Fellows Programme. *[51]

Commercially oriented retirement career programmes

Other programmes are aimed at retaining the knowledge of the retiring professional and executive cadres.

Corporates

P&G, Eli Lilly and Boeing created YourEncore, a de-facto virtual consulting firm consisting of retired experienced experts (they are employees of YourEncore) in research, product development, brand management, marketing, and other vital areas that can be hired by any of the three companies on a per project basis. They partner with the outplacement service providers of all their client companies and makes sure that retiring executives and professionals are aware of the opportunity to work with YourEncore. *[52]

Professional Services firms

Speaking to interviewees the research found that over the past 2-3 years many large professional services firms have put or are putting in place pre-retirement programmes for retiring partners.

They had found that their partners, despite being very experienced senior people who had operated at executive committee levels of big brand organisations, were unprepared for and thus unsuccessful in finding second careers, whether 'portfolio careers' as non-executive directors in corporations or the NFP sector or full time.

"For a few years EY has a pre-retirement programme for partners;

It helps prepare partners to take on NED positions, initially with NFP's (as they are prohibited by their independence requirements to be NED for private companies while they work for EY.

Through this they learn how to be an effective NED and gain experience to transition to private companies as NED's after retirement.

Previously NFP's did not think they were the best candidates for NED positions (due to less directly relevant experience). Former EY partners are now highly sought after as NED's."

Alex Milward, Partner, EY

These pre-retirement programmes are normally year long and consist of a series of workshops helping the partners prepare for 'post firm' financially and professionally and transition coaching assistance.

Career planning programmes just before retirement is too late...

A late career practice project run by Agewell and Sandwell Primary Care Trust as part of a DWP (Department of Work and Pensions) study in the UK in 2001-2003 conclusion makes a critically important point;

Between 2001 and 2003, Sandwell ran the largest of eight national DWP-funded pre-retirement health check pilots focusing on people aged 50 to 65.

Results showed that ***not only were existing pre-retirement initiatives often inappropriate but they were often delivered too late for people to be able to make significant changes.***

Consequently Agewell – part of Sandwell PCT - started its Midlife Future Planning initiative... ***designed to be delivered to people at an age (around 45) when they are able to make changes*** – including changes to their working life – in order to alter their prospects for the future. *[53],* [54]

I.e. Pre-retirement programmes delivered to employees in their mid to late 50ies are too late as there is little chance at this point to change financial or career prospects materially for the future.

Currently most pre-retirement preparation programmes for executives focus primarily on how to become a non-executive director on a commercial or NFP/Charity board.

As executives are leaving younger and stay healthier longer with the prospect of 20-30 years ahead of them in 'second executives careers,' we argue that this is becoming a too narrow focus and a much broader spectrum of opportunities are available to the executives if they know where and how to look for them.

Innovative mid/late career development practices

As executives enter senior executive ranks at an earlier age today, mid/late career development programmes should start from at least age 40, if not 37-38 when the questioning often starts regarding future direction and needs to become an ongoing process throughout their careers.

There are innovative practices for mid/late career executive career development processes and professional services and the new tech industries lead the way.

Bain & Co and McKinsey are the leaders in the field with their Bain Executive Network and McKinsey Talent Network respectively.

The McKinsey Talent Network

McKinsey has for many years had a programme to help Partners and Directors transition to full time careers in industry at any stages in their careers.

McKinsey is known as 'The CEO factory' and it is easy to see why when you look at the list on Wikipedia of where current and former McKinsey partners ended up...over 175 leaders of major corporations, government bodies, NFP's and world class educational institutions... *[55]

What McKinsey realised years ago was that by helping partners transition into senior executive positions on the client side they would have a favorably disposed client base. McKinsey's alumni are deemed critical for their future business success.

The Bain Executive Network

The Bain Executive Network is considered world class and is built on the firm's Loyalty strategy.

It started as a pilot in the USA and after proving its worth was extended to Europe and Asia.

It involves a significant investment from Bain, but this is in line with their philosophy of 'career for life' and investment in their people.

"The Bain Executive Network involves a significant investment from Bain, reflecting our philosophy of 'career for life' and reinforces our heavy focus on our people – current Bain consultants, alumni, and other friends of the firm.

Early in Bain's history, there was at times a resistance and even by some a fear in having open career conversations as we thought this would encourage people to leave, but we quickly learned it's quite the opposite.

Our people have tremendous internal and external career choices, and we want them to actively engage in a broader career and life planning dialogue, and ideally chose to stay. In some cases our people pursue outside roles and return a few years later with additional experience and perspectives helpful to our clients and their most important business issues.

What used to be formal performance appraisals 1-2 times/year are now used as more fluid and holistic career development conversations around 'How can we help you achieve what you want to achieve at Bain and beyond?' 'How can we help you thrive broadly in your life?'

Bain & Co has one, of if not the highest Partner retention rates in the industry, and loyalty has only increased with more transparent career/life conversations. We have found that the more open and supportive we are, the more engaged and happy our people are."

Courtney della Cava, Global Talent & Leadership & Global Bain Executive Network,

Learnings from various firms

Speaking to various firms around implementing career development programmes it is clear that companies saw was that at first there was some resistance and fear [to have open career conversations] but now there is great pride in seeing previous colleagues succeed as CEO's or other senior positions in various industries.

It was hard to start this kind of programme, but once the first group has come through it the next group immediately 'gets it'. They also found that the more open they can be, the more open conversations they can have, the happier people are. All of them reported increased loyalty as a consequence of the programme. It often starts in one region and is then made global after a successful pilot.

Often, they now use what used to be formal performance appraisals 1-2 times/year as full-blown career development conversations instead, as in modern consulting there is a multitude of other performance feedback opportunities. The career discussion is around: How can we help you achieve what you want to achieve in this firm and beyond?

No one can stay forever in McKinsey, Bain or any other organisation and having open discussions of what is best for the individual executives is healthy and the succession planning becomes a continuous two-way process based on facts.

"The succession topic and career development of our senior people are definitely on the board's agenda...

It is about having a conversation that is adult in nature. It is not about performance, it is about opportunities.

We want to have much more open conversations, and individually tailored solutions. Our clients really appreciate the value that ex-consultants can bring to them."

Emma Hardaker-Jones, Group HR Director, PA Consulting, UK

By assisting the executives to understand of the future lies within their current firm or outside and helping them to transition to new roles, these firms are also helping themselves and society in what we might call 'enlightened self-interest'.

"“There is a trend towards earlier retirements. Even in young industrial countries like India, executives in quite senior positions are now starting to look at retirement in the mid to late 40ies, wanting to step back and do something for society. “

“Many companies are now starting to give employees the opportunity to take time out, with sabbaticals. Siemens allows employees to take up to one year sabbaticals, for executives to find out if the social sector is for them or not. Some find after their sabbaticals that they have found their life's calling and leave.

I am not sure if companies actually lose out if some executives move out of the Organisation, or if it is more a perception of a loss. We are beginning to factor into the processes that a few executives may leave the Organisation, and we will have to ensure that there is minimum impact to the business as a result."

Sunil Mathur, CEO Siemens India, India

People leaving professional service firms i.e. alumni are highly valued in professional services firms and they all have, varyingly strong, alumni networks where the firm can reach out to alumni for assistance, introductions, ideas and market intelligence. They also keep the alumni up to date via distributing the latest thought leadership and inviting them to alumni briefings etc. This is very cost effective brand building at very senior levels in business and society once executives have left them. Corporates would do well to adopt the alumni approach.

The LinkedIn Silicon Valley approach to career development

Another organisation that values alumni networks very highly and has a completely open and collaborative career development process is LinkedIn.

Their company vision and purpose is 'Connecting the world's professionals to be more productive and successful'.

Their ethos is to develop their employees to be the best they can be and fulfil their career ambitions preferably at LinkedIn, but if not they'll develop them to be successful wherever they want to go next.

"Here you can take the risk to bring a passion you have to a senior executive to see how you can fulfill it inside the company.

