



Interim Management Survey 2016

July 2016 (7th edition)



Introduction

At times of political and economic instability, interim managers are a powerful resource to business, public bodies and the third sector, dealing with change.

Interim Service Providers (agencies) are a key route to market for interims. This guide (in its 7th yearly update) addresses the how and who of utilising that route to market.

In 2016, 2,574 interim managers provided updated metrics. The leading interim service provider rankings, were accumulated by combining votes in decreasing significance over a four-year period, constituting 46,000 individual votes in total.

The 19 identified leading service provider consultants were highlighted from well over 500 service provider consultants voted for by interim managers.

This survey and guide also shares how interim managers and executives may best work with interim service providers to get the best out of that relationship for both parties.



**Ad van der Rest MIIM
Chairman IIM**



**Wherever you go, no matter what the weather, always
bring your own sunshine.**

Anthony J. D'Angelo

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Understanding interim service providers

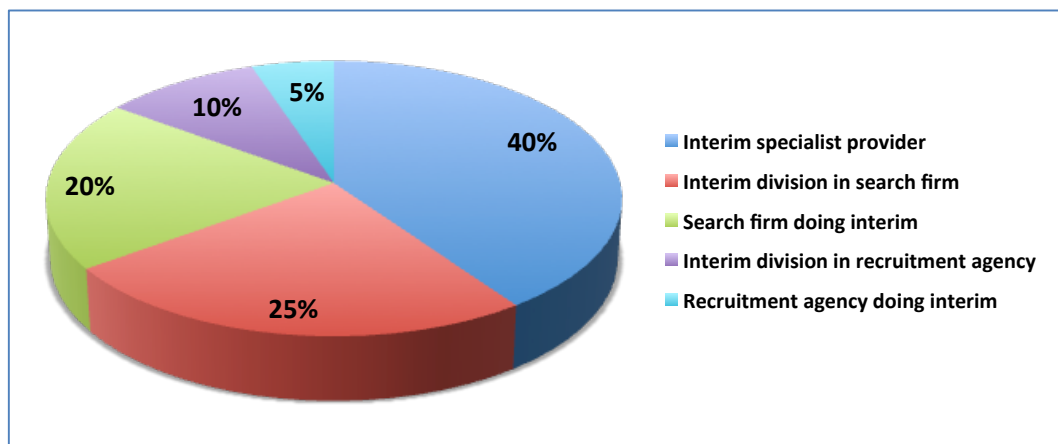
To start by touching on jargon for the uninitiated, an interim service provider (ISP) is an intermediary agency that will help to place interim managers on assignment with a client company, for a fee.

Interim service providers may be specialists who only handle interim assignments. They may also be permanent recruitment agencies or executive search firms also handling interims.

Some consultancy firms act as intermediaries for interim managers, offering 'consultants', as part of their suite of offerings.

Breakdown of provider business type

There are types of provider business, including interim specialists first, search firms that also place interims and recruitment agencies that place interim managers.



The IIM understands there to be several hundred agencies that will try to fill an interim position given half a chance.

Our leading provider ranking are an attempt to highlight the best based on interim manager feedback.

Fees and day rates

The provider fee, known as the 'margin', is in most cases the percentage of the day rate that the service provider retains from the fee charged to the end client. However, a few providers run their calculations by adding a percentage on top of the interim manager's rate and a few others will charge the client a facilitation fee on top of a direct contract between the interim manager and client.

Most service providers charge a margin of 20-25%. Some premium providers charge a little more, others a little less.

A reasonable margin is an equitable price for the route to market that the agency provides. Interim managers should not imagine that they would normally achieve the same rate if they went direct.

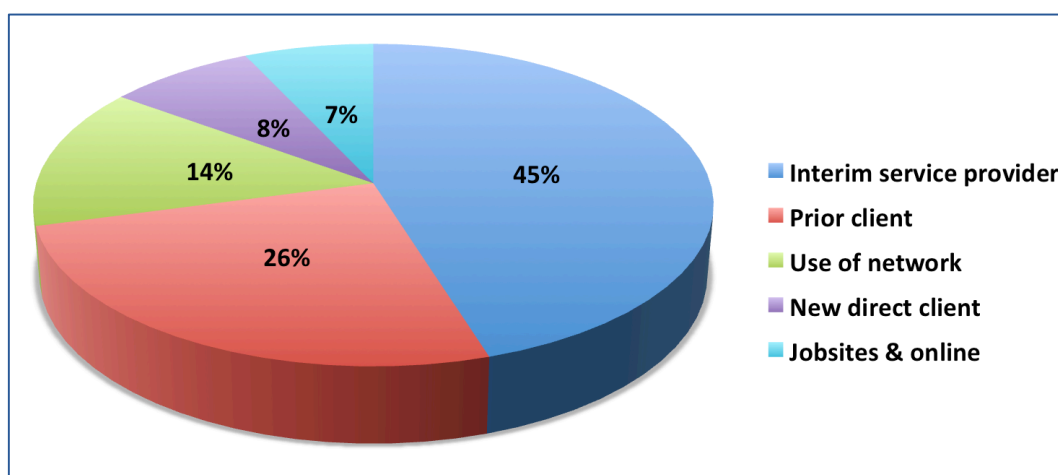
In a prior survey, we established that the average direct day rate is 8% higher than the average rate the interim manager achieves via a provider (before the margin). In short, the margin is mostly not a fee opportunity loss.

The IIM advocate a transparent attitude to margins between interim and provider. Interim managers are senior people who are perfectly capable of determining at client site what the client is paying, even if the provider sought opaque confidentiality.

