

NEW OWNER SKETCHES

TABLE OF CONTENTS

ECS New Owner Sketch (pg. 2)

- U.S. ECS Candidates
- Canada equity partner candidates

Canada Income Partner Sketch (pg. 3)

National Offices New Owner Sketch (pg. 4)

- U.S.
- Canada

U.S. Financial Excellence & Growth Metrics Addendum (pg. 5)

Canada Financial Excellence & Growth Metrics Addendum (pg. 6)

AUDIT | TAX | CONSULTING

Updated October 2020

The new owner sketches serve as the foundation for RSM's new owner selection process.

Acknowledging that all new owner promotions are grounded in *business need*, each sketch provides a transparent, balanced and equitable basis for determining an individual's *readiness* for joining the partnership. The sketch is organized by behaviors (RSM Experience – Talent and Clients, Quality & Expertise, and Financial Excellence and Growth) and relevant threshold metrics.

New owner candidates are expected to demonstrate our firm values, the bedrock of our culture, in all interactions.

The five core values are:

- Respect – Treat others as we'd like to be treated
- Integrity – Do the right thing
- Teamwork – Work together effectively
- Excellence – Be the best in everything we do
- Stewardship – Better our firm and develop our people

Furthermore, we expect all new owner candidates to model the 5 C's—caring, curious, collaborative, courageous and critical thinking.

The sketches give examples of what this looks like in practice. To model the 5 C's, an individual must strive to bring an unmatched personalized focus to every interaction, meeting their clients and teams where they are to help them reach their goals. They build rich, enduring relationships based on a profound understanding of RSM's clients, colleagues and communities, their goals and their aspirations. And, they bring diverse ideas and insights to help the firm and its stakeholders reach greater heights.

When both our clients and our colleagues are deeply understood and experience our values and the 5 C's in action, they are empowered to move forward with confidence.

This is the power of being understood®. This is RSM.





ECS New Owner Sketch – U.S. & Canada Equity Partner Candidates

[Return to table of contents >](#)

RSM EXPERIENCE

Talent

Delivers the RSM experience by attracting, developing & retaining team members. Builds collaborative, innovative client service teams regardless of location, LOB, or industry in an inclusive, purpose-driven, performance-focused and values-based manner in alignment with our vision and strategy.

Developing and Rewarding Talent

- a) Exposes others to and provides coaching regarding business development opportunities with clients and prospects
- b) Develops others through job assignments, delegation, career coaching, career advising and training
- c) Regularly and actively engages in ongoing talent development activities; provides timely documented feedback using the career development framework, reviews and comments on advisee goals, monitors and analyzes advisee feedback for themes, holds meaningful development and/or career coaching conversations, and accurately recommends performance descriptors
- d) Conducts crucial conversations and manages conflicts effectively, including across cultures and borders
- e) Recognizes and rewards behavior aligned with strategy and values utilizing Accolades and other methods
- f) Fosters a diverse and inclusive environment where all forms of diversity are valued and employees of all backgrounds are welcomed and intentionally developed for advancement opportunities.

Building and Leading Collaborative, Inclusive Teams

- a) Sets the tone by exhibiting firm values and the Five C's to build a positive, inclusive culture and deliver the RSM experience to our people
- b) Effectively recruits, on-boards and re-recruits qualified people for roles on the team, embracing diversity and inclusion in all team talent decisions
- c) Pursues involvement in actions the firm is taking to make progress in culture, diversity and inclusion
- d) Builds bridges and diverse networks across teams that help our people execute, innovate and thrive both domestically and across borders
- e) Displays executive presence in all interactions (e.g., calming influence, staying above the fray, confidence); inspires confidence in the team, peers and leadership in difficult situations, including cross-cultural agility
- f) Self-aware; knows her/his impact by soliciting candid feedback from various sources; makes strides to improve
- g) Effectively balances the needs/goals of the team with that of the enterprise, especially when they may conflict
- h) Seeks to understand change; responds and adapts to change
- i) Intentionally seeks to understand others, domestically and across borders
- j) Supports innovation, strategy execution and other firm initiatives in alignment with our long-term vision, both within and outside of one's LOB or specialty.

