



# Interim Management Survey 2014

June 2014 (5<sup>th</sup> edition)



## Foreword

### A foreword by Ad van der Rest, Chairman IIM

The IIM's summer survey of 2014 became stuck in development hell, for reasons that Survey Monkey's (the survey collection engine we use) reporting updates now allow us to move past.

Survey Monkey now has an 'instant reporting' feature which hitherto has been limited to 10 questions, but now allows for a full survey to be shared instantly with *enough* customisation to create charts in seconds that previously required considerably more brute force in Excel.

This has become the key to dealing with a long pending survey report log jam and by publishing this belated 2014 report, we are validating the viability of reliably producing significant reports in the future.

So here it is, the 2014 IIM Interim Management Survey (now published in 2016) and whilst it is released belatedly, it takes its place in the IIM's roster of reports from 2010 onwards.

<http://iim.org.uk/survey>

It is difficult to truly express how *satisfying* it is to get this 'problem child' out of the door...



**Ad van der Rest MIIM**  
Chairman  
Institute of Interim  
Management

**'It's never too late to do anything you wanted to do.  
You never know what you can accomplish until you try.'**

**Michael Jordan**

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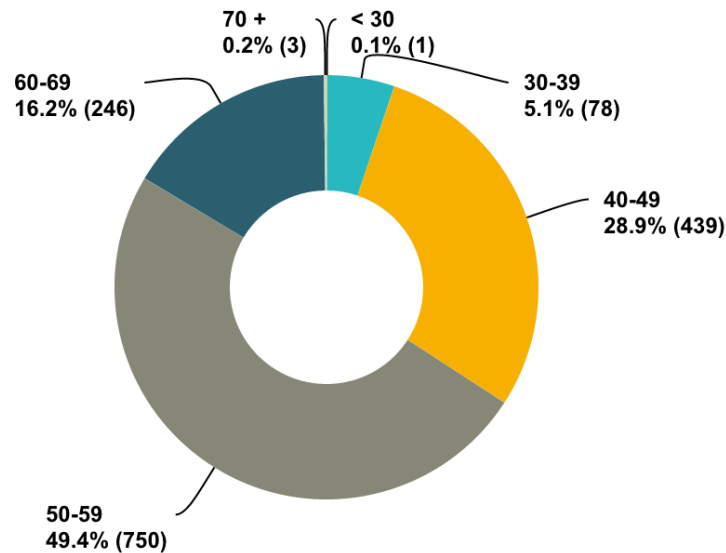
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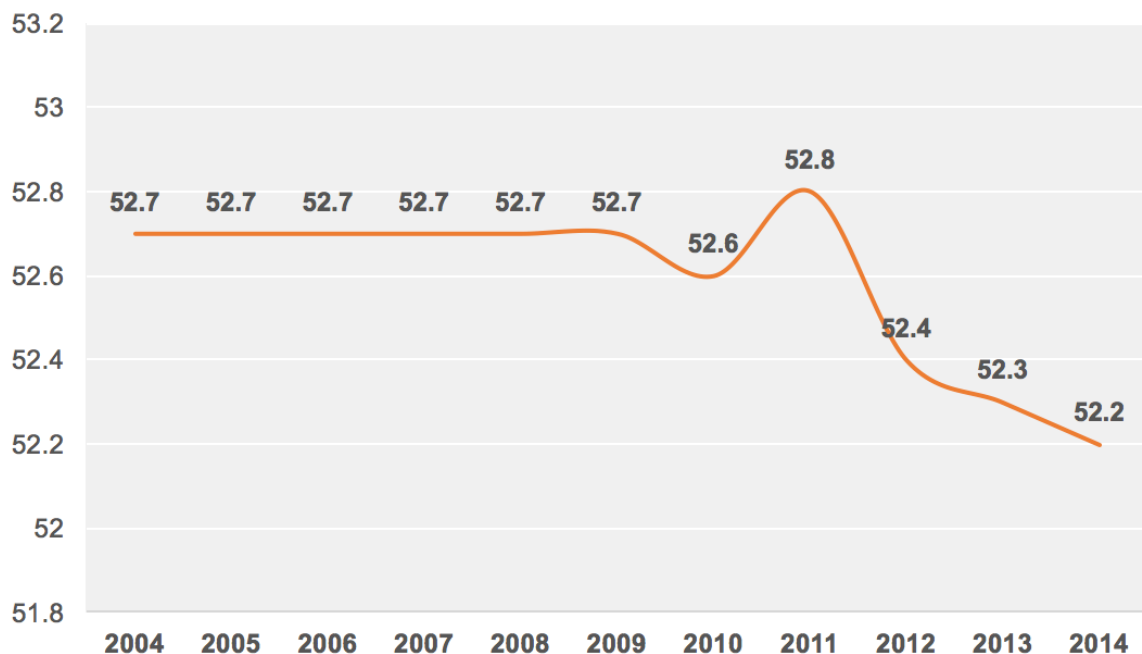
## Section 1: Interim management demographics

First some key demographics about the practicing interim managers & executives surveyed.

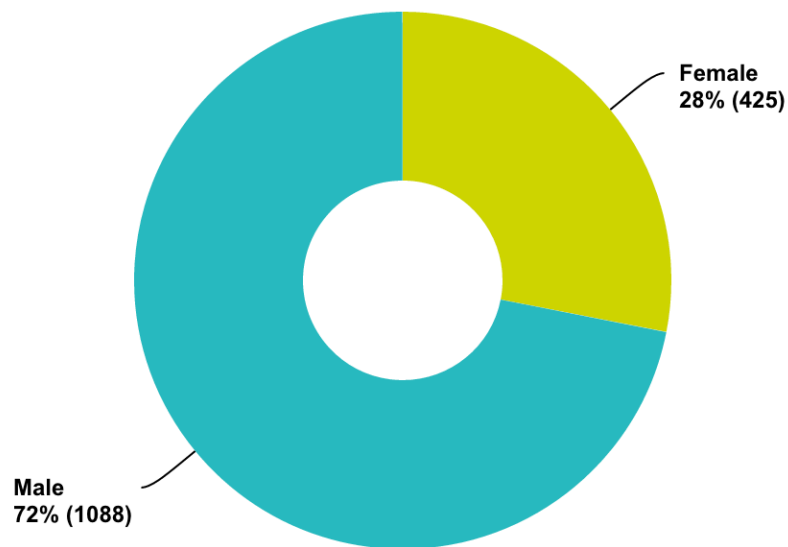
### Age by decade



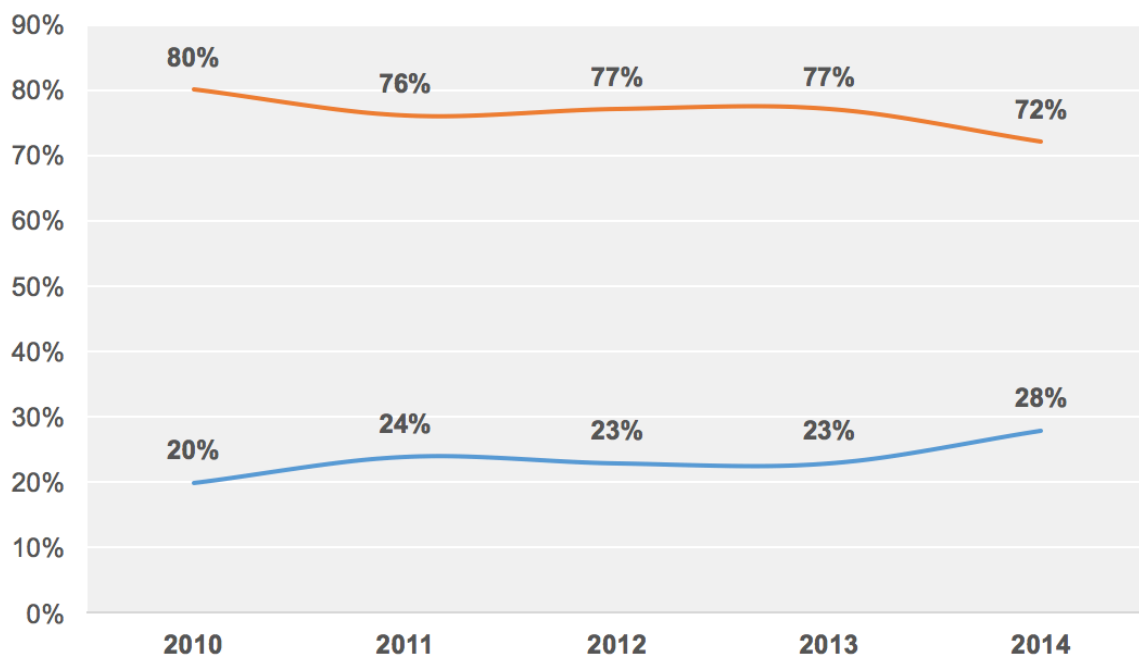
Interim managers are predominantly in their 40's and 50's. The average age is 52.2, with the tiniest downward trend but certainly not by much.



## Gender

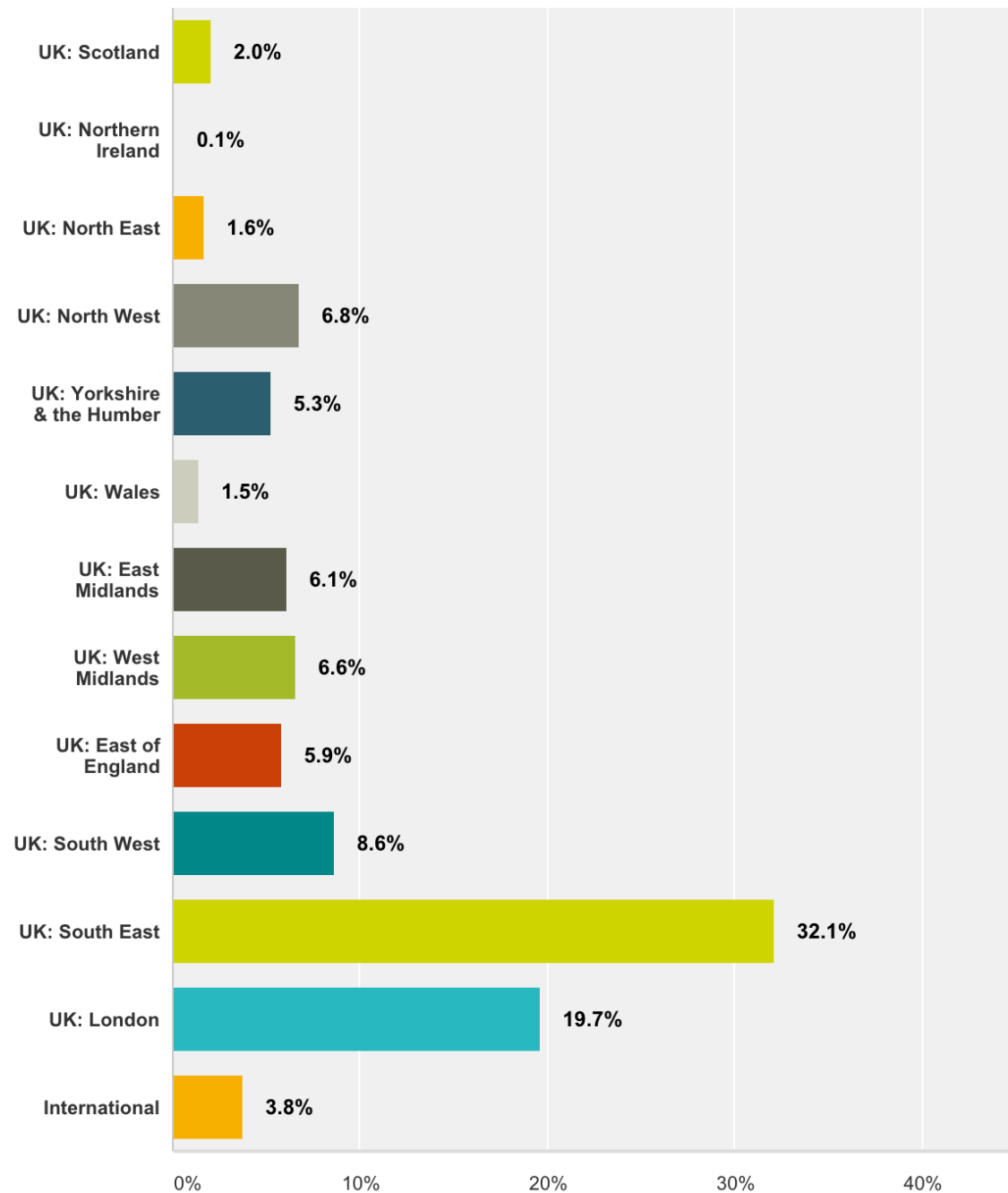


28% of the interim managers surveyed are female, a 5% increase on last year. The trend continues the increase of the female proportion of the interim community.



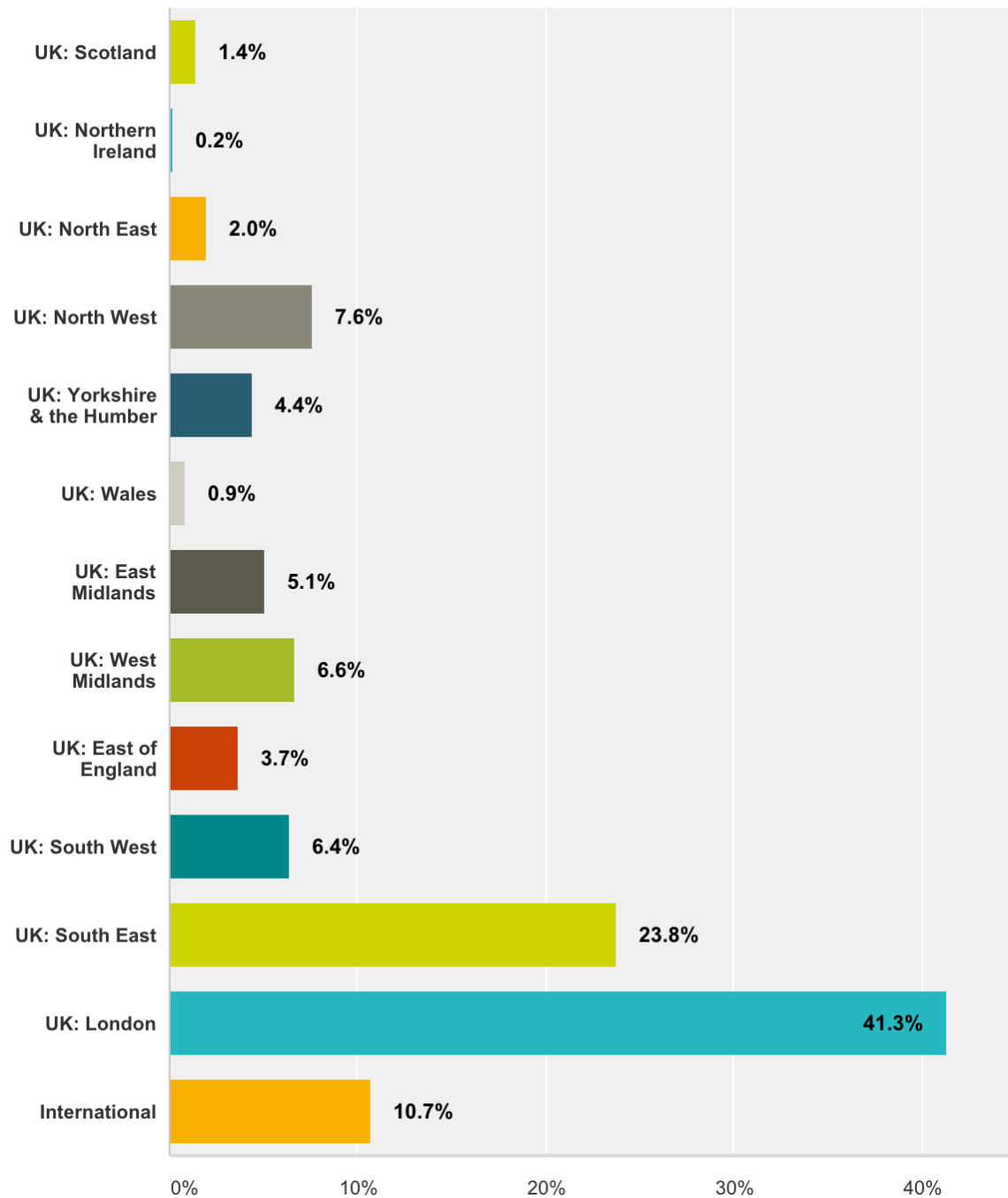
## Home location

Interim managers are most likely to live in the South and London, though there is a fair representation in other parts of the UK.