I have done this personally. I thought 'If I don't say it, I will not fulfill my potential'... Transform yourself, your company and the world – this is LinkedIn's ethos.

They say, 'do it at LinkedIn', think of your possible plans and look to craft your own job in such a way that your passion benefits LinkedIn. "

Marcella Cheung, Head of Global Engagement Programs, LinkedIn, USA

E.g. The LinkedIn VP of Engineering, Kevin Scott asks every person he manages, "What job do you envision having after you leave LinkedIn?", i.e. there is no fear around speaking about the future inside or outside the company. *[56]

Reid Hoffman, the founder of LinkedIn states in his book 'The Alliance' – that employers and employees need to be outspoken and have clear agreements about what they expect from each other.

The way LinkedIn thinks of work and careers is as 'tours of duty'; rotational, transformational and foundational;

Rotational tours of duty are for early career, short-term standardized assignments to learn basic skills and understand the business.

Transformational tours of duty are personalized of 2-5 years length. The focus is on the completion of a specific mission. The central promise of a Transformational tour is that the employee will have the opportunity to transform both his career and the company. It's negotiated one-on-one by you and your employee.

Foundational tours of duty is If an employee sees working at the company as his last job, and the company wants the employee to stay until he retires, he is on a Foundational tour of duty. By

definition, company founders and CEOs are Foundational as is most of senior management.

In LinkedIn foundational tours are very exceptional, in most mature companies they are the expectations of most employees...however as Reid Hoffman says:

“Like a healthy marriage, a Foundational tour still requires regular, explicit conversations to make sure both parties remain content. People and companies can change, and it’s not guaranteed that employee and company will always be perfectly aligned”. *[57]

Alignment in LinkedIn parlance means that managers should explicitly seek and highlight the commonality between the company’s purpose and values and the employee’s career purpose and values. *[58]

In Reid Hoffman’s view; “ the need for adaptability has shifted the optimal blend away from the Foundational and toward the Transformational, and this trend will likely continue” . *[59]

I.e. to thrive professionally going forward, executives will have to be prepared for thinking about their work as a series of transformational tours, to adapt to a changing world and constantly learn new up to date skills.

I.e. in line with Reid Hoffman’s ethos that we all need to be founder/entrepreneurial minded when it comes to our careers and truly own them. *[60]

The issue in many long-established organisations is that most employees are or feel they are on a foundational tour of duty and do not prepare themselves for a change in their market, company or their own motivations and do not possess the skills to own their own career.

“Senior executives here do espouse these LinkedIn values;

- Build your own brand
- Take time to do so
- Manage yourself and your business well enough to know where you are going
- Own your future”

Marcella Cheung, Head of Global Engagement Programs, LinkedIn, USA

The Employee Network Intelligence career development process

The way to develop business in the fast moving tech area is by access to network intelligence that allows them to compete and be innovative in this superfast market place.

Building such networks for intelligence is thus deemed a vital leadership competence.

Hence they recruit highly networked people and develop their employees to become great at building networks and tapping network resources by encouraging employees to network . They put in place network intelligence programmes and policies to assist this, from network budgets, to encouraging social networking, being discoverable (on LinkedIn etc.), facilitate speaking engagements etc. *[61]

The differentiated LinkedIn alumni networks

In addition to the general alumni group for all leavers, LinkedIn maintains an invitation-only network for its most valued and distinguished alumni. The members of the executive team select people into this handpicked group on the basis of their contributions to the company as

employees, contributions to the company as alumni, or accomplishments in the industry over their careers. These distinguished alumni are invited for special events etc.

Beyond just collecting contact information when employees leave and expertise, they also collect what the employee might want to help with in the future. Reaching out to alumni should be a standard part of the problem-solving process.

What about “post-post” retirement career planning?

With longer and healthier life-spans and we embark on a second career at 50-55, we might embark on a third one around 60-65 and a fourth around 70, etc....

If we learn career development skills for how to ‘own our own careers’, we will go through this process continuously to assess where we are, build new networks for where we want to go and how to get there. The ‘destination’ at each stage might change, but the process to get there is the same.

“I guess I just followed the Hindu philosophy that life is a series of different stages, and I plan and prepare for the next stage, and will do that again...”

Nihal Kaviratne CBE, Chairman, AkzoNobel India Limited,
on planning for his ‘post post’-Unilever career.

Before retiring from the Unilever Group in 2005, Nihal spent 40 years with the Unilever Group in various senior level management positions including as Chairman and Managing Director across Asia, Europe and Latin America.

While in Indonesia, amongst other things he created a coalition of companies who cleaned up the river Brantas in Surabaya (east Java). He also instigated an R&D project that allowed the rare black soya bean to be farmed in Indonesia, which now provides a living for 600,000 farmers and their families.

Nihal Kaviratne, now in his 70’s, is currently Chairman of Akzo Nobel India Limited and an Independent and Non-Executive Director of GlaxoSmithKline Pharmaceuticals Ltd, StarHub Ltd, SATS Limited, DBS Group Holdings Limited and DBS Bank Limited. He is also a Member of the Private Sector Portfolio Advisory Committee in India for the UK Government’s Department for International Development. He also runs his own charity for children’s cancer care accommodation around hospitals and lives between Mumbai, Singapore and London.

I have two board members on my board who are both in their 80ies. One of them after retiring at 60 from his position as CEO for a pharma company, created two 1b\$ biotech companies. They are both very valuable board members to us.

Anonymous, CEO, NFP, UK.

"I retired from my position as Head of Property for the Intercontinental Hotel Group after helping to implement the world's first sustainability policy for our group which was adopted by HRH Prince Charles and it is now industry wide. It currently operates in five and a half million hotel rooms globally.

I retired from corporate life shortly thereafter having been instrumental in the James Stirling development at One Poultry opposite the Bank of England

I then found that there is so much to do in the world that I decided to 'un-retire' myself. I have never before had such energy, enjoyed myself so much, or had as much impact as I have at this age."

Lawrence Bloom who is now 72, is Secretary General of Be Earth Foundation, a United Nations Inter Governmental Organisation which he helped create.

Through the IGO and a triple bottom line energy company Be Energy which he Chairs, he is currently involved in investing in environmental initiatives and to lift the poorest rural and urban communities in the Americas out of poverty to become self-sustaining economies. He was recently awarded the UN prize for Conscious Leadership and was recently voted one of the leading 100 Global Leaders by SALT Magazine.

And let us not forget that some of the world's most influential leaders in their fields, e.g. Mahatma Gandhi and Marie Curie as well as the founders of some of the world's largest corporations (e.g. McDonalds) found their paths and/or started their companies in their 50's...

6. Integrated Career Development Practices for Mid to Late Career Executives

Summarizing the findings in the previous chapters a model for mid to late executive career development could look as set out below.

It covers two main topics:

- Integrated Career Development for Mid to Late Career Executives
 - Processes and practices for the board, exco and company to adopt
- Practices for developing new leadership AND career development skills for Mid/Late Career Executives

A detailed model and stages of maturity of these practices can be found in Table 1 and Table2.

The overall aims of these practices are to:

- Imbue career development skills in executives from mid-career onward.
- Help executives be the best they can be for the organisation employing them or elsewhere if alignment between the two changes.
- Develop tri-sector bridging skills useful for both current employer and future careers.
- Preparing them for potential second and third careers pre and post retirement.

An overview of practices seen at leading companies can be seen after the tables.

