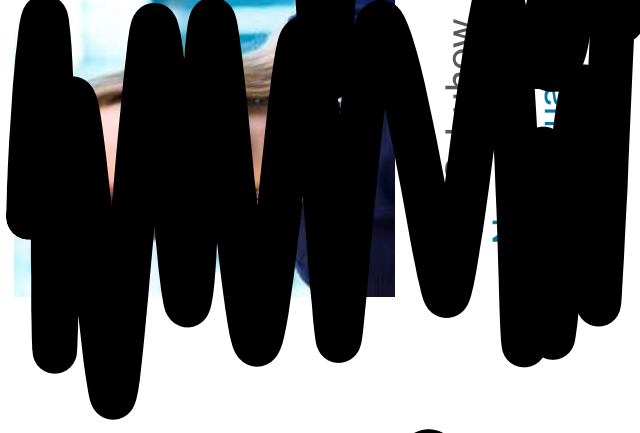


NEW OWNER SELECTION

Candidate Overview

June 11, 2021

Today's Presenters



Agenda

- Purpose
- Process
- Interview design
- Candidate application materials
- Part to play: Roles of Sponsors & Others
- Prep Tips for Interviews
- Next Steps & Resources to Help

Our Purpose

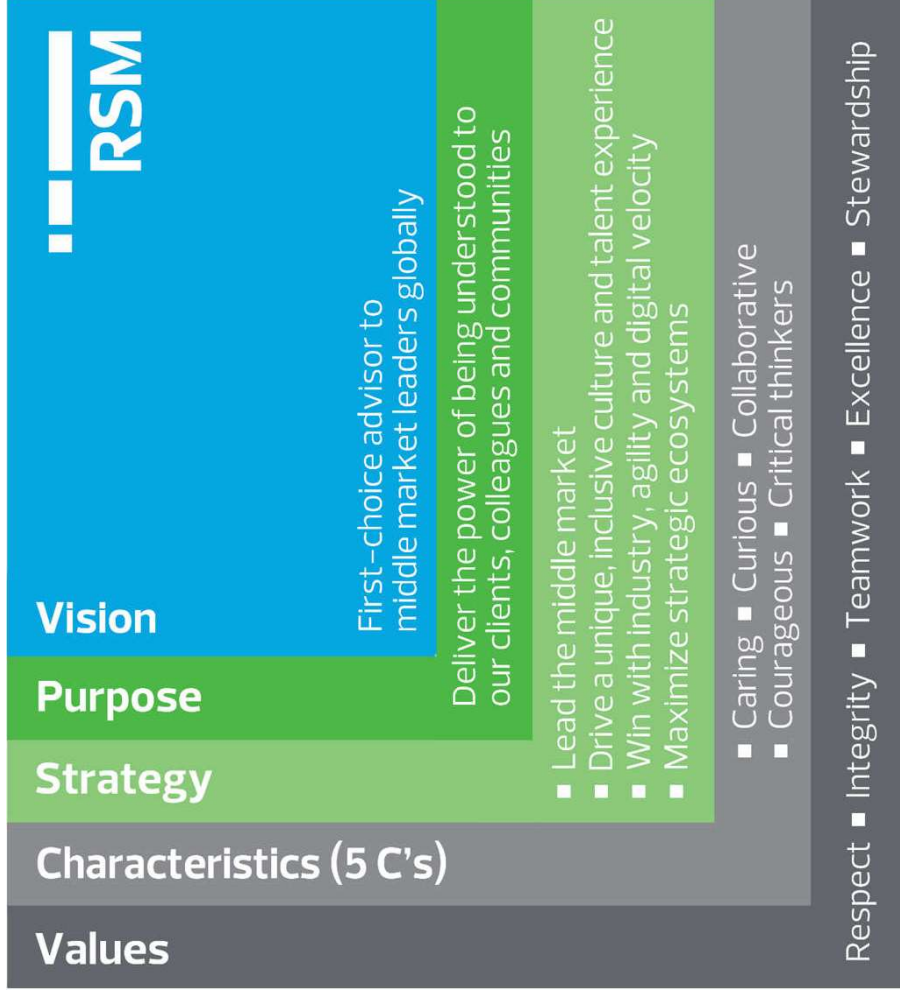


VISION 2022 OWNING OUR FUTURE



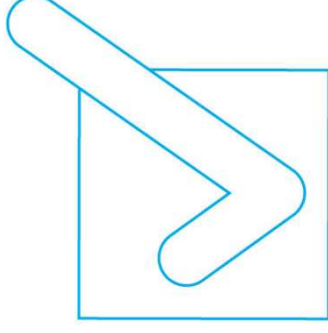
GOAL: Select new owners who will help us achieve VISION 2022 and beyond; deliver the RSM Experience to our clients and people

