



EXECUTIVE SEARCH + ADVISOR TEAM BUILDS FOR SCALED RIAs

The Executive Team Blueprint for \$5B–\$10B RIAs

A practical guide to rightsize the executive team, clarify functional ownership, and sequence the leadership hires needed to support the next stage of institutional growth.



Platform Scale Partners

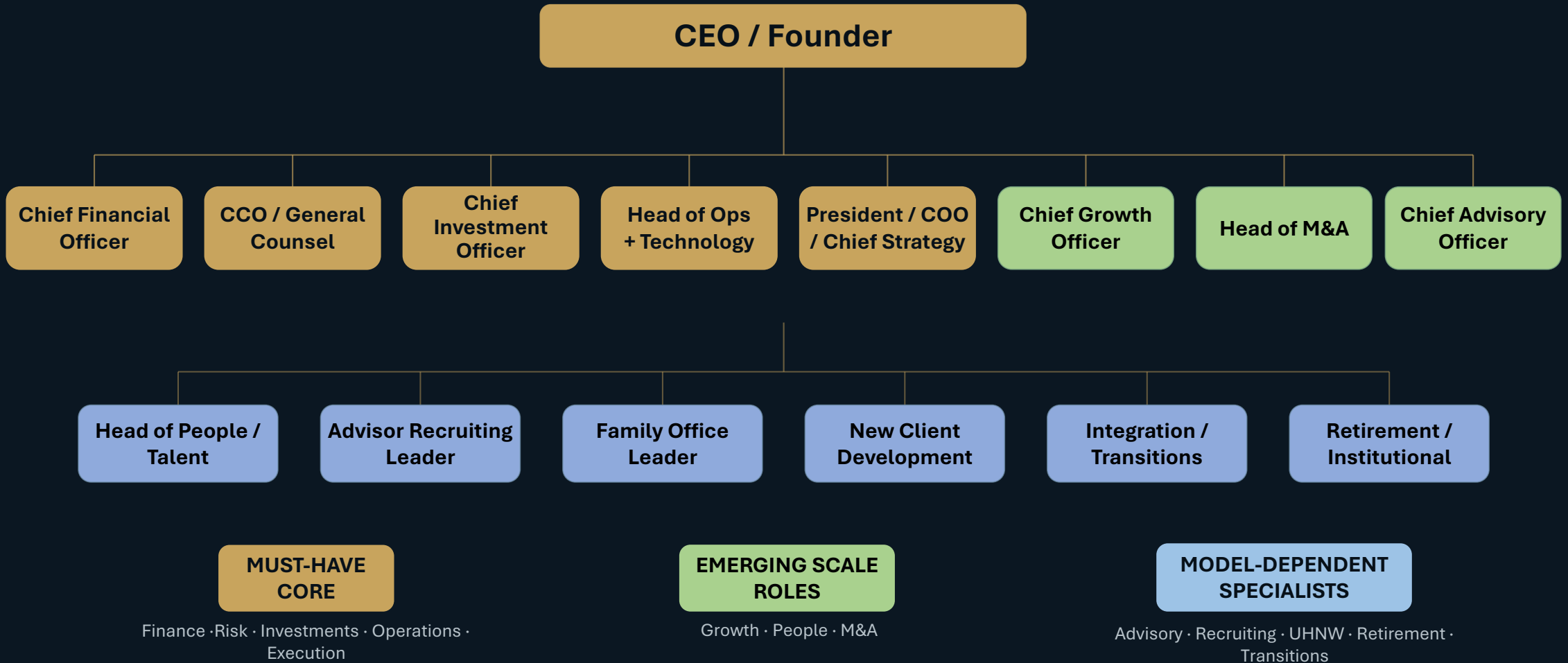
Prepared by Isaac Tessier, CFA | Platform Scale Partners | 2026

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The Operating Model for \$5B–\$10B RIA Leadership





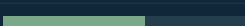




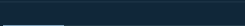
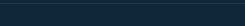
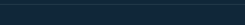
The objective is not to hire every role immediately. It is to ensure every critical function has a clear executive owner, with foundational leadership roles prioritized before model-dependent specialists.





Occupancy Rates for executive level roles for \$5B - \$10B RIAs

Percentages reflect whether a firm appears to have a dedicated or clearly assigned owner for the function — not necessarily a one-to-one C-suite title.

