

# INTERIM MANAGER PULSE



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2.2026

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# INTERIM MANAGER PULSE

## AN ANNUAL INITIATIVE

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Interim Manager Pulse is an annual initiative that checks the status of Interim Managers in Europe. It was started by [Ferovalo](#), a Finland-based interim service provider in 2018 and was taken over by [Best Best Talent Platform](#) (BBTP) shortly after Ferovalo joined as our partner in 2022. Each year, we send out an extensive survey to interim managers in Europe. We ask them to share information on their background, their current or latest assignment and an area of interest for the year — this year, that area of interest is the growth of interim management. This report contains the results of the Interim Manager Pulse survey that was distributed at the end of 2025. The survey was open from 28.10-1.12.2025 and was taken by 102 interim managers across Europe.

Interim management is an ever-evolving field and different entities have their own definitions. With this in mind, it is important that we clarify our definition. At BBTP, we see interim management as an umbrella field that includes a variety of high-level contract roles. This includes traditional interim managers who are filling a sudden leadership gap, fractional managers who are filling an operational gap on a part-time basis and other executive-level professionals who provide hands-on, contract-based work.

We know that interim managers have a lot on their plate and need to prioritise their time wisely, even between assignments. The BBTP Team is incredibly thankful to those interim managers who took the time to respond to our survey. The quantity and quality of responses provides valuable insights for company decision-makers, interim managers and interim service providers. We unpack these insights in this report and will continue to explore the results on our [LinkedIn page](#) over the next few months.

# SECTION 1

## INTERIM PROFILE

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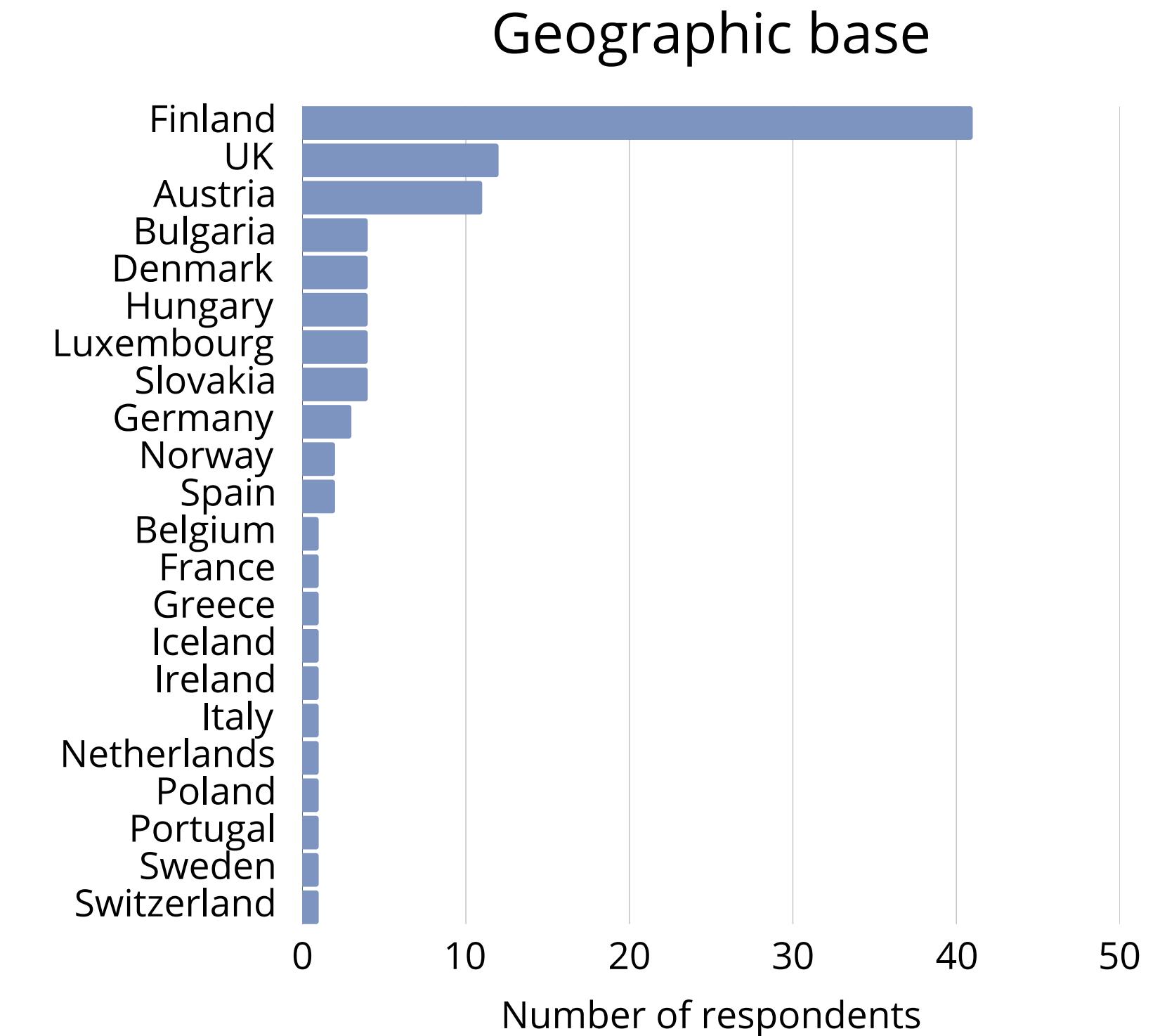
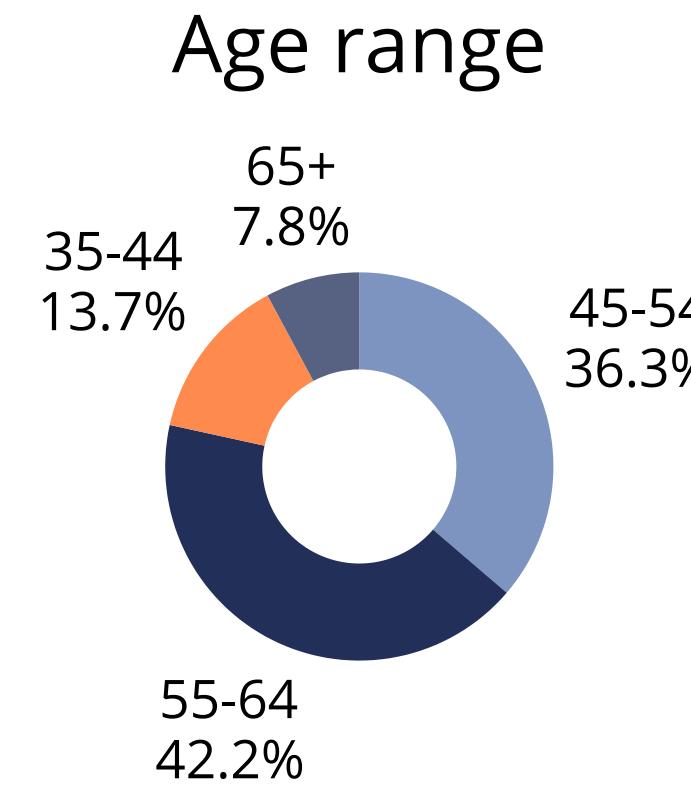
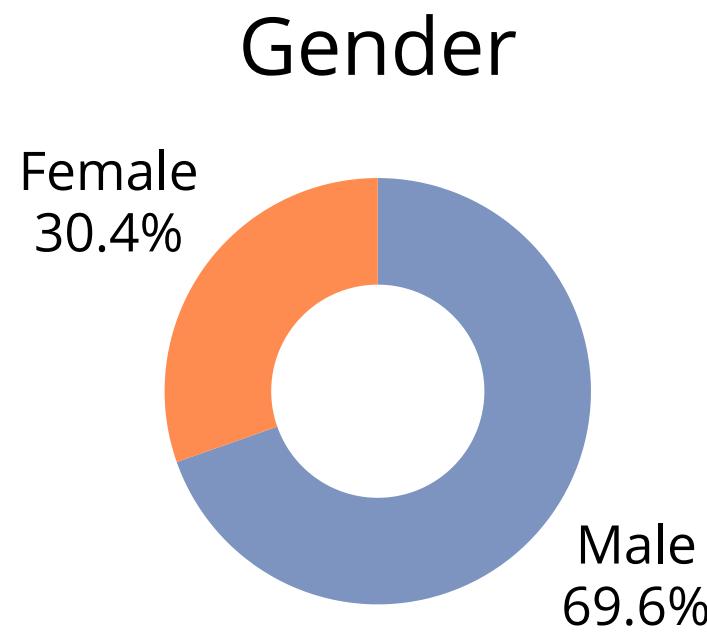
The first section of Interim Manager Pulse presents the demographic profile of interim managers who participated in the 2025 survey. The objective of the section is to share the breakdown of respondents and provide context for the insights that follow.

When BBTP first began facilitating Interim Manager Pulse in 2022, the survey received 59 responses. In just a few years, that number has nearly doubled — reaching 102 this year. This slow but steady increase mirrors the progression of the BBTP brand. For example, the bulk of survey respondents still come from Finland (40.20%) where both BBTP Partners are based. As BBTP gains more interim service providers as partners across Europe, we expect the reach of the survey to grow similarly. Despite the location of BBTP Partners, survey interest increased significantly from outside Finland, especially from the UK (11.76%) and Austria (10.78%). In addition, this year we saw the greatest spread of respondents in the history of the survey: 22 different countries are represented.

Compared to previous years, Interim Manager Pulse received more respondents at the beginning of their interim journey. 17.65% of respondents were in their first year as an interim manager and 15.7% had experience with only one interim assignment. This healthy percentage of newcomers validates what many interims and service providers have been witnessing: the interim talent pool is growing. However, those entering as interim managers are not carbon copies of their predecessors or each other. In fact, interim managers of all experience levels have increasingly diverse profiles and multifaceted offerings. As interim management becomes more robust, interims are pushing the traditional boundaries of what an interim can do and where they can add value.

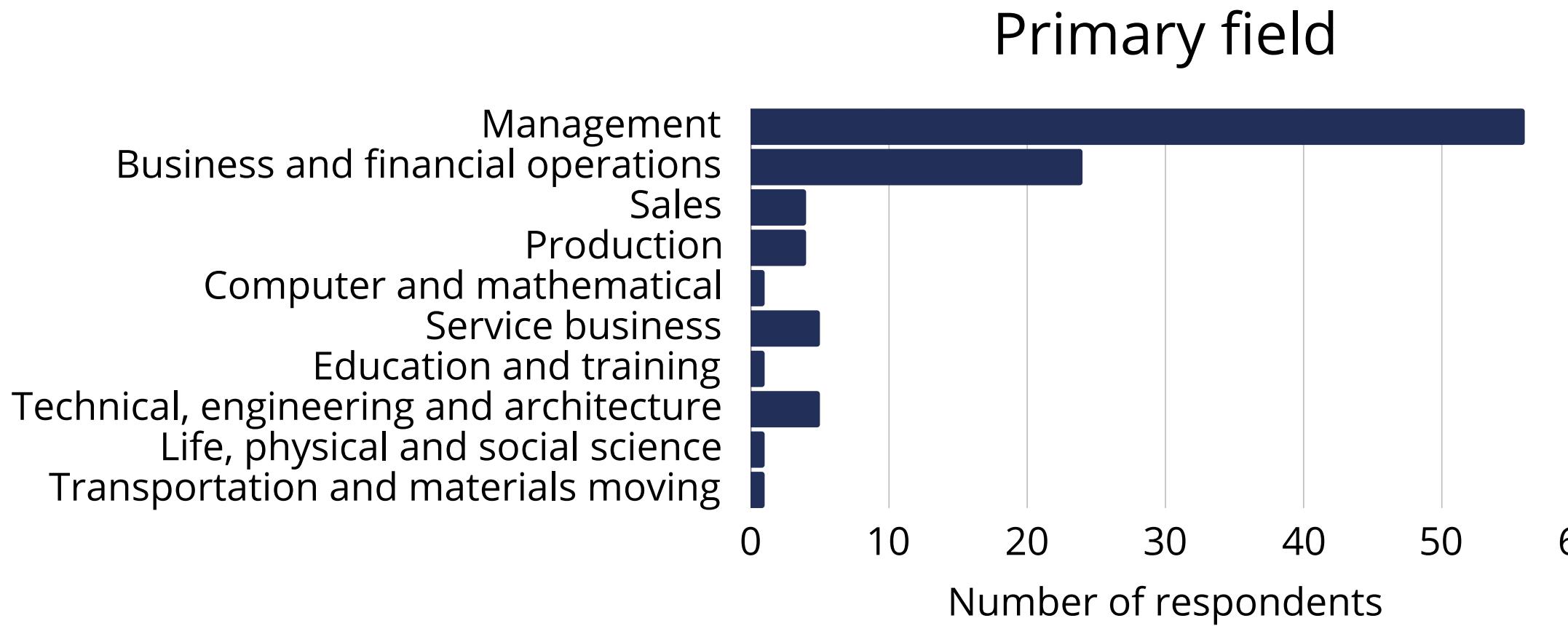
# GENDER, AGE & LOCATION OF INTERIM MANAGERS

The interim management market remains male-dominated, while female interim leaders make up a substantial and growing share of respondents. Most respondents (78.5%) are aged 45–64, highlighting that interim management is typically pursued later in life. Survey respondents are based in Europe, with a strong cohort in Finland. Out of the 22 countries represented, 11 were represented by a single respondent.