The case for using interim service providers

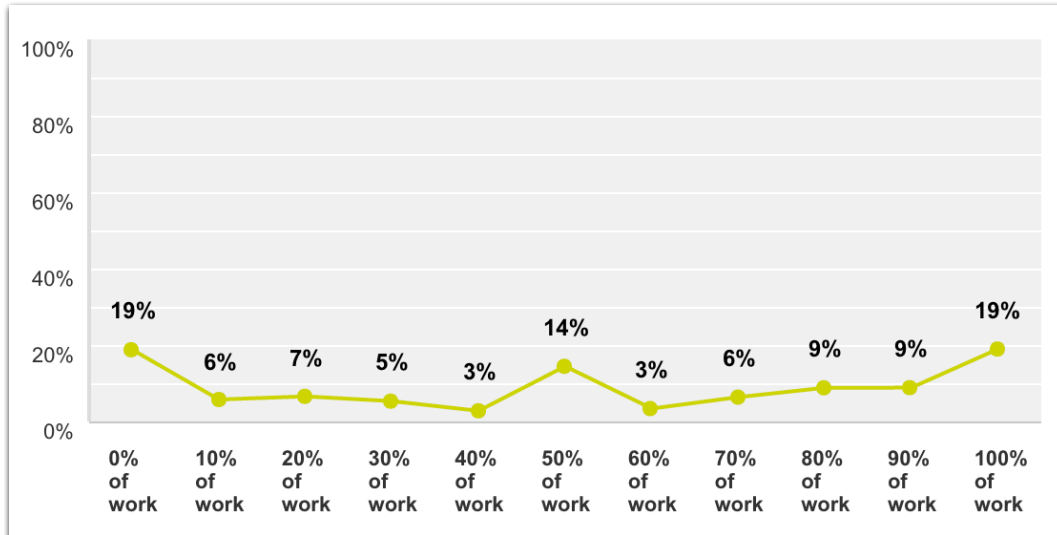
The proportion of interims finding sourcing assignments via providers is around 45%. 80% of interim managers will use interim service providers at least some of the time. It is a beneficial relationship that works for most.

Interim management routes to market



Interim preferences regarding going mostly direct or mostly via service providers are extremely consistent.

There is a section of around 20% of interims that only sell their service direct to clients, otherwise interims are well distributed from being more direct to more provider focused, with two further spikes, one at the 50:50 mark and one at the 'provider only' end.

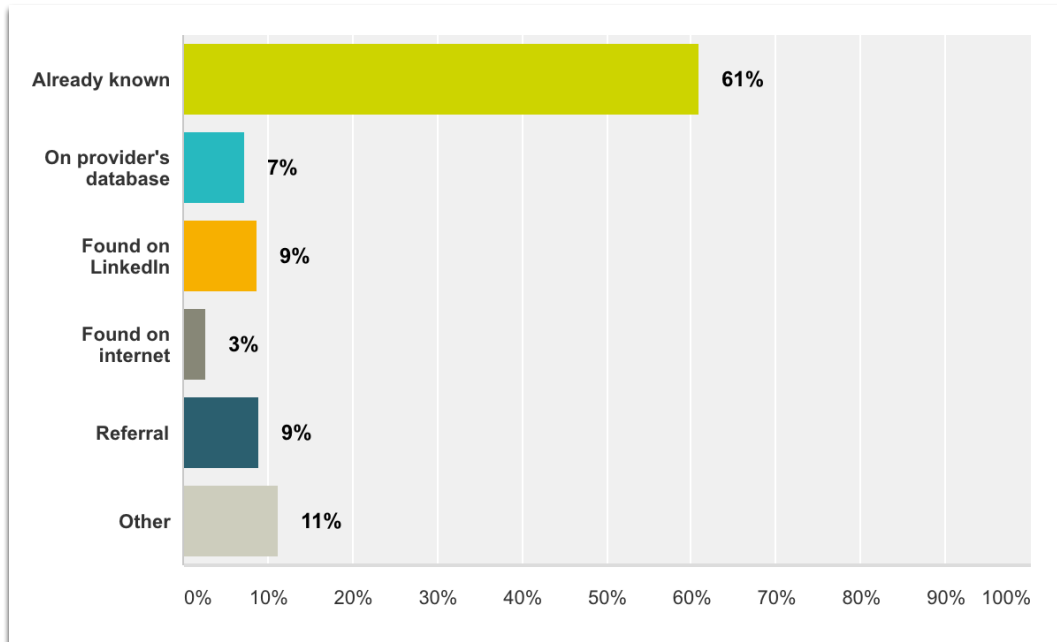


Most assignments are not advertised, a trend which has been strengthened by the growth of social media and sites such as LinkedIn.

Being 'easy to find' is much more important than being good at 'applying' to vacancies. If you are not on an appropriate provider's database, you cannot be selected from it. You can't see a vacancy that is not advertised.

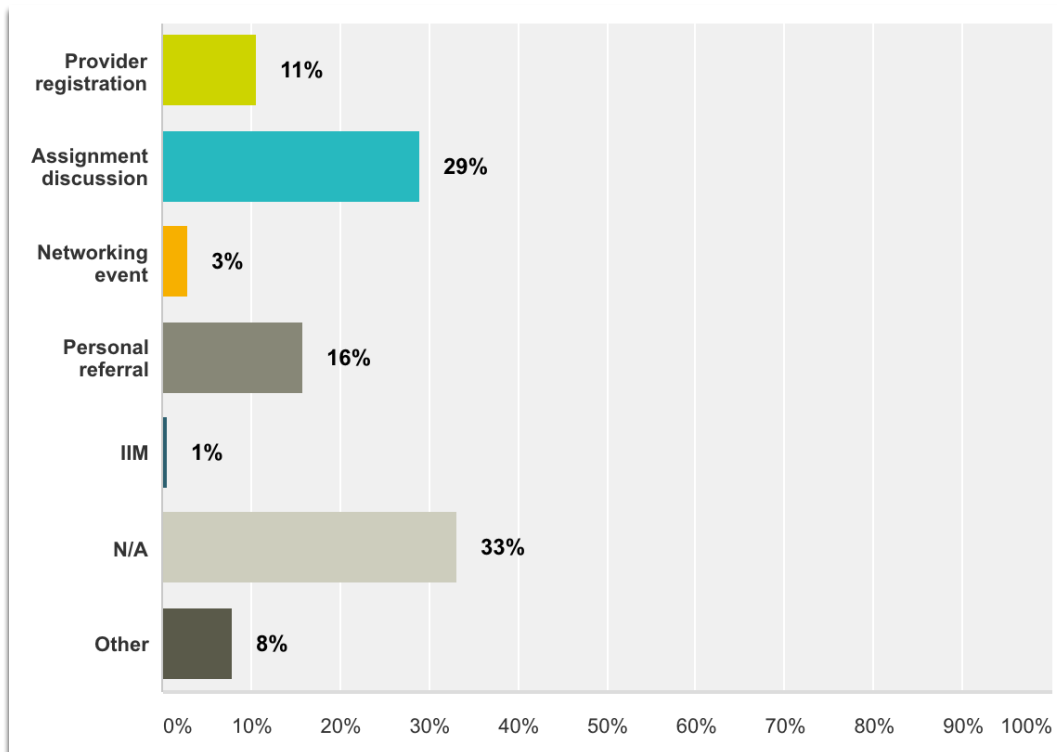
Most assignments are sourced by **being found** rather than **finding** an assignment. This is not passive because you work hard at building relationships that bear fruit later on, whether they are provider based or direct. Either way, being visible and memorable is essential.

