

BIE Interim Executive

Seminar underlines just how the public sector can benefit from using interim executive managers

A breakfast seminar held recently at the CBI Conference Centre at Centre Point in London provided senior civil servants with a practical and helpful insight into just how this valuable resource can best be used in the public sector. It also gave them the opportunity to voice their particular concerns about the problems they are facing with regard to recruiting senior-level candidates with private sector experience.

Organised by BIE Interim Executive Ltd, the leading firm in Interim Executive Management, the seminar demonstrated just how effective an Interim Executive can be in the public sector, a solution that Sir Peter Gershon's Review strongly advocated.

It has been apparent in recent years that whilst the private sector is increasingly embracing this resource, the public sector has been slower in taking up this option. According to a Mori poll, Britain's Captains of Industry have found that "interim executives are more suitable and more cost-effective than management consultants for implementing change".

The seminar encouraged delegates to explore the way in which Interim Executives might be of assistance in their own organisations and the questions that came from the delegates were very revealing in that they addressed real issues and unearthed some perceived but unfounded anxieties. The following questions that came from the delegates were typical of those that concern most organisations in the public sector.

Question:

What happens if, after the Interim Executive has left, the middle management slip back into their old ways or, even while he/she is there, only pay lip service or even resist the proposed changes?

Reply:

One person alone cannot change the way an organisation works or thinks. The role of the Interim is to act as a catalyst for change. They must build, lead and

STREAMLINING THE PUBLIC SECTOR

'As the pace of public sector reform increases, Interim Executives can play a vital role in changing the way organisations and systems operate and public services are delivered'

John Williams, Head of Public Services, CBI

motivate a team of people to deliver a programme of change. Only in this way will the changes be irreversible.

Question:

Taking a look at the roles that

your Interim Executives have played in the public sector, they seem to fall into the support functions of Finance, HR or IT. Are there Interims that can exercise a broader function across a number

of these disciplines?

Reply:

It is true that the majority of public sector interim roles are those where generic professional skills can be successfully imported from