

LEADERSHIP ON DEMAND

How Smart CEO's Tap
Interim Management to
Drive Revenue

**PERFORMANCE
GAPS**

Charles Besondy and Paul Travis
Edited by Theresa Heath

To purchase the complete eBook or paperback
visit www.leadership-on-demand.com
Free Sample

Leadership on Demand

How Smart CEO's Tap Interim Management
to Drive Revenue

****Free Sample Version****

Contains Table of Contents, Chapter 1, About the Authors, and Index

To purchase a complete version of this title in eBook or paperback format
please visit www.leadership-on-demand.com, or any leading online book
reseller.

****Free Sample****

By Charles Besondy and Paul Fravis
Edited by Theresa Heath

LOD Publishing, LLC

**Leadership on Demand:
How Smart CEO's Tap Interim Management to Drive Revenue**

By Charles Besondy and Paul Travis
Edited by Theresa Heath

Copyright © 2008 by LOD Publishing, LLC. All rights reserved.

Published by LOD Publishing, LLC
3720 Gattis School Road
#800-231
Round Rock, Texas 78664
<http://www.leadership-on-demand.com>

Notice of Rights

This sample eBook can not be sold unless by prior written agreement with the publisher. The reader is permitted to distribute this sample eBook file to other individuals, but can not alter it in any way, claim authorship or ownership, or receive compensation in any form. No part of this eBook may be reproduced in any form, by any means, without written permission from the publisher. Reviewer's may quote brief passages for review. Requests to the Publisher for permission should be addressed to Permissions Department, LOD Publishing, LLC, 3720 Gattis School Road, #800-231, Round Rock, TX 78664, (512) 692-9642, or permissions@leadership-on-demand.com. To report errors please send a note to errata@leadership-on-demand.com.

Notice of Liability

While the publisher and authors have used their best efforts in preparing this book, they make no representations or warranties with respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties or merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. Neither the publisher nor author shall be liable for any loss of profit or other commercial damages, including but not limited to special, incidental, consequential, or other damages.

Trademarks

Many of the designations used by manufacturers and sellers to distinguish their products are claimed as trademarks. Where those designations appear in this book, and LOD Publishing was aware of a trademark claim, the designations appear as requested by the owner of the trademark. All other product names and services identified throughout this book are used in editorial fashion only and for the benefit of such companies with no intention of infringement of the trademark. No such use, or the use of any trade name, is intended to convey endorsement or other affiliation with this book.

ISBN 978-0-9802035-0-9 (This is the ISBN number for the complete retail version of this eBook title).

Table of Contents

INTRODUCTION: FILLING THE PERFORMANCE VACUUM	1
A DAY IN THE LIFE	1
A DEFINITION OF INTERIM MANAGEMENT	2
BECAUSE YOUR WORLD CHANGES WITH EVERY BLINK	3
TWO YEARS IN A LIFE	3
A RICH RESOURCE POOL: BABY BOOMERS TO THE RESCUE	8
WHY THIS BOOK	9
CHAPTER 1: KNOWING WHEN IT'S TIME FOR AN ALTERNATIVE SOLUTION	11
A SIGNIFICANT REVENUE OR MARKETING EVENT IS IN JEOPARDY	12
NEW STRATEGIES OR PROGRAMS MUST BE IMPLEMENTED OR TESTED	13
A GAP EXISTS IN A KEY POSITION	13
A SPECIFIC SKILL SET IS NEEDED, BUT NOT PERMANENTLY	14
ADDITIONAL BANDWIDTH	15
OBJECTIVITY IN LEADERSHIP	15
HANDS-ON COACHING AND TRAINING OF EXISTING STAFF	16
CHAPTER 2: ON-DEMAND LEADERSHIP IN THE SMALL OR EARLY-STAGE ORGANIZATION	18
GENERALISTS VS. SPECIALISTS	19
LIMITED CAPITAL AND UNLIMITED DEMANDS FOR EXPERTISE	21
EVEN FASTER MARKETPLACE DYNAMICS FOR STARTUPS	22
THE TUG: TIME TO MARKET, SALES GROWTH, AND CONTROL	23
IT'S NOT THE VEHICLE; IT'S HOW YOU PILOT	25
CHAPTER 3: ON-DEMAND LEADERSHIP FOR THE LARGE ORGANIZATION	27
OPPORTUNITIES FOR ALTERNATIVE LEADERSHIP	27
MULTIPLE LAYERS OF MANAGEMENT	28
MATRIX TEAMS	29
VAST PRODUCT LINES AND MARKETS	30
MANAGERS AS WELL-ROUNDED GENERALISTS	32
FREQUENT RE-ORGANIZATIONS	34
INTERIMS AND COMPLIANCE FOR PUBLIC COMPANIES	35
CHAPTER 4: BRIDGING GAPS DURING THE SEARCH FOR A PERMANENT HIRE	37
HOW LONG DOES A DIRECTOR, VP, OR CMO SEARCH TAKE?	37
WHAT ARE THE COSTS?	38
HOW MUCH ARE YOU WILLING TO BET?	39
WHEN TO BRIDGE	40
THE PARALLEL STAFFING STRATEGY	41

