Baird’s Financial Advisor Foundations Program is a highly competitive and rigorous rotational program that provides work experiences and educational opportunities in select Private Wealth Management functional areas to train NextGen Financial Advisor talent to be prepared for a successful career as a Financial Advisor and earn a full-time role on an existing team. This up to two-year program aims to provide practical opportunities to achieve progressive mastery of success principles through rotations for those who are dedicated and driven to become a Financial Advisor. This time period is divided between three phases: the Education Phase, the Application Phase and the Rotations Phase.

**Education Phase**
In the Education Phase, associates complete a critical foundational curriculum, which includes education and training, while shadowing key departments and finishing licensing exams.
- Receive training on the breadth of Baird’s expertise, resources, investment solutions and technology that collectively give you a competitive advantage
- Complete sales and client service training, finish the financial planning boot camp, articulate your value proposition as well as tackle a variety of quizzes and case studies to test your knowledge and understanding
- Create a simulated investment portfolio that you will track throughout the rest of the program, create mock performance reports and practice quarterly client reviews tied to a financial plan
- Complete a rough draft of a biography, business plan and pipeline tracking document
- Shadow relevant departments, including Operations, Marketing, Technology Best Practices, Supervision, Financial Planning, the Client Resource Team (CRT), Product Management and PWM Research
- Study for your Series 7 and Series 66 exams and begin studying for the CERTIFIED FINANCIAL PLANNER™ exam

**Application Phase**
In the Application Phase, associates will face real, practical, client-facing work in the Client Resource Team (CRT) and on a sponsoring wealth management team that requires individuals to leverage and apply training from the Education Phase.
- Work with CRT to communicate with clients, understand their goals and needs, identify and then implement investment solutions within a structured environment with close coaching
- Be paired with a sponsoring wealth management team to work as a dedicated teammate to provide the highest level of client service and help the team grow their business
- Begin to drip on your pipeline through your sponsoring wealth management team

The goal during this phase is to earn the trust of your team and build credibility such that you are given increased responsibilities, access to a variety of challenges and an opportunity to apply solutions, all with the aim to get as many real-world application experiences to build your confidence and expertise.

**Rotations Phase**
In the Rotations Phase, associates will rotate through a variety of departments that will be relevant to your career as a Financial Advisor with the chance to earn branch rotations on prospective teams with the goal of identifying and solidifying a permanent teaming opportunity.
- Complete meaningful work with the Product Management, Financial Planning, Marketing, and our Business Development Consultant departments, all with a dual goal to further the efforts of each of
those areas of Baird and also to continue to complete value-adding work for the sponsoring team from the Applications Phase

- Begin to target potential branch rotations with permanent teaming opportunities on established wealth management teams, articulating the value you could add to their practice and testing the fit of the relationship
- Begin negotiating a teaming deal
- Finalize your biography and business plan, complete the CFP curriculum and schedule the CFP exam
- Deepen knowledge gained during the other two phases

The goal of this highly competitive program is to train young professionals who aspire to be a Financial Advisor on how to give wealth management advice to clients so that they are able to accomplish their goals. At Baird, we believe true financial partnership means providing the personal attention and service our clients deserve and the thoughtful advice and solutions they need to succeed – no matter what’s next. There is a heightened expectation to produce measurable results in the Financial Advisor Foundations Program. Individuals in this program should aim to add value every step of the way, increasing results for Baird while earning opportunities to deepen their knowledge and experience with the ultimate goal of joining a team.

Public rankings will be posted through a leaderboard to drive self-accountability, document proficiencies and lead to a better team match. The practical work through the rotations will provide meaningful, first-hand understanding, strengthening investment knowledge, communication skills, and sales abilities. The program also fortifies one’s character, increasing resiliency, driving a stronger work ethic, teaching humility, fostering human connection and encouraging initiative.

**What makes this opportunity great?**

- Extensive resources and time dedicated to the development necessary to jump start your journey to becoming a Financial Advisor

- Ability to work with a variety of teams and leaders, increasing your knowledge and skills through many different work experiences and opportunities across Private Wealth Management

- Unique culture that values diverse backgrounds and perspectives while emphasizing teamwork, a hard work ethic and initiative

**What we look for:**

This Foundations program is for entrepreneurial and career-minded individuals. Baird is selectively seeking highly driven, people-oriented candidates committed to a long-term career as a Financial Advisor. Ideal candidates will have a solid work history in sales and business.

Additional ideal attributes include:

- Bachelor’s degree in Business, Accounting, Finance, or Marketing

- Open to being based out of Milwaukee, WI during the training period and also open to relocation where business opportunities exist post-completion of the program

- 3+ years relevant professional experience OR proven private wealth management internship experience with passed SIE exam

- Exceptional communications and analytical skills

- Ability to thrive in an entrepreneurial, sales-oriented environment that requires proactive initiative and resilience

- Strong desire to develop skills in client service, wealth management, new business development and practice management with a commitment to become a Financial Advisor at the conclusion of the program

- Must have the ability to obtain the Series 7 SIE, Top-Off Exam & 66 licenses within 16 weeks of hire and to pass the examination portion of the CFP by the conclusion of the program
Who we are:

Baird is a global financial services firm that draws on its 100-year history and its breadth of resources that allow us to provide first class advice, services and solutions with the highest level of integrity. We have resources, talent and intelligence throughout the country and around the world, which positions us to best give our clients advice. We have a strong balance sheet and are employee owned, removing the shareholder conflict of interest and keeping us nimble in our decision-making abilities to navigate through any market condition. It also serves as a unifying motivator that incentivizes all associates to work together, to better each other through collaborative intelligence for the ultimate benefit of our clients, generating great outcomes done well. Baird has been named one of Fortune's 100 Best Companies to Work For 15 years in a row.

Private Wealth Management is the core of what we do at Baird. We are complemented by the other four business units, which include Asset Management, Baird Capital, Equity Capital Markets and Fixed Income Capital Markets. People do business with people and we are proud to say that we have the best and brightest minds in the industry working here. We have approximately 3,500 associates, more than 850 of which are financial advisors at nearly 100 different branches across the country. Our clients trust us to manage over $200 billion in assets as of December 31, 2017. We pride ourselves in not being the biggest but being the most relevant. We have a tremendous culture that aims to provide the best financial advice and service to our clients and be the best place to work for our associates. Here, we work hard for our clients and for each other, and have a great deal of fun while doing it. Our firm’s “no asshole” policy is real, so much so that particularly selfless acts are often termed “very Baird.” We pride ourselves in our community involvement, encouraging all associates to give back to our communities and causes that move us.