# EXPERTISE & EXPERIENCE BEFORE FREELANCING

Interim managers come from a range of career backgrounds, but most reported management as their primary area of expertise. As highly experienced professionals, they typically have over 15 years of experience in their field before going independent. Each path to interim management is entirely unique. To complement the survey results with personal stories, specific interim career journeys can be found from BBTP's [#Way2InterimManagement](#) campaign.



interim manager, freelancer, member spotlight,  
#Way2InterimManagement, leadership, compliance,  
transformation

My way to interim management — Irina  
Rokosz

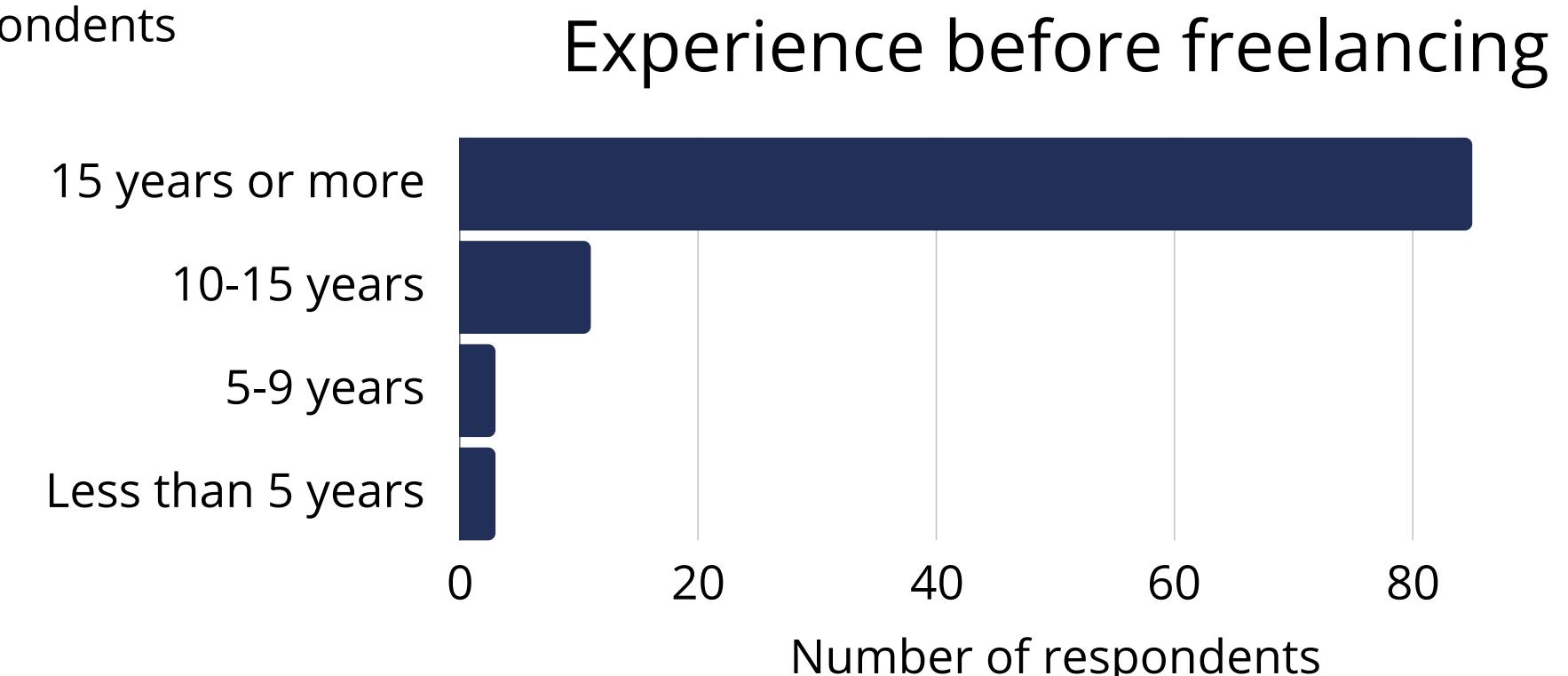
February 27, 2025



interim manager, member spotlight, change management,  
procurement, #Way2InterimManagement, leadership

My way to interim management — Lauri  
Vihonen

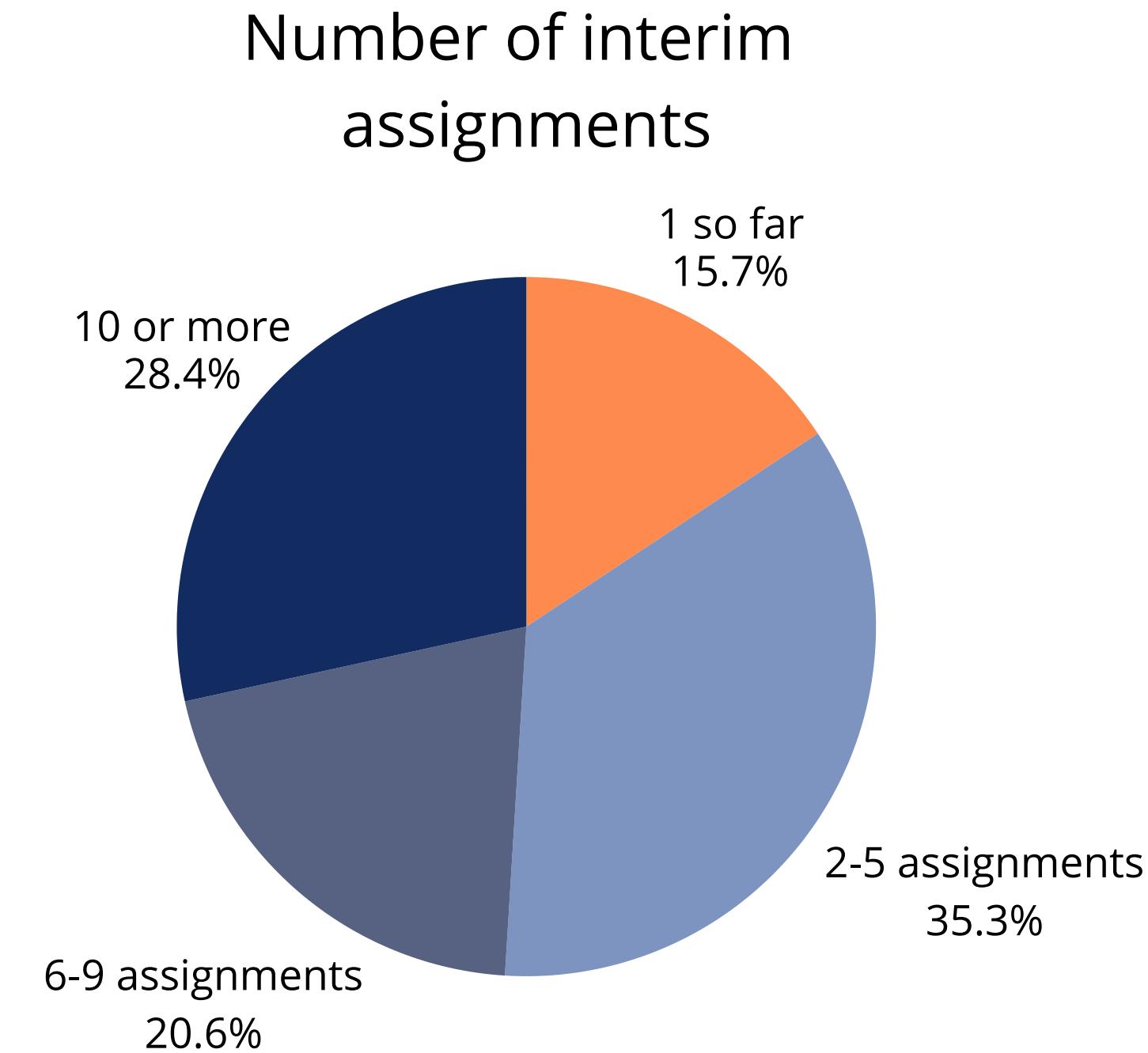
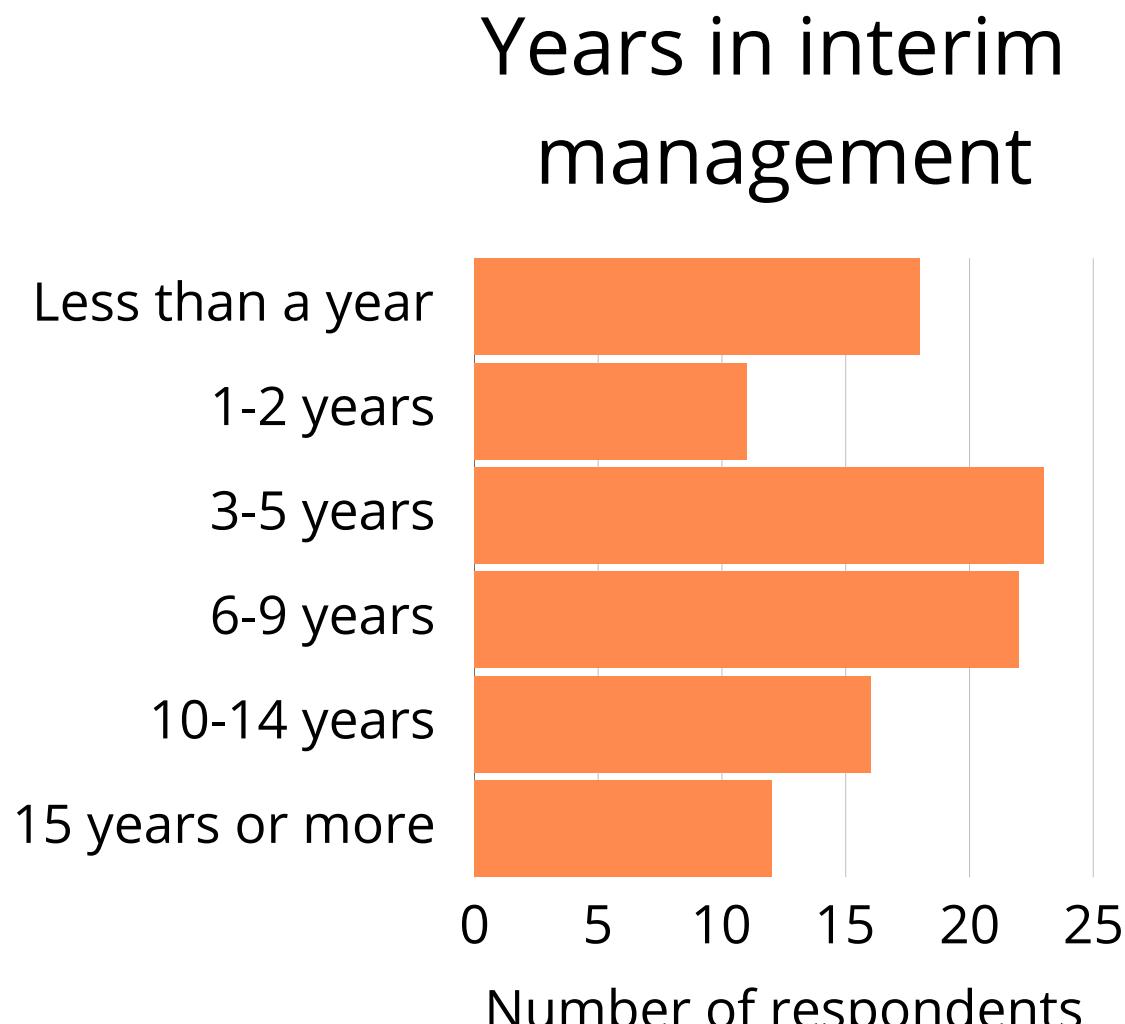
January 21, 2025



Number of respondents

# YEARS IN INTERIM MANAGEMENT AND NUMBER OF INTERIM ASSIGNMENTS

Our group of survey respondents includes a wide range of interim managers, including those with extensive experience in interim roles and those just getting started. This diversity of experience allows us to gain valuable insights about interims at different stages (see page 10 for examples).