Sneak Peek: Vision 100 – Powered By Our Culture

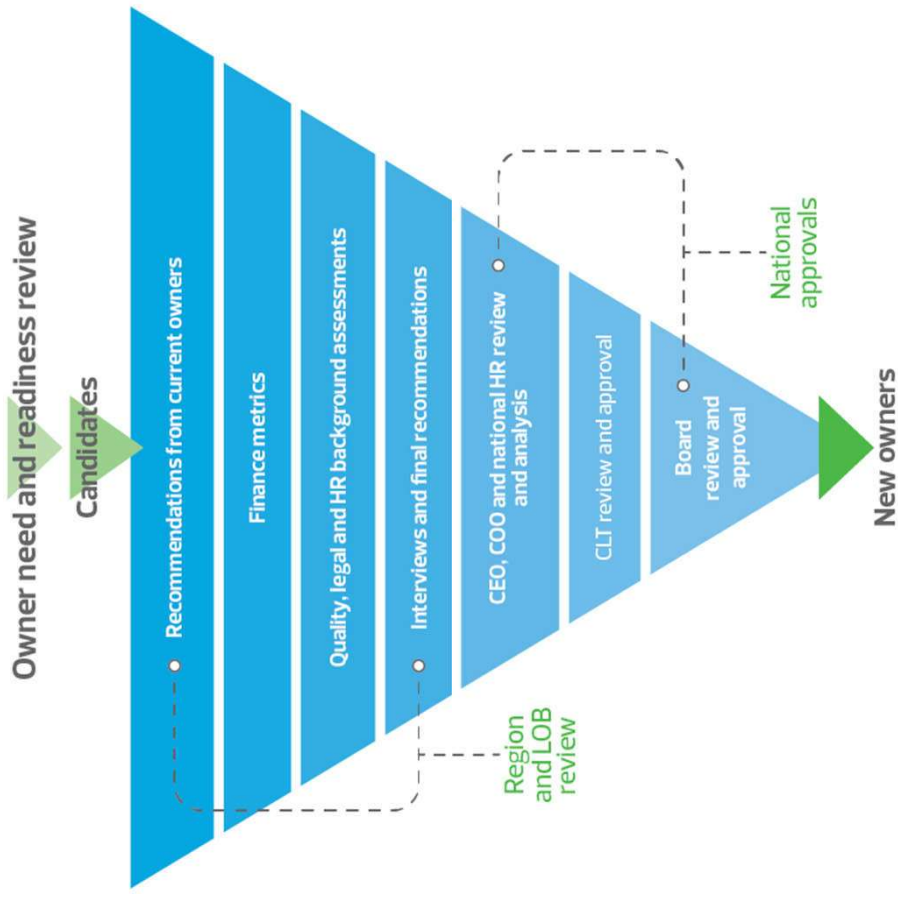


Selection based on:

- Business need
- A balanced focus on behaviors and metrics
- Clear criteria (new owner sketches)
- Candidates with a *trajectory* to grow the practice & add value *across* the firm
- Broad-based partner support
- Transparent & equitable process



The Process



New Owner Sketches – Our foundation for selecting new owners



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

- Exposes others to and provides coaching regarding business development opportunities with clients and prospects
- Develops others through job assignments, delegation, career coaching, career advising and training
- 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
- Conducts crucial conversations and manages conflicts effectively, including across cultures and borders
- Recognizes and rewards behavior aligned with strategy and values utilizing Accolades and other methods
- 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

- 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
- Effectively recruits, on-boards and re-recruits qualified people for roles on the team, embracing diversity and inclusion in all team talent decisions
- Pursues involvement in actions the firm is taking to make progress in culture, diversity and inclusion
- Builds bridges and diverse networks across teams that help our people execute, innovate and thrive both domestically and across borders
- 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
- Self-aware; knows her/his impact by soliciting candid feedback from various sources; makes strides to improve
- Effectively balances the needs/goals of the team with that of the enterprise, especially when they may conflict
- Seeks to understand change; responds and adapts to change
- Intentionally seeks to understand others, domestically and across borders
- 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.

