

Interim Management Report 2025



International Report on Current
Developments in **Interim Management**

Executive Summary

Fast adaptation, clarity, and effectiveness despite uncertainty

Geopolitical risks, economic pressures, and internal bottlenecks are challenging companies worldwide. Faced with these challenges, traditional management structures may reach their functional limits.

Interim management offers a highly effective solution: fast, flexible, competent, and with measurable impact from day one.

The Interim Management Report 2025 is based on an international survey of **1,671 interim managers**, conducted anonymously in December 2024 and January 2025. It provides answers to key questions surrounding interim management, such as:

- In which situations is interim management most effective?
- Which skills matter for effective leadership?
- What trends and developments are shaping the global market?
- Where are opportunities arising that you should take advantage of now?

The most critical findings in summary:

- 1. Crisis and change expertise are crucial:**
Companies deploy interim managers in a targeted manner when urgent action is required or when transformation must succeed.
- 2. A state of emergency is the new normal:**
Companies are operating in a highly uncertain environment. The data shows that current challenges are comparable to those of the coronavirus pandemic, but more complex.
- 3. Resilience becomes a clear competitive advantage:**
Interim managers bring both experience and a can-do mentality to the company. Their resilience is demonstrably transferred.
- 4. Demand for interim management is low despite extensive challenges:**
Although many companies are in crisis mode, interim assignments are declining. Cost pressure and general uncertainty are leading to a wait-and-see approach, which offers opportunities for strategically minded decision-makers.

Index



1. Interim Management Report 2025	5
1.1. Aims of the study	6
1.2. What is interim management?	6
1.3. Key findings	7
1.4. Core statements 2025	8
2. The Assignment of Interim Management in Companies	11
2.1. Main reasons for the use of interim management	12
2.2. What added value do interim managers create in companies?	14
2.3. What are the most important qualities an interim manager should have?	15
2.4. Which companies hire interim managers?	16
2.5. Over what period of time are interim managers assigned?	16
2.6. In which sectors were interim managers most active?	17
2.7. The average daily rate for interim management	18
3. The Profile of Interim Managers	19
3.1. Experience	20
3.2. Demand	21
3.3. Current assignment	22
3.4. Assignment sources	23
3.5. Challenges	24
4. Current Developments from the Perspective of Interim Managers	26
5. Survey Methodology and Sample Size	31
6. About EO Executives - Results through people	33

Interim Management Report 2025

01

International Report on Current Developments in Interim Management

The Interim Management Report by EO Executives is based on a regular worldwide survey of interim managers. For the past ten years, it has provided decision-makers and executives with precise insights into current market developments – clear, well-founded in data, and to the point.

This year, 1,671 interim managers took part. The following pages offer insights into the trends and developments that can be gleaned from their responses. The four most critical findings are summarized on page 8.



Aims of the study

While designing, conducting, and analyzing this year's interim management survey, we focused on the following questions:

- What is the typical profile of an interim manager?
- Which companies hire interim managers – and why?
- Which characteristics of interim managers bring companies the most significant added value?
- How do interim managers, as experienced industry insiders, assess the current challenges and opportunities in the market?
- Why are interim managers typically appointed, and how long do these appointments last?
- What role do interim providers play in the market?
- How does interim management differ from country to country?
- What challenges – and what opportunities – are emerging from the current political situation?

What is interim management?

Interim managers are highly qualified leaders who temporarily support a company or company division in management or project-related functions.

The concept of interim management is based on the fact that every problem brings new opportunities. Interim managers consistently transform challenges into entrepreneurial success.

They are characterized by their quick familiarization with new environments, identification of key factors, and clear focus on achieving defined goals.

They often lead through change processes, bridge vacancies at the management level, or strengthen key skill profiles within the company with their experience and expertise.

This direct involvement in operational implementation distinguishes interim management from traditional management consulting or supervisory board activities.

Interim management also differs from temporary work because it takes place at the management level. In some cases, however, the tasks of an interim manager can be identical to those of a temporary project manager.

Key findings at a glance

31%
CHANGE



Change management (31%), crisis management (14%), and special skills (13%) remain the main reasons for engaging interim management. Crisis management is becoming more important (2023: 11%).



1032,50€
AVERAGE
DAILY RATE

The international average daily rate for an interim manager is EUR 1032.50. The differences between the daily rates in different countries are increasing.



**STRATEGY
OPERATIONS
EXPERIENCE
GOALS**

Top strength of interim managers: 1 in 5 companies place most value on implementation without compromise. In second and third place are a clear focus on results (15%) and a broad range of experience (14%).

+50%
INTERNATIONAL



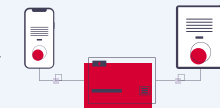
Interim management transcends borders. More than half of all interim assignments are international.



59,1
YEARS
OLD

Long-term expertise is becoming increasingly important. The average interim manager is 59.1 years old (2023: 58.2 years); the average experience in interim management has increased to 10.03 years.

**DIGITAL
RESILIENCE
FINANCE**



Digital change remains a defining topic in this year's interim management survey, as do resilience and financial challenges.



1.4.

Key statements 2025

The after-effects of the Covid-19 pandemic have receded. However, despite the economic situation having shown signs of recovery in 2023, the responses of interim managers indicate many companies are returning to crisis mode.

Presumably, the current situation is shaped by geopolitical tensions, high inflation, and volatile markets. At the beginning of 2025, conditions were further exacerbated by Donald Trump's tariff plans and the development of the war in Ukraine.

Interim management is a powerful means of supporting companies in this kind of environment – quickly, in line with requirements, and in a results-oriented manner. The following statements summarize the most important current trends and developments:

1. Interim managers are being deployed as experts during crises and change processes more often. (Page 9)
2. Many companies are facing an exceptionally challenging internal situation, comparable to the coronavirus pandemic, but more complex. (Page 9)
3. The high resilience of interim managers is transferred to the commissioning companies in the long term. (Page 10)
4. Weak economic development is causing a decline in demand for interim management. (Page 10)

01



Interim managers are being deployed as experts during crises and change processes more often.

The proportion of interim roles in project management is declining. Instead of new investment projects, companies are dealing with crises and bottlenecks. Correspondingly, **crisis management** as an interim task has seen strong growth: 22% higher compared to the Interim Management Report 2023. However, the most frequently cited reason for an interim assignment remains **change management**.

Interim managers who contribute their know-how as specialists, experts, or consultants tend to focus on company growth rather than following a generalist approach. Often, **specific skills** or an unbiased external perspective are needed to take the company to the next level. This is where interim management unfolds its full potential – **without delay, but with purpose and impact**.

Simultaneously, interim managers are becoming crucial to bridging gaps in the management team. This may stem from a temporary **shortage of management capacity**. More often, however, it concerns specialized skills. The leaner a company's management team, the faster and more efficiently it can act. Interim management is the perfect tool for this strategy: whenever necessary, the company can flexibly supplement management capacity without having to make a long-term commitment.

02



Companies are facing an exceptionally challenging internal situation, similar to the coronavirus pandemic, but more complex.

As the „emergency unit“ of the management floor, interim managers experience first-hand the challenges a company faces. And there are currently quite a few:

Although **supply chains** appear to be more secure than they were amid the supply chain crisis in 2023, problems in this area persist. At the same time, the interim managers we interviewed also cited falling demand as an acute difficulty.

Digital topics play an important role in interim management. Interim managers see digitalization (and with it, the visionary possibilities of strategic AI usage) as both a challenge and an opportunity. However, the positive perspective prevails.

Financial problems in companies are occurring more frequently. Although not at the scale of 2021, there are parallels. Downsizing is a crucial topic in interim management. Over a third of the interim managers surveyed perceive the current political situation as problematic.

While the data in the 2023 report seemed to approach pre-coronavirus levels, this year's data is strongly reminiscent of 2021. Although the external circumstances are different, the situation within companies appears to be similar.

03



The high resilience of interim managers is transferred to the commissioning companies in the long term.

The past few years have been a test of endurance in almost all industry sectors. One crisis followed the next. In this environment, one of the key qualities of interim management came to the fore: finding pragmatic solutions in difficult situations. This can-do mentality is present in the results of the Interim Management Report 2025.

- **Around a third** of the interim managers surveyed cited a general increase in resilience as a direct positive effect of the last few years.
- **Around a quarter** report that companies are becoming more proactive in crisis preparation.

Interim managers are characterized by a high level of endurance, making them well equipped to effectively deal with today's complex problems. However, this is not the only way in which companies may benefit from interim management. As our results suggest, this robustness is also transferred in part to the client companies.

