

# WHAT TO EXPECT AS AN INTERIM MANAGER IN 2023

BY JOHN LAYCOCK

For many, a new year means new goals and new achievements - if becoming an interim manager or strengthening your interim career is one of your resolutions in 2023, this is what you'll need to know.

The good news is that we expect strong demand for exceptional interim managers in 2023, despite some turbulence in the worldwide economy. However, the candidate market looks like it will be very tight, so it is really important that interims are clear on their offer and how they can drive change and improvements with clients. And with the IR35 argument now seemingly complete, we all need to work with the system and accept that there will be no change.

## Strengthen your speciality and presence

There seems to be less demand for generalists and much more for specialists - so if you are a former, do your homework on which settings your generic skills can be best made use of.

Make sure your CV is as smart as it can be - this is your key marketing document, so it's worth having a strong general one, which can be easily and quickly tailored for each role. The same can be said for having a strong social media presence.

## Have patience

Despite demand, clients will be even more cautious about hiring the right interim, so processes are taking longer to complete - for a candidate, please be patient - for a client, the more you delay, the more likely you will lose out on the right candidate given the demand.

## Keep your skills fresh

Change and Transformation skills will especially be in demand in the public / not-for-profit sector - doing the same for less - emphasising efficiency and technology to drive better services. New skill sets will be required that didn't exist, say five years ago, which means the pool of eligible and experienced interim managers is very shallow in these areas, so if you have them you will be in constant demand.

## Continue to diversify

We are seeing more and more interims creating real portfolio careers with a mixture of interim, consultancy and NED work. Do you have the differing skill set to be successful in all three (they are very different roles)? Interim clients are rightly expecting more diverse shortlists from us, so this is an area we will continue to focus on to ensure we constantly provide the most diverse pool of candidates possible.

Interim will still remain a career where the possibilities of personal development are limited - clients want people who have been there and done it (successfully!), not people who will develop into the role. Similarly, the ability to work cross sector is much more limited in interim work than permanent work.

However, with dwindling talent pools in certain sectors, clients will be forced to be more open minded and flexible on sector experience - 2023 could see a real shift in this area.



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