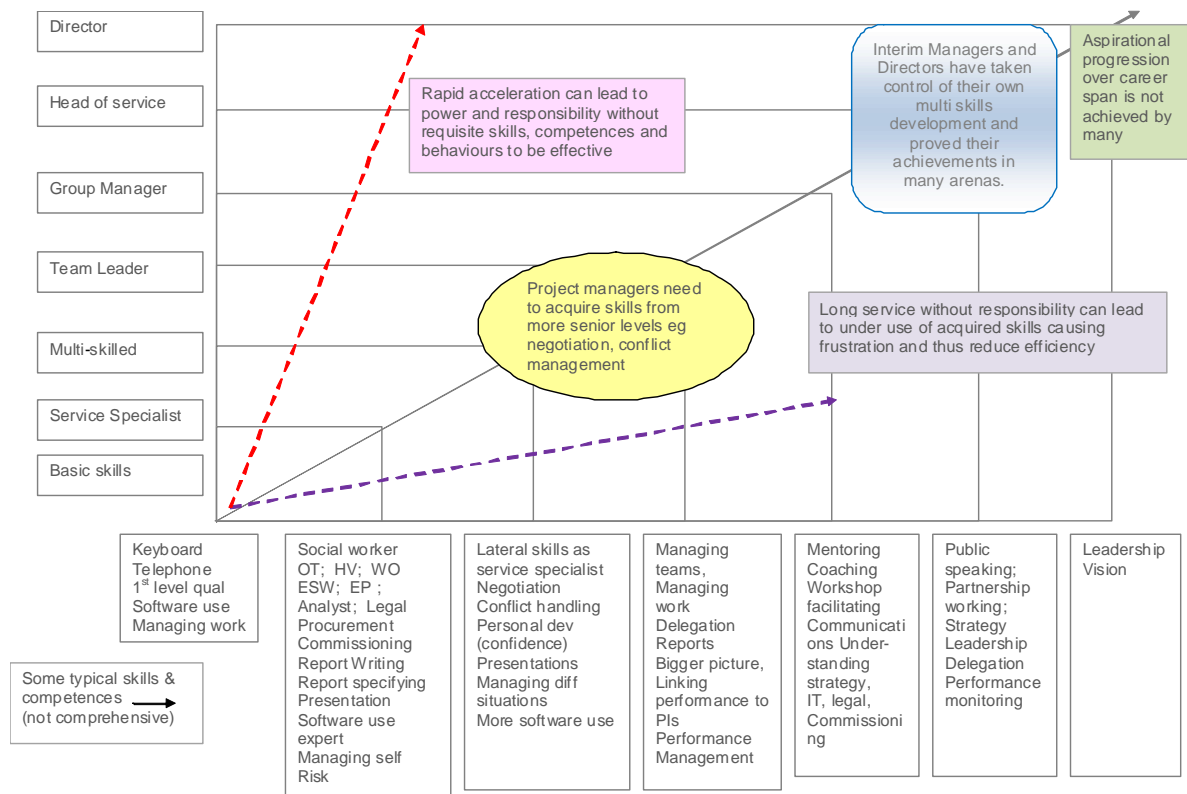


What is the difference between an Interim and a permanent Employee?

Why does an organisation benefit from using Interim Managers rather than employing permanent staff? Here are just a few comparisons to help answer this question.

Categories	Interim	Permanent employee
Career choice	An Interim Manager has made conscious decision to move across organisations and "sell" outcomes. He uses his bank of achievements, backed up by recommendations and endorsements as his sales pitch. He is not "between jobs" but more to be used "between people" from an organisation's perspective.	A permanent employee is not so often chosen for his track record in a particular rôle, but for his potential to grow into it and deliver. Very often he will not be able to hit the ground running.



Skills development matrix shows the narrow path of progress for many permanent employees

Skills and competencies	An Interim has a specialist area in which is usually highly qualified and or experienced. He also has a range of supporting and related skills which enable him to pick up all the details of delivery asked of him. He does this by managing stringent CPD requirements for his own professional accreditation through the IIM. The Interim is generous with this knowledge, skills and competences. He shares everything he can. He looks forward to news, months down the line, that an employee has used this legacy to gain a better post or achieved an exceptional outcome.	As you can see in the Skills Development Matrix above, the permanent employee is guided through a path of increasing skills in well managed organisations. The Cost is borne by or heavily subsidised by the organisation. The phrase 'knowledge is power' still holds sway in many organisations. Truly open learning, training and mentoring are rare. Competition for the next promotion or the move to the new department will often override a sharing culture. Managers have been known to keep knowledge from would-be high fliers or even to take credit for their achievements if they are considered a threat to his manager's own position.
Development	The Interim is free to develop in any direction he thinks may improve his offering.	The permanent employee is very often confined to the prescriptive route required to fulfil his rôle. This can lead to frustration.
Costs to the organisation	An Interim has a day rate which includes his own company's financial management, PAYE, Pensions, Indemnity Insurance, CPD and marketing. Some in-house costs are added, such as	Any agreed development and training costs are hidden for a while, but is very often higher than the cost of training. Pensions, NI, equipment, absence, holidays, bank

mileage between a client's locations. And Other expenses are agreed in advance by negotiation. The Interim is paid only for the days he is present or working on behalf of the organisation.

holidays, jury service, maternity leave, paternity leave, compassionate leave and carer leave are all included in the gross outlay for permanent employees.

