



Knowledge Acquisition – Sharing Based on Interim Manager Experiences

Andrea Bencsik*

Szechenyi Istvan University, Győr, Hungary
J. Selye University, Komárno, Slovakia
University of Pannonia, Veszprem, Hungary

Zsuzsanna Godany

J. Selye University, Komárno, Slovakia

Akosne dr Mathe

Interim.hu Ltd. Budapest, Hungary

Abstract: Intellectual capital is one of the most important organisational resources, so Knowledge Management (KM) belongs to everyday activities in business life. An especially critical step of KM is knowledge acquisition and sharing, which makes up for knowledge gaps to achieve a higher level of organisational performance. Organisational practice turns to solutions more and more, which acquire the necessary knowledge with the help of external sources. A possible solution is employing interim managers, who have gained extensive knowledge by solving the problems of different organisations. As a knowledge manager, the interim manager brings the new knowledge into the organisation, develops, transfers uses, and preserve it. In our qualitative research, using the logic of an own model, we tried to identify the phases in which KM and the activity of the interim manager are connected. A structured in-depth interview was used to collect information that was evaluated using the NVivo program. The result shows that, in most cases, managerial and professional knowledge is also transferred, and the interim managers are valuable to enterprises for their tacit knowledge. Knowledge transfer and development result from collaboration, knowledge generation through shared thinking, and knowledge development through that individuals solve complex problems independently. In every case, a prerequisite of successful knowledge transfer (and its integration into organisational memory) is the trust developed between the sponsor and the interim manager. In the improvement of knowledge, the practical result of the knowledge brought in by the interim manager is the education of a successor who is able and willing to adapt the tacit knowledge from the interim manager. The last phase of the value chain is the utilisation and preservation of the knowledge brought in by the interim manager for long-term success.

Keywords: *Interim management, interview technics, KM, knowledge acquisition, knowledge sharing, qualitative analysis*

Received: 03 September 2019; **Accepted:** 29 September 2019; **Published:** 26 October 2019

INTRODUCTION

The first interim manager service was provided in 1970 by Boer and Croon, a management advisor organisation in the Netherlands. At that time, interim managers helped with the improvement of labour market flexibility. Later, in the 1980s, this phenomenon become widespread in Western Europe. Interim managers also began to appear in Germany

*Correspondence concerning this article should be addressed to Andrea Bencsik, Szechenyi Istvan University, Győr, Hungary, and J. Selye University, Komárno, Slovakia and University of Pannonia, Veszprem, Hungary. E-mail: bencsik.andrea@yahoo.com

in the '80s. Currently, more than 60% of US companies engage interim managers, and this number exceeds 80% in England (Filosofova & Karsunke, 2014).

Högman and Pontusson (2015) argue that interim management activity can be regarded as some kind of paradoxical situation, which is relatively short-term in the organisation, at the same time, the process of organisational learning takes a long time. One of the five ways of acquiring knowledge, as defined by Davenport and Prusak (2001), is to buy and hire knowledge if the company would like to gain the necessary knowledge that it lacks at a given moment. Essentially, as a result of buying knowledge, a given company gets access to the staff and documented knowledge, procedures and methods of another company. This is one of the direct ways for an organisation to buy knowledge. When hiring knowledge, experts, advisors, interim managers share their knowledge with the organisation, which the organisation uses in the required area (Stéber & Kereszty, 2016). In our research, we were interested in whether

RQ1: On hiring an interim manager, can the KM system be replaced in the given field?;

RQ2: Is the interim manager able to perform all the function that are required by the process of KM?;

RQ3: What is the obstacle or support for each step?;

RQ4: How do interim managers themselves see this situation?

In the following sections, we provide a theoretical overview of the key knowledge in interim management and KM, and then examine the interfaces between the two disciplines. This is followed by the analysis and evaluation of the results of the qualitative research, and then conclusions are drawn.

THEORETICAL OVERVIEW

Interim Management

“Interim management is the provision of effective business solutions by an independent, board or near-board level manager or executive, over a finite time span. Such complex solutions may include change, transformation and turnaround management, business improvement, crisis management and strategy development. Interim managers are often experienced in multiple sectors and disciplines” (European Interim Report, 2014).

The use of interim managers is important to companies for a number of reasons (Poór, 2010)

- In case of quick and effective actions when a company is in crisis,
- In case of strategic changes,
- In case of knowledge shortage, when the enterprise lacks specialised knowledge.