## Work location

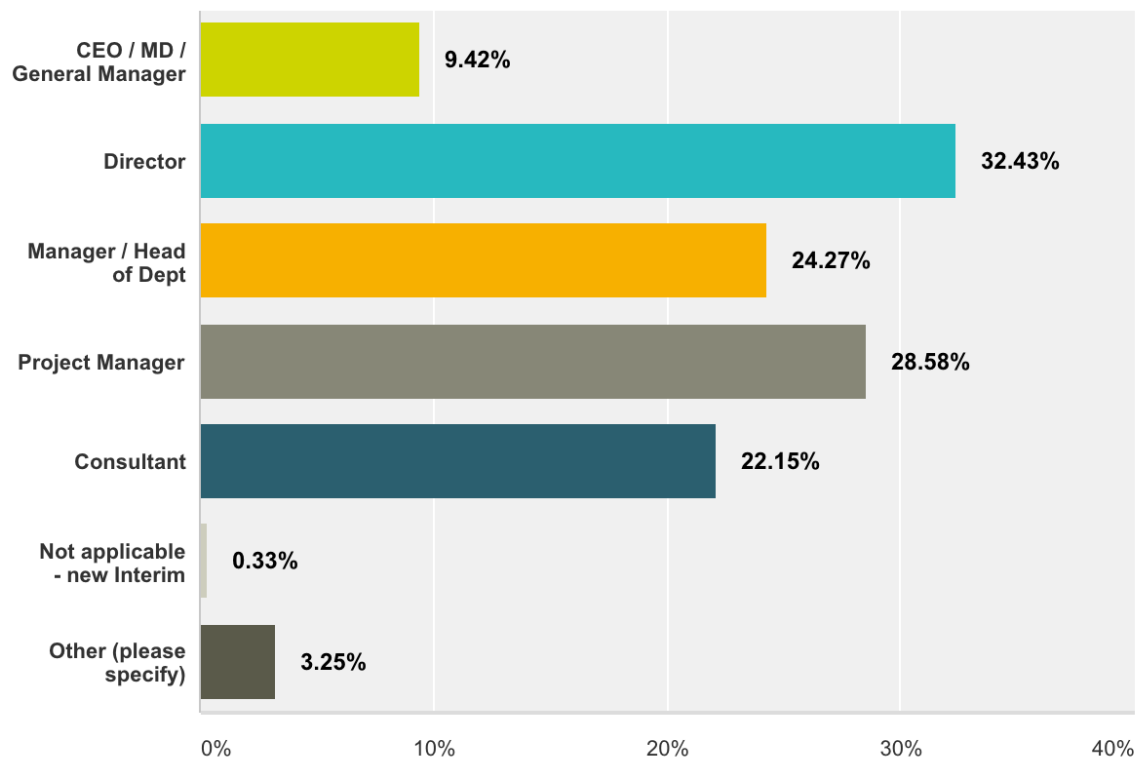
Unsurprisingly, London is a significant commuting draw, particularly from the South East.





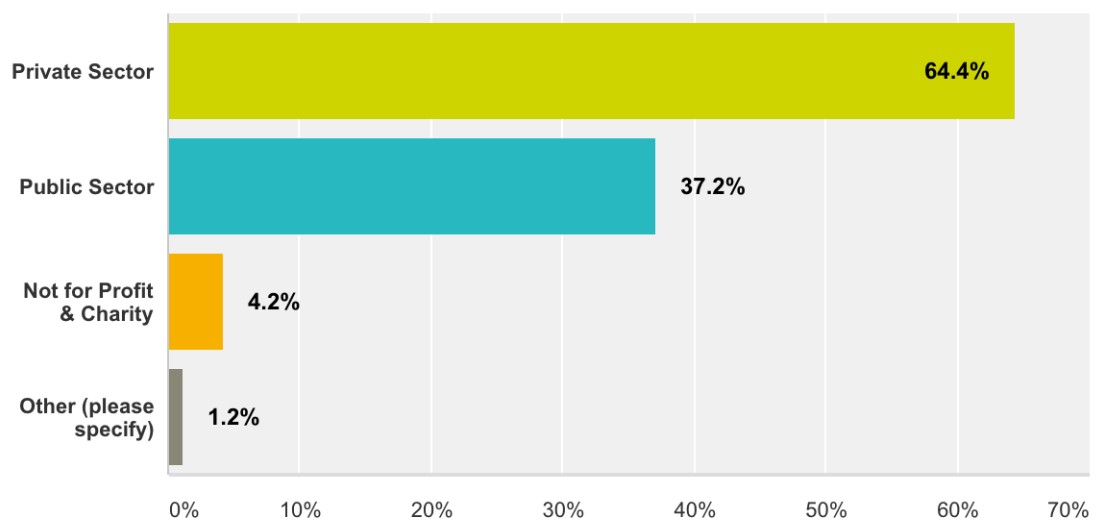
## Operational seniority

Interim managers operate in a range of senior capacities.



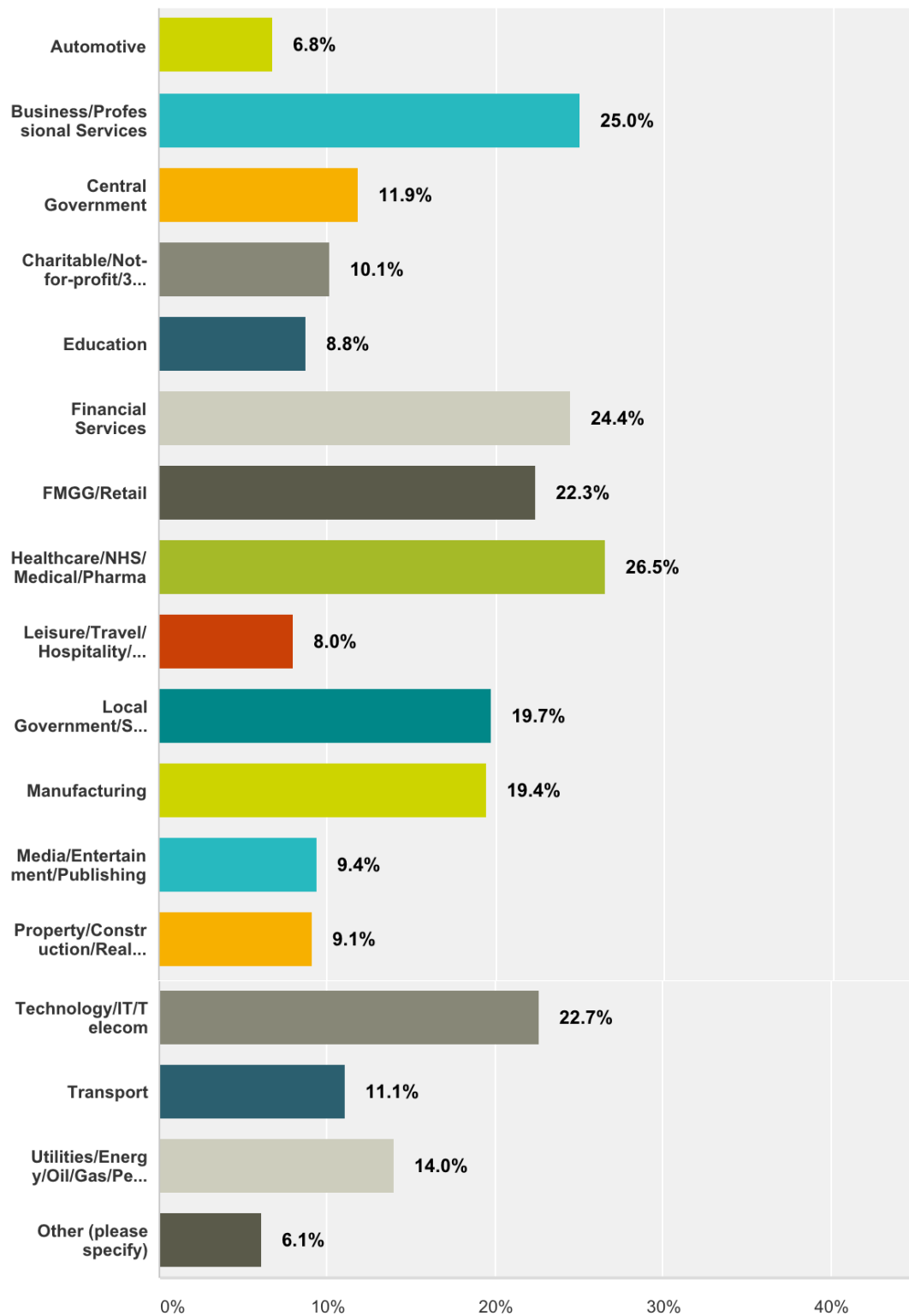
## Overall sector

Most Interim managers largely operate in the Private sector.

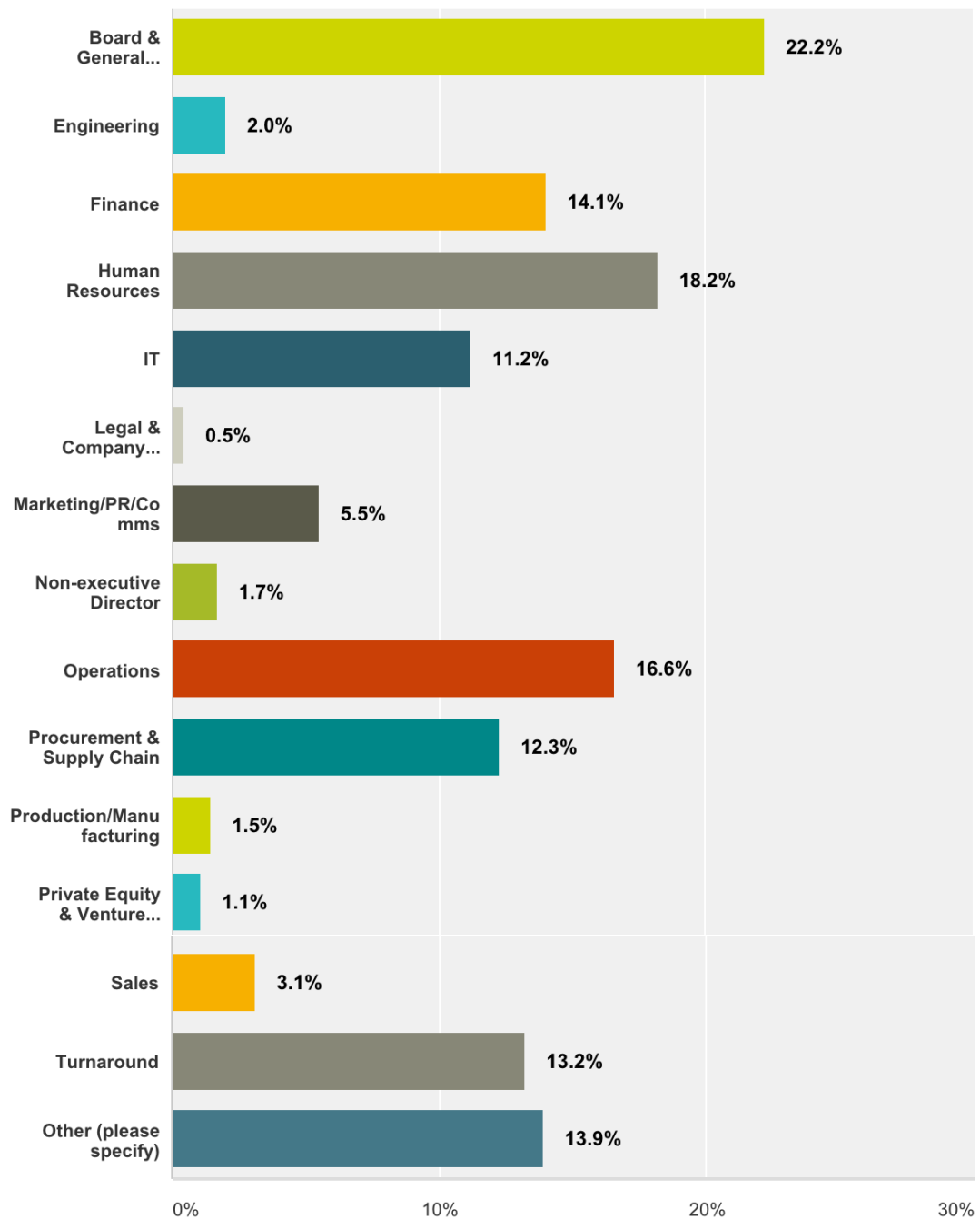


Note: This chart allowed interims to select more than one option, so the total is >100%.

## Industry sector

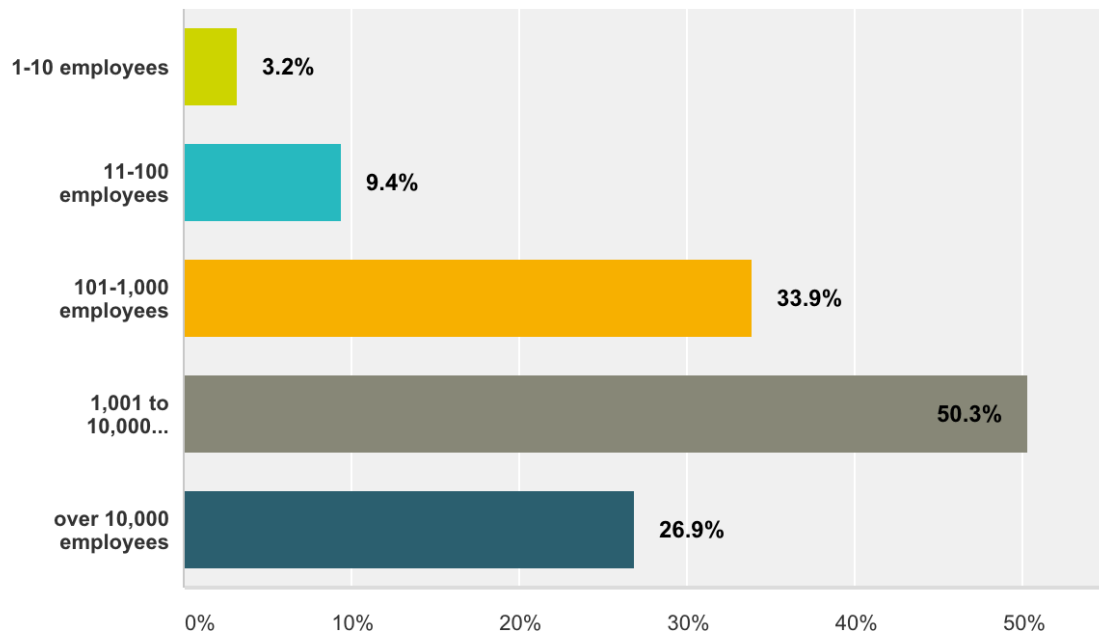


## Functional discipline



## Size of business serviced

Interim management is principally an activity carried out in medium-large companies. Affordability is clearly a factor, as is the scope of the work being sufficient for an interim manager or executive's attention.



## Personalities of interim managers

Discussions often take place about what behavioural competencies are characteristic of interim managers and executives. In our survey we selected the Myers-Briggs Type Indicator (MBTI) as a useful model of behavioural preference, partly because it is long standing and documented, and partly because so many people understand the model and know 'off the top of their head' what their MBTI profile is (around half of them).

We've combined the data from 2011 and 2014, where collectively 1,060 interim managers knew their profile to provide these results.

