

FAMILY OFFICE BEST PRACTICES SERIES RECRUITING AND RETAINING TOP LEADERSHIP TALENT

Linda Mack, Mack International

FAMILY OFFICE
ASSOCIATION



@FAMILYOFFICE

FAMILY OFFICE ASSOCIATION

500 West Putnam Avenue, Suite 400

Greenwich, CT 06830

TABLE OF CONTENTS

#3	INTRODUCTION
#3	SECTION 1: FOUNDATIONS FOR SUCCESS
#5	SECTION 2: HUMAN CAPITAL PLAN
#7	SECTION 3: ASSESSMENT PROCESS
#9	SECTION 4: RECRUITING PROCESS
#11	SECTION 5: ONBOARDING PLAN
#11	SECTION 6: PERFORMANCE MANAGEMENT PLAN
#13	SECTION 7: RETENTION PLAN
#14	SUMMARY
#15	ANNUAL REVIEW QUESTIONS
#17	BEST PRACTICES CHECKLIST
#19	ABOUT THE AUTHOR
#20	ABOUT THE FAMILY OFFICE ASSOCIATION

It is critical for a family to attract and retain the right executives for key leadership roles in the family office. Failure to accomplish this can be extremely costly to the family both financially and in terms of sustainability. This chapter details a proven process for success.

This process is sequential and includes the following:

- I. Foundations for Success
- II. Strategic Human Capital Plan
- III. Assessment Process Design
- IV. Executive Search Process
- V. Onboarding Plan
- VI. Performance Management Plan
- VII. Retention Plan

SECTION 1 FOUNDATIONS FOR SUCCESS

Every successful process begins with laying the proper foundations. These foundations need to be clearly defined, and family consensus and alignment around them achieved, before the family proceeds to develop their strategic human capital plan and begin recruiting. The key foundations for success require family offices to:

- Define family mission, vision and values
- Define purpose of the family office (short and long term)

- Define family and family office long term objectives
- Determine which family members are to be served as clients of the family office
- Determine the scope of services to be provided by the family office
- Decide which services to provide in house versus outsourced

Before creating a family office, it is important that the family first take the time to define their overarching vision for the future and the mission, purpose, goals and objectives for both the family and family office. Some families think in terms of a generation or multiple generations; others take a long range view of 50 to 100 years; and, some plan for perpetuity.

It is important for the family to define the clients to be served by the office, the scope of services to be offered and the services to be delivered in house versus outsourced. These factors have a significant impact on the business plan, organization structure, staffing and cost of the office. Cost is not always the primary consideration. Some families may decide not to provide concierge or lifestyle services to family members for philosophical reasons (e.g. they prefer to help family members learn to “fish for themselves” versus fishing for them). Other families may decide that the family office should provide bill pay and other similar services in order to help teach family members about financial

planning and budgeting.

The story below illustrates the magnitude of the impact of these decisions, which can be considerable.

Two principals co-founded a company that became extremely successful. They had a partial liquidity event that produced an equal payout for each person, and each created their own single family office. Both offices serve the same number of generations and roughly the same number of individual family member clients, yet the structure, scope and size of each are at the opposite ends of the spectrum.

Office A has a staff of nine people. The scope of services is limited to finance/accounting, tax and administrative services. The principal of Office A and the family believe that members are responsible for their own investments, budgeting/financial planning, lifestyle services and bill pay, estate planning, and philanthropy.

By contrast, Office B has a staff of 90 people. Principal B and the family agreed that their office should provide an extensive array of services to all family members and have chosen to keep most functions in house. To achieve these goals, the staff is comprised of an investment team of over 20, an accounting/finance team of over 12, a tax team of over 10, and significant teams of IT,

estate planning, trust administration and philanthropy staff. The scope of services provided runs the whole spectrum of services a family office can offer, and includes budgeting/financial planning, property management, lifestyle/concierge services, estate planning and fiduciary services.