In particular, interim management provides the organisation with access to skills, expertise and experience, which cannot be created internally, and also provides positive managerial role model for permanent employees (Wichard, 1994). Interim management is more than a mechanism that makes the existing structure more cost-effective: it can be seen as a tool for profound changes and restructuring (Benkhoff & Rybnikova, 2009).

Interim managers have broad, comprehensive knowledge as they solve the problems of different organisations from time to time. They learn from each company case, and store this knowledge to synthesise it for the next company problem. According to Russam (2005), interim managers are used by companies as strategic resources, mainly because of their special knowledge.

The characteristics of ‘true’ interim management is that it has two inseparable roles: performing day-to-day operational tasks (for the operational management of the organisation or an organisational unit), and, in parallel, managing and implementing the structural changes (change management) (Farkas, 2013).

KM

According to the classic interpretation, the management of human knowledge (KM and utilisation) means all activities that is aimed at mapping, gathering, systematizing, sharing, developing and effectively utilising documented knowledge and implicit knowledge, expertise and experience within an organisation (Phipps & Prieto, 2012; Polanyi, 2009; Raisch, Probst, & Gomez, 2010; Sisyuk, 2018). The definition defines for us a chain of activities that represents the management of knowledge as a forward, evolving and cyclical process that turns back to itself (Au, 2016; Davenport, 1996; Gholami, Asli, Nazari-Shirkouhi, & Noruzy, 2013; Liu & Dong, 2016). One of the best-known models was created by Probst, Raub, and Romhardt (2006), which consists of eight components. The fundamental need of companies to get an accurate and reliable overview of what knowledge they need to implement the current strategy (definition of knowledge priority), and to what extent this knowledge is present within the organisation (identification of knowledge). Knowledge also has to be improved on both individual and corporate levels. Then, the aim of knowledge

sharing is to multiply the knowledge within the company. The type of knowledge defines the ways it can be shared with the staff of the organisation. For this, explicit and tacit knowledge has to be distinguished (Ratten & Suseno, 2006). While explicit knowledge is easy to transfer or access within the technological systems of a company or in other documents, tacit knowledge is difficult to express and most often related to individuals, so it can primarily be transferred during collaboration (Bencsik & Juhász, 2016). In particular, interim managers are especially valuable to companies for their tacit knowledge. Trust between the collaborating parties is essential for the smooth exchange of knowledge.

The use of knowledge must ensure that knowledge is used productively and to improve company performance. This is the main objective of KM (Bencsik, 2015). The preservation of knowledge means to ensure that the identified, acquired and developed, shared and utilised knowledge will be accessible for the company staff in the future. The last component is the testing of knowledge, which is often attributed insufficient weight, because what cannot be measured is not given enough attention. The testing of knowledge reviews the achievement of goals and makes the changes of organisational knowledge visible (Probst et al., 2006).

The Relationship Between Interim Management and KM

The one who, as an organisation leader, wants to develop and operate a KM system rarely thinks of interim management as a possible tool for successful implementation. This is also true when a company management hires an interim manager because of an urgent problem or a gap in expertise. Then, it is not the primary purpose to focus on the development of the KM system. However, these two company disciplines are closely connected to each other and to successful organisational operation. In order to make the relationships understandable, Table 1 provides a brief overview of the theoretical background and characteristics of the two disciplines.

Table 1 *CHARACTERISTICS OF INTERIM MANAGEMENT AND KM*

Characteristics	KM	Interim Management
Objective	Acquisition of new knowledge, its integration into the organisation, its constant improvement and sharing, then preservation and utilisation in order to achieve strategic objectives.	The conversion of the knowledge of a manager with professional and experiential knowledge to achieve business results within a defined period of time, or to temporarily compensate for the lack of resource (knowledge).
Applicability	An appropriate managerial approach that is applicable to the case of any organisation, openness, trust-based organisational culture and professional commitment are necessary.	An appropriate managerial approach that is applicable to the case of any organisation, openness, trust-based organisational culture and professional commitment are necessary.
Requirements	Conscious preparation, managerial initiatives and support, trust, IT system	Conscious preparation, managerial initiatives and support, trust
Those concerned	The whole organisation	In the short term, one or more organisational units are in focus, and in the long term, the organisation as a whole
Approach	Holistic, project-oriented	Holistic, project-oriented
System of tools	Comprehensive management toolbar (mentoring, inverse mentoring, experiential learning, story-telling, CoP, AAR, etc.)	Comprehensive management toolbar (mentoring, inverse mentoring, experiential learning, story-telling, CoP, AAR, etc.)
Expected result	Long-term organisational success, market advantage	Rapid response to emerging needs, long-term organisational success, market advantage
Risk	In the lack of managerial support it is unsuccessful, it needs organisational preparation, the lack of IT and trust-based culture, overcoming resistance to change	In the lack of managerial support it is unsuccessful, it needs organisational preparation, the lack of IT and trust-based culture, overcoming resistance to change