Not only do interim managers have a strong disposition for particular traits, but 55% of interim managers fall into 3 of the 16 types, compared to only 10% of the general population:

The most stereotypical interim is an ENTJ (Extrovert, iNtuitive, Thinking, Judging) (27% of interims):

#### ENTJ 'The Field marshal'

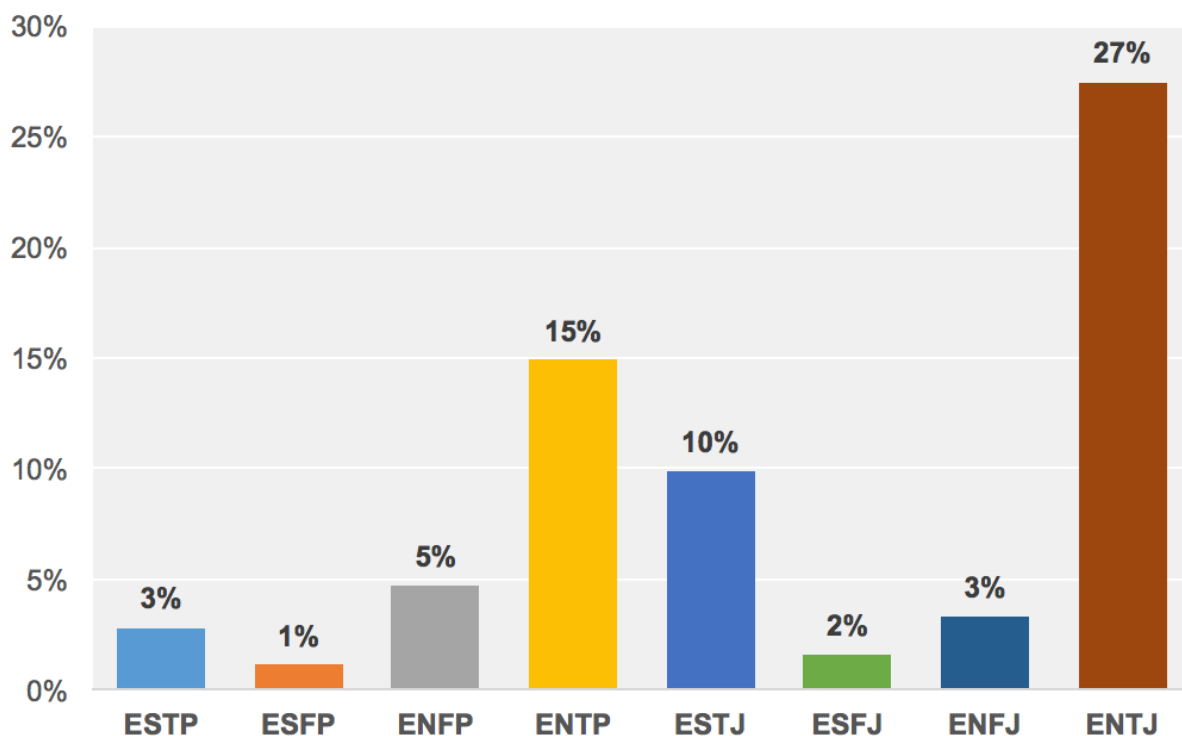
*'ENTJs focus on the most efficient and organized means of performing a task. This quality, along with their goal orientation, often makes ENTJs superior leaders, both realistic and visionary in implementing a long-term plan. ENTJs tend to be fiercely independent in their decision making, having a strong will that insulates them against external influence. Generally highly competent, ENTJs analyze and structure the world around them in a logical and rational way.'*

The next common interim type is a slightly less judging version of the ENTJ. The ENTP (Extrovert, iNtuitive, Thinking, Perceptive) (15% of interims):

#### ENTP 'The Inventor'

*'ENTPs are frequently described as clever, cerebrally and verbally quick, enthusiastic, outgoing, innovative, flexible, loyal, and resourceful. ENTPs are motivated by a desire to understand and improve the world they live in. They are usually accurate in sizing up a situation. They may have a perverse sense of humor and sometimes play devil's advocate, which can create misunderstandings with friends, coworkers, and family. ENTPs are ingenious and adept at directing relationships between means and ends. ENTPs devise fresh, unexpected solutions to difficult problems.'*

The extroverted types:

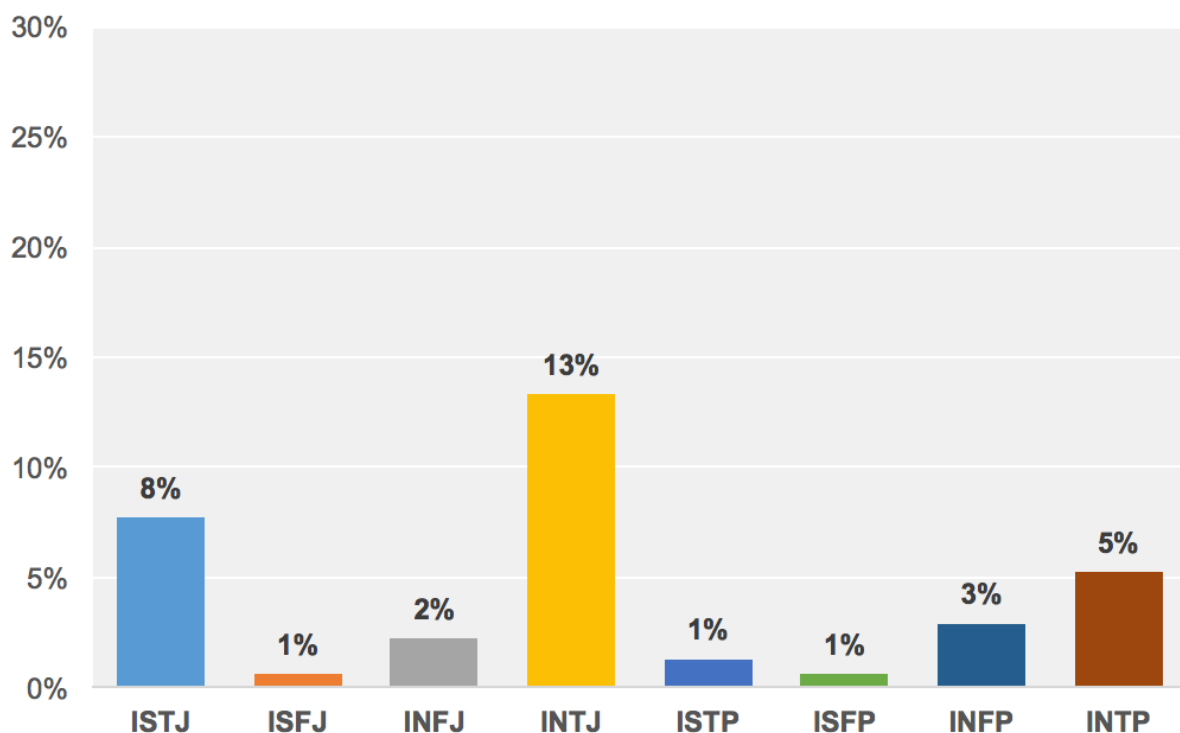


The third most common interim type is a more introverted version of the ENTJ. The INTJ (Introvert, iNtuitive, Thinking, Judgmental) (13% of interims):

#### *INTJ 'The Mastermind'*

*'Hallmarks of the INTJ include independence of thought and a desire for efficiency. They work best when given autonomy and creative freedom. They harbor an innate desire to express themselves by conceptualizing their own intellectual designs. They have a talent for analyzing and formulating complex theories.'*

The introverted types:



4<sup>th</sup> and 5<sup>th</sup> most common out of 16 are the factual ESTJs and the ISTJs. (accounting for 18% of interims collectively).

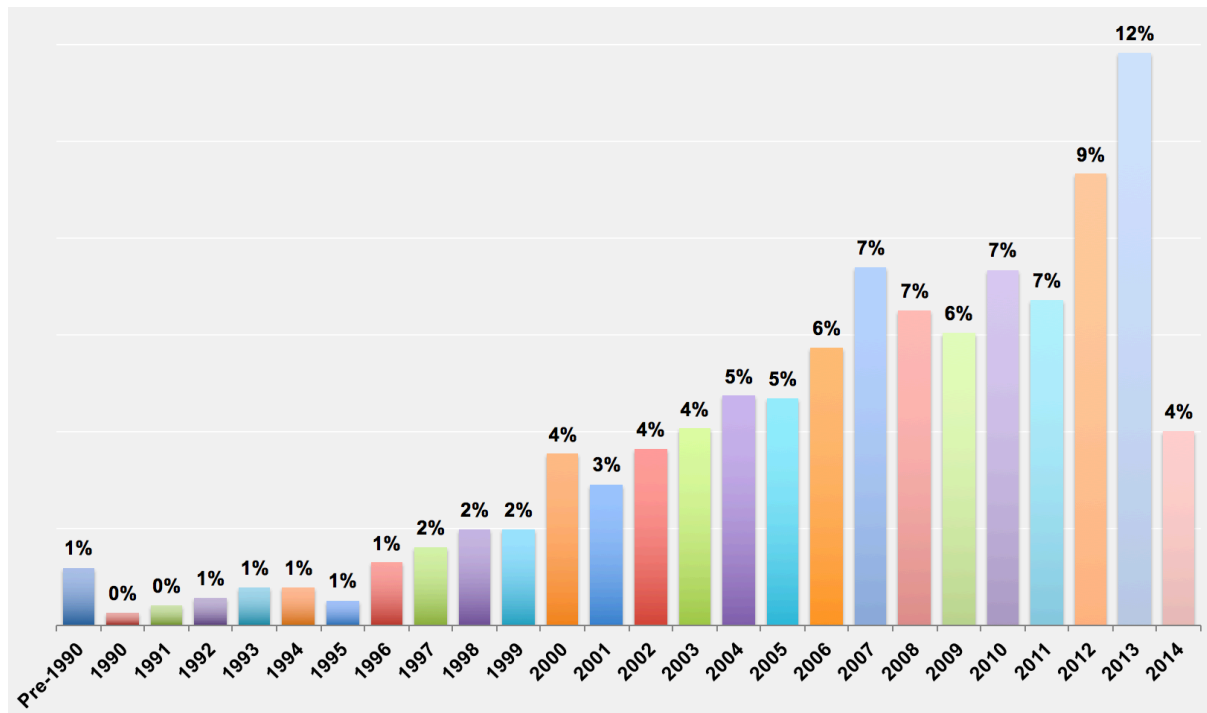
*ESTJ 'The Supervisor': Practical, realistic, and matter-of-fact, with a natural head for business or mechanics. Though they are not interested in subjects they see no use for, they can apply themselves when necessary.*

*ISTJ 'The Inspector': Logical, organized, sensible, and earnest traditionalists who enjoy keeping their lives and environments well-regulated. They are capable of shutting out distractions in order to take a practical, logical approach to their endeavors, and are able to make the tough decisions that other types avoid.*

## Section 2: Interim business demographics

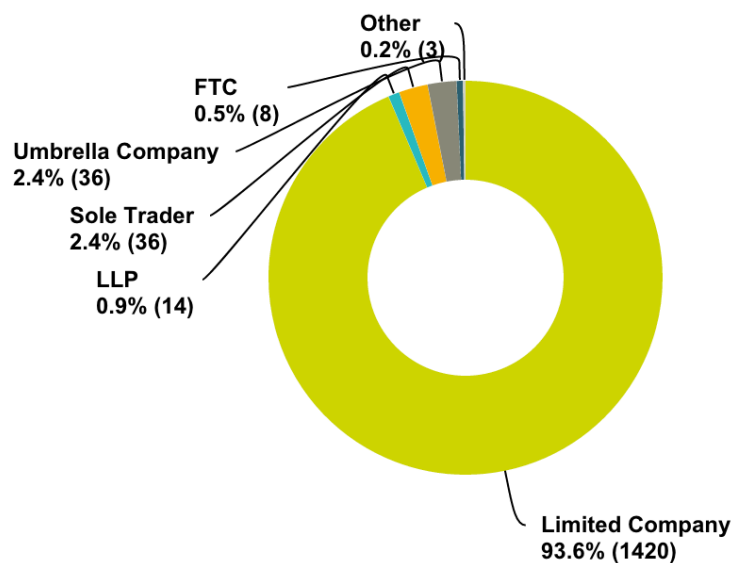
### Year interim started their business

New entrants to the interim market grew steadily to 2007. The recession took its toll 2008-11, since when growth has resumed. The median interim 'tenure' is 6.5 years.



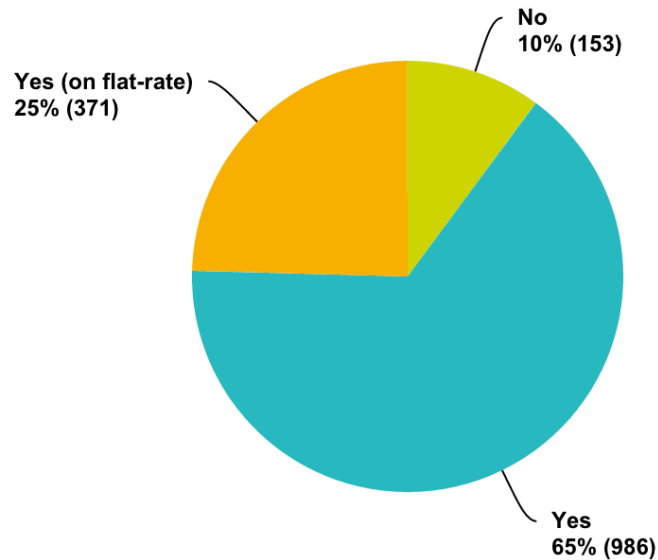
### Type of interim business

The primary business structure employed by interims is the Limited Company.

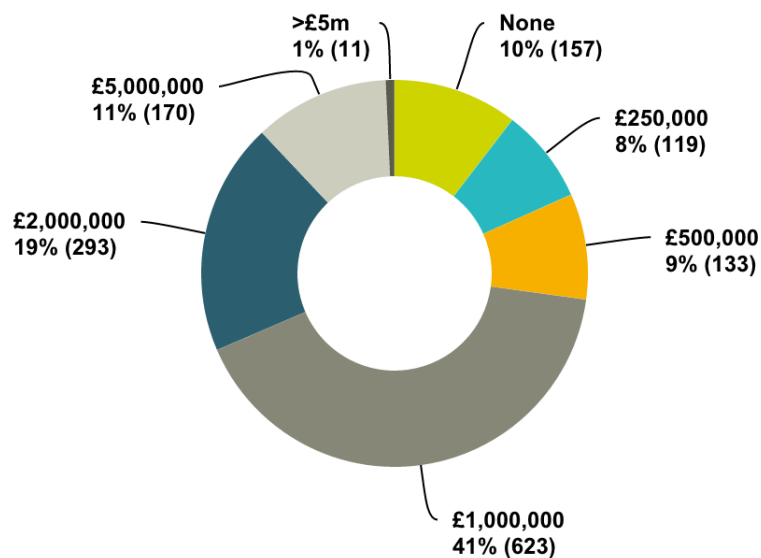


## VAT registration

Most interim managers are VAT registered.



## Level of Professional Indemnity Insurance (PII) held



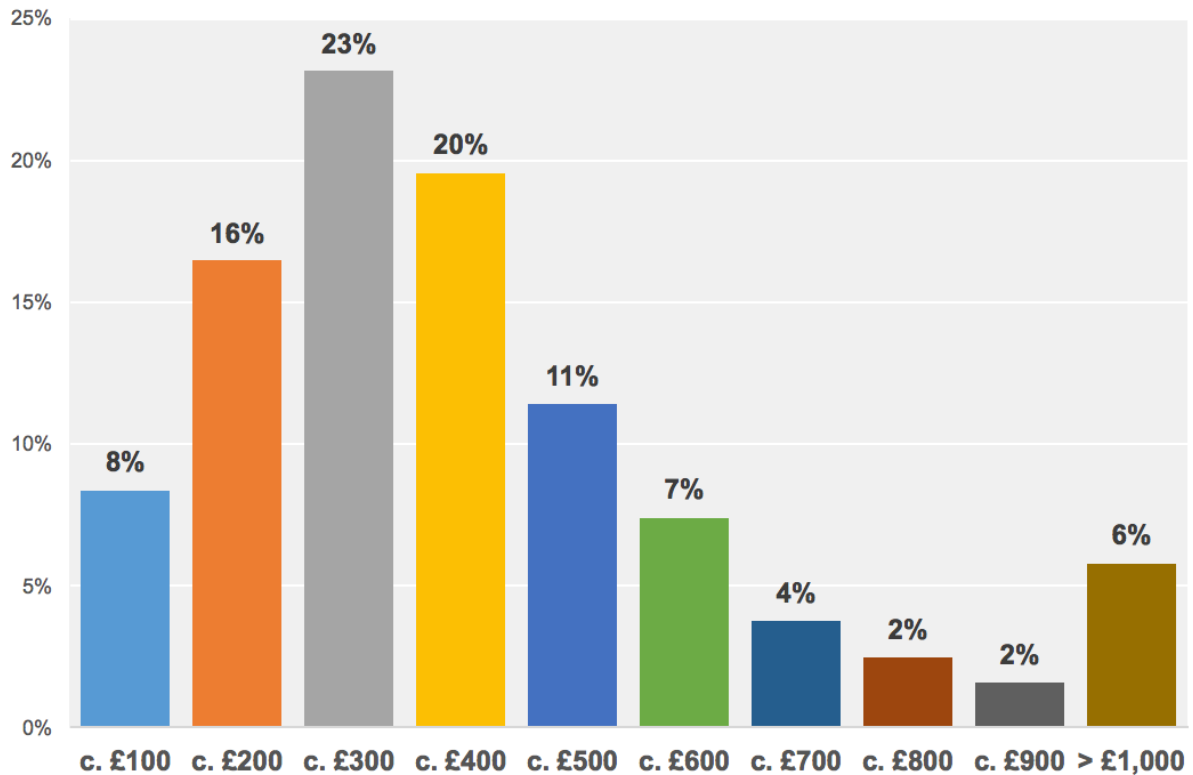
It is comforting to see that the percentage of interims who have no PII cover at all has fallen somewhat from the 17% recorded in 2012-13.

The most typical level of PII cover is £1 million (41%).



## Average price paid for PII

The average PII purchase is £350.