Client

Actively serves clients as a first-choice advisor by providing timely, responsive services that exceed expectations.

- a) Models our brand promise as a trusted business advisor by providing a solid understanding of the client's industry, business objectives and risk tolerance
- b) Initiates, develops and maintains enduring cross-functional client relationships, grounded in our firm values and the Five C's
- c) As a relationship lead, creates and executes thoughtful client relationship development plans in partnership with the full cross-LOB client service team, including international resources, principally aligned to one's focus industries
- d) Anticipates client needs, proactively shares relevant information and points out impact of technical, industry and global trends
- e) Listens, resolves conflicts and communicates effectively with people at various levels and across different cultures
- f) Ensures timeliness of deliverables, accepts final responsibility for decisions and stands behind the work product
- g) Demonstrates continued learning and delivery of industry expertise and global agility

QUALITY & EXPERTISE

Manages risk and delivers services that consistently meet standards of stakeholders (clients, firm, reviewers, regulators, engagement leads, and team).

Quality

- a) Manages risk by adhering to professional standards and RSM policies and procedures
- b) Keeps current with regulatory and industry issues
- c) Demonstrates critical thinking and applies appropriate professional integrity, objectivity and skepticism
- d) Manages independence by adhering to firm processes and maintains accurate data in our systems of record on a timely basis

Expertise (LOB, Industry & Global)

- a) Delivers value-added, high-quality technical, industry and international expertise as appropriate
- b) Contributes thought-leadership and shares expertise to help others across RSM US, Canada and other countries succeed
- c) Demonstrates a commitment to continuous learning to stay relevant in a shifting global marketplace (technical, professional, industry, advisory skills, etc.)
- d) Recognizes personal skill and knowledge limitations; leverages RSM resources to best serve clients and minimize risk

FINANCIAL EXCELLENCE AND GROWTH*

Financial Excellence

Delivers client services that ensure sustainable profitable results as a Relationship Lead, Functional Lead or Project Lead;

OR

A Practice Leader who demonstrates sustained ability to directly and significantly impact firm results in a core strategic area

Growth

Demonstrates ability to grow business by initiating or participating as a team member in a meaningful way on new business to strategically-aligned existing and new clients.

- a) Promotes the use of the firm's relationship management and growth tools and platforms
- b) Creatively leverages teams, enterprise firm experts, technology and social media presence to pursue opportunities with existing and new clients in the marketplace
- c) Actively involved with the sales organization in growth pursuits, as applicable
- d) Builds RSM promoters through networking with COIs, boards, social media channels, industry and civic associations, etc.
- e) Provides thought leadership through speaking, writing, teaching, etc.
- f) Demonstrates a record of driving client service opportunities for other LOBs and service lines, both domestically and/or globally
- g) Provides expertise as a sought-after technical, industry and/or global specialist capable of closing successful pursuits

** Refer to the applicable U.S. or Canada addendum for LOB/role-specific metrics.*



ECS New Owner Sketch – Canada Income Partner Candidates

[Return to table of contents >](#)