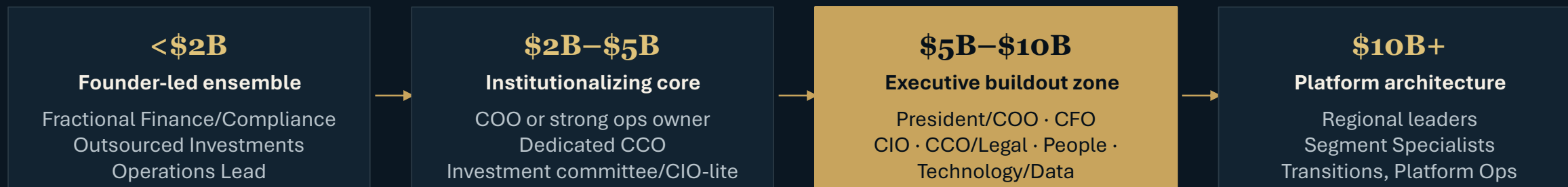
ROLE / FUNCTION	OCCUPANCY	TIER	INTERPRETATION FOR SEARCH / TEAM DESIGN
CEO / Founder	 100%	Must-have	Universal role; founder may still own too much decision-making.
CCO / General Counsel	 100%	Must-have	CCO function is required; legal depth varies by complexity.
Chief Investment Officer	 85%	Must-have	Investment platform leadership becomes central to advisor leverage.
Chief Finance Officer	 85%	Must-have	Board-ready reporting, margin discipline and KPI ownership.
President / COO / Chief Strategy	 80%	Must-have	Second-chair leadership for operating cadence and execution.
Head of Ops + Technology	 75%	Must-have	Workflow, service operations and systems adoption owner.
Chief Growth Officer	 55%	Emerging	Organic growth, referrals, marketing and advisor productivity.
Chief Advisory Officer	 45%	Emerging	Client experience, advisory standards and service consistency.
Head of People / Talent	 40%	Dependent	Talent, retention, career pathing and next-gen bench depth.
Advanced Planning Specialists	 40%	Dependent	Tax, estate, trust, insurance and UHNW technical depth.
Head of M&A	 35%	Emerging	Owns acquisition strategy, deal sourcing, and inorganic growth.
Advisor Recruiting Leader	 30%	Dependent	Most relevant for platform, breakaway and recruiting-led models.
Family Office Leader	 25%	Dependent	Most relevant for UHNW and multi-family office models.
Integration / Transitions	 25%	Dependent	Critical for acquisitive or advisor-transition-heavy firms.
Retirement / Institutional	 20%	Dependent	Segment-specific leadership for retirement-plan platforms.

Source / Note: PSP analysis of publicly available information for a sample of \$5B–\$10B AUM RIAs, including Form ADV filings, firm websites, leadership pages, LinkedIn profiles, and public role/function data. Percentages are directional, rounded estimates intended to illustrate relative executive-team maturity.



When to hire: scale triggers + highest-value leadership roles

AUM is only a proxy for complexity. The real trigger is when a function becomes too important to remain informal, founder-owned or split across multiple operators.



Top 5 emerging / high-value roles to sequence

ROLE	TRIGGER	OTE Comp Range	VALUE CASE / ROI LOGIC
Chief Growth Officer	Organic growth is founder-led or referral-only	\$400K–\$700K	+1–3 pts net organic growth potential; on \$5B–\$10B, 1% equals \$50M–\$100M AUM before market effects.
Chief Finance Officer	Budgets, KPIs and margin reporting are not board-ready	\$325K–\$600K	Potential 50–150 bps margin improvement through capacity planning, pricing and forecast discipline.
Chief Advisory Officer	Client experience, planning standards and advisor across offices or acquired firms.	\$275K–\$550K	Protects retention and advisor productivity by standardizing the client experience and advisory practices across the firm.
Head of People / Talent	Hiring, career paths and bench depth are fragmented	\$175K–\$325K	Protects enterprise value through retention, onboarding, compensation architecture and leadership bench.
Head of M&A	Acquisition growth is founder-led or dependent on inconsistent follow-up.	\$300K–\$700K	One well-sourced acquisition, tuck-in or advisor team lift-out can justify the role being worth it.



Executive team readiness checklist + how Platform Scale helps

Use the checklist as a quick diagnostic: the more questions answered “no,” the more likely the firm needs targeted executive search or a redesigned leadership structure.

Founder / CEO readiness checklist

- Is there a clear executive owner for organic growth?
- Is advisor recruiting and transition execution systematized?
- Is the investment platform centrally led and advisor-friendly?
- Are finance, KPI reporting and margin discipline board-ready?
- Is compliance / legal treated as strategic risk management?
- Are client service standards consistent across teams and offices?
- Is there a defined people, retention and next-gen leadership plan?
- Are technology workflows adopted — not just purchased?
- Which decisions still require founder approval by default?

0–1 gaps = scalable | 2+ gaps = targeted search priority | 3+ gaps = operating below scale



How Platform Scale Partners helps

- 1 Leadership gap diagnosis**
Map current ownership across growth, investments, finance, risk, operations, talent and advisor recruiting.
- 2 Role design + sequencing**
Clarify which roles are must-have, emerging or model-dependent before going to market.
- 3 Targeted executive search**
Source and recruit proven wealth management leaders with the right functional and cultural fit.
- 4 Advisor team buildouts**
Support confidential advisor recruiting, transition leadership and market mapping for platform growth.

Rightsize the team before scale exposes the gaps.

Ready to right-size your executive team? Start a confidential conversation: isaac@platformscalepartners.com • platformscalepartners.com