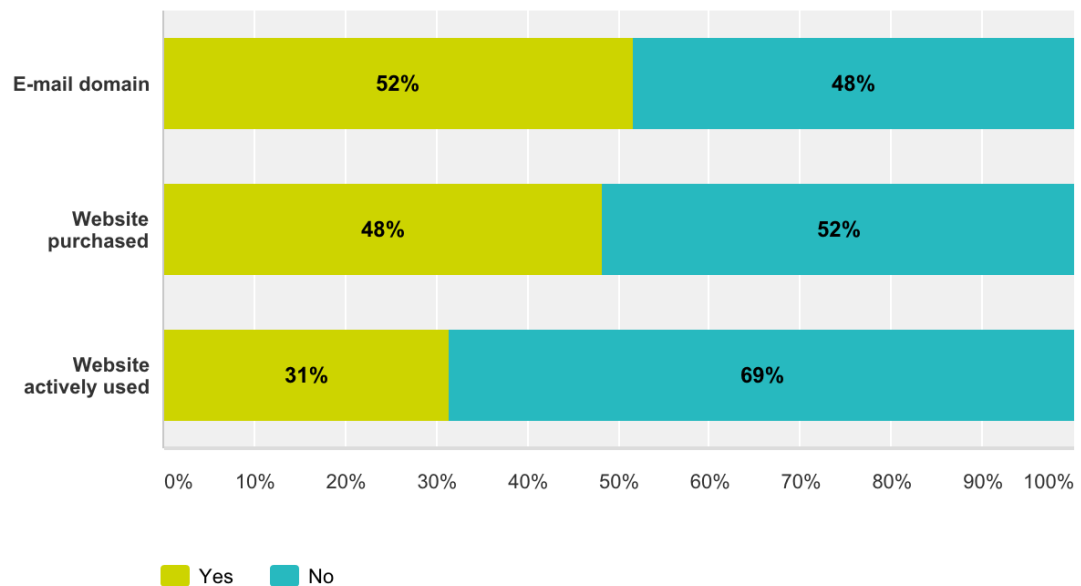
There are of course interims who pay higher premiums for specific reasons and to gain cover in particular sectors.

Yet with so many interims paying many hundreds or even thousands of pounds for cover, we have to believe that some are getting ripped off.

Please check out the IIM's PII list for ideas if you feel you are paying over the odds.

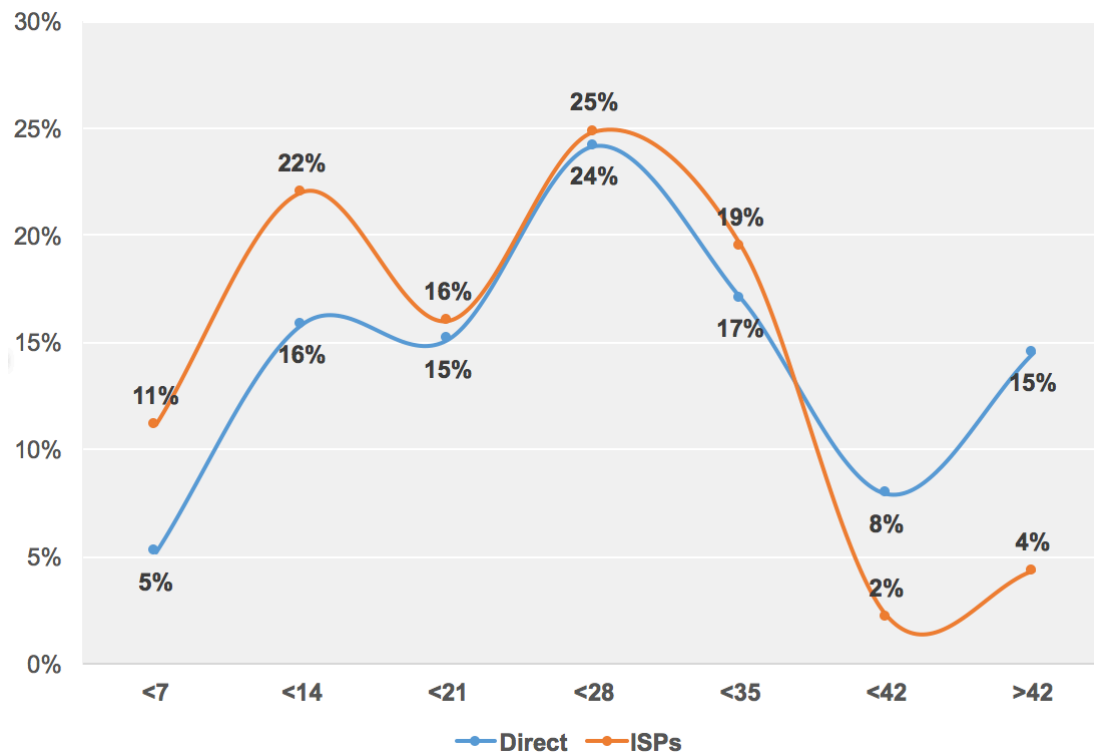
## Use of web domain and professional e-mail address

Surprisingly, only half of interim managers (52%) have their own e-mail domain. And whilst a similar number have a web domain (48%) on two thirds of those (31%) actively use it.



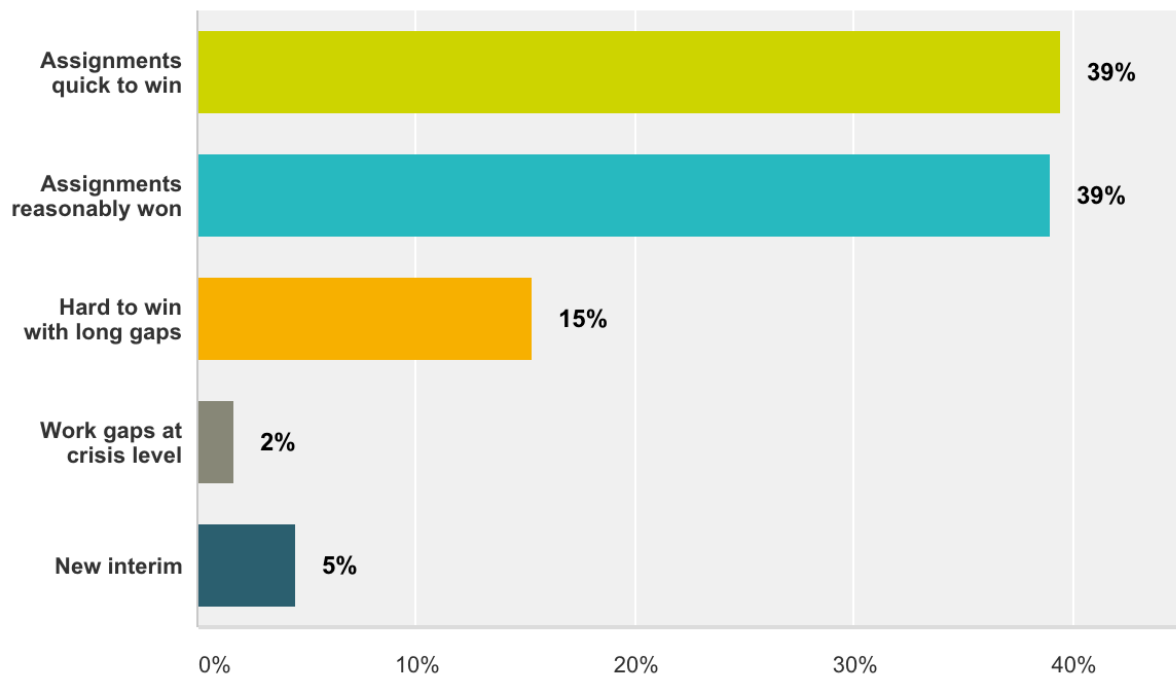
## Speed of payment

Direct clients pay on average in c.21 days. Provider agencies in 17 days.



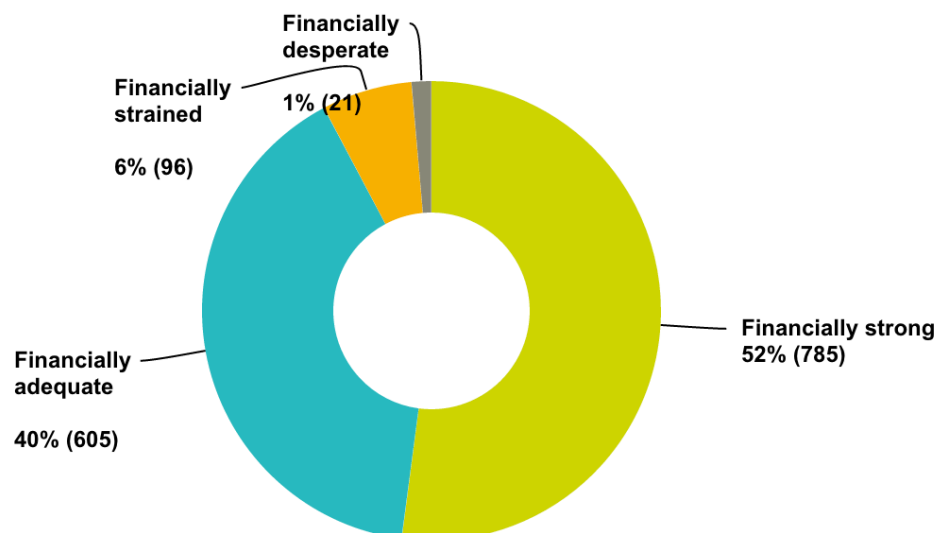
## Ease of winning assignments

78% of interims are consistently winning assignments, up slightly on last year's 74%.



## Interim financial status

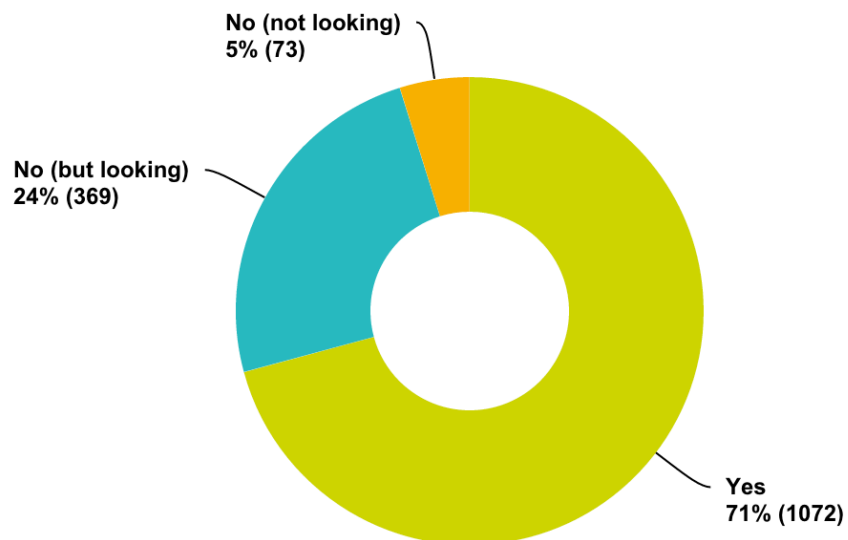
For the overall financial success of their business, 92% are doing well or ok, up on 87% last year.



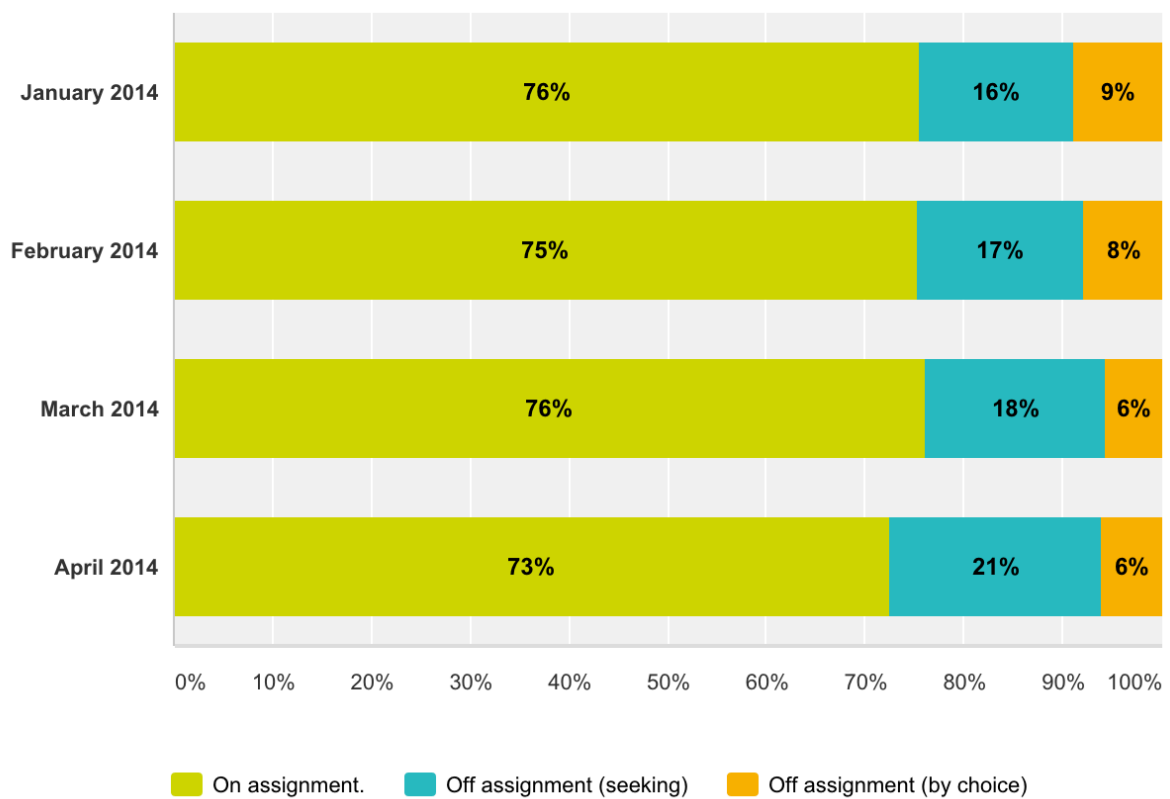
## Section 3: Assignment metrics

### Interims on assignment

The headline rate is that 71% of interim managers are on assignment.

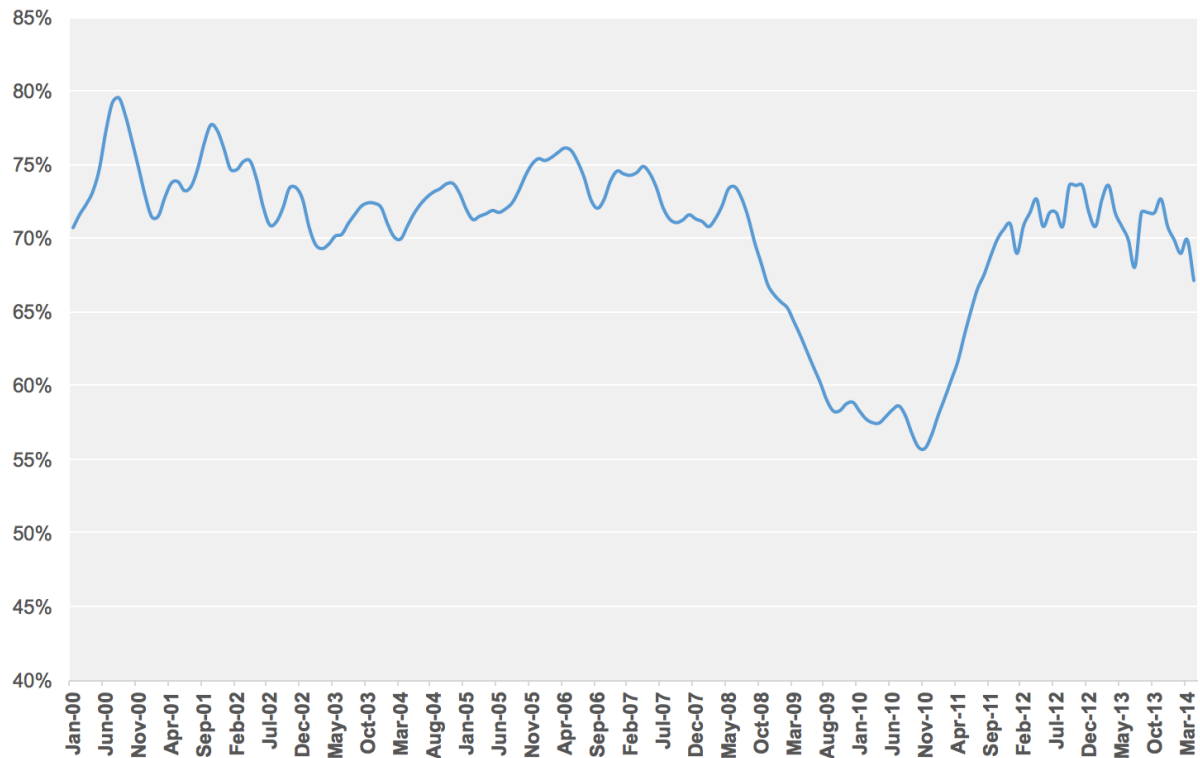


### Interims on assignment during 2014



## Long term assignment pattern

IIM data collected over the last 14 years shows a general trend of being on assignment around 70-75% of the time, with the last recession denting the interim market for a few years.

