



Peer Group for the Second-in-Command

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 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 their superior is absent. The role of a 2iC 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 2iCs are focused on specific business needs. A key success factor for a CEO-2iC relationship is their mutual 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 its Entrepreneurial Leaders Program (ELP) to support both the CEO and 2iC with similar peer group formats.

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:

- 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 nine monthly sessions. 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
- 2 speakers – learning through practical workshops
- Deep dives – improving confidence & decisions
- Peer coaching – 1:1 support to set monthly goals

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

TWO OPTIONS

Beginning in 2018, the 2iC program will have 2 start dates, one in the spring and the second in the fall.

	Spring	Fall
Application deadline	Feb 15	July 25
Location	Halifax, NS	Miramichi, NB
Program dates	April 19-20, May 17, June 14, July 12, Aug 9-10, Sept 6, Oct 4, Nov 1, Dec 6-7	Oct 16-17, Nov 13-14, Dec 11-12, Jan 8-9, Feb 5-6, March 5-6, April 9-10, May 7-8, June 4-5

*** Spring start in Halifax, NS ***

Sessions have 2 formats. April, August and December will be 2 day overnight retreats, and the 6 other months will be single days from 8:30AM - 7:30PM.

*** Fall start in Miramichi, NB ***

Sessions run from 1PM on day 1 to 5PM on day 2.

Session 1

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

Session 2

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

Session 3

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

Session 4

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

Session 5

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

Session 6

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

Session 7

Money matters. Managing the budgets and forecasting the operation.

Session 8

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

Session 9

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

APPLICATION PROCESS

Before applying at the "getfeedback" link below, review the website and our online directory of members. Contact someone you know to get a firsthand account of their experience.

After the application deadline, we email finalists to schedule a joint interview of the CEO and the 2iC. 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 15TH for SPRING in NS or JULY 25TH for FALL in NB

Apply today online <https://www.getfeedback.com/r/iFRxHn17>