

Preparing for the Wealth Shift of the Century:  
**WOMEN'S LEADERSHIP SUMMIT**

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## Preparing for the Wealth Shift of the Century: HIGHLIGHTS FROM THE UHNW INSTITUTE'S INAUGURAL WOMEN'S LEADERSHIP SUMMIT

As the largest intergenerational wealth transfer in history unfolds, the UHNW Institute convened its first-ever Women's Leadership Summit to spotlight a critical yet often overlooked force in wealth management: women. Held April 30–May 1 in Palm Beach, the event brought together a powerhouse group of female leaders—advisors, family office executives, and financial experts—for high-impact conversations around leadership, succession, and the transformative role women will play as wealth creators and decision-makers.

Guided by the theme “Preparing the UHNW Industry for the Female Decision-Maker and the Coming ‘Wealth Shift of the Century,’” the Summit offered a dynamic blend of research-backed insights and candid peer discussions. From evolving client expectations to the need for systemic industry change, the event tackled both the challenges and opportunities facing firms as they serve an increasingly diverse and empowered client base. Participants explored new frameworks for engaging women investors, identified gaps in service models, and shared practical approaches to leadership and succession that embrace gender diversity.

### The Wealth Transfer of the Century: The New Face of Wealth

The summit opened with an exclusive presentation from [Jill Zucker](#), Senior Partner and Co-Leader of the Growth Transformation Service Line at McKinsey, and [Meg Sreenivas](#), Associate Partner in McKinsey's Financial Services Practice. Attendees were among the first to preview the findings from a brand-new McKinsey report, [\*The New Face of Wealth: The Rise of the Female Investor\*](#).

This groundbreaking research—based on insights from more than 13,000 global respondents—highlights a seismic shift in the wealth landscape: women are rapidly becoming a dominant financial force. As wealth management firms look to the future, their ability to adapt and authentically serve this growing segment will be a key driver of long-term success.

## A Decade of Research on Women and Wealth

McKinsey's interest in understanding client behavior more deeply began over ten years ago with its "affluent consumer survey," initially focused on how Americans interact with wealth managers, banks, and insurers. Over time, the research expanded to include high-net-worth and ultra-high-net-worth individuals and was refreshed every 12–18 months to track trends.

Early findings revealed that women answered financial questions differently from men, highlighting unique attitudes and behaviors around wealth. Initially hesitant to publish this data due to concerns about reinforcing stereotypes, Jill Zucker and her team made a bold move in 2020 by releasing a prediction: women would control \$30 trillion in assets by 2030. The industry took notice, but actual change was limited.

## A Global Perspective and a Sharper Forecast

In this latest installment, McKinsey took a global lens, incorporating 13,000 responses and interviews with executives to assess whether institutions are acting on the opportunities presented by women's growing financial power. The results are striking:



Women are now projected to control \$34 trillion in assets by 2030, up from the earlier \$30 trillion estimate.



As of 2023, women already control approximately \$60 trillion in assets, accounting for about 34% of global AUM, projected to rise to 40–45% by 2030.



This growth is driven by several forces: social (rising divorce and lower marriage rates), economic (greater earnings and education), demographic (women outliving men), and cultural (shifting norms about women and wealth).

## The \$10 Trillion Gap

Despite their growing financial power, women remain underserved: 53% of female-controlled assets are currently unmanaged, compared to 45% for men. This represents a \$10 trillion opportunity for firms that modernize their approach.

## What Women Want from Wealth Management

Women tend to favor long-term financial security, seek purpose-driven outcomes, and value trust-based, personalized advice. While confidence in financial decision-making is rising—especially among younger women—many still encounter advisory models that feel outdated, overly transactional, or misaligned with their goals. Following the McKinsey presentation, attendees engaged in *From Data to Dialogue – The Wealth Transfer in Practice*, a focused discussion exploring how these research insights translate into real-world advisory relationships. The conversation underscored the urgency for firms to move beyond one-size-fits-all models and to evolve their approach in ways that reflect the unique values, expectations, and lived experiences of female wealth holders.

### KEY TAKEAWAYS:



**Female-controlled wealth is surging:** Women are set to control up to 45% of global AUM by 2030, outpacing overall wealth growth.



**One-size-fits-all won't work:** Women display unique financial behaviors—firms must evolve beyond male-centric models.



**Advisors must act now:** The industry has awareness but lacks widespread adaptation. Firms that move now can capture outsized share.



**Segmentation is critical:** Not all female investors are the same—targeting by life stage, goals, and mindset is essential for success.

## The Family Fire Drill Methodology: Proactive Crisis Planning for Wealth Continuity

This standout session featured a panel of seasoned experts presenting the Family Fire Drill—a forward-thinking methodology designed to help families prepare for inevitable disruptions before they arise. The discussion was led by Harmony Abney, Director of Governance + Education at ALTi Tiedemann Global; Sharon Klein, Executive Vice President, and President at Wilmington Trust; Angelique LeDoux, Managing Editor of The UHNW Institute; and Rebecca Meyer, Partner at Relative Solutions.