# VENTURES BESIDES INTERIM MANAGEMENT

As we have found in previous iterations of this survey, it is common for interim managers to engage in multiple professional ventures. Consulting remains the most common venture offered alongside interim management. This means that independent professionals are giving the client the choice of more advisory or more hands-on work, depending on the situation. Board work, business coaching and training are also popular offerings.

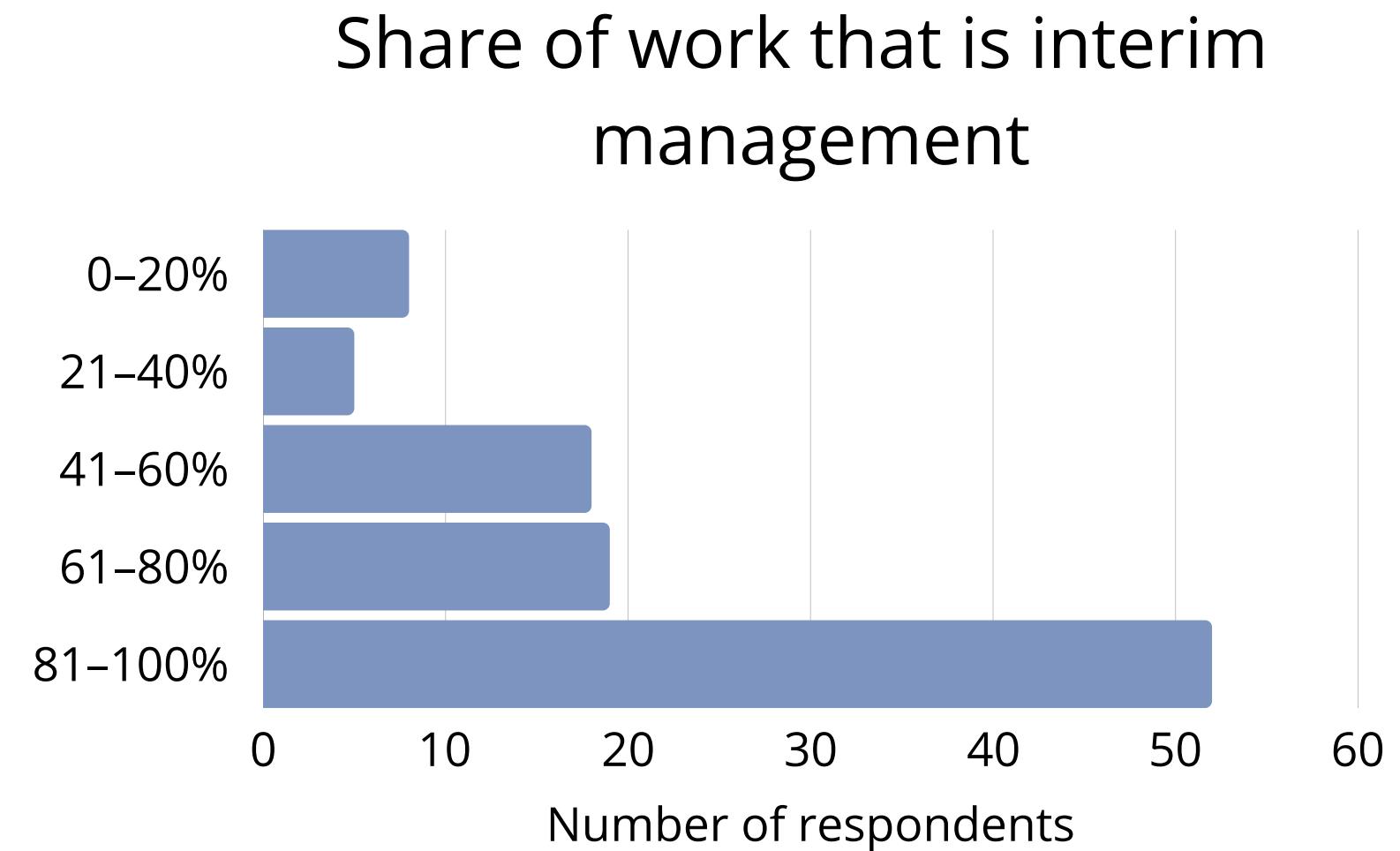
17% of respondents reported other activities that were not mentioned by their peers. Some of these activities could be quite complementary to interim roles — such as analytics or recruiting — while others — like real estate development and voice acting — appear unrelated.

Ventures besides  
interim management  
(respondents could  
select more than one)

Activity	% of respondents
Consulting	66%
Board work	30%
Business coaching	26%
Training	23%
Facilitation	2%
Other (single mentions)	17%
I am exclusively an interim manager	17%

# INTERIM SHARE OF WORK

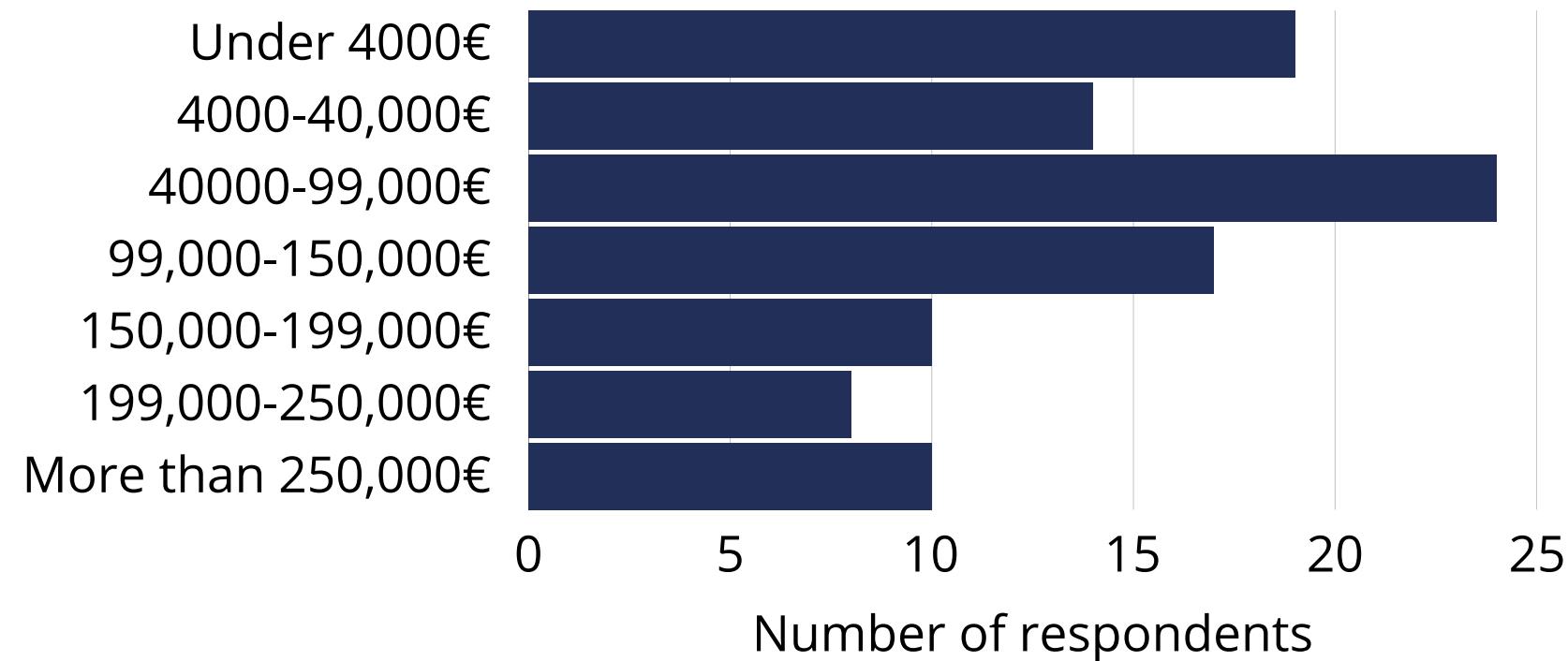
Although respondents frequently combine interim management with other ventures, the data show that these activities typically complement — rather than replace — interim assignments. Interim management is the dominant source of work for most respondents. Over half report that interim assignments account for more than 80% of their workload, with a median of 82.5%.



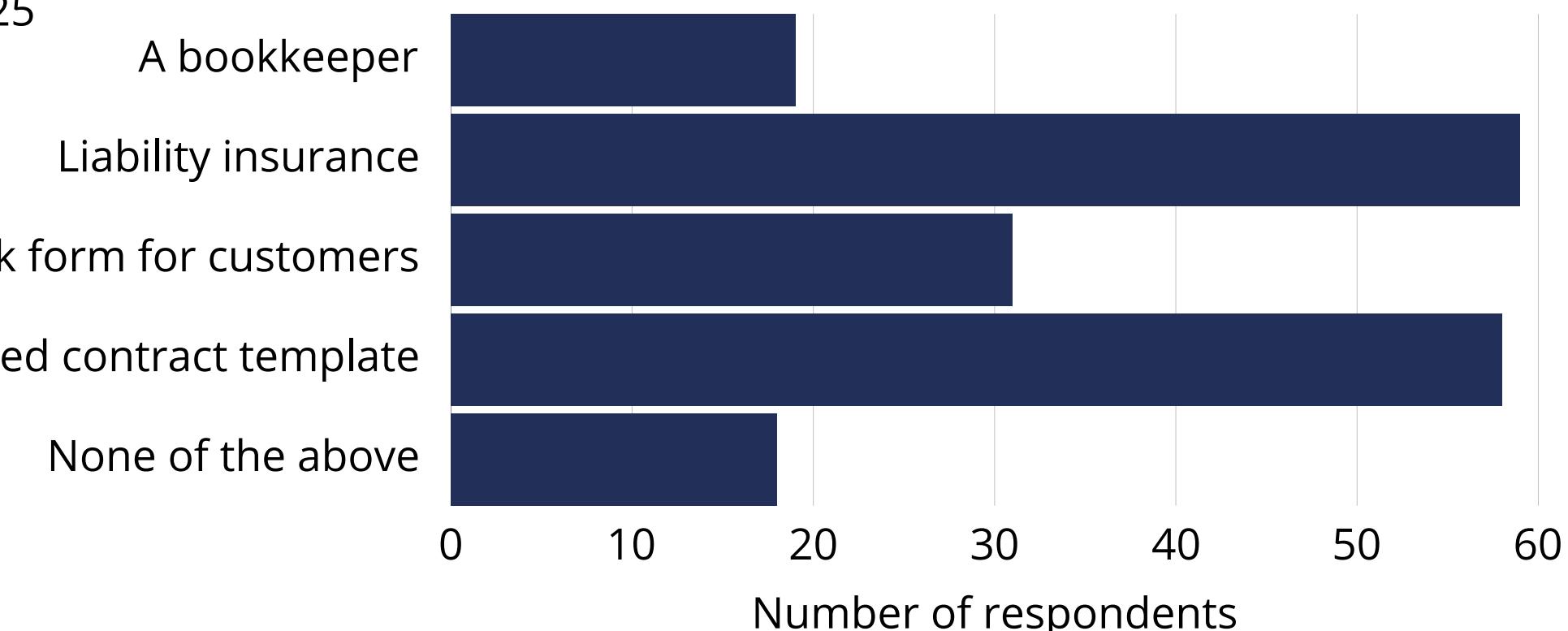
# AMOUNT INVOICED AND BUSINESS INFRASTRUCTURE

The yearly invoicing of surveyed interims shows a wide spread. Analysis of the data indicates that amounts invoiced correspond to years in interim management, number of previous assignments and location — reflecting regional economic conditions and salary levels. Similarly, an interim's business infrastructure corresponds to professional maturity. For example, newcomers to interim management are less likely to have professional tools and safeguards, such as a bookkeeper or liability insurance.

