



Welcome to member Michelle Faustin, President & CEO of MJF Strategy.

Michelle is a Growth Strategy & Business Expansion expert who has worked with and for organizations ranging from start-ups to Fortune 100 companies including Time Warner, Elsevier, CIGNA, Constellation Energy, and Colgate-Palmolive, just to name a few. We asked Michelle to share an interim management experience with us. We were delighted when she said yes!

In her own words:

An executive at a Fortune 100 energy company needed help. The company had just entered into a tentative agreement to merge with another company, and she needed someone to lead the effort, along with running one of the key areas in the corporate finance realm. The permanent hire would not begin for several more months. However, she needed leadership during this transitional period, *and needed it now!*

The required skill set was clear. She needed someone who already had the proven, multi-faceted expertise to handle the project, including the depth and breadth of experience required not only to create a strategic plan, but to execute it. She also needed someone with passion and a track record for getting things done.

But that's 'the easy part'. Interim executives must immediately become a part of the organization, of its culture and its people. You must know how to lead and manage all of the stakeholders effectively, while hitting the ground running. Fortunately, I knew how and was able to do so.

As a result, I served as head of the Process and Projects group, effectively leading over 20 projects in a four-month timeframe. The projects varied from leading the development of the five-year strategic business planning process and presentation to over 70 finance managers; to co-designing and leading the team effort for the planning, execution, and facilitation of the annual finance offsite meeting for 30 senior finance managers; to overseeing the preparation and distribution of the monthly and quarterly management committee presentations for the company's board of directors, senior management team, and division presidents.



Eventually, I trained the full time replacement, enabling a smooth and seamless transition. As an interim executive, I helped the company prepare for the merger without any other key initiatives falling by the wayside. The staff had a smooth transition to their new permanent boss, and I continued to provide coaching and development services until everyone was successfully settled in their new roles.

As for me, I thoroughly enjoyed the engagement. I took a break, and then was off to the next client. That's the beauty of interim management---it's like 'saving the world', one client at a time.