

Bonus Career Transitions:  
An Investigation of the Drivers for Financially Successful Men to Voluntarily Pursue Drastic  
Career Change After 50

by

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## Dedication

Dedicated to the memory of Armando D'Andrea

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## Abstract

The study of career transitions has traditionally focused its attention mostly on the deeply bonded mid-life crisis or mid-career transitions, while the analysis of later career transitions has been concentrated basically on events preceding the transition, and adjustment to retirement. Very few research papers have tackled post-career transitions to new occupations (or “bonus careers”). Despite this, the number of professionals opting to continue working, after having attained the legal wherewithal to retire, has already reached more than 60% of American retirees (Quinn, 2010). Therefore, this study aims to identify the psychological factors that drive successful businessmen and male C-level executives above the age of fifty to start new careers in different fields from those of their main body of work. A secondary objective is to explore how the transition is experienced by senior professionals, indicating action patterns and key catalysts in the decision-making process. Retirement decision-making, career transitions theory, and the social cognitive career self-management transition model, as proposed by Lent & Brown (2013) are used as theoretical support to describe the transition process, and its experience. Findings from the analysis of nine semi-structured interviews revealed that avoidance-approach motivation guided their overall decision process. However, the most salient driver for choosing a new career was the self-perceived ability to perform well in the new job, and not knowledge of the content of the job per se. Newly found possible bonus career transition drivers also include, the desire to fulfill past vocations, stress avoidance, and a refusal to follow the same path as their fathers. Personal and social defense mechanisms, such as the fear of having become obsolete, boredom and age discrimination within organizations figured as triggers to the search for alternative fresh starts. By bringing to the surface the drivers that lead to bonus careers, this study may provide certain clues towards helping late career professionals assess their personal fit into new possible occupations, thus improving their decision-making.

**Keywords:** transitions; aging; late-career stage; encore; retirement; self-efficacy; SCCT; bonus career.

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## Chapter 1: Introduction

*“The trouble is, you think you have time”, Shakyamuni Buddha – Sutras*

Career transitions are well studied. Literature on the subject informs us that while changing careers may be stressful, it can also be rewarding. When career transition draws coherence from both what the person does, as well as their core values, this may well represent not only a source of personal reaffirmation, but also a transformation of one's identity (Cálcena, 2015; Ibarra, 2003, p. 87). Many career studies describe the process of transitions. Willian Bridges and Herminia Ibarra identified the main steps towards transitions and named them as follows: triggering events, endings, neutral zone (when one abandons the former career but has not yet started the new one), exploration of possible selves, and finally, new beginnings (Ibarra, 2003, p12; Bridges, 1982 p. 91). Transition to retirement may be seen as a transition to another career stage, instead of just an exit (Shultz & Wang, 2011). Currently, little is known about career transitions in late life stages, when people are in their 50s or 60s, and therefore beyond the so-called mid-life crisis (Hall, 2002, p.98, p.112; Ibarra, 2004a; Cálcena, 2012). In later stages of life, drastic career transition research is even less common (Murphy & Volpe, 2015). By drastic career transitions, I mean radical change of field of expertise, towards a new area or line of work, what I call “bonus” careers. Post-retirement career planning studies, carried out by Wöhrmann, Deller and Wang, (Wöhrmann, Deller, & Wang, 2014), explored the motivational factors and facilitating conditions behind the intention to continue working in the same occupational field after retirement. Self-efficacy, or the perceived ability to perform successfully (Hall, 2002, p. 194), was found to be a major influencer in such decision to continue working. Few articles discuss the motivational factors leading workers to radically change their career direction after 50. Folklore itself states that one “can't teach an old dog new tricks”. After all, drastic career changes require a certain

period to both learn and adapt, and time to learn is a scarce resource for older workers. In addition, the physical and cognitive capacities needed to adapt to new jobs usually decay after a certain age. So, for many people, there may well be some truth to the popular saying. However, there are those who don't retire, even when they have all the financial conditions, legal permission, or social support to do so. They simply choose to continue working.

Academic literature calls this type of work "bridge jobs". Bridge employment is defined as a transitional professional activity that happens after the main body of one's career is completed, but before one fully retires – in other words, before one stops working for good - (Shultz & Wang, 2011). This definition, although common, doesn't apply in many cases. For example, one can't say that Jaques Lewkowicz, a Brazilian marketeer who won 17 Lions for his advertising agency in Cannes was looking for bridge employment when he became a Google intern at the age of 70, after selling his company (Sperandio, 2015). I therefore decided to examine voluntary drastic career changes, similar to the one cited above. Nine participants with similar transition experiences were selected for the research in an attempt to hypothesize about the drivers that led them to choose a different career path after having achieved material success in their previous careers.

With people living longer and healthier lives, cases of radical career transitions in later life stages are abundant in many countries. They inform us of the changing nature of retirement and careers. Today, careers are becoming less linear and less corporate directed, thereby remaining more firmly in the hands of workers themselves. New work schemes are enabling senior professionals to age actively (Hall, 2002, p.190, p.244). There is now a new twenty year window of opportunity for workers to start up new careers, from their early 50s well into their early 70s (Freedman, 2007, p.9). This new career stage has been coined "encore" or "second-act" careers by many authors over the last decade in reference to the extension of one's career. In this paper, I have elected to name the phenomenon "bonus career", as a metaphor to the much expected (though not always needed) bonus pursued by executives,

and duly received at the end of a fiscal year. So, for the sake of this study, I will label the careers I am studying - a narrower variation of the encore career concept - in a unique way (bonus career), for the explicit desire to avoid any confusion with the extant literature about post-retirement careers.

If, according to popular belief, the 60s are now the new 40s - it can equally be expected that the search for personal significance that previously started in a person's late 30s or 40s must now be extended until such age. It was this psychological aspect of the choice to start a new career that triggered my curiosity. One may argue that it goes against all rational logic to start a new career after 50, especially if there is no need to do so. *"Every irrational decision has a psychological rationale"*, suggests Professor Manfred Kets de Vries regarding the psychodynamic approach (Cheak, Alicia & Kets de Vries, 2014). So, I have used such an optic, along with the appropriate theoretical frameworks, to try to unveil what nine real-life cases can tell us about the psychological rationale of such decision.

In this paper, I also explore how late-life transitions are experienced. I use myself as an instrument of interpretation, openly setting aside my conscious biases, expressed in brackets later on, so that the reader may embark with me on an interpretive phenomenological analysis (IPA) of the real narratives (Pietkiewicz & Smith, 2012). The idea is to come up with a possible description of the structure of the process in its context, as well as its textural or psychodynamic characteristics (emotional aspects, hidden commitments, self-defense mechanisms, etc.).

In order to concentrate on the psychological drivers of change, I carefully selected only relatively wealthy men (C-level executives or businessmen) who transitioned successfully into new careers after 50. My selection criterion of wealth was based on the fact that the participant must have had the option to stop working (retire/early retire), if they had wanted to, but had instead decided to continue working. This is the reason why I sometimes use the term "retiree" as a synonym of "participant" when they are interchangeable. This distinction

in the sample allowed me to complement my analysis with the theoretical background of retirement decision-making. The participants come from 6 countries, with the majority having had multinational career histories. No interviewees born in Asia participated. Furthermore, I chose only men for two basic reasons: personal interest and convenience. In relation to the aspect of convenience, on starting the research plan, I realized that it is not as easy to find successful women in bonus careers as it is to find men with the same conditions. The second motivation is one of personal curiosity; to understand the behavior of men. This is something that touches me, because I have always wanted to understand the behavior of my ancestors as a possible explanation for my own work-related decisions. This motivation also exposes the source of my own bias towards late-life career transitions. Men in my family are long-lived and tend to work until they die. In brackets, I describe the interpretation of my grandfather's professional life, as seen from both my personal experience and his autobiography (D'Andrea, 2015).

*{My father always bragged about how his father at the age of 60 had the courage to start over in the new fertilizer distribution business with him. Although already materially comfortable, Mr. Armando Senior built a whole new career right up until his death, at the ripe old age of 100, in 2015. In the course of his life, my grandfather, who started out as a tailor at 13, transitioned 6 times to completely new careers, (auto-dealer, insurance broker, executive, entrepreneur, retailer, and farmer) and after 80, he became a weekend painter and writer of his own memoirs. As a matter of fact, in the second half of his life, Armando Senior had already accomplished the material conditions to stop working, but, in fact, he never did stop until he reached 99. Ever lucid, and as far as his physical conditions allowed him, he opened his store in the morning and closed it in the evening; every single day! It seems to me that it was inconceivable for him to consider stopping working. Born in 1914, into an Italian immigrant family and sharing a home with eight other siblings, he navigated the great*

*depression, two world wars, civil conflicts and other hardships. Part of the “greatest” generation, Mr. Armando Senior was a tough but generous businessman, flexible enough to negotiate pretty much any obstacle in his professional life. One thing was for sure, no crisis worried my grandfather– he had simply already seen much worse and had indeed thrived. I know these things about him, but I never knew why he kept professionally active, or even why he would change careers from time to time. Thus, this study further offers me the chance to grow in terms of self-awareness by applying psychodynamics in hindsight to interpret the behavior and reflect upon the meanings of work and career for men from my own family}*

My grandfather’s story serves as an anecdotal example of the repetitive behavior that puzzled and pushed me to investigate the phenomenon. Thus, for this paper, I asked the participants of my research open questions in seven areas: childhood dream profession; professional role model; career trajectory and transitions (especially the last one); future professional plans and expected legacy; personal details (marriage; divorces; kids; health status; college major; etc.); and their relationship with family and at work.

The main theoretical framework applied to the analysis of their stories was the self-management social cognitive career transition framework (SCCT) from Lent & Brown (2013). SCCT is a career transition theory based on social cognitive theory (Bandura 1986). This theory holds that individuals are influenced by cognitive and contextual variables when making career decisions. Lent & Brown “self-management SCCT” is a recent extension to this theory. Its basic assumption is that the factors influencing career transitions are more related to the cognitive process of transition than to the content of the job itself (a typical vocational approach). It also relates different developmental stages (life stages) to the ability of the professional to self manage his/her transition. In contrast to previous SCCT models that examined transitions to different careers from a vocational perspective - one in which the worker examines the content of the task (new job) in order to infer upon his ability to change

- in Lent & Brown's SCCT model, it is not only the belief that one can make the transition but also that one can succeed in the new task that are deemed to be the key elements and not the specific knowledge of the task itself. This framework suits my investigation, because this research question is directed exactly towards the examination of drastic transitions to new careers that do not have any similarity in content with the previous ones. The self-management SCCT framework allowed me to look at self-efficacy beliefs and work outcome expectations as drivers for adaptive behaviors towards accomplishing the goal of changing careers [the decision to change to a new field of occupation].

It is a well-documented fact that post-retirement work improves the cognitive and physical health of retirees (Zhan, Wang Liu, and Shultz, 2009). Doing it in meaningful careers for individual purposes may bring the self-coherence men seek in career transitions, and therefore reduce the sense of loss, typically associated with men's retirement (Sargent, Bataille, Vough, & Dean, 2011). I hope that the awareness about personal and contextual factors facilitating the decision to continue working, as well as the main drivers for older professionals to seek new careers, and the knowledge of the possible factors influencing the decision-making process, will help workers at any career stage to increase their self-awareness about their ability to successfully seek out meaningful new occupations later on in their lives. Although this study is not designed to provide conclusive answers, I believe that by presenting a plausible hypothetical decision-making structure, it will contribute to the advancement of knowledge in career transitions. This is especially relevant at a moment when people in many countries are struggling with the prospect of the failure of the retirement financial schemes that should supposedly support them as they age. Thus, if work is again becoming a "necessary evil" in later life-stages, it should at least be chosen with self-awareness and ideally produce a personal sense of purpose. This study has the potential to better inform person-career fit assessments for older professionals, as well as human resources managers in organizations.

## Research Objectives

*“Quand ils méditent sur le cours des choses, ils ne cherchent ni à déterminer le général, ni à calculer le probable: ils s’acharnent à repérer le furtif et le singulier. Mais, ce faisant, ils visent à saisir les indices des mutations qui affectent le total des apparences, car ils ne s’attachent au détail que pour se pénétrer du sentiment de l’Ordre”*

*Marcel Granet,*

*La Pensée Chinoise, 1934*

This study set out to examine the drivers for former C-level male professionals, in their 50s or later, who voluntarily decided to start new (bonus) careers in quite different fields of work from that of their previous jobs, even after having attained financial success in their original careers. A secondary objective is to describe the transition process. In other words, how senior professionals experience the transition, indicating the sequence of decisions, behavioral patterns, and the critical events that trigger action. This will allow us to draw recommendations for professionals at all stages of life, but mostly for retirees with regards as to how they can best explore their bonus post-career stage in meaningful ways.

## Chapter 2: Literature Review

*“At their best, careers provide a sense of meaning and purpose in life. They are a way of expressing the self”.* Douglas Hall, (Hall, 2002, p. 52)

The increasing healthy life expectancy associated with modern, more individualized career possibilities (Briscoe & Hall, 2005; Quinn, 2010) has created new opportunities for career transition at later stages of life (Moen & Lam, 2015). Today, delaying full retirement is part of the retirement decision-making process for many professionals (Fasbender, Deller, Wang, & Wiernik, 2014). As a matter of fact, partial retirement became the occupational choice of more than 60 percent of American retirees in the first decade of this century (Quinn, 2010).

At the decision point when workers are either forced to postpone retirement, or perhaps simply because they just want to do so, these people typically need to decide whether to continue in their current jobs, or change to a bridge job, either in the same field, or in a different field of occupation (Zhan, Wang, Liu, & Shultz, 2009). In fact, both the popular press and several scholars have reported that an increasing number of people are choosing to start brand-new careers later on in life (Sargent, Martin, Lee, & Zikic, 2012). As Shultz and Wang - (2011) highlighted, retirement should no longer be seen as the final stage of a person's working life; rather, it constitutes an opportunity to start a new endeavor.

Thanks to longer and healthier life spans, individuals today have the opportunity to fill the 50th ~75th years of their lives with work that could bring meaning, and further draw on their knowledge and skills (Freedman, 2007, p. 11). Although literature regarding the retirement decision-making process is abundant (Bogaard, Henkens, & Kalmijn, 2014; Shultz & Wang, 2011), very few studies have addressed the transition of individuals aged 50 and above to new careers. The most recent studies analyze only similar transitions from corporate

jobs to college faculty careers in one country (Murphy & Volpe, 2015), leaving a significant gap in the understanding of late career transitions to a broader spectrum of careers and regions.

This study focuses on late-life transitions to non-career bridge jobs (in different areas of expertise from the previous employment), typically referred to as encore careers, but to a lesser degree as second careers, second-act, re-careering, career recycling, portfolio careers, etc. Encore careers can roughly be defined as careers that occur after the main body of a person's work experience is completed and extends up until the moment when the person leaves the work force for good. I chose to analyze only voluntary transitions involving former executives and businessmen with sufficient total wealth as evidence of the freedom of choice. Indeed, financial constraints could serve as a stimulus to continue working (Zhan et al., 2009), instead of the freedom to do so.

