THE ENSEMBLE PRACTICE

G2 LEADERSHIP INSTITUTE

PREPARING THE INDUSTRY'S FUTURE LEADERS

G2 Class 7: Graduating Class of 2023

Executive Summary

WHAT	• Unique, practical and realistic simulation-based training program • Develops management and leadership skills of future industry leaders • Delivered in a team environment by industry experts and leaders
WHO	• Future leaders of the top advisory firms • Second generation (G2) professionals who are groomed to take key leadership roles • A peer group and a network for participants
WHY	• The industry is undergoing a "changing of the guard" from G1 (the founders) to G2 • "Pilot simulator", i.e., a realistic training program with high-impact leadership decisions • Fosters leadership and teamwork skills in the context of how a successful firm functions

Participant Feedback

CAPTRUST

It's very helpful to meet and share ideas with the next generation of leaders from firms all over the country. The simulation based structure of the program enables us to work collaboratively with others to solve . . . some of the challenges we currently face in our businesses.

— **Karen K. Salvatore, CFA®, CFP®**, Senior Vice President

SIGNATUREFD

The G2 program has given me the opportunity to step outside of myself and truly explore the concept of leadership in an RIA in a challenging and compelling way. This program will build smarter, sharper and more collaborative leaders for any organization.

— **Heather Robertson Fortner, MS, IACCP®**, Partner, Chief Compliance Officer and Chief Operating Officer

WMS PARTNERS, LLC

The G2 Institute is a great opportunity to connect with industry peers from across the country. . . . The presenters and judges are amazing resources as well — their direct experience with RIAs gives them instant credibility.

— **Bryan M. Lopez, CFA®**, Partner, Director of Research and Senior Portfolio Manager

Target Participants

IDEAL FIRM

- Successful with an emerging generation of future leaders
- Behaves strategically and acts as a firm
- Looking to elevate leadership and management responsibilities of G2 professionals
- Multiple participants encouraged, but will be on separate teams

IDEAL PARTICIPANT

- Identified as a leader: likely already or soon to be a "partner" (owner)
- Participates in management discussions and is privy to information
- Has exposure to managing staff and training other employees
- Lead advisor, wealth manager or high-level operations manager
- Not in support or non-lead capacity

Top Firms, Top Professionals

260 Participants
have enrolled in the program

147 Firms
have enrolled their G2 professionals

96% Rating
For content and relevance

G2 participants and alumni represent the top RIA firms in the industry.

17% of the Top 200 RIAs*
have enrolled their G2 professionals

72 participants and alumni
come from firms ranked in the Top 200

*as ranked by *Financial Advisor* magazine

THE ENSEMBLE PRACTICE

Program Principles

COMPREHENSIVE CONTENT	Sessions deliver management knowledge from top industry experts, including Fidelity's PM team and The Ensemble Practice LLC.
TEAM COLLABORATION	Simulation requires participants to work with their peers and build a team with a well-functioning leadership and decision-making structure.
EXPERT COACHING	Each team is assigned a coach, and the small size of sessions allows for extensive contact with the instructors — the industry's thought leaders.
EVOLVING COMPLEXITY	The program is designed to span two years, fostering ongoing dialogue and continuity of learning with post-graduate networking and content.

Topic 1: Foundations of Business Management

MEETING 1: CREATING A STRATEGIC BUSINESS PLAN FOR A FIRM

January 2022

- Articulating a vision
- Defining a strategy
- Leading a firm
- Establishing a target market
- Performing SWOT analysis
- Using financial and business analysis for decision-making

WEBCASTS

January 2022
Program Overview

February 2022
Team Formation and Leading a Team

March 2022
Conducting an Effective Meeting

April 2022
Strategic Planning and Decision-Making Process

May 2022
Creating Accountability and Driving Change

Topic 2: Human Capital

MEETING 2: DEFINING ORG. STRUCTURE, COMPENSATION AND MGMT. PRIORITIES

September 2022

- What it means to manage, coach and mentor
- Defining and implementing a career track
- Motivating your team
- Compensating people
- Using incentive compensation
- Managing culture