- 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

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

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

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.

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

QUALITY & EXPERTISE

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

Quality

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

Expertise (LOB, Industry & Global)

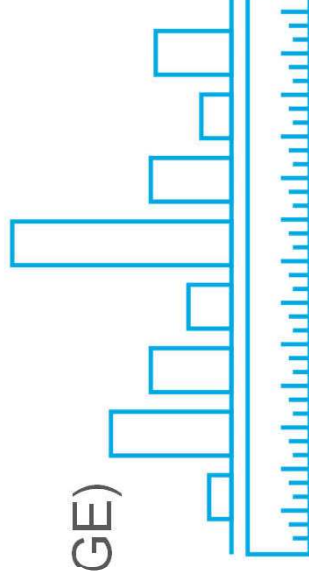
- Delivers value-added, high-quality technical, industry and international expertise as appropriate
- Contributes thought-leadership and shares expertise to help others across RSM US, Canada and other countries succeed
- Demonstrates a commitment to continuous learning to stay relevant in a shifting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

FINANCIAL EXCELLENCE AND GROWTH*

Financial Metrics



- Growth (CRM)
- Strategy Dashboard (EMERGE)
 - Services & Profitability
 - Relationship Lead Portfolio
 - Functional Lead Portfolio



We reviewed these metrics against the applicable new owner sketch metric addendums as of February 28. We also have April 30 results in hand.

It is assumed that because you were invited to participate in this process, your metrics meet the sketch OR there is a unique exception due to your role.

We will NOT discuss your metrics or your vet technical expertise during the interview as these elements were addressed during the new owner need and readiness review.

Your Application Materials – Due July 15



Candidates

- Self Assessment
- Resume
- FY21 and FY20 Year-End Summaries from Owning My Future

Sponsor

- Recommendation form

Firm Owners

- Provide input on candidates

New Owner Selection Website

New Owner Selection Process









What does the selection process entail?

Becoming an owner at RSW is an incredibly important and significant career milestone. We take great care in selecting the best people who demonstrate the promises we make to our clients and our people to assure the future of the firm.

The selection process involves a thorough vetting process that places an equal focus on your measurable results and the extent to which you demonstrate our values and first-choice advisor traits.

Below find information for the new owner selection process. For questions or clarifications, contact your HR Market Lead or HR LOB Lead.

- HR Market Leads:
 - Central: Cara Oldham
 - West: Britanny Gerhartz
 - Great Lakes: Samantha Becker
 - Northeast: Shauna Weber
 - Southeast: Amanda Crouch
 - HR LOB Leads:
 - Audit:
 - Krista Thull (U.S.)
 - Trina Chakraborty (Canada)
 - Tax:
 - Susy Vaica (U.S.)
 - Margo Geerts (Canada)
 - Consulting:
 - Eric Simonton (U.S. & Canada)
 - Field HR Leaders: Debbie O'Neill (U.S.), Joanna Matsoukas (Canada) and Becky Havicek (Other Enterprise / ICS Groups)
- Partner Center of Excellence: Janei Holth

Partner Input Form	
Sponsor/LOB Recommendation	
Candidate Self-Assessment Form	
Canada New Owner Sketches	
US New Owner Sketches	
Process Overview	

Uploading candidate application materials


This app will be accessible from the new owner selection process site –targeting June 18.

It's visible only to firm owners, HR, and candidates.

Document Uploading Instructions:

- Select your name
- Select the document type
 - self assessment, resume, sponsor recommendation, year-end summary, etc.
- Attach the appropriate file
 - only one file per upload
- Click submit
- Repeat, as needed, for additional files.

You will receive a confirmation email for each file uploaded to your candidate packet, including files uploaded by your sponsor and partner input providers.

**New Owner Selection Document Upload**

Document Uploading Instructions:

- Select the candidate name and document type
- Attach the appropriate file (only one file per upload)
- Click submit
- Repeat, as needed, for additional files

You will receive a confirmation email for each successful upload.