Table 1. Integrated career development practices for Mid / Late Career Executives

Practice	Core question	Basic	Early Stage	Developing	Conscious	Integrated
Purpose - Company and Executive	<p><i>How much attention is the board and exco devoting to Social Purpose?</i></p> <p><i>How does the company enable executives to develop their own purpose?</i></p>	<p>We believe purpose is something people need to find themselves outside work.</p> <p>Delivering social purpose is not relevant to being successful in our business.</p> <p>No discussion at exco or board level of this topic.</p>	<p>We have a policy of volunteering days to satisfy employee's need for social purpose.</p> <p>Otherwise not a topic discussed at board or exco level.</p>	<p>We understand the need for purpose of our employees and the strong link to engagement.</p> <p>This is a key HR topic and discussed as such by the board and exco.</p> <p>We have major volunteering programmes noted in the industry, but not aligned with our strategy.</p>	<p>We are developing a Purpose Driven Strategy.</p> <p>It is just becoming an exco and board topic.</p> <p>We allow executives to take sabbaticals up to a year to try out what they think their alternative ways of seeking purpose might be.</p> <p>We encourage employees to bring their passions to work and create project that are good for them and benefits the company.</p>	<p>Our strategy is driven by Social Purpose and we believe we will deliver value for our stakeholders in society and profit for our shareholders this way.</p> <p>How well we are delivering our Purpose is a key board and exco topic.</p> <p>We take all executives through a program to discover their own purpose. They will hopefully find their purpose aligns with ours. If not we accept that they seek their purpose elsewhere.</p> <p>Our volunteering programmes are now pro-bono skills and work transfers, 100% in line with our strategy.</p>
Board attention to mid/late career development as strategic issue	<p><i>How much attention to and understanding does the board have of the benefit to the company strategy of developing executive's longer term internal and external career ambitions?</i></p>	<p>Succession planning process is done once per year, is a top down process, without much input by individual executives.</p>	<p>The board discusses individual succession planning candidates.</p> <p>No discussion of the needs of the mid/late career cadre as a whole in terms of career development.</p>	<p>The board discusses individual succession planning candidates and their development needs for internal succession criteria.</p> <p>They also discuss general development needs of the cadre.</p>	<p>The board discusses individual succession planning candidates and their career development needs internally and externally to keep them competitive in the market place.</p> <p>They also discuss general development needs of the cadre.</p>	<p>The board discusses individual succession planning candidates and their career development needs internally and externally.</p> <p>They discuss how assisting the executives in developing for their future career ambitions externally can be of benefit to the company and their strategy short and long term.</p>

Mid/Late career issues included in succession planning	<i>How does the succession planning process take into account and allow for changing motivations by executives as they mature?</i>	<p>It does not take this into account.</p> <p>We expect executives to be fully committed to their careers throughout.</p> <p>If executives speak about this they are seen as not committed and we expect them or encourage them to leave.</p>	<p>We allow for a % of 'natural attrition' on the way, but are not specific in terms of motivations.</p> <p>The career path for executives is ascendant only and no flexibility exists for adapted responsibilities or sabbaticals</p>	<p>We understand and allow for a % of executives that might leave due to wishing to pursue a changed purpose.</p> <p>Limited flexibility exists to adapt jobs to the executive's needs.</p> <p>If executives leave the mainstream there is no prospect of returning to it.</p>	<p>We discuss the changing needs with the executives, and build it into the succession plan.</p> <p>We allow executives to take sabbatical periods or reduce responsibilities,</p> <p>This does affect their promotability going forward.</p>	<p>This is built into our process, as it is key to realistic succession planning.</p> <p>We understand the changing needs and motivations of our senior executives individually and as a group.</p> <p>Flexibility exists for job adaption inside the firm without loss of promotability.</p>
Mid / Late Career Development Process and Skills	<i>When and how does the company introduce executives to the process of and skills to own their own careers?</i>	<p>There is no such process in place.</p>	<p>We give outplacement support if the executive decides to leave mid/late career.</p>	<p>It is the same as the pre-retirement preparation process and starts 1 year before retirement eligibility.</p>	<p>It starts at age 55 or 2-3 years before retirement eligibility.</p> <p>It has transition support or coaching.</p>	<p>It starts at age 40 and is a career-long process.</p> <p>Refreshment of career development skills done every 5 years.</p> <p>Support and budgets for external activities in place.</p>
Career Development Review	<i>How and for what is the annual or 6 months progress review used?</i>	<p>100% current job performance focus.</p> <p>Career development not part of process.</p>	<p>75 % focus on performance but has a section for discussing career goals.</p> <p>Focused on career progress inside the current organisation.</p>	<p>50 % focus on career development.</p> <p>Main focus still on internal progress in the short to medium term.</p>	<p>75% focus on career development.</p> <p>Discussion on short and medium term aspirations of the executive inside and outside the organisation.</p> <p>Performance process has moved to an ongoing feedback process.</p>	<p>100% focus on career development.</p> <p>Discussion of the aspirations of the executive, short, medium and long term.</p> <p>Open discussion of any critical decision points, and how the executive is progressing their internal and external career development understanding.</p>
Open Adult Conversations About Careers	<i>How explicitly does conversations about the executive's future take place?</i>	<p>No open conversations.</p> <p>If topic broached by executive it is seen as a sign of not being committed to the current employer.</p>	<p>Discussions only when there is no longer 'room at the table' for the executive.</p> <p>Up to the executive to decide what to do.</p>	<p>Discussions at entry to senior ranks about longer terms plans and aspirations.</p> <p>Focused on internal development, but includes some long-term external options.</p>	<p>Discussions about longer terms plans and aspirations, every 5 years.</p> <p>Discusses both internal and external development opportunities.</p>	<p>Adult discussions throughout senior executive career around 'if one day you were not working here what might other opportunities be and how can we prepare you for them?'</p>

Exit Policies	<i>How much assistance and fluidity exists for executives to tailor their exit process and support to the benefit of both the company and their new direction?</i>	<p>No organised exit process except standard financial executive exit package.</p> <p>Executive made to feel uncomfortable until they leave.</p> <p>Executive effectively leaves organisation to seek next career step.</p>	<p>Outplacement service at redundancy and as part of standard financial executive exit package.</p> <p>Executive basically told when there is no further room or use for them.</p> <p>Executive effectively leaves organisation to seek next career step</p>	<p>Executive has a tacit agreement with the organisation that they can use their current position to find something else for 6months – 1year.</p> <p>Discussion with several options and room for personalized approaches including transition coaching or out-placement.</p>	<p>Executive has a tacit agreement with the organisation that they can use their current position to find something else for 1-2 years.</p> <p>Executive can choose transition coaching or other support solution to a certain amount.</p>	<p>Executive allowed to create a high-profile customized position that benefits the company and sets the executive up for their next career. 2-4 years.</p> <p>The company has an in-house executive Transition team that supports executives in their new career creation.</p> <p>External support also available as part of executives development budget.</p>
Pre-retirement Preparation	<i>How long before retirement does the preparation process for second careers start and what kind of support is available?</i>	<p>No retirement preparations apart from financial planning at retirement.</p>	<p>1-year before retirement eligibility start.</p> <p>A workshop 1-3 days covering basic finances, 'job search' and emotional side of retirement topics.</p>	<p>2-year before retirement eligibility start.</p> <p>A few workshops over the 2 years, with some in depth workshops on how to develop e.g. an NED portfolio or become an independent consultant.</p>	<p>3-year before retirement eligibility start.</p> <p>Several workshops over the 2 years, with particular focus on 'new career development' skills.</p> <p>Transition coaching support throughout.</p> <p>Focuses beyond only NED and charity boards to full-time NFP jobs and government committees.</p>	<p>4-5-year before retirement eligibility start.</p> <p>Regular workshops / peer work groups. Transition coaching support throughout.</p> <p>Explores full range of career options from NED to social entrepreneurship and investing.</p> <p>Funds available for certification training for next career or 'Exprenticeships' - part payment of e.g. NFP salary or secondment to tri sector orgs.</p>
Post Retirement Policies	<i>How does the company link to the executive post retirement for mutual benefit?</i>	<p>No contact post retirement.</p>	<p>The company maintains a retiree database but mainly uses this for administrative and newsletters about the company progress etc.</p>	<p>Post –retirement company group in place</p> <p>Activities focuses on retiree new, leisure and get-togethers.</p> <p>Informal job opportunity sharing.</p>	<p>The company has a retiree interactive website or group on a social media platform.</p> <p>Both parties can share information and ideas.</p> <p>Job opportunities can be posted ad hoc.</p>	<p>A lively post-retirement community in place.</p> <p>The company reaches out to retirees for problem solving, mentoring etc.</p> <p>A post –retirement 'job center' exists where retirees can be matched with suitable jobs and projects and training.</p>

