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The 5 C's



We are caring, curious, collaborative, courageous, critical thinkers.

We believe the five key characteristics we call **the 5 C's** are core to our culture and essential to successfully deliver the power of being understood. These characteristics have been built on years of research about effective advisors, what differentiates RSM and how clients and people want to experience us. Not only are they core to our brand promise, they support us in demonstrating our values and are key to being a successful leader in all aspects of life. At RSM, we cultivate the 5 C's throughout an individual's entire career to enable them to be not just a great client server and a great leader, but also a great person.

Caring

We build strong, long-term relationships by understanding others and their aspirations, and remaining empathetic to their unique challenges, needs and preferences.

We show that we **care** by:

- Being interested in and concerned about others
- Understanding their goals, challenges and aspirations
- Showing empathy

When we demonstrate how much we care, we build trust, deepen relationships and are given the opportunity to do more for others.

Curious

We ask probing questions and seek diverse perspectives to gain understanding, challenge thinking and generate new ideas.

We show our **curiosity** when we:

- Ask questions
- Seek different perspectives to inform our work
- Spend time reading and learning
- Share our new ideas and insights

When we approach our work and our relationships with a sense of curiosity vs. a view that we know it all, we strengthen relationships and demonstrate our commitment to understanding. It also affords us a stronger platform to ultimately display our knowledge and share our ideas and insights.

Collaborative

We believe that collaboration leads to better outcomes, and we seek and share perspectives to encourage innovative thinking to solve problems and enable others to seize opportunities.

We demonstrate **collaboration** when we:

- Ask for people's opinions or perspectives
- Cultivate diversity and include others
- Reflect differing points of view in our questioning and recommendations
- Connect across all facets of the firm as we continue to grow in size and complexity

The challenges we tackle in our business and for clients are tough, and no one person can have all the answers. By gathering diverse perspectives and collaborating, each of us will be stronger and we will be better able to help others achieve their best.

Courageous

We demonstrate strength and confidence in challenging traditional ways of thinking – having the courage to look forward and prepare for tomorrow.

We demonstrate **courage** when we:

- Voice an alternative point of view
- Share new ideas and insights
- Have courageous conversations about issues or opportunities
- Stay in the tension because we know it will lead to better results

The work we do is high-stakes and requires courage to confront issues, help others improve and spark the exploration of new opportunities. Our foundation of caring, curiosity and collaboration can help us be courageous without being confrontational.

Critical thinking

We synthesize, apply and communicate complex information and concepts with clarity, objectivity and depth, and bring our best thinking and advice to help others make confident decisions.

We demonstrate **critical thinking** when we:

- Spend time learning new things
- Think deeply about issues and opportunities
- Bring together diverse inputs into a cohesive perspective
- Share ideas and insights with others

The world is evolving rapidly and each of us has to evolve with it. By committing to lifelong learning and applying that learning to our work and our relationships, we will think and communicate as true first-choice advisors.

The 5 C's stand alone, and they also work together. Here's how:

- First, you have to care about the other person and their situation.
- Then, you have to be curious and ask questions to learn more – seek to understand before seeking to be understood.
- After that, you can collaborate to help the person find solutions to reach their goals.

- Collaboration requires courage because sometimes you have to tell people something they don't want to hear or be brave enough to try something new.
- It also requires critical thinking – you need to have a base of knowledge to help the other person, but what really makes RSM stand out is how you apply that knowledge to their specific situation.

By infusing the 5 C's as a critical component of our culture and cultivating them throughout someone's career progression, we will achieve our vision to be the first-choice advisor to middle market leaders globally, build lifelong leadership skills and meaningfully connect around our shared humanity.

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