Now, it is important to explain one point: why is the study directed only at men? It is well documented that women's retirement and the related decision-making process occur very differently from that of men, due to historical, social, psychological and economic factors (Sargent et al., 2012). The enormous gender differences in the decision-making process related to late-career stages justify the focus of this paper on just men's career decisions. Indeed, at this stage, any finer and dedicated focus is useful in order to establish the understanding upon which different benchmark groups may be evaluated and compared. Furthermore, it is not just my particular understanding that the decisions of men and women, especially in later career stages, should be examined separately (Sargent et al., 2012; Shultz & Wang, 2011; Bogaard, Henkenz, Kalmijn, 2014).

As Murphy and Volpe suggest, starting a new full-time career usually means making less money than before (Murphy & Volpe, 2015). Their data supports the argument that economic or motivational theories alone are not sufficiently capable of explaining the decision-making process related to the encore career phenomenon (Feldman & Beehr, 2011;

Post, Schneer, & Reitman, 2012). I tried, through sample selection, to isolate just the voluntary factors for this decision-making process, casting out the involuntary decision drivers, such as the financial need to work.

Lent and Brow explain that the expected ability to succeed in an occupation (self-efficacy expectation) influences the decision to postpone retirement, no matter what the personal financial status might be (Lent & Brown, 2013; Quinn, 2010). This characteristic of the decision-making process shows that there is more to it than just the money-driven rational choice making. The above observation is very relevant for this paper, because it raises an important question: why would anyone, who has already achieved objective success in his career, decide to make a transition into a new and potentially more stressful, full-time occupation, instead of seeking other career alternatives (such as early retirement, full retirement or work in the same area of expertise)?

Besides the socioeconomic antecedents influencing decisions on reaching the retirement point in life, there are also family-related, organizational, and many individual salient psychological factors influencing bridge jobs decisions (Shultz & Wang, 2011). In mid to late life, as self-awareness increases, the search for self-actualization and generativity (the will to contribute to the following generations, as an “antidote to mortality”) become significant sources of meaningfulness at work (Hall, 2002, p. 12, 38, 52, 93; Wohrmann, Deller, Wang, 2014); hence, the importance of applying a psychodynamic approach, in order to understand the less conscious psychological motivating factors preceding post-career transitions.

For instance, people who have had the opportunity to live out their occupational callings are less likely to want to end their current careers than those with unanswered callings (Gazica & Spector, 2015). Therefore, in line with the findings of Murphy and Volpe (2015), the fulfillment of one’s perceived personal potential may serve as a motivator for the encore career transition. Although encore careers could also serve as a trial for the

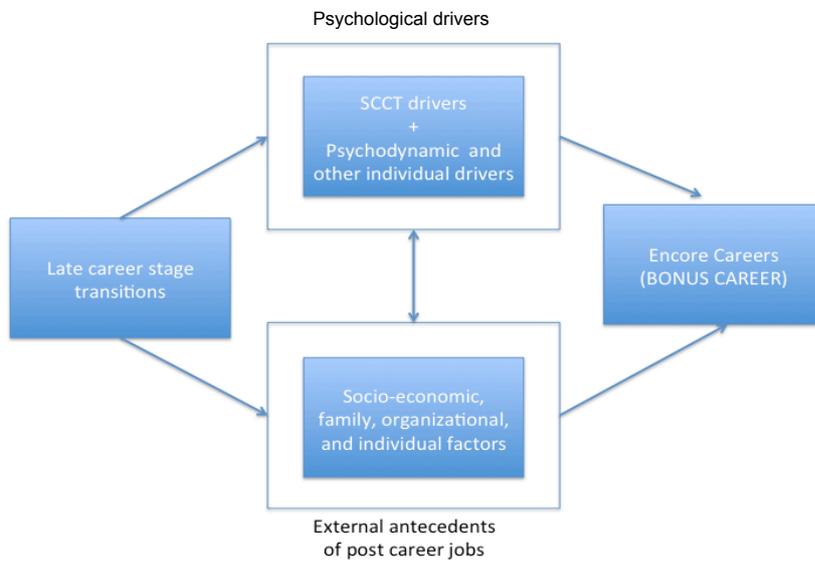
envisioned desired self from a past era — the more time retirees dedicate to trying out new occupations, the less remaining time they will have to make the right choice; and time may be the constraint that could determine if the retirees will be able to achieve their goals within the productive remainder of their lives (Moen & Lam, 2015). Therefore, older workers may tend to place safer bets by finding work that relies on the same skills as their previous career. Lent and Brown (2013) proposed a social cognitive model of career self-management - (SCCT), that provides the necessary internal perspective for understanding the decision-making process of someone in different career stages, including in later phases of life. For them, even the exercise of adaptive career behaviors, such as exploratory behavior, is assumed to be affected by self-efficacy beliefs (e.g. beliefs of one's ability to accomplish a certain career goal), as well as coping efficacy (e.g. the ability to negotiate specific obstacles). Therefore, people are more likely to sustain adaptive behavior when they believe that they have the necessary capabilities of performing well in the chosen career (Feldman & Beehr, 2011). In difference to other social cognitive models, Lent & Brown's model doesn't rely on the content of the job to predict adaptive behavior from the worker. Instead, they focus on the expectations that foster or hinder workers' interest in certain jobs. By extrapolating this notion to bonus/encore career transitions, it is possible to argue that people's beliefs about their capacity to deal with the challenges of aging can also be seen as a predictor of their decision to move to another field of expertise, or to start a new enterprise.

Usually, identification with work roles happens in accordance with socially-imposed image expectations (Ibarra & Petriglieri, 2010). In this context, having role models who transitioned well into encore careers could be a relief to any anxiety created by the uncertainty of the transition process (Ibarra and Petriglieri 2010). Evidence of such a social coping mechanism is offered by NGOs such as *encore.com*. Encore (the NGO) resorts heavily to role-modeling through vivid testimonials as a way of creating incentives for

retirees to get back into the labor market. Besides, idleness may convey a feeling of “being forgotten” (Strathman & Joireman, 2005, p.74), so activity can be used as a defense mechanism against the retirees’ own perception of finitude, thus by seeking the thrill of starting a new venture, like in the old times, they seek to deny aging itself.

Late-life career transitions – such as encore (bonus) careers - may be a source of identity reassurance for older workers, as they may fulfill many possible aspirations, such as answering a specific calling, or providing a source of meaningfulness through work. Nevertheless, the decisions leading to such transitions can be affected by several factors. External antecedents (socio-economic, family, organization, etc.), social and psychological influencers (role models, self-efficacy expectations, for example), and time constraints play an important part in the decision-making process of older workers (Shultz & Wang, 2011). In this study, I draw from Lent & Brown’s social cognitive choice model to investigate the psychological drivers present in the decision to start a new career for those financially successful male professionals who voluntarily want to do so after reaching their fifties. Recently, the Wöhrmann, Deller and Wang study applied the SCCT model to understand the decision making process related to the decision to continue working in the same field of occupation, (Wöhrmann et al., 2014). Their results show that outcome expectations related to the job positively affect the intention to continue working. Contextual variables, such as social approval moderate the intention to postpone retirement in their sample. Furthermore, facilitating factors, such as the individual capability to continue working, job availability and social approval, increased the chance of their interviewees seeking bridge jobs. An attempt to integrate the motivators is shown in figure 1.

Figure 1: Integrating the motivating factors of bonus careers



*Elaborated by the author*

## Chapter 3: Methodology

*“Be the witness of your thoughts. You are what observes, not what you observe”.*

*Shakyamuni Buddha – Sutras*

### **Research Approach**

The research methodology adopted to identify common themes and meanings in the narratives is Interpretative Phenomenological Analysis (IPA). Its basic assumption is that the interpreter of the results acknowledges his own biases by exposing them separately. The basic assumption of this approach is that, in order to generate new insights about the “essence” of the phenomenon (Creswell, 2013, p.82), the researcher should set his own value judgments aside, while acknowledging their presence in the work, in brackets as seen in the introduction (Creswell, 2013, p. 20).

The aim of the researcher is to portray the nature of the phenomenon, allowing the “reality” to arise from the different perspectives on the experience of the participants and researcher. As well as providing a larger consolidation of themes and categories in accordance with the sense-making process carried out by the researcher, IPA also provides an individualized in-depth interpretation of each narrative.

For this paper, the interview script covered the textural sequence of events on men’s careers, as well as their experiences, as they underwent such events and transitions. Phenomenological analysts are interested in the texture, structure and essence of the events, therefore IPA is the ideal method for this research study as it involves the interpretation of the interviewees’ narratives – (career transitions in late adulthood) – contextualized by the psychological structure of their decision making process (conditions, motivating factors, sequence, and catalysts).

## **Description of the Research Settings**

Three interviews were conducted via skype, due to the location of the interviewees. Seven of them were face-to-face interviews – (three of them were carried out in office rooms, two in the interviewee’s homes and two in coffee shops). With the exception of those located in different countries, who were interviewed by skype, the other interviewees decided on the place and date where they most felt comfortable to talk. All interviews were conducted during the day. They took place from January to March, 2016. All interviewees agreed to participate in the research, as long as their names and the names of the companies mentioned were kept confidential.

## **Profile of the Group**

My first selection criterion for participants was based upon age and gender. I chose only 50+ year-old male professionals who had decided to start a new career after that age.

With the purpose of isolating (as much as possible) and focusing just on the psychological drivers for specific decision-making, I decided to exclude involuntary career transitions from the analysis. Drawing from the work of Murphy and Volpe (2015) who based their encore career transition study on voluntary turnover theory, I selected only self-declared voluntary career changers. Due to the sensitive nature of the topic, I then redoubled my efforts to avoid misleading narratives by picking only professionals that had no need to keep working (i.e. those who could have already stopped working). Therefore, I chose only financially successful executives and businessmen (C-level or business owners) who declared sufficient resources and living conditions to make it possible for them to opt (whether early or not) for retirement.

The recruiting process consisted of three rounds. In the first two rounds I used encore.com LinkedIn group to call for interviewees. I got zero recall, so I decided to use convenience

sampling by asking classmates, relatives and colleagues if they knew of people with the desired profile. Individuals from Asia were not included in order to eliminate significant differences in cultural perceptions regarding the aging phenomenon and related issues.

All interviewees were former senior executives who had gone through drastic post-career changes.

A table with the main characteristics of the interviewees is presented below:

Table 1. *Characteristics of Interviewees*

Participant	P1	P2	P3	P4	P5	P6	P7	P8	P9
# kids	3 kids	3 kids	2 kids	No kids	1 kid	1 kid	2 kids	2 kids	3 kids
Marital status	Married	Married	Married	Divorced	1 divorce, married	4 divorces	1 divorce, married	divorced	married
Age	Age 79	Age 62	Age 70	Age 57	Age 51	Age 62	Age 61	Age 56	Age 51
Nationality	Uruguayan	British	American	Italian-Brazilian	German	Brazilian	Brazilian	Brazilian	Brazilian
Line of work in the majority of career  Position/ company of job prior to bonus career	Majority of career in Pharmaceutical  Formerly CEO – large company	Majority of career in Advertising  Formerly Head of Strategy – large advertising agency	Majority of career in NGO  Formerly Director of large NGO	Majority of career in Technology  Formerly CEO of large company	Majority of career in Auto-maker  Formerly Controller of large auto-maker	Majority of career in fashion  Formerly owner of large retailer	Majority of career in FMCG  Formerly VP of large FMCG company	Majority of career in FMCG  Formerly VP of large company	Majority of career in chemicals  Formerly owner and CEO of medium sized Chemical company
New career:	New career: Entrepreneur	New career: College Faculty	New career: Farming and tourism	New career: coaching	New career: consulting / coach	New career: interior designer, decorator	New career: coach/ Consultant “maybe volunteer worker”	New career: consultant / college faculty	New career: NGO (healing center, religious)
Scholarship	B.A. in Business	B.A. + PHD in psychology	B.A. in Business, + MBA	B.A. in Business, + MBA	Engineer + MBA	B.A. in Business	B.A. in Business, + specialization	B.A. in Business, + MBA	Technician

## **Data Gathering and Reporting**

In order to understand the encore (bonus career) phenomenon, I conducted a series of 10 in-depth interviews with former C-level executives who, after the age of 50, decided to move on to a new full time job in a different field, starting a bonus career. One of the interviews was not considered in the final sample due to the participant not having successfully made the transition to a new career (instead he decided to retire). Sharing a similar experience is a requirement of the chosen analytical methodology. Thus, only 9 interviews were used in the final sample.

All interviews were recorded and transcribed. In order to retain the original meanings and expressions, the full texts were not translated. Data collection took place at locations that were most convenient and comfortable for the interviewees (home, office, restaurant, or school). Three interviews were conducted via Skype and one by telephone. The duration of each interview was approximately one hour, during which the researcher took notes of the key facts and words. A few follow-up questions were needed in certain cases, in order to clarify some parts of the transcription.

I applied semi-structured interviews with open-ended questions. The main questions of the interview are listed below (although not necessarily asked in this order):

- Could you tell me a little about yourself and your professional trajectory?
- What were the critical events/episodes related to career and retirement?
- What were your reasons for choosing a post-retirement career and to keep working?
- Did you have any family support for your decision to start over?
- How did you adapt to your new career?
- What did you want to be when you were a child?
- How did your father or main male caregiver retire?

- Who is your career role model?
- What do you want to leave as a legacy...and to whom?
- What did the late career transition mean to you?
- What are your plans for the future?

The questions were only asked once. All interviewees were free to give partial answers or refuse to speak if they decided to do so.

## **Data Analysis**

I selected about 200 quotations from the interviews, grouping them under 40 themes in order to deconstruct and later reassemble the recorded narratives. This process was originally derived from the interview script, but it also emerged from the analysis of the commonalities among the answers received. Fifteen overarching themes were created from qualitative sorting of the previous collection. They were fundamentally based on the frameworks available in the literature taken as reference. Beyond the content analysis of the interviewees' sentences, I also looked into my notes regarding their reactions to the questions, specifically their facial expressions, pauses/reluctance, tone of voice, body posture, and chosen environment for the interview. A few data points of this kind were particularly useful for the definition of the most salient aspects of the experience described by the interviewees.

Finally, the 15 larger themes were consolidated under 3 logical categories. These 3 categories are not exhaustive, nor do they represent a fixed sequence. However, I did attempt to make them as exhaustive and sequential as possible in order to get a better textural and structural picture of the process under investigation. The final 3 categories of decisions taken by the participants were products of a systematic presentation/feedback process that ended after more than a dozen rounds of sense making with others. *The full table containing excerpts from the interviews, organized under 3 categories and their sub-categories is attached in the appendix.*

## Chapter 4: Findings and Discussion

*“The genius of the proverb is essential [...] to them whose purpose is to express the unutterable”. Marcel Granet*

### **Bonus career drivers**

The decision to postpone retirement, and the lack of identification with the retired group of male professionals (from a derogative perspective) indicated the tendency to deny aging itself. Most of the participants had a distorted age self-image, or “phantom age” (Kets de Vries, 2003). Social approval from fellow men also appeared to figure in the career decision to continue working. As defense mechanisms, the fear of being labeled by younger colleagues as either obsolete, or resistant, the avoidance of age discrimination and image of obsolescence appeared to be possible triggers for the search for a fresh start in new careers. The triggers for the decision to move to another area of expertise were related to specific events that changed the perception of the participants about how they fit into the environment where their previous careers took place (some felt that they were too old for their line of work). Boredom was also frequently mentioned as a reason for change. Support from family members for the transition was identified as an important contextual factor facilitating the transition. Due to the reduced size of the sample, the drivers and critical events mentioned can't be taken as exhaustive of all situations. Therefore, in this paper, I chose to discuss mostly the salient drivers that are not explicitly shown in previous papers. My findings are based upon a broad overview of the results of the in-depth interviews as well as a person-by-person analysis of their narratives. To present them, I will first summarize the findings in a sentence or metaphor to translate the general feeling and my interpretation of the phenomena I intend to describe, followed by the available evidence with examples of the concepts extracted from the interviews.