Most assignments come from provider consultants you already know



Where do providers look when they have an opportunity?

To build that provider consultant relationship, it helps to know where providers are looking for an interim manager that they don't already know.



Interim managers that become known through an assignment discussion, even if unsuccessful or if the fit is poor, are remembered.

If approached by a provider and the brief does not suit you, then referring fitting interim managers of your acquaintance will be highly appreciated by the provider consultant.

Each time you contact the provider, even if not successful for a specific opportunity, is a further opportunity to build that relationship.

Aside of such discussions, providers most trust referred interim managers, in preference to their own database, so get networking.

It is said that it is “*who* you know”, not “*what* you know”. That may be true in some regards, but *who* you know is not a magic secret bestowed upon you, it is accumulated through effort and good will.

Being found on LinkedIn

There are a number of straightforward steps that will significantly increase your LinkedIn visibility and will significantly help you to be found by service providers.



- **Build a connected network.** If you are not within the extended network of the person searching for you, you will not be found. Professional recruitment subscriptions to LinkedIn may allow providers to drill more deeply but a great network helps your visibility to all. Steadily build a quality network, accepting and inviting quality connections that you develop in your business endeavours, including clients, client employees, service providers, consultants and other industry key players.
- **Be clearly available for assignment (if you are).** If you are currently employed by your Limited Company – make sure it is clear from your profile that you are *seeking assignment*. You could either create a job: ‘Seeking assignment’ (you can always delete it again when working) or you make it clear at the top of your own company entry, summary section or in your profile headline that you are available.
- **Have flexible contact settings.** Be as easy to contact as you can be (or your sense of privacy allows). Ideally have your contact details, your e-mail address and mobile phone number, clear and visible at the top of your Summary section. If a service provider cannot easily contact you, they may instead contact the person who is easily contactable. In addition, service providers as recruiters may have access to InMails to contact you, clients or other parties probably will not.

The key message: Be contactable.

The number of interim service providers to contact

Be appropriately selective!

It makes much more sense to build a great relationship with a smaller number of service providers that operate in your sector and functional discipline rather than sending your CV indiscriminately to a long list of providers, which may result in your CV languishing in the database (or be filed in another 'database' beginning with 'B'...).

So do your research. Depending on your sector and function, being in touch with more than a dozen providers diminishes your effectiveness; the average number of active interim relationships (from 2016 data) is actually only 7.

You may start by contacting a few more in the first instance but try to settle down to a number that you can comfortably maintain a meaningful relationship with.

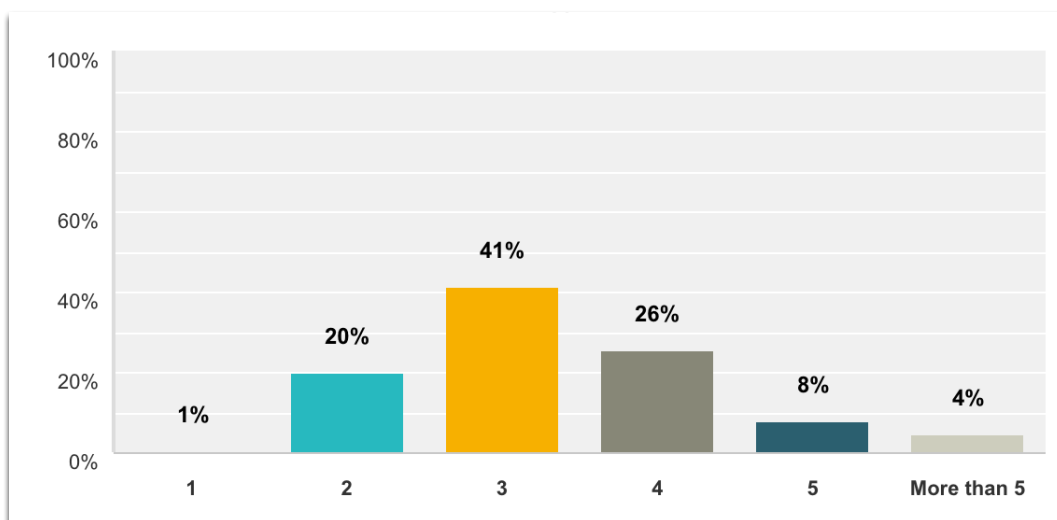
Try not to have more *active* registrations than you have fingers.

