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"Life is about the Journey, not the Destination."

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"Life isn't
about finding
yourself. Life is
about creating
yourself."

- George Bernard Shaw

# VALUES - BASED QUALITY OF LIFE Newsletter

Because Making Smart Choices About Your Money Impacts The Quality of Your Life

Over the years, we have found that there are elements of your life that are more important than money.

These elements - Physical Health, Relationship Health, Inner Health and Career Health - cannot be delegated.

We hope that you find these articles to be of value in improving the quality of your life.

## PHYSICAL HEALTH

### Is retirement good for health or bad for it?

By Patrick J. Skerrett

For many people, retirement is a key reward for decades of daily work—a time to relax, explore, and have fun unburdened by the daily grind. For others, though, retirement is a frustrating period marked by declining health and increasing limitations.

For years, researchers have been trying to figure out whether the act of retiring, or retirement itself, is good for health, bad for it, or neutral.

A new salvo comes from researchers at the Harvard School of Public Health. They looked at rates of heart attack and stroke among men and women in the ongoing U.S. Health and Retirement Study. Among 5,422 individuals in the study, those who had retired were 40% more likely to have had a heart attack or stroke than those who were still working. The increase was more pronounced during the first year after retirement, and leveled off after that.

The results, reported in the journal Social Science & Medicine, are in line with earlier studies that have shown that retirement is associated with a decline in health. But others have shown that retirement is associated with improvements in health, while some have shown it has little effect on health.

### **Retirement changes things**

In their paper, Moon and her colleagues described retirement as a "life course transition involving environmental changes that reshape health behaviors, social interactions, and psychosocial stresses" that also brings shifts in identity and preferences. In other

words, moving from work to no work comes with a boatload of other changes. "Our results suggest we may need to look at retirement as a process rather than an event," said lead study author J. Robin Moon, who is now a senior health policy advisor to New York Mayor Michael Bloomberg.

These changes may be why retirement is ranked 10th on the list of life's 43 most stressful events. Some people smoothly make the transition into a successful retirement. Others don't.

For four decades, Dr. George E. Vaillant, professor of psychiatry at Harvard Medical School, and numerous colleagues talked with hundreds of men and women taking part in the Study of Adult Development. Initially focused on early development, the study now encompasses issues of aging, like retirement.

When researchers asked study participants 80 and older what made retirements enjoyable, healthy, and rewarding, four key elements emerged:

Forge a new social network. You don't just retire from a job—your retire from daily contact with friends and colleagues. Establishing a new social network is good for both mental and physical health.

Play. Activities such as golf, bridge, ballroom dancing, traveling, and more can help you let go a bit while establishing new friendships and reinforcing old ones.

**Be creative.** Activating your creative side can help keep your brain healthy. Creativity can take many forms, from

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### RELATIONSHIP HEALTH

### Three Steps to Say "No" Gracefully

By Christine L. Carter Ph.D.

Yesterday, a friend asked me if she could borrow my car to run a long-distance errand because my little car gets better mileage than her big one. I wanted to say "no"; switching cars on an already busy day felt like a hassle to me. But I didn't say no. Instead, I hemmed and hawed and hesitated, hoping she'd get the hint.

It can be really hard to say no. Despite my best attempts not to care what other people think of me, I still find myself wanting to be liked. I don't want people to think I'm selfish. More than that, I don't want to be selfish. And I never want to miss easy opportunities to help someone out.

But we human beings will often choose what is most satisfying in the present rather than what will make us happiest in the future—and pleasing others (and thinking of ourselves as generous) by saying "yes" tends to be far more pleasant in the present than saying "no." But saying yes when we want to say no tends to bite us later, in the form of resentment and exhaustion.

We can make better decisions by picturing ourselves moments before the event in question. Would we be relieved if it were canceled? If so, we've gotta say no now so that we don't find ourselves trying to weasel out of it later. Here's how.

### 1. Rehearse Saying No.

When we are stressed and tired, we tend to act habitually. Knowing this, we can train our brain to habitually say no rather than yes to requests by rehearsing a go-to response when people ask us for favors. Research shows that when we make a specific plan before we are confronted with a request, we are far more likely later to act in a way that's consistent with our original intentions.

Something simple—like, "That doesn't work for me this time"—is almost always sufficient. (See this post for 21 more ways to say no.) Pick a default way to respond when you don't want to do something, and practice saying it before you need it.