Value-add	<p>The Interim has a compulsion to add value to your organisation. He looks for ways to save you money. His experience in other organisations, leads to benchmarking which can otherwise be missed. The value he adds to your organisation is the trademark of his offering.</p> <p>Typically for an Interim he works at Board level and operational level, bringing clarity to the vital connection between strategy and operations.</p>	<p>A permanent employee does, at certain points in his career, have an incentive to add value. He may be in a competitive sales environment, or be seeking a promotion. Some permanent employees will always give extra value but many will sit tight and wait to be asked for any delivery over and above their norm.</p> <p>It is rare to find permanent employees who can operate successfully at Board level and still remain fully connected with operational staff.</p>
Sustainability	<p>Sustainability from the Interim lies in several areas. A key factor is the interim's experience in gaining buy-in at all levels for change. His skill in finding specific incentives for disparate individuals so that they take personal ownership is one aspect. Another is having the specialist to ensure that any Strategies, policies, systems, processes, are robust enough to ensure the capability of any outcomes over an extended period and with capacity to grow.</p> <p>The interim will apply the same rigour to training programmes and training of trainers, and continuing access to training rather than a "Sheep-dip" approach which tempts many organisations.</p>	<p>Change in an organisation is so often not followed through. "Reverting" to old ways is hard to avoid. If the managers are not continuously enthusiastic, the employees lose their incentive and momentum very quickly. For permanent employees, if there is no ongoing scrutiny of compliance with new ways of working, they will not always be keen to make the extra effort.</p> <p>Many organisations have tried the sheep-dip approach, bringing in trainers for a specific purpose. However, people move on and the message can be lost very easily.</p>
Succession planning	<p>An Interim has an exit plan from day one. In many assignments, part of the delivery is to find, develop and empower a successor. As the Interim is not in any way a threat to any member of staff in an organisation, he is able to work with your employees in a very open way and this helps to get the best from employees.</p> <p>An Interim's objectivity in this area can be a great advantage and overcome preconceived ideas, cliques, fortress management structures and their resultant anarchy.</p>	<p>Permanent employees can find it difficult to make the progress they expect. Personalities, timing, funding and many external forces can impact on an organisation's succession planning. Suppression of the best candidates is not unheard of.</p> <p>Sometimes in organisations, the idea of succession planning is not addressed at all, sometimes it is left until something happens, and with better organisations there is a planned development programme on a wider scale than the Interim will influence.</p>
Flexibility	<p>It can take a couple of days to source and secure an accredited interim. An interim can cover unexpected absence, or be brought in for specific outcomes but his brief can be expanded quickly, or he can bring in other resources with more detailed or other specialist skills, often with a day or so.</p> <p>When the outcome is achieved the contract ends and there is no requirement to find other work for an interim. Should circumstances change; the contract can be amended or terminated within agreed terms, very promptly.</p> <p>The Interim typically works at Board level and retains the skills to be effective at operational level, bringing clarity to the vital connection between strategy and operations.</p>	<p>The lead time for permanent recruitment can be months. Valuable resources are often wasted, or under used because of lack of management. In the case of long term sickness for instance, a whole department can be without the necessary leadership skills in vital areas of activity.</p> <p>Terms and conditions of employment and job descriptions are written to protect the employee from disadvantageous change. However this can also lead to slow improvement for both parties. It often leaves the organisation vulnerable to the two extreme consequences shown in the model above. The Once-off over achiever who has been put in a position he doesn't manage well but can be difficult to oust from, is a typical problem. At the other end of the spectrum are the employees who fulfil the minimum requirements and never develop but do acquire skills in guile, avoidance and even subversion because they are frustrated at their own ineffectiveness.</p>

Whilst a series of Interim managers, is not good for the morale of permanent employees, if properly managed, Interim managers can bring a fresh perspective, objectivity, strong skills, the ability to transfer skills and competencies, a true legacy of sustainable change and renewed vigour into operational areas of the organisation who have felt disconnected with the senior management and strategies. What you can expect from Interims is what you've asked them to achieve.

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