Through structured scenario planning exercises, the Family Fire Drill methodology enables families to clarify decision-making roles, assess vulnerabilities, and strengthen governance. Panelists shared real-world examples demonstrating that families who rehearse their response to crises, such as the sudden death or incapacitation of a key family leader, are more likely to preserve both wealth and relationships during times of upheaval.

The methodology involves identifying the most likely disruptive scenarios, assessing their impact across financial, operational, and relational dimensions, and building tailored response strategies with clearly assigned roles. When reviewed and practiced regularly, these “drills” improve family readiness and foster cross-generational collaboration.

The panel positioned the Family Fire Drill as a vital complement to traditional governance tools such as succession plans, family meetings, and communication frameworks. Case studies highlighted its effectiveness in real-world events, demonstrating smoother transitions, fewer conflicts, and stronger family unity during periods of disruption.

## KEY TAKEAWAYS:



**Proactive planning creates stability in crisis:** Rather than reacting to disruption, families benefit from scenario planning during periods of stability. Identifying challenges—such as death, divorce, or business disruption—enables families to respond with forethought rather than panic.



**Structure, clarity, and accountability improve outcomes:** The Family Fire Drill process promotes clarity by defining roles, responsibilities, and action plans in advance. This reduces confusion and internal conflict when a crisis hits.



**Rehearsal and regular review are critical:** Just as fire drills in schools prepare students for emergencies, regular practice keeps families ready and aligned.



**Strengthened relationships are a byproduct:** Families that engage openly in these exercises report deeper trust and communication across generations.

## Family Leadership & Succession Planning: Creating the Transition to Leadership Roadmap

The day's third session featured an insightful panel discussion on leadership in multi-generational family enterprises, with a particular focus on the evolving role of women in succession planning. The panel brought together leading voices in the field: Stacy Allred, Managing Director and Head of Family Engagement & Governance at J.P. Morgan Wealth Management, Amy Hart Clyne, Chief Knowledge and Learning Officer at Pitcairn; Kathy Lintz, Partner and Managing Member at Matter Family Office; and Jennifer Murtie, Partner and Chief Wealth Advisory Officer at Ballentine Partners, LLC

Drawing from decades of hands-on experience advising ultra-high-net-worth families, the panelists explored the nuanced dynamics of leadership transitions—offering practical frameworks and personal stories that underscored both the challenges and the opportunities ahead.

## KEY TAKEAWAYS:



**Intentional leadership development** is essential: Families must move beyond naming successors to actively preparing them through mentorship, governance experience, and clearly defined roles.



**Women are rising**—but systemic gaps remain: While more women are stepping into leadership roles, they are still underrepresented in succession pipelines. Families must be deliberate in creating inclusive pathways.



**Leadership transitions affect more than the org chart:** Successful transitions require emotional readiness, cultural alignment, and shared vision—not just operational planning.









**Governance structures must evolve:** Modern family enterprises are embedding leadership development into their governance models, ensuring continuity across generations.

## Breakout Session #1: Governance Gridlock— Challenges and Solutions Surrounding Leadership Transitions

Facilitated by Kathy Lintz, Partner, Managing Member, Matter Family Office; Linda Mack, Founder and President, Mack International, LLC; and Doris Meister, Former Chairman and CEO at Wilmington Trust and CEO, Cove Hollow Advisors, LLC.

This breakout session focused on navigating the complex challenges of transferring leadership and wealth across generations within family businesses and enterprises. Participants engaged in a deep, nuanced discussion about the obstacles and potential solutions for successful intergenerational transitions, with a particular emphasis on communication, trust-building, and creating meaningful family connections.

## KEY TAKEAWAYS:

-  **Transparency** is critical but must be implemented gradually through a thoughtful, phased approach that builds confidence for both Gen 1 and Gen 2.
-  **Family meetings** and gatherings should be intentionally designed to be engaging, meaningful, and enjoyable—not mandatory command performances.
-  **Gen 1 leaders need to feel valued** recognized, and "revered" for their accomplishments to be willing to transition leadership.
-  **Incorporating spouses and creating individual connections is crucial** for long-term family cohesion and successful wealth transfer.
-  **Advisors play a pivotal role** as neutral facilitators who can help break down communication barriers and guide the transition process.
-  **Creating opportunities for Gen 2** to have "skin in the game" through gradual responsibility and participation is key to building trust and competence.

The discussion revealed that successful generational transitions are less about technical planning and more about emotional intelligence, relationship-building, and creating a shared family vision.

## Breakout Session #2: The Great Balancing Act—The Sandwich Generation and the Roles We Play

Facilitated by Diana Clark, President, Intent Clinical Consulting; Betsy Erickson, Managing Director and Head of Family and Individual Services, Arabella Advisors; Dune Thorne, Partner and Chief Strategy Officer, Brown Advisory; and Rosa McCormick, President, Key Light Capital LLC.