CHAPTER 5: TIPS FOR SCOPING THE ENGAGEMENT	43
DEFINE THE PAIN OR OPPORTUNITY YOU WANT ADDRESSED	43
COLLABORATE WITH THE INTERIM LEADER TO DEFINE THE SPECIFICS	46
SET OBJECTIVES FOR OUTCOMES, MILESTONES, AND DELIVERABLES	46
DEFINE THE DAY-TO-DAY RESPONSIBILITIES AND PARAMETERS	47
MAKE DEFINITIONS CLEAR	49
DON'T OVERLOOK THE ORIENTATION PHASE AND TRANSITION PHASE	50
DEFINE IT REQUIREMENTS	51
DEFINE COMPENSATION AND PAYMENT PERIODS	51
CHAPTER 6: WHEN NOT TO USE AN ON-DEMAND LEADER	53
CULTURAL FIT	53
MCKINSEYITIS	54
BE CLEAR THAT AN INTERIM LEADER IS WHAT YOU WANT	54
CHAPTER 7: SOCIALIZING THE ENGAGEMENT	56
PAVING THE WAY WITH THE BOARD	56
THE INTERIM MANAGER'S PEER GROUP	57
THE INTERIM MANAGER'S DEPARTMENT	57
THE CROSS-FUNCTIONAL WORK TEAMS	59
VENDORS AND PARTNERS	59
IMPORTANT CUSTOMERS	60
CHAPTER 8: FINDING ON-DEMAND LEADERS	62
INDUSTRY REFERRALS	63
LEADERSHIP NETWORKS	63
INTERIM FIRMS	64
CHAPTER 9: SELECTING AND MANAGING THE ON-DEMAND LEADER	67
GUIDELINES FOR MANAGING THE INTERIM LEADER	68
CERTAIN THINGS CAN'T BE PREDETERMINED OR WRITTEN	69
THE KNOWLEDGE TRANSFER AND TRANSITION ARE CRITICAL	70
FEAR OF LOSS DURING TRANSITION	71
CHAPTER 10: COMPENSATING THE ON-DEMAND LEADER	73
THE TOTAL COST OF [EMPLOYEE] OWNERSHIP	74
THE INTERIM WORK WEEK	79
WHAT FEES CAN YOU EXPECT TO PAY	80
DEFERRED COMPENSATION	81
TERMS OF PAYMENT	82