* Candidate

Type to search names

* Document Type

* Attachment

There is nothing attached.
Attach file

Clear

Submit

Tips for completing interview application materials



- **Self-Assessment**
 - Have your sponsor review the document
 - Grammar matters. Typos create a poor first impression.
 - Conciseness counts. Limit each response to 500 words.
 - Use variety in your responses and examples throughout the assessment
- **Resume**
 - Be sure to include mobility experiences, internal rotation programs, contributions to enterprise efforts and other noteworthy achievements – both internal and external.
- **FY20 and FY21 Year-End Summaries from Owning My Future**
 - You can download Year-End Summary PDFs via “My Snapshot”
 - Your FY21 Year-End Summary will be accessible to you on July 7 following performance conversations with your career advisor

US Candidates: CPA licensure in your primary place of business (PPB)



If you *do not* currently hold an active CPA license in your Principal Place of Business (PPB), you will be admitted with the title of ‘principal.’ If you prefer to be admitted as ‘partner’ you will need to perform the following steps:

1. Notify the Regulatory Risk and Compliance team of your intent to obtain your CPA license in your PPB by **July 15**
2. Submit a reciprocal license application in full in your PPB jurisdiction prior to **August 15**.
3. Upload to Employee Self Service your PPB CPA license information, including a copy of your license, as soon as received but **no later than December 22, 2021**.

For questions or assistance with any of the foregoing steps, please contact RegulatoryRelations@rsmus.com.

See the firm's [Licensing and Promotion Policy](#) for more details.

The Interview



A conversation to determine a candidate's *future trajectory* with the firm with respect to four key areas:

CULTURE

CDI; Talent Experience

VALUES

And the 5 C's

ENTERPRISE

Leadership, thinking, ownership

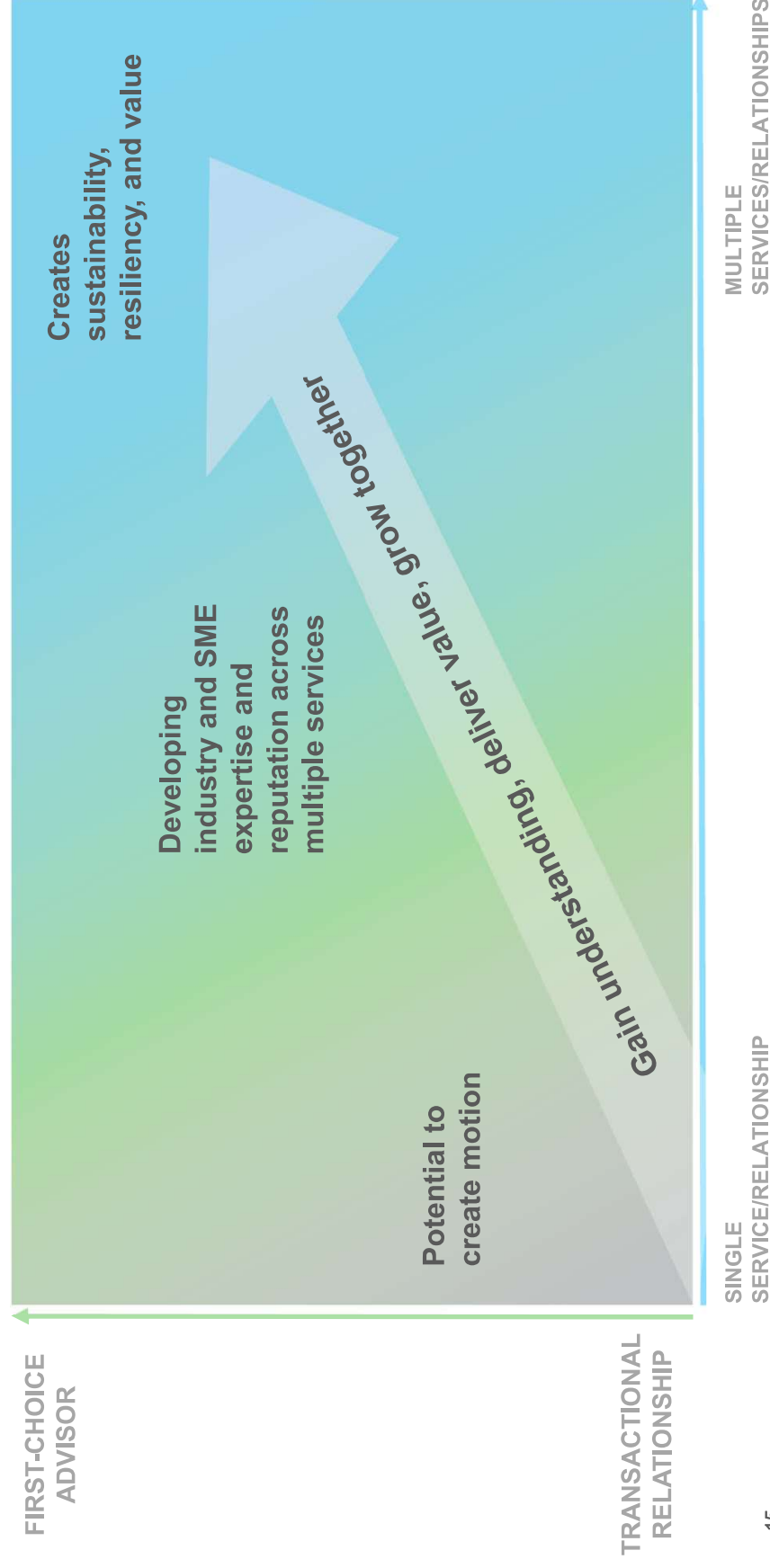
STRATEGY

Cube pillars

Thinking Strategically about Clients



Client journey maps



New this year: enterprise interview panels

- Ten interview teams
 - 5-6 panelists per team
 - Cross regional, LOB/function and industry
- Candidates equally distributed across the panels
- You should have received an email from Janel Holth regarding your availability in the July 26 – August 6 timeframe.
 - **Complete the survey by June 15 if you haven't already.**
 - **We will use this information to assign you to an interview team.**
- The HR Leader on each panel (or their delegate) will be responsible for contacting you to schedule your interview time.

Panelists

5 - 6 panelists per group

- **Geography Perspective**
 - RMLs
 - Market Leaders
 - Office Leaders
- **LOB Perspective**
 - National LOB leaders
 - Regional LOB Leaders (Audit or Tax)
 - Consulting Service Line / Solution Set Leaders
 - Tax Service Line / Vertical Leaders
 - Other Audit Leaders
- **Industry Perspective**
 - National Industry Leaders
 - LOB Industry Leaders
- **Functional/Strategic Perspective**
 - HR director
 - BOD member
 - CDI representation

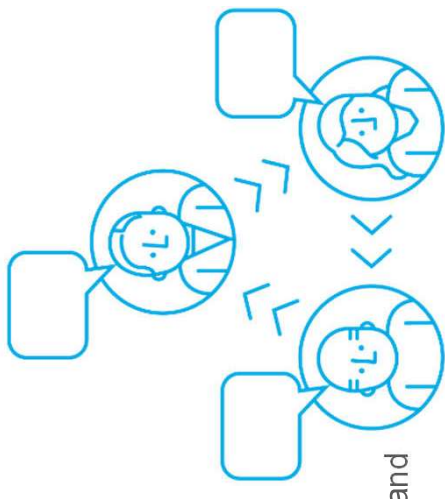
The Interview Format

Interviews are 60 minutes

- 5' Welcome & Overview
- 5' Your Time: Present Yourself & Highlights
- 45' Conversation with Interview Committee
- 5' Questions and Next Steps

Keep in Mind

- Advice for mock interviews: We want to get to know the REAL you and see how you react in the moment.
- Questions will be different than in prior years. Focus on four areas we discussed earlier and preparing for the *situation*, more so than the *questions*.
- The interview panel has read your materials; avoid repeating your self-assessment
- Listen and respond to the questions asked, not necessarily what you've prepared
- Flex your response technique based upon the type of question asked
 - Tell me about a situation when you....
 - What's your point of view on....

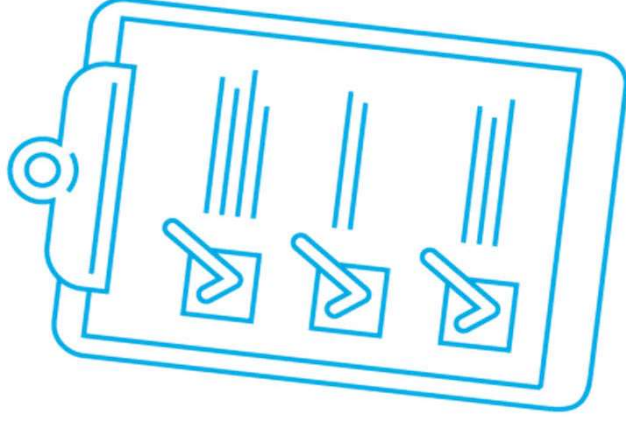


Our Goal: Get to know the real you and understand how you will contribute to the future success of the firm.