Below, I describe the most important findings as they emerged in my structural analysis of the phenomena.

- 1) “I am too old for that [shit]”: scaping a citadel invade by barbarians
- 2) “I am better off alone”.
- 3) “A rusty crank”: the fear of obsolescence
- 4) Fathers as opposite to role models
- 5) Avoidance-approach motivators are key to making choices
- 6) Self-efficacy expectations in the new job determine decision for a fresh start
- 7) As they get older, doing “what one likes” becomes a priority
- 8) Expats usually relied more on their spouses for decision support
- 9) Former executives tend to wait for corporate retirement packages before changing
- 10) Rekindle previous callings from early life stages
- 11) The triggers for the decision to quit work were related to a threat to personal values
- 12) The unwanted possible self is a retired or idle old man
- 13) “I don’t want to be just busy at work, I want complete immersion”
- 14) “Long life and prosperity”: the ideal of self-image continuity

The textural analysis of the sequence of decisions and actions taken by the participants in their transitions is discussed after this session.

1) “I am too old for that” – This is the most pervasive idea in all the interviews when talking about corporate politics and the interactive dynamics of our interviewees with considerably younger colleagues. In some cases, the idea of being too old for something unpleasant, could also sound as if the person had lost the will to deal with the unwanted matter partly because they would have sufficient financial freedom to no longer have to do so, which may have ultimately led them to quit their previous occupations; as the excerpts from their interviews show:

*“I didn't have to put up with any shit [...] the reason is...[after a certain age] you avoid messing with corporate politics in your life”. (P2)*

*“I have reached a point in life - thanks God – [where] I can choose my way, period.”(P6)*

A general feeling of displacement of the internal locus of control (Davis, Trevor, & Feng, 2015; Kets de Vries, 1996) was frequently accompanied by the idea of being old and not fitting into the environment anymore; of their being expelled in some way or another. To me, when they spoke of this during the interviews, the analogy that came to mind was one of a citadel invaded by barbarians. See the extract bellow:

*“Then the outsiders came and I started to realize that you have seen that movie before...and these guys, they don't listen to you. Then I thought: [this] is enough [...] To feel old is to say: 'Fuck [them]! I don't fit [in] here anymore, I am out'”. (P7)*

The bitterness of past experiences is long lasting and ends up pushing them out of their current careers. It is consistent with the theory that previous experiences at work, such as age discrimination and negative preretirement job satisfaction, influence the decision to quit (Feldman and Beehr, 2011; Zhan & Wang, 2015)

2) “I am better off alone”. Linked to the findings above (showing the fear of losing of internal locus of control), most of the participants showed a tendency to also avoid getting into business partnerships. Almost all of them expressed regrets regarding previous decisions of such nature.

*“I don't want to ever have a business partner again, never again!”*

*“I screwed up a lot in life, I even had a business in partnership with a brother of mine...the business grew and we had problems. [...] so you learn.” (P6)*

3) “A rusty crank” is a slow, grumbling, resistant, and often replaceable artifact. I have used this image to translate my interpretation of the way the participants saw themselves

when facing the “*inevitable*” (P7, P2), aging in the corporate world. To see oneself as a rusty crank is one of the most unwanted situations that the interviewees reported, avoiding it even more than being seen by others as a retired or idle man. The biggest distinction between the two images (the obsolete *versus* the idle man) is that the first is generated internally, whereas the second is supposedly created externally.

*“I don't want to be labeled as resistant, as the old school guy who doesn't want to move forward [...] it is very unpleasant to be [labelled] as resistant, to be judged like this...because you feel old [...] in my time, I too had to provoke change...I have seen this 'movie' before”. (P7)*

*“What happens to people in advertising when they get old? It's not really an industry for old people, [...] they would probably replace me [with] someone cheaper” (P2)*

*“...you rarely see any company hiring someone older than 50 [...] I was in a sector where my space was clearly smaller. You have to [allow] space for the new generation” (P4)*

4) Fathers as opposite to role models: when it comes to men’s career decisions (including retirement), the inner theatre’s main character is the father. Five participants mentioned far from their reality role models related to work. In the absence of a clear career role model, the will to be different from their fathers fueled opposition to the father role model in 4 participants.

Even when the father was once mentioned as an example in earlier career stages (P7), the textural descriptions of the bonus career decision-making process reveals that the actual model for that was someone else.

*“My father only worked for one company his entire life and then retired [...] I have discussed my transition to coach with my brother, he was a CEO in Brazil...he said: ‘I don't want this for me, I will make it by myself, I will become a consultant’.” (P7)*

It may be an indication of a hidden, yet unfulfilled wish to have the participant's father as a role model in an older age. The use of devout religious people ("saints"), legendary entrepreneurs, jazz players, lecturers, under-educated mother, etc., although inspirational are too far from their own realities. This shows a lack of operational role models in later life, a *vacuum* to be fulfilled by fantastic figures at that point in life, leaving no one but their own younger selves to set the practical example for current decisions.

*"I think in my life, [...] there was the realization that 'wow' there's a lot that needs to be done at some levels of the healthcare system in the United States and up to now I'm 24, 25 years old, when I got that realization, and then I'm 64, 62 years old when I get the second 'blooming' if you will. (P3)*

5) This behavior aroused my curiosity to look into avoidance-approach motivating factors. I sensed a strong avoidance motivation towards repeating the fathers' examples in their professional lives.

*"I wasn't sure if I was going to share this with you or not, but I will, my father had been, his work was... he'd been a bookie. You know the term bookie? [...] Ok, it was illegal. [...] I think as a young kid I had a sense of, a conflicted sense of what his work was, on some levels I was proud, other levels I was ashamed, ok? And I'm not sure if this had a bearing on my thought process as to... I was always kind of put off by the idea that you do everything for money, ok? ... I guess when I look at how my career evolved there was always a portion that said 'you can do things but you need to be careful about what you do'"(P3)*

*"My father retired when he was 70. He'd been an anesthesiologist his whole life."(P8)*

6) One of the most surprising findings (it forced me to revisit my references) from my sample was the discovery of self-efficacy expectations in the process of transitioning to a new career. And the successful outcome expectations in the new job were salient drivers in

late life for older workers to define what careers to start.

*"When you start doing something [referring to consumer research], you are terrible at it,...a bit after that you can start to relax and say ...OK. [...] so I knew I would become better [at teaching]" (P2)*

Read how one of the participants was showing high self-confidence in the new occupation:

*"The people that live around me, that seek faith, they[look to me as] the healer. There are some people to whom I just can't say that in fact my spiritual guides have cured them...to them, I am their God."(P9)*

The participants' meta-competence – or “*the skills required to learn how to learn*”, (Hall, 2002, p.35) here the focus is on how to be able to learn a new occupation that is based upon the skills that they have already mastered from the previous career. Self-awareness about the success attributes of the new career, and its match with the success attributes of the earlier career was key for participants to feel comfortable in starting drastically different new careers. This decision-making strategy shows that older executives and entrepreneurs prefer to bet safely on their futures, avoiding the stress of having to learn new skills. However, the need to learn new content, or adapt to a new environment or network, were not apparently difficult for them. This is perhaps the most important finding in the research, because it reveals a successful strategy applied in late-life career; changes that could be replicated by other professionals in the same situation.

*"I have always worked with beauty, with design. It is the same to dress a woman [or decorate] a house. So when you work with decoration, you deal with texture, fabric - it is a very similar process. [Creative jobs are] very much alike. You can be setting a new season collection or a house decoration...it is the same. If you have a good eye for one thing, you have it for the other" (P6)*

*"In my experience I always enjoyed the part of HR that was related to talking to people, to help them solve their problems...relationship is everything in a*

*company...deal[ing] with leaders, work[ing] with them, etc...I thought...this could end up as a career choice for the future”(P7)*

7) Similar to some post-trauma events, such as near-death experiences, when self-awareness grows quickly, at a certain point in their lives, the participants reported having chosen only the most personally meaningful activities to conduct (Martin & Kleiber, 2005). As explained by Ashforth (Ashforth, 2001, p. 235), as one gets older, success is traded for “what one likes”.

*“It is kind of a stage where I have the luxury to do what I like... and I am enjoying this [teaching]” “I knew if I failed completely, I could just stop working [...] I knew I could do reasonably well. My wife was working...”(P2)*

*“I understand that you spend so much of your work time, so much of your lifetime working, that [you] really ought to try to get yourself into something that you enjoy doing” (P3)*

*“What could bring me satisfaction would be to help professionals to grow personally and in their careers. [...] Being able to help the community of South Miami to eradicate poverty around here...help women from the area to find decent jobs...”(P7)*

Some participants relied on decision strategies, such as hiring a coach, listening to spiritual guidance, and testing new occupations, before moving ahead into the new career as a way to identify what they really liked better.

*“I took a two year sabbatical, started to reduce expenses, did therapy...”(P8)*

*“It's been a while, since they [spirits] revealed these things to me [...] And now this is my mission for the next 37 years” (P9)*

8) I could not find any significant cultural difference influencing them in the transition process. However, the participants with less international professional experiences didn't refer to their spouses as fundamental supporting figures behind their decisions. On the

other hand, interviewees with experience in being expats usually relied more on their spouses for reflection, financial security, and emotional support in the transition. I can only hypothesize that this behavior could reflect the level of social disruption executives face when expatriated to another country.

*"I talked to her [wife] about this and she said 'wow, that's definitively an opportunity' and she knew that I [had] always wanted to go abroad. And I said 'yes, but how do we organize [it all]?' and she contacted [the company] and said 'yes, we will make this [happen].'"(P5)*

*"the most difficult decision for me was to leave the company [...] my wife [by my side]. She gave me structure" (P8)*

9) A distinctive mark of the participants with a previous background of being mostly executives from large companies, as opposed to the more entrepreneurial ones, is the concern with corporate retirement packages. The group with executive backgrounds waited until they had achieved the conditions from their corporate financial retirement schemes to quit the previous career.

*"The first decision [criteria] is financial...I asked myself: 'can I change my career? Stop being an employee, give up my salary?'"(P7)*

*"I was going to leave the company and retire [through] their retirement program...I was fired 2 years prior to that, but I made their days a living hell. I was fired with a [severance] package. They couldn't stand me anymore and vice-versa, but I got what I wanted"(P8)*

10) The childhood desired career, or "phantasy careers" (Harvey, 2015) also showed some resemblance with the nature and attributes of the bonus career in late life. My immediate thought was that the bonus career could be interpreted as an attempt to rekindle previous callings from early life stages. One of the participants' childhood dreams was to be like "Marco Polo" (the famous Italian explorer), he ended up becoming a college teacher in his

bonus career. In his words:

*“I am a good story teller in class” (P8).*

Another participant’s dream job as a kid was to become a catholic priest. He grew up to become a chemical products manufacturer, and later, after leaving the business to his daughter, he founded a spiritual healing center.

11) Consistent with career transition theories (Ibarra, 2004b, p. 19; Ashforth, 2001, p. 59), triggers for the decision to quit work were mostly related to a threat to personal values.

Tipping point events, or critical events (Hall, 2002, p. 178) occurred after disagreements, changes in the business environment, increased self-awareness (professional obsolescence and sexuality), and boredom. These triggers made them think about future changes.

*“...problems with partners triggered the decision to sell the company when I was 70”(P1)*

*“the frustrations tend to be about plans and sometimes about people” (P2)*

*“Farming wasn't that interesting to me and I was bored. [...] And my wife said 'maybe you ought to learn something about your coffee farm' and something clicked for me. The way that I would describe it is that the coffee bug bit me and then it took over my entire life, ok?”(P3)*

*“...as a matter of fact I was supposed to remain in the company [after having sold it to a financial group] for 5 years. These people come from the banking business, they don't understand fashion...they put some guys there to shit rules on you...so I left after 2 years.” (P6)*

*“So I feel - and it is psychological - that it is a lack of consideration or respect for my know-how when somebody comes and says: 'you have to do this and that...you have to change everything, this is a piece of shit'. Then you begin to feel disrespected. And if you - at any point - decide to raise your voice and confront [them], you know...based on my experience [...] the guys take it as criticism, not*

*reference or learning. This is what bothers me most. [...] I was feeling bad. I had seen that movie and there is no happy ending to it. I decided to stop.” (P7)*

*“When I told my friends that I was a homosexual, I did it at a bar [...] I [did] it on purpose so that the story would hit the office” (P8)*

12) The change to a new career can also be seen as an escape from an unwanted possible self, as from an obsolete professional or a retired (idle) man. In both situations, social approval is what the participants may be looking for, as well as personal satisfaction.

*“The digital world came; there is no way around it. [...] there is no... formula” (P4)*

*“Am I retired? Nope. I am building and decorating houses to sell. I don't say that I am retired because I am not. In fact, I feel like I am retired. And it is not a pleasant feeling.” (P6)*

*“Absolutely, absolutely, I mean happier than I ever anticipated any type of retirement would be. Now, is this retirement? Probably not, of course not, I mean, I put in a lot of hours, but the hours are always full of excitement [...] ... but never feeling like I have to work.” (P3)*

13) The participants do not want to be just busy at work. They crave for complete immersion. The literature about the psychological passing of time explains that being immersed in some sort of “flow experience” (Strathman & Joireman, 2005, p.80) can neutralize the sensation of the passing of time (which is related to mortality). So, it may be challenging for them to just stop working.

