

# The 90-Day Principle

## How Operational Leadership Delivers Results Fast in a Crisis

Dietmar Heer | Heer Consulting | [www.heer-consulting.com](http://www.heer-consulting.com)

Interim management is not a consulting assignment. It is operational leadership responsibility on a temporary basis. The difference: a consultant recommends. An interim manager decides, leads and bears the consequences. That is why tangible first results within 90 days are not a promise — they are a proven outcome from over 25 completed mandates.

1

### Days 1–14: Establish a clear picture

Fast, unbiased analysis of the situation, market, team and decision-making structure. No 100-day plan that takes three months to write. Clear priorities in the first week.

2

### Days 15–45: Make decisions and implement them

The first measures take effect. Not all of them — but those with the highest leverage. Sales steering, market development, leadership structure. Speed before perfection.

3

### Days 46–75: Build momentum

First measurable results become visible. The team is aligned. External signals are sent to customers, partners and the market.

4

### Days 76–90: Prepare the handover

Ensure sustainability. Structures that function without an external interim manager. No dependency — but a company that runs again under its own power.

### What this means in practice

In a MedTech turnaround: realignment of sales, development of two new markets, first deals closed — within 11 weeks. In a dental company: building a functioning distribution structure across the DACH region in under 90 days. This is not coincidence. It is the result of method and operational consistency.

### Are you facing one of these situations right now?

Speak directly with me — free of charge and without obligation.

**+41 76 537 53 33 | +49 171 199 55 33 | [www.heer-consulting.com](http://www.heer-consulting.com)**