Looking at the content of the two columns, the common elements and the sameness of content speak for themselves. This also means that KM and interim management go hand in hand. Although in case of building a KM system the need for the involvement of external knowledge is not always present, the use of interim managers contributes to the involvement of new knowledge, to the improvement of organisational knowledge, to the sharing of new knowledge and its integration into the activities of the organisation (Minto, 2006). That is, if we have a closer look at this type of expert activity, the question is valid: Is the interim manager, as a single person, able to complete all the steps of the logic of the KM process.

Figure 1 shows the common phases of KM and interim management.

STRATEGY	Interim manager work						Evaluation, IM departure
	Demand for an interim manager	Selection of the IM	IM knowledge acquisition and sharing	Successor education, mentoring	Implementation, collaboration	Constant monitoring of IM activity	
	Priorities, external – internal knowledge identification	Knowledge acquisition	Knowledge sharing	Knowledge improvement	Knowledge preservation explicit- implicit	Utilisation of knowledge	
Knowledge management internal cycle							

Figure 1 Common Phases of KM and Interim Management

The next section presents the practical analyses needed to answer the research questions.

RESEARCH METHODOLOGY

Sample

Qualitative methods primarily serve understanding and are based on a relatively small sample. In our case, the necessary information could be obtained by a direct method, so we used the in-depth interview tools (Malhotra, Hall, Shaw, & Oppenheim, 2006). The respondents were selected at random sampling from the available database (two professional organisations of interim managers, which also provide mediation service based on a register). About 1000 interim managers are listed, but only about 250 of them are active. According to our calculations, a 10% sample is sufficient to ensure representativeness (Miles, Huberman, Huberman, & Huberman, 1994). Each of the selected and contacted managers gave interviews, so the sample included 25 persons. This number provides sufficient accuracy to obtain the necessary information (Ghuri & Grønhaug, 2005). The interviews were conducted at the end of 2018 and early 2019 in person, in the form of structured in-depth interviews. The duration of the interview was approximately 1 hour/person. The characteristics of the sample are given in Table 2.

Table 2 CHARACTERISTICS OF THE SAMPLE

	Area of activity
Production	20
Service	3
Other	2
	Company size
Large enterprise	18
Medium-sized company	7
	Form of activity
LTD/LLC	20
PLC	5
	Ownership
Foreign	19
Domestic	3
Mixed	3

Conducting Qualitative ResearchTable 3 *THE LOGIC OF THE QUALITATIVE SURVEY*

	Data collection
In advance	Study of the environment of the entities covered by the survey. Presentation of the research objectives and methodology. Exploring the interviewed manager's views in line with interim management and KM. Bringing up typical examples, cases (storytelling). Closure, feedback concerning the interview.
	Data entry
Before the query	Preliminary notes and outline based on online and personal sources.
During the query	Manual notes, digital recording (with prior permission)
Immediately after the query	Manual notes, digital post-recording if necessary, computerized documents.
	Data analysis
After the full query	Analysis of aggregated interviews, content analysis (NVivo 12), with preference to the methodology of looking for identical and different thoughts, opinions. In the course of data analysis the results of the quantitative analysis were kept in mind; opinions supporting, complementing, differing from and possibly refuting such results were collected and evaluated.

The interview included both open and closed questions (see Table 4).

Table 4 *THE STRUCTURE OF INTERVIEW QUESTIONS*

Question groups	Purpose of questions
General company characteristics (6 questions)	Activity, form of operation, site, branch of industry
Detecting the need for an interim manager (4 questions)	Who initiated the invitation? (cause, duration)
The nature and prevalence of knowledge (2 questions)	What was the nature of the transferred knowledge and how did it prevail within the organisation?
Cooperation of experts (2 questions)	What characterised the cooperation? (trust)
Results and prevalence of knowledge transfer (7 questions)	New strategy, successor education, concrete results, longevity of results after departure
Success/failure of managerial work (4 questions)	Successful or failed initiative

ANALYSIS AND RESULTS

For the analysis, the logic and method of content analysis, (NVivo 12), which summarises the most important answers through the interview questions. The information obtained during the interviews were first cleaned, then, moving along the questions, they were encoded within the program, and finally word frequency analyses were performed in some cases.

Table 5 show the areas where interim managers most often provided services (some named more).

Table 5 *THE MOST COMMON AREAS OF SERVICE PROVIDED BY INTERIM MANAGERS*

IM Professional Area	Persons
HR	5
Finance, accounting, controlling	9
Logistics	4
Quality	2
Strategic leader	3
Acquisition	1
Maintenance	1
Production	3

Knowledge was mainly used in the areas of finance, accounting and controlling, and two other functional areas can be considered dominant, human resources and logistics. According to the answers, the major causes why enterprises chose the interim management service are shown in Table 6 (more areas were also named), highlighting the relationship between the steps of the service and the KM process.

Table 6 *THE MOST COMMON REASONS FOR USING AN INTERIM MANAGEMENT SERVICE*

Reasons for Using an Interim Management Service (Multiple Occurrences)	Number of Answers	KM Building Block Features
Transformation of a change management organisation	6	Inadequately applied knowledge
Crisis management: addressing urgent and significant issues	7	Making up for the lack of knowledge
A defined project task where a capability that was missing from existing management was needed	5	Replacing lost knowledge due to the departure of the key person
Implementing a fixed-term project, extra management capacity was required	1	Closing the knowledge gap
Bridging temporary absence (illness, childbirth)	4	Demand for quick and professional knowledge
A person for a permanent position was looked for but the search was very delayed	3	Temporary knowledge replacement, knowledge transfer, application
Lack of trust between foreign and domestic owners	1	Lack of a KM prerequisite (culture)
A complex problem with cumulative effects	2	Lack and problem of strategic knowledge goals

The following brief examples illustrate in a little more detail the relationship between the work of interim managers and each phase of KM systems, showing the values that are important to the organisation.

Strategic Knowledge Goals

In most cases, the use of interim management services was initiated by senior executives, in case of the analysed sample, 17 respondents. Ownership initiatives were valid only in 6 cases. There were 2 external initiatives. One time it was initiated by the Interim Vezető Szolgáltató Kft., at another time by a bank. This latter occurred when the bank had a large amount of debt in the company, and it saw that the company was unable to take appropriate action to manage debt. (The company was loss-making despite the fact that its sales increased, in which exchange rate fluctuations played an important role.) – feasibility of strategic goals

Knowledge Identification

Table 7 includes the terms most commonly used by interviewees in connection with the identification of knowledge status. These terms represent the legitimate background because of which companies used the service. Among the most commonly used words, financial is in the first place, leader/manager in the third place, which indicates that the use of the service can in many cases be linked to financial problems, on managerial level. The term ‘knowledge’ also appears, suggesting that companies are most likely to employ interim managers because of their expert knowledge. The terms ‘change’ and ‘immediately’ confirm the most common reasons for using interim services shown in Table 6, that is, companies most often request the interviewees’ services in connection with crisis management or change management.

Table 7 *THE MOST COMMONLY USED TERMS IN CONNECTION WITH THE IDENTIFICATION OF KNOWLEDGE STATUS*

Words	Number
Financial	13
Knowledge	11
Leader/Manager	9
Change	8
Immediately	7
Management	6

Knowledge Acquisition

The already mentioned crisis management occurred in cases when the company had to act quickly due to pressure by external stakeholders. One interviewee stated that “customers threatened the company if they do not receive proper service, they will look for another partner”. Another example is how the interviewee reported about what he undertook: “the company failed twice in the month end closing and they were on the verge of collapse”. – making up for the lack of knowledge.

Interim managers did change management tasks when some kind of malfunctioning system had to be fixed. Based on the results, the disorganisation of logistic services, making loss-making operations profitable, or when acquisition could not adequately react to market needs. – missing or inadequately applied knowledge.