2. Be clear about your priorities and truthful in your refusal.

Saying no is easier when we're clear about our priorities; it's even harder to decline a request when our reasons for doing so seem unimportant.

I could see that if I had to switch cars with my friend it was going to screw up my whole morning, and it would mean that while I could make it to my meeting in time, I would not be able to take the dog for a morning walk. "I won't be able to walk the dog," would have felt like a weak explanation. But walking the dog is my favorite part of my morning, and I count on it to get centered for the day. So, it was also true for me to say, "I have plans in the morning which

"It's all about quality of life and finding a happy balance between work and friends and family."

- Philip Green

would make it hard for me to switch cars with you tomorrow."

Note that even though I was being vague about my plans, I was telling the truth. Untrue excuses and white-lies lead to further entanglements and greater stress. Lying sends your unconscious the message that there's something wrong with saying no—but there's not.

Be honest, but don't be afraid to be vague. Telling the truth is not the same as sharing more details than are necessary, even if someone asks why you can't help them out or come to their party. Detailed explanations imply that the other person can't handle a simple no—and they often lead to people solving your conflicts for you, when you don't really want them to.

If your "no" isn't accepted with grace, persist. Repeat your point calmly, using the same words. This will help the other person see that you are sticking to your no, and that their pestering isn't changing your answer. If that doesn't work and you need something else to say, express

empathy. For example, say, "I understand that you are in a tough spot here," or, "I know this is hard for you to accept."

If they still won't back down, tell them the truth about how you are feeling. For example: "I feel uncomfortable and a little angry when you continue to ask me even though I've declined." Focus on your emotions—how their refusal to accept your honest answer is making you feel—and not the logistical details or logic for your refusal.

#### 3. Make your decision final.

Harvard psychologist Dan Gilbert has famously shown that when we can change our mind, we tend to be a lot less happy with our decisions. So, once we decline an invitation, we need to make an effort to focus on the good that will come from saying no, not the regret or guilt we might feel. Perhaps we will be better rested because we didn't go to a party, or we'll feel less resentful because we let someone else help out. Maybe saying no to one thing frees up time for another (more joyful) activity.

Say you are thinking of missing your monthly book club because you aren't interested in the book. Send your RSVP as a definitive no, not a "maybe." And then immediately turn your attention to all the time you just freed up for yourself. What do you get to do now instead?

This strategy can be a great tool for offsetting the fear of missing out. The brain reacts to potentially missing out on something in the same way it would with an actual loss. By focusing on what we gain by saying no, we keep our brain from perceiving loss.

If you are feeling nervous about saying no, take a moment to call up the respect for yourself that you'd like others to feel for you. It takes courage to consider your own needs and priorities along with the needs of others. But it's worth it. In the long run, the ability to say no is a little-known key to happiness.

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### INNER HEALTH

### Happiness and Success

By Laura Huckabee-Jennings

We are taught from a young age that achieving specific milestones of success — getting good grades, getting into a great college, having a prestigious career, having a certain amount of money saved, living in the right house or neighborhood, marrying the right person, having talented or well-behaved kids, etc. — will make us happy. The truth is that none of these things have anything to do with happiness.

### **Happiness versus Happy Moments**

What happens when you reach a big goal of yours? Do you feel really happy? Elated, even? For how long? I mean, how long do you maintain that elevated feeling of euphoria after you reach a big goal? For most of us, the answer is "not long." Perhaps a day, a week, or even a month or more. What happens, exactly, when that feeling fades? It is not that you are less pleased to have reached the goal. It is not even that the goal loses some of its meaning. It's merely that part of the joy is in achieving something, and once the moment of achievement passes, we are looking for the next goal, the next achievement.

In other words, we seldom spend time basking in the satisfaction of what we have achieved. We set another goal, and then the next and the next. Sometimes it may feel that you will just be happy "when..." And then when that condition is met, well, you're not really all that happy, at least not for long. You start looking for the next goal to pursue. This is a false definition of happiness that depends on a never-ending string of achievements. We can even pursue achievements that have little long-term meaning, like many material pursuits, and have that momentary sense of achievement, without lasting happiness.