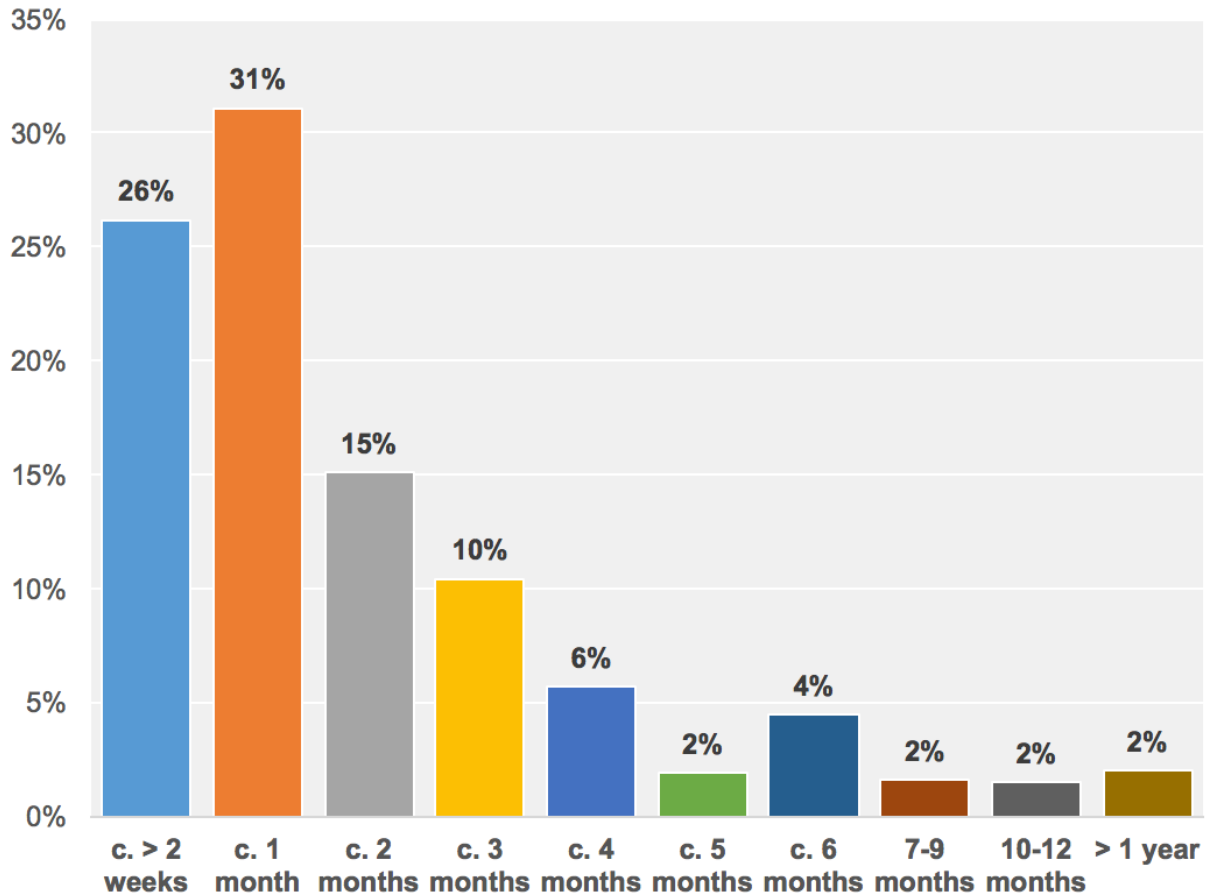


Of course an interim manager or executive can be off assignment in a boom or on assignment in a recession, with discipline and sector factors increasing or diminishing work in specific areas.

So whatever the conditions, it is ultimately down to the individual interim manager, as it ever was.

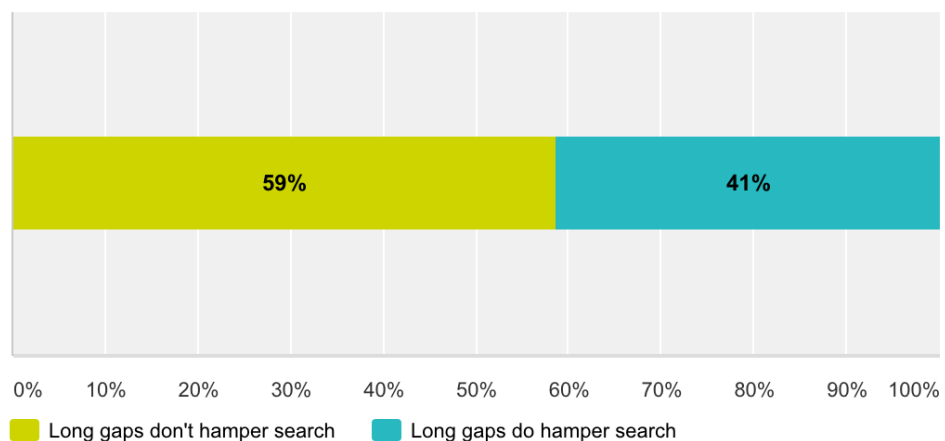
## Assignment gaps

The median average assignment gap was 4 weeks, though there is a tail of interims who spend considerably longer off assignment.

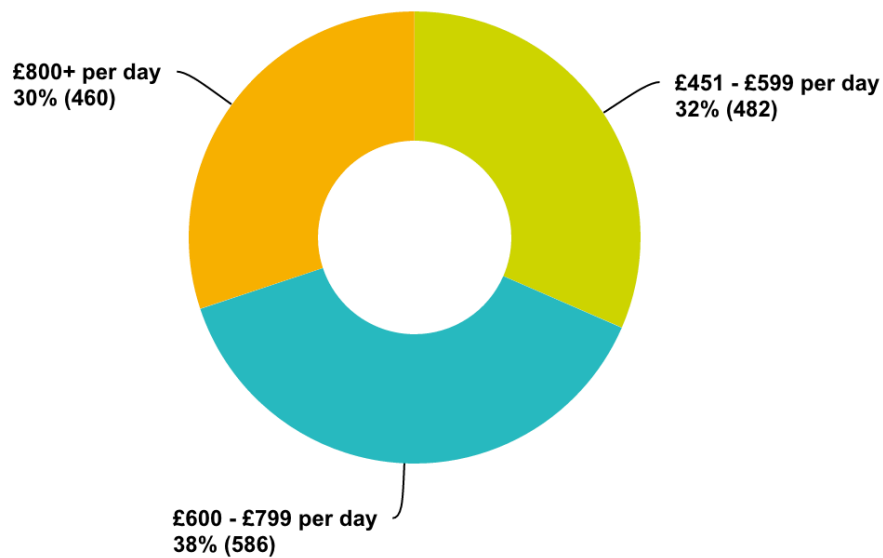


## Impact of long gaps

Opinion are mixed about whether a long gap of itself hurts assignment success. The weak consensus is that it doesn't (or shouldn't).

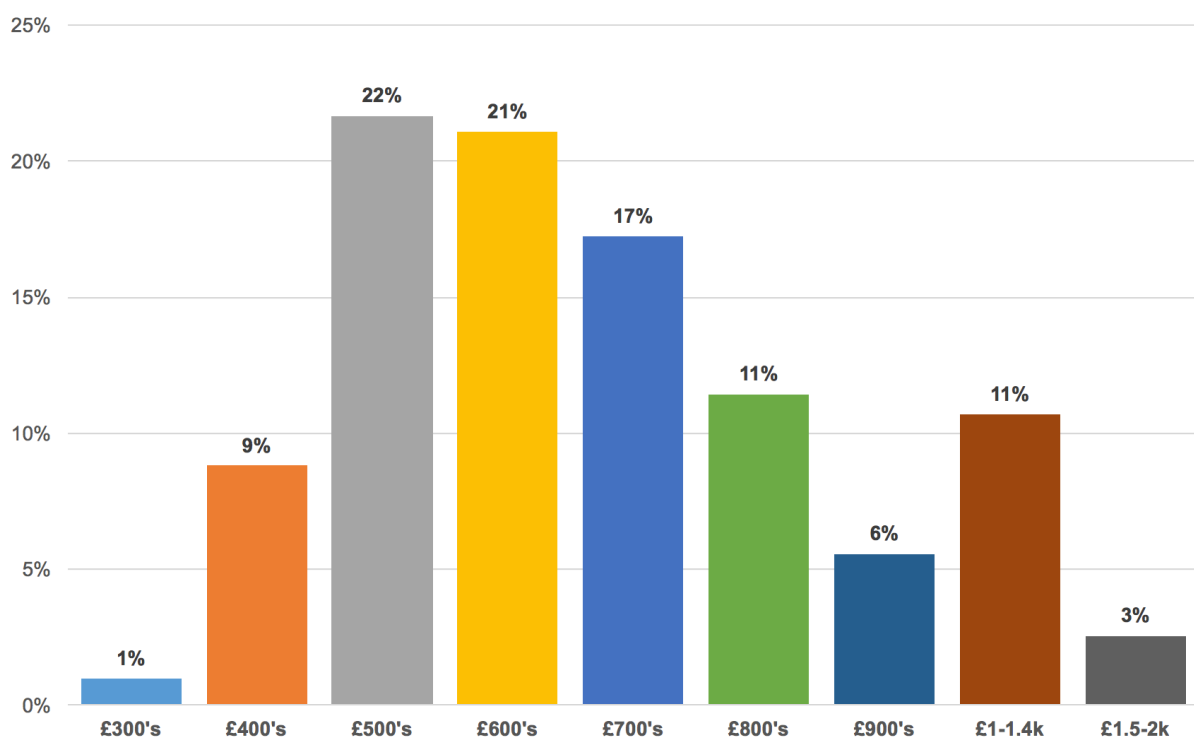


## Day rates



Interim managers can be sensibly classified into lower-market (£450-599), mid market (£600-799) and upper market (£800) bands.

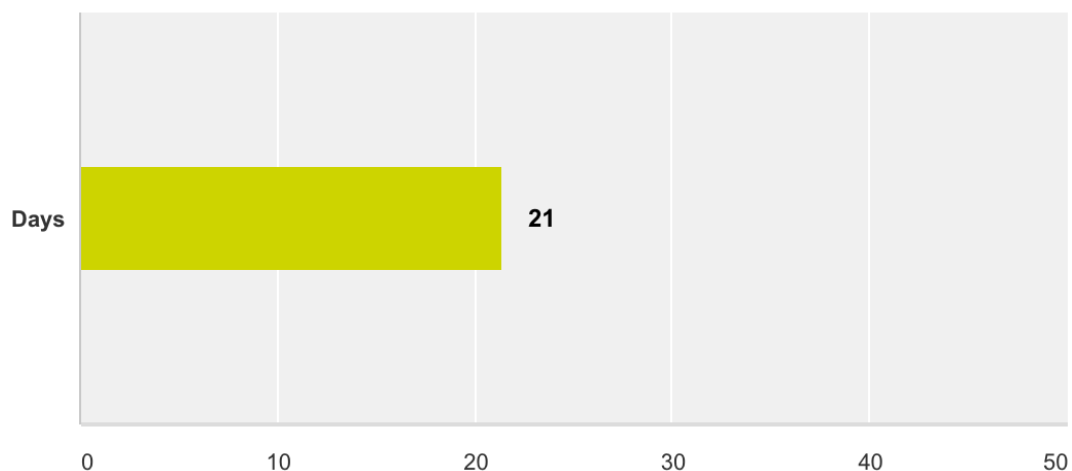
Splitting it out further, the bulk of interims sit in the £500-799 price range with a median average of £650 and a mean of £720 by virtue of a significant tail of more expensive interims.



## Time to engagement

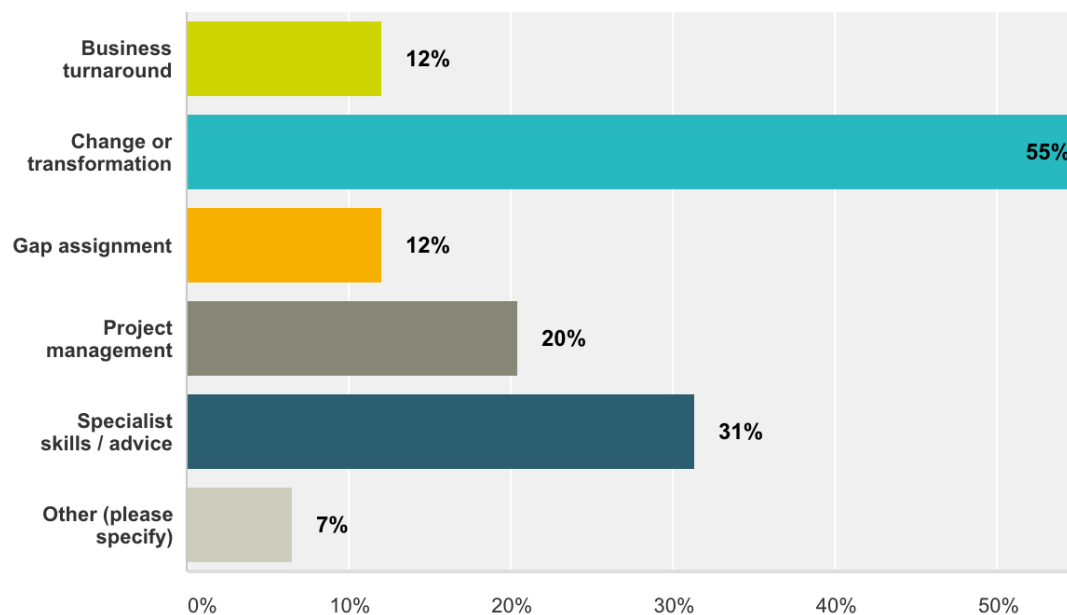
Interim assignments *should* be fast to arrange and win as interim managers are immediately available, but it can take a while to broker in some cases.

The average number of days from lead to successful contract is currently 21 days.



### Nature of assignment

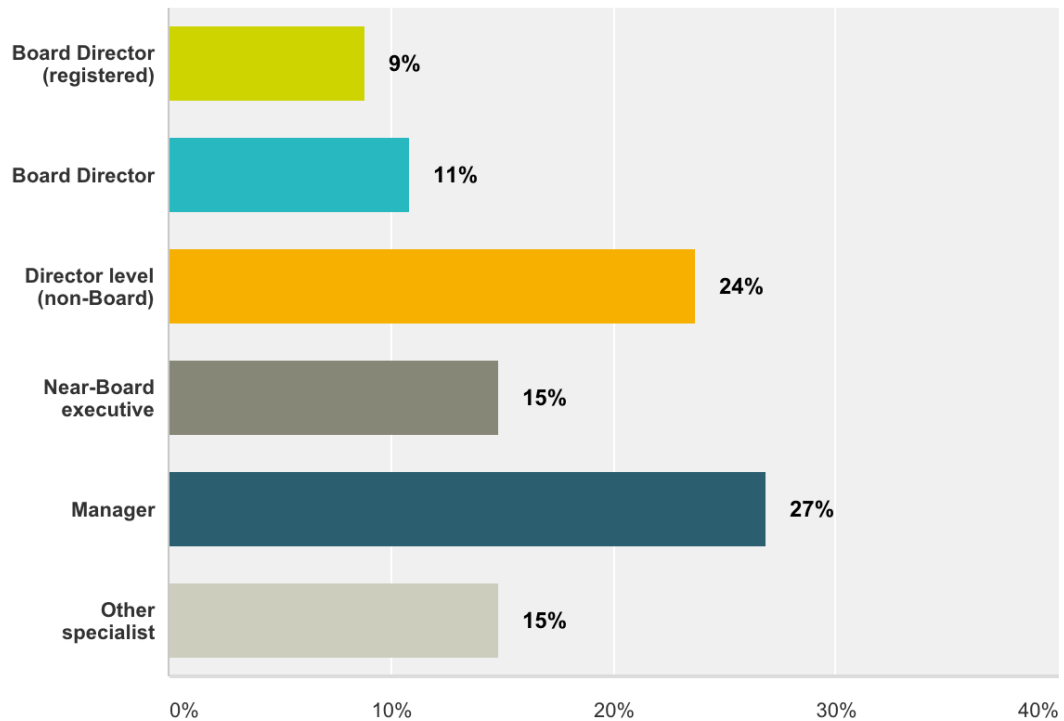
Change was the dominant theme of assignments in 2014. Gap assignments remain in decline, perhaps with more Fixed-Term Contracts carrying the load here.