CHAPTER 11: OIL AND WATER? INTERIMS AND HEADHUNTERS	84
NO USE FOR SHORT TERM?	84
HOW THE INTERIM CAN HELP THE HEADHUNTER	85
CHAPTER 12: CONCLUSION AND TOP-10 TAKEAWAYS	87
1. AVOID BUSINESS PERFORMANCE GAPS	87
2. IN SALES OR MARKETING, NEARLY EVERYONE IS AN INTERIM	88
3. INTERIM MANAGEMENT: THE ULTIMATE IN FLEXIBILITY AND VERSATILITY	88
4. KEYS TO SUCCESS: SCOPE AND SOCIALIZATION	89
5. INTERIM MANAGEMENT CAN WORK FOR NEARLY EVERY COMPANY	89
6. THERE IS A HUGE COST TO DOING NOTHING	90
7. IT'S NOT THE DAY RATE, IT'S THE VALUE	90
8. MIND THE GAP WITH A PARALLEL STAFFING STRATEGY	91
9. MANAGING THE ON-DEMAND LEADER	91
10. INTERIM MANAGERS ARE EASY TO FIND	92
CHAPTER 13: RESOURCES	93
BOOKS	93
ASSOCIATIONS	93
BLOGS AND FORUMS	94
INTERIM PROVIDERS (A PARTIAL LIST OF US PROVIDERS)	94
CHAPTER 14: READER SURVEY	96
ABOUT THE AUTHORS	99
CHARLES BESONDY	99
PAUL TRAVIS	100
THERESA HEATH	101
INDEX	102
FIGURES AND TABLES	106

To purchase the complete eBook or paperback
 visit www.leadership-on-demand.com

Chapter 1: Knowing when it's Time for an Alternative Solution

By Charles Besondy

One early-warning signal that an interim management solution is warranted within your company is when you start rationalizing why opportunities can't be addressed, or objectives not achieved.

You may feel as though you're trying to out-manuever the competition with a family sedan rather than a Maserati. Or you may sense that you're constantly making Solomon-like decisions about which business opportunities your team has the bandwidth to attack all the while worried that more nimble competitors will beat you to the prize.

The following situations routinely arise in organizations both large and small. Each situation can be successfully and cost-effectively addressed with interim or on-demand leadership in sales and marketing.

1. A significant revenue or marketing event is in jeopardy
2. Totally new strategies or programs must be implemented or tested
3. A gap exists in a key position
4. A specific skill set is needed, but not permanently
5. Additional bandwidth needed, but not permanently
6. Objectivity in a leadership position would be beneficial, especially during strategic planning
7. Hands-on coaching and training is required to elevate skill and process knowledge of existing staff

While it's true that consulting firms can be retained for some of these situations, the cost of an interim manager is generally far less. In addition, the loyalties of an interim are more closely aligned with the client, particularly if the interim leader's compensation is tied to performance versus a consulting firm's focus on billable hours. (See chapter 10).

A significant revenue or marketing event is in jeopardy

Of the seven situations mentioned, a significant revenue event is one that many CEO's don't immediately see as suitable for an interim management assignment. However, the short-term, one-time nature of this problem is well-suited to an interim leadership solution.

Keep in mind that interim leaders are highly experienced, senior-level executives. They aren't fresh MBAs. Due to in-depth experience in a particular discipline or industry, an interim manager can quickly and objectively assess the obstacles to achieving your business target, and unlike a consultant, actually step in to make it happen.

One-time revenue events can include an upcoming valuation, fiscal year-end or a pending merger in which hitting a revenue target carries additional significance. You may also want to consider interim management for business development or corporate development roles.

"A lot of companies can't afford biz-dev or corp-dev employees on a full-time basis."

"A lot of companies can't afford biz-dev or corp-dev employees on a full-time basis. Yet there are interim leaders who have this expertise and can apply it to 2, 3, or 4 clients more effectively and at a cheaper cost on an outsourced basis."

--Brad Furber, President, Xeriton Corporation

One-time marketing events typically include major product introductions, strategic planning and pricing. The tendency here is to first look for help from a consulting firm or agency. However, if your company lacks the necessary marketing leadership to direct and manage the consultant/agency, the end result can miss the mark in a very expensive way.

For many enlightened CEO's, the better solution is to bring interim managers into the company to operate at strategic and tactical levels to: make the product introduction a success, provide wisdom and objectivity to the planning process or create market-centric

positioning and pricing strategies. The interim leader can give the company the “shot in the arm” it needs, elevate the skill-level of the permanent employees in the marketing department and leave when the event has passed.