CVs and customisation

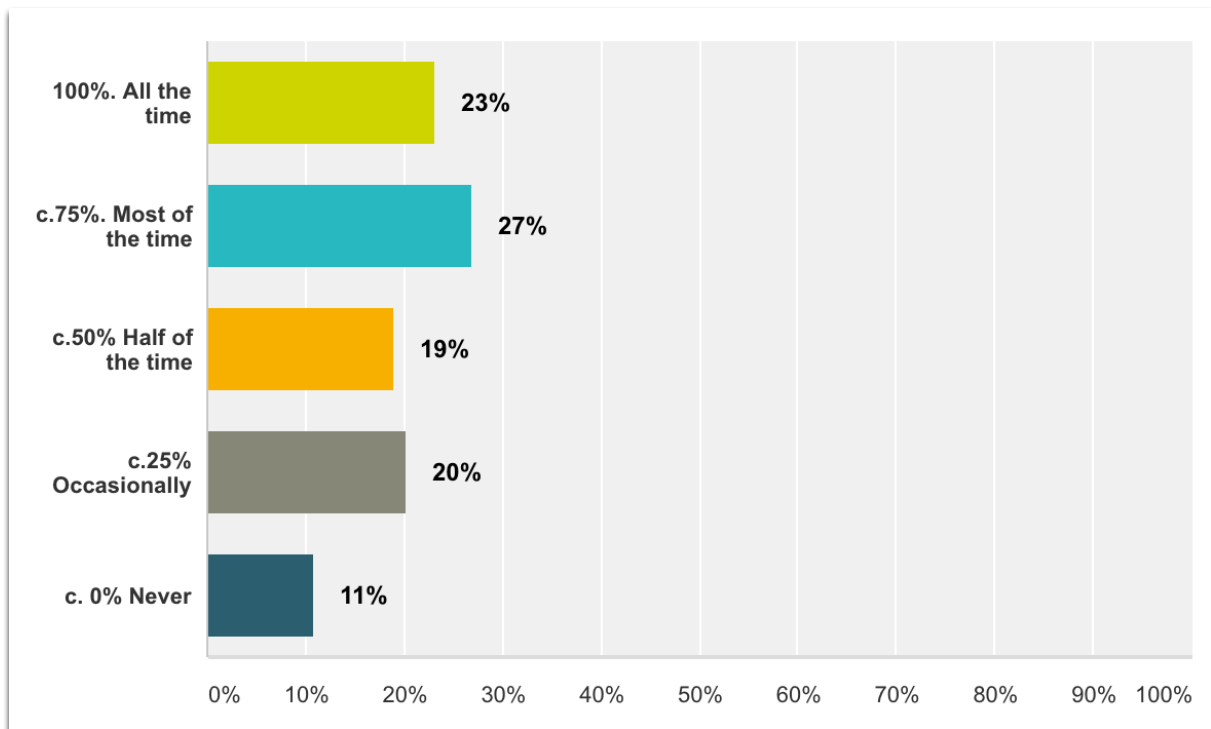
Whilst talking about reaching out to Providers, there is a great deal of misinformation about CV design. The permanent CV market often speaks of a maximum of 2 pages, but that's a tough ask for interim managers with deep expertise and a busy client history.

An interim manager or executive needs a little more breathing room for their expertise, though naturally page one remains the sweet spot for articulating your business proposition.

For that reason, 3 pages is the most popular choice for interims.



The other key factor is CV customisation, which 70% of interims do, at least half of the time.



The best advice to give about customising is to start with a longer version of your CV (even if it is one you don't publish) and cut it back, rather than taking a base CV and adding to it.

The reason for that is that it is so much easier (and safer) to edit down when you are under time pressure than to draft new content with the risk of error.

The IIM Interim Service Provider Survey results 2016

The **IIM** is uniquely placed, as an independent organisation, to oversee a comprehensive poll of interim management service providers, while maintaining objectivity.

This year, 2,575 interim managers placed over 20,149 unique votes ranking interim service providers from 'Great' to 'Good' to 'OK' to 'Poor' to 'Dismal'. The providers were ranked into four divisions, 'Platinum', 'Gold', 'Silver' and 'Bronze'. There are 20 of each.

As rankings are based (in decreasing significance – 50%, 25%, 15%, 10%) on up to 4 year's scores, so provider rankings are based on over 46,072 interim votes in total.

The leading 19 provider consultants are highlighted from over 500 consultants voted for.

Just to be clear, this list is not a commercial endorsement by the IIM of any service provider, but if so many thousands of interim manager and executive votes rate particular interim service providers highly, then we think that is a pretty sound market assessment.

Off that back of those 46,000 votes (over 2,700 votes cast for them directly) **Odgers Interim** holds the top spot for a third year, congratulations to them.

IIM leading service provider 2016 – Odgers Interim

As the country heads into a period of substantial change and uncertainty we should not forget the fundamental role that our industry will have to play in supporting management teams.

In the coming months and years, we expect demand for quality interims to further intensify as organisations look for effective leadership to provide the experience and direction needed to navigate these turbulent times.

For Odgers Interim, the latest IIM Provider Rankings show that we are more than prepared to do just that. We continue to grow our specialist sector practices, led by some of the industry's leading talent, and recently launched a dedicated independent consulting division to help meet the evolving challenges of our clients.

As we celebrate our third year at the top of the rankings, I'd like to thank everyone at Odgers Interim for their hard work and unwavering commitment over the past year. And, of course, the interim manager community for their continued support.









Grant Speed
Managing Director
Odgers Interim



IIM Interim Management Survey 2016











Top 10 Platinum Interim Service Providers

| Ranking | L.Y. | 1-10 Interim Service Providers | |
|---------|------|---|---|
| 1 | (1) | Odgers Interim www.odgersinterim.com |  ODGERS INTERIM |
| 2 | (2) | Interim Partners www.interimpartners.com | InterimPartners  |
| 3 | (3) | Penna www.penna.com |  Penna |
| 4 | (5) | Gatenby Sanderson www.gatenbysanderson.com | GatenbySanderson  |
| 5 | (4) | Eton Bridge Partners www.etonbridgepartners.com | EtonBridge ^{Partners} |
| 6 | (6) | Veredus www.veredus.co.uk | VEREDUS |
| 7 | (8) | Practicus www.practicus.com | Practicus |
| 8 | (7) | BIE bie-executive.com |  B I E |
| 9 | (9) | Hemming Robeson www.hemmingrobeson.com |  hemming robeson |
| 10 | (19) | WBMS (Wilton & Bain Group) http://wbmsglobal.com/ | WBMS <small>Part of the WILTON & BAIN Group</small> |



IIM Interim Management Survey 2016








Top 20 Platinum Interim Service Providers

| Ranking | L.Y. | 11-20 Interim Service Providers | |
|---------|------|--|---|
| 11 | (11) | Green Park www.green-park.co.uk |  |
| 12 | (10) | Alium Partners www.aliumpartners.com |  |
| 13 | (14) | Solace In Business http://www.solace.org.uk/InBusiness |  |
| 14 | (18) | Russam GMS www.russam-gms.co.uk |  |
| 15 | (15) | Boyden Interim Management www.boydeninterim.co.uk |  |
| 16 | (20) | Investigo www.investigo.co.uk |  |
| 17 | (12) | Executives Online www.executivesonline.co.uk |  |
| 18 | (26) | Allen Lane www.allenlane.co.uk |  |
| 19 | (37) | Badenoch & Clark www.badenochandclark.com |  |
| 20 | (40) | Williams Bain williamsbain.com |  |




IIM Interim Management Survey 2016


Top 30 Gold Interim Service Providers

| Ranking | L.Y. | 21-30 Interim Service Providers | |
|---------|------|--|---|
| 21 | (13) | Kingsley Search & Interim www.kingsleysearch.com |  |
| 22 | (25) | Hays Executive www.hays-executive.com |  |
| 23 | (17) | B2E Resourcing www.b2e-resourcing.co.uk |  |
| 24 | (38) | Morgan Hunt www.morganhunt.com |  |
| 25 | (16) | Greenwell Gleeson www.greenwellgleeson.co.uk |  |
| 26 | (21) | Impact Executives www.impactexecutives.com |  |
| 27 | (39) | Robert Half www.roberthalf.co.uk |  |
| 28 | (27) | Campion Willcox www.campionwillcocks.co.uk |  |
| 29 | (28) | Michael Page www.michaelpage.co.uk |  |
| 30 | (32) | Hoggett Bowers www.hoggett-bowers.com |  |



IIM Interim Management Survey 2016











Top 40 Gold Interim Service Providers

| Ranking | L.Y. | 31-40 Interim Service Providers | |
|---------|------|---|---|
| 31 | (25) | Page Executive www.pageexecutive.com |  |
| 32 | (29) | Marble Hill Partners www.marblehillpartners.com |  |
| 33 | (22) | Morgan Law www.morgan-law.com |  |
| 34 | (35) | Langley Search & Selection www.langleysearch.com |  |
| 35 | (23) | Blenkin Associates blenkinassociates.co.uk |  |
| 36 | (24) | Capita www.capitaspecialistrecruitment.co.uk |  |
| 37 | (56) | Hunter Healthcare www.hunter-healthcare.com |  |
| 38 | (47) | Stanton House www.stantonhouse.com |  |
| 39 | (57) | La Fosse www.lafosse.com |  |
| 40 | (58) | Matrix Interim Management www.matrixinterim.com |  |



IIM Interim Management Survey 2016





Top 50 Silver Interim Service Providers

| Ranking | L.Y. | 41-50 Interim Service Providers | |
|---------|------|--|---|
| 41 | (36) | Methods www.methods.co.uk |  METHODS |
| 42 | (59) | Holdsway www.holdsway.co.uk |  |
| 43 | (34) | PILOTpartners pilotpartners.eu |  |
| 44 | (42) | Macallam Interim www.macallaminterim.com |  |
| 45 | (31) | Digby Morgan www.digby-morgan.com |  |
| 46 | (45) | Finegreen www.finegreen.co.uk |  |
| 47 | (33) | FRP Transition www.frptransition.com |  |
| 48 | (41) | Alpine www.alpine.eu.com |  |
| 49 | (44) | EIM www.eim.com |  EXCELLENCE IN MANAGEMENT |
| 50 | (60) | InterQuest Group http://www.interquestgroup.com/ |  |




IIM Interim Management Survey 2016


Top 60 Silver Interim Service Providers

| Ranking | L.Y. | 51-60 Interim Service Providers | |
|---------|------|---|---|
| 51 | (51) | 1st Executive www.1st-executive.com |  |
| 52 | (49) | Goodman Masson www.goodmanmasson.com |  |
| 53 | (48) | Axon Resourcing www.axonresourcing.com |  |
| 54 | (50) | Macmillan Davies www.mdh.co.uk |  |
| 55 | (43) | RSA Interim Management www.thersagroup.com |  |
| 56 | (64) | Osprey Clarke www.ospreyclarke.com | Osprey Clarke |
| 57 | (63) | Ameo www.ameogroup.com |  |
| 58 | (72) | Robert Walters www.robertwalters.co.uk |  |
| 59 | (78) | Rethink www.rethink-recruitment.com |  |
| 60 | (65) | Venn Group www.venngroup.com |  |



IIM Interim Management Survey 2016

Top 70 Bronze Interim Service Providers

| Ranking | L.Y. | 61-70 Interim Service Providers | |
|---------|------|---|---|
| 61 | (46) | Cadence Partners www.cadencepartners.co.uk |  |
| 62 | (69) | Hudson uk.hudson.com |  |
| 63 | (52) | Beaumont Select www.beselect.co.uk |  |
| 64 | (62) | PiR Resourcing pir-resourcing.com |  |
| 65 | (54) | Brightpool www.brightpool.co.uk |  |
| 66 | (80) | Annapurna www.annapurnarecruitment.com |  |
| 67 | (53) | Rawson Downey www.rawsondowney.com |  |
| 68 | (76) | Rapid Search & Interim www.wearerapid.com |  |
| 69 | (55) | Transformation Leaders www.transformation-leaders.com |  |
| 70 | (67) | PSD Group www.psdgroup.com |  |




IIM Interim Management Survey 2016

Top 80 Bronze Interim Service Providers

| Ranking | L.Y. | 71-80 Interim Service Providers | |
|---------|-------|--|---|
| 71 | (74) | Audeliss www.audeliss.com |  |
| 72 | (new) | HW Interim www.hitchenorwakeford.com |  |
| 73 | (70) | Finatal www.finatal.com |  |
| 74 | (new) | BIS Henderson www.bis-henderson.com/ |  |
| 75 | (79) | Chilworth Partnership www.chilworthpartnership.co.uk |  |
| 76 | (new) | Melber Flinn melberflinn.com/ |  |
| 77 | (66) | Barracuda Interim www.barracudasearch.com |  |
| 78 | (new) | Lorus Consulting www.lorusconsulting.com/ |  |
| 79 | (71) | Heidrick & Struggles www.heidrick.com |  |
| 80 | (new) | Walker Hamill www.walkerhamill.com |  |

The Interim Provider Consultant Survey results 2016

We again surveyed the interim managers about who are their star interim provider consultants. This section was yet again more enthusiastically completed than last year, with over 500 different interim provider consultants being voted for.

The first place goes Anthony Lewis from Penna Interim, so well done to Anthony. This year we are also flagging 2nd and 3rd placings to Denise Raw from Interim Partners and Neil Lupin from Green Park, plus a further 16 leading consultant runners up, listed on the next page.

Here are a few words from Anthony

IIM provider consultant of the year 2016

I am honoured and delighted to have been recognised by those interim managers I have worked with. So THANK YOU. I am privileged to work with great interim managers who are passionate about the work that they do and this motivates me to do the same.

Recruitment is a people based business that requires consultants to have an interest in people. This is not a job for the short term and it is not about the quick win, it is about building long term relationships with our customers (both clients and interim managers), and having fun with them in the process.

Every interaction with our customers has to meet the same high standards of professionalism and be of benefit to them - it's great that our customers value that approach.

Again, thank you for the vote of confidence in the work that I and Penna are doing.



Anthony Lewis
IIM Provider Consultant
of the year 2016
(Penna Interim)












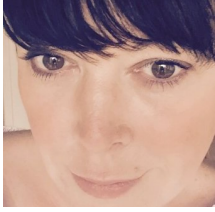






Denise Raw
(2nd place) Provider Consultant of the year 2016
(Interim Partners)



Neil Lupin
(3rd place) Provider Consultant of the year 2016
(Green Park)

Further Leading Interim Provider Consultants 2016

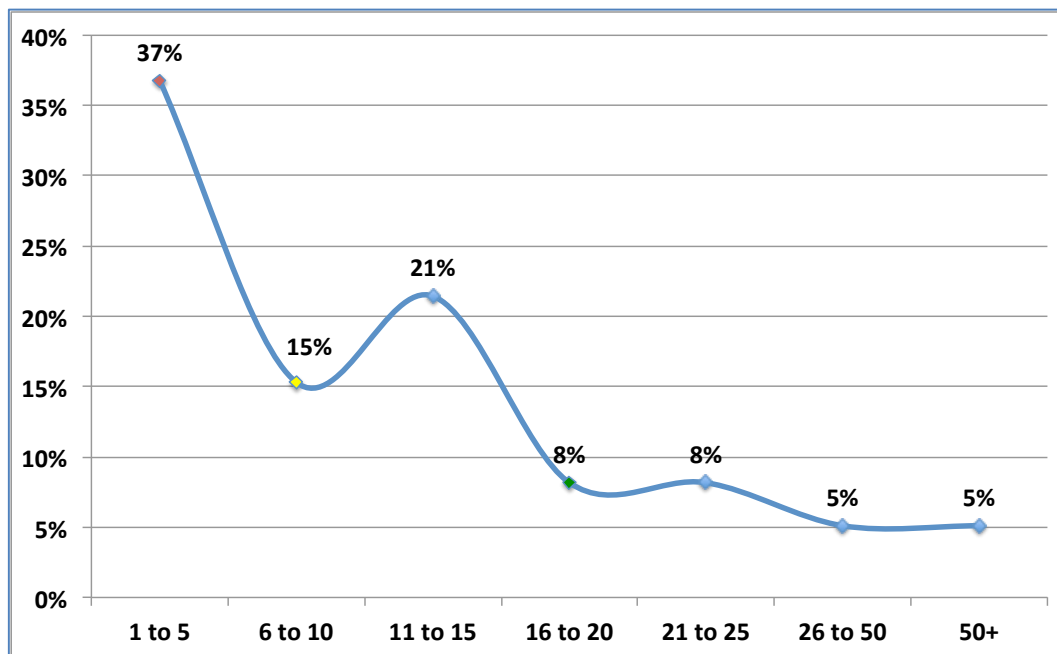
The consultant rankings are a serious vote of confidence from the interim community. Many thanks to these leading individuals, and the many, many more consultants voted for.

| | | | |
|--|---|---|--|
|  <p>Natalie Allen Leading Provider Consultant 2016 (Practicus)</p> |  <p>Nick Berman Leading Provider Consultant 2016 (Eton Bridge Partners)</p> |  <p>Karen Camilleri Leading Provider Consultant 2016 (Penna Interim)</p> |  <p>Claire Carter Leading Provider Consultant 2016 (Interim Partners)</p> |
|  <p>Bambos Eracleous Leading Provider Consultant 2016 (Odgers Interim)</p> |  <p>Toni Hall Leading Provider Consultant 2016 (Penna Interim)</p> |  <p>Benjamin Johnson Leading Provider Consultant 2016 (Interim Partners)</p> |  <p>Claire Lauder Leading Provider Consultant 2016 (Interim Partners)</p> |
|  <p>Lisa Lloyd Leading Provider Consultant 2016 (Practicus)</p> |  <p>Sarah Lovell Leading Provider Consultant 2016 (Odgers Interim)</p> |  <p>Mark Payne Leading Provider Consultant 2016 (Practicus)</p> |  <p>Alison Rotundo Leading Provider Consultant 2016 (Eton Bridge Partners)</p> |
|  <p>Sarah Shaw Leading Provider Consultant 2016 (Odgers Interim)</p> |  <p>Ibi Thomson Leading Provider Consultant 2016 (Interim Partners)</p> |  <p>Jo Twine Leading Provider Consultant 2016 (Capita)</p> |  <p>Sam Young Leading Provider Consultant 2016 (Practicus)</p> |

More about the providers

Before moving on to contact tips, do some research on the provider you wish to contact. Providers vary in size and expertise.

Interim providers by number of billing consultants



Provider first contact

Once you have identified your 'prospect' providers, get in touch. The method a provider will prefer varies. A conversation is a much more immediate form of communication than an e-mail to 'info', though many providers prefer an e-mail with CV attached, available date, recent day rate(s) achieved and a quick pitch – but follow up with a phone call soon after.

When speaking, explain what you do and ask if they deal with such a type of assignment. Confirm that they deal with your sector and validate the range of day-rates they handle. If the provider does not operate in your space, do not waste your time (and theirs) needlessly cultivating that relationship. No provider is responsible for finding you work; that's your job.

Assuming the fit is good, offer to meet with the provider. A face-to-face meeting does wonders to increase your visibility over and above a CV in the database. Try hard to engineer such a meeting because it really helps to be known.

First contact by e-mail

If you are directed to an e-mail address or if there is no immediate mechanism allowing you to call the provider, then diligently share your message by e-mail.

Some will specify their requirements via an online form. If you can establish by networking means a named person to contact, even better, but failing that you can usually use a generic 'info' e-mail as a first point of contact. A named contact does not automatically mean a 'magic route to assignments' because that will only develop with time.

Explain simply and clearly, your value proposition / elevator pitch in a few sentences. 'What you do' is more important than 'who you are'; achievements rather than responsibilities. Include your 'interim CV,' and a short case study if you like which sets out your offering.

Clearly articulate:

- Your contact details
- Your availability (immediate or on a specific date)
- Your geographic preferences (if any)
- Links to further information, LinkedIn profile, website, and so on

Approaching the service provider call or meeting

The introductory conversation operates at several levels. It is about validation, it is about assessing behavioural and 'fit' characteristics. It may also allow interims to mentally embed themselves into the provider's consciousness, though particularly with larger providers, assignment matching is database-driven as a first step.

Interim managers will sometimes grumble that providers do not 'think outside the box'. Providers are trying to understand what is in, and what is the extent of, an interim's 'box', not what is 'outside of it', that they 'might do' or 'could do'.

For a first provider conversation, the successful interim should focus on clearly communicating their core 'value proposition'. What they 'do'. What is the thing or things that they wish to be known for. Focus and clarity are everything, even for a generalist, where the extent of a generalist's offering also needs to be clearly understood. When a provider relationship is established, then a more eclectic assessment of an interim's suitability and some 'thinking outside the box' may be applied, but not usually at an early stage.

If meeting face-to-face, have promotional materials, spare CV copies, case studies, and business cards with you. Be able to provide back-up materials by e-mail if on a call.

When meeting, do not think of it as an 'interview' where the 'interviewer' drives the agenda, it is a 'business meeting,' which should give you equal opportunity to share ideas. Ask many

questions, because information should flow both ways; be sure to qualify and better understand the provider's key sectors and functions so that you will be targeting your own efforts appropriately.

Discussing and identifying what you *do not* do is as important as identifying what you do. Professional service providers will thank you for quickly qualifying out prospect assignments that are not suitable for you and thereby saving both of you the time and energy.

If you pursue half-baked opportunities, then you significantly increase the risk of taking on sub-optimal assignments and delivering sub-optimal results. Your interim career relies on outstanding performance and a growing reputation, so target good and suitable work.

Building the relationship

Provider relationship building is an iterative process. Catch-up phone calls or e-mails need to have a purpose initially not simply to 'have a chat', unless the relationship has reached the point where the right to 'have a chat' has been earned.

Unless you have the luck of a lottery winner, the chance of you calling at the exact moment that a provider had just identified a suitable role for you is very slim indeed. If you had been an obvious match, they would have contacted you, so by putting the provider on the spot, with a 'have you got an assignment for me?' enquiry, is likely to be as successful as asking for credit in a corner shop (not very successful at all).

This approach is likely to provoke discomfort and a very probable 'no' response. If this tactic is repeated, the provider may very easily become 'unavailable' when you call.

More regular contact than monthly smacks of a 'stalker' mentality and is unlikely to be well received. In addition, 'clingly' candidates are less likely to receive calls from providers for fear that this will only 'encourage them'. Therefore, no more frequent contacts than every 6 to 8 weeks and always have meaningful reasons to get in touch.

Triggers for contact may include a significant CV update (not a new CV every time you tweak a paragraph, that will quickly become very irritating), a change in assignment status (on to off, or off to on), or a referral or recommendation.

Networking is about sharing information without expecting something in return. In the long run such an approach enhances your value, improves your connectivity and eventually fuels an on-going stream of work.

The other consideration is to develop more than one contact at a provider business. If a specific consultant leaves (which happens regularly) then you may be left without a contact, and essentially will have to start again. Do not forget to use the power of LinkedIn to see where the consultant pops up again after a few months and rekindle the relationship there too if the new provider is appropriate to your interim offering.

Handling an assignment lead

You get a call or message from a provider about a potential role; fantastic. The keys to responding to a contact from a provider about an assignment lead are:

- Speed, and
- Decisiveness

If the provider wishes to build a shortlist – being un-contactable or unavailable just does not help, so reply promptly to missed messages.

Decisiveness is important for similar reasons. Qualify the opportunity and then quickly and clearly advise that you are ‘interested’, ‘not interested’, or be able to explain what further information would be required for you to decide.

Make a judgement call early. If an assignment would be an unreasonable ‘stretch’ (interims should be appropriately well qualified, after all), say so. As we have said, interims have a responsibility to qualify out, when a role is not suitable. To do otherwise wastes everyone’s time and damages the relationship. Obvious ‘circular’ e-mails do not require a response.

Naturally, service providers take a margin – that’s part of the business model and if that means ‘work’, as opposed to ‘no work’, then that’s fair enough. Clearly, such margins will vary by type of provider, sector, function and your relationship with the provider.

Whilst some providers will seek to keep their margin ‘confidential’ from you, most interims will quickly have sight of the client invoice, so such confidentiality is often ‘short-lived’. It is well worth trying to have an open discussion with the provider about fees and margins.

The deal should be equitable to both parties, so make sure you have thought through your fee expectations, fee range and negotiables **before** you have a meeting or conversation.

It is hard deciding what type of work you are prepared to do and how much you are prepared to be paid for it ‘on-the-fly’ in a meeting or phone call, so plan that beforehand.

Example:

- **Target work:** what assignment types you *will* do if asked.
- **Fall-back work:** what you *might* do in specific circumstances after consideration.

