

While every engagement is different, the following is a guide to interim management and the service Enchange provides.

10 Typical Roles

1. Resource gap Bridging a gap prior to a full time appointment being made.
2. Crisis Managing a crisis when a unexpected event occurs, e.g. dismissal, death or unexpected departure.
3. Project Managing a specific project that would normally be carried out by company personnel but resource is a constraint.
4. Temporary or part-time operational assignments the need for which will end, do not justify a full time employee or are designed to coach and train a new manager.
5. Post acquisition or merger management prior to establishment of the full management team.
6. Post management buy-out or buy-in management prior to establishment of the full management team.
7. Turnaround management or 'company doctor' when the role may be too risky to attract a permanent candidate.
8. Holding the fort in a situation where company strategy is not decided and operational roles are unclear.
9. Pre-sale management of a company or business unit.
10. Urgent change management of strategy, cost structure, organisation or procedures when an external threat is recognised. e.g. hostile take-over bid.



Enchange Value Added Interim Management

Terms of reference All Enchange interim management contracts include specific terms of reference and deliverables. These are drafted in response to a client brief and agreed at the outset of the assignment.

Client satisfaction We keep in close contact with clients during an assignment to ensure that the terms of reference are being delivered or updated deliverables are agreed. In short, we ensure our clients' satisfaction.

Skills transfer A major element of our interim management (and consultancy) work is ensuring skills transfer to client managers and staff. Our aim is always client self-sufficiency.

Handover An assignment will almost always involve a handover of responsibilities to a client manager or managers. We recommend that a minimum of 2-4 weeks be allowed.

Contract administration. We can, if required, provide all contract administration such as travel and accommodation for the interim manager.

...And Consultancy - What's the Difference?

- **Notice** Interim managers are often placed at short notice. Consultancy contracts usually take several months to commence.
- **Terms of reference** Interim management assignments nearly always commence with 'implementation-driven' terms of reference. Consultancy contracts nearly always involve a process of analysis and usually include design work. For an interim management contract, the analysis has usually been undertaken by the client.
- **Project work** For project work, consultancy projects provide expertise not available in the company. Interim management projects could normally be carried out by client personnel but resource is usually a constraint.
- **Executive power** In senior position, interim managers are often called upon to demonstrate strong leadership from the outset of an assignment and can have a large degree of executive power. Tough people decisions are sometimes made quickly. It is unusual for a consultant to exercise executive authority.
- **Client relationship** Typically interim managers become part of the client team quickly and identify totally with the needs of the client company. Consultants, while always working closely with clients, often maintain an 'arms-length' relationship with client staff and identify totally with project deliverables.
- **Contract duration** Interim management contracts are typically of longer duration than consultancy contracts. However, the maximum duration for any assignment should not exceed 18-24 months.
- **Fee rates** are typically lower for interim management contracts. Enchange offers a 10% discount on its fees.