

# Strategic Executives Program



## Background

The Wallace McCain Institute's (WMI's) vision is to "be the catalyst that impacts entrepreneurial leaders in the transformation of the Greater Atlantic Area". 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". 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. In 2019, the program was renamed to reflect a broader range of senior leaders attracted to the program's structure and operational outcomes. SEP reflects the purpose of the peer group to grow strategic executives both professionally and personally. In 2021, a virtual option was added with a format that more easily fits into a busy schedule rather than requiring travel to attend a 1.5 day in-person session.

## Ideal Candidate

Candidates for this program are senior leaders with the power to act when their top leadership (the "boss") is absent. The role of individuals eligible for this program varies from one organization to another. Organizations include companies, government, NGOs and associations. Both the candidate and their boss (e.g. CEO, ED, Board Chair) must have the trust and desire to invest in the growth of the individual through professional development. Our goal is to expand the executive judgment of group members, so ideal candidates work for organizations that are prepared to leverage that growth. In some cases, the candidate could be a CEO of a small company. 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
- ✓ The one that feels like a partner, with or without equity
- ✓ The internal leader who needs to continue to grow for the company and for themselves
- ✓ The COO, GM, CFO, VP, ED or equivalent

## What to expect

The program includes monthly sessions that provide a total of 20 days of training. Sessions are designed to include a combination of external content from speakers and internal content from participants. Typically, there is no pre-work or homework other than to work on the goals selected by each participant. Each session includes the following components:

- ✓ **Goal accountability**  
Tracking monthly progress
- ✓ **Forum updates**  
Sharing bests & worsts
- ✓ **Speakers**  
Learning through practical workshops
- ✓ **Deep dives**  
Improving confidence & decisions
- ✓ **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 formats to cater to different priorities. The virtual session is easier to insert into a busy schedule while the in-person option facilitates a deeper connection between the participants (including speakers). Both options run over 2 years with 9 monthly sessions in the first year (dates below). Year 2 is co-designed with the group members to include 4 sessions with dates determined by the group.

	VIRTUAL	IN-PERSON
<b>Location</b>	Zoom	Upper Oxbow Lodge, Miramichi NB
<b>Program dates</b>	Oct 12/14, Nov 9/11, Dec 7/9, Jan 18/20, Feb 15/17, Mar 15/17, Apr 19/21, May 17/19, Jun 14/16	Oct 18-20 (extra day for launch), Nov 16-17, Dec 14-15, Jan 11-12, Feb 8-9, Mar 8-9, Apr 5-6, May 3-4, June 7-8
<b>Format</b>	Each monthly session includes 2 half-day blocks of time during the work week (Tuesday AM / Thursday AM) with 4 extra fireside speakers. Additionally, each person receives 4 private coaching sessions with one of the moderators to work on specific challenges, goals and opportunities.	Each monthly session includes an overnight that runs from 1PM on Tuesday to 5PM on Wednesday. The launch in October includes an additional overnight, with arrival at 7PM on Oct 18 <sup>th</sup> . The facility is ideal to establish close personal bonds with peers in the group after hours.

**Topics** There will be speakers at each session who 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 on the right, review the website and our on-line directory of alumni. 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. The form gives you the option to select between virtual and in-person, and if you are indifferent, the candidate will be considered for both options. After the application deadline, finalists will be emailed to schedule a joint interview by our moderation team with the CEO and the candidate. 14 – 18 members will be chosen based on the interview and the fit within the entire cohort.

**Application deadline is July 25<sup>th</sup>.**  
**Submit online at [www.Tfaforms.Com/4745328](http://www.Tfaforms.Com/4745328)**  
**[www.wallacemccaininstitute.com](http://www.wallacemccaininstitute.com)**

## COST

The total program cost is **\$6500 + HST**. This includes speakers, moderation, materials and accommodations/food (if applicable). This must be paid in full before the first session. (For funders, 25% of the in-person format is for accommodations & food)