RSM EXPERIENCE		QUALITY & EXPERTISE
Talent <i>Delivers the RSM experience by attracting, developing & retaining team members. Builds collaborative, innovative client service teams regardless of location, LOB, or industry in an inclusive, purpose-driven, performance-focused and values-aligned manner in alignment with our vision and strategy.</i>		<i>Manages risk and delivers services that consistently meet standards of stakeholders (clients, firm, reviewers, regulators, engagement leads, and team).</i>
Developing and Rewarding Talent <ul style="list-style-type: none">a) Exposes others to and provides coaching regarding business development opportunities with clients and prospectsb) Develops others through job assignments, delegation, career coaching, career advising and trainingc) Regularly and actively engages in ongoing talent development activities: provides timely documented feedback using the career development framework, reviews and comments on advisee goals, monitors and analyzes advisee feedback for themes, holds meaningful development and/or career coaching conversations, and accurately recommends performance descriptorsd) Conducts crucial conversations and manages conflicts effectively, including across cultures and borderse) Recognizes and rewards behavior aligned with strategy and values utilizing Accolades and other methodsf) Fosters a diverse and inclusive environment where all forms of diversity are valued and employees of all backgrounds are welcomed and intentionally developed for advancement opportunities.	Building and Leading Collaborative, Inclusive Teams <ul style="list-style-type: none">a) Sets the tone by exhibiting firm values and the Five C's to build a positive, inclusive culture and deliver the RSM experienceb) Effectively recruits, on-boards and re-recruits qualified people for roles on the team, embracing diversity and inclusion in all team talent decisionsc) Pursues involvement in actions the firm is taking to make progress in culture, diversity and inclusiond) Builds bridges and diverse networks across teams that help our people execute, innovate and thrive both domestically and across borderse) Displays executive presence in all interactions (e.g., calming influence, staying above the fray, confidence); inspires confidence in the team, peers and leadership in difficult situations, including cross-cultural agilityf) Self-aware; knows her/his impact by soliciting candid feedback from various sources and makes strides to improveg) Effectively balances the needs/goals of the team with that of the enterprise, especially when they may conflicth) Seeks to understand change; responds and adapts to changei) Intentionally seeks to understand others, domestically and across bordersj) Supports innovation, strategy execution and other firm initiatives in alignment with our long-term vision, both within and outside of one's LOB or specialty.	Quality <ul style="list-style-type: none">a) Manages risk by adhering to professional standards and RSM policies and proceduresb) Keeps current with regulatory and industry issuesc) Demonstrates critical thinking and applies appropriate professional integrity, objectivity and skepticismd) Manages independence by adhering to firm processes and maintains accurate data in our systems of record on a timely basis
Financial Excellence If a relationship lead, delivers client services that ensure sustainable profitable results. OR Recognized as a critical and profitable SME for the firm, famous in the firm/marketplace and drives increased revenues and profitability for others.	Client <i>Actively serves clients as a first-choice advisor by providing timely, responsive services that exceed expectations.</i> Models our brand promise as a trusted business advisor by providing a solid understanding of the client's industry, business objectives and risk tolerance Initiates, develops and maintains enduring cross-functional client relationships, grounded in our firm values and the Five C's As a relationship lead, creates and executes thoughtful client relationship development plans in partnership with the full cross-LOB client service team, including international resources, principally aligned to one's focus industries Anticipates client needs, proactively shares relevant information and points out impact of technical, industry and global trends Listens, resolves conflicts and communicates effectively with people at various levels and across different cultures Ensures timeliness of deliverables, accepts final responsibility for decisions and stands behind the work product Demonstrates continued learning and delivery of industry expertise and global agility	Expertise (LOB, Industry & Global) <ul style="list-style-type: none">a) If a Subject Matter Expert, delivers value-added, high-quality technical, industry and international expertise locally and potentially nationally; recognized thought leader and shares expertise to help others across the firm succeed; continuously aims to deepen skills and knowledge in areas of expertise to develop prominence in areas relevant to shifting marketplace demandsb) If a Relationship Lead, broad knowledge, awareness and ability to resolve numerous technical and industry issues, but recognizes when highly sophisticated issues require the consultation of and collaboration with firm experts to minimize risk

FINANCIAL EXCELLENCE AND GROWTH*	
Financial Excellence	Growth
Demonstrates ability to grow business by initiating or participating as a team member in a meaningful way on new business to strategically-aligned existing and new clients. <ul style="list-style-type: none">a) Promotes the use of the firm's relationship management and growth tools and platformsb) Creatively leverages teams, enterprise firm experts, technology and social media presence to pursue opportunities with existing and new clients in the marketplacec) Actively involved with the sales organization in growth pursuits, as applicabled) Builds RSM promoters through networking with COs, boards, social media channels, industry and civic associations, etc.e) Provides thought leadership through speaking, writing, teaching, etc.f) Demonstrates a record of driving client service opportunities for other LOBs and service lines, both domestically and/or globallyg) Provides expertise as a sought-after technical, industry and/or global specialist capable of closing successful pursuits	

* Refer to the Canada addendum for role-specific metrics.



