

The Wallace McCain Institute's (WMI's) mission is to "help entrepreneurs have a better chance of success". After years of working with founders, presidents and CEOs, it is clear that the most important thing entrepreneurs need to succeed is not access to capital but rather access to great people to help translate their dream into reality. In order to address this need, WMI established a peer group for senior strategic executives that began in the fall of 2010 under the name "2iC" standing for "Second-in-Command". In 2019, the program was renamed to reflect a broader range of senior leaders attracted to the program's structure and outcomes. "SEP" reflects the purpose of the peer group to provide strategic executives with a program to grow professionally and personally.

Candidates for this program are senior leaders with the power to act when their superior is absent. The role of individuals eligible for this program varies from one organization to another. Some have the responsibility for all areas of operations, some are the inside-facing person while the CEO is the outside-facing person and some are the executive focused on specific business needs. A key success factor for a CEO-senior executive relationship is their mutual level of trust. WMI modeled this program after its Entrepreneurial Leaders Program (ELP) to support both the CEO and their internal key leaders with similar peer group formats.

## IDEAL CANDIDATE

Next to the CEO/owner/entrepreneur, the executive leaders in the business are critical. Give back to them with this unique peer group experience. A candidate that would be suitable for this program has a profile similar to the following:

### Many hats to balance:

- Maintaining operational excellence
- Putting out fires
- Submitting funding applications
- Talking to the press
- Conducting performance evaluations
- Keeping the CEO sane

### Likely attributes:

- The "go to" person for the CEO
- The COO, GM, CFO, VP or equivalent senior executive
- The internal leader who needs to continue to grow for the company and for themselves
- The one that feels like a partner, with or without equity

## What you can expect at each session

The program includes monthly sessions that provide a total of 13 days of training. Sessions are designed to include 25% external content from speakers and 75% internal content from participants. Each session includes the following content:

- Goal accountability – tracking monthly progress
- Forum updates – sharing bests & worsts
- Speakers – learning through practical workshops
- Deep dives – improving confidence & decisions
- Peer coaching – 1:1 support to set monthly goal

## TYPICAL CHALLENGES

*"Every day there is a new direction or idea and it is a distraction to the staff."*

*"The vision may be clear in the CEO's head, but they don't know how to tell the troops."*

*"My challenge is to translate what the CEO says into tangible plans people can follow."*

*"Everything is always urgent and there is always a fire to put out."*

## TWO OPTIONS

The program has two start dates each year; one in the spring in NS and the second in the fall in NB.

	Spring	Fall
<b>Application deadline</b>	Feb 15, 2019	July 25, 2019
<b>Location</b>	Dartmouth, NS	Miramichi, NB
<b>Duration</b>	12 months	9 months
<b>Program dates</b>	April 25-26, May 23, June 20, July 18, Aug 22, Sept 19, Oct 17, Nov 14, Dec 12, Jan 16, Feb 13 and Mar 19	Oct 15-16, Nov 12-13, Dec 10-11, Jan 7-8, Feb 11-12, Mar 10-11, April 14-15, May 6-7, June 10-11
<b>Format</b>	Each monthly session is a Thursday from 9 – 5PM except for the first launch session in April which is a 2-day overnight retreat.	Each monthly session includes an overnight that runs from 1PM on Tuesday to 5PM on Wednesday. The launch in October includes an additional overnight.

## TOPICS

The speakers will focus on the following themes during the program.

**Leadership:** Understanding yourself & your role through personality profiling, peer coaching & goal setting

**Alignment:** Capturing customer needs, managing project fulfillment, product lifecycle, road mapping and prioritization.

**Money matters:** Managing the budgets and forecasting the operation. Understanding what financial reports are saying.

**Team building:** Developing your team capabilities and enhancing interpersonal processes.

**Marketing:** Amplifying your brand and leveraging social media and PR to increase your visibility.

**Metrics:** Creating systems to monitor what has been put in place, KPI's and dashboards.

**4R's: Recruitment, retention, reward & recognition:** Articulating your employment brand and getting the right people on the bus.

**Selling:** Achieving results by making compelling pitches with clear ROI and win:win to both internal and external customers.

**Change management:** Continual improvement of all processes and systems based on measurements.

## APPLICATION PROCESS

Before applying at the link below, review the website and our online directory of members. Contact someone you know to get a first-hand account of their experience. Either the candidate or the CEO / owner can complete the application form. After the application deadline, finalists will be emailed to schedule a joint interview of the CEO and the candidate. 14 – 18 members will be chosen based on the interview and the fit within the entire cohort.

## COST

The total program cost is **\$5000 +HST**. This includes speakers, accommodations, food and materials. This must be paid in full before the first session.

## LOCATION

The sessions will all be held at a private venue that assures confidentiality of the conversations. Specific details will be shared with chosen participants.

**APPLICATION DEADLINE IS FEBRUARY 15<sup>TH</sup> for SPRING in NS or JULY 25<sup>TH</sup> for FALL in NB**  
Apply today online <https://www.tfaforms.com/4745328>