The measures an interim manager implements in the company make it more resilient and crisis-resistant, not only while the interim manager is active in the company but also in the long term.

04



Weak economic development is causing a decline in demand for interim management.

It is often said that interim management is mainly used in times of crisis. But is that true? The results of the Interim Management Report 2025 call this premise into question. Although many companies are in a state of permanent crisis, the number of interim assignments is falling:

- 38.6% of the interim managers surveyed for the report stated they were less busy than a year ago (2023: 22.6%).
- 42.4% of them are currently not in an assignment (2023: 35.2%).

This development is not an aftereffect of the pandemic years. In 2023, the Interim Management Report revealed that the number of interim assignments had returned to the level of 2019.

However, the reason may lie in the pervasively weak state of the global economy. Tariff conflicts, political uncertainties, inflation, and other factors make global trade more difficult and reduce companies' room for maneuver.

The assignment of interim management in companies

Interim managers are experienced executives who can be deployed flexibly and at short notice.

Their deployment is not limited to crisis situations – they also play a decisive role in setting up new structures within companies as well as in the selective strengthening of existing teams.

The following section examines the collaboration between companies and interim managers and shows how organizations can benefit from a well-directed interim assignment.

Main reasons for the use of interim management

Change management remains the most common reason for interim management in 2025.

Among the interim managers surveyed this year, 31.2% stated they had been hired for this reason; in 2023, the figure was 32.6%.

The second most common reason for interim management is crisis management (13.8%), closely followed by bridging temporary skill gaps (13.5%). Both reasons have become more important compared to 2023. In the case of crisis management, this increase even amounts to one-fifth (11.3% → 13.8%).

This is consistent with the observation that interim managers are more often being deployed in special cases; cases in which the company itself cannot make progress (cf. page 8).

Interim managers are more and more acting as experts or consultants for specific growth areas within the company. Generalist assignments, on the other hand, appear to be on the decline.

31,2 %

Change-Management

For the management of major transformation projects



13,8 %

Crisis-Management

For the treatment of urgent problems



13,5 %

Temporary lack of skills and/or competencies



9,9 % Implementation of central campaigns (product launch, relocation, etc.)



8,7 % Temporary management due to lack of capacity



8,7 % Bridging the gap until a permanent manager is found



7,3 % Support of an existing project team

4,7 % Bridging a temporary shortage (illness, transfer, etc.)

0,5 % Client was requested (by bank, tax office, authority) to appoint a temporary managing director or board member



Extra reasons for an interim assignment

As versatile and extremely adaptable leaders, interim managers usually take on more than one task within a company.

Although a lack of management capacity is rarely named as the main reason for interim management, our survey suggests that it plays a secondary role in 27.4% of cases, and the trend is rising.

This indicates that companies are increasingly focusing on maximum efficiency through lean, optimized management. This has many advantages, but in certain situations, it may require temporary support through an interim addition to the team.



EXPERT COMMENTARY

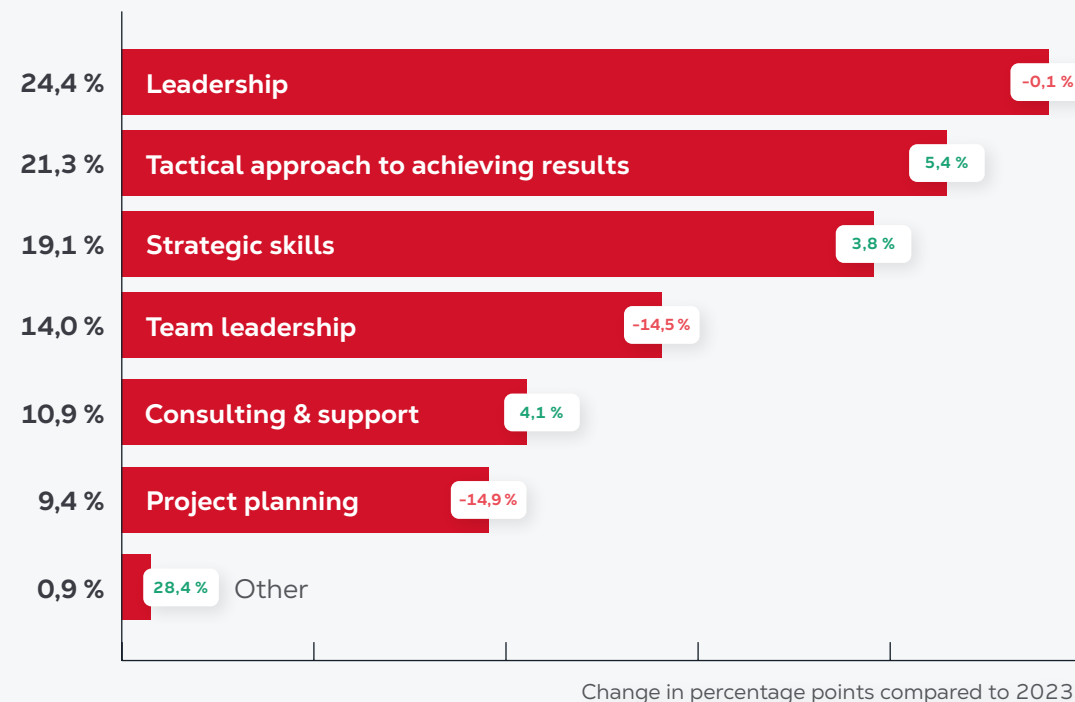


As interim managers, we provide answers when change must not be delayed. Wherever quick results matter but resources or the ability to implement are lacking, we take the reins. We think independently, act consistently to achieve your goals, and bring projects to a successful conclusion. We analyze, structure, and implement, always aiming to securely navigate your business through complex situations. Interim management is not an experiment; it is a precise lever that delivers rapid impact and ensures lasting results.

OK PETER KUHLE
INTERIM MANAGER

What added value do interim managers create in companies?

Interim managers bring a wide range of skills to the table and easily adapt to any given situation. But which specific characteristics of interim managers are most important for the companies that hire them?



According to this year's survey, leadership (24.4%), a tactical approach to achieving results (21.3%), and strategic skills (19.1%) are the strengths that companies value most in interim managers. These top 3 qualities have remained the same since 2017 – a testament to the effectiveness of interim management.

However, the importance attached to project management skills seems to be declining. Of the interim managers surveyed, 9.4% picked this option as their most valuable quality – in 2023, it was 11%. At the same time, the number of interim assignments in project management fell from 21.1% to 17.9%.

This development may be related to digitalization projects initiated during the pandemic and now expiring. In any case, interim managers are being used less for specific initiatives and more for holistic approaches.