Amount invoiced in 2025



Professional tools and safeguards  
used by interim managers  
(respondents could select more  
than one)



# SECTION 2 ASSIGNMENT PROFILE

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For the past few years, the second section of Interim Manager Pulse has been all about the types of assignments that interim managers take on. This year, we gained a good picture of the assignment profiles of interim managers by asking whether they were on assignment at the time of the survey. Depending on their answer, respondents then provided an overview of their current or latest interim assignment. Those who were on multiple assignments at the time of the survey chose only one to respond about.

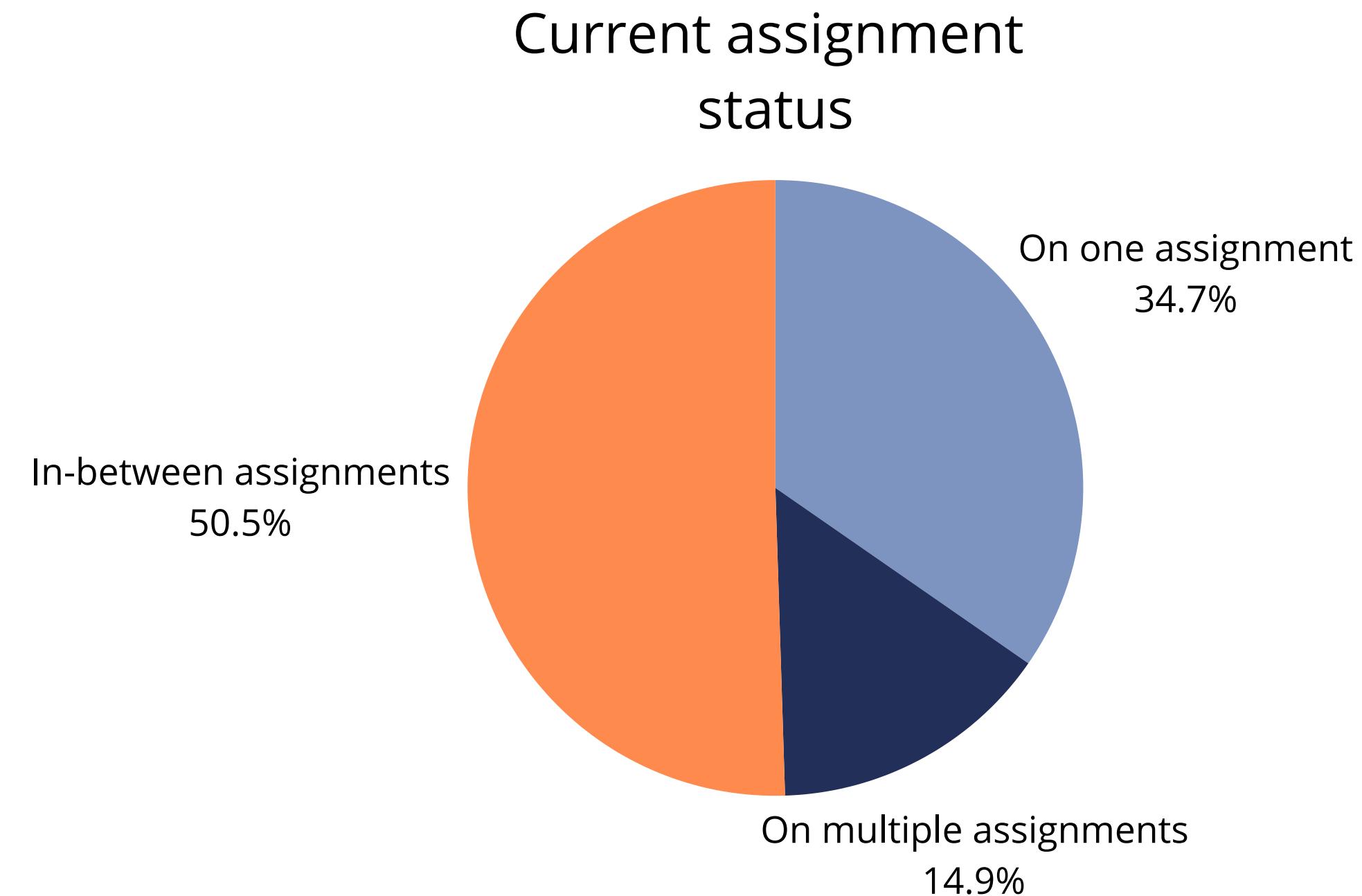
One of the highlights of this section is a word cloud of interim managers' latest titles. This word cloud is a powerful tool because it shows the diversity of interim roles. In other words, it illustrates the different capacities in which an interim manager can contribute. However, while a title is an indicator of an interim's specialty and responsibility, it isn't everything. At [BBTP's autumn networking event in Helsinki](#), interim professionals pointed out that titles can help companies think about what they need, but they can also limit thinking. Sometimes, a company is better off asking what challenges they have and how external support could help them overcome those challenges. The title can be determined when creating the contract.

Another highlight of the section is the discussion of challenges and successes in interim assignments. The challenges reported validate that interims are expected to jump into highly complex situations and deliver results under difficult circumstances. These challenges are indicators of the types of skills interim managers must possess. They also highlight areas where companies and interim service providers can improve assignment setup and support success in the assignment. Despite challenges present in their assignments, interim managers reported impressive successes. These showcase the real value of interim management.

# ON ASSIGNMENT AT THE MOMENT

As captured in the survey conducted from October to December 2025, respondents were nearly evenly divided between being on assignment and in between assignments. Of those currently on assignment, most were working on a single assignment, although a significant percentage were managing multiple clients at once. This indicates that fractional management is fairly common.

For those not currently on assignment, we asked when their last assignment ended. Half of those between assignments had completed their most recent assignment less than six months prior to responding to the survey.



# TITLES OF INTERIM MANAGERS

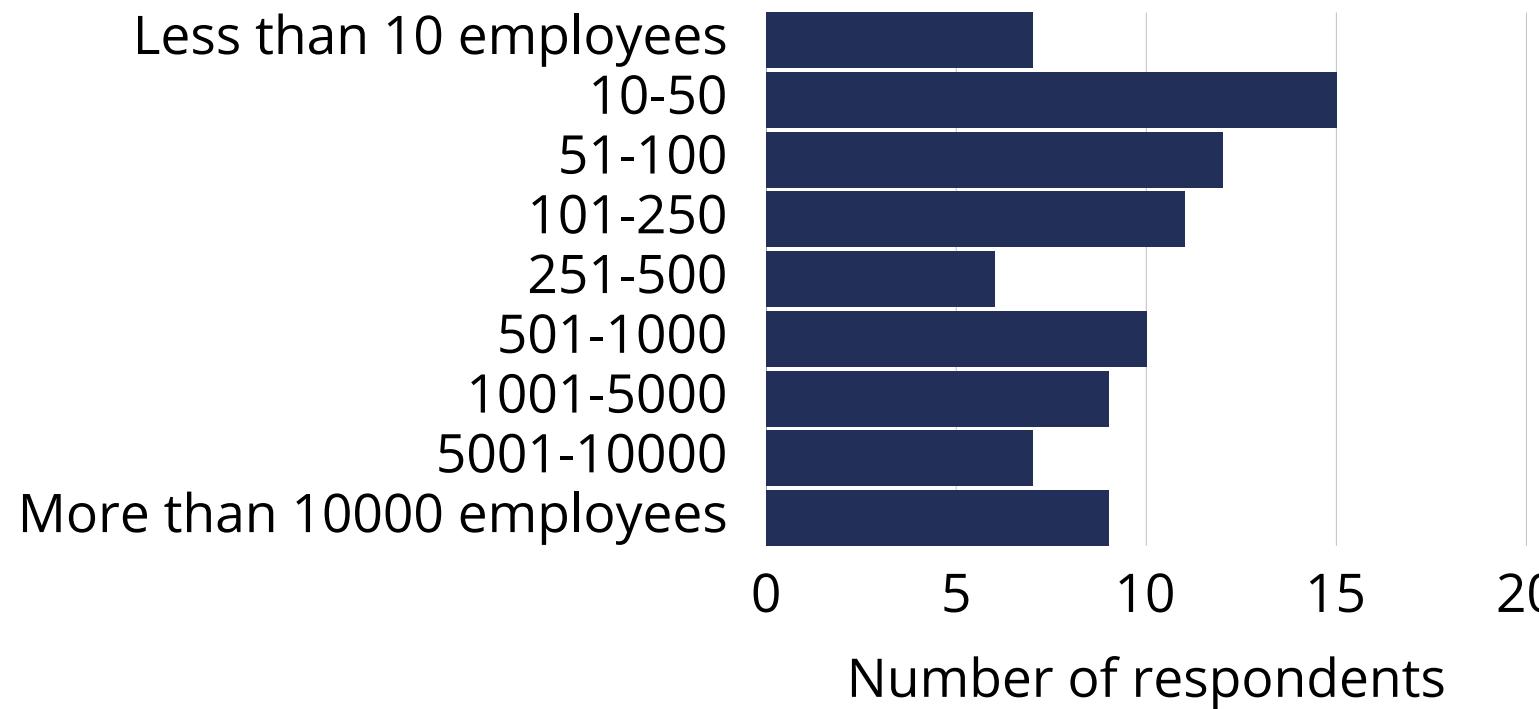
A title provides an indicator of an interim's role and responsibilities. The word cloud below represents the titles respondents held in their current or most recent assignment. Titles appearing multiple times are displayed larger in the word cloud. For reference, "Interim CFO" appeared 7 times, "CFO" 6 times, and "Project Manager" 5 times.



