

Interim Management

*The strategic weapon for leaders
in times of change*

Definition · Method · Selection · Steering · Results
A complete guide to successful interim management.

*“Free from internal politics, the interim
manager focuses on one thing:
delivering results.”*

– Jean-Paul Rosette

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01

Introduction

A world in constant transformation

The digital revolution is reshaping the daily reality of business leaders. Competition has gone global, technology is exploding as a critical success factor, and shareholders demand ever-greater returns.

Transformation is no longer optional. And paradoxically, the best time to go on the offensive is when the company is in a position of strength — exploring new opportunities, asking the right strategic questions, anticipating rather than reacting.

In this context, interim management stands as an indispensable tool. It enables companies of all sizes and sectors to become more agile and adapt to the modern world.

THE 3 FUNDAMENTAL BENEFITS

- An objective outside perspective — free from internal politics, the interim manager focuses entirely on delivering results.
- Immediately operational expertise — no learning curve; the manager is productive from day one.
- Complete flexibility — time-limited engagement, scaled to the need, without the constraints of permanent recruitment.

“I create momentum where everyone else is waiting for the plan.”

— Jean-Paul Rosette

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What Is Interim Management?

Far more than luxury temping

Originating in the 1970s in the Netherlands and Germany, interim management was historically a response to unforeseen situations. Today, it has become a defining feature of the modern business landscape.

TWO INTERVENTION CONTEXTS

Defensive Context	Offensive Context
Crisis / Turnaround	Digital transformation
Judicial restructuring	Strategic reorganisation
Urgent replacement of an executive	Post-M&A; integration project
Labour dispute management	New business line launch
Site closure	International expansion

Defensive interventions are Relay Management Missions (RMM): they respond to an emergency and typically last 3 to 9 months. Offensive interventions are Project Management Missions (PMM): they are defined by precise objectives over 6 to 24 months.

What Interim Management Is NOT

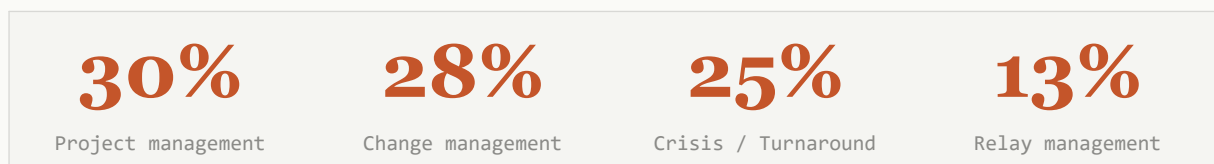
- It is not temping — it is a high-value-added mission with measurable objectives.
- It is not consulting — the manager does not deliver a report; they execute on the ground.
- It is not a disguised fixed-term contract — it is a commitment to results, not to means.

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The Market and Its Evolution

A sector experiencing rapid growth

KEY MARKET FIGURES



BREAKDOWN BY SECTOR

Sector	Share	Key functions
Industry	51%	CEO, CFO, Industrial Director
Services	20%	CEO, CHRO, CIO
Retail	10%	CEO, Supply Chain, Sales
Other	19%	Healthcare, Tech, Real Estate

Market Players

The Generalists

Recruitment and management consulting firms that have added interim management to their portfolio. Interim management is one skill set among many.

The Specialists (IMF)

Interim Management Firms dedicated 100% to this activity. Structured as professional services organisations, they maintain a pool of qualified managers who have been vetted and assessed in advance. This is the most reliable model for complex missions.

Digital Platforms

Marketplaces connecting companies with independent managers. Less selection, less support, but greater flexibility and speed.

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Step 1 — Define Your Needs with Precision

The quality of the brief determines the quality of the outcome

This is the most critical step — and the one most often rushed. A vague brief leads to a poor selection, a poorly scoped mission, and disappointing results.

ESSENTIAL ELEMENTS OF THE BRIEF

- Essential competencies — technical (hard skills) and behavioural (soft skills).
- Scope of responsibilities — hierarchical and functional perimeter, team size.
- Geographic scope — single site, multi-site, international.
- Precise context — company situation, stakes, anticipated obstacles.
- Measurable objectives — expected KPIs, milestones, deliverables.
- Expected duration — 3 to 6 months (relay), 6 to 24 months (project).
- Budget — equivalent gross annual salary > €100,000.
- Realistic timelines — factor in the initial diagnostic period (2–4 weeks).

Be realistic about timelines and budgets. An interim manager is not a seasoned professional who needs a clear framework to deliver. A d... outperforms an ambitious but unrealistic one.

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Step 2 — Choose the Right Partner

The IMF makes all the difference

Choosing the right Interim Management Firm (IMF) is just as important as choosing the right manager. The IMF ensures the quality of the selection, provides support throughout the mission, and secures the results.

CRITERIA FOR SELECTING AN IMF

- Market reputation — track record, verifiable client references, size of the talent pool.
- Specialisation — is interim management the firm's sole focus?
- Partner profiles — are the senior partners themselves former operational executives?
- Selection process — systematic reference checks, soft skills assessment.
- Pre-qualified talent pool — have managers been interviewed and evaluated before your request?
- Steering tools — scoping, reporting, mission closure: what tools are provided?
- Quality assurance — is there a formal client satisfaction tracking process?
- Geographic coverage — national, European, international?

“Curiosity, a taste for challenge, boldness, perspective, self-questioning, and drive — that is what sets the best apart.”