*“I really enjoy the framework of being busy. I mean, in my work now, I think my goal is to travel two to three months a year and I've been doing that, but over nine months I'm pretty busy every day around the farm.” (P3)*

*“I give myself, my body and mind to God...many people have been healed by Him through my hands” (P9)*

14) “Long life and prosperity” are universal wishes when we raise our glasses for a toast. It

is my interpretation that the participants, well familiarized with economic value production, could be searching for the ideal of continuity of their self-image as successful entrepreneurs, visionary people, benefactors, or at least professionally competent people, as shown by the citations below:

*“Desire? To make successful what I have started now. And because it's another long-term goal of mine, meaning: to live as long as possible.” (P5)*

*“It's been a while, since they [spirits] revealed these things to me...I mean, the financial sources that could provide for the work...they wanted me to invest in lands to extract gems...I did it, and then the profits will be donated to the charity work that I do, build hospitals...[these] plans have to be put [into] practice.” (P9)*

*“So I am looking for something I will be doing until I am 70”. [...] one of the things I want to do in the near future is career workshops”. (P4)*

## **General framework of bonus career decision-making: the textural analysis**

In this session, I aim to present the evidence that allowed me to create a general decision-making framework of the transition to a bonus career, therefore fulfilling the secondary objectives of my thesis. To a certain extent, the stages of retirement decision-making proposed by Feldman and Beehr (Feldman & Beehr, 2011) are coherent with my findings. The framework that emerged from my analysis, however doesn't lead towards full retirement; rather, it leads to a specific type of bridge job - the bonus career. I propose a bonus career decision making-process, composed of three steps that describe the general sequence through which the participants have undergone. The stages I found to best fit their choices were:

Phase 1) Deciding to age productively

Phase 2) Deciding to quit work (or retirement)

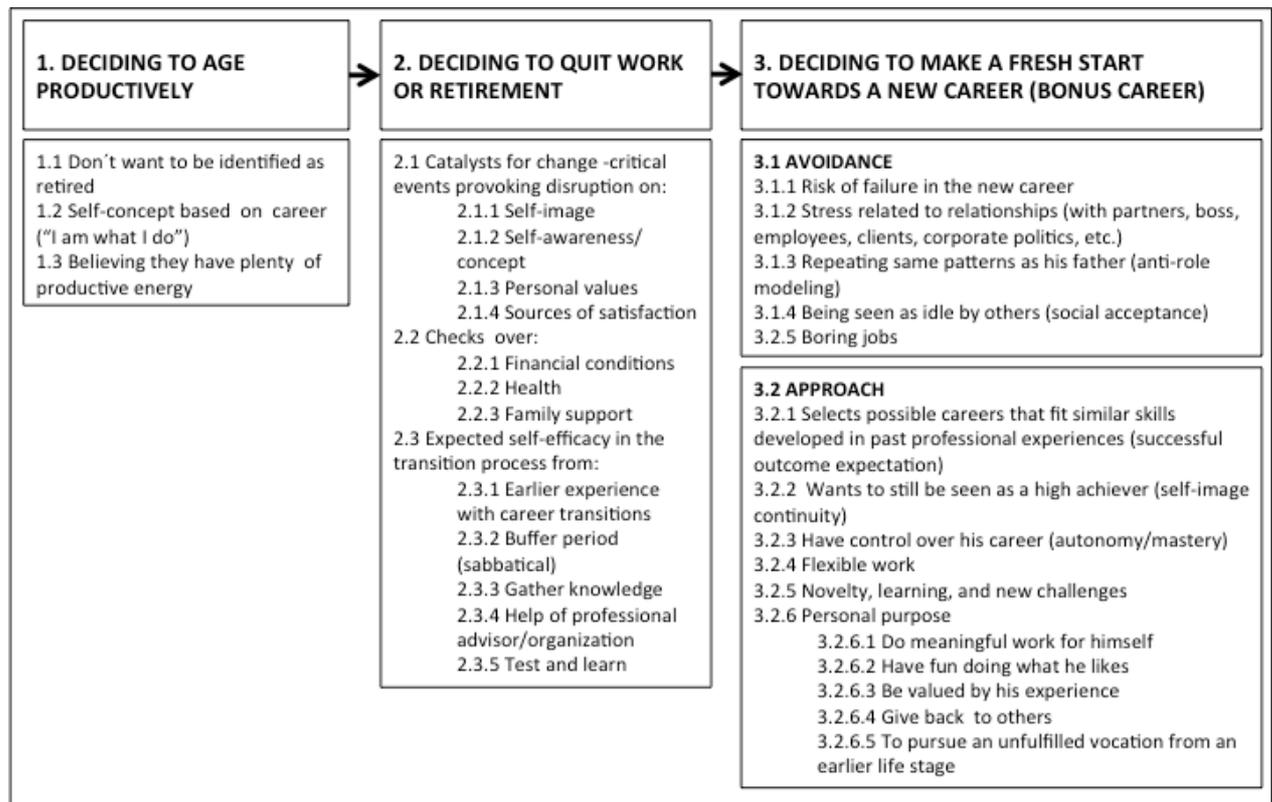
Phase 3) Deciding on a fresh start, towards a new career (bonus career)

The three steps, indicated above, are also consistent with Bridges suggested career transitions model, (Bridges & Mitchell, 2000). Certainly, they also reflect my own sense making of the phenomena.

In an attempt to create order from the participants' descriptions of their decision-making process, I arranged them into a sequence, showing different excerpts from their narratives.

With the risk of a little juxtaposition with the explanation of the drivers in the previous session, my aim is to show just those drivers which were not previously mentioned. The full picture of the key drivers sequenced in the 3-stage process found in this research becomes clearer in the table below (table 2).

Table 2 – Decision-making process in transitions to Bonus Careers



Elaborated by the author

The description of the three main stages and the spoken evidences of the drivers within the third one (deciding to make a fresh start), which is the main objective of this investigation, are detailed below:

Phase1 - Deciding to age productively - reflects a basic set of beliefs, and is actually, therefore, a paradigm (Creswell, 2013, p. 20) that simply exists before the conscious decision is expressed in words. One participant expressed the importance of working to define who he was:

*"Who I am is defined by the job I do [...] I know defining myself by my job is a really stupid way of seeing myself [...] when you have conversations with other guys, the first question they ask is: what do you do? (P2)*

*"I don't know in your language, but [in English] retirement has a double meaning. Retirement is what you do after you finish working, but you also retire to get to bed. [...] there is a sense that things are over when you retire" (P2)*

Phase 2 – Deciding to quit work or retirement. Participants decided to quit their previous careers after a critical event triggered this behavior. A disruption to their self-conception (threat to self-image, an increase in self-awareness, or dissonance with their personal values) worked as the spark that started their transitions. A break in their sources of satisfaction, or the pleasure deriving from work was also mentioned as a decision trigger.

*“At this point it was too stressful for me - all those [trips]...The business was not doing well. I was feeling bad.”(P7)*

*“I have [gone through] a moment in the recruiting business that was very good in terms of realization. [...] in terms of satisfaction and financially speaking. [...] Money, satisfaction, realization in life and work, and so on...And many times you end up having a dissonance in your personal values, depending on where you work, then you can take an active attitude and manage this. This is better than [being] reactive.” (P4)*

Their next movement was to check for financial conditions before letting go of the old occupation. Note that this sequence was not exactly the same for all participants. For some, checking the financial capability for retiring was mandatory, but not for all of them.

*“The third thing is to secure my retirement (pension package)...so when I knew that I [had reached] the time to retire, I thought:Now I can do it! And then I made up my mind [to] leave corporate life”(P7)*

Family support and health figured as some kind of prerequisite to continue working.

*“My wife has said from the beginning of this coffee thing, the second stage of my life, she said [...] she used to say 'do what you love and the money will follow'.”(P3)*

Organizational support was mentioned as a facilitating factor.

*“I actually talked about it [becoming a freelancer] to my boss [...] and he was really supportive [...] it suited me, it suited him” (P2)*

Phase 3 - Deciding to make a fresh start towards a new bonus career. Finally, after having overcome the previous two phases, the third stage in the participant's transition process started when deciding to make a fresh start towards a new bonus career began to be their main concern. The main drivers for the decision to start a new bonus career were related to avoidance and approach motivations. Self-regulatory focus motivation such as avoidance-approach motivation theory is useful in explaining the causes of, and possible solutions to, the ambivalence dealt with by retirees in their transition (Feldman & Beehr, 2011; Shultz & Wang, 2010). According to these authors, bridge jobs in the same career or in different careers are part of the solutions retirees find for this ambivalence and the results of my research are coherent with this theoretical proposition.

The interviews also revealed a more granular composition of the transition drivers. A detailed investigation showed what the avoidance motivations were that drove the participants towards a new career, as well as the approach motivation factors that also led them to a fresh professional start. The list is not exhaustive; however, it covers most of the predictors to encore careers found by recent studies such as Murphy and Volpe's, (Volpe & Murphy, 2015). The novelty here is the way in which these drivers appear to be organized under avoidance and approach motivations. Avoidance motivation factors are typically related to the critical events that originated the transition in the first place. It is the fear of repeating something unpleasant, like being subjected to stress (hence the avoidance), compromising personal beliefs/values, boredom, professional failure, social identification with retired people, etc.

### **Evidence of avoidance motivation as drivers**

The analysis of the narratives revealed an array of themes related to things participants didn't want to deal with. The main avoidance motivation drivers are listed in this following session, along with the corresponding citations.

a) Avoiding the risk of failure:

*“So this thinking of being a general manager which bring[s] me back then to this dream of what would be my favorite profession or whatever, to be a general manager, is not so easy to achieve [...] This is why I want to work inter-culturally as well. [...] I believe that I definitively can help organizations to survive in this world”. (P5)*

b) Avoiding stress related to bad relationships (with partners, boss, employees, clients, corporate politics, etc.):

*“I want to be able to work, but not as a slave. [...] If I go back to fashion, I will not have [many] headaches...”(P6)*

*“I don't want to be a business school director. I see the bureaucracy there, and it is even worse than it was at my last company...I want to teach...”(P8)*

c) Avoiding being seen as idle by others:

*“If I weren't having fun, maybe I'd be one of these guys that gets on a cruise ship, you know, four months out of the year or does something else, but I think that would be kind of boring.” (P3)*

d) As Hall suggests, experienced professionals may avoid boredom (stagnation) by continuously looking for assignments that demand different skills (Hall, 2002, p. 38).

The following testimonials reflect such behavior:

*“... it is possible that the time [will come] when I [get] tired of it [doing nothing]...and say: 'its enough, I have to do something [with] my life'... then I will*

*accept whatever comes up” (P7)*

*“I thought: what you are doing is so boring...I don't want to be one of those boring researchers [...] I think I get bored every 6 or 7 years... (P2)*

*“ I think that I'll not get bored too easily by that [his own company]. (P5)*

*“I think I can have a more strategic role, and the client can do the more process oriented jobs.”(P4)*

### **Evidence of approach motivation**

a) Self-efficacy expectation: the passage below shows the assertion from a participant that he would do well in the career, based on previous experiences or meta-competences.

*“When you start doing something [referring to consumer research], you are terrible at it, a bit after that you can start to relax and say ...OK. [...] so I knew I would become better [at teaching]”. (P2)*

b) Examples of participants willing to continue to be seen as competent workers included:

*“I [have]now start[ed]to run my own business [...] So it is, so to say, my obligation now, to find a nice place where we can make money, or where I can make money and she can do whatever she pleases.”(P5)*

*“... It is a large amount of work, but I like doing it. Besides, it has [produced] results...the healings are happening...people come to me with medical tests of diseases that the doctors weren't able to cure, and they leave my facilities healed.”(P9)*

*“There is this scene [from the movie Indiana Jones], with Harrison Ford, where he is teaching and the students follow him out of the classroom, and there is this student with 'I love you' written on her eyelids...I want that scene [...] the feeling that the class is not over when it is over, that [the connection] goes beyond the classroom...”(P8)*

*“Normally, there must be some sort of clear advancement, you have to keep changing. Money, satisfaction, realization in life and work, and so on...”(P4)*

c) To have control over their careers are also strong drivers at this period of life, as the following excerpts reveal:

*“I think there [are] a lot of things that are wrong [in head hunting]. But now I think I can do things that I can and want to do, do [them] in a different way.[...] for example, you are doing recruiting...then a tobacco company calls... you do it. Today I wouldn't do it. But if you are part of a firm, it is very hard [to]not do it [...] I can say [to my clients] now...listen you don't have to hire anyone, you only need intelligence, but for a head hunting firm, the most profitable way is to deliver a candidate.” (P4)*

d) Statements showing the importance of work flexibility to escape the routine, if needed:

*“I want to be able to work, but not as a slave [...] I don't want to be commissioned by anyone, if I am to go on being a decorator...I will do it my way, for me, and if a client likes it, then [fine]. If the client doesn't like [it], then he doesn't buy it...I don't care. I do it for myself, I can't imagine myself taking orders from a client...imagine that! (P6)*

*“It was very good for me because I would work at my own pace and was able to apply the knowledge that I had gathered before”(P7)*

*“Clearly I have more flexibility. This was one of the objectives [of the transition to coaching]. So for example, I will take my daughter [on] a trip and I will stay with her for 3 weeks. [...] So in the new business, I have more control over my agenda [...] before, it was way more difficult.”(P3)*

e) Novelty, learning new content, and being challenged professionally also appeared:

*“I was really learning about different coffee cultures all over the world so it's fun for me.”(P3)*

*“That’s the part for me, every day is pretty exciting [...] You never know who you’re going to come [across], who you’re going to pick up and it is always great when you pick up a car full of 25-year-old young Swedish women. (Laughter) You never know what’s going to happen, so it’s fun for me” (P3)*

f) At last, the search for personal purpose also appeared to be a strong driver for change.

Doing meaningful work, having fun, feeling valuable, useful, contributing to others - especially to the new generations (generativity), or satisfying forgotten vocations. The evidence of meaning as motivation drivers are registered below:

*“My legacy is the people I teach and what they achieve. So I guess [it] is like having children...my legacy in advertising is so poor, [advertising] is impermanent. When you connect with students and you can see them getting interested in the topics, and seeing them develop as people [this] is satisfying...then they [leave] and get a job and the reward is very quick, If someone I taught wins awards [...] I take pride [in] that” (P2)*

*“Here in Panama, we have an agricultural minimal wage of 11 dollars and 19 cents a day for a coffee worker and most of the farms are paying their workers between 7 and 8 dollars a day!” (P3)*

*“I have the feeling now it's time to pay some dividends [back] to the world and to give [back] this richness that I think I [have been able to] accumulate, in this regard, not financially, but [a] certain knowledge [and wisdom].” (P5)*

*“I like [it] when good people ask me to write a recommendation [...] I don't want to be remembered for the factories I closed, but by the people with whom I have worked with in the past. They grew [ ] professionally and personally, and they are happy...” (P7)*

## **Limitations**

Encore career studies and its variations are relatively new in the literature. As such, the design of this research may have left behind certain aspects of the variant phenomenon - bonus career- that are yet to be discovered. One of the main limitations of this study is related to the sample size and characteristics it addressed. Besides the small size of the sample, the participants were all male baby boomers, from Western hemisphere cultures.

The methodology chosen (IPA) also limits the researcher to investigating only cases of people who have experienced the phenomenon. I believe much can be found if future researchers also investigate unsuccessful cases of transition towards encore careers and their causes, isolating the answers from rationalizations made by the interviewees through hindsight.

As I have never been under a retirement-or-work moment of truth, my ability to empathize with the participants was presumably limited. The sample of older men, is not particularly an emotionally open cohort for qualitative interviews, I found it very difficult to extract deeper signals in following the research script, perhaps limiting the psychodynamic analysis of the material.

## **Future Research**

It will be important in future research to include women; and Asian populations would certainly add diversity to the understanding of the phenomenon of bonus careers on a broader scale. Furthermore, as new generations start to replace the baby boomers in the over-50s cohort, the influence of new career types (in which transitions are more frequent) begin to gain relevance as a possible influencer in the process of late career transitions. As indicated in the literature, the changing nature of retirement may transform it into a useless

institution (Sargent et al., 2012). In this context, future research will also benefit society by investigating new formats of retirement that do not enslave mature professionals in traditional jobs, nor offer one-size-fits-all solutions that push older people aside from the real world, integrating them instead, based upon their personal, physical and psychological needs. Finally, in the future, the comparison of the decision processes, motivations and behaviors of men and women during encore careers may reveal important lessons for both genders, especially knowledge related to the outcomes of such occupations in terms of health and happiness. In this context, quantitative studies may provide more specific answers driving corporate and public policies.

## **Conclusion**

*“One of the most important gratifications of adult life is the ability to work well”*

*Isabel Menzies Lyth*

Why would anyone choose to develop a brand new career as a last professional endeavor, instead of enjoying the results of the previous successful journey? In this paper, I delved into the minds of beyond-mid-life career high achievers in order to understand the decision drivers that led them to a drastic late-career restart in different fields of occupation. I coined this phenomenon “bonus careers” due to its desired but not necessarily needed nature.

By digging into the subject, I found a modern “pro-work” attitude towards retirement that has been fostered by many sectors of society, including major governments and NGOs, creating a social desirability towards more productive aging. The longer, healthier lives of people from many countries have truly brought a breath of fresh air into the careers of older workers. Early retirement is not the ideal retirement plan anymore (Sargent et al., 2012).

The new paradigm of this era is perhaps to be economically active as long as possible.

However, not all jobs represent the right type of work for high achiever men over 50 years old. The desirable job is one that brings personal meaning, a flexible work routine, the excitement of a fresh challenge, fun, new content, new relationships, and which is also consistent with a person’s values, without threatening their self-image or social fit within the economic arena. This paper brings to the academic literature a possible sequence of decisions made by retirees facing the option of whether to retire or continue working in a different field. The interviews allowed me to create a map of the main financial concerns, checks for family support and triggers for quitting a former job, as well as the drivers for choosing a new career and the decision strategies involved in the transition.

The most common triggers for abandoning the former career were identified as causes related to age discrimination in the work place. The fear of being stereotyped ended up

leading the interviewees into thinking about alternative professional fields of occupation. Social identification with the retired group was an even less desired outcome. A fresh start appeared to fulfill the need to avoid any unwanted possible selves (being seen as either an idle person or obsolete professional), but also matched the participant's approach motivation towards being socially accepted as a person who continues to show "advancement" in their professional endeavors.

Drawing from the SCCT-self management model, I was able to conclude that the content of the job was not nearly as important, for the participants, as was the learning competencies required to succeed in the new field. According to Douglas Hall, when dealing with the need to develop different competencies, the professional assesses his ability to be a continuous learner, "*without worrying about his mastery of specific competences*" or the content itself needed to make the transition and perform well. (Hall, 2002, pp. 35-45,160). The key question the participants asked themselves before changing was: "do I have the skills to learn and adapt?" instead of: "do I know how to do the tasks in the new job?" Therefore, expected self-efficacy worked as an important driver for the transition. As a result, the decision regarding *what field of work to transition to*, appeared to be related to the search for lines of work that demanded the same skills needed in the previous jobs – thereby increasing the chances of success. Obtaining an expected successful outcome in the new area seemed to be the most salient decision driver for change. This finding was consistent with social cognitive career transition model studies of career self-management (Lent & Brown, 2015) that proved to be very applicable in late-life career transitions. The participants knew that they could learn a new job if it was based on the same competencies that they had in their previous careers. Their preference for a "safe bet" in an occupation with low risk of personal failure is a smart move for a last career stage, avoiding unnecessary adaptive stress. In most cases the interviewees preferred to carry on alone in their new careers, far from the "headaches" of managing partners or having many employees, or dealing with

corporate politics. This characteristic shows not only high self-awareness, but also a high level of avoidance motivation and strong goal certainty. Interestingly, after the interviews, I received some feedback from the participants saying that the very act of narrating their experiences had triggered further reflection about the meaning of their current activities' and future steps, including retirement.

In conclusion, and as a final group of recommendations to executives, their career counselors, and organizations dealing with generational issues, I suggest a few practical measures aimed at facilitating transitions in late-career stages:

- As a measure for retaining high-achieving older professionals, organizations should engage in understanding the physical and psychological needs of older workers and in-company intergenerational relationship dynamics,
- Human resources managers should facilitate voluntary trials of new occupations, and corporate sabbaticals should be fully integrated within the corporate policies for older professionals, stimulating the pursuit of long-forgotten callings as an alternative to the abrupt ending of a forced retirement.
- The search for meaningful occupations can only be successful with a certain dose of self-awareness. Career advisors and organizations should foster narratives and reflection about personal values, meta-competences and skills before every career transition. The excessive focus on content (e.g. job description, college education, or on-the-job experience) does not provide the full spectrum of a person's potential to perform well in a new occupation, as shown by the participants of this research.

Finally, it is important for younger generations to also reflect upon the perceptual link between existing as a person inserted in society and being productive. For the reader, one transcendental question remains: If, at the end of our careers, we only manage to produce better personal relations, beauty and wisdom, is that not enough in itself?

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## Appendix

APPENDIX – CATEGORIES/ THEMES/INTERVIEWEES’ QUOTATIONS AS TRANSCRIBED AS BASIS FOR THE TEXTURAL (SEQUENTIAL) ANALYSIS	
1. DECIDING TO AGE PRODUCTIVELY	
1.1 Don't want to be identified as retired	<p>“It will get me very depressed, whatever happens next is not a reward for a lifetime of hard work [...] I am not preparing for the future.” (P2)</p> <p>"I am slowing down now [at 79]." (P1)</p> <p>"I have this [coaching] business, and I intend to work here until I turn 70." (P4)</p> <p>“Live as long as he can doing one company at a time (later mentioned faculty off records).” (P5)</p> <p>"I can't stop thinking that if I stopped working there would be a big bit of me missing [...] when you have conversations with other guys, the first question they ask is: what do you do? [...] I don't know in your language, but [in English] retirement has a double meaning. Retirement is what you do after you finish working, but you also retire to get to bed. [...] there is a sense that things are over when you retire." (P2)</p> <p>"I am not retired." (P6)</p> <p>"Am I retired? Nope. I am building and decorating houses to sell. I don't say that I am retired because I am not. In fact, I feel like I am retired. And it is not a pleasant feeling. I am very creative, so I get nervous in such condition." (P6)</p> <p>“Absolutely, absolutely, I mean happier than I ever anticipated any type of retirement would be. Now, is this retirement? Probably not, of course not, I mean, I put in a lot of hours, but the hours are always full of excitement [...] [I am pretty busy] but never feeling like I have to work [...] If I weren't having fun maybe I'd be one of these guys that gets on a cruise ship, you know, four months out of the year or does something else, but I think that would be kind of boring.” (P3)</p> <p>"It's been a while, since they [spirits] revealed these things to me...I mean [...] And now this is my mission for the next 37 years" // "I intend to organize my charity work as a true organization...like a company." (P9)</p> <p>“The first six months of my retirement, I realized, I always knew that I didn't like television that much and I found myself, it's funny, I found myself surfing the internet and following things that were absolutely of no importance or value to me and I was bored.” (P3)</p>
1.2 Self-concept based on career (“I am what I do”)	<p>”I understand that you spend so much of your work time, so much of your life time working that it really ought to try to get yourself into something that you enjoy doing. And for us, for me in these last nine years, it's been this coffee thing. I think that will be with me until I leave this world.” (P3)</p> <p>"So I am looking for something I will be doing until I am 70". (P4)</p> <p>"Who I am is defined by the job I do [...] I know defining myself by my job is a really stupid way of seeing myself [...] I can't stop thinking that if I stopped working there would be a big bit of me missing... when you have conversations with other guys, the first question they ask is: what do you do?" (P2)</p> <p>There are 3 ways to age...I read it in an interesting book...you may become closed and grumpy, or wiser as you get older, or even rejuvenate...a certain rebirth [...] I like the story of the lawyer who decided to study drama after 60...he became an excellent Shakespearian actor! [...] This gives you the idea that you can be whatever you want." // When I was at [company], what happened is that I was gradually disconnecting from people my age that would grow in their careers, I reached the level of Vice President, and I tell you, life is very lonely up there! [...] I didn't want to be more than that...going up would be too boring." (P8)</p> <p>"I live right now that magic period that is childhood...it is coming only now. Maybe because I came out and now I can be 100% who I am...There is a certain magic in this period...it's the best phase of my life." (P8)</p> <p>"Desire? To make successful what I have started now. And because it's another long-term goal of mine, meaning to live as long as possible." (P5)</p>
1.3 Believe to have plenty of productive energy	<p>"I have four ex-wives and I am dating now. It is complicated, 4 sons, 2 grandsons, can you imagine? It is a little troubled life, you know what I mean? I don't know if I will reach 100 years because of the stress [...] I am very anxious...I life way ahead of</p>

	<p>the time, this is wrong [...] I need to learn not to rush into things." (P6)</p> <p>"I like to start from the bottom, I tell my partner at the consulting firm: 'I am a trainee here', this makes you earn your space, legitimate it." (P8)</p> <p>"From the moment we change internally, we start irradiating energy, and everything around changes." (P9)</p> <p>"My health is fine, thank God!" (P6)</p> <p>"A few days ago a I did a battery of tests...my health is 100%!" (P9)</p> <p>"I will stop working when I die." (P8)</p> <p>"This is my mission for the next 37 years. When I will die."(P9)</p> <p>"If I have a dream, I go there and make it happen [...] I have praxis, a capacity to make things happen that is very, very strong. I want, I think, I get it."(P8)</p> <p>"Because I was very much motivated in work with [former company] still am, I'm that person in a certain way; I'm still fascinated by this company which is a complex company." (P5)</p> <p>"Today I am an investor at my daughter's firm. The future now belongs to God [...] I am very well [talking about health] until the minute before I die" [I remember he mentioning earlier about abrupt death of his dear uncle and father] (P1)</p> <p>"The way that I would describe it is that the coffee bug bit me and then it took over my entire life, ok?" (P3)</p> <p>"I think there are a lot of things that are wrong [in head hunting]. But now I think I can do things that I can and want to do." (P4)</p> <p>"Oh, yes. I had a melanoma. It didn't panic me very much, and it was caught very early [...] hopefully it is gone away, but you never know. But I didn't have that 'oh my god, I need to make every moment of my life last'. I just kept going." (P2)</p> <p>"I really enjoy the framework of being busy. I mean, in my work now I think my goal is to travel two to three months a year and I've been doing that, but over nine months I'm pretty busy every day around the farm. I mean, I'll do most of the tours, not all, I have two guys that work for me to do tours, but I enjoy doing the tours and that's thing that... My days are much more complete, they are fuller when I've got something to do." (P3)</p> <p>"And more so than anything else those are the two determinant things that have happened for me, I think in my life, one there was the realization that 'wow' there's a lot that needs to be done at some levels of the healthcare system in the United States and up to now I'm 24, 25 years old, when I get that realization, and then I'm 64, 62 years old when I get the second 'blooming' if you will." (P3)</p> <p>"I see myself ten years younger than I am." (P2)</p> <p>"Application of my knowledge to improve things, because this is what I want to work now. One leader, one team, one organization at a time; to bring what I have learned so there is an advancement in the world and that it is more understanding and less division" (P5)</p> <p>"This 'being in a wheelchair...is unacceptable...I would throw myself to the next floor [metaphor of dying]". "An old monkey doesn't trust a broken branch."(P1)</p> <p>"But also the thing that is important to me is that I continue to engage my mind and that this is an area that I'm very interested in. So that makes it enjoyable as well but I think that's something that will stay with me, you know, for the rest of my life." (P3)</p> <p>"One important thing...what do I want for my next 15 years? If you think about it, in fact, in 15 years it will be over I will take sun baths in a chair, I'll be done! [...] this is one thing...I want to write a book. This gives me energy, see?" (P6)</p>
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<b>2. DECIDING TO QUIT WORK OR RETIREMENT</b>		
<p>2.1 Catalysts-critical events provoking disruption on self-image, self-awareness/concept, personal values and sources of satisfaction</p>	<p>2.1.1 Self-image</p>	<p>"People were jealous of my relationship with [name of the famous medium]...so they would foster bad comments about me to him [...] because of these people around him I left. He was starting to see me as his successor, passing on work to me. You know, wherever there is blind fanatics, there is suffering, even death...there are a lot of fanatics there. I always have my eyes opened to fanatics." (P9)</p> <p>"As a matter of fact I was supposed to remain in the company [after having sold it to a financial group] for 5 years. These people come from the banking business, they don't understand fashion...they put some guys there to shit rules on you...so I left</p>

	<p>after 2 years." (P6)</p> <p>"The critical point of the project I think was the proposal to change the business in the US...and the change was pretty drastic. It didn't work the way we expected. You know, Wall Street doesn't forgive this kind of thing...the general manager was fired. Then the outsiders came and I started to realize that you have seen that movie before...and these guys, they don't listen to you. Than I thought: it is enough [...] I don't want to be labeled as resistant, as the old school guy who doesn't want to move forward, so I was transferred to a global team...I like to be in the front, I don't like to be staff...At this point it was too stressful for me - all those travels...The business was not doing well. I was feeling bad. I had seen that movie and there is no happy ending to it. I decided to stop." (P7)</p> <p>"I have gone through this kind of things after mergers...in my times I too had to provoke change...I have seen this 'movie' before...and [when I was young], we lack of experience, but we had abundant will to make it...when you are young, you think you are the king of the world and will make the change for real...in fact every change is only an evolution, there is no such thing as a radical change...So I feel - and it is psychological - that it is a lack of consideration or respect for my know-how when somebody comes and say: 'you have to do this and that...you have to change everything, this is a piece of shit'. Then you begin to feel disrespected. And if you - at any point - decide to raise your voice and confront, you know...based in my experience [...] the guys take it as criticism, not reference or learning. This is what bothers me most." (P7)</p> <p>"Before being a freelancer in the process of leaving corporate] "the president of the company was going in different directions, which I didn't really hate, but I felt...as much personal involved..." [...] "I actually talked about it [becoming a freelancer] to my boss [...] and he was really supportive [...] it suited me, it suited him."(P2)</p> <p>"One of the things you find when you get older is that you have stuff you know, and you're dealing with younger people, in their 30ties, who are still finding their way. You understand that you can go in 2 different ways. Either seeing results from helping them [...] but sometimes they get very defensive [...] because they don't know anything, they are not really listening to you...those kinds of frustration when you get older become more irritating [...] I had enough of this." (P2)</p> <p>"You have to give space to the new generation."(P4)</p> <p>"So my space in the last few years was reduced, on top of that, the [head hunting] industry is changing due to new technologies...people are like you...younger... [...] Companies these days have a pattern that is valued; of a younger executive...everybody wants the high potential to grow. [...] you rarely see any company hiring someone older than 50. This is practically nonexistent anywhere in the world." (P4)</p> <p>"Sixty something year old guys don't make any decisions" [...]</p> <p>"when you are young you don't think about what others will say if you make a mistake" [...] "the older you are, the higher you get, but you also have less energy to make decisions" [...] "so I wanted to leave corporate from the front door." (P1)</p> <p>"I didn't have to put up with any shit [...] "the reason is...you avoid messing with corporate politics in your life. What happens to people in advertising when they get old? It's not really an industry for old people; [...] they would probably replace me for someone cheaper." (P2)</p> <p>"In the American culture, it is important that the guy who comes from outside [the organization] shows he can make the changes.</p>
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		See the example of the presidential elections in the US... [...]. So this is what happens in this culture, everything the predecessor has done is worth nothing... [...] it is very unpleasant to be put aside as resistant, to be judged like this...because you feel old. To feel old is to say: 'Fuck! I don't fit here anymore, I am out'. But it is only natural that it happens, and then the company doesn't see you anymore as someone who can help growth, but someone that impedes it." (P7)
	2.1.2 Self-awareness/ concept	"When I told my friends that I was a homosexual, I did it at a bar...the story quickly reached my company's headquarters...I lived in Asia, I had an Indian boss and Muslim staff working in Muslim countries...you can't just be openly gay in these places [...] but I am smart enough to know that I couldn't be explicit about it to my boss and colleagues [...] I made it on purpose so that the story would hit the office [...] the most difficult decision for me was to leave the company, I had a burnout during a trip with my family...this put everything in perspective...I knew I needed to do something...I was unhappy...my wife was unhappy...it was after my 50 year old birthday..." (P8) "And my wife said 'maybe you ought to learn something about your coffee farm' and something clicked for me. The way that I would describe it is that the coffee bug bit me and then it took over my entire life, ok?" (P3)
	2.1.3 Self-awareness/ concept	"Farming wasn't that interesting to me and I was bored. The first six months of my retirement, I realized, I always knew that I didn't like television that much and I found myself, it's funny, I found myself surfing the internet and following things that were absolutely of no importance or value to me and I was bored. And my wife said 'maybe you ought to learn something about your coffee farm' and something clicked for me [...] (P3), <i>see also 1.3.</i> "Problems with partners triggered the decision to sell the company when I was 70."(P1) "The digital world came; there is no way around it. [...] there is no formula...I have lived a moment in the recruiting business that was very good in terms of realization. [...] in terms of satisfaction and financially speaking. [...] today you have linkedin (...) so...one thing that is characteristic to old people, I want to do things my way (recruiting)...in the sense that I think there is a lot of things that are wrong [in head hunting]. But now I think I can do things that I can and want to do, do it in a different way. [...] head hunting is the same since the time I started at it. On the other hand, coaching is growing; I have a mix of things. [...] for example, you are doing recruiting...then a tobacco company calls you do it. Today I wouldn't do it. But if you are part of a firm, it is very hard not to do it. [...] I can say [my clients] now...listen you don't have to hire anyone, you only need intelligence, but for a head hunting firm, the most profitable way is to deliver a candidate." // "If you look at the level of dissatisfaction [in head hunting] it is very high. Normally, there must have some sort of clear advancement, you have to keep changing. Money, satisfaction, realization in life and work, and so on...And many times you end up having a dissonance in your personal values, depending on where you work, than you can take an active attitude and manage this. This is better than to be reactive. [...] so perhaps the satisfaction that I have this amusement, is related to that [in coaching]...to be able to help people to structure his/her career with all the possibilities it carries in itself. It is complicated, don't you think so? (P4)
	2.1.4 Sources of satisfaction	"My wife even tells me 'you know, you're much more outgoing than me' [...] This was to say one of the trigger points and this was a pattern for me as well. Sometimes the trigger comes from the outside" // "Because I was very much motivated in work with

