

# The Rankin Group

*Guiding the Wealth Management Marketplace Worldwide*

## Corporate Client Information

**The Rankin Group, Ltd.** is the leading consulting and executive search firm specializing in wealth management and family offices. Our boutique firm offers our clients a uniquely personalized approach to achieving their goals, based on a risk management philosophy.

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## Unique Perspective

Our role as partners in your search process is to help you manage the risk of making a bad hire. Whether you are focused on the internal assessment of current employees, or in need of an extensive search for outside talent, we engage in an integrated consulting process that helps our clients and candidates invest wisely. We draw on our years of industry and search experience to provide a clear focus for implementing your business plans, by putting the right person in the job that will add value over the long term.

We offer a unique strategic perspective on your business and the people who should work for you. We are the only firm of its kind in the financial services industry with a clientele that includes wealthy families and private investors, as well as the professional and financial organizations that serve them. That means that we can bring to you in-depth understanding of what your target market actually expects from you and the people who represent your services in the marketplace. In addition, we have an unequalled candidate network of wealth management and family office executives.

New direction and competitive success means creativity and a more targeted investment in human capital. It requires an untraditional approach to locate, recruit, and retain individuals who can provide leadership and vision to the financial services and wealth management industry in this ever changing marketplace. Search is not just about finding people - it's about building businesses.

## Executive Search and Management Counsel

We don't just present candidates, we provide the executive due diligence required to assess whether a prospective candidate is a good business risk.

Our pre-search consulting process builds internal consensus and clarity around the critical characteristics and expectations of the job you are trying to fill. This allows us to define accurate candidate criteria that best matches the nature of the assignment and the unique culture of the organization. Our responsibility is to provide the best possible people who will make a long-term contribution to the business.

In addition, we employ a personal profiling system that analyzes the finalist candidates' behavioral style, values and attitudes -- that is, the person's manner of doing things and why. This evaluation helps the hiring manager and the candidate to understand the attributes they bring to the job, and how they will fit into the current team of employees. It prepares the candidate to meet the demands of their new environment, and it helps their new manager to understand how best to manage and support them. We can also profile current employees to support team building and allow identification of behavioral styles prior to initiating the search.

Throughout the search process, we will work closely with you to ensure that both you and the candidate are making the best decision. As a boutique firm, we can deliver highly personalized service and take the time to understand your needs so that we can find you the right candidate. Our firm size and business philosophy limits our roster of clients at any one time. Therefore, we do not have the restrictions/blockage of larger search firms. Our niche focus puts us closer to what's happening in that segment of the financial services market and the network of candidates and sources

# About The Rankin Group

## **Strategic Guidance in Wealth Management:**

As one of the leading executive search firms in the wealth management industry, The Rankin Group, Ltd. has developed a highly customized approach to meeting our client's needs. We know that to optimize your business offering, you need to optimize the individual strengths of your professional team. As a service business, your most critical asset is simply your people.

Our business is founded on our commitment to helping our clients manage their risk when it comes to recruiting, selecting and retaining quality people.

Our depth of experience in the financial services and search industries provides strategic insight into the marketplace.

Our extensive network of contacts within the wealth management niche is unmatched by other firms.

## **Helping Clients Make Better Choices**

Understanding our client's business strategy and how each job relates to specific goals and objectives, helps define job functions that make sense for the company and the candidate.

Matching a candidate's behavioral style, values, and attitudes to the job and a company's culture, insures long-term success for a candidate in that job.

Appreciating the value of individual styles helps build stronger teams with complementary rather than redundant skills and approaches, which can spur an organization forward against their competition.

## **The Rankin Group, Ltd. Products and Services include:**

### **Pre-Search Consulting**

- Determine goals, objectives and expectations.
- Develop comprehensive job profile..
- Assess corporate culture and criteria for success.
- Assess behavioral characteristics of team candidate will work with.

