Interim Managers’ Guide to Service Providers 2011

1st October 2011

Compiled by the Institute of Interim Management
Professional, accredited expertise
An introduction

This guide is an attempt to share some guidelines for how interim managers and executives may best work with interim service providers to get the best out of that relationship for both parties.

The ‘operating principles’ outlined in the following pages were compiled using as their launching point, the lucid and thoughtful discussions that took place in the LinkedIn group: ‘Interim Management – IIM’ over the course of the summer. That discussion included both interim managers and service providers, who are acknowledged at the end of the narrative section.

The second part of this guide lists the interim service providers that scored highly (Top 100) in the IIM 2011 Interim Management Survey. It’s not a list of every service provider – and it was only a survey.

It is however a list of those interim service providers that over a thousand Interim Managers thought were doing an outstanding job, so on that basis I’m delighted to share it with you.

Ad van der Rest, co-Chairman IIM

“Quality in a product or service is not what the supplier puts in. It is what the customer gets out and is willing to pay for. A product is not quality because it is hard to make and costs a lot of money, as manufacturers typically believe. This is incompetence. Customers pay only for what is of use to them and gives them value. Nothing else constitutes quality.”

Peter Drucker
Interim Managers’ guide to Service Providers 2011

To start by touching on jargon for the uninitiated, a ‘Service Provider’ is an intermediary company that will help to place interim managers on assignment with a client company, for a fee. That fee, known as the ‘margin’ is usually the percentage of the day-rate that the service provider retains from the fee charged to the end client, though a few providers run their calculations by adding a percentage on top of the interim manager’s rate.

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

Thirdly, they may be business consultancies who as part of their suite of offerings, act as intermediaries for interim managers.

Given that there is a somewhat fuzzy line between interim service providers who may also conduct permanent recruitment, and recruitment agencies who may handle Interim assignments, not forgetting assignment activity carried out by consultancies – the number of professional interim service providers is difficult to define.

In the recent IIM 2011 Interim Management Survey, interim managers voted for 210 interim service providers, known to the IIM, including other suggested by interim managers in the last two years.

The clear message from that exercise was that not all companies who say they are ‘interim service providers’ deserve that title and a third of the 210 were ‘thrown out’ of the list for being considered by the interim managers surveyed, not ‘proper interim management service providers’.

67 of the Providers voted “Not IM” were removed from the list, which is now 143 Providers in total. The IIM are highlighting the “Top 100”, from which the “Top 40” are considered “leading providers”.

Professional Interim Service Providers recognise professional Interim Managers as ‘out of scope’ of the Agency Workers Regulations (AWR)

A point to bear in mind is that professional interim managers and executives operating genuinely as Ltd. Company businesses on their own account, fall ‘out of scope’ of the Agency Workers Regulations (AWR), enabling them to be of great value to clients without the administrative burden of employment or agency regulations.

Professional interim service providers understand this.

There is no requirement to be pushing into PAYE ‘Fixed Term Contracts’ or be fettered with AWR arrangements if you operate as a genuine interim business.

See all the details at www.iim.org.uk/awr
Do you need to be talking to Service Providers?

The answer is yes. 49% of all assignments are sourced via Service Providers.

From the IIM’s Interim Management Survey 2011:

Few assignments are advertised, a trend which has been strengthened by the growth of social media and sites such as LinkedIn. Being ‘easy to find’ has become 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.

To underline the value of being found, most assignments via a provider are sourced by the provider contacting the interim manager, not the other way round.

The same principle of ‘being found’ is equally important in respect of past clients, new clients and being referred.
Which Service Providers should I 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, than to indiscriminately fire your CV to a long list of providers in order for you to lie ignored 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 15/20 providers diminishes your effectiveness (the average number of active interim relationships is actually only 6).

To bring the importance of developed relationships home, 76% of Provider placed assignments are through Consultants the interim manager already knows.

So being ‘cold’ on a database is considerably less effective.

The Institute of Interim Management has Service Provider links, based on its provider relationships and the results of its interim management survey.

It’s not comprehensive of every business that might fill an interim management assignment, but we are of the belief that they are probably the best ones.

The top reasons given by interim managers for why they consider particular service providers to be outstanding (and which are reflected in the list of ‘leading providers’ in part 2 of this document) are:

1. They building strong interim/provider/client relationships
2. Honesty & integrity
3. Manners & respect
4. Deep functional & sector knowledge
5. Understand client requirements/brief

Ask around among Interim peers at networking events and online. A ‘warm’ introduction may be an even better way of getting introduced to a provider.

Building provider connections takes time, persistence and high levels of courtesy. Do what you can to efficiently provide the information that will allow you to be matched to assignments.

Have a small core ‘stable’ of providers in your sector/function that you can develop great relationships with rather than a ‘telephone list’ of unknown contacts to spam CV’s to.
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 after a couple of days.

When speaking, explain what you do and ask if they deal with such a type of assignment. Question them closely to confirm that they deal with your sector and validate the range of daily-rates they typically handle.

If the provider clearly does not operate in your space, don’t waste your time (and theirs) by needlessly cultivating that relationship.

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.

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 a meaningful business relationship and with an interim track record.

In the e-mail:

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’ which sets out your offering. (Also see the IIM’s Interim CV guide)

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.
How do you approach the first in-depth 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.

I regularly hear Interims 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’.

If I want a plumber, I will look for a plumber. A plumber that also handles electrics may be able to do an electrical job for me, if they are already on-site ‘plumbing’. But I am unlikely to call them in for an electrical job.

So 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 is 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, testimonials, and business cards with you. Be able to provide back-up materials by e-mail if on a call.

When meeting, don’t 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 lots of 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.

Despite the downturn, there remains a shortage of great interim managers. The challenge for providers is to sift those from the larger number of individuals trying their luck. If you stand out with a powerful interim value proposition, then you will have value to a provider and end client.

Building the relationship

Provider relationship building is an iterative process. Catch-up phone calls or e-mails need to have a purpose and not simply to ‘have a chat’, unless the relationship has reached the point where that is mutually welcome.

Unless you have the luck of a lottery winner, the odds 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. Also, ‘clingy’ candidates are less likely to receive calls from providers for fear that this will only ‘encourage them’.

Some people have been known to call the provider weekly, for the reasons given above. This will drive the provider crazy.

