



Guide – Interim Leadership in MedTech

Competence. Impact. Responsibility for a Defined Period. A Practical Guide for Decision-Makers and Mandate Brokers

1. Executive Summary

MedTech companies operate under intense pressure: tightening regulation, complex market access, international competition, rapid innovation cycles and rising investor expectations. At the same time, scaling, post-merger integration, market stabilization or turnarounds cannot be postponed.

Interim Leadership closes this gap: experienced leaders on a temporary basis who assume full operational responsibility, create clarity, stabilize teams and deliver results until the organization can sustainably carry the load again.

This guide is written for:

- C-level and business leaders in MedTech
- Investors and board members
- Interim providers and mandate brokers working in MedTech

It provides a practical view on:

- When Interim Leadership is the right lever in MedTech
- The most common mandate patterns (PMI, Scale-up, Turnaround, Vacancy bridging)
- How to structure the first 30/60/90 days for maximum impact
- How to drive Commercial Acceleration, not just “more sales pressure”
- How to work professionally with brokers and stakeholders
- How to assess whether your organization is “ready for an interim mandate”

Core message: Interim Leadership is not an emergency fix. It is a professional leadership model for exceptional situations in MedTech with clear responsibility for a limited time and lasting impact on the business.

2. The Role of the Interim Executive in MedTech

MedTech is not a generic B2B market. It is highly regulated, innovation-driven and carries direct responsibility for patients and users. Interim Executives must navigate a complex field of regulations, clinical stakeholders, procurement structures and commercial pressure.

An Interim Executive in MedTech is therefore not a freelance project manager, but:

- **A temporary P&L and results owner**
- **A leader** with real decision-making authority

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- **A bridge** between management, market and organization
- **Neutral**, loyal and independent of internal “political games”

Typical triggers for Interim Leadership:

- Bridging leadership gaps and vacancies
- Scale-up and international expansion
- Post-merger integration
- Transformation and turnaround situations
- Mission-critical initiatives (e.g. product launches, market access, regulatory projects)

In practice this means: Interim Executives must be immediately credible, technically, culturally and regulatorily. Credibility comes from deep industry understanding, clear stance and leadership presence.

3. Typical Mandate Patterns in MedTech

This chapter gives decision-makers a fast pattern recognition: which situation calls for which type of interim mandate?

a) Post-Merger Integration (PMI)

Situation:

- Companies or business units are merged
- Structures, systems and cultures must be integrated at speed
- Value and momentum must not be lost

Typical challenges:

- Parallel structures and unclear responsibilities
- Conflicting cultures and ways of working
- Uncertainty among employees and customers

What the Interim Executive delivers:

- Neutral moderation and clear decision-making
- Robust governance and decision processes
- Realization of synergies while stabilizing day-to-day business
- Transparent communication with all key stakeholders

b) Scale-up & Accelerated Growth

Situation:

- New markets, products or channels are rolled out
- Investors expect tangible growth and scaling
- The organization has outgrown its structures and processes

Typical challenges:

- Missing or immature structures
- Overload of key people and heroic firefighting

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- Tension between “old” and “new” organization

What the Interim Executive delivers:

- Professionalization of structures and clear roles
- Establishment of commercial excellence and scalable go-to-market models
- Development and stabilization of the leadership team around growth

c) Transformation & Turnaround

Situation:

- Results under pressure, market or business model shifts
- Restructuring, portfolio refocus, or a fundamental reset is required

Typical challenges:

- Lack of transparency and fuzzy accountability
- Low trust in leadership and direction
- High external pressure (investors, lenders, regulators, market)

What the Interim Executive delivers:

- Fast, fact-based diagnosis (numbers, structure, culture)
- Clear prioritization with a pragmatic roadmap
- Decisive execution and visible leadership
- Stabilization of teams and key customer relationships

d) Bridging Critical Vacancies

Situation:

- A key leader leaves or is absent unexpectedly
- Strategic and operational decisions cannot wait for a permanent hire

Typical challenges:

- Uncertainty in the team
- Critical projects at risk
- Slowing or stalled decision-making

What the Interim Executive delivers:

- Immediate takeover of operational accountability
- Continuity for teams, customers and partners
- Preparation and structured handover to the permanent successor

In practice: Successful Interim Executives quickly identify the dominant mandate pattern and align approach, priorities and communication accordingly.

4. CCC Interim Leadership – Leadership Principles

Real impact in Interim Leadership comes less from tools and more from attitude. CCC Interim Leadership is based on five guiding principles.

