



Interim Management Survey 2015

April 2015 (6th edition)



Foreword

In its 6th year, the Institute of Interim Management (IIM) Interim Management Survey leans more into service provider data this year.

2,411 interim and provider participants provided the up to date provider sector metrics during May 2015. The rankings of the 80 leading interim service providers, which are accumulated by combining the votes in decreasing significance over a four-year period, constituted 37,000 individual votes in total.

The 15 identified leading service provider consultants were highlighted from well over 500 service provider consultants voted for by interim managers.

We compile this annual report because the use of Interim Service Provider (ISP), or 'agencies' as the uninitiated may refer to them, remain a key route to market for professional interim managers and executives.



Ad van der Rest
MIIM

Chairman

**Institute of
Interim
Management**

“If you have a positive attitude and constantly strive to give your best effort, eventually you will overcome your immediate problems and find you are ready for greater challenges.”

Pat Riley

Contents

<i>Introduction</i>	<i>1</i>
<i>Understanding interim service providers</i>	<i>4</i>
<i>Fees and day rates</i>	<i>5</i>
<i>The case for using interim service providers</i>	<i>6</i>
<i>Being found</i>	<i>7</i>
<i>Being found on LinkedIn</i>	<i>7</i>
<i>Where do providers look when they have an opportunity?</i>	<i>8</i>
<i>Being known by the provider consultant matters</i>	<i>9</i>
<i>The number of interim service providers to contact</i>	<i>10</i>
<i>How exactly do you get in touch with a provider?</i>	<i>11</i>
<i>The IIM Interim Service Provider Survey results 2015</i>	<i>12</i>
<i>1-10 Interim Service Providers</i>	<i>13</i>
<i>11-20 Interim Service Providers</i>	<i>14</i>
<i>21-30 Interim Service Providers</i>	<i>15</i>
<i>31-40 Interim Service Providers</i>	<i>16</i>
<i>41-50 Interim Service Providers</i>	<i>17</i>
<i>51-60 Interim Service Providers</i>	<i>18</i>
<i>61-70 Interim Service Providers</i>	<i>19</i>
<i>71-80 Interim Service Providers</i>	<i>20</i>
<i>The Interim Provider Consultant Survey results 2014</i>	<i>21</i>
<i>The Interim Provider Consultant Survey results 2015</i>	<i>21</i>
<i>The Leading Interim Provider Consultants 2015</i>	<i>22</i>
<i>More about the providers</i>	<i>23</i>
<i>Provider first contact</i>	<i>23</i>
<i>First contact by e-mail</i>	<i>24</i>
<i>Sending an Interim CV</i>	<i>25</i>
<i>Approaching the service provider call or meeting</i>	<i>26</i>
<i>Building the relationship</i>	<i>27</i>
<i>Update e-mails</i>	<i>27</i>
<i>Handling an assignment lead</i>	<i>28</i>
<i>How service providers want to contact you</i>	<i>29</i>
<i>Following up on advertised roles and calls</i>	<i>29</i>
<i>Keeping in touch</i>	<i>31</i>
<i>Final comments</i>	<i>31</i>
<i>Acknowledgements</i>	<i>32</i>
<i>About the Institute of Interim Management</i>	<i>32</i>

Understanding interim service providers

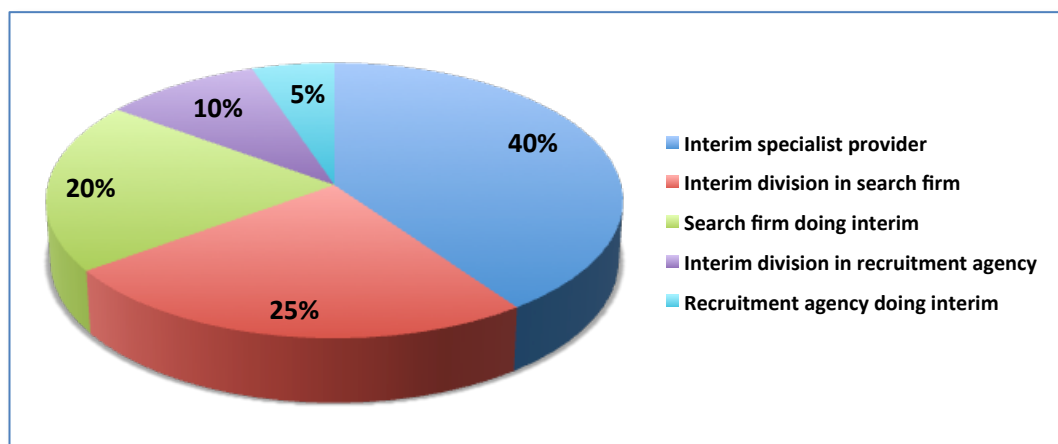
To start by touching on jargon for the uninitiated, an interim service provider (ISP) is an intermediary agency that will help to place interim managers on assignment with a client company, for a fee.

