



THE ENSEMBLE
P R A C T I C E

G2 LEADERSHIP INSTITUTE

PREPARING THE INDUSTRY'S
FUTURE LEADERS

G2 Class 8: Graduating Class of 2024

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

» **298 Participants**
have enrolled in the program

» **169 Firms**
have enrolled their G2 professionals

» **96% Rating**
For content and relevance

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

» **16% of the Top 200 RIAs***
have enrolled their G2 professionals

» **78 participants and alumni**
come from firms ranked in the Top 200

*as ranked by *Financial Advisor* magazine

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 2023

- 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 2023

Program Overview

February 2023

Team Formation and Leading a Team

March 2023

Conducting an Effective Meeting

April 2023

Strategic Planning and Decision-Making Process

May 2023

Creating Accountability and Driving Change

Topic 2: Human Capital

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

September 2023

- 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 2023

Coaching and Delivering Feedback

July 2023

Firm Management and Governance

August 2023

Managing People

October 2023

Hiring the Right People

November 2023

Managing Conflict

December 2023

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 2024

Managing Client Relationships

March 2024

Becoming a Business Developer

April 2024

Differentiation: a Firm and a Personal Commitment

May 2024

Developing Your Sales Process and Style

June 2024

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 2024: 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 2024

Preparing for Final Presentations

August 2024

Fundamentals of Equity and Value

October 2024

Pricing Theory and Pricing Decisions

November 2024

What Happens Next? Advice for the Rest of Your Career

December 2024

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.



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 Institutional®, 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.

G2 Leadership

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