Alumni Processes	<p><i>How does the company keep in contact with alumni for mutual benefit?</i></p> <p><i>Alumni leaving before retirement age particularly.</i></p>	<p>No contact with executives who chose to leave the company.</p> <p>We only keep contact details if we have any further legal obligations vis-à-vis them.</p>	<p>Alumni invited to major company milestones like major anniversaries, new facility openings etc.</p> <p>Alumni information database maintained by company or Alumni volunteers means it waxes and wanes in terms of quality.</p>	<p>An Alumni association exists meeting once per year, hosted by company.</p> <p>Company database with contact details for alumni is maintained and updated by the company.</p> <p>Social media groups organised by Alumni independent of company and only used for company information dissemination.</p>	<p>Alumni seen as important channels to future business.</p> <p>A well-functioning Alumni association exists meeting at least once per year.</p> <p>Alumni briefings on 'hot topics' and key developments in the company a few times a year in person or via webinars.</p> <p>Social media groups organised by Alumni independent of company and only used for company information dissemination.</p>	<p>Alumni seen a critical asset to the company's innovation and success.</p> <p>Different levels of Alumni groupings exist, including a 'by invitation only distinguished alumni network'.</p> <p>Alumni seen as an extension of the company and it is natural for employees to reach out to alumni.</p> <p>Tools to do make this easy exists.</p> <p>Alumni social media groups sponsored/maintained by company exists for alumni to connect and interact with each other.</p>
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Table 2. Practices for developing new leadership *AND* career development skills for Mid/Late Career Executives

Many of the new externally focused leadership competencies are identical to what an executive needs to learn to successfully own and develop their career on both the inside and the outside of their current company. See Appendix 2. New Leadership Competencies

Practice	Core question	Basic	Early Stage	Developing	Conscious	Integrated
Finding focus area	<i>Are executives encouraged to find social purpose opportunities and projects in their own business area?</i>	No, social purpose does not fit with our business model.	Executives encouraged to support their employees in their volunteering ambitions.	Executives encouraged to support and participate on company's existing volunteering days/ programmes.	Executives actively encouraged to find social purpose projects that fit their business area. These are not explicitly linked to our company strategy.	Having aligned social purpose goals and projects are part of our strategy and thus goal process. We have training and support programmes to help make this happen.
Pro-bono / community /Tri sector work experience	<i>Are senior executives part of the company's pro bono work on the ground in communities or cross stakeholder sectors?</i>	We don't have pro-bono skills and work transfer programs as part of our leadership or CSR programmes.	Only early career future leaders are part of the pro bono / community programmes for contribution and fast track learning.	Early and Mid-career leaders are part of the pro bono / community programmes for contribution and fast track learning.	Early, Mid and Late career leaders are part of the pro bono / community programmes for fast track learning. Retirees and alumni are part of pro-bono programme a mentors and contributors.	Early, Mid, Late career and leaders part of a tri-sector secondment-programme. Returning leaders from the secondments mentors other leaders and are called on to contribute to the company strategy.
Networking	<i>Are executives encouraged, trained and incentivized to network outside the organisation?</i>	Networking is not a skill we assess and promote.	Executives are expected to be able to network inside the organisation and with industry peers and organisations. No training or development in this area provided.	We have recently realized that external networks beyond our immediate industry sphere with word stakeholders are important. We are encouraging executives to network outside their immediate areas of responsibility.	Networking for senior executives outside the organisation is becoming important to us. We are actively encouraging executives to network broadly externally to identify stakeholders and issues we need to be involved in. We have started to build sharing mechanisms.	Building external networks across all stakeholder constituencies is seen as a vital executive skill. We have training as well as mentoring for networking. Executives have earmarked budgets for networking. Sharing the knowledge gathered is an established process.

Partnership building	<i>Are executives encouraged, trained and called upon to create high level partnerships for the organisation on the outside?</i>	Partnerships beyond our suppliers, customers and industry governance are not deemed a priority.	<p>External partnership beyond our immediate industry is becoming increasingly important.</p> <p>We are encouraging executives to build new external partnerships in their field.</p>	<p>We are aware that partnerships that will affect our future business is being formed in the external world between stakeholders and realize we need to be involved.</p> <p>We are encouraging executives to build partnerships in our extended industry sphere.</p>	<p>Partnerships that will affect our business today and tomorrow are being formed in the external world between stakeholders in and beyond our industry sphere and we are seeking to be actively involved.</p> <p>We actively encourage executives to explore and develop such partnerships.</p> <p>We have informal partnership common interest groups .</p>	<p>The ability to build partnerships with a multitude and diverse set of organisations cross constituencies is vital to our strategy and discussed at the board/exco.</p> <p>We have ‘an executive exchange program’ with NGO’s and Government.</p> <p>We have development support for this and peer sharing on best partnership practices.</p>
Technology	<i>Are executives kept up to speed on how to use new technology?</i>	<p>Technology change is not a big risk to our business.</p> <p>Executives are less hands-on in the business so they don’t need to be completely up to date with new technology.</p>	<p>Technology changes are not likely to come fast in our industry.</p> <p>We expect executives to keep up to speed on changes in personal work technology themselves.</p>	<p>Technology is seen as a medium risk to the business.</p> <p>We keep executives up to date with personal technology by reverse mentoring programmes with junior employees/graduates.</p>	<p>Technology may disrupt our business and way we work in a few years.</p> <p>To keep executives up to speed we are investing in technology training for executives.</p>	<p>Technology will change our business and work radically the next few years. Many businesses risk being ‘Uberized’</p> <p>To be able to assess the risks and invest in opportunities executives are routinely updated on an engaged in technology innovation in the company.</p> <p>Tech ‘savviness’ is part of our performance system.</p>
Mentoring	<i>Are there inter-generational and reverse mentoring opportunities?</i>	We don’t have a mentoring programme.	We are considering a reverse mentoring scheme.	<p>We have just implemented our first reverse mentoring scheme for young professionals with senior executives mainly for technology mentoring.</p> <p>We are thinking about intergenerational mentoring.</p>	We have a reverse mentoring scheme and a budding intergenerational mutual mentoring scheme.	<p>We have institutionalized: -Reverse and intergenerational mentoring programmes with each senior executive having a Gen X, GenY, and Millennial leaders for mutual mentoring.</p> <p>We have a Dynamic Duo programme in place for external and internal reverse mentoring.</p>
Support	<i>Is there development support for the executive to go on this journey?</i>	We have no organised support in place to develop senior executives in these areas.	We provide ad hoc informal support to individual executives to develop these areas if deemed vital to their current role.	We are developing a comprehensive programme of support to develop executives in these areas.	We have a dedicated programme to get executives up to speed in these areas, including support.	We have a dedicated programme and support function with Business/HR and CSR actively leading them.

At the leading edge of purpose driven leadership and career development companies have the following processes and practices in place.

1. Integrated Career Development Practices for Mid to Late Career Executives

Purpose – Development of Company and Executive Purpose

How much attention is the board and executive committee devoting to Social Purpose? How does the company enable executives to develop their own purpose?

- The strategy is driven by Social Purpose and the company believes they will deliver value for their stakeholders in society and profit for their shareholders this way.
- How well we are delivering our Purpose is a key board and executive committee topic.
- Processes are in place for executives to go on their own purpose journey.
- Mid/late career executives are included in the company's tri-sector and on the ground programmes in an appropriate and effective manner.

Board attention to mid/late career development as strategic issue

How much attention to and understanding does the board have of the benefit to the company strategy of developing executive's longer term internal and external career ambitions?

- The board discusses individual succession planning candidates and their career development needs internally and externally.
- They discuss how assisting the executives in developing for their future career ambitions externally can be of benefit to the company and their strategy short and long term.

Mid/Late career issues included in succession planning

How does the succession planning process take into account and allow for changing motivations by executives as they mature?