Your Sponsor's Role

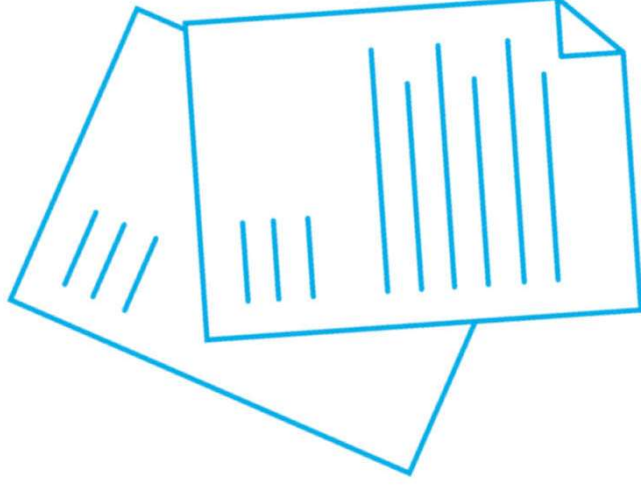


- 1) Support you throughout your candidacy and beyond
- 2) Review your new owner Self-Assessment before submission
- 3) Complete the sponsor recommendation form and attestation statement; review the form with your RLOB (audit/tax) or service line (consulting) leader prior to submission.
- 4) Follow-up with owners who you requested to provide input
- 5) Listen to the candidate interview; participate in follow-up discussion with the interview committee, as needed
- 6) Sponsor attestation statement in recommendation form



Other firm owners – request input no later than June 28

- You will identify **five owners** to provide written observations of your performance via the Input form.
 - Contact owners as soon as possible, but **no later than June 28**, to request input.
 - The owners you identify should represent the enterprise and demonstrate broad-based support.
- Additionally, all current owners have opportunity to weigh in on any candidate.
 - We will announce candidates to current owners in the June 18 edition of Ownership, it and will include a link to the partner input form.



Advice from [REDACTED], January 2021 New Owner Class



- **Be your authentic self** – You are at the table and you have earned it - tell your own, unique story and be proud of your journey
- **Ask for advice** – people want to help you succeed. Talk to recently promoted partners, your sponsor and other stakeholders.
- **Know the partner sketch and make it your own** – be sure your self-assessment and interview responses clearly tie back to the partner sketch and express the value you add to the partnership.
- **Know your value** – Focus on your behaviors that drive results vs. metrics
- **Fail to prepare and prepare to fail** – be thoughtful in your self-assessment and rehearse your interview intro
- **"It usually takes me more than three weeks to prepare a good impromptu speech"** – this is not a time to wing it!
- **Expect the unexpected** – stay positive. People in the room are rooting for you. They want you to succeed. If there is a "killer" question, try to appear relaxed and in control.
- **Walk, talk and look the part** – confident, not cocky; maintain eye contact, present a strong handshake and smile
- **Listen, Pause, Understand, Know, Answer** – It's okay to ask the interviewer to repeat the question if necessary. Think before you speak vs. rushing
- **Check and double check yourself** – the interviewers really do read EVERY word of your materials; this is not a time to showcase thoughtlessness

Virtual interview best practices



Your environment

- Create a noise-free and distraction-free environment.
- Ensure your background is not visually distracting – a neutral, blank wall is preferred.
- Avoid backlighting so your face is always visible versus a silhouette.

Your presentation

- Present yourself the way you would at an in-person interview – polished and professional from head to toe.