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

They may be business consultancies who, as part of their suite of offerings, act as intermediaries for interim managers, though by those businesses often labelling the individuals as consultants they are less obviously a go-to destination for interim managers and executives though they are utilised.

Breakdown of provider business type

This year we tried to break out exactly what type of firms were filling interim roles. In order, it's the interim specialists first, then the search firms, then the recruitment agencies.



There remains a somewhat fuzzy line between interim service providers who also conduct permanent recruitment, and recruitment agencies who handle interim assignments, not forgetting assignment activity carried out by consultancies (who do not usually complete our survey) – the number of professional interim service providers is difficult to define.

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

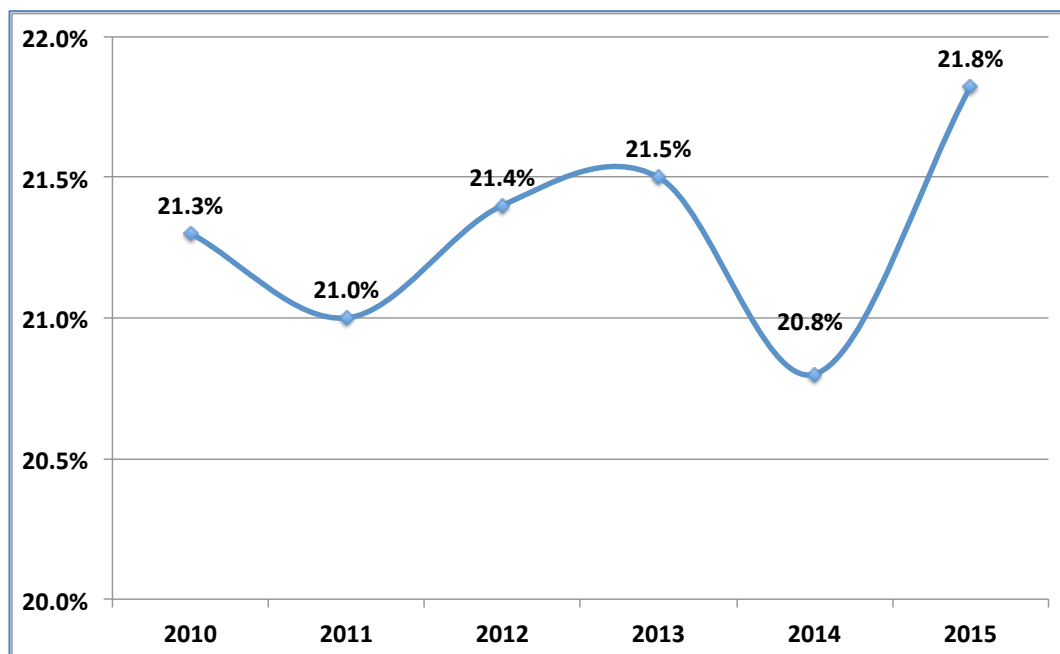
Whether they do so with the professionalism and focus of those who really know what they are doing is an open question, but we suspect the outcome will be highly variable. We are keen to identify those businesses that really understand interim management hence our survey.

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 22% margin. Some premium providers charge a little more, others a little less. We saw a little wobble last year (2014) but this year we are seeing a gentle upward growth in a good market.

Average interim service provider margin 2010-2015



Last year, we predicted upward pressure on margin rates as the confidence of the premium providers grew, and here it is.