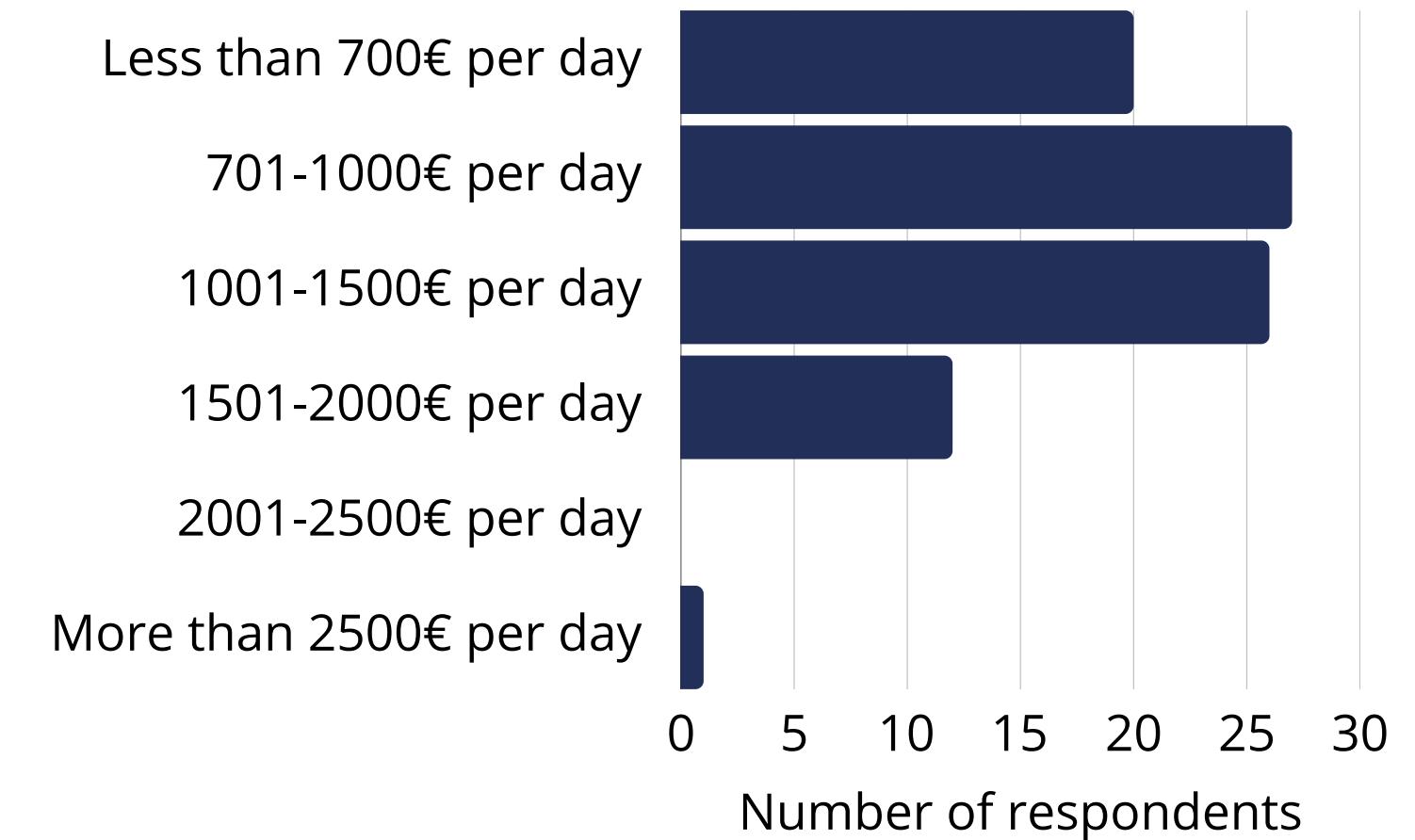
# SIZE OF COMPANIES HIRING INTERIMS AND WHAT INTERIMS ARE CHARGING

The data highlights that interim management is flexible and serves companies of all sizes — from businesses with fewer than 10 employees to companies with more than 10,000. Reported day rates most commonly fall between €701 and €1,500, with a smaller proportion of interims billing less than €700 or more than €1,500 per day. Based on ongoing discussions in the interim ecosystem, interims thoughtfully consider their day rates and often tailor them to each assignment — taking into account the tasks involved, expected outcomes, their level of experience and the company's resources.

Company size by employee number



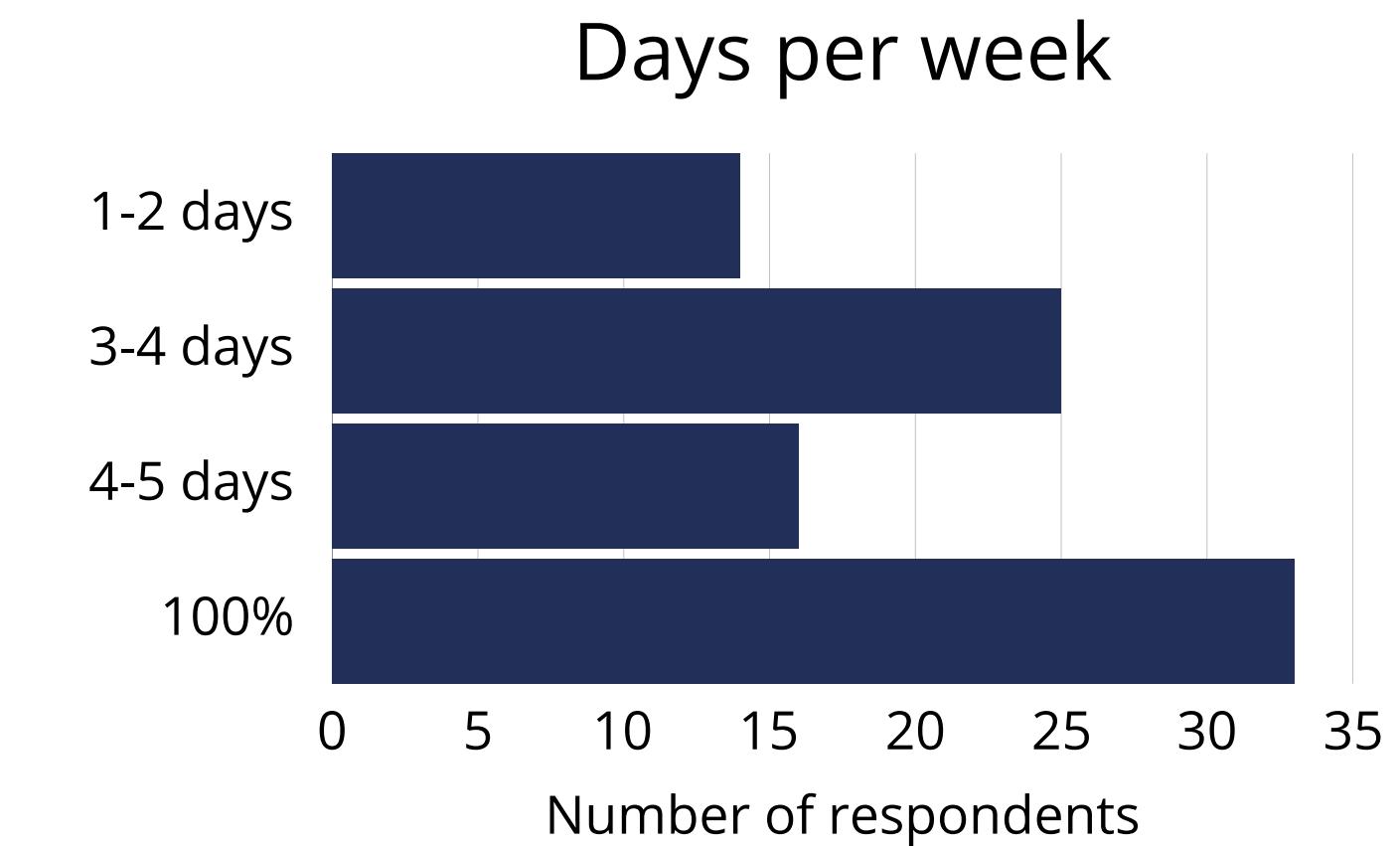
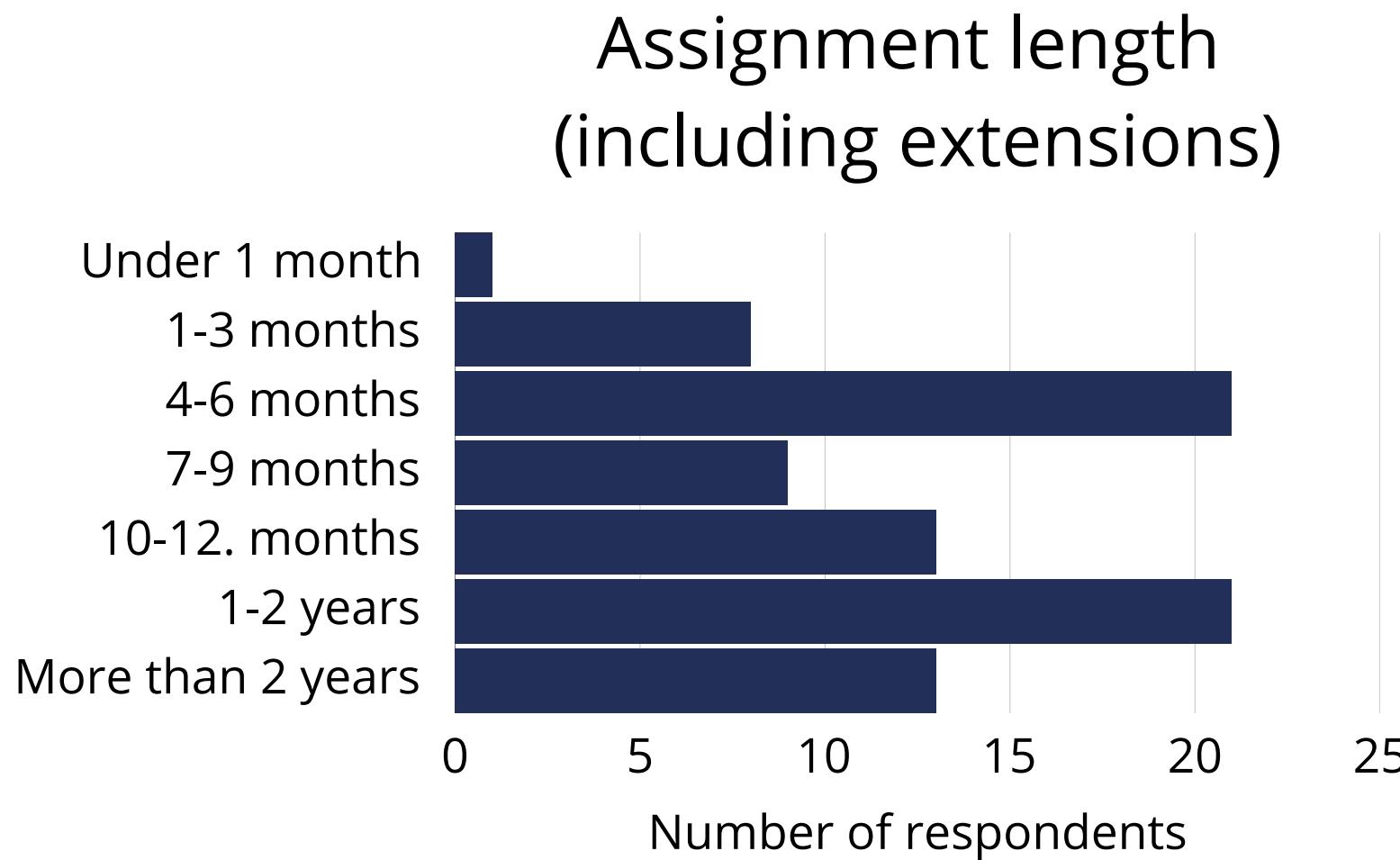
Day rate



