

# Getting the best from your interim manager



Presented by: Ad van der Rest Chartered FCIPD MIIM





## Who's who ?



- ← You know all about the CIPD ! Europe's largest HR and development professional body, supporting and developing those responsible for the management and development of people within organisations.



- ← The Institute of Interim Management (IIM) is the UK's professional institute for quality standards of accreditation, professional development and best practice for interim management practitioners.



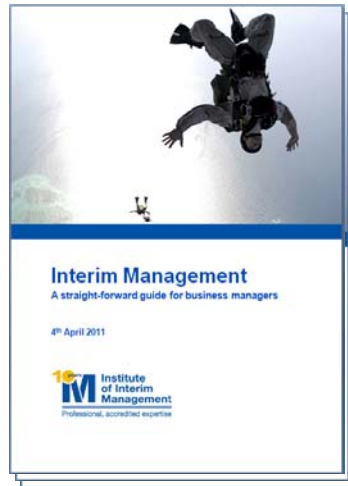
- ← Ad van der Rest is a 'live' Interim HR Director, specialising in 'HR crisis', Employee Relations, Performance, Talent and M&A. A Chartered Fellow of the CIPD and Board Director of the IIM.

# Where tonight's material comes from

Principle data sources for tonight's discussion are:



← The IIM's 2010 Interim Management survey, last updated January 2011.

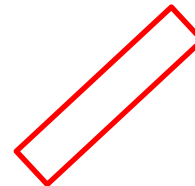
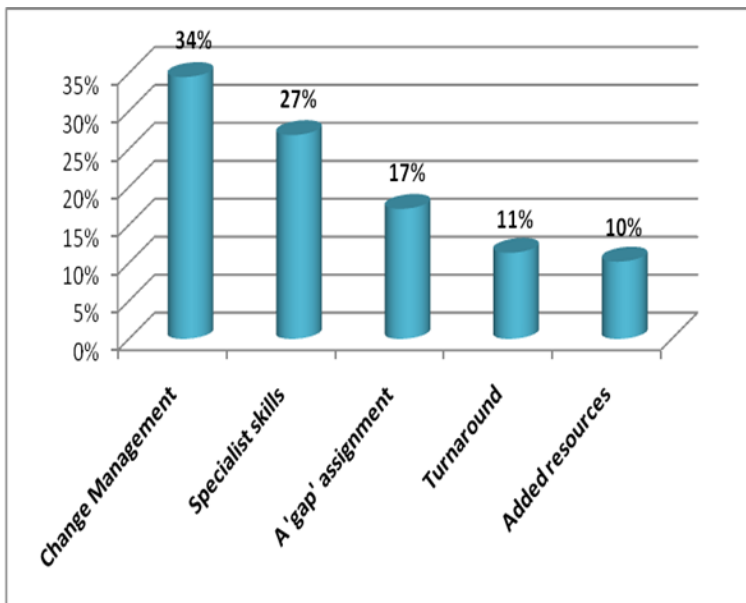


← A new series of interim management guides to business managers, published 4<sup>th</sup> April 2011

← The discussion threads of the 'Interim Management – IIM LinkedIn group, with 4,400 members, the largest IM group