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.

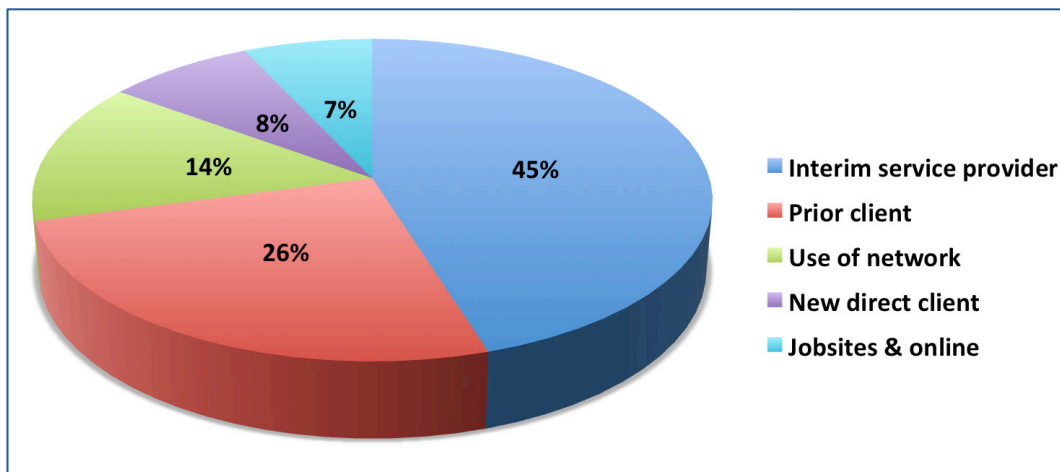
The IIM advocate a transparent attitude to margins between interim and provider. Interim managers are senior people who are perfectly capable of determining at client site what the client is paying, even if opaque confidentiality was sought by the provider.

Expenses are normally invoiced separately aside of the margin.

The case for using interim service providers

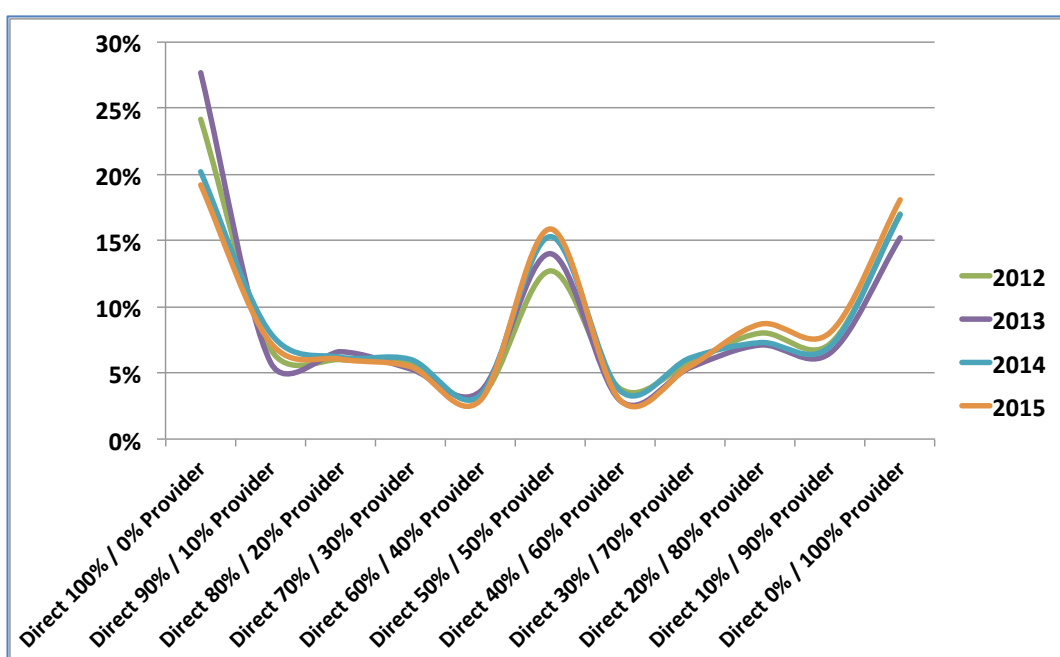
The proportion of interims finding sourcing assignments via providers remains consistent at 45%. 80% of interim managers will use interim service providers at least some of the time. It is a beneficial relationship that works for most.