Your audio and connectivity

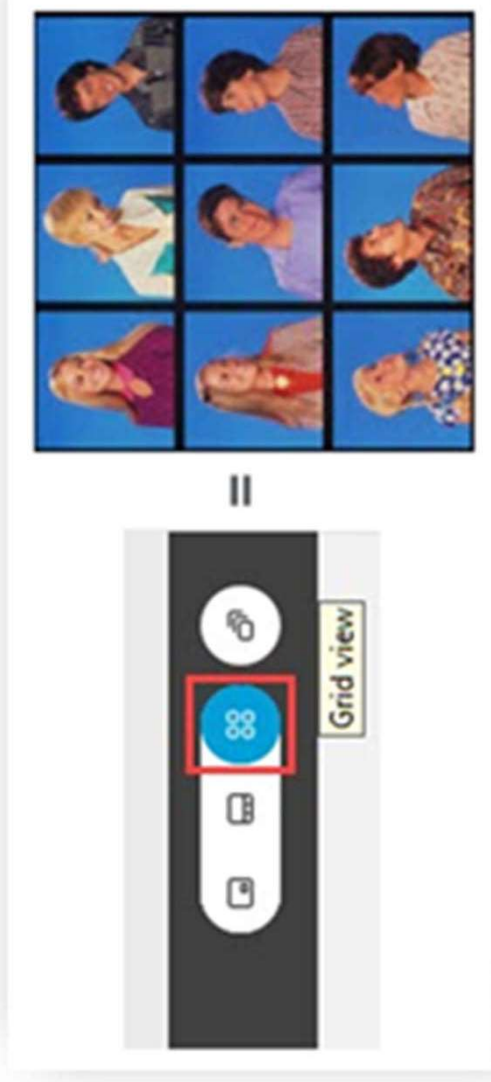
- Avoid internet and WIFI connectivity issues by minimizing bandwidth usage; potentially hardware with an Ethernet cord if the modem/router location is optimal.
- Use “Call Using Computer” as the primary audio connection.
 - Alternatively, you can use “Call Me” to your cell phone or home phone to reduce strain on the RSM phone system. If you do need to dial in manually, please use the toll number and not a 800 number.
- Ensure your headset/ear buds and phones are fully charged.
- Close any unnecessary web browser tabs and applications.
- The day of your interview, confirm your WebEx audio and video settings are working appropriately in a pre-meeting with your sponsor.

Best Practices *continued...*



To see all panelists' videos, use WebEx's new grid view (aka the "Brady Bunch" view).

- While the video meeting is on, click the button in the upper right corner of the main window to change the view for the video screens.
- Select the Grid view option to enable the "Brady Bunch" view:

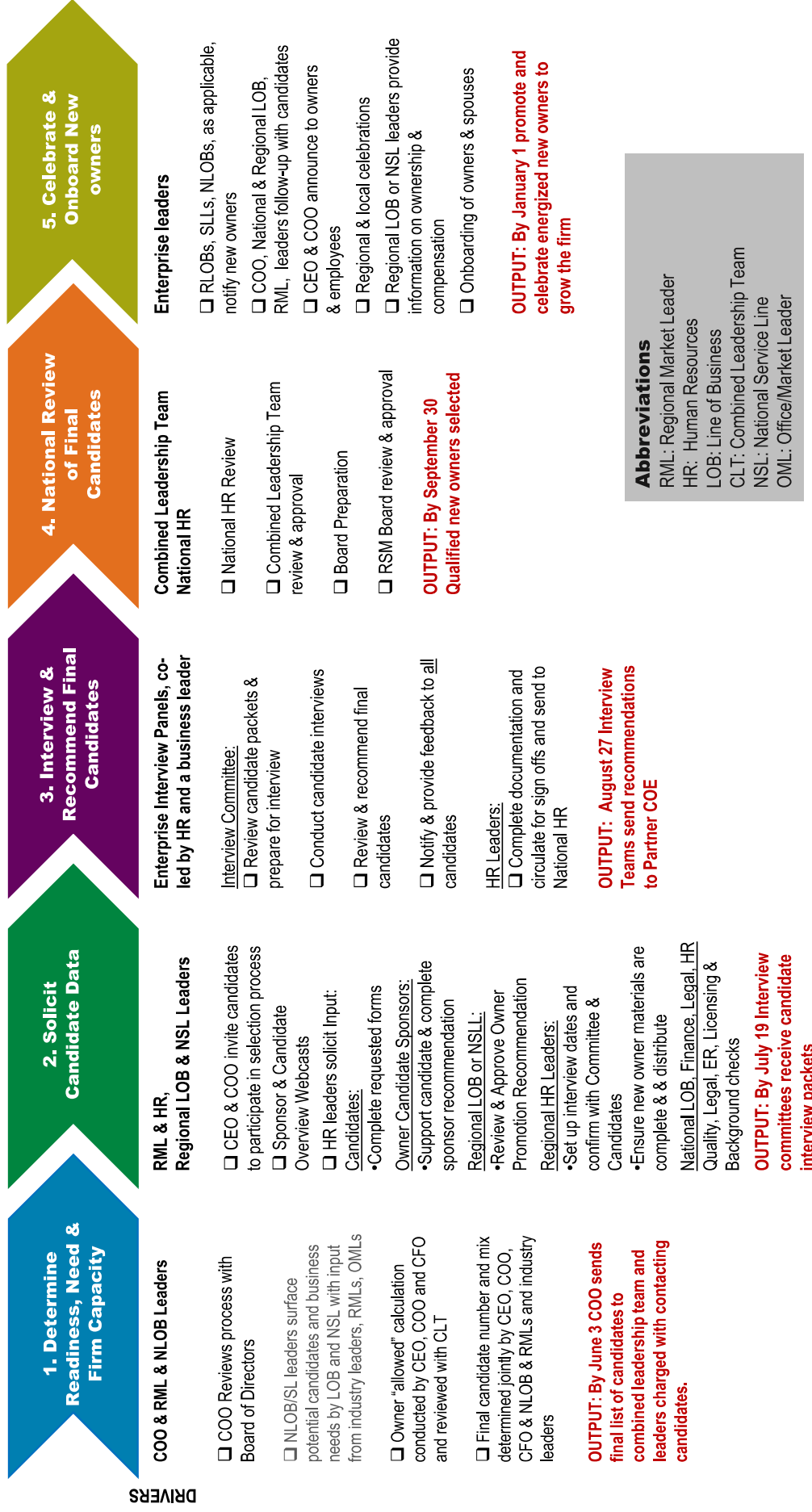


Key Dates & Deadlines Prior to Interviews



Timing	Action
By June 15	Share your availability via the survey sent from Janel Holth. Ensure your schedule remains flexible on the . days you noted your availability.
By June 21	<p>Submit background check consent/release form.</p> <ul style="list-style-type: none"> US Candidates: Electronic documents will be sent from Career Builder Employment Screening early next week: admin@webace.careerbuilderscreening.com Canada Candidates: Electronic documents will be sent from Mintz Global Employment Screening early next week: no-reply@mintzglobal.com
By June 25	A representative from the interview team will contact you to schedule an interview appointment.
By June 28	<p>Distribute the partner input form to five RSM owners who can best speak to your capabilities and contributions.</p> <ul style="list-style-type: none"> This should be completed as soon as possible to give them ample time to complete it prior to the July 15 deadline.
By July 15	<p>Submit ALL candidate applicable documents to the secure new owner selection document upload app:</p> <ul style="list-style-type: none"> New Owner Candidate Self-Assessment Resume FY20 and FY21 Year-End Summaries (print to PDF via your Snapshot in Owning My Future) Other documents: <ul style="list-style-type: none"> Ensure your partner evaluators submit the partner input form Ensure your sponsor submits the recommendation form <p>US Only: If applicable, notify RegulatoryRelations@rsmus.com of your intent to obtain your CPA license in your primary place of business (PPB). Licensing and Promotion Policy</p> <p>The interview committee will review candidate application materials and vetting results from NORM, legal, compliance, regulatory, HR, etc..</p>
Mid July – Early August	
July 26 - August 6	Virtual New Owner Interviews - dates are TBD for each interview team

The big picture



Abbreviations

RML: Regional Market Leader
 HR: Human Resources
 LOB: Line of Business
 CLT: Combined Leadership Team
 NSL: National Service Line
 OML: Office/Market Leader

Resources and Key Contacts



Candidate Resources

- Yellow Source
- Orange Market Leader
- Red for Owners
- Blue for Leaders, Regional Market Leader
- Green for Franchisees
- Grey for Franchisees

HR Leader Contacts:

• [Redacted]

HR LOB Leads

- [Redacted]
- [Redacted]
- [Redacted]

Other Key contacts:

- [Redacted]
- [Redacted]

It is **people**, their **values**, and the **cultures** that come with them that become the secret to **long-term success**.
- *Good People* by Anthony Tjan

It is literally true that **you can succeed**
best and quickest by **helping others to**
succeed. -Napolean Hill

Wherever you see a successful
business, someone once made a
courageous decision.
- Peter Drucker

Leadership is the potent combination of
strategy and **character**.
-General Norman Schwarzkopf

Innovation distinguishes between a
leader and a follower.
-Steve Jobs, Apple co-founder

QUESTIONS AND ANSWERS