### **Candidate Recruiting**

- Identify field of potential candidates..
- Screen for desired experience, personality, and education against criteria.
- Conduct extensive personal interviews and behavioral style profiling.
- Perform preliminary reference checking.
- Present finalists for client interviews.

### **Selection Process**

- Manage interview process by preparing candidates and client for their meetings.
- Facilitate conversations between client and candidates to insure clarification on all issues.
- Assist in job offer negotiations.

### **Transition Management**

- Assist with candidate orientation.
- Conduct team building sessions to insure smooth integration of new employee, If desired.
- Follow up with periodic performance assessments.

## **Strategic Guidance in Wealth Management:**

For over two decades, The Rankin Group, Ltd. has been a leading consulting and executive search firm, specializing in products and services designed exclusively for the wealth management industry. Our success comes from:

The unique perspective we've gained working with wealthy clients directly, and the advisors and financial institutions that provide services to them.

Our dedication to a single niche, and commitment to maintaining the highest level of service and ethical standards possible.

A clear vision for what we do very well and the types of clients who benefit best from our services.

## **The Qualities that Add Value to our Client Relationships**

Our impressive 25-year track record of working with financial services firms, wealthy families and private investors gives us an unmatched understanding of what works and doesn't work. Based on this experience, we intimately understand the needs and requirements of clients on either the buy or sell side of the desk.

Additionally, our family office consulting practice provides extensive counseling on the impact of family dynamics on the management of the family business or family office and their employees.

## **The Rankin Group, Ltd. Products and Services include:**

### **Executive Search**

The firm's flagship business consists of:

- Customized risk management approach to candidate selection.
- Design of recruiting tools to maximize return on investment in human capital.
- Behavioral profiling of candidates.

### **Family Consulting**

Our consultants guide clients through a needs assessment and consensus building process to:

- Review individual and common goals, and expectations.
- Examine establishment or redesign of a Family Office.
- Direct selection of alternative structures for managing their assets.
- Develop criteria for selection of family office staff or advisors.

### **Second Opinions**

When you need an objective evaluation of candidates that have been introduced to you through other sources, we will:

- Interview, profile and evaluate candidates.
- Perform reference checks.
- Assist in job offer negotiations.
- Make candid recommendations.

### **Transition Management**

Reorganizations and mergers call for careful redeployment of human capital to retain & position leaders to manage transition. Our firm provides:

- Evaluations of employee skills, personal style, attitudes and values.
- Team building sessions to strengthen working relationships.

# Examples of Excellence

## A Case Study In EXECUTIVE SEARCH

### Client Situation

This well-established global asset manager identified a need to aggressively expand their presence in the profitable high net worth market for individuals. They have an impressive mix of products and distribution capability, and an excellent reputation as an institutional money manager. Their challenge is to promote their image in the marketplace as a money manager for personal assets as well.

The organization recognized that to get on track in achieving its goals, it would need to research market awareness of who they are in this niche, to identify which geographic regions made sense for them to begin promotion and expansion, and to hire top performers at the management and sales level who have extensive experience with the wealth market.

### Demanding Issues and Unique Concerns

Their Trust and Investment Division has done a quality job in serving their clients over the years, but no one really knows about their successes.

With competition in the high-net-worth market as fierce as it is today, they need to find unique ways to differentiate themselves through the types of people they hire and the way they package their alternative investment products and quality service.

### The Rankin Group Solution

The Rankin Group developed a two-phase approach to meeting the client's recruiting needs. The first phase was to conduct a market intelligence study to analyze their actual position in the market. This study also assessed the potential for new business, and identified the types of individuals at various compensation levels who would add significant value to their effort. In the second phase, The Rankin Group conducted an extensive search for seasoned professionals with a track record in private asset management. These individuals needed to drive the sales effort and begin positioning the client in the minds of those wealthy individuals who would benefit best from their approach to financial planning and asset management.

### Results

After thorough screening and testing by The Rankin Group, a business manager and senior sales people have been hired into each area of their geographic expansion. As this is an ongoing effort for the client, The Rankin Group is still actively involved in their search and expansion activities.