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1. Clarity before Speed

Action follows diagnosis. Poorly informed quick wins are usually expensive losses. In practice:

- Structured diagnostic work in the first 2–3 weeks
- Systematic stakeholder engagement
- Validating data before deciding
- Identifying quick wins that support the strategic direction

2. Leadership Means Responsibility, Not Activity

The goal is not to do more, but to do what matters. In practice:

- Defining clear mandate goals and boundaries
- Focus on critical success factors
- Delegating and empowering instead of centralizing everything
- Avoiding “solving everything at once”

3. Commercial Thinking

MedTech combines responsibility for patients with tough commercial realities. Leadership must integrate both. In practice:

- Always keeping market access and commercial viability in view
- Integrating customer and clinical logic into decisions
- Understanding evidence and value propositions
- Leading Sales and Marketing as strategic partners, not service functions

4. Providing Orientation – Especially in Uncertainty

Teams follow clarity, not slides. In practice:

- Transparent, consistent communication
- Visible leadership presence and accessibility
- Clear, explained decisions and priorities

5. Appreciation + Consequence

Respect builds acceptance, clear decisions build progress. In practice:

- Taking people seriously while decisively changing structures
- Giving and receiving feedback
- Addressing conflicts directly and constructively
- Making decisions, communicating them, and standing by them

In essence: Interim Leadership succeeds when responsibility, clarity and empathy come together – not when speed is mistaken for impact.

5. The First 30/60/90 Days – A Blueprint

The first 30 days often decide whether an interim mandate succeeds or fails. A clear 30/60/90 blueprint creates structure, builds trust and delivers visible results quickly.

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Phase / Timeline	Goal	Key Activities	Outputs
Days 1–30 Understand & Stabilize	Grasp the context, provide stability, build trust	Stakeholder mapping; structural analysis (formal & informal); clarifying immediate priorities; identifying meaningful quick wins; establishing governance, reporting and meeting cadence	A robust situational picture; first priorities defined and communicated; visibility and trust with key stakeholders; quick wins launched
Days 30–60 Structure & Decide	Build structures, take decisions, start execution	Translate mandate goals into measurable targets; deepen governance and decision processes; distribute ownership and accountability; prioritize initiatives and define a pragmatic roadmap; develop the leadership team; address resistance constructively	Clear targets and action plans; functioning governance and decision routines; an aligned leadership team; first measurable results; an emerging picture of the handover scenario
Days 60–90 Secure Impact & Enable Handover	Lock in progress and ensure independence from the Interim Executive	Anchor routines and processes; hand over responsibility and decision rights; document results; plan and execute a structured transition or exit; conduct lessons learned	Measurable business and organizational impact; working structures and routines; a self-reliant team; a planned or completed handover and documented learnings

In practice: Interim Executives work in clear phases, with visible results within 90 days and an organization that is stronger than before.

6. Commercial Acceleration – Impact with System

Commercial Acceleration is not about pushing sales harder. It is about systematically increasing market effectiveness along the entire commercial chain.

Key questions:

- Which products, segments and channels truly drive profitable growth?
- Where are the main internal and external barriers to growth?
- How do our customers think clinically, economically and operationally?

Specific MedTech dimensions:

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- Market access: who decides what, where and when?
- Hospital and procurement structures: roles of clinicians, purchasing, controlling
- Tender and contracting processes: positioning, risks and levers
- Evidence & value proposition: clinical and economic proof points that matter
- Regulatory and reimbursement framework: MDR, IVDR, coding and tariffs

A 5-step Commercial Acceleration framework:

1. **Diagnosis** – honest view of current performance, pipeline, conversion, margins
2. **Focus** – identifying 3–5 critical levers with the highest impact
3. **Activation** – aligning teams, clarifying responsibilities, allocating resources
4. **Steering** – defining KPIs, review rhythms and decision thresholds
5. **Anchoring** – embedding processes and ownership into the line organization

Typical levers:

- Professionalizing Key Account Management
- Systematizing Tender and Contract Management
- Translating clinical evidence into compelling value arguments
- Optimizing channel strategy (direct vs. distributors vs. partners)
- Reviewing pricing and discount structures
- Aligning Marketing and Lead Generation with real buying journeys

In practice: Interim Executives must be able to understand, challenge and lead Commercial Excellence. The goal is sustainable market impact, not a short-term sales spike.