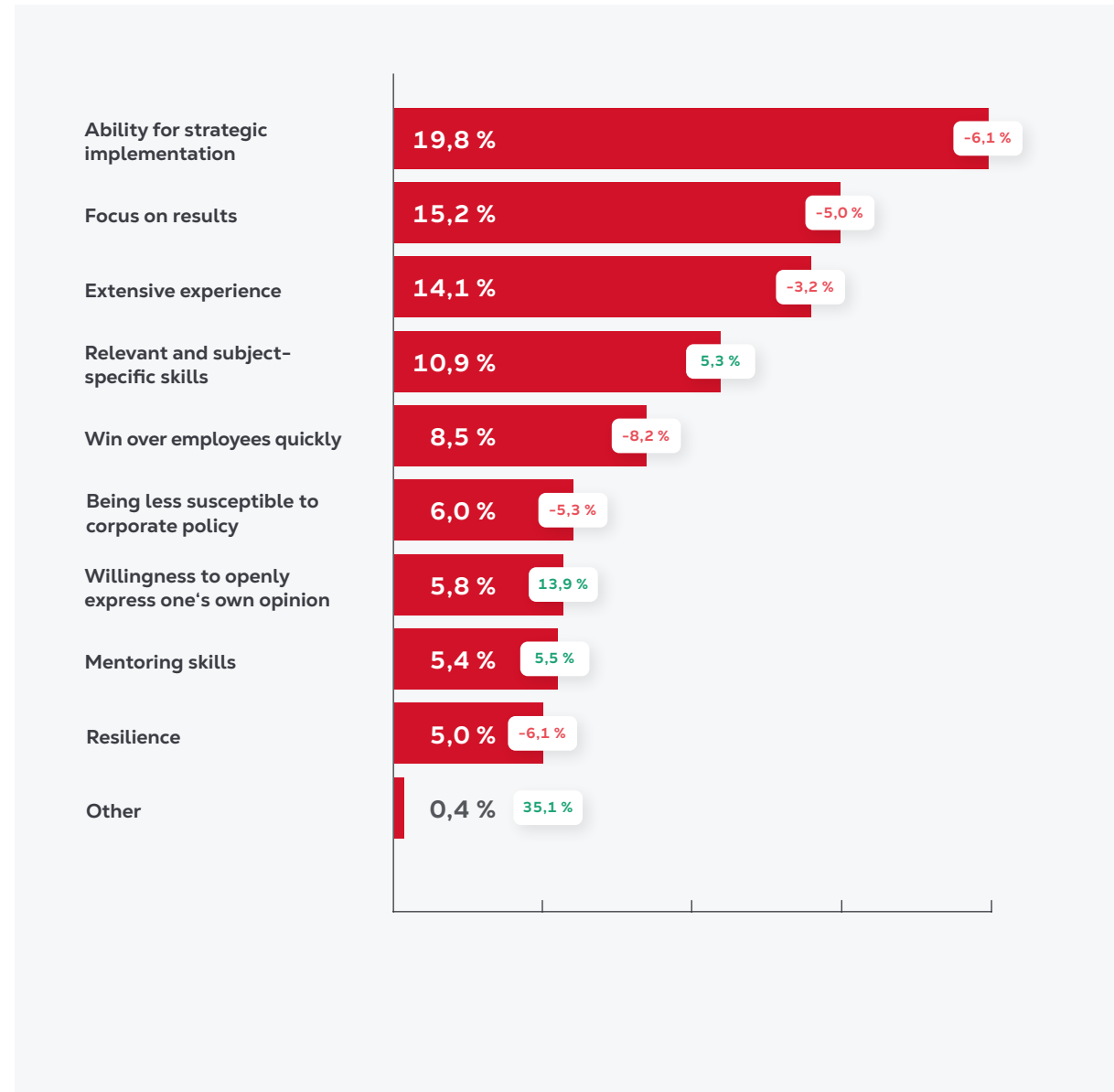
What are the most important qualities an interim manager should have?

The interim managers we surveyed predominantly named the ability for strategic implementation (19.8%), a strong focus on results (15.2%), and extensive experience (14.1%) as the most critical qualities for their work.

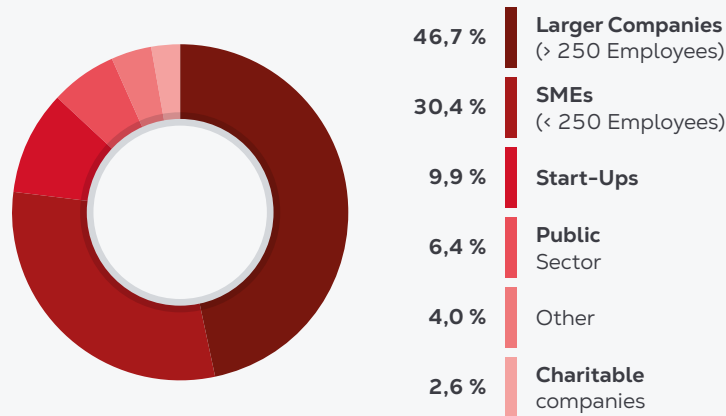
The picture of the key qualities in interim management thus remains essentially unchanged. Nevertheless, this does not mean that there is no development.

Resilience on the individual level (4.7% → 5%) and the willingness to openly **express one's own opinion** (5.1% → 5.8%) are experiencing a slow but steady increase in importance. **Mentoring skills** have gained more significance as well (5.1% → 5.4%).

Companies don't just aim for change; they want real transformation that has an ongoing impact. Interim management is perfect for this visionary and complicated task. At the same time, the traditional role of the interim manager as an „emergency unit“ in time-sensitive situations is gradually fading into the background.



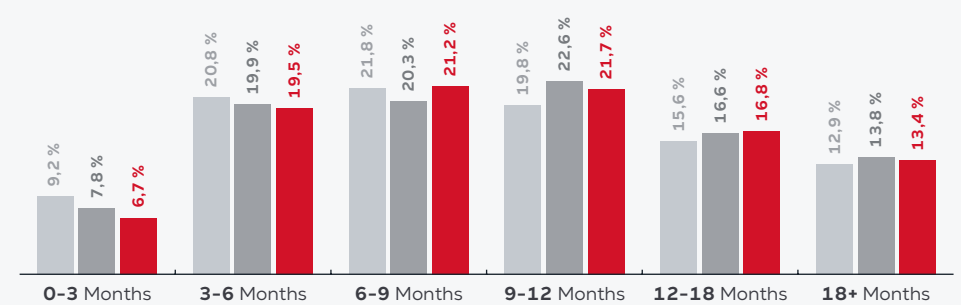
Which companies hire interim managers?



Private companies account for 87% of the interim management market. Of these, 46.7% are larger companies with more than 250 employees, 30.4% are small companies with up to 250 employees, and 9.9% are start-ups.

Public and charitable organizations currently account for 9% of the interim market. In the previous Interim Management Report 2023, this figure was 12.4%. The trend in interim management is clearly moving towards the private sector.

Over what period of time are interim managers assigned?



Very short interim assignments of less than three months continue to lose importance. In 2025, they're happening half as often as they did in 2017; only 6.7% of interim assignments currently last three months or less.

This is no surprise: interim managers are seen less and less as an „emergency unit“ for dealing with acute crises, and more as a partner for holistic and sustainable transformation (cf. page 12).

Such transformative processes take time. 63% – almost two-thirds – of all interim engagements last between 3 and 12 months. A further third of interim assignments (30.2%) go on for 12 months or more. The trend is clear: interim assignments are becoming longer.

In which sectors were interim managers most active?

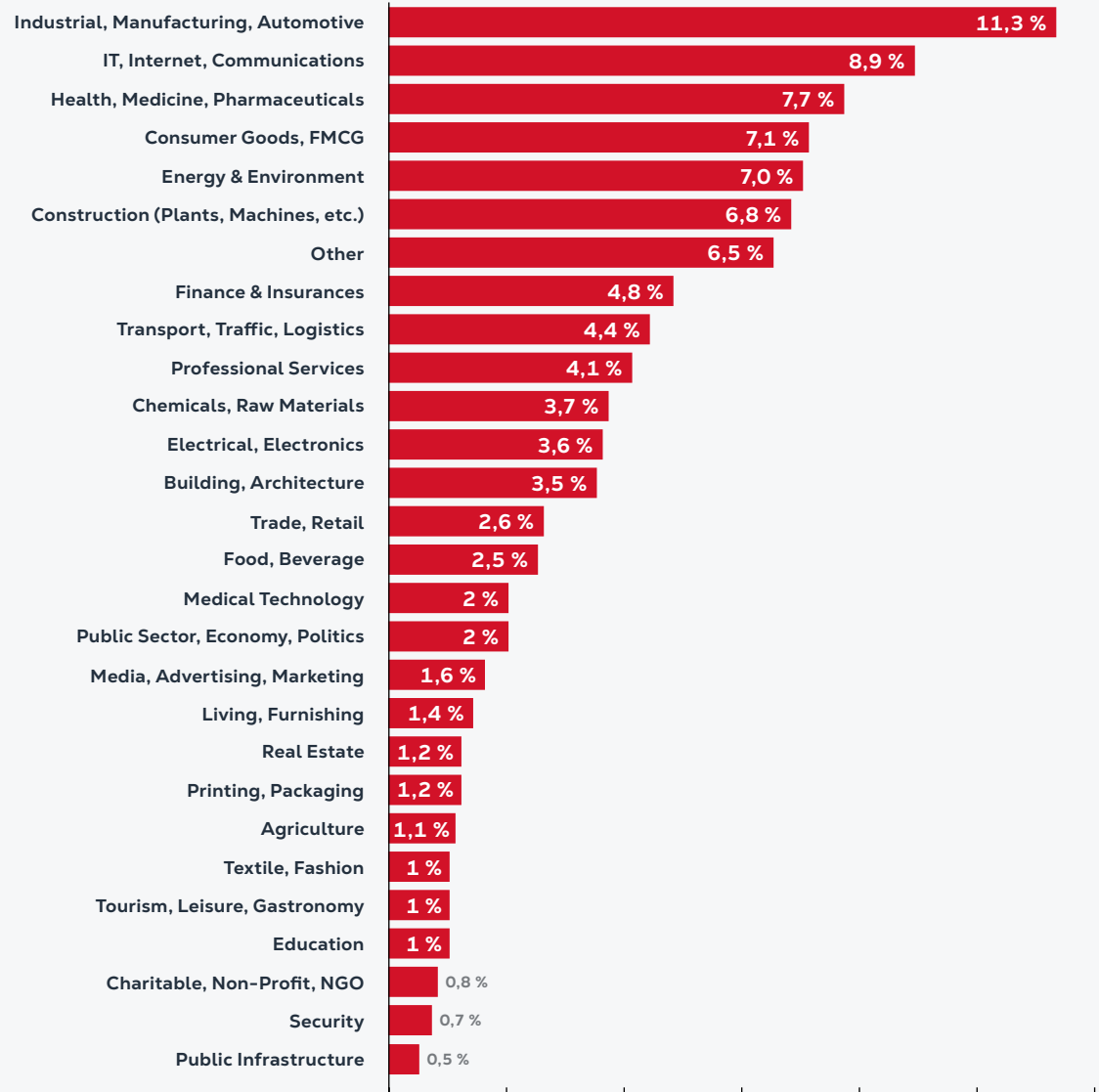
Interim managers are utilized as experts in all industry sectors, but most frequently in automotive (11.3%) and IT (8.9%).