So, no more frequent than every 6/8 weeks and always have a reason to get in touch.

Triggers for contact may include a significant CV update, a change in assignment status (on to off, or off to on), going on holiday/coming back from holiday, a referral or recommendation, a topical offering relevant to a provider’s client or sharing of (non-confidential) industry/sector information useful to the Provider.

Networking is about sharing information without expecting something in return. In the long run such an approach enhances your value and improves your connectivity.

By providing clear and helpful collateral and a focused CV, you make yourself ‘easier to sell on’, and thereby easier to come to mind (or be accessed on a database) when a suitable assignment does arise.

The other consideration is to develop more than one contact at a provider. If a consultant leaves then you may be left without a contact, and essentially will have to start again.

**Update e-mails**

Be very diligent in your e-mail communications. Timing also needs to be appropriate: There is little point in sending a load of stuff through to a provider 2 months before you are available for assignment. If you cannot be put to a client, you are essentially useless to the Provider at that point.

Different providers will have different ‘windows’ within which they will accept an interim as being ‘available’. In practice, sending your information more than 3 weeks ahead of availability is unhelpful, though this time period may vary depending on assignment ‘lead-times’ for your sector and function.

If you are becoming ‘available for assignment, a provider will need to clearly know:

- Your availability for assignment from ‘DATE’.
- Your CV / Profile / value proposition / achievements
- Your contact information
- Recent day rates achieved is helpful

The easier your information is to digest, file, or categorise, the better.

Keep track of who you tell what to. Don’t update people multiple times or miss a contact out. Whether you track this in Outlook, on a spreadsheet, or with a specific application, do track it.
Handling an assignment ‘lead’

You get a call or message from a provider about a potential role: Great.

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 doesn’t 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 that judgement call early, and if an assignment would be a ‘stretch’ (Interims are supposed to be appropriately well-qualified, after all), say so. Interims have a responsibility to qualify out, when a role is not suitable, to do otherwise is likely to waste everyone’s time and damage the relationship with the provider. Obvious ‘circular’ e-mails do not require a ‘null response’.

It is also worth remembering, that having your Interim information available on job sites, LinkedIn and perhaps your own website, make you easily searchable and findable, increasing your chances of being contacted.

Following up on advertised roles

Occasionally you will see, or have forwarded to you an assignment specification that looks up your street. Be mindful that ‘essential’ in an advert usually means ‘essential’ unless you have an utterly compelling alternative rationale.

IIM survey data suggests that general ‘fit’ must better 80% in order for an application to be made and be considered. Serial untargeted applications do little other than annoy the provider.

Follow-up and return provider calls or e-mails promptly.

Fees and contracts

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. Average service provider margins in 2010/11 were 21%, down from 26.4% in 2008/9 (Source: IIM 2011 Interim Management Survey). Clearly such margins will vary by type of provider, sector, function and your relationship with the provider. Proposed margins above 30% should be met by a spirited defence.

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 ahead of time.
Of course listen to what the provider has to say about fees, but keep a keen focus on your own wishes and requirements as well.

Finally, it is normal for interim managers to not discuss rates with the end client because that is a commercial matter between end client and provider. It falls to the provider to negotiate rates with the end client. That doesn't mean you can't appropriately negotiate with the provider to retain an acceptable majority of the pie.

**Keeping in touch**

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, maintains your relationship, and makes it easier to rekindle your communication at the end of your assignment.

**Final comments**

The use of service providers can be an excellent 'route to market' for many interim managers.

The success of this relationship relies on professional and effective practices from both provider and interim manager alike.

Interim managers who send poorly drafted information to providers and then hassle those providers for an assignment should not be surprised when their phone fails to ring. Those interim managers that help providers by making their proposition clear and understandable to them and keep appropriately in touch with the provider, make themselves more easily able to be placed.

Similarly, providers who treat their interim managers as 'inventory' to be used or discarded at whim, do little to enhance their reputation. Providers who courteously nurture and support the competent Interim professionals most aligned to their clients requirements, can build the success of their interim provider businesses for the long term.

With both parties operating effectively, the mutual benefits can be significant.

*Ad van der Rest, co-Chairman IIM*
Acknowledgements

This article was developed at the Interim Management IIM LinkedIn group which welcomes interim managers & executives, consultants and interim service providers. This group is hosted by the Institute of Interim Management (IIM) which since April 2001, has supported, promoted and represented professional interim managers and executives. http://www.iim.org.uk/

Thanks are offered to those who contributed to the discussions about Service Providers online and during the proofing stage:

2010 Interim Service Provider Survey results

The IIM is uniquely placed as an independent organisation, to oversee a comprehensive poll of Interim Management Service Providers, while maintaining objectivity.

210 Service Providers were voted upon, gathering 16,147 unique votes from the 1,105 Interim Managers completing the survey. The rating scale runs from ‘Great’ to ‘Good’ to ‘OK’ to ‘Poor’ to ‘Rubbish’, gaining a score from 5 (Great) to 1 (Rubbish) accordingly. The “Top 40” “Leading Providers” and a further 60 “Quality Providers”, in combination make up the IIM’s “Top 100” list.

This year, interim managers had the option to remove providers from the list by voting “Not IM” those Providers that they felt did not properly offer an interim management service, being too focused on temporary/contract work and consultancy. As a result, 67 of the Providers voted “Not IM” have been removed from the IIM’s 210 Providers list, which is now 143 Providers in total.

The following scatter diagram shows all the Providers by score (1.67 to 4.23) and by number of votes (15 to 356). The trend line does show a gentle rating increase in line with Provider size, but that is not a universal relationship.

We have applied a Bayesian average on the scoring to fairly compare niche consultancies and major players with similar average scores but vastly different vote numbers. This has slightly affected the ranking of the niche firms and consultancies with good average scores but lesser vote numbers.

Just to be clear, this list is not a commercial endorsement by the IIM of any Service Provider. Similarly, non-inclusion is not intended as a slight. The bar was a high one, and it’s only a survey.
IIM Interim Survey 2011 - Leading Service Providers (1-20)

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* To balance ‘statistical significance’ we have applied a Bayesian average to take into account vote numbers. This has dropped the ranking of niche firms and consultancies with good average scores but lesser vote numbers.
1 Veredus

4.229 / 305 votes

What they say: We are the largest organisation placing senior interim managers in the UK. At any given time we will have a broad range of roles, spread across our practices, and we see a high level of loyalty from our candidates because we respect their professionalism and take their development seriously. Our track-record has been built up over 30 years of service to the interim community.