Interim managers were employed even when the adequately qualified employee has not been found yet. According to the interviewees, it happened because in multinational companies the selection process is slow, consists of multiple interviews and, for example, financial activities cannot be stopped within the company. So, on the one hand, the selection process is time-consuming, and on the other hand, the company does not have the time to wait for the right specialist, so the interim manager has to fill in this gap. – demand for quick and professional knowledge

Lack of Knowledge Preservation

It was often mentioned that a former employee had resigned and the employment of an interim manager was necessary because, with the departure of the key person, intra-organisational processes could not be stopped, but an immediate solution could not be found internally. The words of one of the interviewees confirmed this, “a company quoted on the stock exchange immediately needed an expert who could perform controller work and create the report for a stock exchange report.” – lost knowledge due to the departure of the key person

The Process of Knowledge Sharing

The duration of the employment of interim managers depends on the given situation in each case. The duration of the assignment depends on the sponsor’s approach and decision. This has been modified in several cases compared to the prior agreement, which is mainly due to job satisfaction or the limits on finding the successor. While in previous years, managers were employed typically for shorter terms (mostly a couple of months, but definitely less than a year), the answer given by the interviewees indicates that there were assignments longer than a year, or even employment for two whole years. (More than 50% of the assignments confirmed this information.) See Table 8.

Table 8 *TYPICAL DURATION OF INTERIM ASSIGNMENTS*

Duration of Interim Management Assignments	Number of Answers
Six months or less	5
More than half a year, but max. 1 year	8
More than a year, but max. 2 years	13

Interviewees were asked what their primary goal was during their work (beyond the fulfillment of their assignment and the application of their professional knowledge). The responses are summarized in Table 9.

Table 9 *THE GOALS OF INTERIM MANAGERS' WORK*

Type of New Knowledge, Brought into the Organisation	Number of Answers
Only professional knowledge	7
Professional and managerial knowledge	11
Extensive knowledge in all areas of the company	6

Realisation of Expertise (As a Goal)	Number of Answers
Knowledge transfer	17
Generation of new knowledge	9
Improving existing knowledge	12
Worked to fulfil the assignment (organisational goals), were not motivated by obligations related to knowledge	3

Improvement of Knowledge, Expert Cooperation

All interviewees stated that, for the greater part of their work, mutual trust was typical of their cooperation. In some cases, however, trust and suspicion were present together, meaning that sometimes the start of the cooperation was contradictory. They went through a relatively slow “building” process to establish the right relationship with workers at the lower levels of the organisation. Part of this process was to overcome the mistrust shown by the lower levels. In most cases, it was only after the results of work that they succeeded in establishing the proper relationship of trust with their subordinates.

From the interim managers’ side, openness and helpfulness supported the establishment of a trust-based relationship, they tried to integrate into the team, showed their confidence in the organisation, formed good human relationships, exemplified leadership. The positive rapport within the organisation, the establishment of which they also contributed to, also helped to build trust-based relationships.

The removal of mistrust took place after demonstration (obviousness of first results) in many cases, when the expertise of the interim manager was recognised. Table 10 lists the terms that were most often used by the interviewees to describe expert collaboration. Based on the results, it can be said that the cooperation between the parties was basically mutual and fair.

Table 10 *THE MOST COMMONLY USED TERMS IN CONNECTION WITH EXPERT COLLABORATION*

Words	Number
Mutual	8
Correct/Fair	6
Gradually	4
With Colleagues	4
Trust	3

The term ‘gradually’ appears in the table, which reflects the fact that, within expert collaboration, the trust-based relationship is not unconditional between the parties, but the individual entering the organisation has to testify first.

The term ‘colleagues’ refers to the given organisation members, who, on the one hand, seek shown confidence, or just the opposite, gradually open up to the interim manager coming to the company.

The Results of Knowledge Transfer – Integration of Knowledge and its Preservation Within the Organisation

In many cases, the presence of interim managers produced complex results for the organisations. In addition to accomplishing the project tasks set as goals in the assignment, new methods, processes, systems were developed, and the transfer of expert knowledge could be felt.

The introduction of all methods, systems and processes was the result of expert knowledge. Following the transfer of knowledge, an important issue is whether the organisation is able to appropriately preserve the acquired knowledge as a resource for the organisation, and utilise it as an organisational asset. Below we have collected the methods, tools used by interim managers to integrate and preserve the knowledge within the organisation. Some of the methods were aimed at transferring tacit knowledge, while others focussed on explicit knowledge (See Table 11).

Table 11 *THE MOST COMMONLY USED KNOWLEDGE TRANSFER METHODS*

Tacit Knowledge Transfer Methods	Explicit Knowledge Transfer Methods
Sharing experience regularly in person	Documentation
Education of recruits	Training organisation
Aftercare, communication with the manager	Elaboration of written rules and regulations
Constant training	Compilation of a manual
Joint work (mentoring)	Preparation of an ISO audit procedure system
	Education and improvement of workers

As a result of the controlling of the application of knowledge, the above listed new solutions, thanks to the varied methodology, have integrated into the organisational operation as a part of everyday activities. In addition to the above, it is important to note that in three cases the manager was hired on a permanent basis, so the company always has access to the necessary resources.