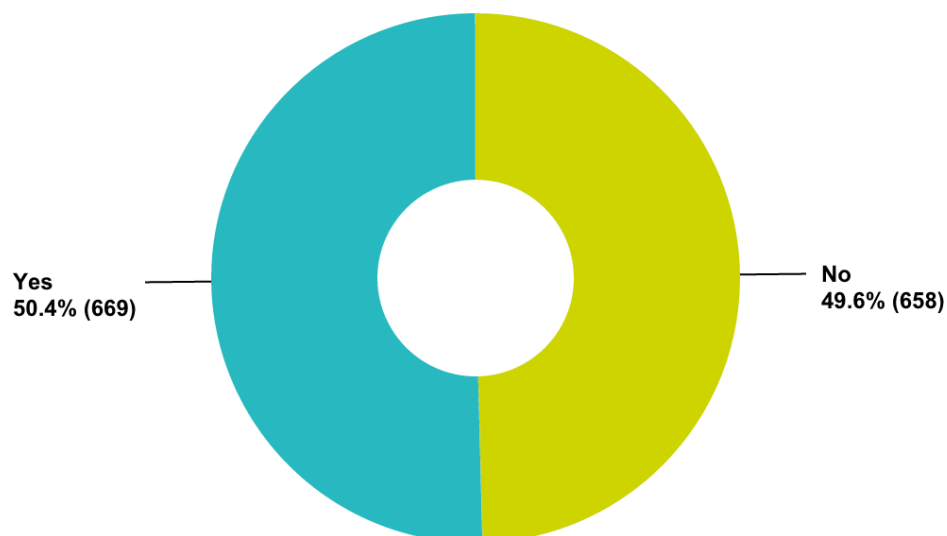
## Executive responsibility

Interim managers held a range of executive responsibilities.



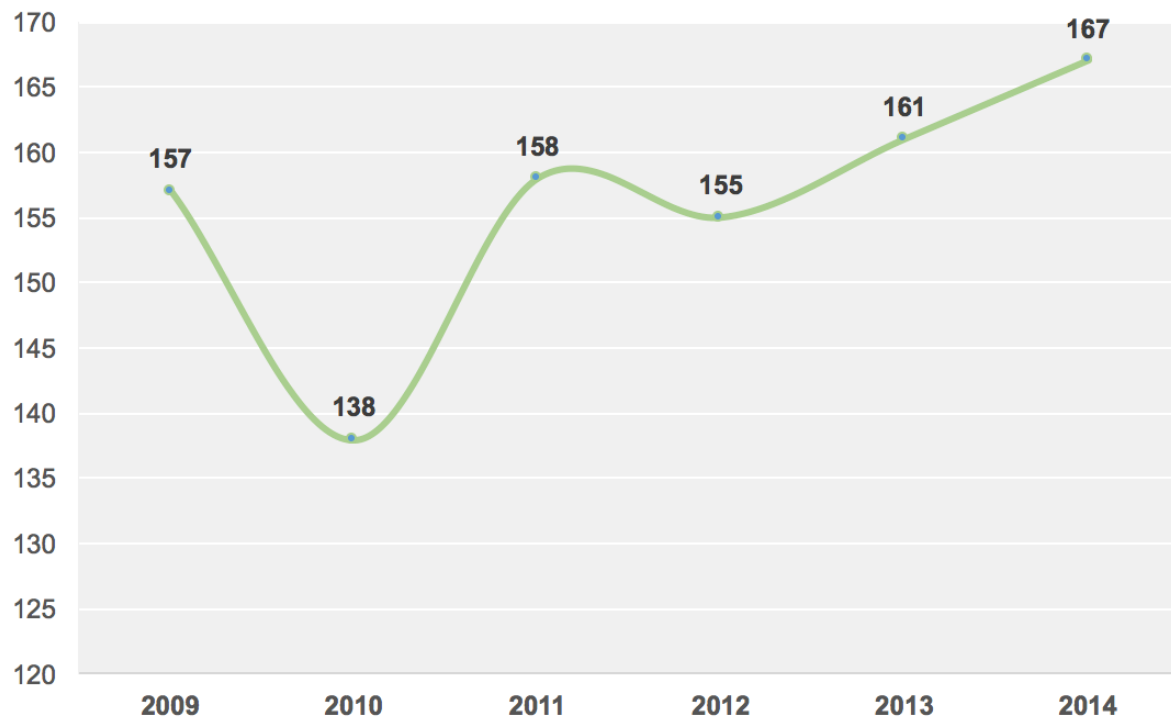
## Travel away from home

A fraction over half of interim managers travel away from home to accomplish their assignments.



## Billed days

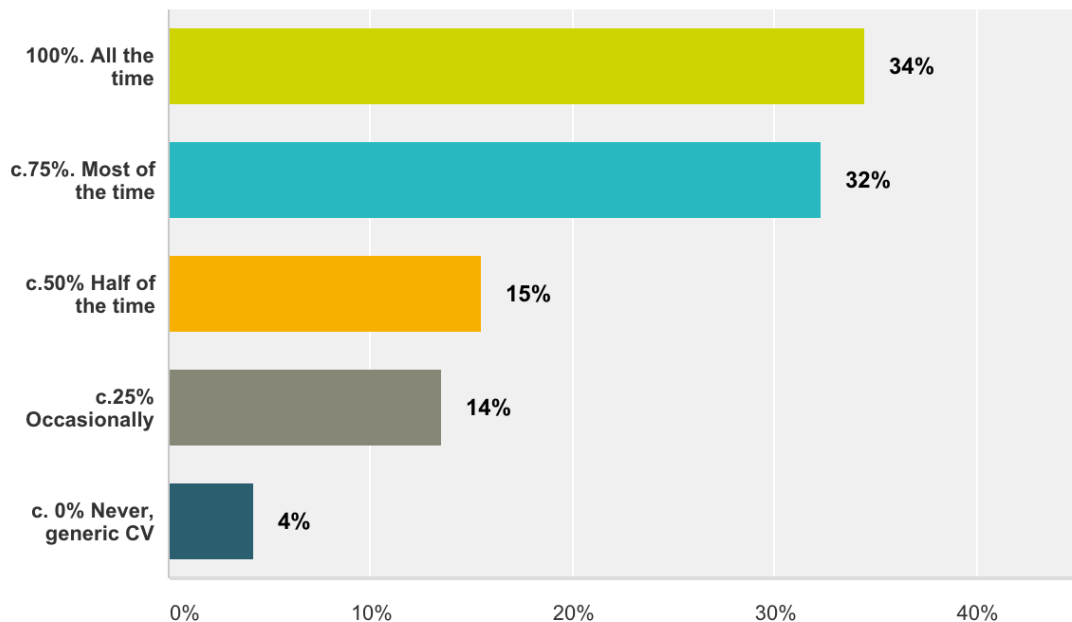
A slight increase to an average of 167 billed days per interim manager in 2014.



## Section 4: Routes to market

### CV customisation

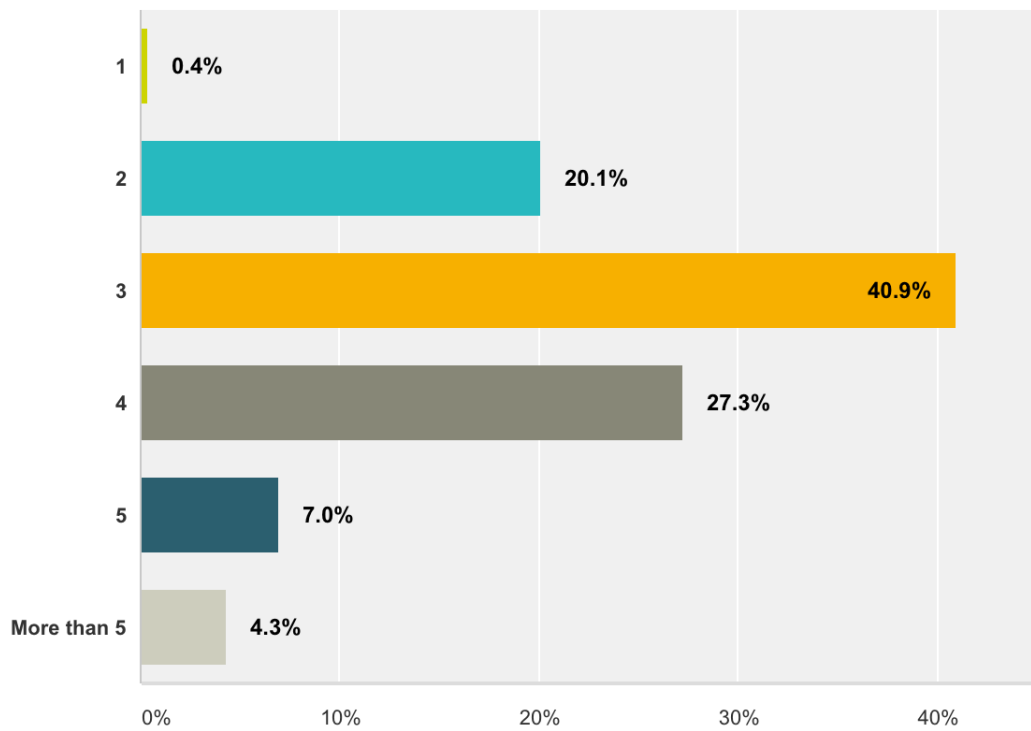
It is typical that an interim CV will often be customised, for most or all opportunities.



It is usual to have a longer base CV to customise from, cutting content rather than writing it afresh, which also reduces the chance of error.

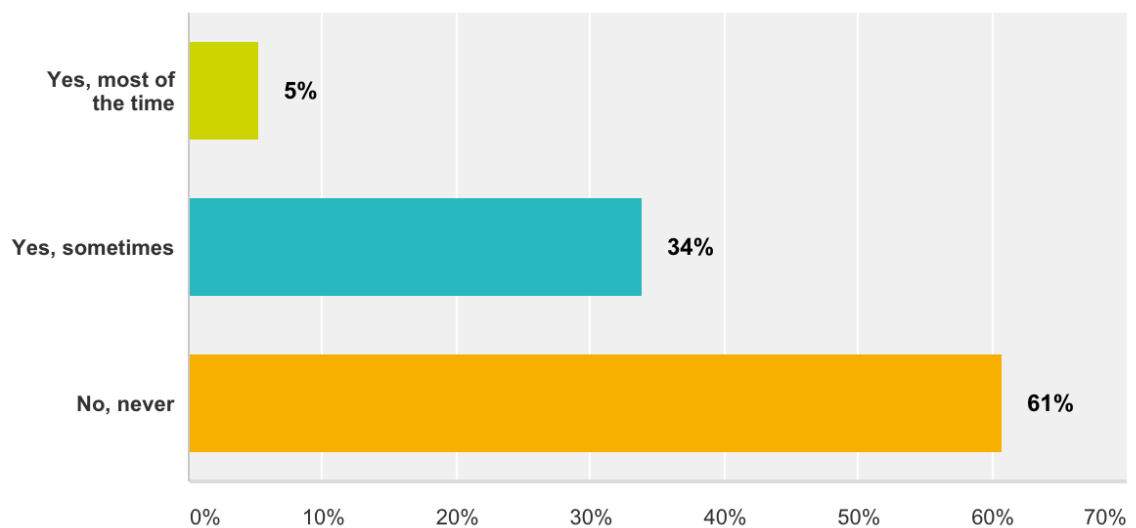
### CV customisation

Interim CVs are typically 2-4 pages in length, not just 2 pages as some CV writers would have you believe.

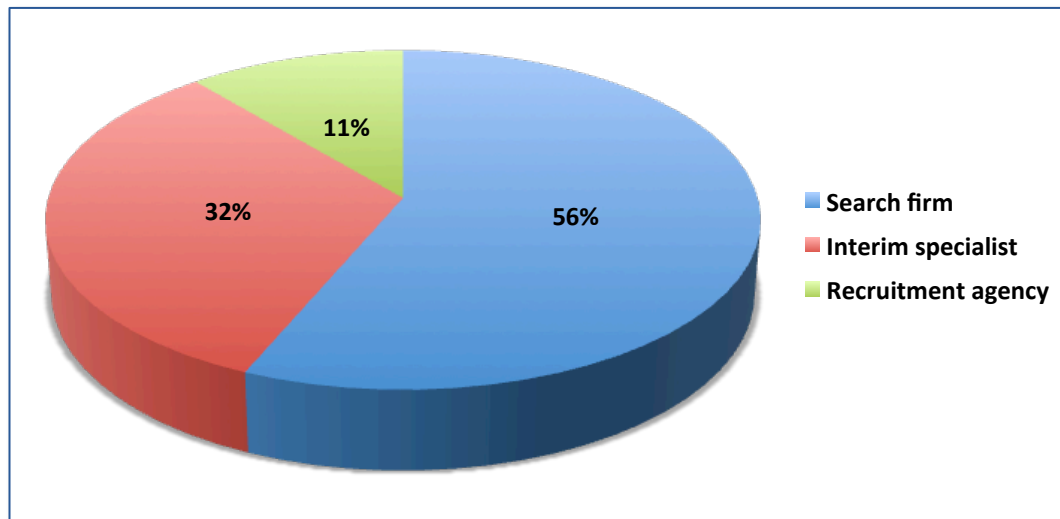


### Case study materials

Less common is the submission of case study materials, which only a third of interim managers sometimes do.



### Use of interim service providers (agencies)



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

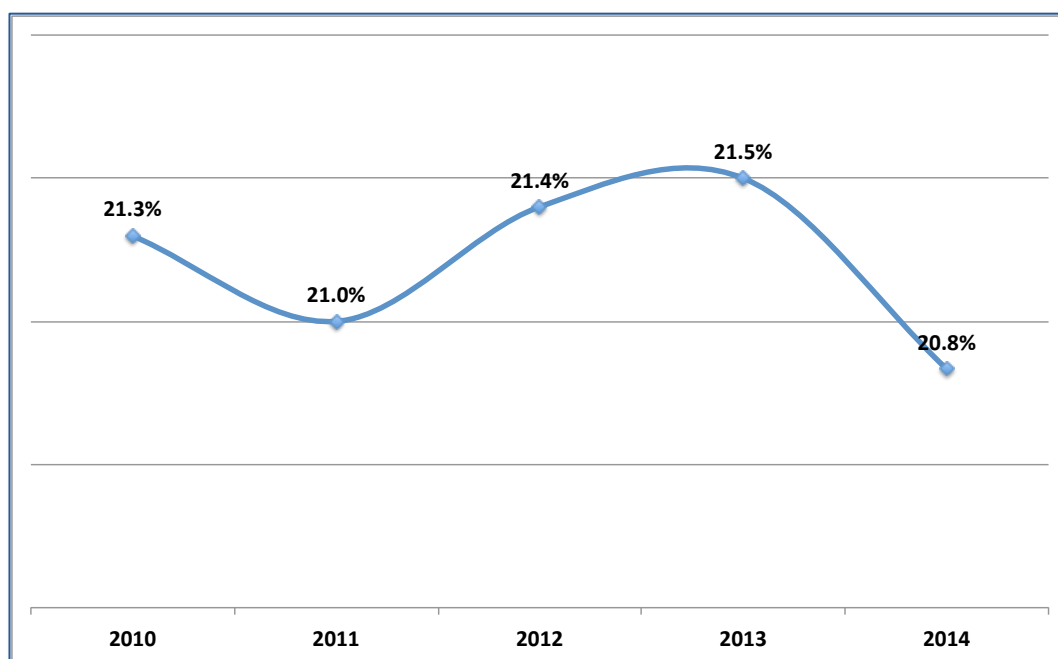
Whether they do so with the professionalism and focus of those who really know what they are doing is an open question, but we suspect the outcome will be highly variable. We think less than a quarter of those businesses who would handle an interim management assignment would do so as more than a side-line.

## Provider fees and day rates

That 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, though 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.

The average provider is charging around 21% margin. Some premium providers charge a little more, others a little less.

### Average interim service provider margin 2010-2014



As the market improves we expect outsourcers who seek to fill any position at say an 8% margin will increasingly struggle to consistently place interim managers and executives. We might also see some upward pressure on margin rates as the confidence of the premium providers grow.

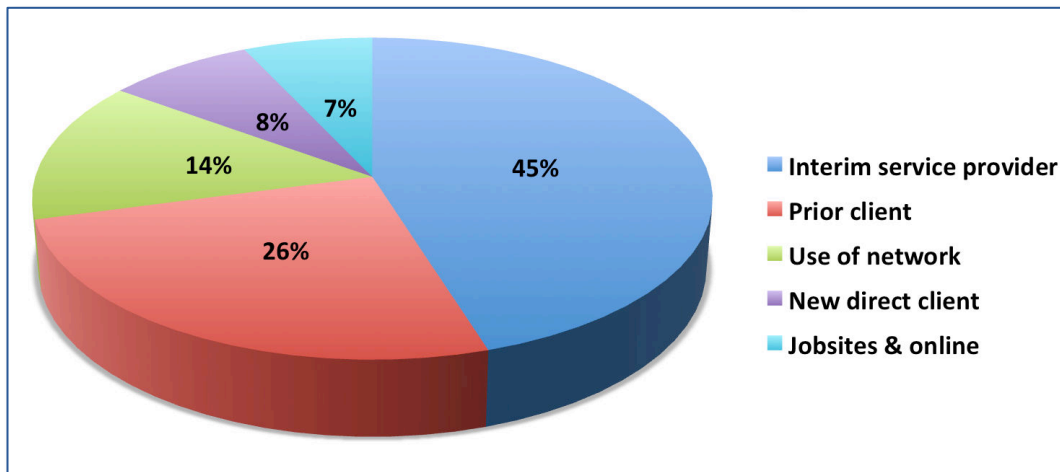
A reasonable margin is an equitable price for the route to market that the agency provides. Interim managers should not imagine that they would normally achieve the same rate if they went direct. The average direct day rate is 8% higher than the average rate the interim manager achieves via a provider.

