

# What if talent were no object?

## Foreword by Marc Freedman

Marc Freedman, founder and CEO of Civic Ventures, is the author of *Encore: Finding Work That Matters in the Second Half of Life*.



**M**ost nonprofit leaders I know do a lot of good in the world with little money. But most, and I include myself here, have a longstanding fantasy of unlimited organizational budgets. What if money were no object? How much could we do to change the world?

Today there is a growing realization that when it comes to impact in the social sector, talent is as important as money—human resources are as significant as financial ones. New research, in this and in earlier reports, raises the prospect of a vast new market for human resources—and a new fantasy for nonprofit leaders: What if talent were no object? How much could we accomplish then?

It could happen. If only a modest percentage of the boomers who say pursuing an encore career is a top priority, and a fraction of the organizations that show an interest in hiring this group were to act on that impulse, the result would be a genuine windfall of time, skills, and experience in areas deeply dependent on these attributes to succeed. This windfall could alleviate current human resource gaps and might even lead to entirely new solutions—to poverty, hunger, homelessness, the uninsured, and the dropout rate—that might not have been evident or possible without the people to do those things that only people can do.

This report and its companion volume (*MetLife Foundation/Civic Ventures Encore Career Survey*) offer many reminders that this windfall of talent is far from being realized. A set of impediments remain—in individual attitudes, employer practices, inadequate pathways, outdated policies, and the fear of unintended consequences.

But there is so much enlightened interest aligning around the encore career idea—from individuals looking for meaning, organizations short on talent, and from a society that needs boomers to work longer and faces a growing set of social problems—that the impetus to overcome these barriers and realize the promise of encore careers is likely to grow.

Nearly 10,000 boomers turn 60 every day. That's a lot of talent. How much more impetus do we need? ■