An important issue is thinking of and caring for successors, which is a guarantee of preserving, integrating and utilising the new knowledge transferred and generated by the expert within the organisation before the interim manager leaves the company. This can be a guarantee that the new knowledge will really increase the wealth of the organisation in the long run. In the case of the interviewees, there were 12 cases when the interim manager chose a successor. These included some recruited as new employees, but some returning from a longer sick leave, childcare, or others employed in another area were also selected. In one case, the selection of the successor was not successful, so the transfer of knowledge was not made to the successor, but a written material was prepared, which was taken over by the management. Although this solution aims to save some knowledge, the success of the actual knowledge transfer can be questioned.

According to the respondents, in 5 cases, it was not the task of the interim manager to choose or educate a successor. (Such a solution can be considered critical to the sponsor’s strategic thinking, as if the new knowledge is not integrated into the organisation during the interim manager’s presence, which happens quite often, the interim manager will take it with himself.

DISCUSSION

Although the interim management has developed greatly in recent years, its promotion is definitely required (Bruns & Kabst, 2005; Inkson, Heising, & Rousseau, 2001). The area of interim management is still new to many, it is a less popular solution to maintain success (SMW Survey IM, 2016). The increasingly unpredictable business environment resulting from constant changes creates the opportunity for the interim management activity to spread (Nordic Interim, 2013). In their research, Smid, Van Hout, and Burger (2006) highlighted the importance of interim management in connection with change management, which has been highly emphasised by respondents in our own research as well. The solutions presented above prove the importance of involving new knowledge, of knowledge sharing, transfer, improvement and utilisation. Yavuz and Zehir (2014) use similar reasoning in their research. Organisation success confirm the emergence of KM phases and their close relationship with interim manager activity. Högman and Pontusson (2015) examined the process of organisational learning in connection with interim management, and observed behaviour suggesting the presence of the Socialization, Externalization, Combination, Internalization (SECI) model by Nonaka, Toyama, and Konno (2000). Their research confirmed that participating working together brings many benefits to the participating experts as well, as every interim manager improves their knowledge with the new knowledge gained from different organisations. As a spill-over effect, they will be able to utilise their renewed and enhanced knowledge for future assignments, and augment it during another organisational invitation. Thus, all this serves the interests of the individual–organisation–society–economy. As there is a very limited amount of literature on similar topics, it is difficult to compare our results with previous results.

CONCLUSION

Figure 2 serves as a summarising professional argument for the evaluation of the relationship between the two disciplines and their contribution to organisational success. It summarises the validity of HR, KM and interim management by integrating them into the company value chain model.