However, both sectors are represented less in the Interim Management Report 2025 than in 2023 or 2021. At the same time, other sectors are mentioned more frequently:

- Pharmaceuticals & Health (7.5% → 7.7%),
- Plant & Machine Construction (6% → 6.8%)
- FMCG (6,6 % → 7,1 %)
- Energy & Environment (6,7 % → 7 %)

The gap between those industries that already use interim management on a regular basis and those that only do so in absolute emergencies seems to be closing.






More and more decision-makers from a wide range of sectors recognize the tangible benefits of interim management.



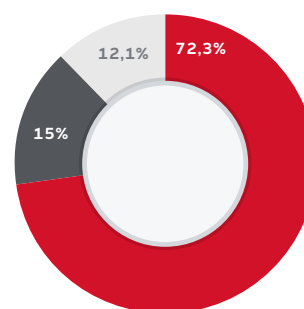
The average daily rate for interim management

According to our survey, the current international average daily rate in interim management is **EUR 1032.50**. This means the global average has risen 8.7% compared to 2023, reaching four digits for the first time. One in four interim managers (24.8%) charges more than EUR 1,300 per day. This seems like a large sum, but the figure needs to be put into perspective:

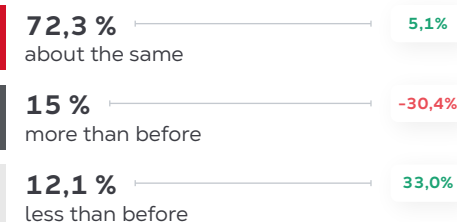
- Interim managers are high-caliber leaders with unique expertise and extensive experience. During their assignment, they use this know-how 100% for the company.
- The return on investment is often tremendous and influences the business in the long term. Interim management sets the course for structured success in the future.
- There are significant differences between countries. For example, the average daily rate in Germany is EUR 1177.87, in the UK EUR 911.46, and in Italy EUR 742.26.
- The pandemic years led to a decrease in demand for interim managers, which pushed down the average daily rate. This effect no longer persists.
- With an increase of 8.7%, the average daily rate level is roughly in line with the rate of inflation over the last few years.

	2021	2023	2025
 Austria	896,58 €	1.043,75 €	1.112,70 €
 Belgium	873,73 €	950,76 €	1.006,20 €
 Denmark	n/a	n/a	1.000,00 €
 Finland	n/a	n/a	1.350,00 €
 France	1.028,40 €	993,55 €	1.069,77 €
 Germany	1.052,02 €	1.083,12 €	1.177,87 €
 Italy	637,64 €	686,07 €	742,26 €
 Netherlands	928,05 €	969,23 €	1.075,83 €
 South Africa	531,18 €	593,88 €	550,00 €
 Spain	n/a	n/a	950,00 €
 United Kingdom	820,35 €	891,72 €	911,46 €
 United States of America	n/a	n/a	1.093,33 €
∅ Daily Rate (Countries above)	885,47 €	950,19 €	1.003,29 €

2025



Daily rates compared to previous year



The profile of interim managers

03

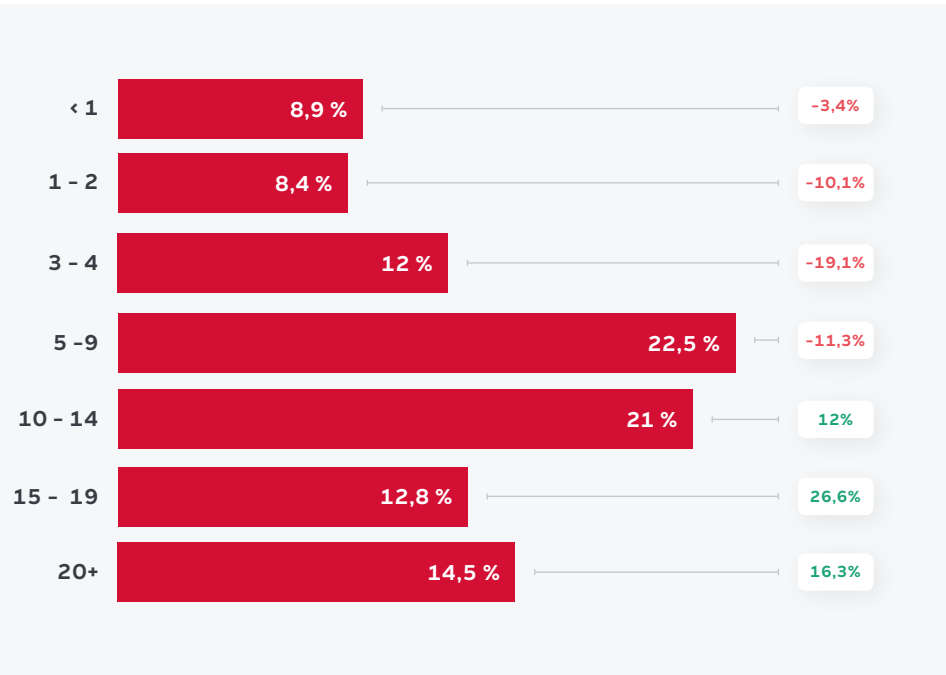
What sets an interim manager apart? It's not their job title; it's their leadership. Interim managers distinguish themselves through decisive action, extraordinary expertise, and many years of experience. Always giving 100%, they utilize these qualities to benefit their commissioning companies.

During an interim assignment, they can take on various roles, depending on the specific situation and the management's objectives: They may support the existing management, fill vacancies in key positions, manage strategic projects, or implement solutions to acute challenges.

Which areas have the highest demand for interim management? What experience and skills does the average interim manager have? And how does a typical interim assignment come about? The following provide insight into an interim manager's profile.

Experience

How many years of experience do interim managers have?



Professionalization in interim management is increasing. Almost half of the interim managers surveyed (48.2%) state they have over a decade of experience in interim management or comparable positions. The average interim manager’s experience rose from 9.18 to **10.03 years** between 2023 and 2025.

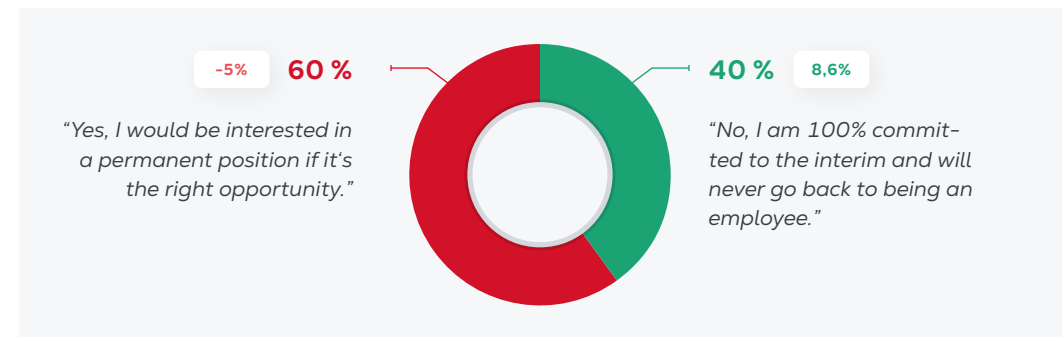
A career in interim management builds on previous management experience. Usually, interim managers have many years of management experience before their first interim mandate. This is reflected by the average age of those surveyed for the Interim Management Report, which is currently 59.1 years.

