



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 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 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."



TWO OPTIONS

The 2iC program has 2 start dates each year; one in the spring in NS and the second in the fall in NB.

	Spring	Fall
Application deadline	Feb 15, 2019	July 25, 2019
Location	Dartmouth, NS	Miramichi, NB
Duration	12 months	9 months
Program dates	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 7-8, May 6-7, June 10-11
Format	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

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

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

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

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

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

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

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

Change management: Continual improvement of all processes and systems 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>