# LENGTH OF ASSIGNMENTS AND INTERIM WORKLOAD

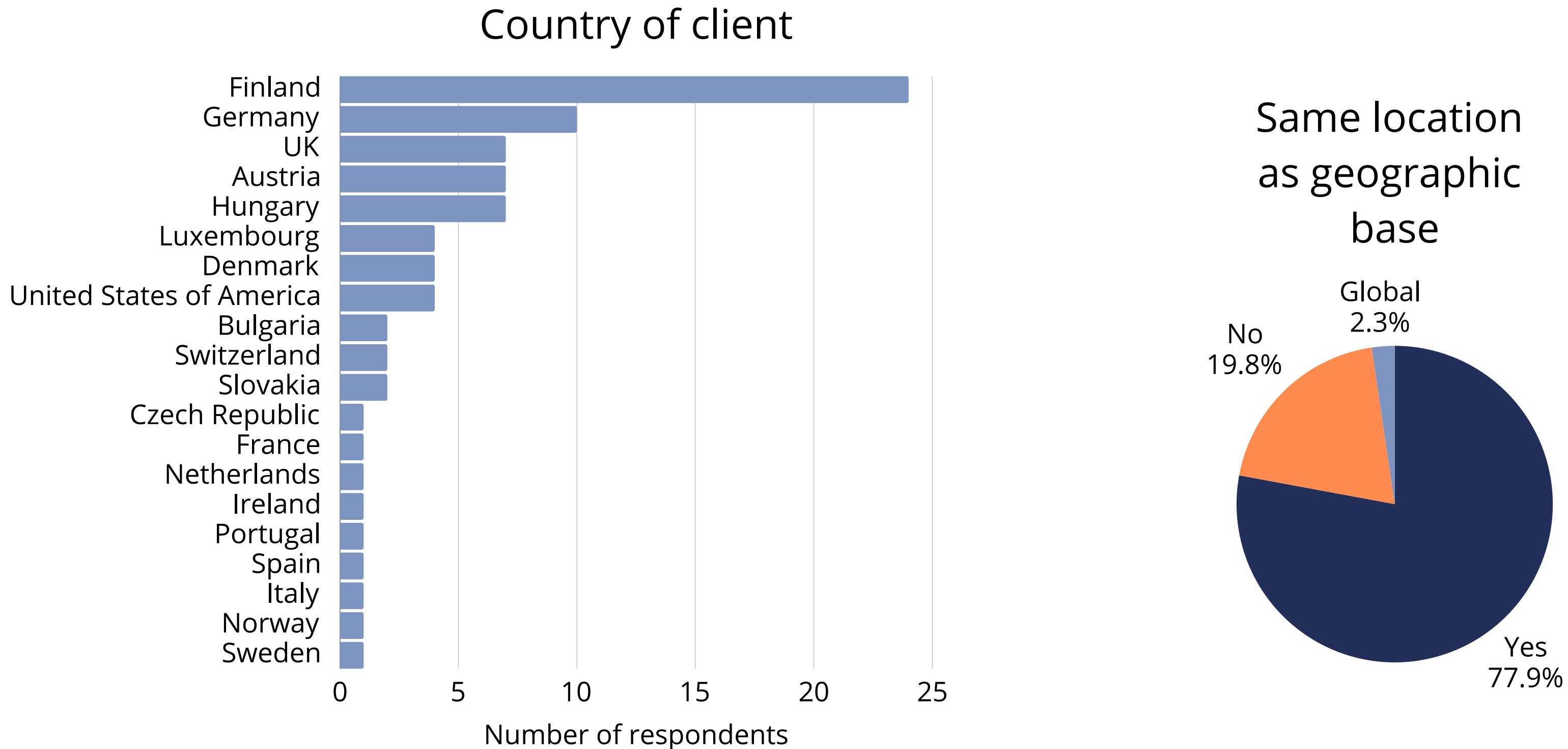
The survey results show considerable diversity in assignment length and days worked per week. In their current or latest assignment, most respondents worked full-time or 3-4 days per week, with assignments typically lasting 4-6 months or 1-2 years.

Interim service providers that work with BBTP gave comments to contextualise these insights. [BBTP Partners](#) report that whether an assignment is full-time or fractional often depends on the challenge the interim is solving. Crisis and turnaround management typically require full-time — and sometimes more than full-time — commitment, while some marketing or financial roles are more easily made fractional. Regarding assignment length, BBTP Partners are not surprised that 13% of assignments lasted more than two years. BBTP Partner Ferovalo reports that more than half of their interim assignments are extended.



# LOCATION OF ASSIGNMENTS

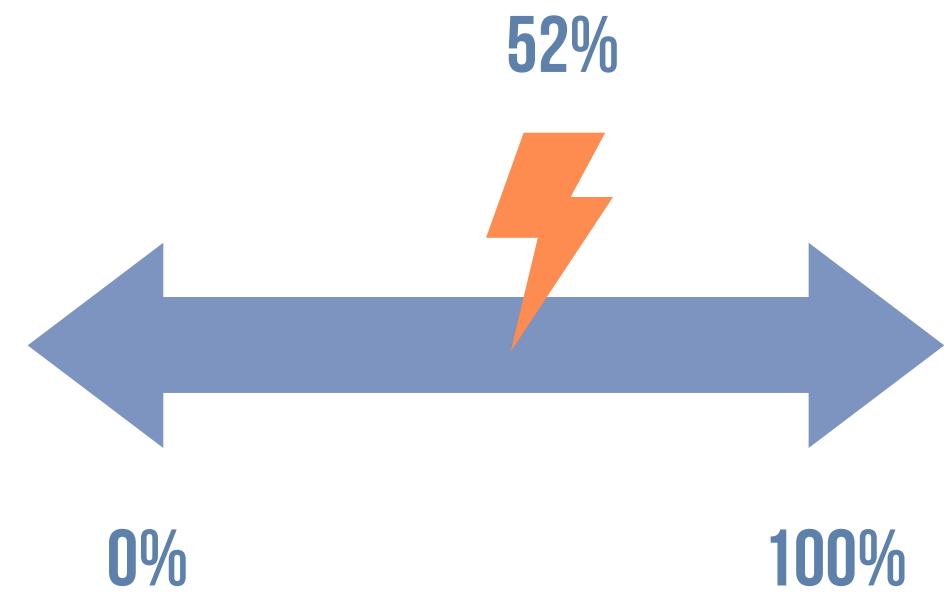
Most respondents found interim assignments from companies in the same country as they live. The customers were mostly based in Europe, though several interim assignments came from the United States. In the third section of the survey, one interim manager from Finland said the following about finding assignments within their country: "Interestingly, I have received zero contracts from Finnish service providers; all have come from the UK or the Netherlands."



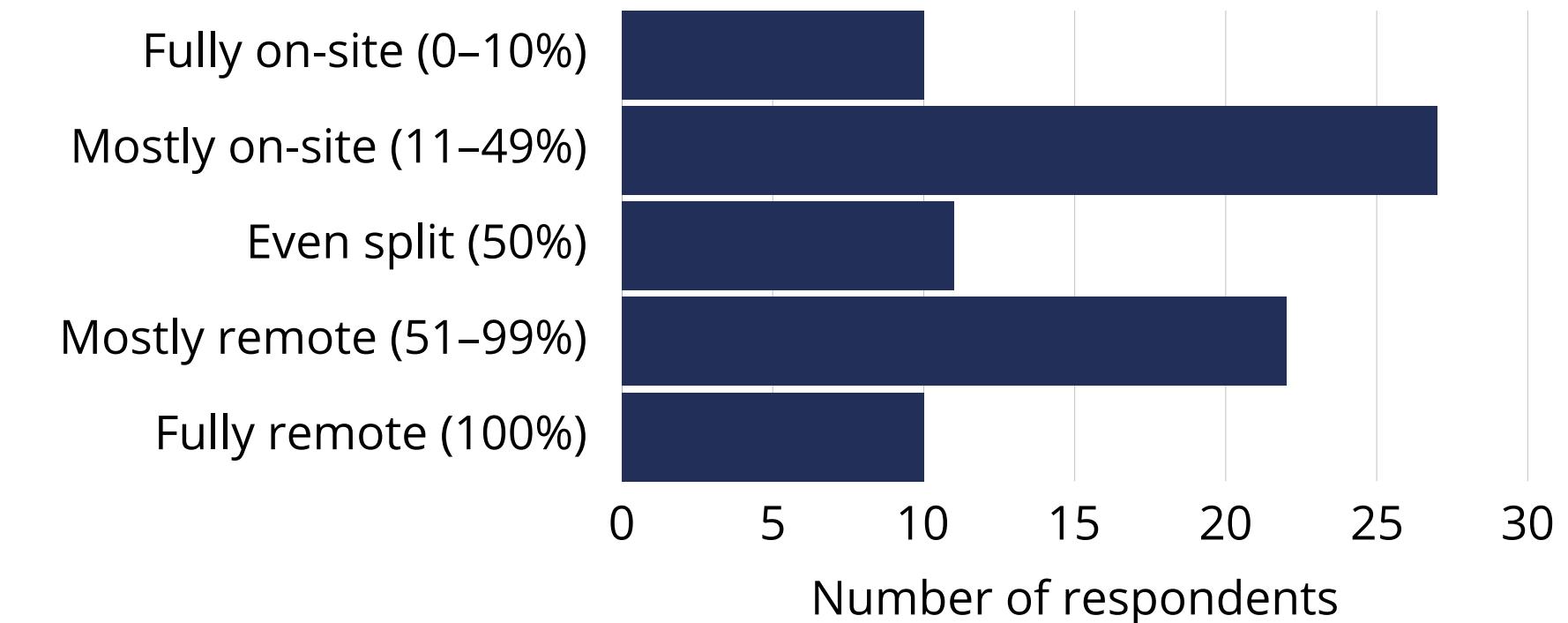
# MODE OF WORK IN INTERIM ASSIGNMENTS

The survey results show that most respondents worked either mostly on-site or mostly remote. This indicates that most interim work was hybrid, although fully on-site and fully remote arrangements were still well-represented. It is important to note that when asked about assignment challenges, several interims reported challenges with fully remote work (see page 22 for examples).

