

# The 9 success factors for an Interim Manager

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In these times of uncertainty, we notice that the demand for skilled Interim Managers is on the rise. In many cases, extensive experience and fresh perspective from the outside, combined with flexible availability, are able to provide great added value to organizations. This is reflected in times of economic growth, but certainly also in times of recession and unrest.

But what exactly makes an Interim Manager so successful? And what should we pay attention to when trying to find the right Interim Manager for our clients? Based on our experience and the well-known research on 'Successful Interim Management' by Jaap Schaveling, we would like to share the 9 factors for success with you that we consider to be key to good Interim Management and a satisfied client.



## 1. Experience in and knowledge of your market, technique, and product

I find that this factor speaks for itself. An Interim Manager should have years of experience in your market, with your specific technique(s) and the type of product. Only with considerable substantive expertise will you be able to act decisively with the management in a project and improve matters on a strategic level.

## 2. Balanced, resolute personality

A good Interim Manager is calm and composed, but is also resolute, above all in stressful situations. They are someone who has already taken on this kind of task before, who have seen a lot of organizations from the inside and are not easily deterred by what they come across.

## 3. Aware of organizational politics and competent both in terms of leadership and social skills

A good change manager is like a fish in the water in a variety of organizations. They quickly understand how things are done and makes constructive use of that. In addition, a good Interim Manager knows how to achieve a lot on a social level with their team and other employees within the organization. At all times, they are sincere, transparent and keep the ultimate goal of the assignment in mind.



#### 4. Outlines the assignment, but approaches it as a mission to improve the entire organization

A good Interim Manager tries to get to the heart of the matter during the first consultation with a client. What is the underlying problem? What is going wrong or is not happening enough at the moment? And what are the ways to improve this? Starting from this focus, the Interim Manager slowly zooms out to the entire organization to see how this specific problem can be effectively dealt with as part of the larger organization.

#### 5. A good click between Interim Manager and client as well as clear agreements

Everything hinges on a good personal click between each other. Research shows that more than 70% of a client's decision is based on this personal click. We can introduce fantastic Interim Managers with experiences and backgrounds that are 100% in line with the wishes of the client, but if the Interim Manager does not fit the organizational culture and the personal workstyle of the client, the assignment will never be a success. That is why providing a choice within our agency has proven to be of great value to our clients.

#### 6. An analysis of the assignment

An assignment is not arbitrarily taken over by the Interim Manager. First of all, the reasons, circumstances and other factors have to be taken into account. Because if you want to resolve a problem within an organization, you have to be sure that you know exactly what the problem is. Besides, especially in these times of economic uncertainty, a good risk analysis is of great importance. What are potential scenarios and how do we act accordingly? A good Interim Manager will map these out in full.



## 7. A comprehensive action plan with clear commitments and evaluation sessions

This provides a good overview of the approach from the outset of the assignment. With realistic goals, KPIs and timeframes.

## 8. An assignment is brought to a clear conclusion with a review and handover

An Interim Manager will have only been successful if the changes then implemented in the company's operations still prove to be of added value after several years. Assurances and the passing on of knowledge are crucial to the successful conclusion of an interim period.

## 9. A good Interim Manager will pay for themselves

Cost savings are an important reason for organizations to engage an Interim Manager. Although the costs of appointing an Interim Manager are sometimes a cause for consternation, in practice, it turns out that the right Interim Manager will invariably recoup these costs for the client.

### International cooperation

This white paper is a contribution of SMW's partner Van de Groep & Olsthoorn (Gertjan van de Groep) from The Netherlands.

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