		<p>[former company] still am, I'm that person in a certain way; I'm still fascinated by this company which is a complex company. [...] though I was thinking for already more than 15 years to change my career; to do something different." // "She said 'ok, great, let's try it [moving to India] and we sorted it out. [...] This thing triggered a lot of developments for both of us, because, first of all, I went then to India in middle of 2010, but she had to finish her job in Germany and she came to India only 11 months later, in 2011. "(P5)</p> <p>"I think I get bored every six or seven years." (P2)</p> <p>"At age 70, I didn't want to deal with business partner's decision making any more." (P1)</p>
2.2 Checks over financial conditions, health and family support	2.2.1 Financial conditions	<p>"At age 55 I took the package (early retirement) offered in the merger and left the company [...] I would leave anyway if I didn't have the package." (P1)</p> <p>"[...] Now there is a financial component that is very important too. You end up assuming a lot of commitments that you didn't have when you were 30." (P4)</p> <p>"I retired in Uruguay for tax reasons". "I took the golden package to early retirement at 55." (P1)</p> <p>"I had my [ex] wife as a role model of teacher, she has Piaget impregnated in her...I found her classes beautiful trips in biology...the games, the dynamic of her classes...I felt in love for it...but it is underpaid". (P8)</p> <p>"I have reached a point in life - thanks God - that I can choose my way, period." (P6)</p> <p>"It's been a while, since they [spirits] revealed these things to me...I mean, the financial sources that could provide for the work...they wanted me to invest in lands to extract gems...I did it, and then the profits will be donated to the charity work that I do, build hospitals...this plans have to be put in practice." (P9)</p> <p>"The first decision aspect is financial... I asked myself: 'can I change my career? Stop being an employee, give up my salary?' YES. What would I like to do? The third thing is to secure my retirement (pension package)... so when I knew that I would reach the time to retire, I thought now I can do it! And then I made up my mind [to leave the corporate life." (P7)</p> <p>"I was going to leave the company and retire by their retirement program...I was fired 2 years prior to that, but I made their days a living hell. I was fired with a package. They couldn't stand me anymore and vice-versa, but I got what I wanted." (P8)</p>
	2.2.2 Health	<p>"A few days ago I did a battery of tests....my health is 100%!" (P9), <i>see also 1.3.</i></p> <p>"My health is fine." (P1)</p> <p>"My health is fine, thanks God!" (P6)</p> <p>"Oh, yes. I had a melanoma. It didn't panic me very much, and it was caught very early [...] hopefully it is gone away, but you never know. But I didn't have that 'oh my god, I need to make every moment of my life last'. I just kept going. I don't try to live every moment of my life as much as I can..."(P2), <i>see also 1.3.</i></p>
	2.2.3 Family support	<p>"I have discussed my transition to coach with my brother, he was a CEO in Brazil...he said: I don't want this for me, I will make it by myself I will become a consultant." (P7)</p> <p>"My daughter is taking care of the business." (P9)</p> <p>"... talking about my daughter, which I as well don't have that much of a close relationship, though I try to maintain it having had the experience with my father who had not maintained it, I tried very hard to do so, but it was in a certain way sabotaged [...] with my daughter becoming older and becoming more independent [...] emerge that would make it possible to reconnect [...] [the relationship] not so much overwritten ... by her relationship with her mother." (P5)</p>

		<p>‘I want to have another sabbatical as well, but now in a much nicer place in India, so you better look for a nice place where we go next (laughter). So it is sort to say my obligation now, to find a nice place where we can make money, or where I can make money and she can do whatever she pleases.’ (P5)</p> <p>“My wife has said from the beginning of this coffee thing, the second stage of my life, she said [...] she used to say ‘do what you love and the money will follow’.” (P3)</p> <p>"I actually talked about it [becoming a freelancer] to my boss [...] and he was really supportive [...] it suited me, it suited him". "I aimed my career until I was 55 everything after that was a bonus [...] my wife was also working" "It is kind of a stage where I have the luxury to do what I like... and I am enjoying this [teaching]"</p> <p>"I knew if I failed completely, I could just stop working [...] I knew I could do reasonably well. My wife was working..." (P2)</p> <p>“Though I was thinking for already more than 15 years to change my career; to do something different.”(P5), <i>see also 2.1.4.</i></p> <p>"After the divorce, [...] I considered changing, leaving the company for quite some time. In the end of 2009, I definitively was at a point where I said ‘ok, now, 2010 comes, in 2010 I will find me something different’." (P5)</p> <p>“I am still friends with my ex-wife [...] I admire a lot my current partner.” (P8)</p>
<p>2.3 Expect self-efficacy in the transition process</p>	<p>2.3.1 Earlier experience with career transitions</p>	<p>"I talked to my wife's father to convince her to move to Brazil." (P1)</p> <p>"[his wife] she didn't feel the strong family tie to the country" "I don't like some aspects of the British culture" [...] "I wasn't close to my father." (P2)</p> <p>"I talked to her [his wife] about this and she said ‘wow, that’s definitively an opportunity’ and she knew that I always wanted to go abroad. And I said ‘yes, but how do we organize?’ and she contacted [the company] and said ‘yes, we will make this [happen].”(P5)</p> <p>"I have surfed the entrepreneurial wave" [...] "but it ended nowhere" [...] I fled to head hunting" [...] "finally I sent my family to London, the idea was that I was going to do that in London, but it didn't work well...and all...so eventually I came back to Brazil and restarted head hunting with a firm." (P4)</p> <p>"So I started a career in IT and I realized that my next step would be in finance, I did an MBA program there [in the US] [...] and I started a career in finance [...] so this was my second phase." //</p> <p>“When I came back [to Brazil], I set up an incubator for start-ups [...] But it ended nowhere. Then I became a headhunter [...] later I sent my family to London [...] it was my first transition [...] but it didn't work and I returned to Brazil, [...] and worked for [head hunter firm] for 11 years. I ended up being a head hunter for them until the end of last year. So let's focus in this transition... [...]</p> <p>What I do [coaching] is pretty different than what I used to do [as a head hunter], but the strongest change was in 2001 [from corporate to head hunting] [...] one day you are a leader for thousands, and suddenly you are a consultant with a secretary. That was relatively traumatic... I was 42 back then." //</p> <p>“Now I have more control, I travel wherever I want, without having this corporate obligations." (P4)</p> <p><i>Number of transitions before encore career:</i></p> <p>5 major career changes (P1)</p> <p>3 major career changes in his life (P2)</p> <p>5 transitions (P3)</p> <p>6 transitions (P4)</p> <p>1 major transition (going to India)(P5)</p> <p>5 major transitions (P6)</p>

		<p>5 including the last transition (P7)  2 transitions (P8)  2 transitions (P9)  "It was not the place, everywhere is problematic." (P1)  "When you really know the rules you forget them [...] you have to learn from changes and then you forget them" [quoting Charles Parker, a famous jazz player]." (P2)  "I was fired from the insurance company [second job]. It was the best thing that ever happened to me. My career accelerated a lot after that." (P7)  "The important thing is to use everything you learn. Do not lose what you learned yesterday. That's why I will think a lot before returning to fashion. You have to think before acting [...] I also have been talking to some people about the new generation of consumers, and they say they are not as connected to consumption as the previous generations". // I need to understand once again the fashion supplying business, everything has changed in the last years..." (P6)  "After having dedicated 40 years to fashion, and having sold the company, I woke up one day and thought 'what am I going to do now?'" // "there is one important thing, I believe in this country...I think this is a very rich country, it is spectacular...one day it will end [the crisis]..." (P6)  "I took a two year sabbatical, started to reduce expenses, did therapy...my [ex] wife beside me. She gave me structure. There was a moment when I got intolerant, I wanted to isolate myself. My work now is to integrate to return." (P8)  "There is one important thing, I believe in this country...I think this is a very rich country, it is spectacular...one day it will end [the crisis]..." (P6)  "I don't regret any decisions that I made in my life, that it was not always a perfect or completely good outcome, India wasn't ever nice" (P5)  "I left a o lot of open doors in the [fashion] market, my franchisees tell me that when I come back I already have a path with them...my suppliers, workers, clients and so on..." (P6)</p>
	2.3.2 Buffer period (sabbatical)	<p>"I know what I am going to do...I have already started a company of my own, first I will take a couple of months rest, then I will continue with my plan ... I had - in a way - already made my mind about it." (P1)  "I took a two year sabbatical, started to reduce expenses, did therapy...my [ex] wife beside me. She gave me structure." (P8)</p>
	2.3.3 Gather knowledge	<p>"You do now your MBA and when I'm done with my expert assignment, then you will have another expert assignment and I'll do studies."(P5)  "I have done my research and people say: I'm going to keep working even after I retire. Most of them don't." (P2)  "As a head hunter I enjoyed doing courtesy coaching with candidates after the interviews, I could contribute, help. I always would dedicate 2 hours a day to it...the question was...could I make a business out of it? That's why I chose Columbia to study coaching ... and did the transition. [...] last July I got the certification." (P4)  "This was only nine years ago, really. But it's been for me, I call it 'second chapter' in my life and a very very enjoyable one. I mean there's so much written and talked about and there's so much to know about coffee and sort of love absorbing as much of it as I can. I read coffee blogs all the time, it's crazy. I don't watch TV but I read all about what's happening on the coffee world." (P3)</p>
	2.3.4 Help from professional	<p>"I actually talked about it [becoming a freelancer] to my boss [...] and he was really supportive [...] it suited me, it suited him." (P2)</p>

	advisor/organization	<p>"The company payed me outplacement advisors and everything else...they have helped me see what I could do in southern Florida and São Paulo." (P7)</p> <p>"I thought [the company] was the ideal world, that out there everything was awful, and I wouldn't be able to leave...people would say to me: 'you have no idea how it is out there, you will never adapt...'" (P8)</p>
	2.3.4 Test and learn	<p>"I thought about working in the movie theater (laughs), to watch the movies for free. I like it so much..."(P7)</p> <p>"I must have asked something such as 'how is it like teaching?', [showing interest]. [...] when [name of the college] discovered that I had a PHD they offered me a job". I was still doing my freelancing so I started part time". "The transition was very easy. I absolutely loved working for myself." (P2)</p> <p>"I hired a coach to help me decide"[off records] (P6)</p> <p>"I want to experience being a volunteer in the olympics..." // "this consulting company pays a small fee, but we only have to advise organizations by phone...so I want to see how it works, see if I fit in [the consultant role]" // "If the job is not what I like...so I am giving myself the luxury of choice for now...it is possible that the time comes when I will be tired of it...and say: 'its enough, I have to do something of my life'... then I will accept whatever comes up." (P7)</p>

<b>3. DECIDING TO MAKE A FRESH START TOWARDS A NEW CAREER (BONUS CAREER)</b>		
3.1 Avoidance	3.1.1 Risk of failure	<p>"I have surfed the entrepreneurial wave" [...] "but it ended nowhere" [...]I fled to head hunting" [...] "finally I sent my family to London, the idea was that I was going to do that in London, but it didn't worked well...and all...so eventually I came back to Brazil and restarted head hunting with a firm..." (P4) see also 2.3.1</p> <p>"So this thinking of being a general manager which bring me back then to this dream of what would be my favorite profession or whatever, to be a general manager, is not so easy to achieve"(P5)</p> <p>"I want to have another sabbatical as well, but now in a much nicer place in India, so you better look for a nice place where we go next (laughter)." (P5), <i>see also</i> 2.2.3.</p> <p>"I wasn't particularly motivated by the idea that I had to make more money. At that point I was motivated by the idea that I needed to have fun doing what I was doing. [...] I'm not motivated so much for the money as I am about how my days are spent."(P3)</p>
	3.1.2 Stress related to relationships (with partners, boss, employees, clients, corporate politics, etc.)	<p>"I have a daughter that is a fashion designer in one of the best fashion companies in Rio. She wants to create her own brand. My son has a children's brand too. He is a hell of a marketeer. We could be together, but it would not work. Each one has his/her own expertise... [...] My daughter studied in Paris, and has much more technical knowledge than I have."(P6)</p> <p>"I don't want to ever have a business partner again, never again!" (P6)</p> <p>"I screwed up a lot in life, I even had a business in partnership with a brother of mine...the business grew up and we had problems. [...] so you learn. The important thing is to use everything you learn." (P6)</p> <p>"I want to be able to work, but not as a slave" "I don't want to be commissioned by anyone, if I am to go on being a decorator...I will do it my way, for me, and if a client likes it, then well. If the client doesn't like, then he doesn't buy it...I don't care. I do it for myself, I can't imagine myself taking orders from a client...imagine that!"/ "If I go back to fashion, I will not have [many employees], headaches..." (P6)</p> <p>"People were jealous of my relationship with [name of the famous medium]...so they would foster bad comments about me to him [...] because of these people around him I left. He was starting to see me as his successor, passing on work to me. You know, wherever there is blind fanatics, there is suffering, even death...there are a lot of fanatics there. I always have my eyes opened to fanatics." (P9), <i>see also</i> 2.1.1.</p> <p>"I was never the expansive, polical guy from HR"(P7)</p> <p>"I feel - and it is psychological - that it is a lack of consideration or respect for my know-how when somebody comes and say: 'you have to do this and that...you have to change everything, this is a piece of shit'. Then you begin to feel disrespected. And if you - at any point - decide to raise your voice and confront, you know...based in my experience [...] the guys take it as criticism, not reference or learning. This is what bothers me most." (P7), <i>see also</i> 2.1</p> <p>"I don't want to be a business school director. I see the bureaucracy there and it is even worse than it was at my last company...I want to teach..." (P8)</p> <p>"I did that for a few years and actually had a falling out with my partner in this business and decided it was time for me to retire." (P3)</p> <p>"There is a certain hypocrisies about head hunting for</p>