7. Resistance & Change – Shaping Reality

Resistance is not a bug. It is a signal. Most change initiatives fail because human and political dynamics are underestimated, not because of weak PowerPoint strategies.

Typical resistance patterns in MedTech:

- Change fatigue (“We’ve already had three restructurings in five years.”)
- Personal uncertainty (“What does this mean for me and my team?”)
- Territory and legacy (“We’ve always done it this way.”)
- Historic conflicts between departments
- Professional scepticism (“This won’t work in our market.”)

Tasks for Interim Leadership:

- Listen and take resistance seriously as information
- Classify it: rational, emotional, political
- Provide orientation: why change is necessary, what will stay, what will change
- Lead with respect and clarity: engage, decide, and follow through

Successful change leadership in practice:

- Transparent, regular and honest communication
- Involving key people rather than just announcing change

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- Making quick wins visible and celebrating progress
- Showing consequence without rigidity
- Building trust by being consistent in words and actions

In essence: Sustainable change in MedTech does not come from process charts alone – it comes from trust-based, visible leadership.

8. Working with Interim Brokers

Strong interim mandates are rarely a coincidence. They result from professional collaboration between client, broker and Interim Executive.

Brokers act as:

- **Market experts** – knowing which profiles match which situations
- **Sparring partners** – in scoping, expectation setting and contracts
- **Quality gate** – ensuring proper fit and mandate readiness
- **Moderators** – when expectations diverge or adjustments are needed

What successful collaboration looks like:

- Clarity on the mandate: goals, responsibilities, success criteria, realistic timeframes
- Transparent communication: regular updates, early warning on deviations
- Reliability: keeping commitments, respecting timelines, professional conduct
- Trust: confidentiality, fairness and a long-term partnership mindset

Typical process:

1. Briefing – client and broker define situation, goals, requirements and constraints
2. Matching – broker identifies suitable executives and checks availability and fit
3. Selection – interviews, reference checks and final decision
4. Onboarding – contract, kick-off and support during the first 30 days
5. Ongoing support – regular check-ins, adjusting scope or duration if needed
6. Closure – structured mandate closure, handover and potential follow-up projects

In practice: Brokers are partners at eye level and an important success factor for the quality and impact of interim mandates.

9. Checklist – Is the Organization Ready for an Interim Mandate?

Not every organization is truly ready to leverage Interim Leadership effectively. The following questions help assess mandate readiness and protect all parties involved.

1. Clarity of Objectives

- Is there a concrete mandate goal?
- How will success be defined and measured?

2. Responsibility & Decision Rights

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- Which decisions can the Interim Executive take?
- What budget and people responsibility is attached to the role?

3. Stakeholders

- Who is the formal sponsor of the mandate?
- Who is the key operational counterpart?
- Which stakeholders must be involved early?

4. Reporting & Transparency

- What reporting cadence and format will be used?
- To whom will the Interim Executive report?

5. Decision Freedom

- Can the Interim Executive shape the agenda or only execute?
- How fast are critical decisions typically made?

6. Time Horizon

- Does the mandate duration match the objectives?
- Is an extension possible? Are exit scenarios clear?

7. Handover

- How and to whom will the mandate be handed over?
- Is there a plan to sustain changes after the interim leaves?

Additional success factors:

- Visible commitment from executive management, investors, the supervisory / advisory board, and key stakeholders
- Openness in the team towards external leadership
- Realistic expectations of what can be achieved in the given time
- Cultural fit between Executive and organization

In practice: Robust framework conditions are not a luxury, they are a core driver of success and protect invested time, money and reputation.

10. Conclusion & Contact

Interim leadership is not an emergency fix, but a strategic option for special situations, particularly in a complex, regulated and fast-growing MedTech environment.

Successful interim engagements combine deep functional expertise, mature leadership, commercial acumen and integrity — creating sustainable impact.

Interim Leadership works when:

- The mandate is clearly defined
- The framework supports real leadership and decisions
- The Interim Executive truly fits the situation and culture
- All parties – client, broker, Executive – collaborate professionally
- Leadership, not just management, is delivered

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LEADERSHIP ON DEMAND. IMPACT WITH FORESIGHT



Contact

If you are planning to fill an interim mandate in MedTech or are considering Interim Leadership as a lever for your organization:

Let's talk. Professional, confidential, at eye level.

Leadership on demand means impact with foresight.

Further insights:

www.ccc-interim.com

For confidential discussions:

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About the Author

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Founder of **CCC Interim Leadership**, specialized in leadership on demand with impact and foresight.

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