Another critical point - there must be clarity, consensus and alignment around all of the foundations amongst the family constituents to be served by the family office. If there any gaps or differences in opinion, these must be addressed at this stage before moving forward. Failure to solicit input and feedback from all constituents and gain consensus can lead to a number of negative consequences (e.g. having to start over again, disagreements and conflicts, risk of losing family members/branches).

Once these foundations are in place, the family is prepared to design and execute the remaining steps of the process. Only then can the family effectively create a business plan and select the appropriate family office organizational structure, after which they will be ready to define the human capital plan and begin the process of staffing the office.

The family office, like the family, is dynamic versus static. Once the office is created, the foundations for the office should be revisited on a regular basis as the family evolves.

Business Plan & Organization Structure

Once the family has established the foundations for success, they are prepared to develop the business plan and select the appropriate organization structure that will enable them to achieve their objectives. The organization structure needs to be aligned with the business plan and detail the specific positions, reporting relationships and governance for the family office. The roles and scope of authority assigned to the board and committees and decision-making protocols should be clearly defined as well.

Key Questions & Considerations

- Will there be a board or family office council or other governance body?
- What committees should the family office have?
- How will members of the committees be selected or appointed?
- Who are the voting members of the committees?
- Will there be other outside advisory members on committees or the board?
- What are the performance expectations of members of the board and committees?
- How will the performance of the board be evaluated and who will do the evaluations?
- What is the frequency of evaluation?
- Under what circumstances should a board member or committee members be asked to

step down?

- What are the decision making processes and protocols for the board and committees?

SECTION 2

HUMAN CAPITAL PLAN: POSITION DESCRIPTION & IDEAL CANDIDATE PROFILE

The human capital plan specifically defines each position in the organization structure. The definition of each position includes the following two essential components:

Position Specification:

- Scope
- Reporting Relationships
- Responsibilities and Accountabilities
- Performance Expectations
- Metrics to measure success

Once the position specifications have been clearly defined, the family can determine the skill, knowledge, experience and competency requirements as well as the education, certifications/designations required for each role.

Ideal Candidate Profile/Culture Fit

Defining the personal characteristics and attributes, values, behavioral characteristics, decision making and interpersonal style, and other motiva-

tors needed to ensure a good “culture fit” with the family are also essential as part of this process. Getting the “fit” right is critical for success and effectiveness.

In our experience, finding a candidate with the requisite skill, experience and qualifications for a position is the only the “first cut” on a search - 95% of the search is culture fit. If the culture fit is not on target, neither the candidate nor the family will be successful.

Compensation philosophy is an important dimension of culture fit and may differ significantly from family to family. On one end of the spectrum, a family believes they are hiring an “employee” to help them achieve their objectives and will only compensate in the form of salary and annual bonus. On the other end of the spectrum, a family believes they are hiring a “partner” to help them achieve their objectives and will compensate them accordingly. In addition to salary and bonus, they will offer co-investment opportunities and/or carried interest and other forms of long term incentive compensation.

While it is tempting to shortcut or skip this part of the process, investing the time to carefully define the position AND culture fit requirements is the only way to ensure success. The wrong hire can cost much more than money; it also causes wasted time and potential derailment of the family mission

and legacy. The two primary causes for the failure of family office searches are:

- Hiring an individual who is known and trusted but lacks the requisite skills and experience to perform the job (because the position, performance expectations and metrics for success were not clearly defined upfront and assessed before the hiring decision was made), or
- Hiring someone who has the requisite skills and experience, but is not a culture fit (because the culture fit requirements were not clearly defined up front and assessed before the hiring decision was made).

Two other reasons for failed searches are:

- Lack of an effective search process
- Ineffective onboarding, compensation, performance management and/or retention strategies and processes

A successful hire requires that the candidate meet the requisite technical and culture fit requirements. In the family office world, culture fit will always trump technical fit.