WEBCASTS

June 2022
Coaching and Delivering Feedback

July 2022
Firm Management and Governance

August 2022
Managing People

October 2022
Hiring the Right People

November 2022
Managing Conflict

December 2022
Managing Change

Topic 3: Growth and Business Development

MEETING 3: CREATING A GROWTH PLAN FOR A FIRM

January 2023

- Fundamentals of business development
- Marketing and branding a firm
- Growing through referrals
- Training to become a business developer
- Communicating effectively to clients and prospective clients

WEBCASTS

February 2023
Managing Client Relationships

March 2023
Becoming a Business Developer

April 2023
Differentiation: a Firm and a Personal Commitment

May 2023
Developing Your Sales Process and Style

June 2023
Writing and Using Social Media for Marketing

Topic 4: Applying Knowledge to Practice

MEETING 4: COMBINING STRATEGY, GROWTH AND PEOPLE TO CREATE A FIRM WITH LASTING VALUE

September 2023: Team Presentations

- Making a personal commitment to your firm
- Applying strategy and vision to make difficult long-term decisions
- Evaluating mergers and acquisitions
- Analyzing deal structures and their impact on your firm

WEBCASTS

July 2023
Preparing for Final Presentations

August 2023
Fundamentals of Equity and Value

October 2023
Pricing Theory and Pricing Decisions

November 2023
What Happens Next? Advice for the Rest of Your Career

December 2023
Leadership Project Review

Team-Based Training Simulation

Program participants work with their peers to build teams with well-functioning leadership and decision-making structures.

- Teams of five or six members are given a realistic firm to manage for the duration of the program.
- The simulation includes a firm history, staff and compensation situations, growth challenges, operational decisions, equity structures and team dynamics.
- Teams work with a coach to solve a broad range of challenges:
  - Creating a business plan
  - Analyzing deal structures
  - Evaluating mergers and acquisitions
- The work is evaluated and reviewed by experts and real-life CEOs.

Graduation Requirements

1. Completing the Simulation Program (four sessions)
2. Completing assignments and calls between sessions
3. Passing grade from the judge and instructor evaluations
4. High score on peer evaluations

GRADUATION

A certificate for completion of the program

Listing on the program website

Announcement of the graduating class

Ongoing alumni network

G2 vs Other Training: Format and Community

- Internal training is usually ad hoc and can be limited in scope to the operations of the firm.
- External training can be too academic and not specific to the industry.
- Small class of 50 builds a community of future leaders in the industry.
- Team-based program exposes participants to real-life challenges and prepares them for solving them.

Real-World Application

LEADERSHIP DEVELOPMENT GOALS

Participants are required to identify and accomplish specific goals each year, using the program to fine-tune their skills and accelerate their development.

LEADERSHIP PROJECT

We work with participants to connect the simulation and training to initiatives at their firms, allowing them to immediately apply knowledge gained from the program by championing or contributing to an actual project.

IN-FIRM MENTORS

Participants are paired with respected leaders from within their firms who work with them throughout the program, helping them set and accomplish goals, complete assignments and maintain accountability.

G2 Leadership Institute

I consider myself lucky to have had the opportunity to participate. I'm encouraged to take much of what I've learned in this program and discuss with others here at the firm.

— G2 LEADERSHIP INSTITUTE PARTICIPANT

Additional Details and Pricing

- Sponsored by Fidelity Clearing & Custody Solutions®, the G2 Leadership Institute is for the benefit of the entire advisory industry.
- Program cost includes all materials and tools, as well as access to the G2 Alumni Network.
- Participants are responsible for travel expenses associated with four in-person meetings and are eligible for the preferred rates secured by The Ensemble Practice.

PRICING

Standard Price
$6,000 per participant/year

Fidelity Client Firms
$5,000 per participant/year

Multiple Participants
There are price incentives for firms that have multiple participants in the program

Contact Us

If you wish to enroll in the program or have specific questions, please do not hesitate to reach out to The Ensemble Practice.

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