



Leadership Pathway

What

MMI's Leadership Pathway is a program designed to recognize talented and motivated individuals in the next generation and engage them in MMI activities in which they will learn from industry experts and network with peers. The program's goal is to develop the leadership and collaboration skills that will equip participants to assume increasing levels of responsibility and actively contribute to addressing critical industry issues and opportunities.

CONNECT,
KNOW & GROW
OUR NEXT GENERATION
OF INVESTMENT
ADVISORY SOLUTIONS
LEADERS

MISSION
To develop leadership skills that will equip participants to assume increasing levels of responsibility in addressing industry challenges and opportunities

How

Program activities

- MMI conferences, forums, and NetMeetings (registration discounts available for participants)
- Special breakout sessions and/or tracks at major conferences
- Committee involvement (e.g., Digitally-Enhanced Advice, Legal & Compliance, Technology & Operations)
- Participants will be matched with a mentor from MMI's primary contact list or MMI's Board of Governors
- Further education and training through case studies, industry research, or special projects
- Planning and executing the Leadership Pathway Seminar
- Networking events such as regional educational workshops
- Participants will serve as MMI ambassadors at their respective firms, disseminating MMI information and research to colleagues



Who

Participants

- Participants are nominated by their firm; one nomination per firm
- 25 participants in each two-year program

Requirements for the ideal candidate

- Must have five to ten years of Investment Advisory or Wealth Management experience
- Must have growing responsibility within his or her firm and potential for next level responsibility or role
- Must possess leadership qualities and track record of service within their firm or to industry or community organizations
- Must be willing to promote the growth and development of MMI
- Must meet commitment requirements on Page 5

“THE MENTOR/MENTEE PROGRAM HAS BEEN SUCH A VALUABLE PART OF THE LEADERSHIP PATHWAY PROGRAM. MY MENTOR HAS HELPED ME EXPAND MY NETWORK BY PROVIDING IMPORTANT INTRODUCTIONS I WOULDN'T HAVE HAD THE OPPORTUNITY TO MAKE OTHERWISE. ONE INTRODUCTION IN PARTICULAR HAS PROVED INVALUABLE—I WAS IN THE PROCESS OF FILLING AN OPEN POSITION ON MY TEAM AND MY MENTOR'S REFERRAL TURNED OUT TO BE MY TOP CANDIDATE AND NEW HIRE!”

—LEADERSHIP PATHWAY ALUMNI

Why

Benefits for participants

- Increased professional and social interaction across the MMI community
- First hand exposure to thought leadership offered through MMI
- Industry recognition for contributions made through the program
- Exposure to a broad range of financial services industry firms and colleagues

Benefits for participants' firms

- Internal recognition of up-and-comers, top contributors, and leaders within the organization
- Elevated awareness of the firm and brand
- Tangential benefits related to skills development through problem-solving initiatives, program participation, etc.

Benefits for the industry

- Advance the future of the investment advisory solutions industry
- Develop the next generation of industry leaders
- Foster collaboration and thought leadership to resolve industry issues





When

August 3, 2018

Applications will start being accepted via email to pathway@mminst.org

August 24, 2018

Application deadline for early acceptance

September 7, 2018

Final deadline for applications

October 15–17, 2018

Program kickoff for participants at the 2018 Annual Conference in Dallas

Please contact
Hilary Fiorella
at (646) 868-8515 or
pathway@mminst.org for
further information.

Future Conferences

September 13, 2018

2018 Leadership Pathway Seminar
Office of OppenheimerFunds, New York City

October 15–17, 2018

2018 Annual Conference
Hyatt Regency, Dallas

March 28–29, 2019

2019 Sales & Marketing Leadership Summit
Mandarin Oriental, Miami

THE MMI LEADERSHIP
PATHWAY IS PART OF A
LARGER MMI EFFORT TO
DEVELOP AND IMPLEMENT
INITIATIVES GEARED TO
ENGAGE AND BENEFIT
VARIOUS **NEXTGEN**
CONSTITUENCIES THROUGH
CAREER-ENHANCING
ACTIVITIES. OTHER
INITIATIVES INCLUDE
GATEWAY TO LEADERSHIP,
SPECIAL MEMBER FORUMS,
AND OUR eLEARNING
EDUCATIONAL AND
TRAINING PROGRAMS.

Program Oversight

Because Leadership Pathway is a key MMI initiative, it is overseen by a specially appointed program task force.

PROGRAM CO-CHAIRS

- Steve Harris, *Edward Jones*
- Brian Schappert, *American Century*

MEMBERS OF THE PROGRAM TASK FORCE

- Ken Burd, *Macquarie Group*
- Angela Carter, *Charles Schwab*
- Mark Granshaw, *Merrill Lynch*
- Michelle Liller, *Lazard Asset Management*
- Dianne Morin, *Fiserv*
- Meghan Shea-Frigiola, *TIAA*



2018 Application



Name:	Firm:
Role (title, responsibilities):	
Designations:	Years of experience in the investment advisory solutions industry:
Previous work experience (may refer to attached resume):	
Please list any advancements or promotions that you have received at your current firm.	
Do you participate in any forms of community service, fundraising, or mentorship programs? If so, please explain.	
Have you attended past MMI events? If so, which events?	
Have you been involved in any other MMI activities? If so, please list.	
Are you involved with other industry associations or organizations? If so, please list.	
Complete this digital form and submit it	
Please provide a brief statement describing your leadership qualities and include specific examples of your leadership within your firm.	
electronically to pathway@mminst.org.	
Please list any other intangible qualities or skills that describe you.	
Where do you see yourself professionally in five years?	
Please provide a brief statement about why you should be selected for this program.	
New to MMI? Please provide your contact information. Business address:	Business phone number: Business email address:
<i>At least one recommendation from a mentor, colleague, manager, or the primary/secondary MMI contact at your firm is required. Please attach the recommendation(s) to this application when you submit it.</i>	

Please email a copy of your resume, professional headshot, recommendation(s), and completed application to pathway@mminst.org by 5:00 PM ET on August 24, 2018 for early acceptance candidacy. The final application deadline is 5:00 PM ET on September 7, 2018. Please note that if you are selected to participate in the program, your name, role, and headshot may appear on MMI's website and/or other program material.



2018 Applicant Commitment

Please sign and return this commitment letter along with your application.

If selected to participate in the Leadership Pathway program, I will:

- participate in at least one MMI committee or initiative steering council,
- attend two or more MMI events a year (e.g., conferences, NetMeetings, etc.),
- source at least one idea for a speaker or thought leadership content for a conference, NetMeeting, or white paper,
- identify three personal and measurable goals I would like to achieve from participating in Leadership Pathway (may coordinate with manager for input), and
- revisit these goals half way through the program and adjust as necessary.

Name _____

Signature _____

Date _____