As in previous years, interim management shows itself to be a stable market, allowing managers to remain in this role in the long term. An abrupt generational change cannot be observed. This stability contributes to interim management consistently delivering high-quality and reliable results.

Interim managers are driven by personal conviction

Interim managers choose their profession out of personal belief. Four out of ten interim managers cannot imagine ever switching to a permanent position again – even if this position were ideal for them.

Since 2021, this proportion has risen from 29.8% to 40%. The last few years seem to have been a tough test for interim managers, separating the wheat from the chaff. Only those with the talent and resilience to achieve strong results could establish themselves permanently as interim managers in today’s market.



Demand

The crises of recent years have significantly influenced how frequently interim managers are engaged. After a decline in interim assignments during the coronavirus pandemic in 2021, interim engagements increased again, as the Interim Management Report 2023 showed. The Covid-19 crisis appeared to have led to more demand for interim management, albeit with a slight time lag.

The Interim Management Report 2025 cannot confirm this trend. The percentage of interim managers reporting an increase in engagement compared to last year has fallen from 30.6% to 19%; at the same time, the proportion of those who currently report a decline in demand has risen from 22.6% to 38.6%.

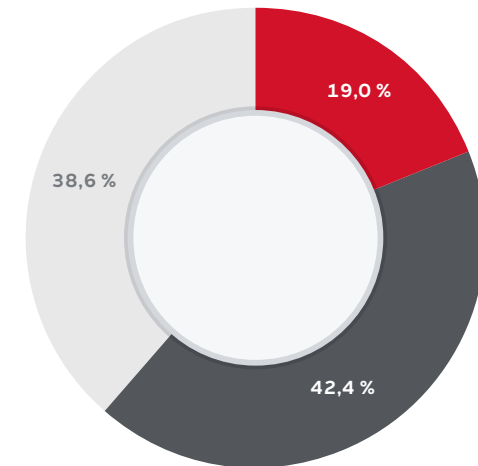
The general rule of thumb is that companies predominantly turn to interim management in times of crisis. So why do many interim managers report being less busy despite the looming economic crisis?

One important reason is undoubtedly companies' cost pressures. Many organizations decide against engaging an interim manager because they believe an internal solution will cost them less.

Other possible explanations include the current crisis being less disruptive than generally assumed, or a time lag in demand, as was the case during the coronavirus pandemic.

It remains to be seen how the engagement frequency in interim management will develop in the coming years – and what findings can be deduced from it.

How busy were interim managers during the last year?



19,0 % more involved than a year ago -37,8%

42,4 % about as integrated as a year ago -9,5%

38,6 % less involved than a year ago 70,7%

Current assignment

Only 40.4% of interim managers are working at full capacity

The proportion of interim managers currently on assignment has decreased noticeably. 42.4% of the interim managers surveyed stated that they are not working on an interim assignment at the moment – this is only marginally below the peak value of 43.6% during the coronavirus pandemic. Only 40.4% of interim managers are currently working at full capacity.

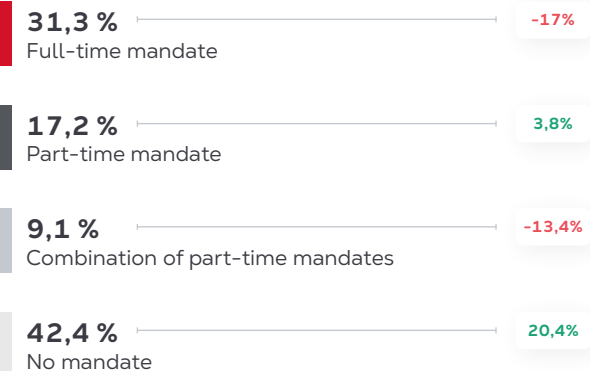
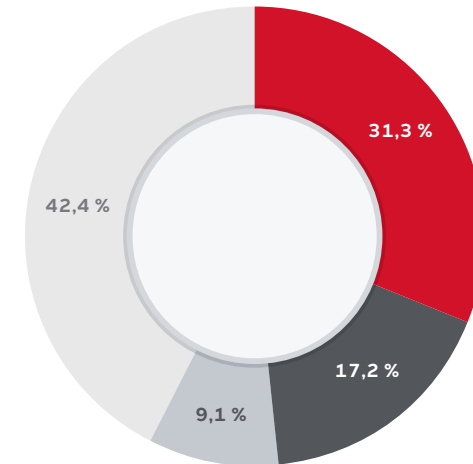
The average number of days interim managers work per year has also fallen and currently stands at **171.9**. By comparison, this figure was 159.5 days in 2021 and 185.6 days in 2023. The current demand for interim management is low, although it is still above the level of the Covid-19 pandemic.

However, not all business areas are equally affected. In our survey, the most-requested interim specializations were „Contact Center Management,“ „Quality / Health & Safety,“ and „R&D / Innovation.“

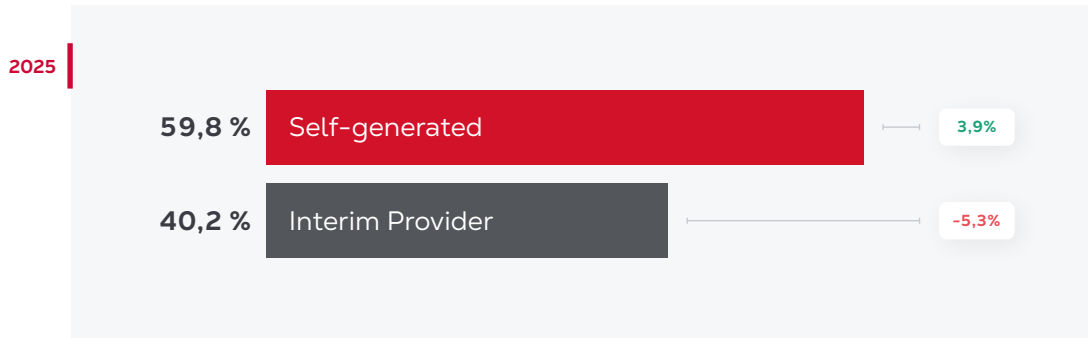
These areas are functions that few interim managers focus on – only 56 out of 1,671 survey participants named them as their specialty. This is another point indicating that the trend in interim management is moving away from „all-rounders“ and towards specialist experts.

2025

Interim managers on assignment



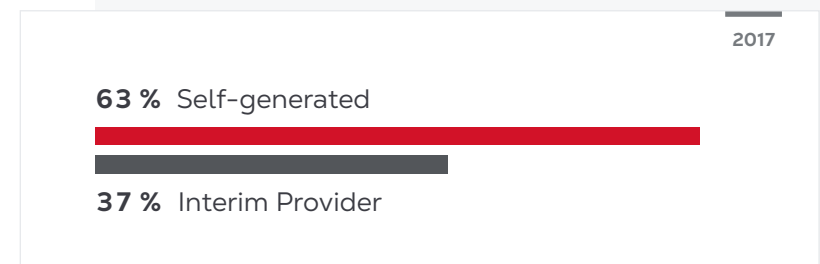
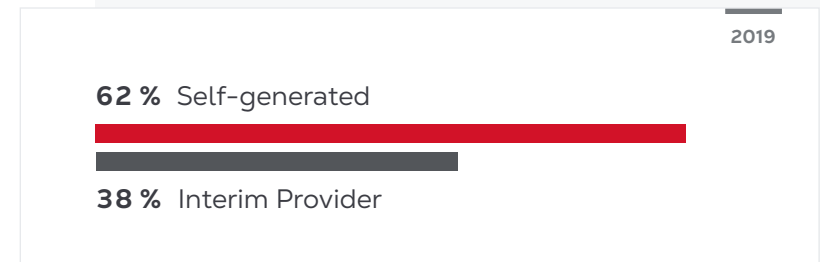
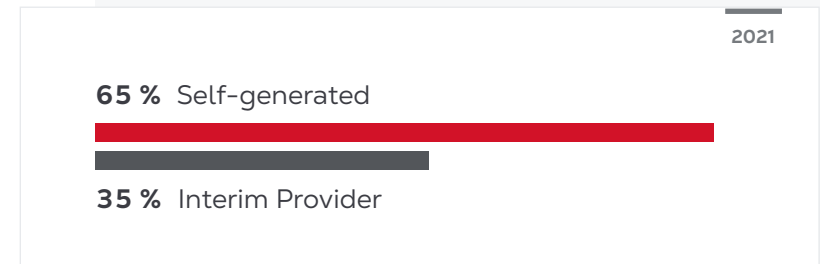
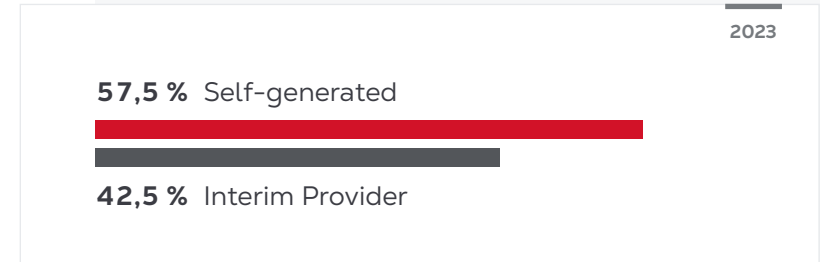
Assignment sources



40.2% of the interim managers we surveyed stated they received their last assignment via an interim provider. This means that the proportion of provider-generated assignments remains generally stable (2023: 42.5%).