- Understanding of the changing needs and motivations of senior executives individually and as a group is used as the basis for succession planning.

Mid / Late Career Development Process and Skills

When and how does the company introduce executives to the process of and skills to own their own careers?

- Starting at age 40 executives receive training, coaching and support to develop career development skills and is a career-long process
- Refreshment of career development skills done every 5 years.

Career development review

How and for what is the annual or 6 months progress review used?

- 100% focus on career development, performance reviews are done separately.
- The discussion is around the aspirations of the executive, short, medium and long term, internally and externally.
- Open discussion of any critical decision points, including how the executive is progressing their internal and external career development understanding.

Open adult conversations about careers

How explicitly does conversations about the executive's future take place?

- Adult discussions throughout the executives career around 'if one day you were not working here what might other opportunities be and how can we prepare you for them?'

Exit policies

How much assistance and fluidity exists for executives to tailor their exit process and support to the benefit of both the company and their new direction?

- The executive allowed to create a high-profile customized position that benefits the company and sets the executive up for their next career. 2-4 years.
- The company has an in-house executive Transition team that supports executives in their new career creation.
- External support also available as part of executives development budget.

Pre-retirement Preparation

How long before retirement does the preparation process for second careers start and what kind of support is available?

- Programme starts 4-5-years before retirement eligibility.
- Regular workshops/peer work groups over the years to retirement.
- The programme explores full range of career options from NED to social entrepreneurship, NFP careers, government postings, investing etc....
- Transition coaching support throughout.
- Funds available for certification training for next career or 'Exprenticeships' - part payment of e.g. NFP salary or
- Secondment possible to tri-sector organisations.
- Possibility to work in social purpose parts of the company, part or full time, e.g. CSR, New Technology Venture Investing etc. *[62]

Post Retirement Policies

How does the company link to the executive post retirement for mutual benefit?

- A lively post-retirement community in place.
- The company reaches out to retirees for problem-solving, mentoring etc.
- A post-retirement 'job center' exists where retirees can be matched with suitable jobs and projects and training.

Alumni Processes

How does the company keep in contact with alumni for mutual benefit? Alumni leaving before retirement age particularly

- Alumni seen a critical asset to the company's innovation and success.
- Different levels of Alumni groupings exist, including a 'by invitation only distinguished alumni network'.
- Alumni seen as an extension of the company and it is natural for employees to reach out to alumni and tools to do make this easy exists.
- Alumni social media groups sponsored and maintained by company exists for alumni to connect and interact with each other.

2. Practices for developing new leadership AND career development skills for Mid/Late Career Executives

Many of the new externally focused leadership competencies are identical to what an executive needs to learn to successfully own and develop their career on both the inside and the outside of their current company. See Appendix 2. New Leadership Competencies

Finding the focus area

Are executives encouraged to find social purpose opportunities and projects in their own business area?

- Having aligned social purpose goals and projects are part of the strategy and thus of the goal setting process.
- Training and support programmes are in place to help make this happen.

Pro-bono / Community /Tri sector work experience

Are senior executives part of the company's pro bono work on the ground in communities or cross stakeholder sectors

- Early, Mid, Late career leaders can all be part of in the community pro bono programmes and the tri-sector secondment-programme.
- Returning leaders from the programmes mentors other leaders and are called on to contribute to the company strategy.

Networking

Are executives encouraged, trained and incentivized to network outside the organisation?

- Building external networks across all stakeholder constituencies is seen as a vital executive skill in the company.
- Training as well as mentoring in place around networking.
- Executives have earmarked budgets for networking.
- Sharing the knowledge gathered from networks is an established process.

Partnership Building

Are executives encouraged, trained and called upon to create high level partnerships for the organisation on the outside?

- The ability to build partnerships with a multitude and diverse set of organisations cross constituencies is vital to our strategy and this topic is discussed at the board/executive committee.
- We have 'an executive exchange programme' with NGO's and Government.
- We have development support for this and peer sharing on best partnership practices.

Technology

Are executives kept up to speed on how to use new technology?

- Technology will change the business and work radically in the next few years. The company are aware that businesses risks being 'Uberized'.
- To be able to assess the risks and invest in opportunities executives are routinely updated on an engaged in technology innovation in the company.
- Tech 'savviness' is part of our performance system

Mentoring

Are there inter-generational and reverse mentoring opportunities?

- Institutionalized mentoring programmes in place for both
- Reverse mentoring of junior/senior leaders and
- Intergenerational mentoring programmes with each senior executive having Gen X, GenY, and Millennial leaders for mutual mentoring. *[63]
- Dynamic Duo system in place: Moving well beyond traditional mentoring, 'dynamic duos' are inter-generational (and often cross-disciplinary) collaborations operating top-down and bottom-up, outside-in and inside-out, to the benefit of both partners—while driving innovation and creating significant new value for their organisations. *[64]

Support

Is there development support for the executive to go on this journey?

- We have a dedicated programme and support function with Business/HR and CSR actively leading them

"Lots of people came to me and said they wanted my job in Intel...the perfect combination of corporate comfort while being an NFP inside the corporation. It makes your soul feel good...

I explained that there were very few such jobs inside Intel (or outside), explored with them what other things they could bring to their own jobs to achieve some of this...What were they really seeking? We would explore many avenues. What is your risk appetite? Do you need financial security?

Working through a number of options meant they could decide if they could add something to their job or had to leave and join an NFP on the outside.

i.e "What is the risk to you to stay with a company that is breaking your heart, vs. making a plan for realizing what you are looking for over a time horizon?" then setting them on a path to achieve this. That is the key question..."

Wendy Hawkins – Retired Global Executive Director, Intel Foundation, USA

"As a graduate I joined UNEP where I felt 'the action was' – getting governments, NGO's and companies round the table, which was a new concept in the 90ies. This has been my guiding motto throughout my career.

My boss told me to go to industry and comeback to the UN in 20 years' time for real impact.

After working in the leather industry and then at EPSON M/HP I joined Philips as Sustainability is at the core of Philips strategy.

At the Third International Conference on Financing for Development, in Addis Ababa, Philips was one of the few companies present to talk about the role of the private sector in achieving the sustainable development goals.

It is also great to be endorsed by the board to do these things, on behalf of the company.

This also brings outside-in knowledge, which leads to innovation. E.g. we are working with UNICEF and the Red Cross to give them access to Philips innovation capability to solve their challenges instead of simply giving money."

Jan Willem Sheijgrond, Global Head of Government Affairs B2G, Philips,
The Netherlands

Conclusion

With society increasingly asking business to help solve societal challenges, leaders at all experience levels need to have up to date leadership skills to effectively engage in this complex but exciting new cross stakeholder collaboration model that is evolving.

To date most leadership development is aimed at the early/mid career executives to prepare them for their senior roles and as a retention measure to engage the millennial leader generation also dubbed 'the Purpose Generation',

With executives ascending earlier to and staying longer in the senior executive ranks, organisations need to consider how they keep these leaders engaged, up to date and relevant in this emerging collaborative world.

Executives also stay longer in the workforce, eschewing retirement for second and third careers, full-time or part-time.

Long term careers is becoming a thing of the past due to the speed of change and disruption in what used to be considered safe and stable markets, as the economic 'half-life' of companies is accelerating. Executives need to learn to 'own' their careers and how to prepare for career changes whether planned or unplanned. *[65]

Society needs seasoned leaders to scale solutions that will be created cross sector boundaries between business, NGO's, government and other institutions.

By establishing continuous career development processes for executives as they ascend to senior ranks from around age 40, focusing on learning personal career development skills, understanding how they become the best they can be where they work presently or elsewhere and tri-sector competence we can achieve several important objectives;

- Prepare them for the roles they will need to play going forward in their current organisations,
- Prepare them for any surprises in their employment situation and reduce fear of change.
- Prepare them for second and third careers.
- Create a high caliber talent pool for companies, NGO's, IGO's and Government to draw from who can achieve real impact for both themselves, the organisations they join and for society.

