



Peer Group for the Second in Command

The Wallace McCain Institute’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 they 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 2iCs (Second-in-Command) that began in the fall of 2010.

A second-in-command is by definition someone with the power to act when his superior is absent. The role of a 2iC varies from an organization to another. Some have the responsibility for all areas of operations, some are the inside ‘person’ while the CEO is in the outside facing role and some are focused on specific business needs. A key success factor for a CEO-2iC relationship is the level of trust. Understanding what makes a 2iC successful and ensuring they have the right tools for their role is key. WMI modeled the 2iC program after the ELP program to support both CEO and 2iC with similar context for learning.

IS THIS YOUR 2iC?

Your 2iC does so much for the company. Give back to them with this unique peer group experience. A 2iC that would be suitable for this program has a profile similar to this:

Many hats to balance:

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

Likely attributes:

- The “go to” person for the CEO
- The COO, GM, CFO, VP Bus Dev
- The internal leader who needs 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 nine monthly sessions that are one and a half days each (except for the first which is two days long). Sessions are designed to include 25% external content from speakers and 75% internal content from participants. Each session usually follow this schedule:

Wednesday	
1-5	Goal Review and Forum Updates
5-7	Break & Dinner
7-9	Deed Dives

Thursday	
9-12	Workshop
12-1	Lunch
1-2:30	Afternoon Speaker
3-5	Peer Coaching & Goals Setting

CHALLENGES FACED BY 2iCs

- “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.”*



University of New Brunswick

GUIDING TOPICS AND SCHEDULE

Many of the favourite ELP speakers will be brought in for the 2iC sessions so that the learning and resulting concepts are easily shared between the entrepreneur and 2iC. Sessions have been scheduled to “back onto” ELP meetings so that, in the event both are participating in successive sessions, the 2iC and CEO can plan a “debrief chat” on Thursday evening as one program ends and the other starts.

Oct 12/13

Leadership, peer coaching, goal /setting and measures. Getting the ground work laid for the program.

Nov 9/10

Team building and problem solving. How developed is your team and what processes exist now?

Dec 7/8

4R's: Recruitment, retention, reward & recognition. What's your employment brand? Integration to existing team. Hire slow and fire fast.

Jan11/12

Aligning people to the corporate strategies. Translating vision into plans. Engagement, identifying pivotal people, gaps to fill, people that don't fit, training & development needs.

Feb 8/9

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

Mar 8/9

Selling to both internal and external customers, achieving extraordinary results by making compelling pitches with clear ROI and win:win.

April 5/6

Money matters. Managing the budgets and forecasting the operation.

May 10/11

Metrics, KPI's and dashboards. Creating the system to monitor what has been put in place.

June 7/8

Change management. Driving the bus and correcting as you go based on measurements.

APPLICATION PROCESS

Although priority will be given to the 2iCs of current or past members of the WMI Entrepreneurial Leaders Program (ELP), 2iC cohorts usually have about 50% participation from companies that do not already have a WMI member.

After your application is received, an interview with the CEO and 2iC will be scheduled with the Executive Director of the Wallace McCain Institute. The interviews are conducted in August and early September. At the conclusion of the interview process, a maximum of 16 participants will be accepted. Acceptance will be based on the interview and the fit within the whole cohort.

Before applying, review the website, especially the 2iC video, and talk to alumni members. Applications are due by July 25th each year for the cohort starting in October of the same year.

To apply, complete the form below or send an expression of interest by email to:

Nancy.Mathis@WallaceMcCainInstitute.com

Include the name and contact information for both CEO and 2iC.

COST

The total program cost is \$5,000 + 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 retreat where the group will have exclusive use of the facility. All meals and meetings will occur on site. The facility is 20 minutes from Miramichi and has private, waterfront accommodations and WiFi.

REGISTRATION DEADLINE IS JULY 25TH

Company:

Name, title, email and phone number of 2iC:

Name, title, email and phone number of CEO:

Name and email to book the interview:

SEND THIS FORM TO: Nancy.Mathis@WallaceMcCainInstitute.com

UNB and the Wallace McCain Institute are committed to protecting the personal information of all applicants. The information collected on this application form will be used solely for the purposes of selection for the current year's 2iC program members and will be accessible only to the WMI staff. For more information on the protection of personal information at UNB, please consult the University Secretariat, University of New Brunswick, PO Box 4400, Fredericton, NB, E3B 5A3 www.unb.ca/secretariat (506) 453-4613.

YOU HAVE QUESTIONS?

Email Nancy.Mathis@WallaceMcCainInstitute.com or go through our online directory of members and contact someone you know to get first hand accounts of their experience in the program.