Sector and Functions: We are a generalist senior public sector provider in the Public and Not for Profit sectors and have specialist consultants focusing in the following commercial areas:
Outsourcing, Transport, Financial Services, Manufacturing and Energy/Utilities

Contact: Web: www.veredus.co.uk E-mail: john.laycock@veredus.co.uk Tel: 020 7932 4232 7th Floor, Phoenix House, 18 King William Street, London, EC4N 7HE. London, Birmingham, Leeds, Manchester, Wales, Scotland.

Comment: “We are delighted that such a large number of interim managers have for the second consecutive year voted Veredus as their preferred interim management service provider. Providing a service to our interim management community that is personalised, intelligent and responsive is absolutely critical at Veredus. We now can genuinely describe ourselves as the organisation that can provide interim managers with the widest and most diverse range of assignment opportunities in the UK and the results of the poll are a fitting tribute to the hard work and quality service that all the team at Veredus provide our interim network.” John Laycock, Director of Interim Management, Veredus

2 BIE Interim

4.120 / 328 votes

What they say: BIE’s heritage goes back to 1990 when its founders set up PA Consulting’s interim management operation. Since 1996 BIE has been leading the way in the definition and establishment of interim management and its benefits in the UK. BIE continues to develop very strong, long standing and exclusive relationships with clients.

Sectors and Functions: BIE provides interim management and change management executives to plcs, private companies, government, not-for-profit, private equity & venture capital. UK and overseas.

Contact: Web: www.bieinterim.co.uk E-mail: info@bieinterim.com Tel: 020 7222 1010 Post: BIE Interim Executive Ltd, 22 Queen Anne’s Gate, London SW1H 9AA. London, Midlands and the North.

Comment: “First, a big thank you to every IIM member who voted for us this year, improving our league table performance from fourth to second place. We’ve been working harder at listening to our interim community, asking how we can better serve them; this survey result shows the changes we’ve made are appreciated. We’ll continue to aim for better. The two groups we rely on for continued success – clients and interims alike – will soon see further improvements in our services.”
Steve Dengel, Director, BIE Interim Executive Ltd
3  Odgers Interim

What they say: We aspire to handle the most important jobs for leading organisations in every industry sector and to combine our specialist expertise with thoroughness and speed to provide exceptionally responsive and effective service. We have very talented people: some have been with us for many years, some joined from other market leaders, others from the sectors they specialise in.


Contact: Web: http://www.odgersinterim.com  E-mail: interim@odgers.com  Tel: 020 7529 1111

4  Interim Partners

What they say: Interim Partners is a dynamic, innovative and specialist provider of interim managers. We help our clients manage change by providing a flexible and experienced executive resource for company turnarounds, change programme sand short-term cover for executive absence.

Sectors and Functions: Financial Services, Retail & Consumer, Industry, Business & Support Services, Technology, Media & Comms and the Public Sector. CEO’s, CFO’s, MD’s, Directors in Procurement & Supply Chain, HR, Finance, IT, Change, Compliance/Risk, Commercial Directors, Manufacturing, Ops. Directors & Mgrs, Project/Programme Directors & Mgrs, & Chief Engineers.

Contact: Web: http://www.interimpartners.com/  E-mail: enquire@interimpartners.com  Tel: 0207 936 2865 (London), 01423 531022 (Harrogate). Interim Partners, 6 New Street Square, London.

Comment: “Interim Partners is delighted to be ranked in the top five for a second year. Within the last twelve months we have strengthened our team and entered new markets. We are already up by more than 40% like for like in first 6 months of this year and are moving to considerably larger offices at 6 New Street Square, London. We hope to work with many more in our interim community in the next twelve months. . I would like to thank all those who voted for us” Doug Baird, MD, Interim Partners.
5 Green Park

3.35 / 116 votes (7th / 208)

What they say: We are the UK’s fastest growing supplier of elite interim management and executive resourcing solutions across the Private and Public sectors. We help our clients respond swiftly and effectively to their commercial, people and organisational challenges. We offer specialist advice, supported by a fully pre-qualified network of experienced interim management professionals.

Sectors and Functions: Senior Interim Management roles across Financial Services, Retail & Consumer, Commerce & Industry, TMT, Healthcare, Life Sciences, Energy & Utilities, Transport & Infrastructure, and Central and Local Government. We work across the following functions: General Management, Human Resources, Programme/Project Management, Finance, IT, Procurement, and specialist technical roles aligned to particular sectors or sub-sectors.

Contact: Web: http://www.green-park.co.uk/ E-mail: info@green-park.co.uk Tel: 020 7399 4300 Post: Green Park, 15 Portland Place, London W1B 1PT.

Comment: “We’re delighted that our passionate commitment to candidate care has carried us into the IIM’s top five. Against more staid traditional competitors – nearly all of which have been around for decades – we bring a fresh approach to the senior end of the interim market that has gained resonance with Europe’s elite interims. Of course, we’re continuing to aim for number one, with our growth strategy based around aligning the skills, preferences & motivations of the very best professional interims with specific client needs.” Raj Tulsiani, CEO, Green Park Interim & Executive Resourcing

6 Alium Partners

3.32 / 131 votes (10th / 208)

What they say: Alium Partners is the leading independent provider of senior level Interim Management Professionals in the UK. We provide senior interim management services for organisations who need executives on a short term basis to strengthen their executive team, lead a project or programme, provide an injection of skills that are lacking, or transform your business. We have successfully placed hundreds of Interim Management professionals who have the ability and experience to drive through change and deliver results for clients within very short timescales. We take clients through our Alium Resource Model to ensure you find the right solution for your business issue.

Sectors: Public & Private; Functions: Finance, HR, IT, Operations, Business Transformation, Supply Chain, Procurement; industries: All industries; Location: UK & International

Contact: Web: www.aliumpartners.com. Email: New applications from interim managers should be submitted via the interim section of the website. Tel: 020 7398 7500 Post: 20 Abchurch Lane, London EC4N 7BB
7 Penna

What they say: As one of the leading providers of Executive Interim Managers, both in the UK and Internationally, we have built our reputation on the depth and quality of our service to both Clients and Interims. Each member of our team is experienced and, by focussing on particular sectors, are able to offer invaluable insight, ensuring that you will always be provided with expert knowledge and access to the highest calibre Interim for the particular role and market sector. A consistent level of repeat business and referrals is testament to the quality of our service, enabling us to achieve top ratings in key industry reviews and continue to grow year on year.