What could the effect be of this? On a global scale, if executives from age 40 became engaged in purpose driven work and proficient in tri sector leadership, and we thus managed to increase the % of engaged executives from the current 35% to 45%, the world could add 5 million* engaged executives and have over 23 million* executives in the age group 40-65 engaging in working across sector borders and assist in projects that help solve societal problems and are beneficial to their employers.

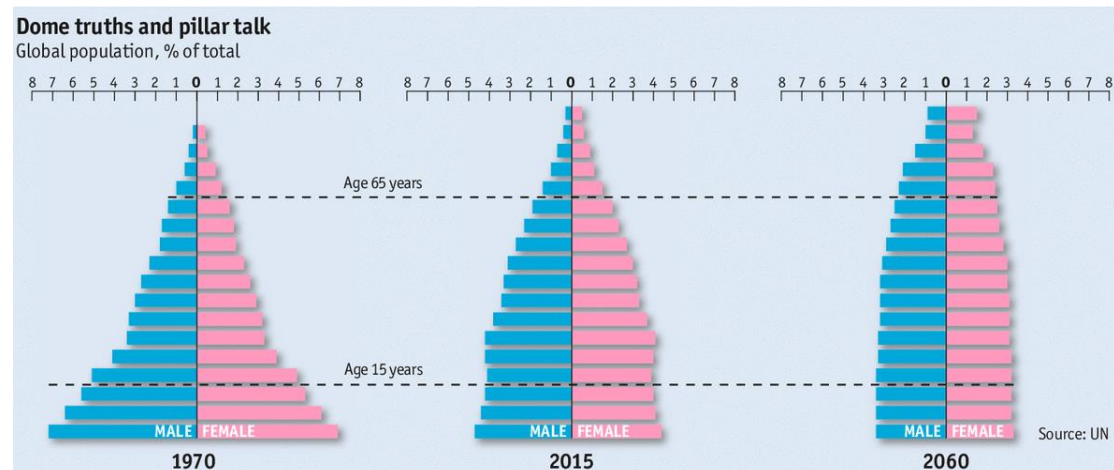
If they learned the career development skills discussed in this paper, every year could see around 1 million* executives able to pass the age 65 milestone seamlessly in to careers that will benefit them and society.

* Courtesy of meta-analysis of LinkedIn globally of executives with exco and exco-1 , -2 and -3 titles and estimating LinkedIn membership by age group, combined with Gallup engagement data.

Appendix 1. The age profile in society and the workforce is changing globally

Between 2015 and 2060, the number of 60- to 79-year-olds will increase by 1.1 billion

The world is developing a completely new age profile, from a true 'pyramid' in the 1970ies, to a startling 'sausage' shape that has an increasingly even distribution in almost all age groups by 2060. Figure 1.



Source: The world reshaped, the end of the population pyramid, ('The World in 2015', The Economist, Nov 20, 2014). Data source UN. Print edition. Reproduced with permission by The Economist.

According to calculations by Emi Suzuki and [Wolfgang Fengler](#) of the World Bank, two-thirds of the extra 2.2 billion people on earth in 2060 will be in the age group between 40 and 79, not from younger people. The increase in the last, oldest segment is especially marked. *Between 2015 and 2060, the number of 60- to 79-year-olds will increase by 1.1 billion, or 131%.* That is five times the increase in the number of children and teenagers, which will rise by only 220m, or 9%.
*[66]

This in itself will clearly necessitate changes society, but also in the recruitment, development, retention and retirement practices of companies going forward.

The 'no retirement generation' need and want to work beyond 65

Longer and healthier lifespans combined with the realization that the previous generation's retirement model no longer works financially for most people retiring going forward, means that an increasing number of employees at all levels will wish and need to stay in the workforce beyond the traditional retirement age. The debate of raising our retirement ages has visibly gained momentum the first months of 2016 with e.g. the UK government newly announced review of retirement ages:

"Work until you're 75 - or even 81 - under Government review of state pension age"

Headline in The Telegraph, March 2, 2016

Some examples of what is already happening in terms of people over 65 working from around the world;

In 2011, 33.4 million Americans over 65 were in the workforce. Just over 15 million were in full time work; 10 million were men and 5 million women. *[67]

The US Bureau of Labor Statistics predicts that 35% of men aged 65-74 will be in the workforce by 2020, up from 25% in 2000. The percentage of women staying in work in these age groups is rapidly increasing, closing the gap with the men. This pattern is predicted to spread to developing economies as well as their societies age. Those older workers who choose to remain in the workforce are likely to be the more highly skilled. *[68]

In Australia, the labour force participation rate for men aged 65-74 grew from 15 per cent in 2001 to 24 per cent in 2010, and the rate for women more than doubled from 6 per cent to 13 per cent in the same period. *[69]

In 2014, 51.8 % of people aged 55 to 64 in the EU were in employment compared to the 2002 level of 38.4 %. The employment rate for older women increased substantially between 2002 and 2014, from 29.1 % to 45.2 %. Of the over 65's approximately 8% of men and 3% of women were employed in 2013. *[70]

In the UK, in mid 2015, 1.2 million (10,4%), people above 65 active in the workforce whereof 702,000 were men and 464,000 women. For the age group 50-65, 8.22 million were in employment whereof 4.35 million men and 3.87 million women. Women are fast catching up with men in this age group. *[71]

Older workers in managerial positions are often particularly keen to continue working and progressing in their careers after normal retirement age both hierarchically and developmentally. *[72]

The conclusion of this research is confirmed on a daily basis in conversations with executives in their 40's, 50's, 60's and beyond, who are looking for 'what next' in their careers and lives.

Older workers are of benefit to the economy and society

In October 2014 the then UK Pensions Minister Steve Webb said: 'We have to wake up to the needs and expectations of today's workforce – 30% of whom are now aged over 50 and 1 million (10%) over 65. These people have a massive role to play in our economy and society and many quite rightly want to carry on using the skills and knowledge they have honed over decades and also pass them on to younger colleagues.'

Ros Altmann, the then government Business Champion for Older Workers, said: "Older people are a huge resource for society and the whole economy. Indeed they have the potential to revitalise growth as more of them are working longer and staying active than ever before." *[73]

Appendix 2. New leadership competencies for business leaders

Externally oriented leadership needed in business

Leaders of business organisations are facing a fast changing, increasingly externally focused, multi-stakeholder, transparent, digitalized and socially accountable world, where collaboration cross-industries, cross- sectors (Government, business, NGO) and cross-geography and culture is vital.

The leadership competencies needed for this environment is by necessity increasingly externally focused, compared to the traditionally internally focused operational skills and competencies many organisations have used to recruit, develop and promote leaders.

In the late 2012 BSR study 'Sustainability and Leadership Competencies for Business Leaders', respondents (CEO's, Group HR directors, CSO's and leadership thought leaders) were asked to rank the competencies they thought were the most important for leaders to be proficient at going forward. *[74]

Leadership Competencies for the Future

Top 6 competencies – Chosen by majority

- External Awareness & Appreciation of Trends
- Visioning & Strategy Formulation
- Risk Awareness, Assessment & Management
- Stakeholder Engagement
- Flexibility & Adaptability to change
- Ethics & Integrity

The close runners –up

- Decision-making & Judgement
- Managing Innovation
- Partnership Building
- Courage & Persistence
- Securing Organizational Buy-In

The classic competencies

- Understanding of Global Impact of Local Decisions
- Effective Dialogue
- Political & Policy Orientation
- Passion & Optimism
- Analytical Thinking
- Creative Thinking
- Creating Internal Accountability
- Developing People
- Promoting Best Practices
- Delegating & Empowering
- Team Leadership
- Team Working

Emphasis on an **External Focus**, a **longer term perspective** and **on managing relationships**



Emphasis on an **Internal Focus**, a **shorter term perspective** and **operational considerations**.

Figure 2. Ranked leadership competencies Faruk, Adam and Hoffmann, Anita, *Sustainability and Leadership Competencies for Business Leaders*, (BSR, 2012).