New Owner Sketch – U.S. & Canada National Office Role Candidates

[Return to table of contents >](#)

RSM EXPERIENCE		QUALITY & EXPERTISE	
Talent		Manages risk and delivers services that consistently meet standards of stakeholders (clients, firm, reviewers, regulators, engagement leads, and team).	
Delivers the RSM experience by attracting, developing & retaining team members. Builds collaborative, innovative client service teams regardless of location, LOB, or industry in an inclusive, purpose-driven, performance-focused manner in alignment with our vision and strategy.			
Building and Rewarding Talent		Quality	
a) Develops others through job assignments, delegation, career coaching, career advising and training		a) Adheres to professional standards and RSM policies and procedures; supports the development of firm strategy and recommends policies to manage risk	
b) Regularly and actively engages in ongoing talent development activities; provides timely documented feedback using the career development framework, reviews and comments on advisee goals, monitors and analyzes advisee feedback for themes, holds meaningful development and/or career coaching conversations, and accurately recommends performance descriptors		b) Keeps current with internal/external regulatory and industry issues; advising on impact to firm and/or clients; provides leadership, reporting and proactive communication to manage awareness, adherence and/or adoption of policies and procedures, as applicable for role	
c) Conducts crucial conversations and manages conflicts effectively, including across cultures and borders		c) Demonstrates critical thinking and applies appropriate professional integrity, objectivity and skepticism	
d) Recognizes and rewards behavior aligned with strategy and values utilizing accolades and other methods		d) Manages independence by adhering to firm processes and maintains accurate data in our systems of record on a timely basis	
e) Fosters a diverse and inclusive environment where all forms of diversity are valued and employees of all backgrounds are welcomed and intentionally developed for advancement opportunities.		Expertise (LOB, Industry & Global)	
		a) Viewed as one of our best experts in the Firm with respect to their deep functional and technical knowledge and skills; sought out by LOB leadership, engagement teams, and other consultants, for advice; transfers expertise to others	
		b) Delivers value-added thought leadership and high quality expertise as the firm's leading SME to help others success at international, national and local levels; synthesizes, applies and communicates complex information and concepts with clarity, objectivity and depth to help others make confident decisions	
		c) Demonstrates a commitment to continuous learning to stay relevant in a shifting marketplace	
		d) Recognizes personal skill and knowledge limitations; leverages RSM resources to best serve clients and minimize risk	
FINANCIAL EXCELLENCE AND GROWTH			
Financial Excellence		Growth	
Effectively mobilizes appropriate resources to support client service needs and to ensure sustainable profitability		Develops reputation and relationships with external client servers (and clients as appropriate); promotes new ideas and services that result in new clients and extended services to existing clients internationally, nationally and locally.	
a) Ensures that financial reporting supports the needs of LOB leaders to execute both on long term strategies and short term profitability and operational needs		Additionally, grows the business through the following behaviors:	
b) Contributes to firm profitability based on deep expertise and connectivity to external client servers and the business		a) Provides thought leadership through research, serving on panels and committees, writing, speaking, teaching, and developing appropriate tools and repeatable models, etc.	
c) Initiates, develops and sponsors strategic projects; aligns resources as appropriate		b) Supports service opportunities for external client servers based on expertise	
d) Achieves personal productivity metrics; establishes and manages team productivity and metrics		c) Builds RSM promoters through networking with external client servers and clients	
e) Contributes firm profitability by carefully balancing business objectives and professional responsibilities in managing risk		d) Networks with COIs, boards, industry and civic associations when appropriate for role; sought out as a subject matter expert by external sources.	
f) Displays sound risk management decisions for the firm through the use of professional skepticism and discharging responsibilities with a sense of objectivity, integrity, due care and high quality; skilled at problem solving.		e) Works to promote initiatives by removing barriers while balancing risk management objectives in alignment with firm strategy	
g) Provides timely and high quality advice, consultations and insights to engagement teams and clients		f) Leads the development of and/or provides awareness to new and integrated solution development; develops and tracks progress toward revenue goals	