Most of these assignments come from agencies specializing in interim management (65.9%), but consulting firms offering interim services alongside their core business also play a role (28.6%).

Nevertheless, every second interim manager (50.2%) relies exclusively on themselves to obtain new mandates. On the other hand, 18.2% of interim managers win assignments exclusively through an agency. Roughly a third of respondents said they used both methods. Neither providers nor using one's own network appears to be suitable as the sole method of securing work – it is important to combine both channels intelligently.



Challenges




















Transformation instead of emergency help: redefining interim management

The most critical goal of interim management is transformation within the company. Against this backdrop, it is hardly surprising that the biggest obstacle for interim managers in 2025 is still resistance to change (12.6%).

Interim managers also often perceive inconsistent or unclear objectives set by company management (9.2%) as difficult, as well as the need for a high degree of adaptability (9.1%). This means that the top three challenges in interim management remain unchanged. However, some trends can be identified:

- Although the ability to adapt quickly is still essential, the focus has shifted away from characteristics associated with coping with acute crises.
- Clarity regarding budget and objectives are increasingly a success factor – or a stumbling block if missing.

Both trends align with our observation of a gradual shift in the interim role from crisis solver to long-term transformation expert.

Resistance to change	12,6 %	
Management changes / no clarity of vision / short-term policy	9,2 %	
Adaptability / quick adjustment	9,1 %	
Assignment clarity	7,8 %	
Budget	7,8 %	
Availability of resources at the right time	6,5 %	
Leadership Skills	5,2 %	
Collaboration across teams	5,1 %	
Customer-specific challenges	4,6 %	
Quick assessment of current task / concrete results	4,2 %	
Agility	4,0 %	
Work pressure / quick turnaround	3,7 %	
Lack of motivation from senior management	3,7 %	
Incompetent people to contact	3,5 %	
Gaining trust in senior management (credibility)	3,2 %	
Understanding the company's mission and overarching goal	2,9 %	
Soft skills / skill updates / abilities / competencies	2,4 %	
Project dependencies	2,3 %	
Company ethics	1,8 %	
Other	0,6 %	



Transformation needs leadership: Interim managers are architects of change.

Transformation is not a side project. It makes all the difference between seizing the future and stagnation. A magic formula for success does not exist; however, there are tried-and-tested approaches. Analysis, strategy, implementation, and communication are the foundation for a successful transformation. Ambidexterity is in particular demand today: ensuring operational excellence and simultaneously investing in innovation.

Every change requires leadership, the courage to take the first step, and the willingness to learn along the way. Interim managers provide orientation, create trust, and consistently drive change. Responsibility, speed, and impact are our contributions.



**PETER KUHLE
INTERIM MANAGER**





Current developments from the perspective of interim managers

Interim management is characterized by speed and confidence. Moreover, the key positions in which it is utilized grant valuable insights into various industries.

This puts interim managers in a special position, making them catalysts for rapid results. They are often able to recognize emerging problems faster than others – and when the going gets tough, they know what to do.

This foresight and the associated ability to act are more important than ever under the current conditions. The following section therefore looks at how interim managers assess the current situation and what strategies they use to deal with it.

4.1.

The most important changes of the past 5 years

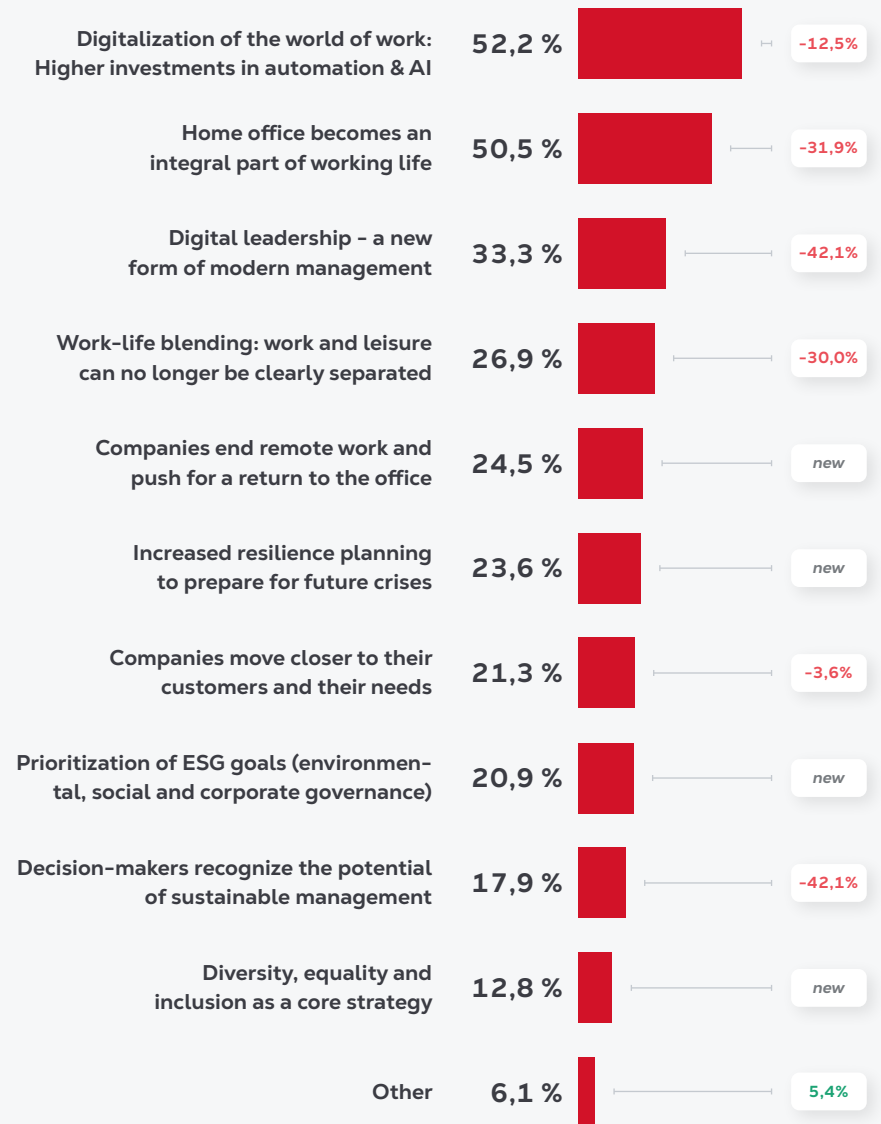
The disruption caused by the coronavirus pandemic has had a profound international impact on almost every industry sector. Where do interim managers see the most critical differences today compared to before 2020?

For 62.2% of the interim managers surveyed, **automation and the ongoing development of artificial intelligence** are key topics (2023: 71.2%); 33.3% emphasize the significance of **digital leadership** (2023: 57.4%). Even though the importance of digital topics has decreased compared to 2023, they are still the central focus in interim management. The topic of **remote work** continues to occupy interim managers as well. In 2023, 74.2% focused on this area. In this year's survey, we have split the corresponding answer option to gain a deeper insight:

- 50.5% of interim managers think that remote work is becoming an **essential part of the working world**.
- On the other end of the spectrum, 24.5% are feeling a shift **away from remote work** and towards on-site work.