New strategies or programs must be implemented or tested

Companies, especially market leaders, are constantly tweaking their sales and marketing processes. This frequently involves implementing or testing programs and strategies that are new to the organization. We all know stories of promising strategies that fell victim to inept execution or were flawed from the beginning due to management myopia.

If your company is embarking on a new strategy or testing a new program, be honest about the organization's ability to pull it off. Increase the likelihood of success by bringing in an interim manager who has experience in the strategy or program you're about to test.

“I've learned that interim leaders in marketing are particularly useful when we're implementing a type of marketing strategy or tactic that is completely new to us. Search marketing was a recent example. We knew that paid search and natural search would be critical to iTaggit's success, but our knowledge was light in the area at that time. So when we brought in an interim VP Marketing to put our launch plan together for us, knowledge of search was a requirement. It helped us to be successful much faster.”

-- David Altounian, CEO, iTaggit.com

“I've learned that interims in marketing are particularly useful when we're implementing a type of marketing strategy or tactic that is completely new to us.”

A gap exists in a key position

Sales and marketing executives come and go. Department directors come and go. When a gap exists in a leadership position the company's performance is handicapped. This is an ideal time to

have an interim manager fill the position and maintain momentum while the recruitment process for a permanent executive progresses. (Chapter 4 is devoted to this topic).

“When a company has a gap in a key position, it must calculate the opportunity cost for the 3-6 months it’ll take to fill that position. The cost is almost always greater than the fee for an interim manager to fill the gap.”

--William Leake, CEO, Apogee Search

“When a company has a gap in a key position, it must calculate the opportunity cost for the 3-6 months it’ll take to fill that position.”

A specific skill set is needed, but not permanently

This is one of the more common situations leading to an interim management engagement. For example, you recognize that your sales team needs training, but the skills don’t exist inside the organization. Let’s say a move from direct sales to channel sales is required, but that channel expertise doesn’t reside within your company.

The first tendency is to pick up the phone and call a consulting firm, but an interim manager makes more sense if you can locate one with the right background. The cost will be less and you’ll have someone who is a more objective extension of your management team.

As part of the engagement scope, you should also request that the interim leader present a recommendation stating whether or not the skill is required within your company permanently.

Sometimes the question isn’t one-time or permanent; rather it’s full-time or part-time. An interim manager can be the one-time solution or the part-time solution.

“It’s a relatively easy decision to select an interim A-player rather than a permanent, distracted C-player trying to wear multiple hats.”

--William Leake, CEO, Apogee Search

“It’s relatively easy to select an interim A-player rather than a permanent, distracted C-player trying to wear multiple hats.”

Additional bandwidth needed, but not permanently

Occasionally, specific skills aren't in short supply at your company, bandwidth is. It is not uncommon to see an important initiative--annual strategic planning, a national sales conference, a product launch or the formulation of a product strategy to name a few-- threatened because your team is fully engaged with day-to-day, revenue-generating activities. These situations are ideal for an on-demand leader to step in and lend a hand for several months.

What's more, you can decide to place the interim on the new initiative or on the day-to-day activities in order to free up the permanent staff to address the new initiative.

Smart CEO's put the right amount of wood behind the arrowhead by using on-demand leaders.

Objectivity in leadership

If you observe that the annual planning process at your company is becoming too inbred, perhaps too myopic, add an interim leader with suitable credentials and experience to the team. The fresh insight and perspective, combined with objectivity not hindered by internal pressures and politics, can be just the type of catalyst you need. A secondary benefit is the interim can share the planning work load, enabling the other team members to have more time during the planning process for their day-to-day duties of running the company.

"I consider using an interim manager for those times when objective guidance, unburdened by internal bias, is at a premium."

"I consider using an interim manager for those times when objective guidance, unburdened by internal bias, is at a premium. Developing a pricing strategy is a good example."

