



# FAQs:

## PrimePlus Professionals and Interim Management

**T**here's been a great response to our series of articles on PrimePlus Professionals, and we have received numerous enquiries about interim management in particular. Here are answers to the most commonly questions raised.

**PrimePlus Professionals may not have that many productive years left – they may leave an organisation after a fairly short time. This begs the question: Why recruit them in the first place?**

PrimePlus Professionals – who are willing to take up “project” work – offer employers the flexibility to engage experienced, hands-on professionals with a proven track record of delivery on an “only when needed” basis.

**Being older, will PrimePlus Professionals have trouble fitting into our teams of younger employees?**

In preparing the PrimePlus Professionals for interim management assignments, the Singapore Professionals' & Executives' Co-operative (SPEC) emphasises and puts effort into re-orientating them to new roles, including preparing them to adapt to a “young and dynamic” culture. SPEC also runs coaching clinics and training workshops for them to enhance their functional skills and help them stay relevant in today's rapidly changing world of work.

**When should I recruit an interim manager?**

- When you lack the in-house resource to manage change, business transformation, specific projects, expansion, mergers and acquisitions, disposals, systems implementations, etc.
- When your in-house resource capable of undertaking the role cannot be released due to other priorities (e.g. secondment, promotion).
- To cover the absence of senior managers on maternity or other long-term leave.
- To assist during peaks of activity.

**What is the difference between interim management and management consultancy?**

Consultants tend to advise and recommend. Interim managers will advise, recommend and implement. They take ownership of the assignment to ensure delivery and will then move on to the next assignment.

**The concept of interim management is new to me and I have not used an interim manager before. Please advise me on how to get the best out of interim managers.**

Both the interim manager and you have a vested interest in a successful outcome of this arrangement. Your company wants value for money. The interim manager wants to use the success of the current assignment to promote himself for the next one. However, a successful outcome cannot be the sole responsibility of the interim manager. If you have not used an interim manager before, you should consider the following:

- Clarity on why you are using an interim manager.
- Establish well defined outcomes and expectations for the assignment and the interim manager, respectively.
- Communicate to all relevant internal stakeholders the appointment of the interim manager prior to the assignment.
- The responsibility vested on the interim manager should be accompanied by requisite executive authority.
- Give the interim manager freedom to do the job without too much interference.
- Accord the interim manager with the respect you would accord a senior member of your team.
- Keep the interim manager in the information “loop”.
- Appoint a “buddy” to the interim manager for useful contacts in the organisation.
- Check with the interim manager periodically to see if he is getting what is required to complete the assignment.
- The interim manager should bring a wealth of experience, which your full-time staff may not have. Don't look for a “clone” of your permanent employees. ©

*FAQs provided by Suresh Shah, Managing Director of Pathfinders Enterprise and an Advisor at the Singapore Professionals' & Executives' Co-operative (SPEC). If you have any queries on PrimePlus Professionals and interim management that weren't found in the FAQs above, please email them to [suresh@spec.org.sg](mailto:suresh@spec.org.sg)*