Additionally, 23.6% of interim managers recognize **increased resilience** within companies. More and more, plans are future-proofed against unforeseen circumstances. It seems that the difficulties and uncertainties of recent years have led to far-reaching strategic adjustments.

Multiple Selection



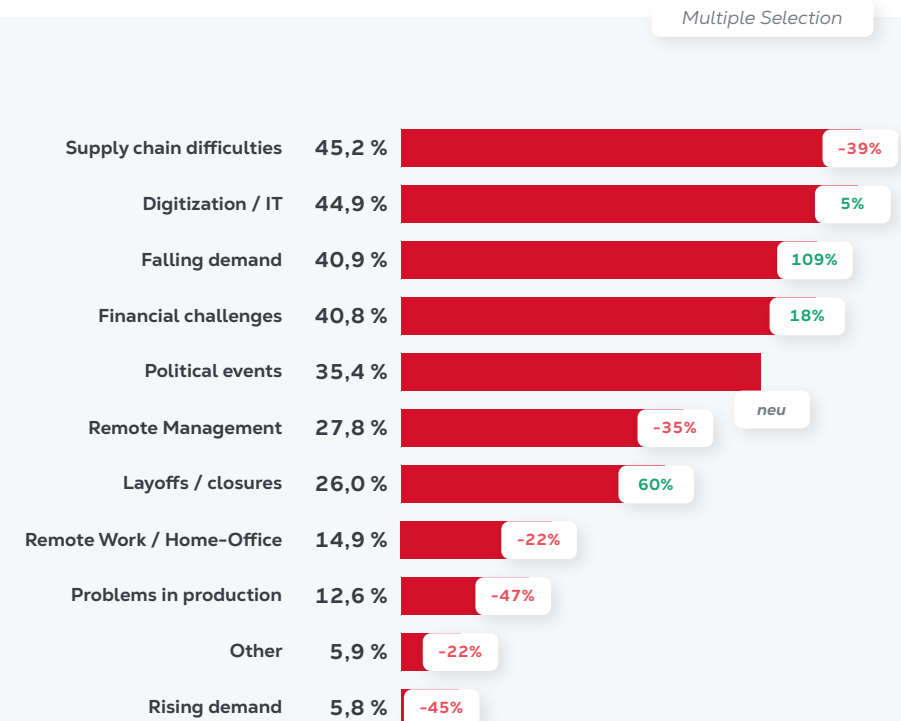
What difficulties do interim managers face in the current situation?

Volatility, uncertainty, complexity, and ambiguity (VUCA): These terms often characterize the environment in which companies must operate today.

And indeed, our survey reveals a fluctuating, complex, and ambiguous picture of the current difficulties within companies:

- The **supply chain** continues to be the biggest challenge for interim managers, although the importance of bottlenecks has decreased significantly compared to 2023 (74,1 % → 45,2 %).
- Challenges in **digitalization and IT** play a central role for 44.9% of interim managers – a new high, presumably linked to the rapid development of AI.
- **Falling demand** is identified as the main problem by 40.9% of interim managers – more than twice as many as in 2023.
- **Financial problems** are perceived as an acute difficulty by 40.8% of interim managers.
- **Political events** constitute a significant challenge in the daily work of 35.4% of interim managers.

- 26% of interim managers describe **layoffs and branch closures** as difficult. On the one hand, these measures are a way to streamline and potentially increase efficiency within the company. On the other hand, however, there is the risk of a paralyzing effect if too many employees leave the company.



Opportunities and possibilities of the current situation

What potential do interim managers see in the current challenging circumstances?

Interim management doesn't just react to change; it uses it proactively for improvement. The greatest growth potential currently lies in **digitalization and IT**.

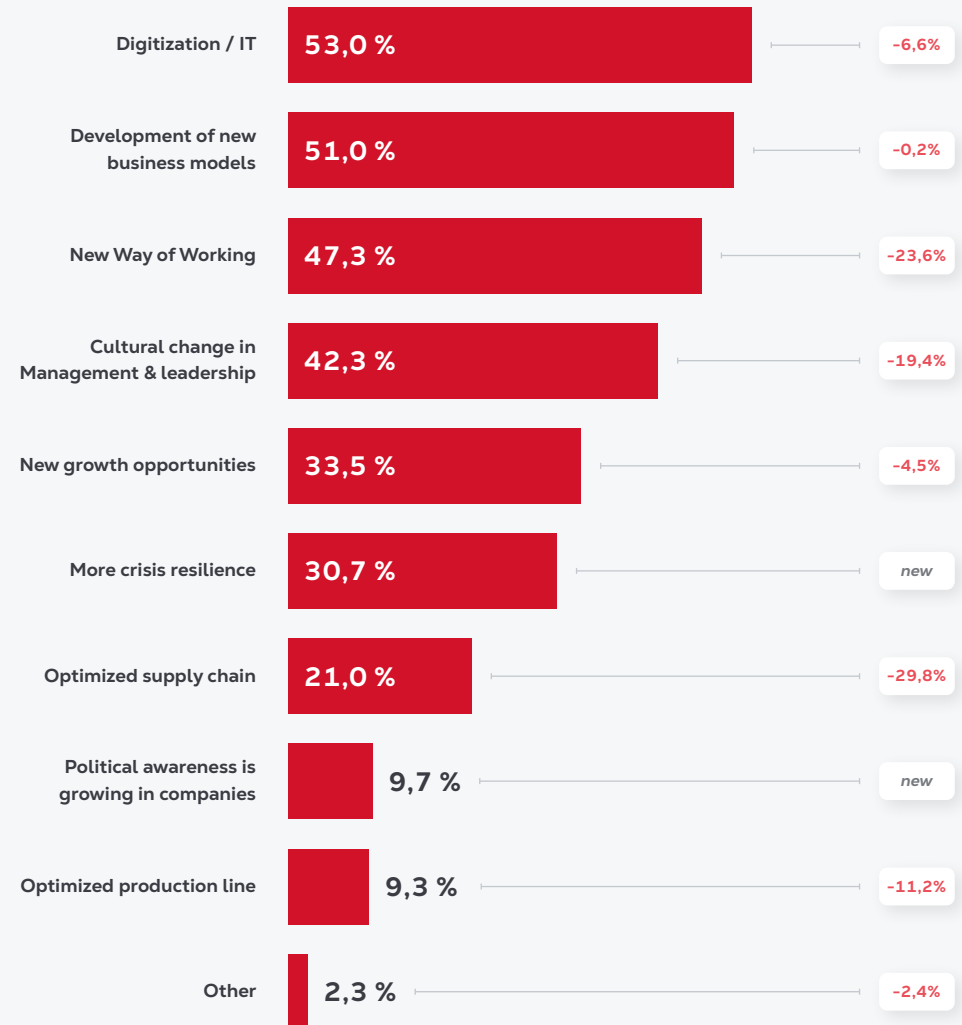
53% of the interim managers surveyed see a significant opportunity for companies in this area – that's slightly less than in the last survey (2023: 56.8%). Digitalization is undoubtedly one of the defining topics in 2025.

However, mindset beats methodology. The real game changer is the mental change expressed in this year's survey results:

- 42.3% of interim managers describe a **cultural shift in management and leadership**.
- 30.7% of interim managers perceive **more resilience** in crisis situations.

The high requirements of recent years have made companies and managers noticeably more resistant to crisis.

Multiple Selection



What interim managers focus on during crisis management

What is most important to them when managing crises?