# Examples of Excellence

## A Case Study In COMPENSATION ANALYSIS

### Client Situation

A national banking and trust organization needed a sales manager for their Private Banking Division. Although they have built a strong reputation within the personal-wealth management market over the years, they had never tapped the true potential of a well managed and focused sales effort.

Recent reorganization presented the opportunity to go to the marketplace and search for a highly skilled sales management professional with a track record for building and retooling trust and investment sales teams.

### Demanding Issues and Unique Concerns

Without the experience of having a true professional sales manager in this position in the past, it was difficult for the client to determine what the candidate profile should be. Also, they had not been impressed with sales managers from competitive organizations they had met, and were concerned that the industry may not have what they needed.

To compound the situation, they were not prepared to deal with the compensation packages required to attract the level of individual they desired.

### The Rankin Group Solution

The Rankin Group first addressed the issue of setting the appropriate candidate criteria. Drawing on its in-depth knowledge of key players in the industry, The Rankin Group profiled examples of skill sets that have been successful in similar situations. These discussions took place prior to initiating the actual search process.

Compensation analysis was conducted throughout the early stages of the search. In order to assist the client in assessing what various levels of compensation would attract in terms of actual candidates, The Rankin Group laid the groundwork for discussion by reviewing the results of studies they had conducted on the subject. This was followed by very targeted profiling of qualified candidates at the different compensation levels, to give the client an appreciation of what they could attract for what cost.

### Results

In today's environment, the demand for sales and sales management talent is highly competitive. Based on the current experiences and careful counsel by The Rankin Group, the client was able to set realistic compensation parameters that would attract the quality of person they desired. Although they ended up paying more than they had anticipated at the outset, they were able to attract one of the premier sales managers from the private banking industry. Their investment in superior sales leadership began to pay for itself immediately.

# DISC Behavioral Style Analysis

The consultants at The Rankin Group, Ltd. have learned over the years that one of the critical factors to the success of any internal or external search is the ability to determine whether an individual's personal style and values will fit the job and organizational culture of their employer.

The DISC profiling system has become a valuable tool in our search and consulting practice. It helps to profile the client's culture and expectations of top performers. It helps identify complementary styles for effective team building. And, it helps support improved performance of employees.

We use this system in most assignments to give clients better insight into their own organizations, and to help candidates make better decisions about their fit in their job and the organization. Following is a brief description of DISC.

DISC is the universal language of observable human behavior. Just watching people proves its validity. Scientific research has proven that people, in terms of "how they act, their behavior," universally have similar characteristics. By learning these characteristics, we can increase communication; therefore, increasing our understanding of each other. We can also determine how they will fit into specific cultures and interact with others on their team, as well as how they will approach their job. The DISC program focuses on how people with similar styles tend to exhibit specific types of behavior common to that style. A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). The DISC model merely analyzes behavioral style and the attitudes and values that motivate each individual with that style.

The Style Analysis form and its various uses are all derived from the work of Dr. William Moulton Marston, who is best known for developing the Lie Detector. Dr. Marston was educated at Harvard University, receiving an A.B, LL.B, and PhD degrees. After his death in 1947, another psychologist, Walter Clarke, took Marston's theory and built a psychological device around it, which led to the development of the DISC profiling system, as we know it today.

# Fee Structure

Each assignment we engage in is custom tailored to the needs of that particular client. Some require a greater degree of pre and post consultation, especially our family office and family business relationships. Others focus on more traditional search activity. Consequently, we structure our fees based on the degree of difficulty of the project and the level of consulting required.

Our pricing philosophy is based more on the value we bring to you through our unique risk management process than on the salary of the candidates. We feel strongly that you should not be biased in your decision on which candidate to hire because our fee will be more or less depending on the candidate's salary.