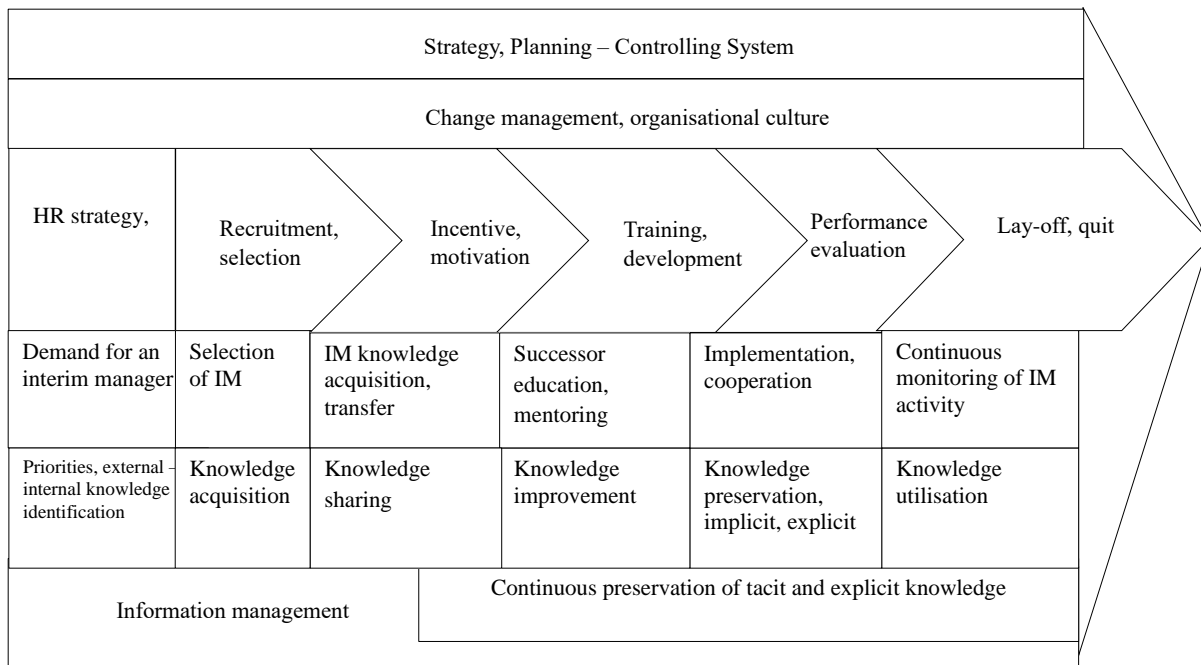


Figure 2 Company Value Chain Model with the Support of Knowledge and Interim Management

The following answer have been formulated to the research questions:

RQ1: In case of employing an interim manager, if managerial work is supported by receptiveness and the culture, the steps of the KM process can be clearly identified.

RQ2: The interim manager is capable of performing all the functions that are required in the KM process, provided he or she has the intention and the conditions are available.

RQ3: Organisational aloofness, mistrust, resistance, the lack of receptiveness and the possible lack of preparedness or will of the interim manager may be mentioned as obstacles for individual steps to take effect. At the same time, the opposite of these support success, as an open and receptive culture, managerial intent, employee interest and willingness to learn, their helpfulness are essential to business success, and at the same time to the operation of the KM process.

RQ4: The interim managers' personal views have been detailed during the analysis. When assessing their knowledge status, companies identify the areas where there is adequate knowledge and where there is a perceived shortage. They employ a highly qualified interim manager to fill in the gap, for which confidence is essential. During the performance phase, the interim manager shares his or her knowledge with the members of the organisation, for which openness and receptiveness are key. The utilisation of knowledge is an important phase for KM, and, at the same time, for the organisation it is the key to survival. So, the knowledge brought in by the interim manager is included in most cases. A precondition for this is that proper cooperation, communication and trust between the parties should be established. In the improvement of knowledge, the practical result of the knowledge brought in by the interim manager is the education of a successor who is able and willing to adapt the tacit knowledge from the interim manager. The last phase of the value chain is the utilisation and preservation of the knowledge brought in by the interim manager for long-term success.

We would like to continue the research by presenting the opinion of the other side, highlighting the aspects that organisations employing interim managers formulate about their experience. We hope that in the next study we will be able to present these results to those interested.

ACKNOWLEDGMENT

Conference paper and presentation are supported by EFOP-3.6.1-16-2016-00017 project, with a title "Internationalization, initiatives to establish a new source of researchers and graduates and development of knowledge and technology transfer as instruments of intelligent specializations at Szechenyi University".

REFERENCES

- Au, T. D. (2016). Using open innovation model to enhance knowledge sharing in Vietnam University. *Journal of Administrative and Business Studies*, 2(5), 241–247. doi:<https://doi.org/10.20474/jabs-2.5.4>
- Bencsik, A. (2015). *Theory and practice of knowledge management*. Budapest, Hungary: Akadémiai Kiadó.
- Bencsik, A., & Juhász, T. (2016). Mentoring practice in Hungarian and Slovakian organizations (based on empirical research) = mentor practice in Hungarian and Slovakian organization. *Taylor*, 8(3), 20–27.
- Benkhoff, B., & Rybnikova, I. (2009). *Reviews: Interim management, successfully shaping corporate change-with temporary managers*. London, UK: SAGE Publications.
- Bruns, J., & Kabst, R. (2005). Interim-management: A paradox for leadership research? *Management Revue*, 16(4), 512–524. doi:<https://doi.org/10.5771/0935-9915-2005-4-512>
- Davenport, T. (1996). The future of knowledge management. *CIO Magazine*(1).
- Davenport, T., & Prusak, L. (2001). *knowledge management*. Budapest, Hungary: Kossuth Kiadó.
- European Interim Report. (2014). *Executive online*. Retrieved from <https://bit.ly/2EHN64A>
- Farkas, F. (2013). *Change management theory and practice*. Budapest, Hungary: Akadémiai Kiadó.
- Filosofova, T., & Karsunke, I. (2014). Interim management: A new tool to enhance a company's competitive performance under current global instability. In *International relations 2014 contemporary issues of world economics and politics* (pp. 155–159). Bratislava, Slovakia: Publishing House Ekonóm.
- Ghauri, P. N., & Grønhaug, K. (2005). *Research methods in business studies: A practical guide*. New York, NY: Pearson Education.
- Gholami, M. H., Asli, M. N., Nazari-Shirkouhi, S., & Noruzy, A. (2013). Investigating the influence of knowledge management practices on organizational performance: An empirical study. *Acta Polytechnica Hungarica*, 10(2), 205–216. doi:<https://doi.org/10.12700/APH.10.02.2013.2.14>

