

The Art of Interim Management in the Middle East

a white paper authored by Shareek Interim Management,
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Middle East Talent Landscape

Truly believe the talent landscape in the Middle East has changed immensely, and rapidly post-covid. Hybrid working environments and the cultural shift in flexible talent has forced progressive leaders and HR professionals to think outside the box and present different talent solutions to the demands of the business.

An interim management relationship is essentially a performance based B2B contract and therefore it does not put pressure on any headcount restrictions or nationalization agendas. It gives the freedom for the corporation to secure a direct service agreement with an individual that must commit to agreed performance metrics and time bound deliverables, or the contract can be easily terminated with very limited notice periods. Reducing the cost of company of hiring full time employees with all the benefits/bonuses and any family relocation expenses.

This model has worked particularly well in fast growing markets such as Saudi Arabia, where under Vision 2030, highly ambitious national strategies are being driven forward with tight time frames and big transformation agendas. Multiple Mega and Giga Projects have been successfully launched across the Kingdom, and Government milestones have been fast-tracked due to well-placed interim talent that

can complement a predominantly Saudi National leadership team to deliver beyond expectations.

Effective Talent Solution

The world is changing fast and the demand for talent is constant, but the ultimate question is does the current situation and challenges really need a full-time senior executive to commit to 3-5 years long-term mandate or does the organization simply need some hardcore execution power to help deliver high quality impact in a shorter period of time.

Interim management is an effective talent solution to help organizations build immediate executive capability in a much shorter period of time – it allows executive leadership teams to continue to be nimble and agile based on high performance objectives that interim talent is asked to drive and deliver short to mid-term expectations with long-term impact.



Full Responsibility

The art of interim is making sure you have the right professional that understands how to integrate quickly with the vision and strategy of the organization, project or transformation agenda, define key objectives and deliverables, then take full responsibility for delivering such agreed objectives with high quality with the agreed specific amount of time.

Strong Commitment

They are not just another consultant talking high level with a slide deck that may require a PhD to digest. A true interim manager has a track record of success, knows how to roll up their sleeves and will be very hands on with complexity and push through any resistance with a strong commitment to exactly what they were hired to achieve. They become a key part of the team, with strong governance and compliance to mitigate any risks associated with execution and ambiguity.

A good interim will be able to effectively influence others, with a strong communication and coaching style to effectively build knowledge and capabilities in conjunction with the outcomes of the entire team that needs to deliver. They work hard AND smart to make it happen even if their subject matter expertise is highly specialised and long-term resources are being built around them. They may even be asked to

deliver a talent strategy to ensure continuity and sustainability once they have achieved the interim assignment objectives.

Successful Implementation

Stakeholder & team engagement is very important to a successful interim and dedicated decision-making is the key to execution power. An interim manager often drives the performance of a team or project or multiple strategic initiatives to satisfy the overall mandate at the level required to ensure a positive implementation. They should be able to make tough decisions, remove any noise and focus on the execution capabilities rather than climbing the ladder, getting caught up in politics or riding off the comfort of long-term employment to give freedom of time & flexible understanding. Interims do not have the luxury of time - they thrive off making it happen now, not

Inshallah!



Direct Co-Operation

Most interims have their own company and legally provide clients with a monthly invoice for their services, which allows corporations to optimize employment cost savings with an agreed flat fee that can be charged directly to the project budget or P&L as a supplier/vendor cost. Your interim management strategy can capitalize on a long-term monthly rate or more digestible all-inclusive day rate or even part-time hourly rates depending on the scope of work and demands of the interim assignment. This is most useful when you need highly specialized expertise that is perhaps based internationally and very hard to attract or relocate on a long-term basis due to cost and demand.

High Performance Objectives

The art of interim is often underestimated, but the reality is that some people perform better under pressure and enjoy making impactful decisions and meaningful implementation without the need to commit to full time corporate positions and have no desire to climb the career ladder. Less commitment to full time employment and stronger realization of strengths of execution allow an individual to deliver high performance objectives, but also ensure they work very effectively with others to achieve, and one could argue with a clear focus on the organizations objectives rather than their own personal agenda.

Process

Typically, an executive search project will take 4-6 weeks to present a shortlist of candidates, whereas, Shareek Interim Management Middle East can normally deliver a diverse range of experts within 3-7 day by utilizing the strength of Senior Management Worldwide (SMW) global network. Shareek ultimate aim is to really understand the challenges of the interim opportunity and the culture of the organization to ensure they go to market effectively to provide a number of highly capable interim managers that are extremely motivated to add value to the demands of the execution requirements. Shareek can also help with the client procurement process to support an immediate start date and future project performance milestones. Not only does this solution give our clients the flexibility to hire high performers in record time, but ensures the ability to scale up or down more effectively with regards to immediate talent solutions that can add value to the art of execution in the fastest possible time.



About Shareek

Shareek Interim Management East was established with the objective to deliver global interim management solutions to complex scenarios that need immediate execution power. After 25 years in the region, InterSearch executive leadership understood the shift in the dynamics of more flexible and scalable people solutions and in partnership with key clients across the entire Middle East have delivered a number of unique interim managers in such specialties as IT transformation, investment advisory & as niche as music academy expertise in the Kingdom of Saudi Arabia to drive global innovation to the complexity of new national agendas and specific strategic execution demands.

International cooperation

This white paper is a contribution of SMW's partner Shareek Interim Management Middle East (Samantha Robinson) from the United Arab Emirates.

Senior Management Worldwide (SMW) regularly publishes best practice examples from its partners. SMW is an international group of like-minded specialists of interim management providers. They operate in partnership under common principles and standards of excellence. Each partner helps organizations solve critical management issues and influence business outcomes. SMW offers the strongest and deepest network of leading interim executives available anywhere in the world. They combine global reach with local knowledge. With their combined reach and experience, the 25 partner countries offer a wide pool of interim and independent executive professionals across the world.

Wondering how we can help your company?
Contact the SMW partner in your region:
smw-interim.com.