Interim management routes to market



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

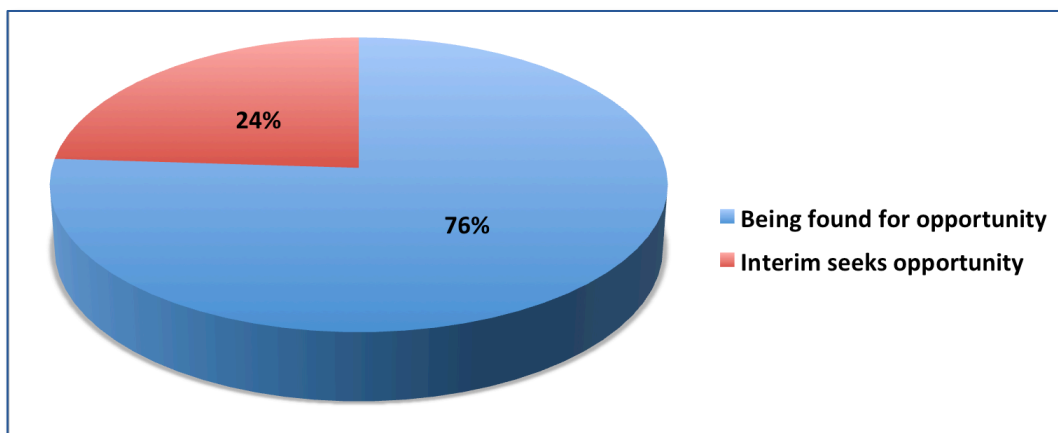
There is a section of around 20-25% of interims that only sell their service direct to clients, otherwise interims are well distributed from being more direct to more provider focused, with two further spikes, one at the 50:50 mark and one at the 'provider only' end, both with around 15% of the community.



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 (76%) are sourced by **being found** rather than **finding** an assignment. This is not passive because you work hard at building relationships that bear fruit later on, whether they are provider based or direct. Either way, being visible and memorable is essential.

Being found for assignment vs. searching for one



Being found

Having a strong profile is the 'starting point', but additional techniques will help you get found. 31% of interim managers have their own active website, but LinkedIn is your most visible presence on the internet.

Being found on LinkedIn

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



- **Build a connected network.** If you are not within the extended network of the person searching for you, you will not be found. Professional recruitment subscriptions to LinkedIn will allow providers to drill more deeply but a great network helps your visibility to all. Many commentators advise getting your connections to 500+ as quickly as possible, but achieve this with a steady quality network growth, accepting and inviting quality connections that you develop in your business endeavours, including clients, client employees, service providers, consultants and other industry key players.