An effective succession plan should always be a top of mind issue. A written succession plan should be in place for each key position in the family office and should cover immediate, short term and long term succession for each applicable position. The plan should also clarify the specific individuals and advisors responsible for the implementation of the

succession plan. The two biggest problems we see in this area are that the plan is either unwritten or, if it is written, it has not been revisited in years and is out of date.

Most families are seeking a leader who will stay with them 15-20 years, or for a generation. It is important to approach the position definition and ideal candidate profile with this time frame in mind.

Key Questions and Considerations

- Are there positions we want to reserve for family members only? If so, which ones?
- What is our family employment policy regarding family members working in the family office?
- Do we have any rising generation family members who exhibit the interest and the qualities to work in the family office in some capacity? If so, in what areas do they need to develop or gain experience to be ready to assume a leadership role? How much lead time is there for their development? What resources do we need to ensure they get the appropriate training, development and mentoring? Are we ready, willing and able to commit the time and resources to their development?
- What does “success” in each position look like? What are specific examples of what success would look like?
- How do we define our culture? What are our

values and philosophies? What is our decision making style? What is our communication style?

- What people have been successful with us in the past? What are the specific characteristics and attributes that have made them successful?
- What people have not been successful with us in the past? What are the specific characteristics and attributes that made them unsuccessful?
- What are the “must have”, the “nice to have” and the “absolutely not” characteristics of individuals who we know will fit here versus not fit here?
- What are our philosophies and boundaries on financial and non-financial compensation for executives? What compensation incentive structures are we receptive to considering and which are not acceptable? What have we seen work in other situations and what are we certain we will not do?

SECTION 3 ASSESSMENT PROCESS

Once the family has completed the human capital planning process, including the definition of leadership roles, position descriptions and ideal candidate profiles, they have the information needed to develop a comprehensive assessment process that will be used to identify and select candidates.

Each family is unique, so the criteria for fit will be unique to each family. There is no industry standard for assessment criteria.

Assessment Criteria

The first step is to define selection criteria consistent with the position description, ideal candidate profile and culture fit requirements. The criteria will also enable candidates to be consistently assessed both in an absolute sense against the requirements as well as in a relative sense - benchmarked to one another.

For consistency, and to identify the best candidate, it is important to use the same criteria and process to evaluate all candidates – this includes internal and external candidates as well as family and non-family candidates.

Assessment Tools

The next step is to determine which tools will be used in the assessment process. There are numerous tools available and they are often used in combinations. The following represents a list of the tools we consider to be most effective:

- **Structured interview:** Structured interviews involve asking each candidate the same questions in order to compare responses afterward and assess them consistently.
- **Behavioral Interview:** A behavioral interview is a technique that requires candidates to be introspective and asks them about past behaviors in order to predict future behaviors; candidates are also asked to provide specific experiences and stories to clarify and explain their behaviors and motivations.
- **Open-ended questions:** Determining in advance what you want to learn from a candidate and then preparing and asking open ended questions is important in all assessment interviews; the interviewer can then ask follow up questions to clarify the meaning or intent of the candidate's responses. Open ended questions are important; the interviewer is not effective if they put words in a candidate's mouth.
- **Behavioral assessments:** There are numerous behavioral assessment tools in the market. We have found DISC and Hogan assessments to be very useful. However, a behavioral tool is no substitute for comprehensive interviews in which you truly get to know the person, their values and their experiences in depth to assess fit. These tools are not intended to be a short cut or a "silver bullet."
- **Evaluation forms:** Evaluation grids or matrices that indicate the specific criteria to be assessed using a rating scale are an effective way to consistently assess and rank candidates.
- **Case study/presentation:** In instances where the family wants to get a deeper understanding of how a candidate approaches an analysis or problem-solving situation and/or a client advisory interface, or are torn between finalist

candidates, case studies or presentations can be helpful.

Proper assessment is critical to making the right long term hire decision. Families who do not have an effective assessment process have a high risk of failure. In other words, if you do not know what you are looking for or how to assess whether you have found it, you cannot succeed. If you do succeed, it is only a fluke and not repeatable. A family cannot rely on a miracle to occur. They need a process that can produce a reliable, consistent and successful outcome.

SECTION 4 RECRUITING PROCESS

Internal Selection Process

It is important to identify and assess internal candidates, including family members, for potential succession to leadership roles. The assessment process outlined in Section III should be applied to all internal candidates including any family members being considered for a position. If these criteria are deemed important for success and effectiveness, they should apply to everyone.

External Executive Search Process

The family conducts an external search in cases where a leadership role is not filled via internal succession. Whether the family decides to manage the search process themselves or engage an out-

side professional search consultant to conduct the search, it is extremely important to have a well-defined, structured process to ensure a successful outcome. The search process timeline, milestones and deliverables must be established. The individuals involved in the process and their accountabilities and responsibilities should also be clearly laid out.

An effective search process will include the following:

Search Strategy and Candidate Engagement Process:

- **Market Research:** conduct market research to identify the universe of potential candidates
- **Search and Candidate Target Strategy:** based on market research conducted above, create the “target pool” of potential candidates to be approached
- **Contact and Screen “Target Pool”:** access and engage potential candidates in discussion about the position; through screening conversations, determine the best qualified candidates to be interviewed

Interview, Assessment & Selection Process:

Once potential candidates have been sufficiently screened, it is time to implement the formal interview and selection process as described in Section III. As noted in that section, candidates should be

assessed using the tools and assessment criteria described on an absolute and relative basis. This will enable the family to effectively select the best candidate.

Negotiate Employment Offer

Once the final candidate has been selected and compensation and other employment terms agreed upon, an employment offer is typically made contingent upon satisfactory professional reference and background checks. Some families may do preliminary referencing prior to the offer being made, but it is crucial that the candidate's current employment situation never be compromised. If preliminary referencing is desired, it is best to ask the candidate for the names of references with whom they would be comfortable having the family or search consultant speak. When conducting background checks (e.g. criminal, etc.) it is very important to use an outside firm that specializes in doing this work.

Development Plan

In defining the ideal candidate, people often come up with a "Dear Santa list" - a list of 10 requirements with the expectation that the individual will be a 10 on each criterion. This person may not exist. The reality is that an individual will likely be a 12 in one or more areas and an 8 in one or more. The family will select the individual who represents the best "composite" fit for the position. If there are

any gaps in the candidate's technical knowledge or skills, a development plan should be established and implemented to ensure the success of the new hire. The individual(s) responsible for implementing the plan and evaluating progress toward completion should be clearly designated. Commitment from all constituencies concerned is necessary to the success of the new hire and the development plan.

Key Questions and Considerations

- Are we going to conduct the search ourselves or hire a search firm to do it? What are our criteria for that decision? If we decide to use a search firm, what are the criteria?
- What is our time frame?
- Who will be involved in the search process?
- Will there be a search committee?
- Who will be involved in the interview process?
- Who has decision-making responsibility?
- Who will assess technical skills?
- Who will assess culture fit?
- How will the interview process work? How many rounds of interviews? Will we do group interviews or one on one interviews?
- What are gaps in the candidate's knowledge, skill and experience in relation to the position requirements? Who will be responsible to develop and implement the plan with the new leader to close the gaps? What is the time frame for execution on the plan and how do

we measure success? How will we measure progress towards completion?

SECTION 5 ONBOARDING PLAN

The onboarding plan is designed to help the new leader become acclimated to their new role, to the family and family office culture, and to the family's advisors. The goal is to help the new family office leader build relationships and achieve results quickly and effectively. Creating early wins for the new hire promotes credibility. Commitment to the success of the new leader and to creating an environment to foster success is critical.

The following story reinforces the importance of an effective onboarding plan.

Imagine that you purchased a beautiful flowering plant that had not yet bloomed. The florist provided you with detailed instructions regarding its care to ensure it will bloom as intended. Now imagine that you took the plant home, left on a two week trip and returned to find the plant had died. The key question is, was the plant defective or did it die because you did not provide the food, water and light it needed to bloom? People are like plants – they need appropriate care and attention to flourish and succeed.

Key Questions and Considerations

- Who will design the onboarding plan for the new executive?
- How will you prepare the new executive in advance to build relationships with key family members, staff and advisors?
- If family dynamic issues occur, how will you help resolve them?
- In the case of succession, how will you help transition relationships from the departing executive to the new executive?

SECTION 6 PERFORMANCE MANAGEMENT PLAN

An effective performance management plan defines expectations and metrics to be used to evaluate success that are objective, results driven, quantitative and qualitative. Performance expectations and metrics must be aligned with family philosophies, values and objectives. They must also be mutually agreed upon and clearly communicated. Ongoing, open communication and feedback regarding performance and achievement of goals and objectives is also critical. Solving an issue and getting back on track quickly is the best way to avoid creating a chronic issue that could result in failure.

Compensation and reward systems also need to be designed and structured in alignment with

family values, philosophies, goals and objectives. Incentives absolutely drive behavior. The family needs to be sure that compensation and incentive plans will drive the behavior that leads to desired results.

Testing incentive plans against various scenarios, including extreme ones like 2008, is important to prevent unintended outcomes. The following stories illustrate the importance of testing incentive plans.

Story 1

CIO A was managing a \$1 billion plus portfolio in 2008. His performance was being evaluated against a customized benchmark. His performance was down 18% and the benchmark against which he was measured was down 24%. CIO A outperformed his benchmark by 600 basis points. The incentive plan triggered a substantial bonus payment to CIO A. The family was extremely frustrated and upset with the plan because it required them to pay a bonus after having lost 18%.

CIO B was also managing a \$1 billion plus portfolio that was fully invested. His performance was being evaluated against an absolute return benchmark. Through aggressive risk management and other techniques, CIO B kept the portfolio to -2% for the year, which was extraordinary performance under the circumstances. The incentive plan threshold before any bonus would be paid was LIBOR + 500

basis points. Based on the plan, CIO B was not eligible for a bonus and none was paid.

In both cases, one party felt shortchanged, creating resentment. In Story 1, the family's frustration led to them replace CIO A. CIO B's disappointment and frustration over not being valued for what he had done to protect the family's wealth led to his decision to leave to join another family office.

Story 2

CIO X had an incentive plan that measured performance based on gross portfolio returns versus net after tax returns. As a result, CIO X was not incented to pursue tax efficient investment strategies that might produce higher net after tax returns, but lower gross returns. The incented behavior was not aligned with the family's best interests.

Careful design and thorough testing of compensation plans are essential to prevent unfortunate incidents such as these.

Key Questions and Considerations

- What quantitative and qualitative metrics will we use to define success?
- What are 12, 18, 24 month performance expectations?
- Who will assess performance?
- Whose input will be used in the process?
- Who will deliver performance feedback?

- Will we use a compensation consultant to help us design and structure our executive compensation plans? If so, how will we select the consultant?
- How will we test the plan?
- How will we measure alignment of the plan with family objectives?
- How will we determine what changes to make in the plan?
- How do we measure family and executive satisfaction with the plan?
- How do we gather input to the plan?
- Authority and resources to achieve goals
- Personal and professional growth opportunities
- Competitive compensation and reward systems
- Smooth family leadership transitions/succession
- Sound governance

A clear business mandate combined with the authority and resources to achieve the mandate are essential. A nebulous mandate or frequently changing objectives will cause a high level of frustration that may lead an individual to consider leaving. Lack of authority or resources commensurate with accountability also create a retention risk.

SECTION 7 RETENTION PLAN

The importance of a retention plan should not be underestimated. An incredible amount of time and effort has been spent to identify and recruit a talented executive. It would be a catastrophe to lose the executive for lack of an effective retention plan. Retention cannot be taken for granted.

