

Identifying the Key Drivers of Interim Management Potential

Overview

Saville Consulting alongside the Interim Management Association have conducted the first in depth concurrent validation study of Interim Managers to investigate the key competencies required of high performing interims. With data from over 350 interims and stakeholders we have created a robust competency model to underpin both Interim performance and potential. In addition the research highlights the key behavioural and aptitude differences between the interim population and the permanent management and professional population.

Research Design

A range of interims were selected to participate in the research by various members of the Interim Management Association. Participating interims were divided into 3 separate groups based on salary band and the number of assignments completed. Each participant was required to complete a 15 minute self report behavioural assessment (Wave Focus Styles™) and an 18 minute aptitude assessment (Swift Analysis Aptitude®). In addition the participant was required to send a performance questionnaire onto a manager, peer or colleague, who provided effectiveness ratings for the participant across a range of competency and performance criteria.

IMA members and Interim clients were also required to complete a 15 minute online competency importance assessment (Wave Job Profiler®) to capture the stakeholder expectations and perspectives on the key indicators of Interim performance.

Synopsis of Results

Overall interims outperformed permanent senior professionals and executives on a measure of analytical aptitude. This higher intellectual agility was most significant in the area of verbal ability and became even more pronounced with the level of seniority. These findings support research (Anderson 2005) suggesting that higher levels of aptitude become increasingly more important as the complexity of the job increases.

There were a number of competency areas in which the interims as an overall population placed greater emphasis than the permanent professional comparison group:

- Action Oriented
- Accepting Change
- Continuous Improvement
- Strategic
- Identifying Business Opportunities
- Results Orientation

The 3 main areas in which interims place less emphasis than the permanent professional group:

- Detail Focus
- Rule Following
- Self Organising

Key Indicators of Interim Performance

In terms of the behavioural determinants of Interim Management success there are **6 underlying competencies** of importance:

- Quick Working
- Continuous Improvement
- Deadline Focus
- Action oriented
- Results oriented
- Accepting Change

In addition the IMA members have identified a collection of competencies that they believe are important to interims and the Interim Management Industry.

- Upholding Standards
- Meeting Timescales
- Showing Composure
- Embracing Change
- Interacting with people
- Pursuing Goals

The Importance of this research for Interim Managers:

The results of the validation and job profiling exercise have unearthed a clear performance model that predicts to a large degree an interim managers potential. As a result the Saville Consulting Interim Manager report allows existing or potential interims to measure their competency strengths and compare these styles to those of other interims as well as a larger group of professionals and senior managers. Subsequently, it allows interim managers to make an informed decision as to personal development opportunities for their career progression.