Average percentage of work conducted remotely

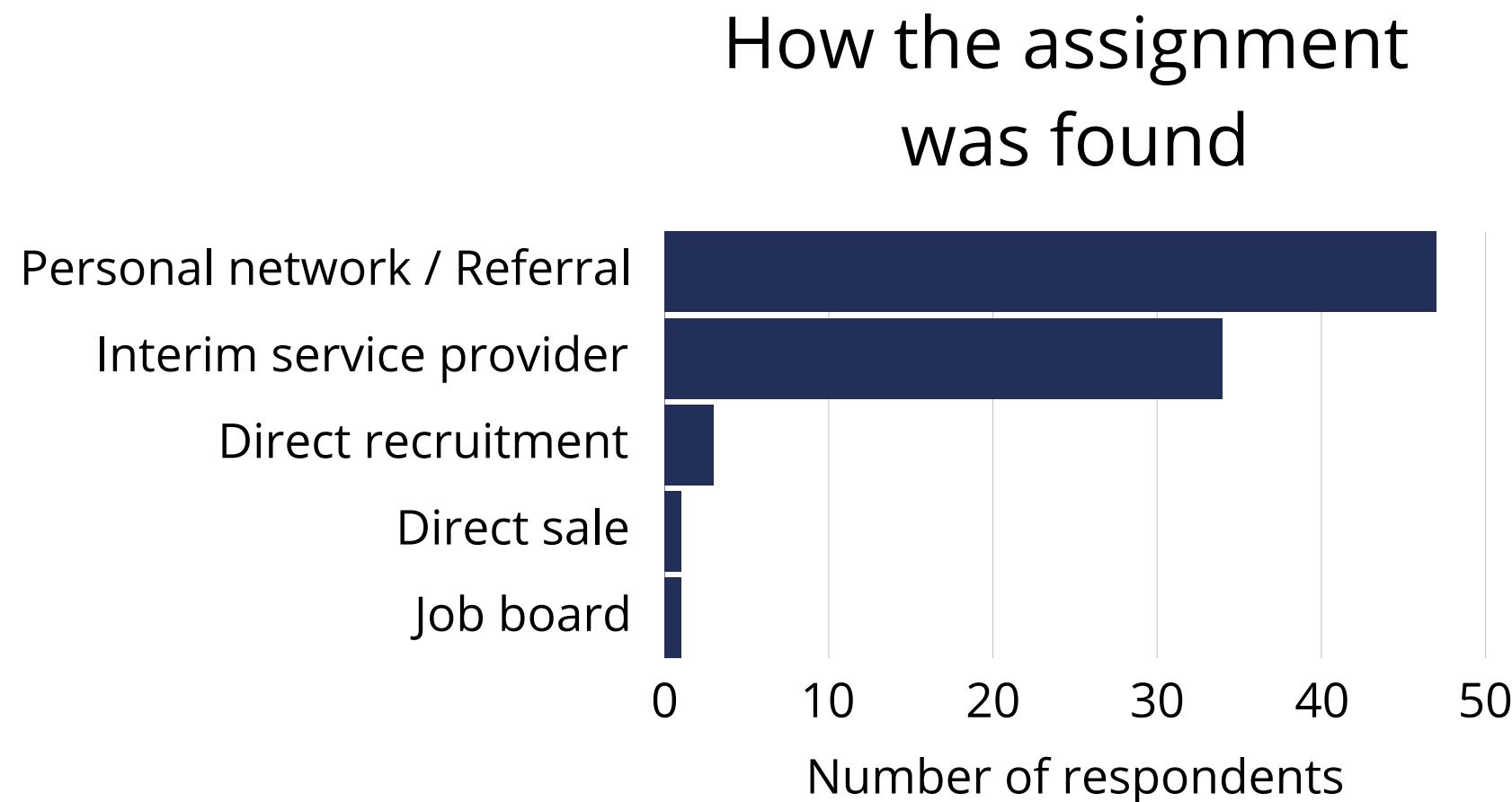


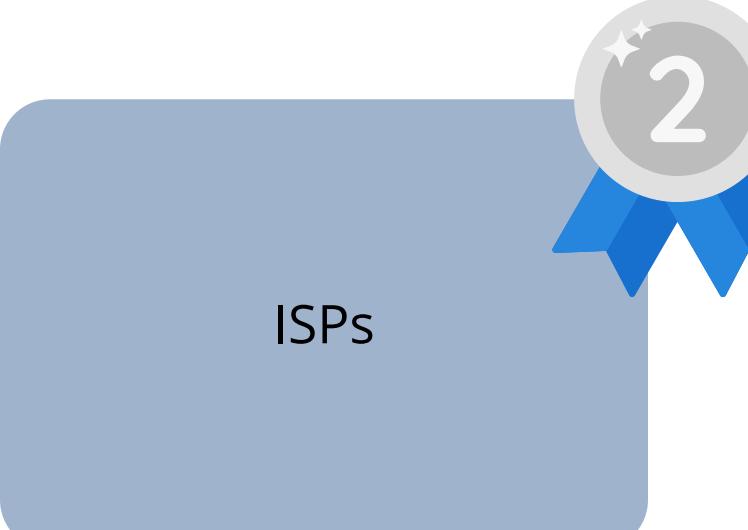
Categorical breakdown of remote work



# HOW INTERIM ASSIGNMENTS ARE FOUND

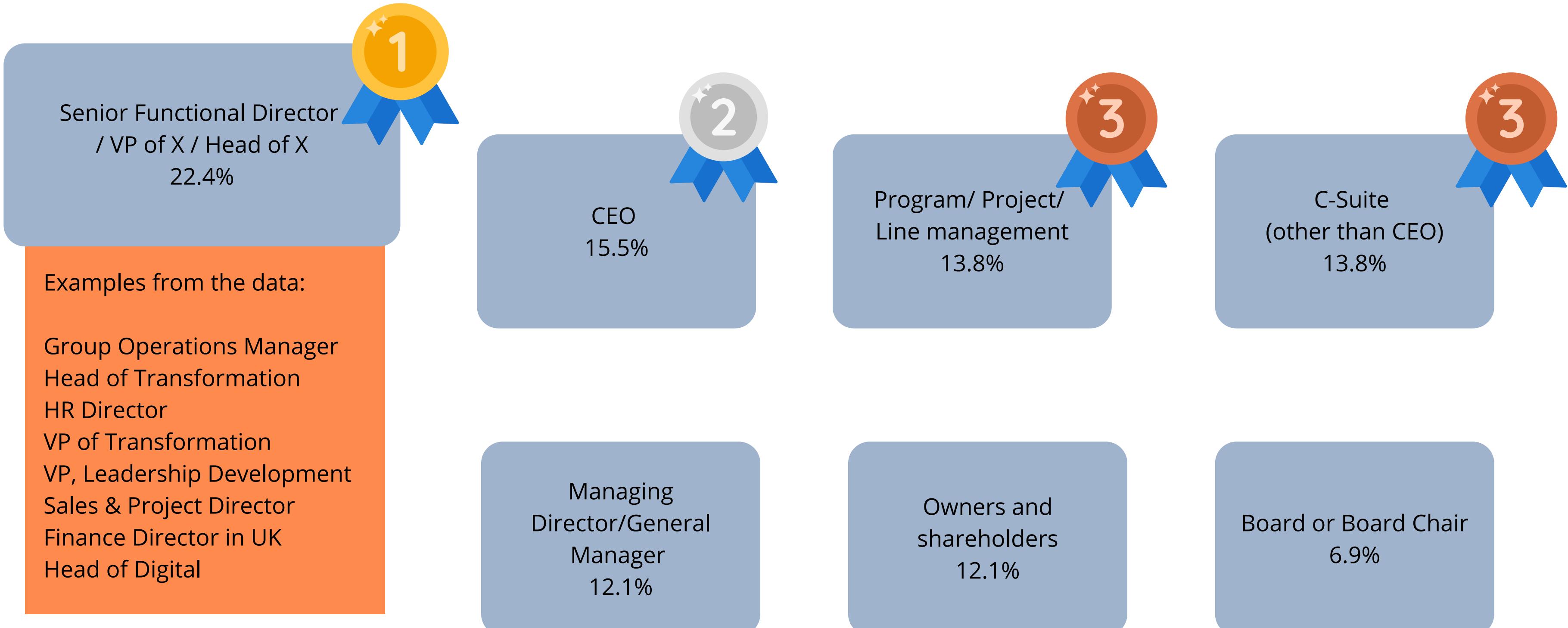
According to respondents, interim assignments are mainly found via two avenues: through the network of the interim manager and through an interim service provider (ISP). These findings align with previous iterations of Interim Manager Pulse. As a clarification, BBTP was counted under the ISP category in this report because ISPs facilitate the matches for interim assignments on our platform.



-  **Personal network / Referrals**
- Developing and maintaining a strong network is essential for independent professionals. Successful interim managers stick in the mind of their previous clients and are easily accessible to connections who have or hear of an interim need.
-  **ISPs**
- Interim service providers remain an important source for assignments. Interim managers should be on the radar of ISPs in their region and area of expertise.

# WHO INTERIM MANAGERS REPORT TO

In the survey, we asked interim managers who they reported to in their current or latest assignment. Their answers point us to who was involved with hiring them, onboarding them and helping to ensure the assignment was successful. The wide variety of titles indicates that interim managers work in many different areas and levels of a company.



# KEY CHALLENGES IN INTERIM ASSIGNMENTS

Interim managers were asked to share the biggest challenge in their current or latest assignment. The responses are broken into 6 categories which are explored over 3 pages. Category descriptions can be found on the left, with responses taken directly from the text on the right. The responses on the right act as examples to help understand the challenge category better.

## Change management & transformation

Many respondents described assignments requiring change, crisis or turnaround management. These assignments come with challenges like filling leadership gaps, gaining trust and developing plans to make operations more sustainable. Many reported needing to convince management and staff of necessary changes and then drive execution of plans under tight timelines.

**"Crisis management. Restoring the management team after the CEO, CFO and key staff left company."**

**"To turn around the procurement process, reducing and improving the inventories."**

**"New transformation plan."**

## Stakeholder alignment, buy-In & politics

Many respondents also highlighted challenges related to managing multiple stakeholders and navigating organisational politics. Assignments often required securing buy-in from executives, boards or owners, coordinating decisions across teams and aligning diverse priorities. Interims described needing to influence others and balance conflicting expectations to get things done.

**"Getting hold of stakeholders, particularly getting them into decisive meetings together."**

**"Internal politics. The company was not accustomed to large investment projects."**

**"Overcoming the power structure of the wealthy owner in a generation transition."**

# KEY CHALLENGES IN INTERIM ASSIGNMENTS

## Strategy, prioritisation & scope management

Several respondents described facing competing priorities, high workloads and tight timelines. They reported challenges in deciding what to focus on first, balancing operational work with strategic initiatives and aligning activities across business units.

**“Operational work pushed strategic work aside...”**

**“Not knowing how long it will last. After the first 3 months, the assignment was extended month by month.”**

**“Changing priorities.”**

## Information, transparency & understanding the business

Respondents also mentioned challenges related to understanding the business quickly and getting reliable information. They described needing to learn company processes, access accurate reporting and stay updated on ongoing developments — and to do it fast — in order to make informed decisions and act effectively.

**“To get reliable information inhouse.”**

**“Fast start, like deep-diving.”**

**“To keep updated on current topics.”**

# KEY CHALLENGES IN INTERIM ASSIGNMENTS

## Remote work, distance & international complexity

Several respondents highlighted the difficulties of working remotely, across geographies or within complex international structures. They reported challenges such as collaborating with dispersed teams, managing time zone differences, coordinating across matrix organisations and maintaining effective communication without being physically on site.

**"Remote work, without possibility to give on site presentations..."**

**"Management and reporting to a foreign country and leaders."**

**"Headquarters in Finland, business operations in Far East and Africa. Time differences cause a lot of practical issues."**

## Financial challenges (liquidity, cashflow, fundraising)

Another batch of respondents described dealing with financial pressures. These include liquidity issues, cashflow management and investment or fundraising negotiations. They reported having to make decisions under financial constraints while delivering on strategic objectives and keeping operations sustainable.

**"Financing and investment negotiations."**

**"Cashflow and bank credit lines issues."**

**"Cost savings the corporation had in place, that affected decisions not to buy external work forces..."**

# KEY CHALLENGES SHOW WHAT SKILLS INTERIMS MUST POSSESS

Interim managers are consistently brought into complex, high-stakes situations, including transformations, leadership transitions, strategic pivots and financial pressure points. These assignments are inherently challenging, which is precisely why organizations rely on interims: their skill lies in delivering results under pressure.



# MAJOR SUCCESSES IN INTERIM ASSIGNMENTS

Interim managers were also asked about the biggest success in their current or latest assignment. Despite the aforementioned challenges, interims reported major successes in many different areas. We broke these successes into 8 categories, which are explored over 4 pages. Many of the successes fit in multiple categories.

## Business growth & financial performance

Many respondents highlighted successes related to driving measurable business results. This included increasing revenue, improving profits, achieving cost savings or successfully expanding operations. Interims described how their work strengthened the company's bottom line, demonstrating the tangible impact they could deliver during their assignment.

**"Increased turnover (YoY) by 20% in the first 5 months, with a labor force decrease of 10%"**

**"Double turnover, triple earnings."**

**"Taking the business to a sale that was several million euros, with a negative balance sheet and a strong positive cash flow at the point of sale."**

## Project & assignment delivery

Many respondents also highlighted successes related to delivering projects and assignments effectively. This included completing initiatives on time, staying within budget and meeting specifications. Interims described how their work fulfilled commitments made at the start of the assignment and met — even exceeded — expectations.

**"Project finished successfully."**

**"Project completed on time as a result of cooperation."**

**"Succeeding with the delivery as promised."**

# MAJOR SUCCESSES IN INTERIM ASSIGNMENTS

## Strategic & operational transformation

A significant collection of respondents reported successes in implementing new strategies, business models and operational structures. These efforts focused on improving efficiency, creating clearer ways of working and translating vision into actionable plans that supported long-term performance.

## Customer & stakeholder satisfaction

Several respondents described successes related to strengthening relationships with customers and key stakeholders. This included resolving issues, restoring trust and improving collaboration — often helping to stabilise delivery and protect the organisation's reputation.

**"Management system development, established HR from zero."**

**"Creating operational model and cadence, renewing business model and focused prioritisation, building structured sales model. Prospect value and contract value multiplied. Extended runway from weeks to months (""from 10 day to 100 day""), turned cash flow net positive. Balancing and coaching the founding team direction. Operationalising vision to strategy, roadmap and daily actions. Shaping the vision and roadmap through realities. Balancing cash flow and ambition."**

**"New procurement strategy."**

**"Overall customer audit performance was outstanding."**

**"Putting mess into order getting the program deliverables back on time and on track significant improvement in stakeholder's relationships and trust."**

**"Building trusted relationships quickly."**

# MAJOR SUCCESSES IN INTERIM ASSIGNMENTS

## Team & people development

Several respondents also highlighted successes in building high-performing teams and developing people capabilities. This included coaching leaders, reducing resistance to change and empowering teams in ways that increased engagement and supported sustained performance.

**"Significantly reducing resistance to change, increasing stakeholder adoption."**

**"Implementation of corporate values, complete master change plan and change training of 700 leaders. Conducted employee listening strategy and co-creation activities."**

**"Re-vitalization of the sales team through empowerment."**

## Company stabilisation & turnaround

Respondents also described successes related to stabilising organisations during periods of difficulty. Examples included restoring operational continuity, rebuilding confidence and creating structured plans that positioned the company for recovery and future success.