In our experience over many years, the following represent best practice components of an effective retention plan. Conversely, the absence of one or more of these components is often the reason(s) an executive may be receptive to considering another position.

- Clear business mandate

Retaining a high performing executive requires providing learning and growth opportunities. While this can be a challenge for family offices, it is important to invest the time to create development opportunities that will keep the executive stimulated and enthused. Many family offices, for example, have placed executives on boards or have involved them in strategic philanthropic initiatives. The key is to understand what motivates the executive personally and professionally, and to be creative about developing initiatives to successfully engage them.

Smooth family and family office transitions and succession combined with sound governance are also essential for retention. The story below illustrates an unsuccessful family office CEO succes-

sion scenario that could have been avoided.

CEO Q led a family office for 30 years and was scheduled to retire 6 months after a successor was hired. CEO R was hired and began working with CEO Q to transition into the CEO position. CEO Q had a hard time “letting go” and the family, in an effort to be kind, did not adhere to the time frame for CEO Q to transition and retire. After one year, CEO Q was still involved in day-to-day operations and would not disengage. CEO R became increasingly frustrated because his mandate to update some programs and technologies that CEO Q had put in place were being undermined.

CEO R went to the board to discuss his concerns and the need to complete the transition so he could accomplish the mandate for which he was hired. The board agreed and asked CEO Q to depart at the end of the month. CEO Q was hurt and offended that he was asked to leave. Everyone was uncomfortable when CEO Q left.

Had the family structured a transition plan with specific milestones and time frames and had that plan been communicated and adhered to by all parties involved, this unfortunate situation could have been avoided and a happy ending could have been possible.

Retention does not just happen. A carefully designed strategy and plan is essential to retain high

performing talent.

Key Questions and Considerations

- Do we have a mutual understanding with the new executive on what the mandate is and what success looks like?
- Does the new executive have the resources authority and support to achieve their mandate?
- Have we mapped out personal and professional growth opportunities for the new executive?
- Is our compensation plan competitive with other comparable positions in the market?

SUMMARY

Every family would agree that it is critical for them to successfully attract and retain the right leadership talent to enable them to achieve their long term goals and objectives and to support family sustainability. The process described here has been proven to work for over 15+ years – but will only succeed if followed completely and sequentially. Taking short cuts or cutting corners will not produce success and in fact may lead to very costly failures. Following the process consistently as prescribed will ensure the family can indeed get it right the first time, every time.

ANNUAL REVIEW QUESTIONS

Leaders and employees involved in this process should complete this worksheet as a starting point for your annual review.

What changed during the year? How well did we anticipate and respond to those changes?

Overall, what worked well and why?

What did not work well and why?

What could have worked better and what improvements can be made to accomplish that?

Who was involved in each step of the process? What did they do well? What can be improved? Who could rotate in or out of the process (or any step of the process)?

BEST PRACTICES CHECKLIST

Strategic Human Capital and Succession Plan

- Define key leadership and management positions
- Write position description
- Create “Ideal Candidate” profile
- Set budget and timing
- Remember to look for culture fit as well as technical skill and experience

Succession Planning

- Decide which positions require a succession plan
- Develop a plan for each position (written; addresses planned and unplanned succession event; considers all time frames including immediate, short term and long term; defines individual’s responsibilities for implementation)

Assessment Process

- Define selection criteria
- Internal vs external candidates
- Structured assessment and selection decision process (defines process tools and who is involved in assessment and how)
- Apply to internal and external candidates

Internal Succession

- Identify any positions that could be filled internally
- Identify and assess internal candidates
- Determine development plan needs
- Mentor and coach to ensure success

External Search

- Set recruiting strategy and process
- Identify and target ideal candidates
- Conduct structured interview, assessment and selection
- Negotiate compensation package
- Reference checking
- Create development plan to ensure success of new hire