This session centered on the lived experiences of the “sandwich generation”—typically individuals aged 35 to 55—who are simultaneously supporting aging parents and raising children, all while managing careers, personal aspirations, and complex family dynamics. While often associated with emotional and financial strain, the discussion also acknowledged the unique leadership and empathy-building opportunities this group brings to family and wealth conversations.

Participants explored the mental, emotional, and logistical toll of dual caregiving roles, including feelings of burnout, sibling tensions, and career compromises. The session also examined how these challenges manifest even within UHNW families, where wealth does not insulate individuals from the stress of competing responsibilities. In addition, the group reflected on the evolving dynamics of values transfer—especially where younger generations resist traditional wealth norms—and the importance of open, intergenerational dialogue.

### KEY TAKEAWAYS:



***The emotional toll of dual caregiving*** is significant and not mitigated by wealth—burnout, resentment, and lack of bandwidth are common.



***Balancing family responsibilities often results in career*** sacrifices and limited time for personal well-being.



***Sibling conflict can arise*** when caregiving duties and financial responsibilities are unevenly distributed or unacknowledged.



***Open communication is essential*** to navigating generational transitions and fostering empathy within families.



***Values transfer is not automatic*** — next-gen members may question or challenge legacy narratives, requiring thoughtful, inclusive dialogue.

## Breakout Session #3: Fiscal Unequals & Fiscal Diversity—Redefining Power, Wealth, and Inclusion

Facilitated by Angelique LeDoux, Managing Editor, The UHNW Institute; Kristen Oliveri, Senior Family Office Advisor, The UHNW Institute; and Erika Shaw, Executive Director, J.P. Morgan Private Bank.

This breakout session explored the persistent disparities women face in wealth management—even at the highest levels—and how family offices can play a pivotal role in advancing equity and inclusion. Framed around the concepts of Fiscal Unequals and Fiscal Diversity, the discussion focused on the intersection of gender, trust, legacy, and access, and supported authentic dialogue around relationship dynamics, financial disclosure, generational values, and evolving family office practices.



## KEY TAKEAWAYS:



**Transparency around wealth in relationships is complex** — trust, timing, and personal comfort are all key.



**Diversity in leadership and decision-making strengthens family offices** and reflects evolving generational values.



**Family offices must create space for inclusive conversations** and ensure underrepresented voices are heard.



**Philanthropy can drive economic equity**, but families may need to balance legacy strategies with next-gen priorities.



**Next-gen** members are reshaping investment and giving through a lens of impact, inclusion, and long-term value.

## In Conversation: Q&A With Women Decision Makers






Facilitated by: Christie Houlihan, Executive Director, Senior Family Office Advisor, J.P. Morgan Private Bank; Angelique LeDoux, Managing Editor, The UHNW Institute; Rosa McCormick, President, Key Light Capital LLC; Kristen Oliveri, Senior Family Office Advisor, The UHNW Institute; Dune Thorne, Partner and Chief Strategy Officer, Brown Advisory.

The final panel discussion of the day on Women Decision Makers offered a compelling exploration of women's evolving roles in family offices and wealth management, featuring candid insights from experienced leaders navigating complex family business landscapes.

Through personal narratives, panelists illuminated the challenges of breaking through male-dominated hierarchies, sharing stories of resilience, strategic thinking, and professional growth that have transformed their family's approach to wealth management and governance.

The panelists collectively highlighted the critical importance of transparency, inclusive decision-making, and adaptable governance structures that value diverse perspectives. Their experiences underscored a broader narrative of change, demonstrating how women are increasingly becoming key decision-makers who bring emotional intelligence, strategic vision, and collaborative leadership to family offices, challenging traditional power dynamics and creating more holistic approaches to managing family wealth and legacy.

## KEY TAKEAWAYS:

-  **Women are breaking barriers in family wealth management through** strategic expertise and resilience.
-  **Transparent, flexible governance structures are essential** for successful family offices.
-  **Emotional intelligence and communication** are as critical as financial acumen.
-  **Building supportive professional networks is crucial** for women's advancement.
-  **Proactive planning and inclusive leadership** can prevent potential family conflict.

## Looking Forward

The 2025 UHNW Institute Women's Leadership Summit marked a pivotal moment for the wealth management industry. As women continue to rise as a dominant force in wealth ownership and decision-making, the imperative to evolve—with inclusion at the forefront—has never been clearer.

This summit illuminated a path forward—grounded in data, shaped by deep expertise, and driven by a shared commitment to change. The next era of wealth will be defined by personalized engagement, thoughtful leadership development, and governance models that reflect and empower the modern female wealth holder.

The UHNW Institute is proud to lead this vital conversation and looks forward to advancing progress alongside a dynamic community of advisors, leaders, and families shaping the future of wealth.