LOB	FINANCIAL EXCELLENCE*	GROWTH*
All LOBs	<p>Delivers client services that ensure sustainable profitable results</p> <ul style="list-style-type: none"> • Billings (FL) & collections (RLs) – meet or exceed goals in eight of 12 months 	<p>Demonstrates ability to grow business by initiating or participating as a team member in a meaningful way on new business to existing & new clients</p>
AUDIT	<p>RL, FL and/or PL with</p> <ul style="list-style-type: none"> • Managed Net Services <ul style="list-style-type: none"> ○ ≥ \$1.2m ○ ≥ \$1.6m within 24 months of promotion 	<ul style="list-style-type: none"> • Responsible for at least \$1m in a recent year (annuity services counted at 3x & non-annuity at 1x)
TAX	<p>RL, FL or PL with</p> <ul style="list-style-type: none"> • Managed Net Services <ul style="list-style-type: none"> ○ ≥ \$1.6m ○ ≥ \$2.2m within 24 months of promotion <p>OR</p> <p>A Practice Leader who:</p> <ul style="list-style-type: none"> • Currently leads teams with \$2.8m; and • Commits to managing teams with \$ 3.5m within 24 months of promotion 	<ul style="list-style-type: none"> • Growth of \$2m in a recent year • Responsible for at least \$300,000 (annuity services counted at 3x & non-annuity at 1x)
CONSULTING	<p>RL, FL or PL with</p> <ul style="list-style-type: none"> • Managed Net Services <ul style="list-style-type: none"> ○ ≥ \$2m ○ ≥ \$2.5m within 24 months of promotion <p>OR</p> <p>A Practice Leader who:</p> <ul style="list-style-type: none"> • Currently leads teams with \$2.8m; and • Commits to managing teams with \$ 3.5m within 24 months of promotion 	<ul style="list-style-type: none"> • Growth of \$2m in a recent year

* Metrics may vary based on goals, responsibilities, and attributes of the role. Refer to tailored metrics, if appropriate, as communicated by LOB.

LOB	FINANCIAL EXCELLENCE*	GROWTH*
Income Partners – All LOBs	<p>Delivers client services that ensure sustainable profitable results</p> <p>RL, FL or PL with</p> <ul style="list-style-type: none"> Managed Net Services \geq \$1m FL Portfolio meets LOB standards Billings (FL) & collections (RLs) – meet or exceed goals in eight of 12 months 	<p>Demonstrates ability to grow business by initiating or participating as a team member in a meaningful way on new business to existing & new clients</p> <ul style="list-style-type: none"> Growth of \$300k in a recent year Responsible for at least \$100,000 (annuity services counted at 3x & non-annuity at 1x)
Equity Partners – All LOBs	<p>A RL, FL or PL with</p> <ul style="list-style-type: none"> Managed net services <ul style="list-style-type: none"> \geq \$1.8m \geq \$2.5m within 24 months of making equity partner Billings (FL) & collections (RLs) – meet or exceed goals in eight of 12 months <p>OR</p> <p>A practice leader who:</p> <ul style="list-style-type: none"> Currently leads teams with \$2.5m; and Commits to managing teams with \$ 3.5m within 24 months of promotion <p>OR</p> <ul style="list-style-type: none"> Demonstrates sustained ability to directly and significantly impact firm results in a core strategic area 	<ul style="list-style-type: none"> Growth of \$1m in a recent year Responsible for at least \$300,000 (annuity services counted at 3x & non-annuity at 1x)

* Metrics may vary based on goals, responsibilities, and attributes of the role. Refer to tailored metrics, if appropriate, as communicated by LOB.