Contact: web: http://www.penna.com/interim, email: interim@penna.com, Tel: 0207 332 7777, Address: 5 Fleet Place, Farringdon Street, London. EC4M 7RD. Offices: London, Leeds, Cornwall, Dublin, Edinburgh, Maidenhead, Manchester.

Comment: “Our clients often tell us that they are amazed by the quality of executive talent that we provide at short notice and the great value that a quality Interim Executive delivers. We fully understand that our success is based on our ability to work with top tier interim managers and we are committed to supporting existing relationships and developing our talent pool of professional interim managers.” Simon Drake, Director of Interim Executive

8 Boyden

What they say: Boyden interim management has consistently been a leading provider in the UK and Ireland to both public and private sector organisations. As part of the global Boyden network with over 70 offices in over 40 countries, we never cease working to build upon our reputation for delivery, discretion, integrity and professionalism. Established for over 60 years as a leading executive recruitment and interim management firm, we take advantage of our local knowledge, cultural understanding, industry and functional expertise to retain the best leaders for their organisations.


Contact: Web: www.boydeninterim.co.uk E-mail: interim@boydeninterim.co.uk Tel: 020.7389.9771 Post: Ames House, 7 Duke of York Street, London SW1Y 6LA
9 Practicus

What they say: Practicus is an international change management business focused on supporting Private, Public and Third sector organisations achieve sustainable and effective outcomes from business change. Our model is simple: understand the outcome you want to achieve and then help you deliver it. We align ourselves to the requirements of your change initiative, providing the right practitioners from our bench of world-class Trusted Associates to meet your objective.


Contact: Web: www.practicus.com E-mail: info@practicus.co.uk Tel: 01491 577122 (Thames Valley) Post: Practicus Ltd. Gundersen Building, The Smith Centre, The Fairmile, Henley-on-Thames, Oxfordshire RG9 6AB Offices: Henley-on-Thames, London, Bristol and Manchester.

10 Russam GMS

What they say: Russam GMS is the longest established mainstream Interim Management Provider in the UK and Founder Member of the Interim Management Association. These are very exciting times for our Company. We have experienced sustained and rapid growth over the past three years, confirming us as a leader in our sector. Our objective is to work closely alongside our clients to make Interim Management a truly effective strategic resource. We have the broadest reach of any UK Interim Management Provider. All our work is search driven and supported by a primary database of 11,000 specialist senior executives covering professional disciplines up to board director level.


Contact: Web: www.russam-gms.co.uk E-mail: hq@russam-gms.co.uk Tel: 0845 658 1717 Post: Russam GMS, 48 High Street North, Dunstable, Beds LU6 1LA Offices: Also Manchester & Glasgow.
11 Impact Executives

3.693 / 184 votes

What they say: Impact Executives was formed to provide interim management consultancy services of the highest calibre. We are sector independent, meeting the requirements of clients in the public, private and third sector arenas. We are able to resource requirements for virtually every variety of management and technical expertise. Over the past 15 years Impact Executives has helped more than 2000 companies find the very best executive interim management talent. With offices covering the UK, continental Europe, Asia Pacific and Australia, Impact Executives is part of the global recruitment consultancy Harvey Nash Group plc, giving clients and interim managers the confidence that we have the resources, expertise and focus to deliver results - fast.

Sectors and Functions: We work in every sector and function. We work with over two thirds of the FTSE 250 companies, and a broad range of public sector organisations and start-up businesses.

Contact: Web: http://www.impactexecutives.com/ Email: info@impactexecutives.com Tel: 020 7314 2011 Post: 13 Bruton Street, London, W1J 6QA, Offices: Multiple international locations.

12 Capita Resourcing Interim Management

3.679 / 227 votes

What they say: Capita Resourcing Interim Management has an enviable track record in recruiting middle to senior level Interim Managers for the Public Sector across the UK. Key to our success is a strong brand, proven expertise and most importantly their people who exhibit a wealth of experience and talent.

Capita Resourcing operates a sophisticated ‘Fast-Track’ resourcing process to find and place Interim Managers with the right experience and skills in as little as five to ten days.

Interim assignments vary greatly in their scope and content but typically, include the delivery of key projects, help with restructuring or change programmes and the provision of highly desired skills. Interims are also often called in to provide additional support when recruitment gaps or unplanned departures put additional strain on organisations.

Key roles include directors and assistant directors, heads of service or department, operations managers, project and programme managers and specialist consultants.

Sectors and Functions: A wide range of specialist disciplines, across the public and private sector.

Contact: Web: http://www.capitaresourcing.co.uk/interim-jobs (Other contacts methods via web).
13  Gatenby Sanderson

What they say: Thanks to the quality of our relationships within the public sector and our position as market leaders, we gain unique access to the best and most diverse interims, many of whom are not even yet active in the market. Our business is divided into two service offerings: Interim Leadership focuses upon executive and strategic programme and project requirements. Hand picking the right individual is key. We build strong and personal relationships with our interims to understand their areas of expertise and link them successfully to our clients. Interim Contracts specialises in operational, programme and project management at rates of up to £500 per day, responding to the growing need for operations and frontline delivery management.


14  Executives Online

What they say: Executives Online is a leading interim management and executive recruitment firm with UK and international operations. Via our award-winning online candidate acquisition engine, we build and leverage a confidential Global Talent Bank of more than 100,000 senior managers and executives seeking interim or permanent roles. We believe that clients' requirements for interim management are best served when they access the broadest pools of talent, because they will be surer of finding people who have all the required track record, which more effectively de-risks whatever situation they are facing. This means attracting candidates online, via search marketing, advertising and social media. We've built our business around using these methods to develop a large, diverse, international Talent Bank via which all EO recruiters execute a comprehensive search, fast, on every brief. It runs contrary to the traditional "small bench" approach many providers take, working with a small number of interims they know well, over and over. We believe, however, that going broad to find people with exactly the right experience serves the client best. It also means interim managers who actually have this experience will hear about them from us, every time.