- Högman, E., & Pontusson, C. (2015). *Interim management & organisational learning* (Unpublished thesis). Stockholm School of Economics, Stockholm, Sweden.
- Inkson, K., Heising, A., & Rousseau, D. M. (2001). The interim manager: Prototype of the 21st-century worker? *Human Relations*, 54(3), 259–284. doi:<https://doi.org/10.1177/0018726701543001>
- Liu, H., & Dong, X. (2016). Influence of social relations on knowledge conflicts-an empirical study from Chinese universities. *Journal of Administrative and Business Studies*, 2(1), 8–18. doi:<https://doi.org/10.20474/jabs-2.1.2>
- Malhotra, N., Hall, J., Shaw, M., & Oppenheim, P. (2006). *Marketing research: An applied orientation*. New York, NY: Pearson Education Australia.
- Miles, M. B., Huberman, A. M., Huberman, M. A., & Huberman, M. (1994). *Qualitative data analysis: An expanded sourcebook*. London, UK: Sage.
- Minto, M. (2006). Interim management as a value generator. *Journal of Medical Marketing*, 6(2), 151–152. doi:<https://doi.org/10.1057/palgrave.jmm.5050029>
- Nonaka, I., Toyama, R., & Konno, N. (2000). SECI, Ba and leadership: A unified model of dynamic knowledge creation. *Long Range Planning*, 33(1), 5–34. doi:[https://doi.org/10.1016/S0024-6301\(99\)00115-6](https://doi.org/10.1016/S0024-6301(99)00115-6)
- Nordic Interim. (2013). *Interim management trend update 2013*. Retrieved from <https://bit.ly/2EMDg1c>
- Phipps, S. T. A., & Prieto, L. C. (2012). Knowledge is power? An inquiry into knowledge management, its effects on individual creativity, and the moderating role of an entrepreneurial mindset. *Academy of Strategic Management Journal*, 11(1), 43–57.
- Polanyi, M. (2009). *The tacit dimension*. Chicago, IL: University of Chicago Press.
- Poór, J. (2010). External providers of human resources management. In *Human resource management handbook: Systems and applications*. Budapest, Hungary: Complex Kiadó.
- Probst, G., Raub, S., & Romhardt, K. (2006). *Know how companies optimally use their most valuable resource*. Wiesbaden, Germany: Gabler GmbH.
- Raisch, S., Probst, G., & Gomez, P. (2010). *Paths to growth*. Wiesbaden, Germany: Springer Gabler.
- Ratten, V., & Suseno, Y. (2006). Knowledge development, social capital and alliance learning. *International Journal of Educational Management*, 20(1), 60–72. doi:<https://doi.org/10.1108/09513540610639594>
- Russam, C. (2005). Flexible resourcing: the strategic case for interim management. *Strategic Change*, 14(3), 157–163. doi:<https://doi.org/10.1002/jsc.701>
- Sisyuk, K. (2018). Training, knowledge, competence, performance: What is the relationship? *Journal of Administrative and Business Studies*, 4(6), 297–312. doi:<https://doi.org/10.20474/jabs-4.6.4>
- Smid, G., Van Hout, E., & Burger, Y. (2006). Leadership in organisational change: Rules for successful hiring in interim management. *Journal of Change Management*, 6(1), 35–51. doi:<https://doi.org/10.1080/14697010600578601>
- SMW Survey IM. (2016). *Who the interim managers are and what they do?* Retrieved from <https://bit.ly/2Zdu4wn>
- Stéber, A., & Kereszty, O. (2016). *Knowledge management in workplace learning*. Retrieved from <https://bit.ly/36YzZbq>
- Wichard, G. (1994). Interim management, stereotypes versus reality. *Overheidsmanagement*, 9, 204–207.
- Yavuz, M., & Zehir, C. (2014). A field research on organizational learning, crisis management capability and firm performance. *International Journal of Research in Business and Social Science*, 3(3), 1–17. doi:<https://doi.org/10.20525/ijrbs.v3i3.105>