**"Stabilizing the company, rebranding, selling it."**

**"Getting the company through all kinds of challenges."**

**"Reliable plan/Commitment of the staff/Structuring the turnaround."**

# MAJOR SUCCESSES IN INTERIM ASSIGNMENTS

## Innovation, product, & program development

Another batch of respondents reported successes in developing new products, programmes or initiatives.

These efforts helped unlock new opportunities and support growth, strengthen the organisation's competitive position.

**“We developed a product of quality and price that outperformed our competition and becoming preferred supplier to major customers.”**

**“Building an educational program and connecting the CEE diaspora with our US network.”**

**“Develop database to be used for define initiatives.”**

## Continuity, stability & risk management

Respondents also described successes related to ensuring business continuity during periods of transition or uncertainty. Examples include stabilising operations, managing financial and operational risks and maintaining organisational stability while change was underway.

**“Maintaining continuity of marcom activities.”**

**“Freeing time for the owners.”**

**“Keeping business stable during challenges.”**

# SECTION 3

## THE GROWTH OF INTERIM MANAGEMENT

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This year, the final section of the Interim Manager Pulse survey was dedicated to the growth of interim management. Interim managers were asked to share their views on the current state of the field and what they believe needs to happen for interim management to grow.

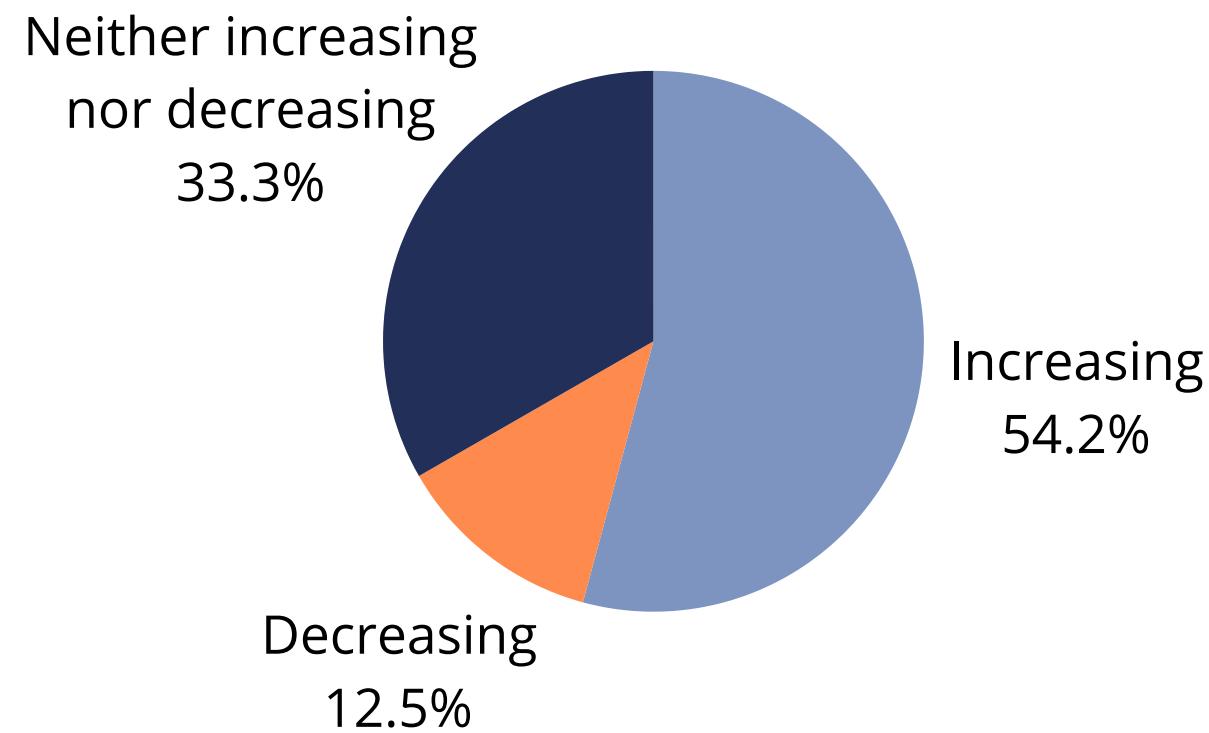
This section of the survey assumed that interim managers generally want to see the field grow. However, a small number of respondents expressed caution about growth and were critical of waves of new interim managers entering the market. As these views were outliers, they are not prominently featured in the report, but they do offer valuable food for thought. BBTP is committed to exploring these perspectives further, particularly ideas around validating interim expertise and providing opportunities for professional development.

Most respondents expressed strong interest and enthusiasm for the growth of interim management. They identified factors that may be limiting growth in certain areas and shared ideas for how companies, interim managers and interim service providers can help advance the field. A recurring theme in the data was partnership. While companies, interim managers and service providers can take many actions independently, respondents consistently saw progress emerging through shared ownership and collaboration.

# INTERIM MANAGEMENT AT THE MOMENT

Interim managers were asked their perspective on the use of interim management and whether it is increasing, decreasing or staying the same. They also had the option to give more insight into the current situation. Below are direct quotes from those who expanded on their answer. We have added the country of the respondent to give more context to the comments.

The use of interim management is...



**“In Europe increasing, in Finland still trying to get into knowledge.” - Finland**

**“Varies across Europe. Overall, the market has been hard for 12-18 months in the major countries.” - UK**

**“I struggle to understand the trend. I feel that there is a lot of risk aversion in the current economic climate which leads to reluctance on any kind of hiring, including interim, until the need becomes so big that it is almost overdue.” - Austria**

**“Interim management is popular for companies to fill the gaps in their workforce. Unfortunately, markets in Europe are not doing well — no growth & even decline in sales in my sector (industry, chemistry, energy), which leads to also terminating temp contracts because of budget cuts. Furthermore, some countries like NL are having stricter laws for temp workforce, and therefore also some interim management jobs.” - Finland**

**“It appears to be a temporary downturn.” - Austria**

# WHAT NEEDS TO HAPPEN FOR INTERIM MANAGEMENT TO GROW

Interim managers were also asked what needs to happen for interim management to grow. Over 85% of responses fit into one overarching category: increasing awareness, education & understanding of interim management. Since this was such a dominant theme, we decided to break it into 3 sub-categories. They are highlighted below with direct quotes as examples.

## Marketing of success stories

Responses indicate that interim management needs stronger storytelling. Real, concrete case studies help demystify the role, show tangible outcomes and make the value of interim engagements more credible and relatable.

## Emphasising ROI instead of just cost

Many companies fixate on daily rates rather than overall business impact. This sub-category highlights the need to reframe interim management as an investment with measurable return, competitiveness and risk mitigation — not merely a high-cost option.

## Build trust and decision-maker maturity

Adoption of interim management depends heavily on trust of the field. Responses identify a need to build trust with boards and executives so they will be open to external expertise, recognize capability gaps and act proactively rather than waiting for crises.

**“More visibility from all providers and more foot work in different stakeholders like board unions etc.”**

**“Some clear success stories to be shared with customers.”**

## **“Better educating the corporate decision makers on the cost / benefit ratio of interim management.”**

**“Companies should know about the benefits and realize the vast competitiveness even if the daily rates seem high.”**

**“Trust in using external professionals is the biggest concern for interim management to grow, at least here in Finland.”**

**“Acceptance of external competency.”**

# OTHER FACTORS AND PRIORITIES FOR GROWTH

Although increasing awareness, education & understanding of interim management was the dominant theme, there were three other important themes that came through in the data. Those are unpacked below.

## Legal, regulatory & tax environment

A supportive legal and tax framework is essential for scaling interim management. Clear regulation, reduced taxation risks and government recognition can remove barriers for both clients and interim professionals.

**“Transparency of costs for self employment and employed. No taxation risks for the customer.”**

**“Centralised database of contracts available. Tax friendly situation for small businesses.”**

**“Reduce regulation.”**

## Better transparency on available roles

Greater transparency around interim opportunities, role definitions and matching processes would improve trust and efficiency in the interim market — benefiting both companies and interim managers.

**“Better visibility of opportunities, more transparency on available roles and matching mechanisms.”**

**“Centralised database of contracts available.”**

**“More marketing, more visibility, easy process for all participating.”**

## Economic conditions & market stability

Macroeconomic stability strongly influences companies' willingness to invest in transformation and external expertise. Economic uncertainty and geopolitical risk reduce appetite for interim engagements, even when the need is clear.

**“Reduced uncertainty in markets and enterprise to spend money on transformation work.”**

**“The uncertainty in the global business environment needs to decrease (tariffs...)”**

**“Current economic situation slows down the level of investments required.”**

# ACTIONS TO PROMOTE GROWTH

We asked interim managers what can be done to promote the growth of interim management and the role that companies, interim managers, and interim service providers play in promoting it. From the open-ended responses, some key actions emerged in each category.

## For companies

Companies play a decisive role by recognising when interim solutions are appropriate, acting faster, and evaluating interim engagements based on business impact rather than cost alone.

### Key actions

- Actively assess internal capability gaps and transformation needs
- Engage interim managers earlier (before crisis mode)
- Shift focus from daily rate to ROI and speed of impact
- Take ownership of change instead of delaying decisions

## For interim managers

Interim managers are the living proof of the profession. Their credibility is built through delivery, visibility, and the ability to clearly articulate value creation.

### Key actions

- Deliver measurable results and quick wins
- Actively share outcomes, learnings and success stories
- Participate in communities, events and media
- Clearly demonstrate how value is created

## For interim service providers

Service providers are the market shapers. They lower adoption barriers by professionalising access, increasing transparency and educating decision-makers.

### Key actions

- Provide platforms and tools for added value and transparency
- Educate decision-makers through concrete examples
- Maintain pricing discipline and contract clarity
- Actively engage HR, boards and recruiters

# PROMOTING THE GROWTH OF INTERIM MANAGEMENT...TOGETHER!

From the data, it is clear that companies, interim managers and interim service providers all have individual roles to play in the growth of interim management. However, many respondents called for these three entities to work together. With this in mind, we have used the responses to create a joint role description.

## Joint role description

Interim growth accelerates when stakeholders stop acting in isolation and instead collaborate to make interim management visible, credible and easy to adopt.

Joint action is particularly critical in:

- Making interim management visible and legitimate through shared success stories and case examples
- Reducing perceived risk by jointly demonstrating business impact and return on investment
- Educating decision-makers on when and how interim management should be used
- Building market maturity through associations, shared platforms and collective representation
- Developing and supporting legislation that is conducive to high-level freelancing

# REFLECTIONS FROM BBTP'S FOUNDER & MANAGING DIRECTOR

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**Elina Liehu**

I founded Best Best Talent Platform because I recognised a gap in the C-level talent ecosystem: a lack of meaningful collaboration. From the beginning, I envisioned a space where competition and collaboration could coexist — where top talent compete for assignments on equal footing, yet remain proud to be part of a broader professional community. The same applies to interim service providers. By bringing multiple providers together on one platform, they can access a shared talent pool, exchange best practices, and push each other to deliver greater value to customers.

The results of this year's Interim Manager Pulse survey strongly reinforce my founding vision. They highlight not only the breadth and maturity of interim management across Europe, but also the growing importance of partnership — between interim managers, service providers and companies — in shaping the future of the field. This year's survey has produced many insights that inspire action for our team. At BBTP, we are currently discussing how we can better support interim managers as they take on tough challenges and how we can better share their successes with companies.

We see Interim Manager Pulse as more than a snapshot in time. Rather, we see it as a shared reflection point for the entire interim ecosystem. The insights gathered here help guide our priorities, shape our partnerships and inform how we continue to develop BBTP as a platform for collaboration. As the world evolves, so must we. In 2026, the BBTP Team will strive to be as adaptable and resilient as the interim managers who responded to our survey. By channeling the grit of an interim manager, we are sure to achieve big goals.

# GET IN TOUCH

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Do you have further questions about the results of this survey? Would you like to know more about Best Best Talent Platform?

A member of our team would be happy to speak with you!



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