Sectors and Functions: Managing Director, Chief Executive Officer, IT Director, Change Manager or Finance Director, or functional specialist in HR, Manufacturing or Operations, Compliance or Risk Management, Marketing, Sales or Business Development, Engineering, Supply Chain or Finance. Industry practice areas in Manufacturing, Business Services, Financial Services, Health/Pharma, Media, Construction, Retail, IT/Telecoms, Transport, Charitable/Not-for-profit.

Contact: Web: http://www.executivesonline.co.uk E-mail: mailto:enquiries@executivesonline.co.uk Tel: 0845 053 1188 Post: Executives Online, Staple House, Staple Gardens, Winchester SO23 8SR
15  Brooklands Executives

**What they say:** Brooklands Executives is a leading Interim Executive Management intermediary organisation with international capabilities. We are passionately committed to fulfilling our promise to clients and Interim Executives and we go out of our way to be the intermediary of choice. Our Interim Executive Management division has a portfolio of over 5000 professional Interim Executives, who have made ‘the leap’ and are now dedicated to their interim career. Unlike some providers, we do not use executives who are really hunting for a permanent role. We are specialists in Interim Executive Management, with a unique service and international capability for private and public sector clients.

**Sectors and Functions:** Across functional disciplines within: Financial Services, Manufacturing, Telecoms, High Technology, Healthcare and Venture Capital.

**Contact:** Web: [www.brooklandsexecutives.com](http://www.brooklandsexecutives.com) E-mail: via website contact forms. Tel: 020 7253 9142 Post: Brooklands Executives, The Brooklands Studio, 111 Charterhouse Street, Smithfield, London EC1M 6AW

16  Eton Bridge Partners

**What they say:** We are an executive search and interim management partnership with specialist expertise in Finance, Human Resources and Business Transformation. Our aim is to become the leading independent Search and Interim business by reputation and results.

**Sectors:** Private; Functions: Finance, Human Resources, Business Transformation; industries: All; Location: UK & International

**Contact:** Web: [http://www.etonbridgepartners.com](http://www.etonbridgepartners.com) E-mail: info@etonbridgepartners.com. Tel: 01753 303 600 Post: Eton Bridge Partners, Orchard Lea, Drift Road, Winkfield, Windsor SL4 4RU

**Comment:** “We were very clear when we launched our business that our aim is to become the leading independent executive search and interim business by reputation and results, so we are delighted with the endorsement of the IIM’s qualitative survey of Interim Managers. Given our specialist focus, we are proud of our top 20 placing and to have been ranked within the top 10% of all UK interim providers within our first year of trading is testament to the service our team provides. We see this survey as one of the key performance indicators to assess our development and progress, in line with our desire to have the best reputation in the industry.” *Ashton Ward, Managing Director, Eton Bridge Partners*
17 Morgan Law

What they say: The ability to bring in specialist knowledge and skill sets is a vital component in enabling our clients to maintain their operational edge. Over the last couple of years our Interim Solutions Team has built a reputation for delivering efficient and timely results for clients and candidates across the public sector arena. Since 2000, we have developed a database of exceptional multi-disciplined interim talent, with whom we have built not just professional, but personal relationships.

Sectors and Functions: Some of the typical roles we cover include: Chief executives, Chief operating officers, Directors of corporate services, Directors of communications, Human resources directors, Finance directors, Directors of procurement, Programme / project managers, Chief technology officers.

Contact: Web: www.morgan-law.com E-mail: enquiries@morgan-law.com Tel: 020 7747 4949

18 Heidrick & Struggles

What they say: In recent years, Heidrick & Struggles has developed services to complement the core executive search business and to serve the broader leadership needs of clients. Uniting these services with a greater focus on major account development has enabled us to build deeper, lasting relationships and evolve into the world's first leadership advisory firm.


Contact: Web: www.heidrick.com E-mail: Contact consultant via website. Tel: 020 707 54000 (London). Post: Heidrick & Struggles, 40 Argyll Street, London W1F 7EB. Offices: Global.
19  Langley Interim Mgt

3.488 / 93 votes

What they say: As a niche provider, Langley Interim Management relies on its unique mix of ex-practitioners and experienced recruiters to provide a consultative and knowledge based service to both clients and candidates alike. Having built the business over the last eight years through recommendation and referrals, Langley Interim Management works very hard to maintain long term successful partnerships with both its candidates and clients and has developed a strong client base across a broad range of industry sectors. Langley Interim Management recognises that every client and assignment is unique.

Sectors and Functions: Langley Interim Management is a premier Procurement and Supply Chain interim provider that are well known and established in both the UK and European markets.

Contact: Web: www.langleysearch.com  E-mail: info@LangleySearch.com  Tel: 01727 868633  Stanta Business Centre, 3 Soothouse Spring, St Albans, Herts AL3 6PF: St. Albans, London & Leeds.

20  Badenoch & Clark

3.482 / 292 votes

What they say: Badenoch & Clark is a leading international recruitment consultancy specialising in placing professionals into permanent, temporary, interim and contract roles. The company specialises in recruiting for accounting and finance, change management, banking and financial services, HR, IT, legal, marketing and public sector roles. Badenoch & Clark has offices throughout the UK and Continental Europe.

Sectors and Functions: Accounting & Finance, Banking & Financial Services, Change Management, Human Resources, IT, Legal, Marketing & Communications, Procurement, Public Sector.

Contact: Web: http://www.badenochandclark.com  E-mail & Phone numbers via website.
### IIM Interim Survey 2011 - Leading Service Providers (21-40)

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<td>Norman Broadbent</td>
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* To balance 'statistical significance' we have applied a Bayesian average to take into account vote numbers. This has dropped the ranking of niche firms and consultancies with good average scores but lesser vote numbers.
21 Hoggett Bowers  
3.458 / 169 votes

What they say: Experience is essential in the world of interim management. That is why our interim management recruiters are all high flyers and have a collective 30 years experience in appointing interim managers. This dedicated team work in partnership with our search colleagues to provide three interim management services: Role based interim (concerned with senior leadership appointments, gap and performance improvement). Project and programme based interim (designed to deliver major change) and Turnaround (crisis management, working with the banks, rapid change). Many organisations don't have the resources needed to manage substantial change. All our interim managers are experts with proven track records and the energy to deliver, whatever the challenge.

Sectors and Functions: Finance, Supply Chain and Procurement, HR, Program and Project Management, IT, General Management, Sales and Marketing

Contact: Web: http://www.hoggett-bowers.com/interim  E-mail: rupert.dobson@hoggett-bowers.com  Tel: 020 7964 9100  Post: Hoggett Bowers, 48 Chancery Lane, London WC2A 1JF

22 Norman Broadbent  
3.419 / 156 votes

What they say: NB: Board Interim brings a unique approach to the provision of interim board level executives. The new business, which operates at divisional, operational and main board level, draws on the expertise of both joint venture partners – Russam GMS’ award-winning interim management skills, and Norman Broadbent’s experience with main and operating board level appointments. The unique partnership will enable our clients to benefit from nearly 60 years of combined experience.


Contact: Web: http://www.normanbroadbent.com  E-mail: interim@normanbroadbent.com  Tel: 020 7484 0000  Post: 12 St James's Square, London SW1Y 4LB  Offices: UK (London, Dunstable, Manchester, Glasgow) and International
23 Michael Page

3.419 / 156 votes

What they say: Michael Page is a market leader in the recruitment of Interim Executives – proven heavyweights who specialise in resolving issues of this magnitude on a project by project basis. With 30 plus years at the vanguard of professional recruitment, we’ve established lasting relationships with professionals across a vast business spectrum. Many of these individuals have risen to the top of their chosen field, providing us with unparalleled access to the senior figures hiring interims and to the interims themselves. Working in close partnership with the Executive Search team, our UK wide offices are supported by an organisation that spans 29 countries. Combining this global reach with our grassroots network, we can provide those senior figures access to an international talent pool. We also have the means to offer interims the option of exploring opportunities overseas or closer to home, as they see fit. In fact, Michael Page Executive Interim has placed 2000 professionals with leading businesses, worldwide, in the last five years alone.

Sectors and Functions: Consultancy, strategy and change, Engineering and manufacturing, Finance, Financial services, Human resources, Procurement, Public sector and not-for-profit, Sales and business development, Third party logistics and supply chain

Contact: Web: http://www.michaelpageinternational.com/Pages/site/mp_interim_exec_uk/
Offices’ contact details via website.

24 Archer Mathieson

3.405 / 168 votes

What they say: At Archer Mathieson we work in partnership with our clients and candidates to deliver effective recruitment solutions for some of the most challenging leadership positions across our specialist disciplines. Our clients are among the most familiar names in business and our ability to provide the highest standard of interim management and executive recruitment services has gained us an enviable reputation. Our consultants are specialists in the key functions of finance, human resources and procurement & supply chain and their knowledge has been honed through years of experience. We believe it is important to really get to know our clients, to understand the aims, objectives and culture of their business. By taking time to do so, we ensure that our candidates are not just the best qualified, but also the most suited for the role.

Sectors and Functions: Finance, Human Resources and Procurement & Supply Chain.

Contact: Web: http://www.archermat.com/ E-mail: mail@archermat.com  Tel: 01753 754 333
Post: St Leonard's House, 126 - 130 St Leonard's Road, Windsor, Berkshire  SL4 3DG
25 Digby Morgan

3.330 / 108 votes

What they say: We are a recognised leader in the provision of HR experts for short or long-term assignments. Whether you require a business orientated generalist, a highly qualified consultant or specialist for a specific project, our interim team is dedicated to providing you with the best possible solutions. We have unparalleled access to first-class HR professionals who can make an immediate impact to your business. The strength of our interim and temporary register comes from the quality of the HR professionals we represent. Whether our interims have operated at board level or at a senior level within a functional specialism, they allow us to offer both depth and breadth within the international HR market. Every interim manager working for us has been through our rigorous selection and assessment process.

Sectors and Functions: Human Resources across sectors.

Contact: Web: www.digby-morgan.com  E-mail: mail@digby-morgan.com  Tel: 020 7907 2828  Post: Roxburghe House, 273-287 Regent Street, London W1B 2HA Offices: London & Thames Valley.

26 Hays Executive

3.314 / 242 votes

What they say: Hays Executive’s specialist interim management team provides effective interim solutions for permanent vacancies, projects, change management, organisational restructures, policy review and more. These assignments are throughout the public and not-for-profit sectors at board level, senior and middle management posts.

The team has expertise in assisting clients both in scoping their requirements as well as delivering solutions that are innovative and flexible. These interim solutions offer sound contractual protection and compliance with EU procurement regulations for Local Authorities, NHS bodies, educational establishments, the Emergency Services, government departments and the Third Sector.

With many years of expertise, our consultants have access to a nationwide network of interim managers. The quality of this network is our greatest asset, providing excellent service and delivering results our primary objectives.

Sectors and Functions: Private and public sectors internationally.

Contact: Web: http://www.hays-executive.com/offices/uk/interim_background.html  Hays Interim Executive team: 020 7520 5973 or e-mail Michael.Hill@hays.com
27 Hudson

3.308 / 164 votes

What they say: Having a flexible workforce that has the right skills when you need them and can hit the ground running is where interims and contractors really come to the fore. Whether you need them for a specific project, require particular expertise or are looking to meet a temporary peak in your resourcing requirements, contractors can offer the perfect complement to your permanent workforce.

An employer therefore needs to have a trusting relationship with their recruitment partner and know that they understand their drivers and motivations for hiring. The nature of this market therefore demands that when the need arises the employer can rely on a recruitment partner to deliver, and this is where Hudson excels.

Sectors and Functions: Accounting & Finance, Banking & Financial Services, Contact Centre, Energy, Infrastructure & Technical, Human Resources, IT, Legal, Marketing & Communications, Office Support, Public Sector, Sales, Search & Selection, Supply Chain & Procurement, Telecoms.

Contact: Web: http://uk.hudson.com/node.asp?kwd=interim-management
E-mail and phone details via website.

28 EIM

3.285 / 96 votes

What they say: EIM Executive Interim Management provides its clients with high-quality management solutions to a wide range of business issues, ranging from major international developments or company turnarounds, to filling a temporary management gap. What makes the EIM solution uniquely successful includes: The close integration of our worldwide network working together as one unified firm, an unrivalled knowledge of change management and our multinational team of high calibre experienced executives available to our clients at short notice.