As can be seen, the top six were:

External awareness and appreciation of trends

We need leaders who can interpret long-term societal trends and anticipate how governments, NGOs, and society are likely to react to them. These leaders must understand the risks and opportunities these trends will bring for their organisation, and they must be able to develop strategic options for the business.

Visioning and strategy formulation

Resilient leaders can effectively communicate the vision of what the company is aspiring to become—in other words, how the company will be profitable by addressing a societal need, internally and externally.

Risk awareness, assessment, and management

Today's leaders need to address risks far beyond operational physical risks, such as risks to corporate reputation, stakeholder relations, business continuity, or even customer demand. Leaders need to focus particular attention on high-impact, low-probability risks that could jeopardize the company's future.

Stakeholder engagement

To be truly effective at stakeholder engagement, leaders need to learn to be comfortable listening to and engaging with people of varied backgrounds and points of view—and see them as true co-owners of the business' journey, not just a group of people to whom they are communicating.

Flexibility and adaptability to change

Resilient leaders demonstrate the ability to lead when there is considerable ambiguity about the best way forward. They listen carefully to voices inside and outside the company for new information that might require a change of direction, and they think creatively about new ways of doing things.

Ethics and integrity:

All business leaders interviewed for our study named ethics and integrity as the overarching competency. It's not enough to have ethics policies; leaders need to show how ethics and integrity are embedded in company culture.

Several of them are externally oriented and in the runner-up section we also have *Partnership Building* and *Organisational Buy-in*, two other competencies that have relationship building and cooperation across silos at their heart.

Another way of describing this was coined by Joseph Nye at Kennedy School of Government; tri-sector athletes" — leaders able to engage and collaborate across business, government and NGO's.

Appendix 3. Evolving leadership development practices.

Recently a distinctly different version of leadership development programmes is emerging the Cross-Industry, Cross-Generational, Cross-Geographical Future Leaders Programmes. These programmes are recruiting or training their first cohorts in 2015;

These programmes bring the most senior leaders of different corporations together with the future leaders that will lead their organisations in 5-10 years' time. Interestingly *not* the leaders in the direct succession to the executive committees...i.e. the majority of the senior executives at mid/late career seemingly are excluded from this development opportunity.

These programmes are created cross-industry to bring the future leaders of business together to learn from each other, build networks for wider collaboration and learn from faculty that you might occasionally classify as 'critical and challenging friends' to business. They are cross business, academia, media, consulting and NGO collaborations. In a sense 'Tri sector athlete' training and development

Examples of these are:

The Forward Institute - UK:

Early in 2014 a group of some of the most senior leaders of 18 companies in the UK, supported by The Boston Consulting Group, came together to help the next generation of leaders develop the values and competencies they will need to thrive in a radically different world.

They committed to establish the Forward Institute – as the home of a Fellowship that would act as the pre-eminent, cross-sector development experience for the next generation of leaders. The Forward Institute is now an independent not-for-profit organisation. *[75]

The Impact Leadership Programme – European:

Coordinated by Business School Lausanne in cooperation with LiFT (Leadership for Transition) and is part of Switzerland's aim to become the European Sustainability hub.

The programme was launched at the annual TIGE conference (Trust and Integrity in the Global Economy) in Caux, Switzerland at the end of June 2015 and was led by the Dean Dr. Katrin Muff. *[76]

The Leadership Vanguard - Global:

This is an initiative that seeks to identify, support and mobilise future-fit leaders - all in the interest of reinventing growth. Inspired by discussions between CEOs such as Paul Polman and Ben van Beurden, the Leadership Vanguard is a growth initiative focused on collaboration across silos and networking beyond borders, both geographical and industrial. It brings together four groups of participants:

- Catalysts – future leaders in each partner company
- Mentors – CEOs of each partner company
- Beacons – recognised thought leaders from across a range of sectors
- Pathfinders – as yet unknown disruptors pioneering change in different spheres

The programme is global in scope and is supported by Unilever, DNV GL, Woodside, Keppel, Atlantic Lloyd and Outotec. It is coordinated by the consulting firm Xynteo. *[77]

The programme consists of three phases:

Phase 1: Exploration - where the catalysts 'learn from confusion', are exposed to a number of new angles, thoughts, approaches and ideas around leadership and the challenge we face around the world.

Phase 2: Ideation - where the catalysts use what they've learned in phase 1 to come up with ideas for real life projects that can help 'reinvent growth'.

Phase 3: Scaling - where the catalysts prototype build and scale their ideas into actual projects.

4. IBM case study

This case study is meant as an illustration of how companies are aligning their leadership and career development practices with their purpose driven strategy. It is collated from publically available information and an interview with IBM's Corporate Citizen function and makes no claim to being a complete or 100% accurate record of what the company does.

The Smarter Planet Strategy – IBM's Purpose driven strategy

'Smarter Planet' is about capturing the potential of smarter systems to address some of the world's big challenges, anything from efficient water use to smart grids and traffic congestion.

Smarter Planet originated in the dark times of 2008, with the financial crisis looming and IBM looking slow moving compared to the new technology companies springing up. With the sale of the computer division, IBM was cut off from society, losing touch with consumer contact and focused on their B2B business with data centres and corporate consulting and not sure of their own brand, identity and purpose 'post PC'.

The CEO at the time, Sam Palmisano, set a process in motion for IBM, instead of hunkering down for the crisis, to look to the outside world in search of 'opportunities for growth and societal progress'. He challenged Jon Iwata, the newly promoted chief marketing officer to clarify the meaning of the IBM brand, to define clearly what IBM contributed to its clients, to technology, and to society.

This included a four-day 'Innovation Jam', an online brainstorm with over 1000 companies in twenty industries, in October 2008. Out of this came Smarter Planet, IBM's core long-term strategy, encapsulating their belief that 'technology can improve business, society and the human condition'. *[78], *[79]

Smarter Planet applies IBM's core capabilities:

- Instrumented
- Intelligent
- Interconnected

Smarter Planet addresses six sectors:

- Smarter Education
- Smarter Energy
- Smarter Food
- Smarter Health Care
- Smarter Water
- Smarter Cities

It is a fusion of business and citizenship strategy. This means that making a valuable social contribution can be a powerful way of 'doing business'

Since then, the company has undertaken 25,000 client engagements on the Smarter Planet platform and are on target to exceed its goal in 2015 of \$7 billion of incremental revenue. Customers who know about Smarter Planet are significantly more likely to do business with IBM. Between 2008, when Sam Palmisano launched Smarter Planet, and 2013, IBM's brand increased in apparent value by almost \$20 billion, or around one third. *[79]

The need to engage with new external partners

This also means that the company needed to engage with clients in new ways and build bridges between existing fields and even invent new disciplines. E.g. in the area of Smarter Cities, the company now works with engineering consulting firms, architects, urban planners, infrastructure service companies and have built many new partnerships.

Pro bono strategy

The Smarter Cities Challenge deploys top IBM experts to help cities around the world address their most critical challenges. It is also IBM's largest philanthropic initiative, with contributions to date valued at more than \$50 million.

The Smarter Cities Challenge is a competition for cities all over the world to get access to IBM top experts through IBM teams working closely on the ground for three weeks with city leaders and deliver recommendations on how to make the city smarter and more effective.

Since 2010, IBM has deployed 700 top experts to help 116 cities around the world. In 2015, the programme was extended for a fifth year, with additional projects to be deployed through 2016. *[80]

This has resulted e.g. in IBM helping to create a City Operations Centre for Rio to cope with hosting the FIFA World Cup in 2014 and the Olympics in 2016. In another project they are helping bridge the growing 'digital divide' in Philadelphia creating a technology platform for organisations working on this issue to collaborate.

IBM also has a huge volunteering programme, giving more than 16 m hours per year.

Leadership development

In addition to the classic leadership development programmes, IBM has developed several programmes that align with the Smarter planet programme and the need to be a truly global organisation that can work on the ground in many cultures.