So, what is happiness anyway? It's not really that sense of euphoria, it's not pleasure, but something larger, deeper, more fundamental. In other words, happiness is less an event and more an ongoing state of mind and a way of focusing on the larger picture, the journey, the quality of experiences. It is often about defining your values and purpose, and staying true to them. To increase your level of happiness, you don't need more "happy moments", you need a more positive outlook on all moments, a sense that they are part of the tapestry of a life well-lived, that they are consistent with who you are.

The secret to happiness is actually not at all related to setting goals and achieving them. Happiness is a state of mind that allows you to be content and appreciate each moment for what it brings, and to increase it by honoring your personal core values and purpose. The good news is that you can create happiness in almost any circumstance. We know stories of people in moments of great hardship and even torture who found happiness and joy, and others who seem to have great material, career or family success, and yet happiness eludes them.

#### **Happiness versus Success**

The greater truth is that success does not create happiness, but happiness can create success. Think about people who seem to attract success. Not the ruthless competitors — people you just naturally want to be around. People who seem to bring others up, who find an opportunity in any

"Keep love in your heart.

A life without it is like a sunless garden when the flowers are dead."

- Oscar Wilde

circumstance, and those who are content or even passionate about pursuing a personal goal.

Given the choice between pursuing achievements to become happy and finding inner happiness and letting success come to you, which do you think is more successful? There are, of course many ways to have both achievements and happiness. The mistake is in assuming that success or achievement alone will bring you happiness. When achievements are connected to your core values, when you have defined for your deeper purpose and life vision, when you embrace each moment, then happiness is built into your achievements.

Achievements alone for their own sake seldom lead to happiness and often feel like an addiction for over-achievers who keep looking for that next goal in the hopes that it will be soul-satisfying and lead to deep happiness.

### The Path to Happiness

If achievement alone does not create happiness, how can leaders align their achievements and lives to generate greater happiness, satisfaction and joy? There are few simple keys to finding happiness:

Make a conscious decision to pursue happiness. Take the time to reflect on decisions and actions you are making and put them in the context of your values and purpose.

Get a clear handle on your personal values. What do you value above all else? For many people, things like family, faith, and work come near the top. You will also want to get more specific about values like your legacy versus prestige, or relationships versus financial rewards. These are not mutually exclusive. The exercise is to get them in the right priority for you. If one had to give, which would it be?

Create a vision for your life. What is your life all about? When you die, how do you want to be remembered? What do you want to be absolutely sure you spend more time doing?

Commit to finding an opportunity in every moment to move closer to your vision. This helps you recover from events that feel negative, and find ways to use the painful life experiences we all have to move forward, learn something and make better choices from your own values.

Finally, cultivate a little purposeful optimism. Optimists see that glass half full, see bad events as one-time occurrences and good events as things they had a hand in. This kind of thinking goes a long way toward moving you forward when your results are not what you hoped for.

The field of positive psychology contains many rich examples of studies large and small on how these behaviors impact happiness, and how happiness impacts ultimate success (financial, relationship, career, health). You owe it to yourself to take advantage of the findings and leverage them for yourself.

If it seems hard, you can always get some help from my ebook, Fearless: Ten Steps to Your Destiny, which walks you through ten steps to writing down your vision, values and setting yourself up to build success through happiness.

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# CAREER HEALTH

### What David and Goliath Teach Entrepreneurs About Winning

By Chengwei Liu Ph.D.

In the famous Bible story, the young boy David beat Goliath by using a strategy Goliath wasn't expecting. Instead of fighting the giant in the conventional way – with armour and sword – he used a slingshot and stones to fell him. It's a lesson that Malcolm Gladwell draws on in his latest book, which charts the success of underdogs throughout history. And it's a lesson that many entrepreneurs can learn from.

Getting the best talent is a key factor, particularly when your company is a "David" competing against an incumbent "Goliath". To win this "unfair" competition for talent you need to do something the Goliath tends not to do. The following question helps us understand how and why.

Linda is 31-years-old, single, outspoken, and very bright. She majored in philosophy. As a student, she was deeply concerned with issues of discrimination and social justice, and also participated in antinuclear demonstrations.

Which is more probable?

- (1) Linda is a bank teller.
- (2) Linda is a bank teller and is active in the feminist movement.

The common answer is (2). But the probability of both events occurring together (Linda being a bank teller and active in the feminist movement) cannot be greater than the first one alone.