# About interim managers

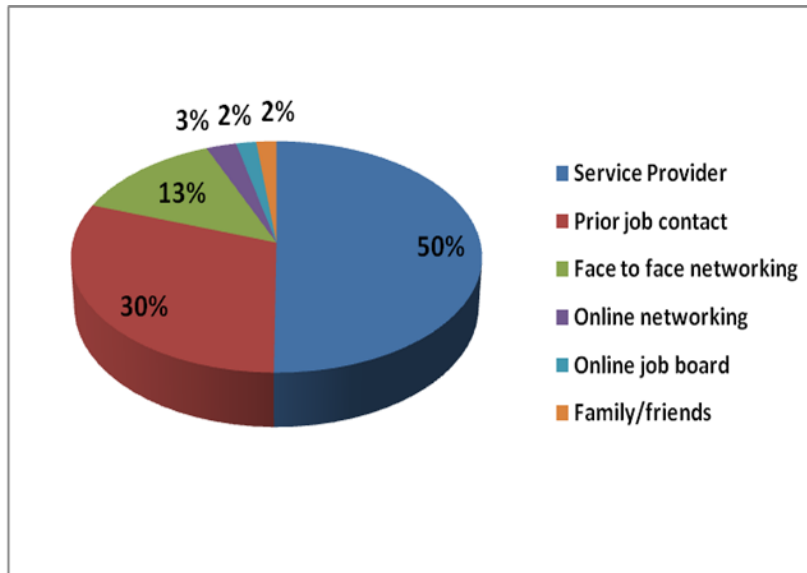
**Interim management** is the provision of effective business solutions by an independent, board or near-board level manager, over a finite time span. Such complex solutions may include change, transformation and turnaround management, business improvement, crisis management and strategy development. Interim managers are often experienced in multiple sectors and disciplines.



# Where do you find them?

**Interim management** should not be difficult to find, they don't hide!

- Find them using a 'leading Service Provider'
- or via your own network.
- Or find them online: e.g. 'Interim Management – IIM' on LinkedIn



## Leading Providers (top 10) (IIM survey 2010)

1. Veredus
2. Pilot Partners
3. Interim Partners
4. BIE Interim
5. Odgers Interim
6. Gatenby Sanderson Interim
7. Green Park
8. Methods Consulting
9. Postern
10. Alium Partners

## A thought about fees...

**Interim managers** pay for their own benefits, business costs and time off, so don't pro-rate them to 'equivalent' employee base salary.

<b>Employee base pay:</b>	<b>100%</b>
Company National Insurance	12% * (rounded)
Car allowance, medical benefits, pension	8%
Medical, life insurance and other benefits	4%
Pension	8%
Senior employee bonus	15%
Holidays, sickness, training	20% * employee paid but doesn't work
<b>Fully loaded employee cost:</b>	<b>167%</b>

Interim managers would like to be earning 1% of 'equivalent base pay' per day, but in the current market it is more realistic to be on a rate between 0.7% and 0.8% of 'equivalent base' which should improve.

Below that interim managers are operating at or below 'cost price', or you may have engaged a 'fixed term contractor'

# Spotting a professional

## Why bother with a 'career interim'?

- Their 'solution' should work having done it before
- They point out elephants
- They hit the ground running
- They add value
- They stick around until the assignment is done

## 'Signs'

- An interim 'track record' of success
- An 'interim CV'
- Limited company
- Professional Indemnity insurance
- Professional 'tools of the trade', website, e-mail
- Interim accreditation such as IIM

# Starting on the right footing

## **At the business meeting discussion**

- Balance assessment of skill/expertise/behaviours, with
- Room for the interim manager to explore the issue at hand
- This can be difficult in highly structured/public sector environments

## **During the first week or two**

An interim manager will:

- Enter at speed
- Diagnose the situation
- Re-propose the actual recommended solution after 1-2 weeks.



# During the assignment

## Expectations that will help:

- They will move rapidly, clear away any barriers to that.
- They need responsibility and control, they are not temps. Particularly with Agency Workers Regulations in mind!
- Interim managers **manage**. Don't get side-tracked with the mis-informed notion that employees can't have line management reporting to an interim manager.
- Interim managers **hold budgets**. There is no reason why an interim manager should not have 'peer equivalent' sign-off.

# During the assignment

## Expectations that will help:

- They will point out elephants, set expectations for that.  
They may share things the business does not want to hear.
- Suck their knowledge dry, they are not 'protecting' their job.  
Let them leave a legacy
- Let them tackle difficult and sensitive work. They will leave after all.
- Keep in touch, you might need them again.  
Let them have a professional testimonial/endorsement  
they are a business!

# Final thoughts

Despite tough times, most interim managers love the lifestyle.

A professional interim manager has it in their interests to do a great job for reputational reasons, before moving on to the next assignment.

Preference for interim management, IIM: 2010 survey:

