



interim executive management, inc.



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## Delivering Measureable Results for Organizations in Transition

*IEM specializes in developing and executing strategies and action plans by working with senior management teams.*

*We help organizations define and meet their goals and objectives.*

Founded in 1994, IEM designs and implements customized strategic programs that propel public organizations and commercial enterprises in transition to success. Such organizations may be adapting to new leadership, reassessing their core competencies, creating new products and services in new markets, and/or auditing their operational efficiencies. IEM delivers these services to new and established enterprises nationwide in any industry, providing clients with meaningful change management for short and long term projects and goals.

As experts in change management, IEM's seasoned executives, supported by handpicked teams of specialists, such as operations managers, communications professionals, mediators and financial directors, guide senior executives through any or all these transitions. We start by working with key stakeholders to identify performance areas where improvement is required and establish a consensus on performance goals. We then provide tools for speedy decision-making to fulfill these objectives and offer strategies for timely and effective execution. Once strategic priorities are agreed up and our action plans are adopted, IEM monitors progress to maximize operational performance, profitability, and effectiveness.

# Interim Executive Management Services

## Change Management

IEM provides a complete package of operational services for both established and newly launched enterprises. Specializing in Interim Executive Management, IEM successfully creates platforms for managing change in a variety of industries. Initial client needs rely heavily on IEM's senior executive level of expertise and experience in transitional management. We greatly benefit our clients by providing interaction and direction in vital decisions inherent in each phase of the transitional cycles. IEM's seasoned executives enter a project with one consistent goal; to provide the client company with a platform for success in any chosen outcome.

Lead time on a project is vital to success. IEM becomes a "project partner" early in the cycle of transition. We interact with key stakeholders to establish consensus on firm performance goals and objectives that will assist in solidifying present and future funding and revenue generation. Senior management concentrates on daily core responsibilities to ensure a strong and well-monitored revenue base from the onset of transition while IEM monitors the execution of the reengineering process. Successful organizations recognize quickly that investment in additional business leadership resources has a direct and immediate impact on the bottom line. Costly mistakes are avoided and internal leadership retains the time and focus necessary to maintain and service clients' fundamental to organizational success.

*"IEM guided our firm's senior management during a transitional period for our organization, vastly improved our business practices, and increased our profitability."*

Jeff Weintraub, Managing Partner, Weintraub, Stock & Grisham, P.C.

## Business Operations

IEM starts each engagement with an assessment process designed to gain an understanding of the client's business situation. From there, IEM works with the senior executive team to develop management strategies that focus on removing roadblocks that negatively affect individual and organizational performance. Since our approach is competency-based, our process assists in distinguishing superior from average performance and provides feedback on the client's ability to manage their human capital resources effectively. It also offers ways to create better working environments where employees perform better and in which superior performers want to come and stay.

IEM provides clients with better tools and information designed to enhance management decisions and sharpen their competitive edge. IEM focuses on developing and implementing solutions to improve organizational and individual capabilities while delivering a strategic focus, proven problem solving know-how, and a highly collaborative approach.

## Human Capital Strategies

It is no secret that a company's bench strength ensures long-term success. The challenge is retaining and developing leaders that will be a source for future all-star talent, as it is future leadership that drives continued company growth. Effective succession planning delivers top performers ready for the challenges of the future. The requirements of key executive jobs form the cornerstones of a comprehensive succession planning effort and these requirements are the criteria for identifying and developing individuals for target positions. Effective planning provides organizations with future leaders who can both manage and develop a structure that adapts to and supports the changing needs of the business.

IEM designs and implements strategies that build bench-strength and ensures a steady supply of people to meet future needs and challenges. Without a rigorous process, current leaders will likely choose and develop successors who are much like themselves, perpetuating status quo, limiting diversity and stifling ingenuity. We help our clients define their critical position criteria, form best practices for identifying key leadership criteria and design assessment processes to evaluate potential candidates. IEM also facilitates succession-planning deliberations and designs compensation or reward systems as an integral aspect of corporate and individual development.

## Leadership Development

*"The dialogue about change, leadership and motivation is refreshing ...very informative and thought provoking...very healthy reviews and discussions ..."*

Bill Forgione, Vice President,  
Human Resources,  
The Restaurant Company

IEM provides experienced executive coaching as an integral part of transition management. Years of experience have taught us that transitional management is not a "paper" exercise. Successful execution requires active participation between seasoned objective executives and an organization's senior team. Today's leadership demands require vision, inspiration, and empowerment. Our programs strengthen internal leadership to meet the challenges inherent in a transitioning environment.

Leaders in today's market must function in a proactive mode as facilitators, coaches and masters of change while simultaneously contributing in their specific area of technical expertise. A proactive rather than reactive culture requires teamwork and innovation coupled with creativity and empowerment to succeed under new market challenges. IEM's expertise in the quadrants of empowerment, accountability, vision and execution provides the necessary link between the goal and the reality.

Proof of IEM's commitment to and participation in leadership development is evident through their executive leadership development program (EHRF). Founded by IEM, the program is a "think tank" organization which provides comprehensive strategic and tactical advice, information and tools to senior executives in leadership roles.

The program's members are leaders from biotech, medical, public service, and professional service organizations. Participants in EHRF include:

Accredo/Nova Factor  
Alpha Corp  
Auto Zone  
Baptist Healthcare  
Bryce Corporation  
Buckeye Lab  
Cleo  
Coca-Cola, Inc  
FedEx

First Tennessee Bank Corporation  
Future Electronics  
International Paper  
Medtronic  
Memphis Regional Chamber  
Memphis University  
Methodist Healthcare Systems  
Parker Hannifin  
St. Jude Children's Research Center

ServiceMaster  
Smith & Nephew  
Tenet Healthcare  
The Regional Medical Center  
The Restaurant Company  
Thomas & Betts Corporation  
Union Planters  
W.M. Barr  
Wright Medical, Inc.

# What Does an Interim Executive do for the Client?

- Formulates and executes major policies and programs targeted to achieve client's key business objectives
- Executes client's strategic and tactical operational growth plans, with emphasis on continued expansion into new markets and/or maximization of current market
- Implements steps for maximum efficiency and profit objectives through collaborative efforts with the client's senior management team
- Develops management personnel and implements effective succession plans
- Establishes and maintains strong relationships with industry peers and community leaders to ensure the firm's growth
- Fosters an achievement-oriented culture based on continuous learning principles where employees are motivated and rewarded for both individual and team contributions
- Provides broad knowledge and experience in senior level management from gained from both internal and external experience
- Articulates the company's ongoing strategic vision through sound operating business plans and processes
- Anticipates obstacles and works with key stakeholders to develop strategies to overcome them
- Offers insights and direction in crisis, upheaval AND stability

# Measurable Results Reflect IEM's Diverse Capabilities

## Leadership

- Strategic mentoring plan for firm's new leadership stabilized the company and increased its business base. Business revenues grew 19 percent in 12 months
- Implemented three year Leadership Development program for MBA graduates to fill key operational management positions
- Facilitated leadership development programs for appointed firm managers resulting in increased efficiency and greater profitability.
- Successfully mentored new firm leadership through the development of a strategic plan designed to stabilize firm and increase its business base. Developed action plan with measurable results to ensure success of organizations goals. Business revenues grew 19% in 12 months.
- Designed and implemented Fortune 500 Company global Management By Objective (MBO) program. The program resulted in divisions' performance meeting corporate objectives.
- Developed top to bottom management development and leadership contingency planning system. Enabled organization to secure company position within marketplace.
- Recognized speaker on leadership challenges and leadership development practices

*"I look to IEM for guidance in the latest management techniques regarding human resources and business strategies. I have valued the consultation I have received and believe it has made a difference in my business success."*

Craig E. Chandler, CHA  
Vice President Business  
Development, Suburban  
Franchise Systems, Inc,  
Atlanta, Georgia



## Strategic Planning

- Designed and implemented competency-based systems that resulted in effective change management strategies
- Created business development strategies to establish emerging marketplace as a sophisticated player in mature markets.
- Nationally invited speakers on and 'Strategic Planning for Early Stage Companies' and 'Leadership Success'.
- Developed leadership contingency plans, and set the tone for strategic organizational realignment
- Advised external accountants, attorneys, and bankers to ensure organization's viability during transitional period
- Reorganized, repositioned, and relocated firm to overcome a down economic environment. Increased revenues 25 percent, profits 150 percent in highly competitive marketplace within 12 months
- Developed strategic plan for biotech start up, leading to successful collaboration with mature biotech players, increased industry awareness in local community

## Operations

- Developed operational plans that increased client profitability 32 percent, decreased leveraged position more than 50 percent
- Recommended workflow changes reduced client's downtime 25 percent, increased efficiency 22 percent, and lowered rejection rate to under 10 percent
- Orchestrated divisional restructuring plan that sliced costs by 36 percent
- Created organizational structure for early stage multi-million dollar prototype manufacturing unit
- Established infrastructure for first union-free manufacturing unit within 100 percent union environment

# Measurable Results Reflect IEM's Diverse Capabilities

*continued*

## Financial Management

- Improved cash flow 150 percent for organization undergoing a change in partnership and loss of business. Strategically restructured debt load and improved collection system resulting in 30 percent monthly increase in collections
- Moved organization with major operating losses to a 200 percent increase in profits in 18 months by restructuring work force, developing minimum production requirements, reducing overhead, and implementing revenue generating strategies.
- Led firm from no cash/no draw/ "no borrowing power position" to adequate cash reserves, competitive partner draws and solid banking relationship with significant borrowing power in 12 months.
- Increased revenues 50 percent through grants, donations and increased industry research activities in 12 months
- Designed financial management programs resulting in enhanced profitability, while establishing client's presence in competitive market
- Created extensive Budget and Financial Management Guide used as an ongoing decision making tool. Designed and implemented financial tracking reports to reflect firm productivity and profitability centers which resulted in timely and effective decision making process.
- Developed comprehensive financial analysis functions and systems for evaluating utilization of key income producers resulting in department profit center accountability

## Marketing and Business Development

- Implemented marketing strategies resulting in a 25 percent billing increase for professional services client
- Established client contact base for marketing purposes and developed lead generation systems to generate new client referrals
- Reviewed and restructured standard client service plans to ensure complete professional presentation and appropriate ongoing follow-up support
- Established media presence resulting in increased market share
- Created business development strategies that raised client revenues 20 percent

## Human Capabilities Management

- Analyzed workforce issues and developed proven approaches to attract, recruit and retain key employees; built diversity within the workplace; resolved workforce development issues
- Developed compensation and benefits programs to allow company to compete in local marketplace
- Resolved line supervisory salary compression problems. Enabled division to attract and retain quality supervisors
- Mediated and resolved labor grievances, settled arbitrations and negotiated three year collective bargaining contracts
- Created training and development programs to optimize local work force's effectiveness in rapidly emerging market and increase key employees' retention
- Successfully guided firm through significant staff turnover resulting in extensive increases in skill levels and reduced personnel expenses
- Designed recruitment programs; improved retention and reduced turnover 30 percent
- Built key employee development plans for client companies. Enabled organizations to fill key positions with high performance individuals

## Relocation/Infrastructure Management

- Orchestrated expansions and relocations of client firms. Selected office space, negotiated leases, arranged for build-out, furnishings and equipment acquisition, and initial staffing for early stage companies.
- Coordinated installation of computer networks. Selected and standardized financial management tools to increase cash flow; upgraded front and back office packages.
- Chose fully automated front and back office software system. Negotiated contracts and coordinated system training
- Developed and implemented SOP's that established written guidelines for day-to-day administrative operating procedures

# IEM Frequently Asked Questions

## **What is Interim Executive Management (IEM)?**

IEM is a premier provider of executive leadership to organizations in various states of transition. These entities may be established enterprises that are restructuring, changing core competencies, enhancing operational efficiencies or aspiring to grow. IEM strategically places our executives where needed and directs them to achieve mutually agreed upon measurable results.

## **What is the difference between Interim Executive Management and a Management Consultant?**

Management consultants assess, advise, and recommend changes to clients; the client makes the decision whether to proceed, implement changes, or ignore the advice. An Interim Executive may provide all of the services of a consultant, but also manages implementation and measures of accountability.

## **What makes IEM services unique in the marketplace?**

IEM executives bring a unique combination of proven internal leadership expertise and extensive experience in interim leadership positions in evolving organizations. This combination offers a distinctive and practical perspective that provides immediate and substantial benefit to the client. IEM forms strategic partnerships with its clients by providing added expertise during transitional periods and, as a result, improving overall business performance.

## **What is the length of time an Interim Executive serves?**

IEM provides its clients with action plans and implementation services. Depending upon predefined client objectives, projects typically range from one to several years.

## **Who is an Interim Executive?**

Interim executives are hands-on professionals with successful track records in multiple disciplines, industries, and environments. IEM executives have a minimum of 10 years experience in interim executive management and have served a wide range of companies, from Fortune 500 firms to early stage entities. They are interim C-level executives--CEOs COOs, CFOs, etc.--who bring knowledge and experience that enables them to quickly become a valuable contributing member of any executive team.

## **When is the right time to hire an Interim Executive?**

IEM assists firms in transitional modes of operation. Our clients include organizations that are restructuring, undergoing mergers and acquisitions and/or establishing growth or enhancement plans. IEM brings value to these firms by delivering a unique combination of insight, vision, and practical application.

## **What if our organization would like to make a permanent offer to an Interim Executive?**

Occasionally, clients inquire about making an IEM executive a permanent employee. In such cases when the particular executive is interested, IEM will work with both parties to make the necessary provisions and transition.

## **How does IEM monitor quality and delivery of services provided by Interim Executives?**

IEM selects only proven, highly skilled executives to join our team. Since interaction with key level members of the client team is part of our service philosophy, we monitor progress and client satisfaction daily.