Performance Management & Development

- Acclimation plan
- Performance management plan (objective and results driven; quantitative and qualitative)
- Motivation and rewards (financial and non-financial; drive the right behaviors)
- Supply resources for achieving objectives
- Ensure authority is aligned with accountability

Review & Retain Star Performers

- Clear business mandate
- Authority and resources to achieve goals
- Personal and professional growth opportunities
- Competitive compensation and rewards
- Smooth family leadership transition/succession
- Sound governance
- Creativity to “hook and hold” key talent

Evaluate Results Against Plan

Refine Plan for Next Hiring Cycle

ABOUT THE AUTHOR

LINDA MACK



Linda C. Mack is the Founder and President of Mack International, LLC, the premier boutique firm that specializes in providing retained executive search and strategic human capital consulting services to family office/enterprise, wealth management and investment industry clients on a national and international basis. Family office clients range from first generation business owning wealth creators to multi-generational families of six or more generations.

Prior to founding Mack International in 2002, Ms. Mack was a Partner of one of the top five retained executive search firms in the world, from 1997 to 2002. As a member of the firm's global Financial Services Practice, Ms. Mack was responsible for senior level search assignments across a wide range of financial services functions including private banking/wealth management, investment management, private equity, corporate and investment banking, and capital markets.

Ms. Mack brings more than twenty-five years of family office/wealth management, human resource management and financial services industry experience to each client engagement. Prior to joining TMP Worldwide in 1997, Ms. Mack was a senior vice president at Harris Bank/Bank of Montreal. Her most recent position at Harris was as senior vice president in the Private Bank, where she was responsible for marketing investment management, trust, banking and financial planning services to high-net-worth individuals and private family offices/enterprises. She was previously a senior executive in Harris' Human Resources Department, where she managed the majority of the bank's HR functions and was a senior HR consultant to Harris Bank/Bank of Montreal on merger integration issues. Earlier in her career, Ms. Mack held relationship management positions in corporate banking at both Harris Bank and Northern Trust, where she was responsible for privately and publicly held clients in New York, New England and Chicago.

Ms. Mack received her M.B.A., in finance and accounting, from the J.L. Kellogg Graduate School of Management, Northwestern University. Ms. Mack is an active participant in numerous professional, civic and non-profit organizations including the Economic Club of Chicago, Family Office Exchange (FOX), Institute for Private Investors (IPI), Family Office Association (FOA), Family Wealth Alliance (FWA), Family Firm Institute (FFI), Chicago Council on Global Affairs-President's Circle, The Women's Board of Rush-Presbyterian St. Luke's Medical Center and Northwestern University Women's Board. Ms. Mack is an FFI Fellow and holds the Advanced Certificate in Family Wealth Advising (ACFWA) from the Family Firm Institute.

Ms. Mack is considered a thought leader in the family office/wealth management industry. She is a frequent speaker at family office, wealth management and investment management industry conferences on a global basis and is widely quoted in books, white papers and other media publications.

ABOUT THE ORGANIZATION

FAMILY OFFICE ASSOCIATION



Contact Family Office Association

500 West Putnam Ave, Suite 400
Greenwich, CT 06830

Email: angelo@familyofficeassociation.com

Website: www.familyofficeassociation.com

Twitter: @familyoffice

Phone: (203) 570.2898

Family Office Association is a global community of ultra-high net worth families and their single family offices. We are committed to creating value for each family that we serve; value that grows wealth, strengthens legacy, and unites multiple generations by speaking to shared interests and passions. FOA has the resources to solve your most difficult challenges and help you achieve your collective goals: to invest intelligently, give strategically, and learn exponentially.

FOA is the community leader in serving all the key imperatives for ultra-high net worth families, respecting your privacy but enabling an intimate community of global families like yours. Our organization delivers private education and networking opportunities, proprietary research, and access to salient thought leadership that will interest all generations of your family.