	<p>corporations,...they hire as if it was a long term relation with the candidate, the executives also want long term relationships with the company, but in the end it lasts only for some months..." (P4)</p> <p>"One of the things you find when you get older is that you have stuff you know, and you're dealing with younger people, in their 30ties, who are still finding their way. You understand that you can go in 2 different ways. Either seeing results from helping them [...] but sometimes they get very defensive [...] because they don't know anything, they are not really listening to you...those kinds of frustration when you get older become more irritating [...] I had enough of this"(P2), <i>see also 2.1.</i></p> <p>"Normally you have to work with a team, so it is too tense, much more stressful. Here I am nearer home, I've set this hole [office] and it is much calmer now."(P4)</p> <p>"If you look at the level of dissatisfaction [in head hunting] it is very high [...]. And many times you end up having a dissonance in your personal values, depending on where you work, than you can take an active attitude and manage this. This is better than to be reactive."(P4)</p>
<p>3.1.3 Repeating same patterns as his father (anti-role modeling, and role models)</p>	<p>"My father was an example for me and my two brothers, we followed his example in our career...He was an executive during his whole career." (P7)</p> <p>"My father worked in only one company his whole life. He retired at age 62. After that, he worked at the chamber of commerce of [country] and later in a cargo transport company. He phased out until his early 70ties. He is alive, and is 95 years old...My dad complains of having nothing to do...but - you know - it's hard, his health is weak." (P7)</p> <p>"Before I only thought that my father was ignorant and I judged him wrong. Later, my spiritual guides, made me see that actually he was spiritually advanced and then I started to value my father."(P9)</p> <p>"I wasn't close to my father". "I actually studied psychology for my degree, it was a bit of change because my father was an engineer and kind of hoped me I'd go to engineer or some science, [...] I guess [psychology was my way of being individual, not like my dad".(P2)</p> <p>"My parents divorced when I was 11 and he was not that much there in my life. The last time I have seen him when I was 18, the last time. Before I saw him the last time when I was about 12 and the very last time I saw him was when he had already passed away and he was on his death bed. And the last time I've seen him alive was when I was 18 and it was not even a conversation then. So the last shared memory sort to say was skiing and it was at the age of 12 when he took me for a weekend to skiing". [...] [about the father] "He was a technician"...but he could cook very well too. Where he went to he brought spices and he picked up recipes and he tried it out at home." // " He was send around in the Mediterranean basically, so this was the reason why he was hardly at home, because he was always about six to eight weeks in Northern Africa."(P5)</p> <p>"The [father] became jobless quite soon after the divorce and actually he fell through the social network. He hadn't got any money, he didn't have any savings, me neither and my mother was not willing to help him anyway. So it was like, he was at social wealth care then at last. So he did not really retire. In 1992 he was actually, he died shortly before his 52nd birthday. So I'm now about the age ... I don't know, this came to my mind now..."(P5)</p> <p>"He became jobless quite soon after the divorce and actually he fell through the social network. He hadn't got any money, he hadn't got any savings, me neither "(P5)</p>

	<p>“He bought a restaurant and he operated the restaurant until he got an offer to sell the restaurant and he sold the restaurant and then, he’s maybe 60 at this time, and he’s got a lot of time on his hands. He didn’t like so much not having anything to do. He took a job for a while selling cars, like used cars, but that maybe a year or two, and then he stopped working all together. [...] His last years of his life, well, he probably would have said that he enjoyed them. I probably would say my observation was he was bored and he did watch a lot of television, he did do things that were, you know, time consuming rather than because there was a reason to do it.” (P3)</p> <p>“I wasn't sure if I was going to share this with you or not, but I will, my father had been, his work was... he'd been a bookie. You know the term bookie? [...] Ok, it was illegal. [...] I think as a young kid I had a sense of, a conflicted sense of what his work was, on some levels I was proud, other levels I was ashamed, ok? And I’m not sure if this had a bearing on my thought process as to... I was always kind of put off by the idea that you do everything for money, ok? ... I guess when I look at how my career evolved there was always a portion that said ‘you can do things but you need to be careful about what you do’”(P3)</p> <p>“My father retired when he was 70. He'd been an anesthesiologist his whole life.” (P7)</p> <p>"I have some people I admire, one of them is the owner of [a fashion retail chain], she built a beautiful brand and the guys [new owners] destroyed it. [...] now [after having sold their companies] they have reinvented themselves with different business ideas...one has to reinvent himself!"(P6)</p> <p>"My mother is an inspiration for me. [...] She left her marriage after 50 years, and with no formal education starts giving cooking classes... My father said: 'if you leave, you get nothing' [...] and she built a respectful career out of her own will, nothing else." (P8)</p> <p>"The ones that I consider my role models, I haven't met personally, I came to know about their lives later...after they were dead already...there are a number of people like this"(P9)</p> <p>“I've had 3 other companies, but I always had problems with my business partners...every time I am alone, it works. I don't want to ever have a business partner again, never again! Everybody wants to partner with me, but I reject. I don't need them. I have reached a point in life - thank God - that I can choose my way, period." (P6)</p> <p>"I wish my father saw me in the new mission." (P9)</p> <p>"When I was a child I wanted to be an architect, I enjoyed drawing". [and he asks if my grandfather was embarrassed to show his paintings to the public, if he had taken classes or not at 80 when he started to paint].” (P1)</p> <p>“Interesting... My parents always wanted me to be a doctor, ok. (Laughter) In name of American Jewish upbringing you always need to be a doctor, ok? Or a dentist. And that wasn't particularly appealing to me. I don't know that I can really go back ... and say that I knew what I wanted to do.”(P3)</p> <p>What I always dreamed about was to be the head of a very advanced scientific organization.</p> <p>[A scientist?] No, that is using science and technology to improve the world. [...] The funny thing about it was I didn't want to be only the boss, because even at that stage I was about the age of 7 or 8 already, but I was clear, I might not always be the best in that room, but there need to be some kind of mechanism that organizes the hierarchy or structure or whatever... So this was always on the back of my mind, yes being a leader, yes being in some kind advanced high-tech, really high class intellectual or</p>
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		<p>whatever, not [...] farming or [doing] something like this.” (P5)</p> <p>"At the end of my studies, I had two seminars given by a private lecturer; he was not a proper professor. He had a consulting company. [...] and that was very, very interesting to me, because this was really like 'being here, being there [...]' I was always looking for a father figure, always looking for someone who could give me inspiration, direction, mentoring, because I definitively have not had. I didn't have anyone that was mentoring me." // "And he [the lecturer] kept the connections that he had from his former role and his proximity to the university.” (P5)</p> <p>"You are dealing with younger people in their thirties... sometimes they get very defensive because they don't know anything, they are not really listening to you...those kinds of frustrations when you get older become more irritating [...]' I had enough of this [...]' Now I am basically a full time teacher.”(P2)</p> <p>“[when in the first year of Psychology] "the professor asked 'what do you think'...I loved it" [...]' "I loved being able to do what I wanted and follow my own ideas, free". (P2)</p>
	<p>3.1.4 Being seen as idle by others (social acceptance)</p>	<p>“I really enjoy the framework of being busy. I mean, in my work now I think my goal is to travel two to three months a year and I've been doing that, but over nine months I'm pretty busy every day around the farm. I mean, I'll do most of the tours, not all, I have two guys that work for me to do tours, but I enjoy doing the tours and that's thing that... My days are much more complete, they are fuller when I've got something to do [...]' Absolutely, absolutely, I mean happier than I ever anticipated any type of retirement would be. Now, is this retirement? Probably not, of course not, I mean, I put in a lot of hours, but the hours are always full of excitement [...]' [I am pretty busy] ... but never feeling like I have to work. That's the part for me, it's every day is pretty exciting and I guess in extent that you never know who you're going to pick up for a coffee tour. [...]' You never know who [...]' you're gonna come in to, who you're going to pick up and it is always great when you pick up a car full of 25-year-old Swedish young women. (Laughter) You never know what's gonna happen, so it's fun for me. [...]' If I weren't having fun maybe I'd be one of these guys that gets on a cruise ship, you know, four months out of the year or does something else, but I think that would be kind of boring.” (P3)</p> <p>"Am I retired? Nope. I am building and decorating houses to sell. I don't say that I am retired because I am not. In fact, I feel like I am retired. And it is not a pleasant feeling. I am very creative, so I get nervous in such condition." (P6)</p> <p>"If the job is not what I like...so I am giving myself the luxury of choice for now...it is possible that the time comes when I will be tired of it...and say: 'its enough, I have to do something of my life'... then I will accept whatever comes up" (P7)</p>
	<p>3.1.5 Boring activities/jobs</p>	<p>“I thought: what you are doing is so boring...I don't want to be one of those boring researchers". "If I didn't have to mark anybody's papers, I would be overjoyed.” (P2)</p> <p>“When I came here in 2007 I purchased a coffee farm, I didn't know anything about coffee growing, I wasn't...Farming wasn't that interesting to me and I was bored. The first six months of my retirement, I realized, I always knew that I didn't like television that much and I found myself, it's funny, I found myself surfing the internet and following things that were absolutely of no importance or value to me and I was bored. And my wife said 'maybe you ought to learn something about your coffee farm' and something clicked for me. The way that I would describe it is that the coffee bug bit me and then it took over my entire life, ok?”(P3)</p>

		<p>"I always wanted to work abroad. [...] and later I changed to HR after some hardly three years, because it became boring on a high level, it had been boring the repetition which I don't like." [...] "I don't want to be only a coach, I don't want to be only this, I don't want to be only that. I want to somehow combine it all and exercise it all, because in order not to bore myself." // " I think that I'll not get bored too easily by that [his own company] [...]</p> <p>Basically it is on the overarching theme of improving organizations, it has enough variety that I can, I think that I'll not get bored too easily by that and at the same time it's still [...]</p> <p>somehow connected that each pillar." (P5)</p>
<p>3.2 Approach</p>	<p>3.2.1 Selects possible careers that fit similar skills developed in past professional experiences (successful outcome expectation)</p>	<p>"I didn't actually used my psychology [in advertising], but the way of thinking was very much like psychology". "What I really liked [about advertising] was strategy [...] using my psychology to understand motivation, the way of thinking was very much like psychology.". "When you start doing something [referring to consumer research], you are terrible at it, a bit after that you can start to relax and say ...OK. [...] so I knew I would become better [at teaching]". "I need to practice more to get better [as a jazz player]" "I knew if I failed completely, I could just stop working [...] I knew I could do reasonably well. My wife was working..."(P2)</p> <p>"I realized that I like doing research about architecture, decoration, I can't stop, it is delightful. Now I am undecided about it...because [clothing] fashion also attracts me."(P6)</p> <p>"I want to write a book. This gives me energy, see?" (P6)</p> <p>"I did something that - in some ways - is wrong and fearful. [The transition to coaching]. But I had always been a generalist, and this industry [head hunting] grew in a stupid way [...] by adding new consultants. So the level of specialization increased to a large extent...And I always worked focused in the ICT segment, where the practice is that companies are internalizing the head hunting process. So my space in the last few years was reduced, on top of that, the [head hunting] industry is changing due to new technologies...people are like you...younger...[...] Companies these days have a pattern that is valued, of a younger executive...everybody wants the high potential to grow. [...] you rarely see any company hiring someone older than 50. This is practically nonexistent anywhere in the world. [...] I was in a sector where my space was clearly smaller. You have to let space for the new generation... So I started thinking about the next step...the next step would be coaching." (P4)</p> <p>"When [name of the college] discovered that I had a PHD they offered me a job". [...] I was still doing my freelancing so I started part time." (P2)</p> <p>"As a head hunter I enjoyed doing courtesy coaching with candidates after the interviews, I could contribute, help Clearly I have more flexibility. This was one of the objectives [of the transition to coaching]. So for example, I will take my daughter to a trip and I will stay with her for 3 weeks. I will have an extra week to help her prepare for her moving abroad...and things like that. [...] So in the new business [coaching+recruiting] I have more control over my agenda...I have a partner in business, if I have to travel, than it's OK. [...] before, it was way more difficult." (P4)</p> <p>"I have always valued education and knowledge."(P2)</p> <p>"I believe that I definitively can help organizations to survive in this world."(P5)</p> <p>"He was starting to see me as his successor, passing on work to me." (P9), <i>see also 2.1.1.</i></p> <p>"I hit the bulls eye, it was perfect [talking about his retail chain] [...] I sold it at its peak". // "I have always worked with beauty,</p>