For executive search engagements with our corporate clients, we can establish a flat fee arrangement for each search or consulting assignment. We will accommodate those who still prefer the traditional percentage of annual compensation used by other search firms.

For our family office and family business clients, we set a fee based on the nature of the assignment, the extent of family consulting required, and the degree of difficulty in finding someone for the job.

Since we are in partnership with our clients to help them make the best decisions, we strongly believe in sharing the risk and reward on each assignment. Consequently, we can be very creative when it comes to pricing and billing our retainer fee. In addition, at the end of each month we are working together, we will assess your level of satisfaction and interest in continuing to the next stage. This gives both of us a chance to discuss what's working or not working so that we can reach a successful conclusion.

# Consulting Team

## The Principals

### Jeffrey A. Rankin, Chairman

Jeff is the founder of The Rankin Group, Ltd. His professional experience spans over 30 years in recruiting for senior and middle management level executives in the financial services industry.

He started The Rankin Group, Ltd. in 1986 to facilitate national expansion of his search practice, and broaden the scope of his business beyond traditional search. Prior to building this organization, he was senior partner of Johnson-Rankin and Associates in Chicago, which focused on the recruitment of trust professionals.

Jeff is involved in all aspects of the search process from client management to candidate development and profiling. He is recognized for his ability to quickly penetrate a market, identify the key players, and sell them on the idea of looking at new opportunities. Team lift outs and targeting of acquisition candidates for instant positioning in new markets are his forte. He works on a multitude of searches across all functions within the trust, investment, and private banking business.

Jeff holds a B.S. degree from the University of Wisconsin-Madison



### M.J. Rankin, President & CEO

M.J. manages the sales, marketing and family consulting practices for the firm. She has more than 25 years experience in the areas of banking, trust and investments, marketing, and human resource development. Prior to joining The Rankin Group, Ltd. in 1986, she held management positions at Harris Bank, The Northern Trust Company, and The Bank Marketing Association in Chicago. Her early career started in Boston doing management training and development for Honeywell, followed by various roles in banking and marketing consulting. She holds an Associates degree in International Studies from Fisher College, Boston, and a B.A. degree from Suffolk University, Boston.

M.J. is well known throughout the financial services industry as an expert in wealth management and family offices. Her clientele consists of wealthy families and private investors who have or are considering establishing a family office to manage their complex needs. In addition, she works with bank and non-bank financial organizations that are looking to strategically position themselves in the family wealth market segment.



To address the benefits and challenges of running a Family Office, Ms. Rankin has developed an evaluation process that:

- Assists family members and family office managers in identifying the role and performance expectations for senior level professionals.
- Helps to set realistic parameters for compensation and performance measurement
- Places a “value” on the contribution family office professionals make to the family by:
  - Objectively defining the nature of a particular assignment;
  - The complexity of the families situations; and
  - The related competencies required to meet position criteria.

By working through this process, families better understand the unique characteristics of their family office and the commitment needed to get the best return on their investment.

### **Lisa D. Ryan, Managing Director**

Lisa is a Managing Director with the Rankin Group, Ltd. She brings over 10 years of search and research experience to the firm. Prior to joining The Rankin Group, she was a Senior Consultant with Family Office Exchange (FOX) responsible for executive search and family office consulting engagements. As a member of the search and consulting team, she managed client engagements, lead the candidate research and evaluation process, guided clients through the interview and selection process and facilitated compensation negotiations. Lisa led compensation-consulting projects and provided consulting support to families in transition and families developing family offices. She authored “FOX 2003 Global Compensation White Paper: Chief Investment Officers in Leading Family Offices” sponsored by Barclay’s Global Investors.



Lisa was introduced to the search business through her prior career in providing merger and acquisition advisory and consulting services to commercial real estate financial service companies. Lisa assisted clients in expanding nationally through recruiting efforts and building offices in addition to acquiring companies.

Lisa earned her B.A. degree in Economics and French from Hollins College, and a M.S. in City Planning from the Georgia Institute of Technology.