This classic "Linda problem" was developed by the famous behavioral scientists Amos Tversky and Daniel Kahneman almost forty years ago. They argue that people can quickly and easily come up with a stereotype based on the description about Linda and then judge the second statement to be more similar to that stereotype. The image of an active feminist is so vivid that people cannot associate that with a (duller stereotype of) bank teller.

Our minds think like this all the time because the mental shortcut often saves time and energy and it is usually reasonably accurate. A similar phenomenon was famously documented in the book and film Moneyball. It told the story of the struggling Oakland A's who, despite having one of the lowest payrolls in Major League Baseball, were able to win as many games as Goliaths like the New York Yankees.

In Major League Baseball, many team scouts and managers evaluate the potential of young players based on whether they have the right "look" – one that's similar to the stereotype of star players. When you can get it right more than 70% of the time and it only takes you, literally, a quick look, why bother checking players' statistics?

The Oakland A's exploited the blind spot of the bigger teams in the league by hiring against stereotype.

Prediction based on stereotype is reasonably good but entails two pitfalls: (1) a false positive error (hiring a person who fits the stereotype but does not really have the talent) and (2) a false negative error (omitting a person who does not fit in the stereotype but actually has superior talent).

It is the false negative errors made by Goliath teams that smaller teams can exploit. And they can gain advantages by paying the underdogs less than they are actually worth because they have been undervalued due to stereotype bias.

Companies have adopted similar strategies. The corporate law firm Clifford Chance, for example, employed a CV blind strategy in the UK to break the Oxbridge recruitment bias. A degree from Oxford or Cambridge is so salient that it easily creates a stereotype of elite and means many UK legal firms are over-represented by their graduates.

Of course, many of them are competent. But inevitably some Oxbridge graduates are overrated and become disappointments due to false positive mistakes. More importantly, firms can omit hidden gems from other universities due to false negative mistakes. Clifford Chance's CV blind strategy forces evaluators to judge candidates' potential based on track records instead of using the stereotype shortcut.

Similarly, many organizations have vowed to adopt a name-blind policy to fight against racism. This strategy should be even more appealing for smaller firms because hiring against the negative stereotype can help them identify hidden, undervalued gems that others overlook.

Goliaths often fail to learn from this mistake of being influenced by stereotypes when hiring talent. Successful firms tend to be overconfident and have little incentive to change strategy. On the one hand, missing hidden gems is an invisible error – employers rarely follow what happens to the candidates they reject. Moreover, those hired are trained and developed so they can perform competently even when they were really false positive hires. But this can falsely boost Goliath's confidence in the stereotype hiring strategy. The implication is that the Goliath tends to develop a blind spot naturally, awaiting some smart David to exploit them.

One caveat for David companies that discover a winning way to do things differently: keep the success to yourself. The Oakland A's did the opposite and let Michael Lewis write a bestseller on their strategy. The publication of Moneyball in 2003 marked the decline of their performances because the Goliaths started imitating their approach. There is a trade-off between your ego and success: if you want to keep beating the competition, don't let others know how you did it. Just say you were lucky.

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painting to gardening to teaching a child noun declensions in Latin. Tapping into creativity may also help you discover new parts of yourself.

Keep learning. Like being creative, ongoing learning keeps the mind active and the brain healthy. There are many ways to keep learning, from taking up a new language to starting—or returning to—an instrument you love, or exploring a subject that fascinates you.

### **Individual effects**

Understanding how retirement affects a large group of people is interesting, but doesn't necessarily have anything to do with how it will affect you.

If you've had a stressful, unrewarding, or tiring job, retirement may come as a relief. For you, not working may be associated with better health. People who loved their work and structured their lives around it may see retirement in a different light, especially if they had to retire because of a company age policy.

An individual who has a good relationship with his or her spouse or partner is more likely to do well in retirement than someone with an unhappy home life for whom work often offered an escape hatch.

People with hobbies, passions, volunteer opportunities, and the like generally have little trouble redistributing their "extra" time after they retire. Those who did little beside work may find filling time more of a challenge.

And then there's health. People who retire because they don't feel well, or have had a heart attack or stroke, or have been diagnosed with cancer, diabetes, or other chronic condition may not enjoy retirement as much as someone who enters it in the pink of health.

Are you retired, or planning to be soon? What do you think are the elements of a successful retirement?

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