



Thierry Leroux — Interim general management and commercial leadership. I turn complexity into momentum.

A leader leaves, capable teams go round in circles, a transition nobody inside can carry. Your teams know how to do the job; something is holding them back. I listen, I analyse what is blocking them, then I decide and get things moving, correcting course until we reach the agreed outcome. Thirty years leading in international B2B, and one measure of success: a team that carries on without me, in better shape than I found it. As interim executive, or alongside the incumbent leadership through mentoring. No company is named in this brief; every fact can be checked in an interview, figures in hand.

Form executive appointment or consulting engagement

Availability within a week

Scope all of France, international

Languages EN · FR · PT · ES

SIX SITUATIONS, SIX RESPONSES, SIX FACTS

"Our teams have lost their drive, and the numbers show it."

I listen to the people doing the work, then I decide: three priorities, visible wins within the quarter, a weekly rhythm where everyone sees what they have achieved.

Track record. European subsidiary of a US group, 59 staff, 80 including interim supply chain: profitability restored in 12 months, EBITDA from 0.1% to 12%, revenue from DKK 80m to DKK 143m, through Covid with no redundancies.

"Our salespeople are exhausted without selling more."

Rarely a question of talent: missing structure or process, an organisation the market has outgrown, technology introduced too early. Organised restructuring: key accounts, territories, clear pricing, a CRM people use because it helps them, reporting that drives decisions.

Track record. Five sales regions merged into one European organisation, 4 departures out of 59 roles; key accounts and buying groups; CRM and reporting; marketing department built from scratch in Kassel (DaimlerChrysler).

"Our distributors wait for us to come and see them."

I go: partners who want to grow with you, renegotiated terms, missing countries opened, margins managed by channel, in the field rather than from head office.

Track record. France–Italy–Benelux region built from 2 people and €1m to €2.5m, Benelux moved to an own network and direct sales; at Timken, heavy-truck aftermarket built for 30 countries, \$61m.

"Our managing director is leaving, and the seat stays empty while we recruit."

Leadership held without a break, full scope, accountable for margin, reporting to the shareholder; you recruit the right person without haste, and I help the successor settle in.

Track record. De facto general management of an industrial economic interest group for 14 months: EBITDA back in positive territory in under 4 months through cost control, external costs -31%.

"Our businesses work side by side without ever selling together."

A single point of entry, a clear range, shared margin rules negotiated leader by leader; it holds because everyone gains from it.

Track record. Joint sales structure built from the ground up for five industrial companies: common offer launched in 4 months against a group average of 12, 60 salespeople led, €7.5m pipeline.

"We want to sell, and the business still depends on us."

A sound business sells better. A buyer acquires an organisation that runs without its founder: documented margin, secured customers, trained successors, written procedures.

Track record. Every organisation I have led has carried on without me: that is the test a business for sale must pass.

METHOD

Diagnosis within a few weeks, numbers first, then customers, then teams; a plan built on three priorities. A management rhythm that outlasts my departure: priorities reviewed every week, a rolling thirteen-week forecast, indicators read by everyone. Successors trained by working alongside them; as an ICF PCC certified coach, I have learned what keeps a team going without its leader. Sectors: automotive, aerospace, pharma and chemicals, luxury, food, industrial packaging, consumer goods. Field experience in Germany, India and China; partners in the United Kingdom, the United States, Canada and Latin America.

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