	<p>with design; it is the same to dress a woman and a house. So when you work with decoration, you deal with texture, fabric, it is a very similar process. The creative job is very much alike. You can be setting a new season collection or a house decoration...it is the same. If you have a good eye for one thing, you have it for the other". // "When you do something that you like, it works [...] I have always been creative, this is my path". [...]</p> <p>[...] we have many gifts that we are not aware of... I found a new one [decoration] - it just happened naturally...I started to realize that everybody likes the houses that I am decorating [...] it opens the possibilities of things you can do."(P6)</p> <p>"So they have given me a coaching project at [company]... and then the projects started to go in the direction that I am good at". // "the president of a big advertising agency told me that I had this talent to mobilize people in the direction of the truth...I know I am very good at it, and it works when I teach [...] // "It's funny, I like the stage, I think my real calling is to help others" // "I am a field problem solver...even now as a consultant, I work in the field with the client...the solution comes from them". // "My whole career as an executive was developed based in projects or moments when I needed to help the company to change, I had to help the company to grow...I was a very powerful change agent. I was never as good in maintenance [...] I am a disaster in just keep things running...but if you have a problem, a new market to enter, send me in, and I will deliver" // "I teach now the same way that I taught the Brazilian Chancellor [...] I took them to tears [...] see? I am emotional about it myself"(P8)</p> <p>"In the beginning I just wanted to be coach. But then I realized that my experience would allow me to also become a consultant...I was offered an opportunity to be head hunter, but this is not my area [...]" "In my experience I always enjoyed the part of HR that was related to talking to people, to help them solve their problems...relationship is everything in a company...deal with leaders, work with them, etc..." (P7)</p> <p>"I give myself, my body and mind to God...many people have been healed by Him through my hands [...] I am just the intermediary between this cosmic energy and the receiver [...]"</p> <p>There are some people to whom I just can't say that in fact my spiritual guides have cured them...to them I am their God." // // "It is a large amount of work, but I like doing it. Besides, it has given results...the healings are happening...people come to me with medical tests of diseases that the doctors weren't able to cure, and they leave my facilities healed."(P9)</p> <p>"In my experience I always enjoyed the part of HR that was related to talking to people; to help them solve their problems...relationship is everything in a company...deals with leaders, work with them, etc...I thought...this could end up as a career choice for the future...but I still needed to secure my retirement package."(P7)</p> <p>" 10 years ago I got involved in a volunteer work here in this State. It was an extension of [a famous spiritual healing center]." (P9)</p> <p>"it was very good for me because I would work at my own pace and was able to apply the knowledge that I had gathered before." (P7)</p> <p>"I love complexity" [...] "Complexity is linked very much as well to a living system and organizations are living systems and they are complex" [...] "When you tweak something here you might see here some kind of an outcome" [...] "And I don't like these kinds of easy things, I really need to be challenged in that regard in a way." // " And what I can't stand is ignorant people or people are so simply minded, this is something that I can hardly</p>
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	<p>deal with. [...] I always want to learn something." ANTI-FATHER " // " . I like working with organizations but as well making a living out of it."(P5)</p> <p>“And more so than anything else those are the two determinant things that have happened for me, I think in my life, one there was the realization that 'wow' there's a lot that needs to be done at some levels of the healthcare system in the United States and up to now I'm 24, 25 years old, when I get that realization, and then I'm 64, 62 years old when I get the second 'blooming' if you will.”(P3), <i>see also 1.3.</i></p>
<p>3.2.2 Wants to still be seen as a high achiever (self-image continuity)</p>	<p>“I think I can have a more strategic role, and the client can do the more process oriented jobs.”(P4)</p> <p>“I think I'm very, very lucky that I've found something.” (P3)</p> <p>“To make successful what I have started now. And because it's another long-term goal of mine, meaning to live as long as possible.” (P5)</p> <p>“Head hunting is the same since the time I started at it. On the other hand, coaching is growing; I have a mix of things.” (P4)</p> <p>"Application of my knowledge to improve things, because this is what I want to work now. One leader, one team, one organization at a time; to bring what I have learned so that there is an advancement in the world and that it is more understanding and less division...This is why I want to work intercultural as well.”(P5), <i>see also 1.3.</i></p> <p>“So it is sort to say my obligation now, to find a nice place where we can make money, or where I can make money and she can do whatever she pleases.”(P5), <i>see also 2.2.3.</i></p> <p>“ I was the second best marketing teacher in the department.” (P8)</p> <p>“I was the director of a non-profit program, [...] And for that size program and the responsibilities I had, people in private industry would be making two or three times that kind of money, that wasn't the driver for me. I wanted to do what I did, I felt pretty gratified about what I did. But then when I stopped with that and we moved to Panama [...] I did get involved in something that I really, really enjoy and it was never with the intent of 'wow, we're going to make a lot of money', but the money did follow to a certain extent.”(P3)</p> <p>"I now start to run my own business.” (P5)</p> <p>“Have the opportunity to meet, I call them kids... [...] since we started in 2009 we've had over 10 thousand visitors to the farm and so it has become actually a pretty viable business. It's been a very interesting transition for me.” (P3)</p> <p>"I have some people I admire, one of them is the owner of [a fashion retail chain], she built a beautiful brand and the guys [new owners] destroyed it. [...] now [after having sold their companies] they have reinvented themselves with different business ideas...one has to reinvent himself!" (P6)</p> <p>"My mother is an inspiration for me. [...] She left her marriage after 50 years, and with no formal education starts giving cooking classes... [...] My father said: 'if you leave, you get nothing' [...] and she built a respectful career out of her own will, nothing else." (P8)</p> <p>"The ones that I consider my role models, I haven't met personally, I came to know about their lives later... after they were dead already... there are a number of people like this"(P9)</p> <p>“I've had 3 other companies, but I always had problems with my business partners....every time I am alone, it works. I don't want to ever have a business partner again, never again! Everybody wants to partner with me, but I reject. I don't need them. I have reached a point in life - thank God - that I can choose my way, period." (P6)</p>

	<p>"I wish my father saw me in the new mission." (P9)</p> <p>"I am very intolerant with cowards...you have to have courage to live, life is for the braves. I think that for some reason happiness is very close to courage...this is really important for me." // "I like to start from the bottom, I tell my partner at the consulting firm: 'I am a trainee here', this makes you earn your space, legitimate it."(P8), <i>see also 1.3.</i></p> <p>"I intend to organize my charity work as a true organization...like a company." (P9)</p> <p>"I have to make this wealth that God trusted me grow by investing right and taking care of it so that all the structure needed for the institution is preserved forever." (P9)</p> <p>"It is a large amount of work, but I like doing it. Besides, it has given results...the healings are happening...people come to me with medical tests of diseases that the doctors weren't able to cure, and they leave my facilities healed."(P9)</p> <p>"There is this scene [from the movie Indiana Jones], with Harrison Ford, where he is teaching and the students follow him out of the classroom, and there is this student with 'I love you' written in her eyelids...I want that scene...not the 'I love you'...but the feeling that the class is not over when it is over, that [the connection] goes beyond the classroom to the aisles, emails...// "I am a consultant at [company], now they call me 'professor', this makes me very happy." (P8)</p> <p>"It is useless to accumulate wealth if you don't generate well being." (P9)</p> <p>"This thing...having a purpose... is cool. When I was working at [Company] I learned a lot about it, because the company had this mission to help women...I liked very much to work with a purpose." (P8)</p> <p>" I was the second best marketing teacher in the department"(P8)</p> <p>"Normally, there must have some sort of clear advancement, you have to keep changing. Money, satisfaction, realization in life and work, and so on..." (P4)</p> <p>long as possible."(P5), <i>see also 1.2.</i></p>
<p>3.2.3 Have control over his career (autonomy/mastery)</p>	<p>"I don't want to be a business school director. I see the bureaucracy there and it is even worse than it was at my last company...I want to teach... [...] It's an exercise that I have done a lot in my life [organizational politics], it is stressful." (P8)</p> <p>"So that kind of brings me up to date where we are." (P3)</p> <p>"I want to be able to work, but not as a slave" // "I don't want to be commissioned by anyone, if I am to go on being a decorator...I will do it my way, for me, and if a client likes it, then well. If the client doesn't like, then he doesn't buy it...I don't care. I do it for myself, I can't imagine myself taking orders from a client...imagine that!"// "If I go back to fashion, I will not have [many employees], headaches..." (P6)</p> <p>"I like to be in the front, I don't like to be staff...At this point it was too stressful for me - all those travels..." (P7)</p> <p>"I lived in Asia, I had an Indian boss and Muslim staff working in Muslim countries...you can't just be openly gay in these places [...] but I am smart enough to know that I couldn't be explicit about it to my boss and colleagues [...] I made it on purpose so that the story would hit the office [...] the most difficult decision for me was to leave the company." (P8), <i>see also 2.1.2</i></p> <p>"I don't like doing two things at the same time, because I will not get them right. So I prefer to do only one thing well, if I split my mind it doesn't work...I prefer to focus." (P6)</p> <p>"The people that live around me, that seek faith, they search in me the healer. There are some people to whom I just can't say that in fact my spiritual guides have cured them...to them I am their God." (P9)</p>

		<p>“There was a moment when I got intolerant, I wanted to isolate myself.” (P8)</p> <p>“For example, you are doing recruiting...then a tobacco company calls you do it. Today I wouldn't do it. But if you are part of a firm, it is very hard not do it. [...] I can say [my clients] now...listen you don't have to hire anyone, you only need intelligence, but for a head hunting firm, the most profitable way is to deliver a candidate.” (P4)</p> <p>“So...one thing that is characteristic to old people, I want to do things my way (recruiting)...in the sense that I think there is a lot of things that are wrong [in head hunting]. But now I think I can do things that I can and want to do, do it in a different way.”(P4), <i>see also 2.2.3.</i></p> <p>“[start all over again in another country] "It doesn't matter, Argentina, Uruguay...they will bite you in the neck anywhere [after the merger]" [...] "I prefer to retire and follow up my plans." (P1)</p> <p>"Clearly I have more flexibility. This was one of the objectives [of the transition to coaching]. So for example, I will take my daughter to a trip and I will stay with her for 3 weeks. I will have an extra week to help her prepare for her moving abroad...and things like that. [...] So in the new business [coaching+recruiting] I have more control over my agenda...I have a partner in business, if I have to travel, than it's OK. [...] before, it was way more difficult.” (P3)</p>
	3.2.4 Flexible work	<p>"Clearly I have more flexibility. This was one of the objectives [of the transition to coaching]. So for example, I will take my daughter to a trip and I will stay with her for 3 weeks. I will have an extra week to help her prepare for her moving abroad...and things like that. [...] So in the new business [coaching+recruiting] I have more control over my agenda...I have a partner in business, if I have to travel, than it's OK. [...] before, it was way more difficult.” (P3), <i>see also 3.2.3.</i></p> <p>“Here I am nearer home, I've set this hole [office] and it is much calmer now." // " before I would always have to travel, to meet someone from the firm in a different country"(P4)</p> <p>"It was very good for me because I would work at my own pace and was able to apply the knowledge that I had gathered before."(P7), <i>see also 3.2.</i></p>
	3.2.5 Novelty, learning, and new challenges	<p>“I was really learning about different coffee cultures all over the world so it's fun for me.” (P3)</p> <p>“And I don't think I'll ever stop learning, there's so much to learn about coffee.” (P3)</p> <p>“That's the part for me, it's every day is pretty exciting and I guess in extent that you never know who you're going to pick up for a coffee tour. [...] You never know who [...] you're going to come in to, who you're going to pick up and it is always great when you pick up a car full of 25-year-old Swedish young women. (Laughter) You never know what's going to happen, so it's fun for me. ” (P3)</p> <p>“And I don't like these kinds of easy things; I really need to be challenged in that regard in a way. [...] I always want to learn something." // "It's again I create my continuous learning with that as well, because I learn more and I want to understand, every crave for knowledge. And this is I nurture my knowledge now with the knowledge that I already have, so to feed this process, this self-feeding process." (P5)</p> <p>“[...]” I don't want to be remembered for the factories I closed, but by the people with whom I have worked with in the past. They grew up professionally and personally, and they are happy...” (P7)</p> <p>"Satisfaction comes from the pleasure that I have when I start a</p>

		<p>brand from scratch...the name of the brand, the logo, where the office is going to be, this is very pleasant." (P6)</p> <p>"I always want to learn something." (P5)</p>
	<p>3.2.6 Personal purpose</p> <p>3.2.6.1 Do meaningful work for himself</p> <p>3.2.6.2 Have fun doing what he likes</p> <p>3.2.6.3 Be valued by his experience</p> <p>3.2.6.4 Give back to others</p> <p>3.2.6.5 To pursue an unfulfilled vocation from an earlier life stage</p>	<p>"Application of my knowledge to improve things, because this is what I want to work now. One leader, one team, one organization at a time."(P5)</p> <p>"Here in Panama we have an agricultural minimal wage of 11 dollars and 19 cents a day for a coffee worker and most of the farms are paying their workers between 7 and 8 dollars a day.!" (P3)</p> <p>"I understand that you spend so much of your work time, so much of your life time working that it really ought to try to get yourself into something that you enjoy doing. And for us, for me in these last nine years, it's been this coffee thing. I think that will be with me until I leave this world." (P3), <i>see also 1.2.</i></p> <p>"My legacy is the people I teach and what they achieve. So I guess is like having children...my legacy in advertising is so poor, [advertising] is impermanent." "When you connect with students and you can see them getting interested in the topics, and seeing them develop as people is satisfying...then they get out and get a job and the reward is very quick" "If someone I taught wins awards [...] I take pride on that." (P8)</p> <p>"I have the feeling now it's time to pay some dividends to the world for it and to give away this richness that I think I could accumulate in this regard, not financially, but certain knowledge wise." (P5)</p> <p>"When someone comes after class and say: that was a great class...so immediate satisfaction with that kind of thing...multiple satisfactions." (P2)</p> <p>" So perhaps the satisfaction that I have this amusement, is related to that [in coaching]...to be able to help people to structure his/her career with all the possibilities it carries in itself. It is complicated, don't you think so?" (P4)</p> <p>" Basically it is on the overarching theme of improving organizations, it has enough variety that I can, I think that I'll not get bored too easily by that and at the same time it's still [...] somehow connected that each pillar." (P5)</p> <p>"That's the kind of reward [students get out and get a job], and I sometimes say to people that the nice thing about teaching is that everybody got to listen to you. Clients don't always have to listen to you. If students don't listen to you they are going to get bad marks." "If someone I taught wins awards [...] I take pride on that." (P2)</p> <p>"I aimed my career until I was 55 everything after that was a bonus [...] my wife was also working" "It is kind of a stage where I have the luxury to do what I like... and I am enjoying this [teaching]." (P2)</p> <p>"I liked sports, soccer, arts... my mother always took us to the theater and things like that." (P7)</p> <p>"When I was a child, the first thing I wanted to be was a catholic priest." (P9)</p> <p>"If everybody did 10% for the other human being, the world we live in would be in peace. But they interpret all wrong and then the smart ones want to profit from faith and they cheat people...my work is for free." (P9)</p> <p>"The legacy I left my children is the way I treat my employees, how I run a company, the respect to the stakeholders. To work 15 hours a day, this pattern... I don't believe it."// "I want to write a book, to help young people who are entering the fashion schools, so they can see reality, because one thing is to see theory, another is practice. I think I can transmit my practical experience in a book." (P6)</p>

		<p>"So ideally, I would like to work as an executive coach for corporations or NGOs, or any organizations that might benefit from someone [like me] with experience to offer" // "What that could bring me satisfaction would be to help professionals to grow personally and in their careers". // "Being able to help the community of South Miami to eradicate poverty around here...help women from the area to find decent jobs..." (P7)</p> <p>"What that could bring me satisfaction would be to help professionals to grow personally and in their careers". // "What was cool for me was the chance to make great changes in the organization" // "I like when good people ask me to write a recommendation" "In my experience I always enjoyed the part of HR that was related to talking to people, to help them solve their problems...relationship is everything in a company...deal with leaders, work with them, etc...I thought...this could end up as a career choice for the future..." (P7)</p> <p>"Happiness for me is this...helping people as well as spirits."(P9)</p> <p>"the idea of helping makes me feel good [...] teaching for me is like helping" (P8)</p> <p>"If I weren't having fun maybe I'd be one of these guys that gets on a cruise ship, you know, four months out of the year or do something else, but I think that would be kind of boring." (P3)</p> <p>"When you have an organization to lead, you have a lot of support, in a project you maybe have less support...it's a very different context because you are less used to it. You are used to hard numbers, although it is not only that...I remember in my first meeting [as a head hunter] staff would talk about 'chemistry'[of a candidate], and we are used to profit margins, this and that... a lot of figurative talking [...] there's been at that point maybe an adjustment of culture to the subjectiveness of the [head hunting] business, instead of the objectiveness of managing a business. [...] After a while it is fun, very fun." (P4)</p> <p>"I don't want to be remembered for the factories I closed, but by the people with whom I have worked with in the past. They grew up professionally and personally, and they are happy..." (P7)</p>
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