Sectors and Functions: Mergers and acquisitions, Post-acquisition integration, Reorganisation, Diversification and new business start-ups, Divestments and closures, Managing subsidiaries for an overseas parent, Managing complex projects, Crisis management, Management gaps, Strategic repositioning or relaunch of businesses, Profit improvement and Turnarounds.

Contact: Web: www.eim.com E-mail: info.uk@eim.com Tel: 0207 290 1430 Post: EIM, 170 Piccadilly London W1J 9EJ Offices: Globally.
29  Allen Lane

3.233 / 106 votes

What they say: Following successful managerial careers with a global FTSE 250 recruitment firm, James Allen and Ben Lane established Allen Lane in 2004. They wanted to use the experience they had gained in recruiting senior commercial finance professionals to offer a fresh, down to earth approach to recruitment based on relationship, sound judgement and exceptional customer service that smaller businesses are renowned for.

Realising some of the frustrations our candidates and clients face, James and Ben saw an opportunity to move away from the methods adopted by large corporate recruitment brands and provide a more personal service founded on honesty, flexibility and long term objectives. Today, every member of the Allen Lane team shares this approach – we view recruitment as a career and not a job.

Allen Lane is a current Fast Track 100 brand. For the last two consecutive years, we have been acknowledged as one of the top 100 fastest growing businesses in the UK.

By recruiting and retaining some of the most established consultants


Contact: Web: http://www.allenlane.co.uk/  E-mail: info@allenlane.com  Tel: 020 3031 9628
Post: Allen Lane, 50 Pall Mall, London, SW1Y 5JH

30  Morgan Hunt

3.174 / 108 votes

What they say: The Morgan Hunt Interim Management team has been recruiting for more than five years. In this time, we have filled roles across a wide skill set, at all levels of seniority and experience. Our consultative approach is built on long-term relationships with our candidates and clients. This has earned us a reputation for delivering outstanding results in an innovative and resourceful way.

More than 92% of Morgan Hunt interims rate our service as excellent and would recommend us to others and 74% of our interim candidates have worked for us on more than one assignment.

Sectors and Functions: Across multiple sectors and disciplines.

Contact: Web: http://www.morganhunt.com  Contact and phone numbers via website.
31 Randstad Interim Executives

*What they say:* With the integration of Albemarle, Armadillo & Walker-Cox, three of the UK's most highly regarded executive interim management providers, Randstad Interim Executives has shaped itself into the UK & Europe’s leading interim management provider.

*Sectors and Functions:* Financial services, food manufacturing, government, not for profit, healthcare, pharmaceuticals & life sciences, manufacturing & scientific, telecoms & media, transport & travel, utilities & energy.

*Contact:* Web: [www.randstadinterimexecutives.co.uk](http://www.randstadinterimexecutives.co.uk) E-mail: Individual e-mails per specialist, see [http://www.randstadinterimexecutives.co.uk/about-us/meet-the-team](http://www.randstadinterimexecutives.co.uk/about-us/meet-the-team) for details. Tel: 020 7079 3737 or 020 7255 5560. Address: 4th Floor, United Kingdom House, 180 Oxford Street, London W1D 1NN

32 Pilot Partners

*What they say:* PILOTpartners is a specialist, market leading management resourcing group which leverages its network of successful senior executives for the benefit of businesses requiring leadership in challenging times.

*Sectors and Functions:* In all sectors. Portfolio businesses of private equity firms, Turnarounds & distressed situations, Change management & 'First 100 Days' projects and Opportunities in UK and throughout Europe. PILOTpartners has truly international reach.

*Contact:* Web: [www.pilotpartners.eu](http://www.pilotpartners.eu) E-mail: online form at: [http://pilotpartners.eu/contacts/](http://pilotpartners.eu/contacts/) Tel: 07779 120 797 or 07803 986 505. Post: PILOTpartners, 1-3 Frederick’s Place, London EC2R 8AE
33 Campion Willcocks

3.069 / 90 votes

**What they say:** We help organisations to meet the challenges of resourcing for change by providing the right people at the right time - at the right price. Based in Amersham, we operate UK-wide and also undertake a number of international assignments in Europe, USA, the Caribbean and Far East and have an extensive pool of professional Associates to draw on.

**Sectors and Functions:** Financial services, public sector and healthcare. Expertise in: customer service, sales & marketing; risk, regulation & compliance; operational effectiveness; IT performance & effectiveness; organisational change & people development; financial & performance management. Functions: portfolio & programme managers; programme & project office managers; business project managers; IT project managers; business analysts & process designers; project planners & coordinators.

**Contact:** Web: [www.campionwillcocks.co.uk](http://www.campionwillcocks.co.uk) E-mail: [info@campionwillcocks.co.uk](mailto:info@campionwillcocks.co.uk) Tel: 01494 725885. Address: Oakfield House, 59 Hill Avenue, Amersham, Bucks. HP6 5ED

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34 Robert Half

3.067 / 132 votes

**What they say:** Businesses turn to Robert Half International's specialised divisions for personalised service and access to the most qualified talent for their temporary recruitment, project consulting and permanent recruitment needs. We provide a cost-effective recruitment solution for our clients, helping them hire highly skilled professionals quickly and with minimal disruption to productivity.

**Sectors and Functions:** Accounting, financial services, technology, human resources, office teams and admin.

**Contact:** Web: [www.roberthalf.co.uk](http://www.roberthalf.co.uk) E-mail: unique e-mail address for each office/role combination, e.g. city-mr@roberthalf.co.uk for Management Resources roles in the City. Check [http://www.roberthalf.co.uk/contact-us](http://www.roberthalf.co.uk/contact-us) for details of e-mail, telephone and addresses of 23 offices across the UK.
35  Marble Hill Partners
3.061 / 70 votes

What they say: Marble Hill Partners is an interim management and executive search consultancy which specialises in working with private equity backed businesses and large corporations. We provide tailored human capital solutions which address the challenges faced by investor backed companies through their entire investment cycles. In addition, our interim management and executive search services are designed to meet the complex leadership demands of corporate companies going through periods of change.


Contact: Web: www.marblehillpartners.com  Email: info@marblehillpartners.com  Tel: 0208 948 1771
Post: Marble Hill Partners, 6 Richmond Hill, Richmond, Surrey  TW10 6QX

36  RSA Interim Management
3.051 / 65 votes

What they say: RSA helps you engage the most talented people exactly when you need them, but we know you don't always need them forever. As the global leader in the provision of Interim Managers to the life sciences industry we have UK offices in Hertfordshire (Head office) and London, plus China, Germany, Singapore, Switzerland and the USA, but it doesn't stop there; Our placement of Interim Managers spans the globe. RSA is the only life science service company to achieve the strict membership criteria of the Interim Mgt. Association (IMA) in the UK and the AIMP in Germany.

Sectors and Functions: We provide resourcing services to the Life Sciences industry.

Contact: Web: http://www.thersagroup.com/interim-management/  E-mail: hq@theRSAgroup.com  Tel: 01707 228606 Post: The Melon Ground, Hatfield Park, Hatfield, Hertfordshire AL9 5NB
37 Investigo

3.034 / 79 votes

**What they say:** Investigo is a specialist accountancy, finance, change management, strategy, audit, tax, treasury, management consultancy, property, procurement and supply chain & logistics recruitment group focused on primarily working with the leading blue-chip companies in London and the Home Counties. We have recently launched an International division resulting in successful placements across Europe, Africa, Asia and South America.

**Sectors and Functions:** Investigo is sector-agnostic but are tightly focused on the following areas: blue-chip companies; accountancy, change solutions and consultancy roles.

**Contact:** Web: [http://www.investigo.co.uk/](http://www.investigo.co.uk/)  E-mail: info@investigo.co.uk  Tel: 0207 194 7863. Head office: New Broad Street House, 35 New Broad Street, London, EC2M 1NH. Also in: Guildford, St Albans, Reading and Milton Keynes.

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38 Timothy James

2.981 / 115 votes

**What they say:** Our team of professional recruiters Consult, Engage & Deliver interim, permanent, retained and campaign management recruitment solutions across the public and private sectors. Our core values of hard work, professionalism, respect and understanding enable us to deliver a truly bespoke solution for every individual client and candidate.

**Sectors and Functions:** Public Sector: NHS, local & central government, education, housing, emergency services. Not for Profit. Private Sector: retail & e-commerce, banking & financial services, technology, telecoms, utilities & energy. Functions: executive, project management, ICT, finance, human resources, procurement.

**Contact:** Web: [www.timothyjamesconsulting.com](http://www.timothyjamesconsulting.com)  E-mail: contact@timothyjamesconsulting.com  Tel: 0117 945 9000 (Bristol); 0207 166 6066 (London); 0161 242 1300 (Manchester).  Address: 2nd Floor, Vintry House, Wine Street, Bristol, BS1 2BD. Also in: London and Manchester.
39 Finegreen

2.973 / 98 votes

What they say: We are a market-leading recruitment consultancy providing a professional and flexible service to a wide variety of public & private sector clients throughout the UK. Our interim management service offers clients flexibility to recruit highly qualified individuals on a short term basis for a variety of project, consultancy or line management roles.

Sectors and Functions: A particular focus on Healthcare, covers other public sector and private sector areas. Roles include: Chief Executive, finance, contracting, procurement, marketing, communications, strategy, corporate affairs, risk management, HR, OD, facilities & estates, IT and project management.

Contact: Web: www.finegreen.co.uk E-mail: info@finegreen.co.uk Tel: 0845 130 4005. Head office: Suite 4, Building 4, Universal Square, Manchester, M12 6JH. Also in London.

40 PiR Limited

2.943 / 57 votes

What they say: PiR has built a reputation, since 2005, as a significant provider of interim management solutions to international life science organisations. We identify and place some of the most highly regarded professional interims in the life science sector. Working with an eclectic range of client companies, this success places PiR s at the forefront of this highly competitive market.

Sectors and Functions: PiR focus exclusively in the life science sector. Their clients are a mix of sme, mid-capped and corporate pharmaceutical, biotech, diagnostic and medtech companies. Functions: Medical, Regulatory, Programme Management, Supply Chain, Market Access, Health Economics & Outcomes Research (HEOR), Pricing & Reimbursement and senior level Commercial roles

Contact: Web: www.pir-resourcing.com E-mail: resourcing@pir-resourcing.com Tel: 0844 8804340 Post: 3 Cabot House, Compass Point Business Park, St Ives, Cambs PE27 5JL

Comment: “2011 COMMENT: PiR specialise solely in the life science sector and pride ourselves on providing a great value added service. We are delighted that we are held in such high esteem by the interims who voted from our sector to find ourselves listed again! We are continuing to strive to provide an unparalleled, integrated service to candidates and clients.” Sally Hope, Managing Director
## IIM Interim Survey 2011 - Quality Service Providers (41-60)

To balance ‘statistical significance’ we have applied a [Bayesian average](#) to take into account vote numbers. This has dropped the ranking of niche firms and consultancies with good average scores but lesser vote numbers.

<table>
<thead>
<tr>
<th>Ranking</th>
<th>LY</th>
<th>Quality Providers 2011 (Top 60)</th>
<th>Rating</th>
<th>Votes</th>
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# IIM Interim Survey 2011 - Quality Service Providers (61-80)

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* To balance 'statistical significance' we have applied a [Bayesian average](https://en.wikipedia.org/wiki/Bayesian_average) to take into account vote numbers. This has dropped the ranking of niche firms and consultancies with good average scores but lesser vote numbers.
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About the Institute of Interim Management

Founded in 2001, the Institute of Interim Management (IIM) is the pre-eminent professional body for practitioners of Interim Management in the UK. The IIM is the voice of the Interim Management profession and the Institute's focus on professional development, best practice sharing and accreditation ensures that the IIM and its members represent the provision of professional, accredited expertise on demand.

For further information, please visit the IIM’s website: http://www.iim.org.uk/

Leading training courses for interim managers

The Institute of Interim Management (IIM) runs special one-day training courses for new and prospective interim managers. Designed by seasoned interim managers in collaboration with facilitative trainers, the day is designed to share professional learning from actual interim managers to give new interims the very best start possible.

See: Exploring Interim Management

“Interim Management – IIM” on LinkedIn

The Institute’s LinkedIn group, ‘Interim Management – IIM’: ‘The voice of the interim management community’, acts as one of the Institute’s ‘windows’ onto the Interim community, sharing Interim thought leadership and assistance as part of its support to the Interim community as a whole.

With over 5,000 members, it is the largest LinkedIn group specifically dedicated to interim management. http://www.linkedin.com/groups?gid=2339933

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