



Investment
Management



ADVISOR ADVANCEMENT INSTITUTE | BEYOND NEXTGEN

Inside the *Rising Principal* Mindset

The industry is misreading the NextGen label

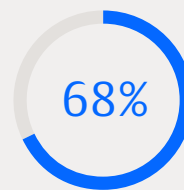
The term “NextGen” in the wealth management industry has become too broad. It currently describes everyone from advisors just entering the profession to experienced advisors already leading teams, managing significant client relationships, and helping shape firm strategy. Looking beyond NextGen focuses attention on those advisors who are no longer considered emerging talent. This cohort includes established professionals taking on responsibilities that extend well beyond their individual books of business. We call them ***Rising Principals***.

Develop talent. Build competitive advantage.

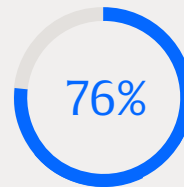
For firms, developing *Rising Principals* can strengthen the leadership pipeline needed to support growth and continuity.

For Rising Principals, taking greater ownership of their development can help build the skills, relationships, and influence to compete and advance.

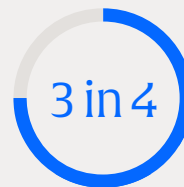
Meet the advisors shaping the next era of wealth management



are between
ages 35–45



identify as senior,
principal, or C-Suite



would recommend
the profession

11 years

average industry
experience

Look beyond age and title to the responsibilities these advisors already carry.

Two sides of the growth equation

Firms can create the conditions for *Rising Principals* to thrive, while *Rising Principals* can take an active role in building the capabilities and connections that move them forward.

FOR FIRM LEADERS

Create the environment

- 1 Embed development**
Connect learning to real work.
- 2 Clarify advancement**
Define the path and milestones.
- 3 Expand mentorship**
Broaden access to mentors and advocates.
- 4 Align rewards**
Recognize growing enterprise contribution.

FOR RISING PRINCIPALS

Sharpen your edge

- 1 Define your value**
Recognize your impact beyond production.
- 2 Target your growth**
Build the skills you need next.
- 3 Expand your network**
Build relationships and visibility.
- 4 Own your path**
Be proactive about your goals.

Are expectations and opportunity keeping pace?

For firms and *Rising Principals*, the opportunity is shared: create greater alignment between growing responsibility, continued development, and what comes next.

Turn insight into action

Discover what *Rising Principals* need to grow, lead, and compete, and what firms can do to attract, develop, and retain them. Contact your Advisor Consultant today to access the full research insights and all our Advisor Advancement Institute has to offer.



Source: New York Life Investment Management's Beyond NextGen Survey, 2026.

Results from collaboration strategies will vary by advisor and client and are not guaranteed. Success depends on engagement, specialist availability, and consistent execution.

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