--David Altounian, CEO, iTaggit.com

Hands-on coaching and training of existing staff

If you're seeing a need for training in the sales or marketing organization, you can send staff to seminars, hire a professional training company or bring in an interim manager with experience in training and knowledge-transfer.

The decision is easy if you believe your team needs equal parts training and coaching/mentoring. An interim leader with training experience in his discipline can work side-by-side with your staff over a period of time to train and guide.

This chapter looked at seven situations that indicate there's a need for interim or on-demand leadership in sales and marketing. For a growing number of companies, on-demand executives are a smart alternative to permanent hires and consulting firms.

Case Study: Interim Director Product Marketing for Computer and Server Manufacturer

Situation: Engineering was nearing the end of the design and prototype stage for a new line of servers. None of the traditional product marketing work had been done; therefore a timely and successful market introduction was in jeopardy. The company's lean marketing department was completely preoccupied with driving awareness and lead generation campaigns for the company's primary product line.

Solution: The company's executive management team decided to bring in an interim to prepare the new server line for market introduction until a full-time product manager could be hired.

Result: For a three-month engagement, the interim was on-site four days a week. The interim drove the product launch preparation by forming and leading a launch team consisting of sales, marketing, engineering and operations. During the engagement, the interim conducted primary research to identify the ideal value proposition and assess potential adoption rates, conducted a thorough competitive analysis, kicked off a beta program, developed a positioning and messaging framework, and created a product roadmap. The interim also developed several financial models that linked revenue targets with the required lead generation activities and marketing investment level. When the interim's engagement ended, the company was in position to introduce the product line on schedule and take orders at a major industry trade show.

About the Authors

For more information about the authors and our speaking bureau please visit www.leadershipondemand-book.com.

Charles Besondy

Charles Besondy is recognized as a champion for B2B marketing optimization. If a company suspects their marketing is under-performing or is not aligned with business goals, Mr. Besondy steps in to right the ship. He is especially skilled at solving issues in:

- Target market selection and sizing
- Positioning
- Lead management
- Marketing strategy and planning
- Product marketing process



Mr. Besondy is a senior level "player-leader" who has been an interim manager and consultant since 2000. This is underpinned by 25 years of marketing leadership primarily within small and mid-market software/Web businesses that place an emphasis on action and growth. His experience base spans scores of product categories, technologies and industry segments.

A native of the NW, and a graduate of the University of Oregon, Mr. Besondy has resided in Austin since early 2000. He is a member of the Austin Technology Council and is active in his church. His blog, *One Riot – One Ranger*, <http://cbesondy.wordpress.com>, is a leading source of ideas on the topic of interim management.

When not helping clients boost their marketing performance he can be found on long walks through the wilderness looking for his golf ball. He can be reached at cbesondy@leadership-on-demand.com.

Paul Travis

From his 25 years of experience in high technology, marketing, and consulting, Paul Travis has developed two core specialties:

- Determining and developing the right product(s) for the target market (full lifecycle Product Marketing)
- Establishing appropriate marketing infrastructure to profitably attract/retain customers (Analytics to CRM)

Mr. Travis began project and interim consulting in 2000, having recognized that small- and mid-market organizations needed the same things that had made him successful with larger private and public companies.



In his prior corporate marketing career, Mr. Travis built a ten-person marketing team as VP Marketing at safety/security concern Net Nanny Software Inc. There he oversaw the launch of two consumer products and the BioPassword enterprise product (later spun off). At analytics provider Marketwave Corporation, his shift of focus and licensing structure into the enterprise space increased the company's run rate by 1,000% in just nine months -- prompting a \$77 million competitive acquisition. He currently serves as a board member of 2 privately held companies. He concentrates on three verticals: *high technology, food and beverage, and manufacturing.*

Mr. Travis is a Microsoft Alumni Network member; is President of the Institute of Management Consultants (IMC) Pacific NW Chapter; and co-founded the Seattle Chapter of the CRM Association. He completed the Brand Management Executive Program at Harvard Business School and received his Bachelor's Degree in Computer Science & Mathematics from the University of Illinois at Urbana-Champaign.

Mr. Travis resides with his wife and two children on Bainbridge Island (due west of Seattle, Washington). He enjoys hiking,

camping, racquetball, percussion, and singing in the shower. He can be reached at ptravis@leadership-on-demand.com.

Theresa Heath

With over 25 years of sales and marketing experience, Ms. Heath is a strategist and sales turnaround expert with an innate ability to swiftly diagnose root causes and underlying issues in revenue shortfall situations and then develop and implement strategies that quickly transform into positive sales trends.

Ms. Heath has deep and broad functional knowledge ranging from Fortune 100 companies to venture-backed startups, executing at the C-suite and board level the past 12 years.



Her experience spans pharmaceuticals, diagnostics, medical devices and information technology. Ms. Heath combines a strong entrepreneurial orientation with a collaborative leadership style.

Ms. Heath focuses her attention on areas where she can make the greatest contribution:

- Sales and Marketing Leadership
- Strategic Planning and Implementation
- Business Development
- Strategic Alliances and Partnerships

Ms. Heath graduated cum laude with a Bachelor's of Science degree in Business Administration from Arizona State University. She is a Member of Standard & Poor's Vista Research Society of Industry Leaders and is a volunteer in the mentoring program for Arizona State University's Technopolis entrepreneurial program. A wife and mother of two teenage girls, she enjoys travel, yoga/Pilates, music, and cooking for family and friends. She can be reached at theath@leadership-on-demand.com.

Index

A

ACD Systems · 23, 24, 39, 40, 53, 56, 65, 69, 80
Additional bandwidth · 15
agency · 12
Altounian, David · i, 13, 15, 20, 30, 55, 81
annual strategic planning · 15
Apogee Search · 14, 29, 44
Arizona State University · 101
Associations
 IMA · 93
 Institute of Interim Management · 93
 Interim Management Association · 93
Avaya Western Europe · 25, 34, 41, 70

B

Besondy, Charles · i, 9
best-practices · 21
Blogs
 enter M – Interim Management · 94
 One Riot - One Ranger · 94
 OneAccord · 94
Blue Book · 80
Board · 56
Books
 *A New Brand of Expertise, How Independent
 Consultants, Free Agents, and Interim Managers
 Are Transforming the World of Work* · 93
 *Interim Management, the New Career Choice for
 Senior Managers* · 93
Boxx Technologies · 19, 27, 37, 44, 64, 66, 81
brand management · 20
business development · 12
business momentum · 7
Business Week · 85

C

Carroll, Freddie · i, 43, 80
Castle, Dr. John · i, 63
compensation · 24, 51, 73
Compensation · 24
consulting company · 53
consulting firm · 12, 14
consulting firms · 11
corporate communications · 20
corporate development · 12
credibility · 42
cross-function teams · 59
customer experience · 20
customer relationship management · 20, 71

D

day rate · 52
day rate guideline · 80
day rates · 80
day-to-day responsibilities · 47
deferred compensation · 52
Deferred compensation · 81
definition of interim management · 2
definitions of key terms · 49
deliverables · 46
den Besten, Alfred · i, 25, 34, 41, 70
direct costs · 73
distribution channel · 20
dotted-line reporting · 70
Dynamo Recruiting · 86

E

Engagement period · 49
equity · 19, 23, 24

Exchange days · 49

F

fighter pilot · 25

finder's fee · 86

fiscal year-end · 12

Fortune 500 · 67

Forums

Interim Manager's Forum · 94

Linked Interims · 94

Furber, Brad · i, 12, 18, 57

G

gap · 13

gaps in critical skill sets · 6

generalists · 19, 25

Go-To-Market strategy · 21

great listener · 67

Grogan, Jim · ii, 21, 64, 67, 68

Guidant Financial Group · 66

H

Hands-on coaching · 16

Harvard Business School · 62

headhunter · 63, 84, 86

Heath, Theresa · ii, 9

Herbert Meyer · 40

I

incremental payment plan · 83

Industry referrals · 62

intangible costs · 37

Interim firms · 62

Interim Providers

Boyden Interim Management · 94

Executive Smarts · 94

Interim America · 94

OneAccord · 94

ReefPoint · 94

Torch Group · 94

Transition Management Consulting · 94

Willmark Associates · 95

IT requirements · 51

iTaggit.com · 13, 15, 20, 30, 55, 81

K

key customers · 60

knowledge-transfer · 16

Krause, Rick · i, 19, 27, 37, 44, 64, 66, 81

L

Lazard, Jack · ii

Leadership networks · 62

Leake, William · i, 14, 29, 44

limits of authority · 48

LinkedIn.com · 63

long-term commitment · 55

Moreto Bay Development Company · 21, 64, 67, 68

low-hanging fruit · 22

M

Manpower's 2007 Talent Shortage Survey · 8

market research · 20

marketing events · 12

marketing leadership · 12

McGovern, Marion · 93

McKinsey · 54

merger · 12

Microsoft · 22

milestones · 46

N

national sales conference · 15

Nilssen, David · 66

O

Objectives · 68
objectivity · 53
OEM · 22
Off days · 49
One Riot – One Ranger · 99
OneAccord · 64, 66, 86
opportunity cost · 37
orientation phase · 50
outcomes · 46

P

Parallel Staffing Strategy · 41, 48
payment in advance · 82
payment periods · 51
Peckman, Gina · 86
peer group · 57
peers · 55
Perfect Storm · 18
Performance Vacuum · 5, 9, 77, 87
periodic payment plan · 83
post-mortem · 70
preliminary engagement · 44
pricing · 12
process · 65
process knowledge · 16
product introduction · 12
product launch · 15
product management · 18
product marketing · 20
product positioning · 20
product strategy · 15

R

Reader Survey · 96
reputation · 42
resource arsenal · 6
revenue target · 12

Robert Half · 84
Russam GMS · 9
Russell, Dennis · 93

S

sales and marketing processes · 13
sales compensation · 20
scarcity of management talent · 8
scope · 43
scoping diagram · 45, 46
scoping discussion · 48
scoping process · 45
Sequeira, Dr. William · i, 23, 24, 39, 40, 53, 56, 65, 69, 80
serial interim strategy · 7
serial interims · 73
share price · 42
significant revenue event · 12
single shingle · 53
skill set · 14
social networking · 20
socializing the Engagement · 56
Spock.com · 63
staff · 48
StarTech Early Ventures · 43, 80
stop-gap · 40
strategic partnerships · 20
strategic planning · 12

T

Tatum Partners · 64
TCO comparison · 76
TCO, hypothetical · 77
Terms of payment · 82
testing programs · 13
The Economist · 8
time parameters · 48
time to market · 23, 25
total cost of ownership · 74

Total work days · 49
training · 16
transition · 70
transition phase · 50
Travis, Paul · i, 9

U

U.K. · 93
University of Oregon · 99
University of Washington · 63

V

valuation · 12
value · 80
Vendors and partners · 59
versatile management resource · 16

Vistage · 63
VW Beetle · 21

W

Work day · 49
work week · 79
written assessment · 53

X

Xeriton Corporation · 12, 18, 57

Z

Zone of Declining Possibilities · 5, 9, 77, 87

Figures and Tables

Figure 1: Momentum Loss	4
Figure 2: Serial Application of Interim Talent	7
Figure 3: Periodic Application of Interim Talent	8
Figure 4: The Scoping Diagram	45
Table 1: Cost Comparison	76
Table 2: TCO Hypothetical Example	77
Table 3: Work Week	79

****Free Sample****
To purchase the complete eBook or paperback
visit www.leadership-on-demand.com

****Free Sample****
To purchase the complete eBook or paperback
visit www.leadership-on-demand.com

LOD Publishing, LLC
3720 Gattis School Road
800-231
Round Rock, TX 78664
www.leadership-on-demand.com
[Publisher email](#)