The Smarter Cities Challenge

This is not only beneficial for the cities winning the competition that get free consulting hours from top experts from IBM, but also highly beneficial development opportunities for IBM employees who get to look at challenges they have never before seen in a city, being exposed to local culture and working truly globally.

The Corporate Service Corps

The Corporate Service Corps selects top management prospects and then trains and dispatches these leaders to emerging markets around the world.

Participants spend four weeks in groups of 10 to 15 to help solve economic and social problems of their selected communality. Teams work collaboratively with their government and community counterparts to understand how to implement socially responsible business practices with measurable results in a global context. While on location IBM employees are 100% focused on their projects, on full pay.

The teams spend three months preparing for their assignments in a robust curriculum that includes education about their host countries, project problem statements, and time for team building via teleconferences and social networking websites.

Participants who are not from the consulting practice also immerse themselves in consulting methodology appropriate for working in emerging markets.

On location, teams work with local governments, universities, and business groups on a variety of initiatives ranging from upgrading technology for a government agency, increasing international tourism to a government funded poverty alleviation initiative, working with artisans to improving public water quality.

The programme is open for application to top performers who have a passion for community service and can articulate why they deserve a spot. Employees need to have been with IBM for two years minimum to be eligible, and can be from any responsibility level and experience level of a few to 25+ years with the firm.

The programme is unusual in that it mixes teams from all over the world, with employees from one emerging market going to another emerging market. From Nigeria to India, from USA to China, Eastern Europe to Ethiopia and Ruanda .

This is a life changing experience as it is fully immersive for one month, focusing on one thing to solve. It is also very fulfilling work and a chance to 'give back'. It is team based and you have to learn to work with people you don't know, both IBM and in the host organisation.

The programme has developed to include partnerships with other organisations, e.g. with JP Morgan Chase in Brazil and FedEx in Brazil and John Deere in India.

Benefits of the programme

The Corporate Service Corps offers a triple benefit: leadership training and development for the communities, leadership development for the participating IBMers, and greater knowledge and enhanced reputation in the growth markets for IBM.

Since its launch in 2008, the Corporate Service Corps has had a positive impact of the lives of more the 140,000 people through skills transfer and capacity building. Many thousands more have been positively impacted through the services of the organisations the Corporate Service Corps has supported.

The Corporate Service Corps programme has sent over 2500 participants on over 250 teams to more than 30 countries around the world. The participants come from over 60 countries and have served communities in Argentina, Brazil, Cambodia, Chile, China, Colombia, Egypt, Ethiopia, Ghana, India, Indonesia, Kazakhstan, Kenya, Malaysia, Mexico, Morocco, Nigeria, Peru, The Philippines, Poland, Romania, Russia, Senegal, South Africa, Sri Lanka, Taiwan, Tanzania, Thailand, Tunisia, Turkey, Vietnam, UAE and Ukraine . The programme continues to expand to new locations each year.

At the same time, this programme benefits IBM and IBMers by increasing IBM's understanding and appreciation of growth markets while creating global leaders who are culturally aware and possess advanced teaching skills. A global business and service perspective is instilled in programme participants and community partners through a dynamic business environment promoting social, business, and economic development. The Corporate Service Corps programme enables significant, scalable contributions to global communities while cultivating effective global leaders. *[81]

The teams have worked on as varied projects as:

- Developing web-based knowledge management systems to improve eye care in India;
- Providing legislative policy analysis to drive socio-economic growth in Kenya;
- Implementing a system for disaster preparedness integral to disaster relief and recovery in the Philippines; and
- Developing policies and programmes to health care for women and children in Nigeria.

Executive Service Corps

IBM Executive Service Corps (ESC) was launched in 2010 as an extension of the Corporate Service Corps (CSC).

It is part of the Smarter Cities Challenge, a competitive grant programme awarding \$50 million worth of IBM expertise to 100 cities around the globe. Designed to address the wide range of challenges facing cities today, these grants have addressed topics from urban agriculture to public safety.

ESC teams are on site for three weeks and within that time, they often serve as a catalyst for change, improving the standard of living and economic prospects in the markets they serve. Projects are often further developed and refined locally, leaving a lasting impression in the world's most rapidly expanding markets.

Building new leadership competences

In a recent survey of IBM Corporate Service Corps and Executive Service Corps participants:

- 94 percent said the programme expanded their cultural awareness.
- 90 percent said it increased their understanding of IBM's role in the developing world.
- 88 percent agreed or strongly agreed that leadership skills had been increased.
- 76 percent said it boosted their desire to complete their business career at IBM.

The Executive Service Corps, an extension of IBM's Corporate Service Corps, is a philanthropic programme that lends IBM employees to solve complex problems in cities of high growth emerging markets. For host cities, it is a chance to benefit from IBM's expertise in working on economic, social and environmental sustainability challenges. For the participating IBM employees, it is a leadership development opportunity like no other.

Multiple teams of executives deployed to Ho Chi Minh Vietnam, Katowice Poland, Rio Brazil and Chengdu, China in 2010. The programme is expanding significantly in 2011 with teams in Thailand, Indonesia, Brazil, Chile, Romania, India, China, South Africa, the Philippines and more. (make all of those links to the countries where the team descriptions are located). The following is a case study of the first Executive Service Corps team, which traveled to Ho Chi Minh City, Vietnam.

In 2010, six IBM executives set off for Vietnam to help the Mayor, top officials, city planners, entrepreneurs, and NGOs develop a road map for a smarter city in Ho Chi Minh City. The IBM team came from varying geographical and professional backgrounds. The Executive Service Corps deploys senior executives on more advanced engagements. The teams work with city officials at the highest level on critical economic development projects focused on helping cities to become world-class "Smarter Cities."

Pre-retirement career practices

In 2006 IBM became the first company in the USA to launch a programme providing its employees nearing retirement with the opportunity to pursue a second career in education.

The programme, Transition to Teaching (T2T), offers support and guidance to employees interested in moving to a new career as a K-12 math or science teacher after leaving IBM. This innovative programme was the result of several factors changing employee retirement interests: the desire to keep employees engaged and productive as they approached retirement, a long history of company leadership in education reform, and a strong culture of community

service.

Stanley Litow, IBM's vice president, corporate citizenship and corporate affairs and president, IBM International Foundation says:

"Our approach to citizenship focuses on contributing the skills and expertise of our employees to bring about positive, sustainable change. Programmes like T2T show companies can make a significant difference for employees and for the social good." *[82]

Methodology

To understand what leading Purpose Driven organisations are doing in terms of leadership development and career development these organisations were identified by extensive desk research and by sourcing corporate executives and thought leaders regarding who else they had encountered who were leaders in this field and obtaining introductions to these organisations.

For executives the same strategy was used, asking knowledgeable contacts for executives they thought had done exceptional transitions and obtaining introductions. Frequently the contacts in the Purpose Driven companies had done exceptional transitions themselves and added significantly to the body of knowledge.

For pre-retirement practices, the first desk research showed that very little was done or published in the area of senior executives per se. The novel practices were more aimed at either retaining technical expertise in companies or programmes aimed at large numbers of retiring technical/managerial cadres, with a few exceptions.

As that became clear, focus of the pre-retirement/late career practices research moved towards organisations outside the 'Purpose Driven' corporate cadre, to professional services firms, of whom a few are well-known for the career transitioning of Partners into high level executive positions in corporates.

In total 62 interviews were conducted globally (in person or via telephone/Skype/Facetime) whereof in 40 interviews organisational processes were explored and in 49 executives own careers and transitions were discussed. The interviews were focused around two central questions:

- With society wishing companies to be more involved in solving societal issues and executives wishing to contribute to this goal, are you developing new leadership development and career development processes for mid-to late career executives?
- For executives who have made a transition into purpose driven work, how did you do it and what is your advice to other executives when contemplating such a change?

The corporates were all global in nature with significant strategic business interests in emerging and major growth markets (India, China, Middle East, Africa, Latin-America etc.). They were headquartered in different regions (Europe, N. America, Asia, Africa and the Middle East).

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