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 opaque confidentiality was sought by the provider.

## The case for using interim service providers

45% of all assignments are sourced via providers. 80% of interim managers will use interim service providers at least some of the time. It is a beneficial relationship that works for most.

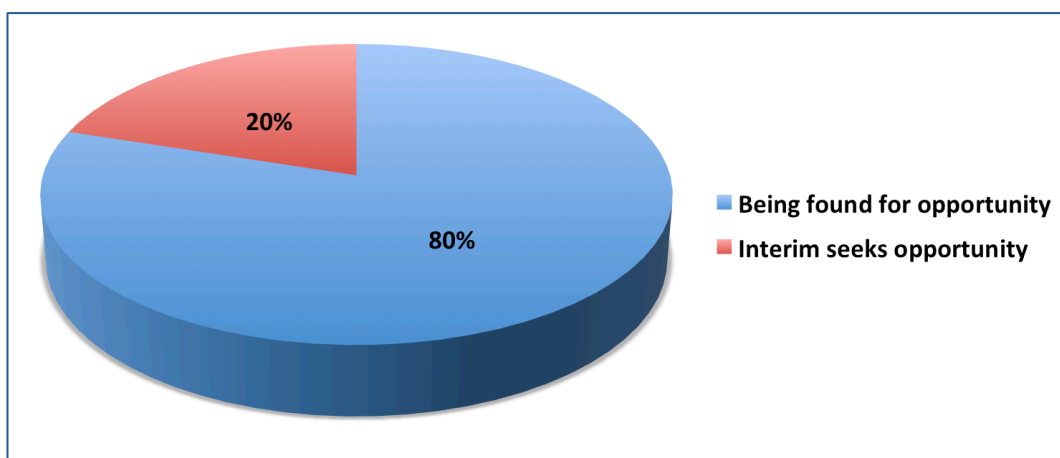
## Interim management routes to market



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 now 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 (80%) are sourced by **being found** rather than **finding** an assignment. Being visible is essential.

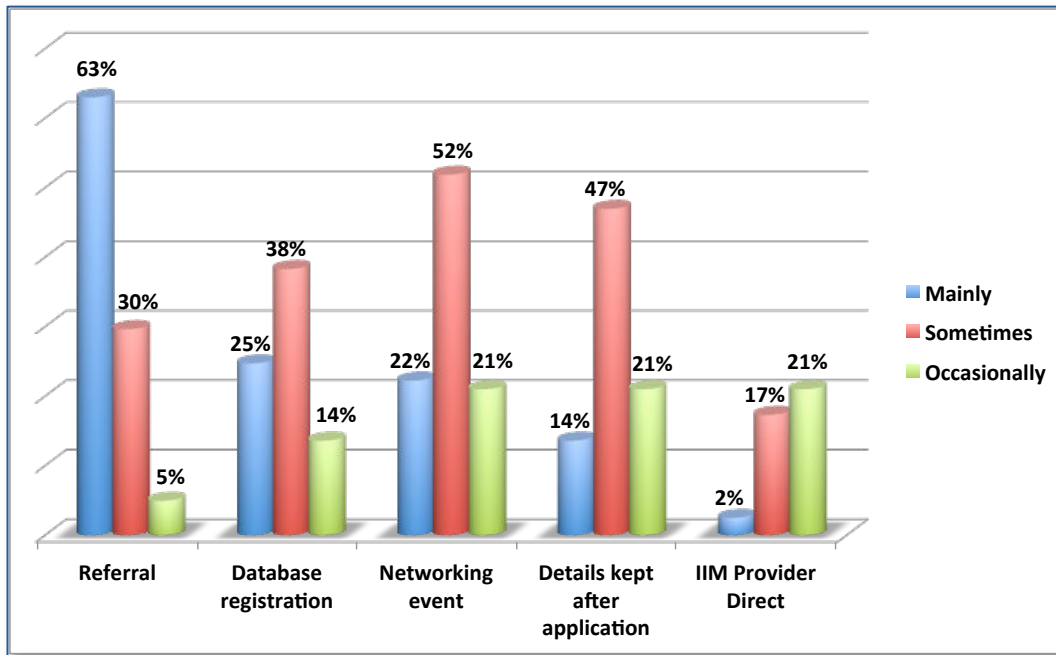
## Being found for assignment vs. searching for one



## Where do providers look when they have an opportunity?

When providers are looking for an interim manager that they don't already know, they most trust referred interim managers, in preference to their own database, so get networking and get yourself known.

## Preferred provider methods to identify suitable interim managers



A further consideration to share is that given the clear provider preference for referred interims, if when approached by a provider about an assignment that does not suit you, refer it to someone else you respect (if possible).



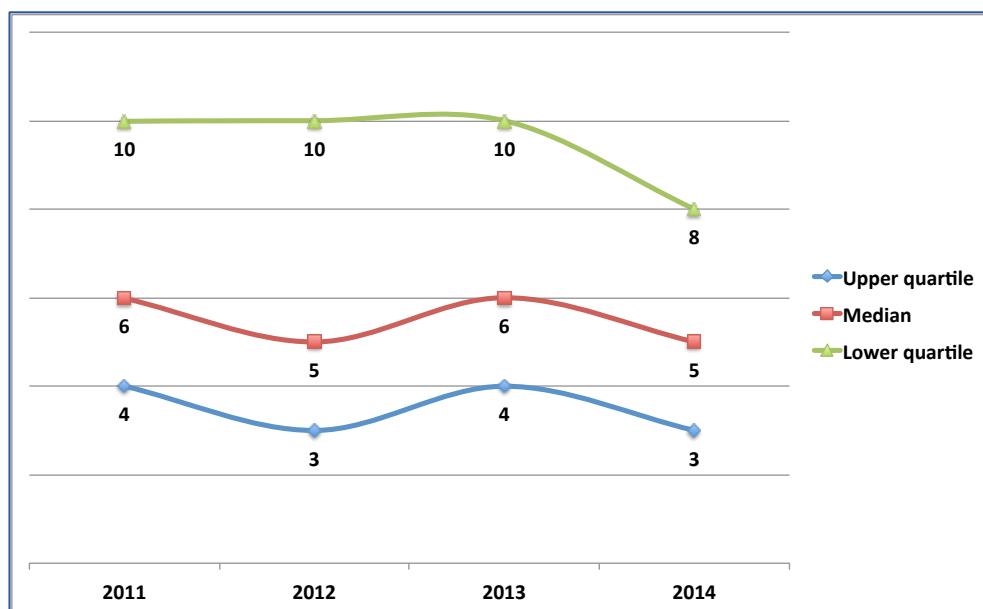
## The number of interim service providers to contact

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 than to fire your CV indiscriminately 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 a dozen providers diminishes your effectiveness; the average number of active interim relationships (from 2014 data) is actually only 5, with most interims having between 3 and 8 relationships.

## Number of provider relationships held

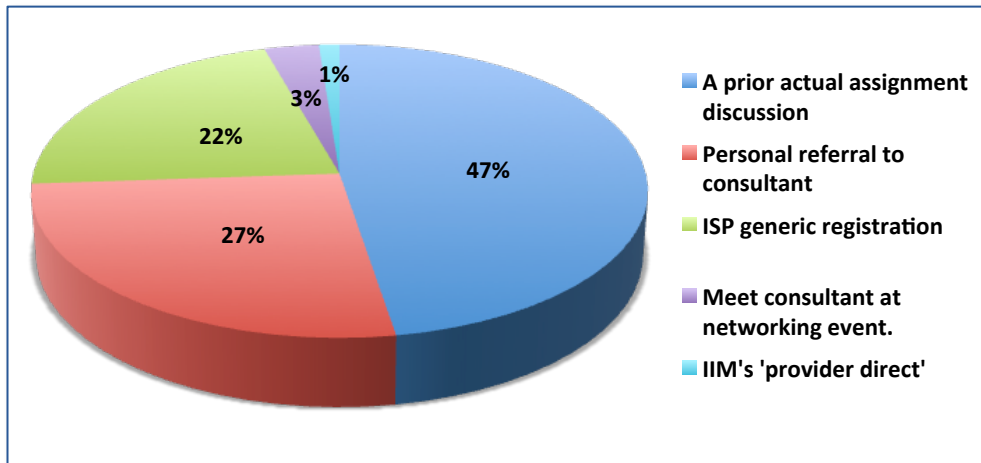


You may start by contacting a few more in the first instance but try to settle down to a number that you can comfortably maintain a meaningful relationship with.

To bring home the importance of developed relationships, 72% of provider-placed assignments are through consultants the interim manager already knows. Being 'cold' on a database is considerably less effective.

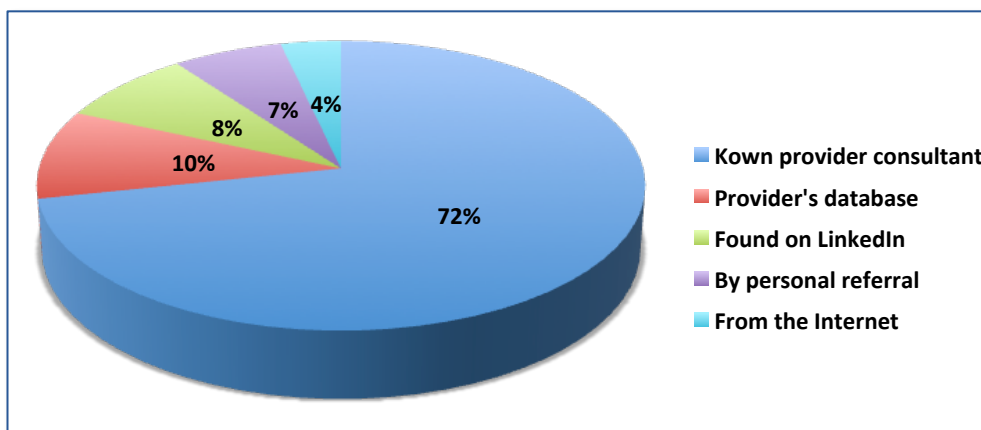
## Getting in touch with a provider?

Getting in touch is one thing, building a relationship is another. When interims that are placed on assignment reflect on how the provider relationship was established, half (47%) report that it was due to applying for a *different* assignment for which they were not successful. A further 27% were referred directly to a provider consultant by another interim or other contact. Doing the traditional agency registration is only the third most successful was of locking in a relationship.



## Being known by the provider consultant matters

You are 7 times more likely to be placed on assignment through an interim service provider consultant that you already know than to be selected and placed from the provider's candidate database. Build that relationship steadily and professionally, without being a pest, as the relationship will then stand you in good stead.



## The features of a great interim service provider

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' that follows) are:

1. Honesty & integrity
2. Understanding the clients' requirements
3. Strong interim to provider to client relationships
4. Understanding the interims' proposition
5. Straight talking

A leading interim service provider may be a firm specialising in interim management provision or may be one that handles other types of recruitment, but regardless of their size or business model, it is the quality with which that business or consultant engages with interim managers that defines them as 'leading interim service providers'.

To identify which interim service providers to contact, ask around among interim peers at networking events and online. A 'warm' introduction may be the best form of contact.

Building provider connections takes time, persistence and courtesy. Do what you can to efficiently provide the information that will allow you to be matched to assignments. Build relationships with a core number of providers in your sector or function.

A leading firm, whether they are specialists or not, will be more likely to understand the value of career interim managers vs. redundant senior managers (RSMs) who may be less committed to the interim management model. Provider members of the interim community recently surveyed were also more likely to prefer career interims for assignments.

## The IIM Interim Service Provider Survey results 2014

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

2,500 interim managers placed over 15,000 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, 80 in total.

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's a pretty sound market assessment.

In top spot this year, their first time in that position, is **Odgers Interim**.

### **IIM leading service provider 2014**

Firstly, I would like to thank everyone who took the time to vote. We are humbled to come first as we recognise the talents of our colleagues who operate alongside us within the interim provider community.

We are delighted and the survey is testament to the professionalism and efforts of the whole Odgers Interim team – especially as we pride ourselves on our collaborative approach and the depth of knowledge and passion that exists within the business.

Our focus has always been on adding value to both the interims we work with and to our clients by taking the time to understand their individual drivers and requirements. We feel we achieve this via in-depth market specific knowledge and by building up long-term relationships, consultative partnerships, empathy and trust. Those important factors are at the very core of what we do; day-in, day-out.

Moving forward, we will continue to invest in our people and the quality of the services we deliver. Our aim is to ensure that the Odgers Interim brand name continues to grow and retains its profile within the interim marketplace. Thanks again to those who contributed to this fantastic survey and those who continue to support our business.'










**Grant Speed**  
Managing Director  
**Odgers Interim**





# IIM Interim Management Survey 2014

## Top 10 Platinum Interim Service Providers

Ranking	L.Y.	1-10 Interim Service Providers	
1	(2)	<b>Odgers Interim</b> <a href="http://www.odgersinterim.com">www.odgersinterim.com</a>	 <b>ODGERS INTERIM</b>
2	(1)	<b>Interim Partners</b> <a href="http://www.interimpartners.com">www.interimpartners.com</a>	InterimPartners 
3	(3)	<b>Penna</b> <a href="http://www.penna.com">www.penna.com</a>	 <b>Penna</b>
4	(6)	<b>Eton Bridge Partners</b> <a href="http://www.etonbridgepartners.com">www.etonbridgepartners.com</a>	EtonBridge 
5	(4)	<b>BIE</b> <a href="http://biegrouppltd.com">biegrouppltd.com</a>	 <b>B I E</b>
6	(5)	<b>Veredus</b> <a href="http://www.veredus.co.uk">www.veredus.co.uk</a>	<b>VEREDUS</b>
7	(9)	<b>Gatenby Sanderson</b> <a href="http://www.gatenbysanderson.com">www.gatenbysanderson.com</a>	GatenbySanderson 
8	(8)	<b>Alium Partners</b> <a href="http://www.aliumpartners.com">www.aliumpartners.com</a>	<b>alium</b>
9	(7)	<b>Practicus</b> <a href="http://www.practicus.com">www.practicus.com</a>	<b>Practicus</b>
10	(11)	<b>Green Park</b> <a href="http://www.green-park.co.uk">www.green-park.co.uk</a>	green  park













## Top 20 Platinum Interim Service Providers

Ranking	L.Y.	11-20 Interim Service Providers	
11	(14)	<b>Hemming Robeson</b> <a href="http://www.hemmingrobeson.com">www.hemmingrobeson.com</a>	
12	(13)	<b>Executives Online</b> <a href="http://www.executivesonline.co.uk">www.executivesonline.co.uk</a>	
13	(10)	<b>Boyden Interim Management</b> <a href="http://www.boydeninterim.co.uk">www.boydeninterim.co.uk</a>	
14	(16)	<b>Impact Executives</b> <a href="http://www.impactexecutives.com">www.impactexecutives.com</a>	
15	(18)	<b>B2E Resourcing</b> <a href="http://www.b2e-resourcing.co.uk">www.b2e-resourcing.co.uk</a>	
16	(15)	<b>Kingsley Search &amp; Interim</b> <a href="http://www.kingsleysearch.com">www.kingsleysearch.com</a>	
17	(20)	<b>Morgan Law</b> <a href="http://www.morgan-law.com">www.morgan-law.com</a>	
18	(25)	<b>Blenkin Associates</b> <a href="http://blenkinassociates.co.uk">blenkinassociates.co.uk</a>	
19	(24)	<b>SOLACE Enterprises</b> <a href="http://www.solaceenterprises.com">www.solaceenterprises.com</a>	
20	(26)	<b>Greenwell Gleeson</b> <a href="http://www.greenwellgleeson.co.uk">www.greenwellgleeson.co.uk</a>	