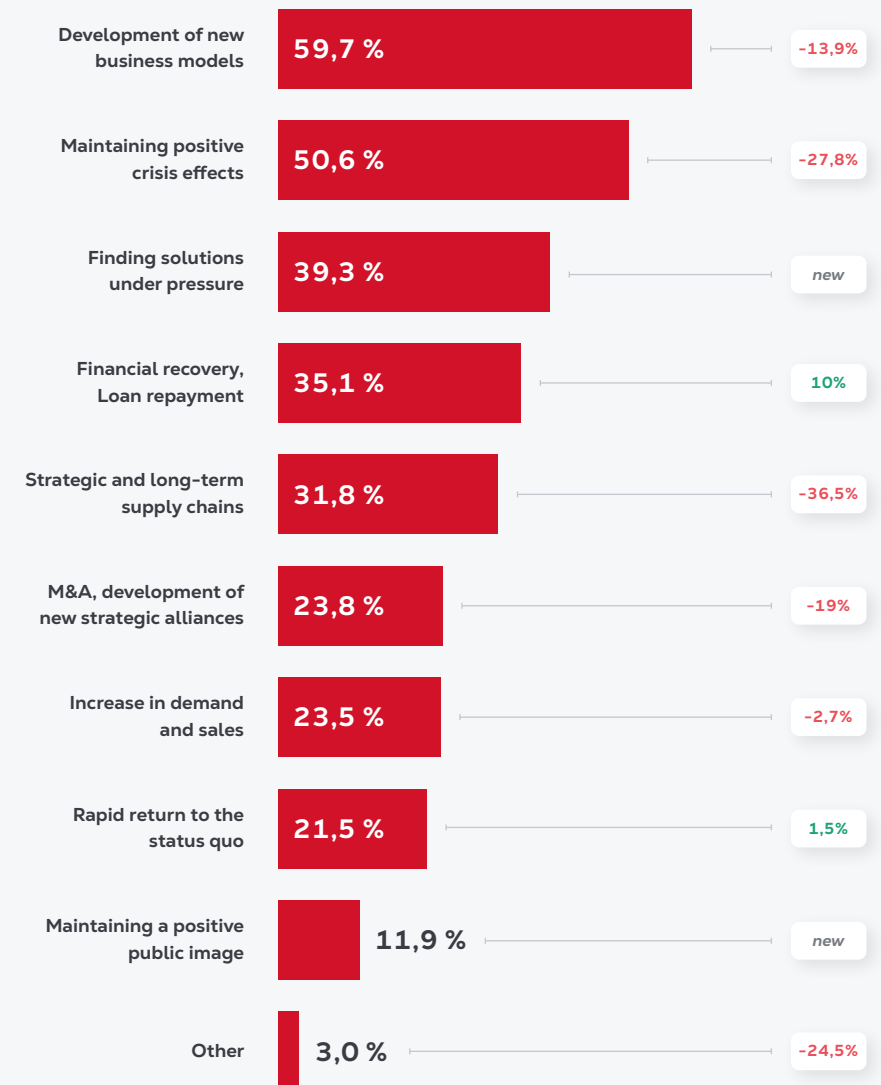
In the final question of the Interim Management Report 2025, we asked interim managers for their personal assessment. As in previous years, the results were quite insightful:

Interim managers are solution-oriented doers who don't just seek to stabilize companies but actively develop them further. Accordingly, the most important elements of good crisis management for them are **developing new business models** (59.7%), **maintaining the positive effects of the crisis on the company** (50.6%), and **finding solutions under pressure** (39.3%).

This positive, results-oriented attitude is essential in overcoming obstacles, which can be seen in the topic of the supply chain. In the 2023 survey, supply chain issues were a dominant theme, with more than half of interim managers stating that they focus on this area of crisis management in particular.

This focus has had an effect. Despite ongoing challenges (cf. page 28), long-term solutions have been found, meaning that the supply chain now requires no more attention than in 2021 (31.1% → 50.1% → 31.8%).

Multiple Selection



Survey methodology and sample size

05

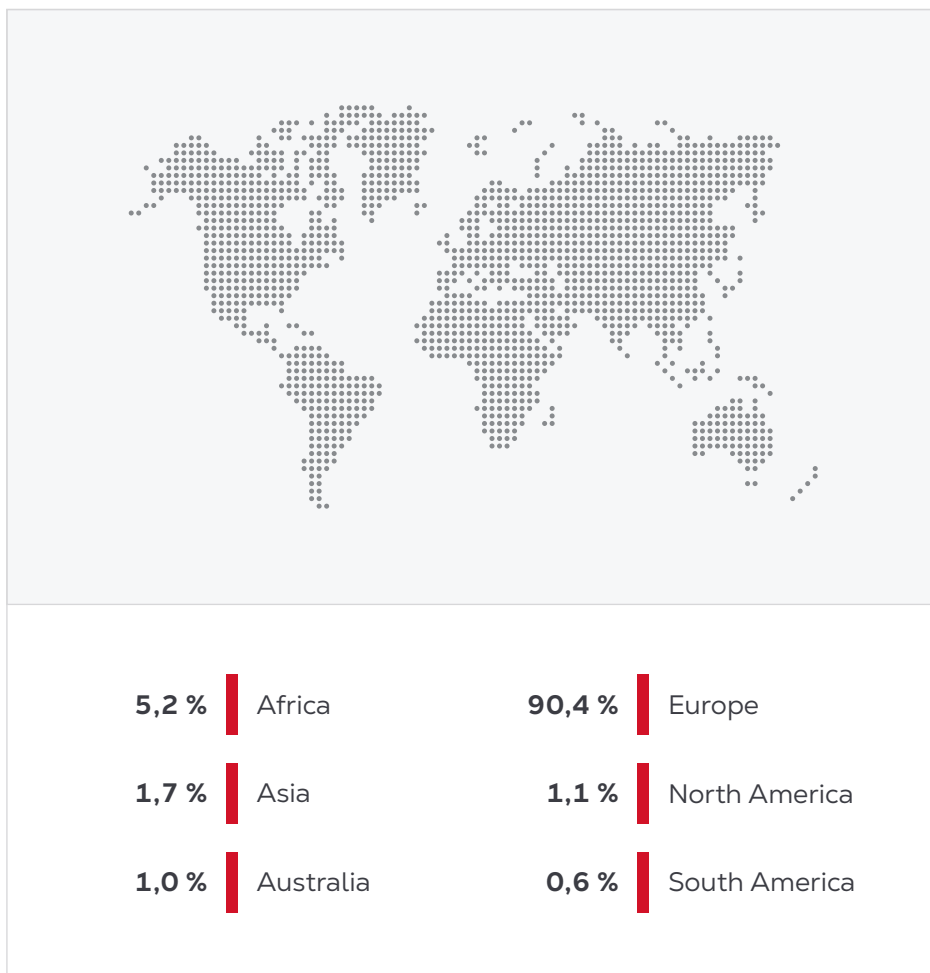
The Interim Management Report 2025 is based on an anonymous survey in which 1,671 interim managers from various countries and business functions participated between December 3, 2024, and January 31, 2025.

In the following section, we show the composition of this group in detail.

The survey was structured like our previous interim management surveys to allow optimal comparison with the results of previous reports. All percentages in this report are rounded.

5.1.

Represented continents



5.2.

Represented business functions



About EO Executives

Results through people

EO Executives is an international executive search firm and interim management provider.

For more than 20 years, we have successfully filled management positions for our clients – with permanent executives as well as temporary interim managers, always depending on the situation at hand.

We believe that companies want more than many executive search businesses can offer. That's why we are not satisfied until our managers have achieved the desired results within the company.

Only then do we speak of a **perfect match**.



We enable you to assign **managers** on a temporary basis

Interim Management – Fast. Efficient. International.

After 20 years of experience in interim management and more than 1,000 successful mandates, we know what matters: Each entrepreneurial challenge is unique, and each needs a custom-made solution.

Our consultants support you with a clear vision, sound understanding, and proven implementation skills. We are happy to assist you with your project:

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CUSTOMERS WORLDWIDE
IN THE LAST 20 YEARS



Your Options

During a free initial consultation with us, we will determine whether it makes sense for your company to hire an interim manager.

Our consultants will show you which options are possible in your specific situation. Immediately after, an experienced interim manager will draft a project proposal to achieve your desired results. Now, the only thing missing is your green light.

The result

Qualified managers and specialists optimize your company according to your wishes and realize your business goals.

1

Non-binding first consultation

You clarify with a consultant in a preliminary meeting, whether an interim manager is the right solution for your specific task.

2

Free initial consultation

As part of the free initial consultation, will provide you with clarity about the specific possible solutions. One or two consultants or interim managers are available to talk to you at.

3

Interim project assessment (IPA)

The IPA is an ideal way to prepare your decision. As part of a short-term mandate, an interim manager will draw up a detailed project proposal for you.

4

Project execution

The interim manager implements the project in your company. Regular project meetings of all those involved ensure that the set goals are achieved.

5

Final report

At the end of the mandate, the interim manager prepares a comprehensive final report and ensures a smooth handover to your managers or employees.

Outstanding success in attracting leadership talent



We are experts in filling management positions and know exactly what matters when teams must achieve good results. Our awards confirm our approach and are a daily incentive for us to continue pursuing our expertise, always following our core philosophy: **Results through people.**

When it comes to utilizing interim management, speed is crucial. We support you within a few hours; your request will be processed and a suitable consultant will contact you as soon as possible.

Visit us to get in touch: www.eoexecutives.com



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