— Jean-Paul Rosette

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Step 3 — Select the Right Manager

Hard skills AND soft skills

THE TYPICAL PROFILE

20+	6.8	57%	100K+
Years of experience	Months per mission	C-suite positions	Gross annual salary (€)

Hard Skills — Technical Expertise

- Have they successfully completed similar missions? What are their references?
- What is their experience in your industry?
- What were the main challenges encountered and how did they resolve them?
- What team size and functions have they managed?
- What tools and methodologies do they command?

Soft Skills — Character and Conduct

Quality	Why it matters
Humility	Integrating into an existing organisation without ego
Listening	Understanding before acting — the key to diagnosis
Communication	Rallying teams around change
Composure	Staying the course under maximum pressure
Self-questioning	Adjusting the plan when surprises arise
Candour	Daring to say what nobody else will

The decisive criterion: choose the person you genuinely want to work with. You need to trust your interim manager throughout the mission so that everyone stays focused on results.

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Step 4 — Optimise the Mission

Rigorous steering and transparent communication

The First 100 Days

Weeks 1–2: Immersion

Active listening with all key stakeholders. Observation of processes. Identification of quick wins and bottlenecks. Scoping meeting with the principal to co-write the definitive roadmap.

Weeks 3–4: Action Plan

Presentation of the approach, adjusted based on initial observations. For each action, articulation of expected benefits and required timelines. Deployment of tracking indicators (KPIs).

Months 2–3: Execution

Rollout of priority actions. Regular three-way communication: interim manager, IMF Partner, and principal. Real-time adjustments driven by KPIs.

Steering Tools

- Weekly reporting — action progress, alerts, decisions required.
- Monthly steering committees — review, recalibration, validation of next steps.
- KPI dashboard — quantitative and qualitative indicators in real time.
- Three-way communication — manager + IMF + principal = permanent alignment.

OF ACTION

Using multiple levers reduces risk and spreads the workload. To productivity (procurement, production, sales), supply chain/inventory communication. A robust turnaround plan activates a minimum of 5 to

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Step 5 — Ensure a Successful Exit

Transferring results so they endure

The end of a mission is just as critical as the beginning. An interim manager who leaves without transferring their knowledge creates a dangerous operational void.

End-of-Mission Deliverables

- Documented mission report — results achieved vs initial objectives, before/after KPIs, lessons learned.
- Knowledge transfer — the processes put in place must work without the manager. Internal team training is essential.
- Forward-looking recommendations — next steps to capitalise on the results achieved.
- Organised succession — if a permanent hire is needed, the ideal profile is clearly defined.
- 360-degree evaluation — feedback from the principal, the teams, and the manager.

“I don’t deliver a report and walk away. I stay until the results are tangible — and the team is autonomous.”

— Jean-Paul Rosette

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Interim Management in the Age of AI

What is changing in 2026

Artificial intelligence does not replace the interim manager. It amplifies their impact and accelerates every phase of the mission.

What AI Brings to Interim Management

- Real-time diagnostics. Automated financial analysis, anomaly detection, multi-scenario modelling in hours instead of weeks.
- Competitive intelligence. Automated sector monitoring, weak signal tracking, real-time benchmarking.
- Augmented communication. Report writing, executive summaries, stakeholder communications — accelerated by a factor of 5 to 10.
- Digital visibility. Auditing the company's presence on AI platforms. In 2026, being invisible on ChatGPT or Perplexity is a major commercial handicap.
- Automation of repetitive tasks. The manager focuses on what remains irreducibly human: leadership, negotiation, decision-making.

“AI is the tool. The human sets the direction. Creativity is the difference.”

— Jean-Paul Rosette

The new interim manager profile in 2026: beyond the classic competencies (leadership, sector expertise, crisis management), they must master AI tools and be able to embed digital transformation into every mission. It is a decisive competitive advantage.

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My Approach

The Transition Leader

“I despise hierarchies, PowerPoints, and meetings that serve no purpose. That’s exactly why they call me.”

– Jean-Paul Rosette

After thirty years in the field and five completed corporate turnarounds, my conviction is simple: traditional interim management is no longer enough. The world has changed. Companies need leaders, not managers.

WHAT SETS ME APART

Flow over control

The most effective leaders do not force — they create momentum. My approach draws on the state of Flow: clarity of intent, total focus, authenticity. When a team enters collective Flow, performance rises naturally.

Truth as a method

I walk into the company, listen to the teams, look at the numbers without filters, and say what I see. Complacency kills more companies than crisis ever will.

AI as an accelerator

Every mission includes a digital transformation and AI visibility component. A turnaround that ignores AI in 2026 is an incomplete turnaround.

Non-linear thinking

Identified as gifted, I see connections others miss. Branching, non-linear thinking is a turbocharger for creativity under pressure.

Zero Touch — the reinvented enterprise

I do not merely turn companies around. I guide leaders toward frictionless business models: outsourced, automated, scalable. The future belongs to lean structures.

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Decisive People for Decisive Moments

Conclusion

Interim management is no longer a last resort. It is a strategic weapon that the highest-performing companies use to anticipate change, accelerate transformation, and secure transitions.

In 2026, in a world shaped by AI, permanent disruption, and the relentless acceleration of change, the companies that will succeed are those that surround themselves with the right people at the right time — leaders capable of creating momentum, speaking the truth, and converting opportunity into results.

*“I’ve driven rally cars and companies in freefall.
The principle is the same: the one who brakes too early loses.”*

— Jean-Paul Rosette

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