# IIM Interim Management Survey 2014











## Top 30 Gold Interim Service Providers

Ranking	L.Y.	21-30 Interim Service Providers	
21	(17)	<b>Langley Search &amp; Selection</b> <a href="http://www.langleysearch.com">www.langleysearch.com</a>	
22	(19)	<b>Allen Lane</b> <a href="http://www.allenlane.co.uk">www.allenlane.co.uk</a>	
23	(30)	<b>Digby Morgan</b> <a href="http://www.digby-morgan.com">www.digby-morgan.com</a>	
24	(12)	<b>Russam GMS</b> <a href="http://www.russam-gms.co.uk">www.russam-gms.co.uk</a>	
25	(29)	<b>Page Executive</b> <a href="http://www.pageexecutive.com">www.pageexecutive.com</a>	
26	(35)	<b>Macallam Interim</b> <a href="http://www.macallaminterim.com">www.macallaminterim.com</a>	
27	(21)	<b>PILOTpartners</b> <a href="http://pilotpartners.eu">pilotpartners.eu</a>	
28	(34)	<b>Michael Page</b> <a href="http://www.michaelpage.co.uk">www.michaelpage.co.uk</a>	
29	(22)	<b>Marble Hill Partners</b> <a href="http://www.marblehillpartners.com">www.marblehillpartners.com</a>	
30	(32)	<b>Methods</b> <a href="http://www.methods.co.uk">www.methods.co.uk</a>	





## Top 40 Gold Interim Service Providers











Ranking	L.Y.	31-40 Interim Service Providers	
31	(28)	<b>FRP Transition</b> <a href="http://www.frptransition.com">www.frptransition.com</a>	
32	(27)	<b>Hoggett Bowers</b> <a href="http://www.hoggett-bowers.com">www.hoggett-bowers.com</a>	
33	(33)	<b>Capita Resourcing</b> <a href="http://www.capitaresourcing.co.uk">www.capitaresourcing.co.uk</a>	
34	(31)	<b>Investigo</b> <a href="http://www.investigo.co.uk">www.investigo.co.uk</a>	
35	(38)	<b>RSA Interim Management</b> <a href="http://www.thersagroup.com">www.thersagroup.com</a>	
36	(37)	<b>EIM</b> <a href="http://www.eim.com">www.eim.com</a>	
37	(41)	<b>Wilton &amp; Bain</b> <a href="http://www.wilton-bain.com">www.wilton-bain.com</a>	
38	(42)	<b>Alpine</b> <a href="http://www.alpine.eu.com">www.alpine.eu.com</a>	
39	(45)	<b>Hays Executive</b> <a href="http://www.hays-executive.com">www.hays-executive.com</a>	
40	(49)	<b>Campion Willcox</b> <a href="http://www.campionwillcocks.co.uk">www.campionwillcocks.co.uk</a>	





# IIM Interim Management Survey 2014

## Top 50 Silver Interim Service Providers

Ranking	L.Y.	41-50 Interim Service Providers	
41	(23)	<b>Stanton House</b> <a href="http://www.stantonhouse.com">www.stantonhouse.com</a>	
42	(36)	<b>Brightpool</b> <a href="http://www.brightpool.co.uk">www.brightpool.co.uk</a>	
43	(54)	<b>Morgan Hunt</b> <a href="http://www.morganhunt.com">www.morganhunt.com</a>	
44	(61)	<b>Williams Bain</b> <a href="http://williamsbain.com">williamsbain.com</a>	
45	(47)	<b>Robert Half</b> <a href="http://www.roberthalf.co.uk">www.roberthalf.co.uk</a>	
46	(56)	<b>Axon Resourcing</b> <a href="http://www.axonresourcing.com">www.axonresourcing.com</a>	
47	(50)	<b>Rawson Downey</b> <a href="http://www.rawsondowney.com">www.rawsondowney.com</a>	
48	(46)	<b>PiR Resourcing</b> <a href="http://pir-resourcing.com">pir-resourcing.com</a>	
49	(43)	<b>VMA Interim Performers</b> <a href="http://www.vmagroup.com/interim/">www.vmagroup.com/interim/</a>	
50	(52)	<b>Brooklands Executives</b> <a href="http://www.brooklandsexecutives.com">www.brooklandsexecutives.com</a>	



# IIM Interim Management Survey 2014











## Top 60 Silver Interim Service Providers

Ranking	L.Y.	51-60 Interim Service Providers	
51	(57)	<b>Beaumont Select</b> <a href="http://www.beselect.co.uk">www.beselect.co.uk</a>	
52	(60)	<b>Finegreen</b> <a href="http://www.finegreen.co.uk">www.finegreen.co.uk</a>	
53	(64)	<b>Badenoch &amp; Clark</b> <a href="http://www.badenochandclark.com">www.badenochandclark.com</a>	
54	(53)	<b>Goodman Masson</b> <a href="http://www.goodmanmasson.com">www.goodmanmasson.com</a>	
55	(63)	<b>Cadence Partners</b> <a href="http://www.cadencepartners.co.uk">www.cadencepartners.co.uk</a>	
56	(55)	<b>Transformation Leaders</b> <a href="http://www.transformation-leaders.com">www.transformation-leaders.com</a>	
57	(63)	<b>1st Executive</b> <a href="http://www.1st-executive.com">www.1st-executive.com</a>	
58	(79)	<b>Macmillan Davies</b> <a href="http://www.mdh.co.uk">www.mdh.co.uk</a>	
59	(39)	<b>Talentmark</b> <a href="http://www.talentmark.com">www.talentmark.com</a>	
60	(40)	<b>CIG-London Ltd</b> <a href="http://www.ciglondon.co.uk">www.ciglondon.co.uk</a>	



# IIM Interim Management Survey 2014

## Top 70 Bronze Interim Service Providers

Ranking	L.Y.	61-70 Interim Service Providers	
61	(top new)	<b>Hunter Healthcare</b> <a href="http://www.hunter-healthcare.com">www.hunter-healthcare.com</a>	 Executive talent for the healthcare sector
62	(new)	<b>Assigned Executives</b> <a href="http://www.assignedexecutives.com">www.assignedexecutives.com</a>	
63	(78)	<b>Robert Walters</b> <a href="http://www.robertwalters.co.uk">www.robertwalters.co.uk</a>	
64	(new)	<b>Barracuda Interim</b> <a href="http://www.barracudasearch.com">www.barracudasearch.com</a>	
65	(new)	<b>Matrix Interim Management</b> <a href="http://www.matrixinterim.com">www.matrixinterim.com</a>	
66	(80)	<b>Walker Hamill</b> <a href="http://www.walkerhamill.com">www.walkerhamill.com</a>	
67	(new)	<b>Holdsway</b> <a href="http://www.holdsway.co.uk">www.holdsway.co.uk</a>	
68	(new)	<b>La Fosse</b> <a href="http://www.lafosse.com">www.lafosse.com</a>	
69	(new)	<b>IQ Public Sector</b> <a href="http://www.itgps.com">www.itgps.com</a>	
70	(new)	<b>Chilworth Partnership</b> <a href="http://www.chilworthpartnership.co.uk">www.chilworthpartnership.co.uk</a>	



## Top 80 Bronze Interim Service Providers

Ranking	L.Y.	71-80 Interim Service Providers	
71	(44)	<b>Purcon</b> <a href="http://www.purcon.com">www.purcon.com</a>	
72	(49)	<b>Randstad Interim Executives</b> <a href="http://www.randstadinterimexecutives.co.uk">www.randstadinterimexecutives.co.uk</a>	
73	(69)	<b>Morgan McKinley</b> <a href="http://www.morganmckinley.co.uk">www.morganmckinley.co.uk</a>	
74	(new)	<b>Finatal</b> <a href="http://www.finatal.com">www.finatal.com</a>	
75	(new)	<b>Silven Interim</b> <a href="http://silven.co.uk">silven.co.uk</a>	
76	(new)	<b>AGP</b> <a href="http://www.arcusinterimpartners.com">www.arcusinterimpartners.com</a>	
77	(74)	<b>Mackenzie Jones</b> <a href="http://www.mackenziejones.co.uk">www.mackenziejones.co.uk</a>	
78	(59)	<b>Jarvis Johnson</b> <a href="http://www.jarvisjohnson.co.uk">www.jarvisjohnson.co.uk</a>	
79	(58)	<b>BIS Henderson</b> <a href="http://www.bis-henderson.com">www.bis-henderson.com</a>	
80	(71)	<b>International Interim Management</b> <a href="http://www.internationalim.co.uk">www.internationalim.co.uk</a>	

## The Interim Provider Consultant Survey results 2014

This year we again surveyed the interim managers about who are their star interim provider consultants. This section was ever more enthusiastically completed than last year.

The first place is a clear standout winner, that being Toni Hall from Penna Interim. There are 12 further runner-up leading consultants making a baker's dozen (see the next page). We asked Toni to share her view of what makes a great interim provider consultant:

### IIM provider consultant of the year 2014

I would like to take this opportunity to thank everyone who took the time to nominate me. I am absolutely delighted and would especially like to thank all of the interim managers who have worked with me.

I would also like to thank Penna - I am lucky to have so many great colleagues who are equally passionate about what they do.

Recruiters sometimes get a bad press – and I am well aware that in some cases that bad press is warranted! But there are a lot of exceptional recruiters in the market who are genuinely passionate about what they do – to help clients and interims achieve the best.

From interim manager feedback there are definitely key qualities:

- **Treating everyone as an individual and not just a number in a database**
- **Delivering on every promise**
- **Meeting up with interims on assignment**
- **Being open, honest, and a professional friend**





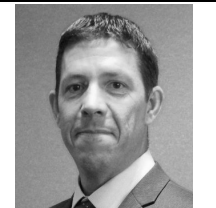









**Toni Hall**  
IIM Provider  
Consultant of the  
year 2014  
Penna Interim



## The Leading Interim Provider Consultants 2014

Well done to them. A serious vote of confidence from the interim community.

 <p><b>Toni Hall</b>  <b>Provider Consultant of the year 2014</b>  <b>(Penna Interim)</b>          (2<sup>nd</sup> year in rankings)</p>	 <p><b>Jamie Butel</b>          Leading Provider Consultant 2014          (Practicus)</p>	 <p><b>Justine Fisher</b>          Leading Provider Consultant 2014          (Gatenby Sanderson)</p>	 <p><b>Ben Hawkins</b>          Leading Provider Consultant 2014          (BIE)</p>
 <p><b>Stephen Hoban</b>          Leading Provider Consultant 2014          (Capita Resourcing IM)</p>	 <p><b>Lisa Hobbs</b>          Leading Provider Consultant 2014          (Hemming Robeson)</p>	 <p><b>Claire Lauder</b>          Leading Provider Consultant 2014          (Interim Partners)</p>	 <p><b>Sarah Lovell</b>          Leading Provider Consultant 2014          (Odgers Interim)</p>
 <p><b>Neil Lupin</b>          Leading Provider Consultant 2014          (Green Park)          (2<sup>nd</sup> year in rankings)</p>	 <p><b>Steve Melber</b>          Leading Provider Consultant 2014          (Interim Partners)          (2<sup>nd</sup> year in rankings)</p>	 <p><b>Sian Williams</b>          Leading Provider Consultant 2014          (Practicus)</p>	 <p><b>Sally Wilson</b>          Leading Provider Consultant 2014          (Penna Interim)</p>

## Short listed for Leading Provider Consultant 2014

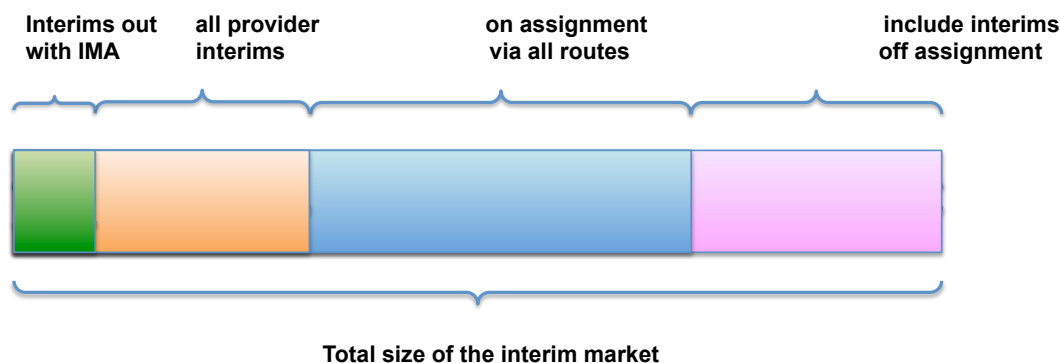
We're also listing the next 16 individuals who were short-listed, well done to them.

<b>Craig Clark</b> (Gatenby Sanderson) <b>Steve Deverill</b> (Eton Bridge Partners) <b>Rob Hilyer</b> (Veredus) <b>Emma-Claire Kavanagh</b> (BIE) <b>Jo Twine</b> (Capita Resourcing IM)	<b>Emma-Claire Kavanagh</b> (BIE) <b>Jo Twine</b> (Capita Resourcing IM) <b>Rob Hilyer</b> (Veredus)	<b>Craig Clark</b> (Gatenby Sanderson) <b>Emma-Claire Kavanagh</b> (BIE) <b>Jessica Mullinger</b> (SOLACE Enterprises) <b>Mark Payne</b> (Practicus)	<b>Sarah Shaw</b> (Odgers Interim) <b>Emma-Claire Kavanagh</b> (BIE) <b>Jo Twine</b> (Capita Resourcing IM) <b>Chloe Watts</b> (Alium Partners)
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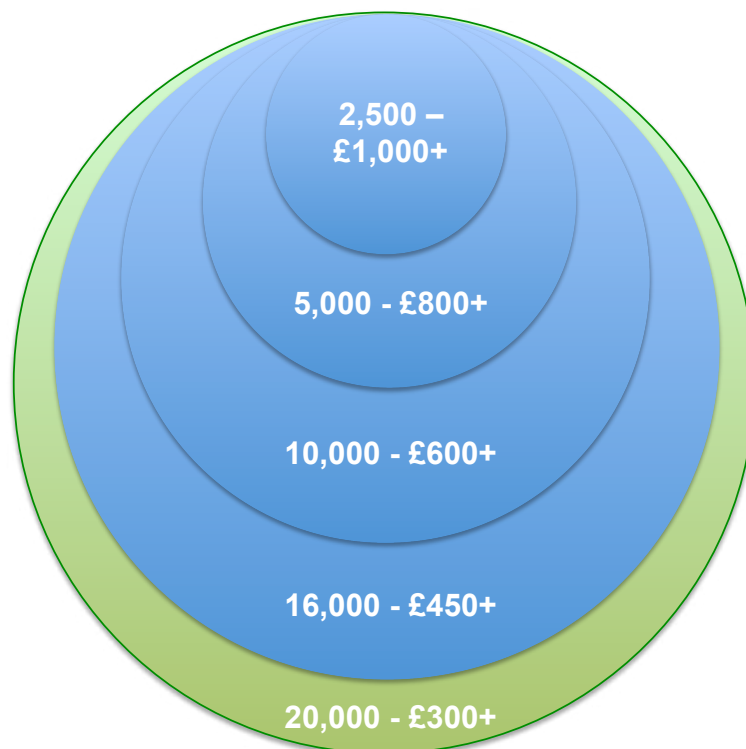
## Size of the interim market

Assessing the size of the interim market is a thorny subject. There is debate about where the market starts and ends. There is also the difficulty of assembling worthwhile statistics. This year we are making a stab at estimating the market, but we are trying to make that estimate more than waving a finger in the air.

Based on data from our friends at the Interim Management Association (IMA) we know how many interims they normally have out on assignment. From our survey this year, we know the proportion of interims placed via IMA Providers, the proportion of interims using a Provider as a route to market and the proportion of interims on assignment.



Our assessment then is that the interim market, counting from a typical day-rate of £450+ comprises 16,000 interim managers.



There are another 4,000 people operating at a near-interim level that we know are placed by providers.

If you count above £600, we assess there are about 10,000 such interims operating.

Above £800 we assess there are 5,000 interims and above £1,000 per day there are 2,500 interim executives operating.

Annual fees invoiced by interim managers are c. £1.7 billion.

Annual fee margins taken by service providers total £190 million.

## Final comments

Interim management looks to be in good shape, though the risk of collateral damage from unhelpful regulation continues.

With the economic downturn well behind us, the best way to sum up 2014 is 'steady as she goes...'.

It is said that interim management is counter-cyclical, i.e. it thrives most in time of change and turmoil when other businesses are trouble, so it will be interesting to how business and industry will utilise interim managers and executives, some of whom may be flexing their proposition away from crisis management and toward performance efficiency, growth and M&A.

Time will tell.

**Institute of Interim Management**

## Acknowledgements

Many hundreds of people contributed to this survey from those who completed it, to those who debated and refined its findings. Particular thanks go the members of the Institute of Interim Management and the members of the '[Interim Management – IIM](#)' and other Interim LinkedIn groups, where this survey has, and will doubtless continue to be debated.

Institute of Interim Management	<a href="http://www.iim.org.uk">http://www.iim.org.uk</a>
Interim Management – IIM LinkedIn group	<a href="http://www.linkedin.com/groups?gid=2339933">http://www.linkedin.com/groups?gid=2339933</a>

If you have any questions about the survey, please refer them to the team at:

[moderator@iim.org.uk](mailto:moderator@iim.org.uk)