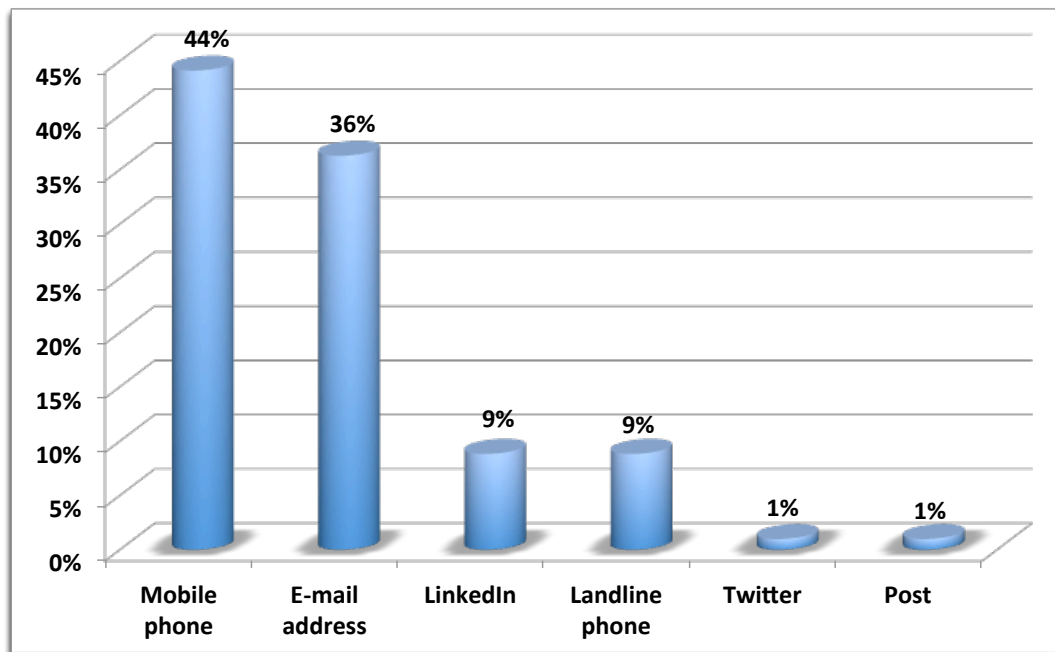
- **Target day rate:** the rate you *want* for the work.
- **Fall-back day rate:** what you *might* accept after consideration.

It is all too easy to fall into agreeing something you regret later, if you have not set your limits first. You do not have to give an instant answer as long as your reply is timely.

How service providers want to contact you

Service providers will want to contact you quickly. We have said it before, if the interim cannot be contacted quickly and reliably, then they will be quickly passed over. Providers most prefer calling to a mobile number or e-mail.

Providers' preferred contact method



Nailing the role

Once you are in a process, most successful ones will reach contract in (an inter-quartile range of) 7-21 days. We all know about those resolved in hours or months, but they *should* be the exception.

Stay promptly in touch and do not take your foot off the accelerator with any other 'irons in fires' until a contract is signed.

When taking an assignment, briefly highlighting your 'on assignment' status to your other contacts is courteous, so they do not needlessly consider you for assignments you cannot fulfil and can be made 'dormant' on their database.

Continuing to keep a 'light touch' with your core providers is vital. This maintains your relationships and makes it easier to rekindle your communication at the end of your assignment.

Keeping in touch

Continuing to keep a 'light touch' with your core providers is vital. This maintains your relationships and makes it easier to rekindle your communication at the end of your assignment.

Conclusions about the market

As it is the Provider sector that this IIM survey and guide is commenting on, Simon Drake, Chairman of the Interim Management Association (IMA), shared these thoughts on the survey and the state of the provider community, for which we thank him:

Commentary from the Interim Management Association

Firstly, can I congratulate the IIM on successfully completing another interim industry survey and again for attracting meaningful sample numbers that help; providers, direct clients and provider clients, interim managers and the increasing number of resourcing professionals that have proactive interest in our industry..

In a growing but mature UK recruitment industry, with increased potential for disintermediation and increased supply chain layers, the interim management industry continues to remain strong with a truly valued service from the three-way relationship of the; professional interim provider, expert interim manager and the discerning client, that needs top quality leadership talent quickly.

Having been in and around this industry now for circa 20 years I continue to remain proud of the reputation our industry has for outstanding services, often having to help clients with great sensitivity and confidentiality in their time of urgent need.

We should also congratulate the industry on its unusually collaborative and collegiate approach, which many people, new to interim management, often comment upon.

As we face new and interesting times with Brexit I believe that Interim Management has never been more relevant, offering business and project leaders and resourcing professionals across all organisations, large and small, with the ability to quickly access leadership talent to deliver outcomes and help to continue to improve the future performance of UK Plc and to transform our public services.



Simon Drake
Chairman IMA
(Exact Expertise)

Further conclusions about the market

Finally, a few concluding thoughts about the Provider market from the IIM:

Commentary from the Institute of Interim Management

Interim managers are particularly useful to business at times of increased change, or 'interesting times' as the saying goes.

So it becomes even more important that professional interim managers use effective routes to market, most of which they find for themselves but a significant proportion is via the fine Service Providers listed in this document.

The intent of this survey and guide is to make the time interims spend building relationships count and to help them identify and speak to the finest providers applicable to their sector.

Interim Service Providers (Agencies) have been written off in the past, particularly with the advent of technology, yet the importance of introduction, assurance and trust does prevail in business, to the extent that this sector remains and remains strong.

Topically, any businesses will need immediate expert assistance to deal with the challenges of Brexit. A key reason why now is not the time for HM Treasury / HMRC to mess about with IR35 regulation imposing red tape and seeking to fetter the relationship professional interim managers have with their clients.

The IIM is delighted to be engaged in supportive dialogue with IPSE, IMA, REC and others to bring understanding to HM Treasury / HMRC about how independent professionals operate and how they can and should add value to the economy, particularly now.

In closing, whatever challenges 2016 continues to throw at us and into 2017; I trust the interim community will continue to grab those challenges with both hands.



Ad van der Rest
Chairman IIM

Online rankings

The online version of these rankings can be found at:

iim.org.uk/providers

Acknowledgements

This guide was first developed at the **Interim Management IIM** LinkedIn group, hosted by the **Institute of Interim Management (IIM)** and has been supplemented with the IIM's annual survey data.

This is the seventh edition of this guide, first published in 2010.

About the Institute of Interim Management

Founded in 2001, the **Institute of Interim Management (IIM)** is the pre-eminent professional membership body for practitioners of interim management in the UK.

The **IIM** passionately strives to act as the voice of the interim management community. Since April 2001, the Institute has supported, promoted and represented professional interim managers and executives in good times and bad.

Please visit the **IIM's** website: www.iim.org.uk

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