# Clients

Those who have benefited from the expertise of IEM team members represent a spectrum of organizations, ranging from small companies to Fortune 1000 in manufacturing, financial, service, and healthcare industries. Specific companies include but are not limited to:

Alpha Corporation	Maybelline Inc.
Antigenics, Inc.	Memphis Botanical Gardens
Bank of Boston	Memphis Regional Chamber
Boatman's Bank of Tennessee	National Bank of Commerce
Clinical Research Consulting, Inc	Peabody & Arnold, P.C.
Colonial Rubber Works, Inc.	Perkins Family Restaurants
Cleveland, Waters & Bass, PC	Powers & Hall, PC
Dangerous Curves, Inc	Price Waterhouse
Dover Elevator Company Systems	Promus Companies
Drake Beam Morin	Rosenthal Clinic, Inc.
Dry Clean Super Center	Sara Lee Corporation
Equitable Life Insurance Co.	St. Jude Children's Research Hospital
European Day Spa	Suburban Franchise Systems, Inc.
Genzyme Corporation	Thomas & Betts
Glovsky & Glovsky P.C.	University of Memphis
Gotten, Wilson and Savory, LLC	University of Tennessee
Halloran Consulting Group, LLC	Weintraub, Stock & Grisham, LLC
Kellogg Company	Weiss, Angoff, Coltin and Koski, PC
Lee, Levine and Bowser, P.C.	Williams Illien Adoption Agency
MacAdvantage Inc.	

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Jeff Weintraub, Managing Partner, Weintraub, Stock & Grisham, P.C.

## IEM Leadership

### Tamarin Lindenberg Founder and President IEM, Inc.

Tamarin Lindenberg is a leading expert in transitional management. Her extensive track record extends to organizations undergoing accelerated/focused growth, mergers and acquisitions, and restructuring. Her diverse skill set includes strategic planning, financial management, business development, and operations.

Nationally recognized for building profitable businesses, Tamarin is a sought after speaker on issues such as leadership development, strategic planning for early stage companies, profitability management in professional service environments, and entrepreneurship. She has participated in several research studies with leading investigators and has published articles in a variety of periodicals. She has authored a number of white papers, including *"Integrating Business Management Tools into the Clinical Research Environment," "The Business of Biotechnology," "The Art of Collaboration,"* and *"A Woman's Influence in Family Health."* In addition, she has authored a number of case studies for use in educational environments on transitional management across multiple disciplines.

At IEM, Tamarin directs change management programs for clients that result in dramatic increases in efficiency and profitability. She serves as an advisor to organizations seeking new entry and expansion into global markets, and has been recognized for her work in cultural competency. Clients, under her auspice, typically experience enhanced internal leadership platforms which result in agile and flexible organizations prepared for today's ever changing business climate.

Tamarin currently serves on a panel of experts for NYC's WUI and is a mentor for the WUI LEAD program, which provides business insight to Fortune 500 "high potentials" in management. She also serves as an advisor to Asian Pacific Executive MBA students at Boston University's School of Management. With a Master of Management and dual concentration in Organization Development and Business Negotiations and Conflict Resolution from Cambridge College in Boston, Massachusetts, and is pursuing a Doctorate of Business Management with a concentration in Globalism at Case Western Reserve University. Tamarin was the Principal Investigator on a four year research study designed to assess the cultural readiness for change necessary for economic development in emerging and secondary markets. This study resulted in a partial Fellowship award from Case Western and provides the platform for building additional cultural readiness indicators to determine the longevity of new business opportunities in emerging markets.



### International Experience

#### Russia:

Provided insight and planning for international adoption agency to improve government relations and adherence to regulatory requirements in United States and Russia.

#### Asia:

Served as mentor on Boston University's Asian Pacific MBA Board for mid-level executives from Asia and the Pacific Rim seeking new knowledge of Western business models.

#### Global Fortune 500's:

Served on a panel of experts for 12 month period for high potentials in global Fortune 500 companies; shared management knowledge and expertise as part of a 12 month development program.

#### Global Fortune 100's:

Serves as a mentor of high potential mid-level executives seeking the next level of growth in Fortune 100 companies. Provide one-on-one and matrix mentoring as added support and insight for high potentials in leadership development program.

#### Emerging Markets:

Completed a four year study on the correlation between economic development efforts and integration of an in-migrating workforce in secondary and emerging markets; model has been acknowledged as a tool for preparing emerging markets for the cultural change necessary to promote economic vitality.

#### Doctorate of Management/ Concentration Globalism:

Awarded a partial Fellowship for a Doctorate of Management with a concentration in Globalism at Case Western Reserve University—award was based on cultural readiness model described above.

#### Asia, Emerging Europe, Russia, Romania:

Serves as an Advisor and Global Strategist on cultural readiness for economic growth in emerging and secondary markets for Stanford Financial Group.

#### Zurich, Geneva and London:

Serves as an Advisor for business expansion in developed markets.

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