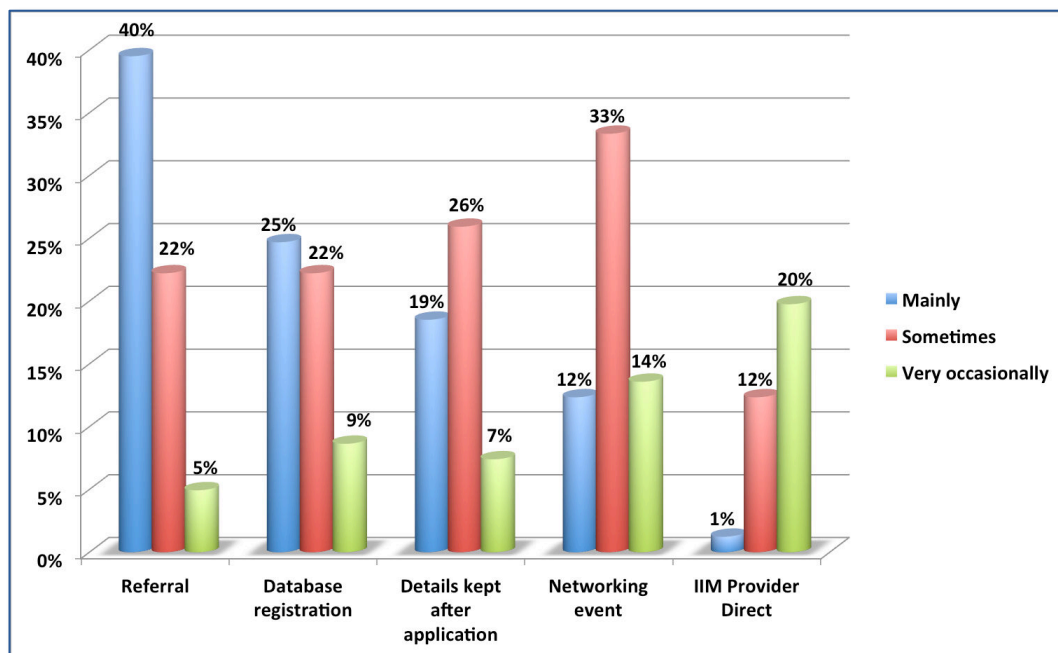
- **Be clearly available for assignment (if you are).** If you are currently employed by your Limited Company – make sure it is clear from your profile that you are seeking assignment. You could either create a job: ‘Seeking assignment’ (you can always delete it again when working) or you make it crystal clear at the top of your own company entry, summary section or in your profile headline that you are seeking assignment.
- **Have flexible contact settings.** Be as easy to contact as you can be (or your sense of privacy allows). Ideally have your contact details, your e-mail address and mobile phone number, clear and visible at the top of your Summary section. If a service provider cannot easily contact you they may instead contact the person who is easily contactable. A further reason for taking the plunge and sharing your business contact details openly is because whilst service providers as recruiters will have access to InMails to contact you, clients or other parties probably won't.

Be contactable.

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.

Preferred provider methods to identify suitable interim managers



Given the clear provider preference for referred interims, if approached by a provider and the brief does not suit you, then referring fitting interim managers of your acquaintance will be highly appreciated by the provider consultant.

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

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

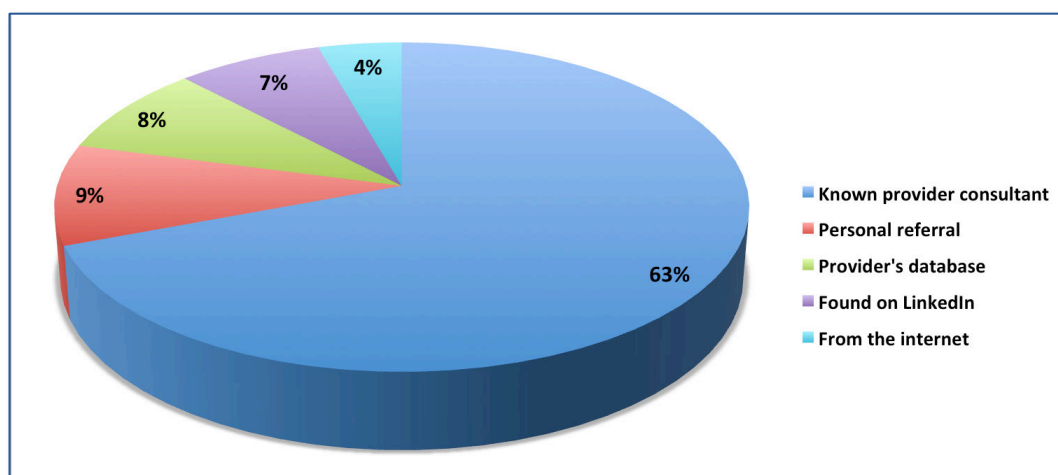
IIM offers a free vanilla profile to all interim managers at iim.org.uk

The IIM now offers all interim managers and executives a free vanilla profile with a permalink, photo, searchable fields and contact link so that providers and clients can always reach you. Add the permalink to your LinkedIn profile so you can *always* be contacted.

IIM accredited members get additional features with CV, case study and CPD downloads.

Being known by the provider consultant matters

You are 7-8 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.



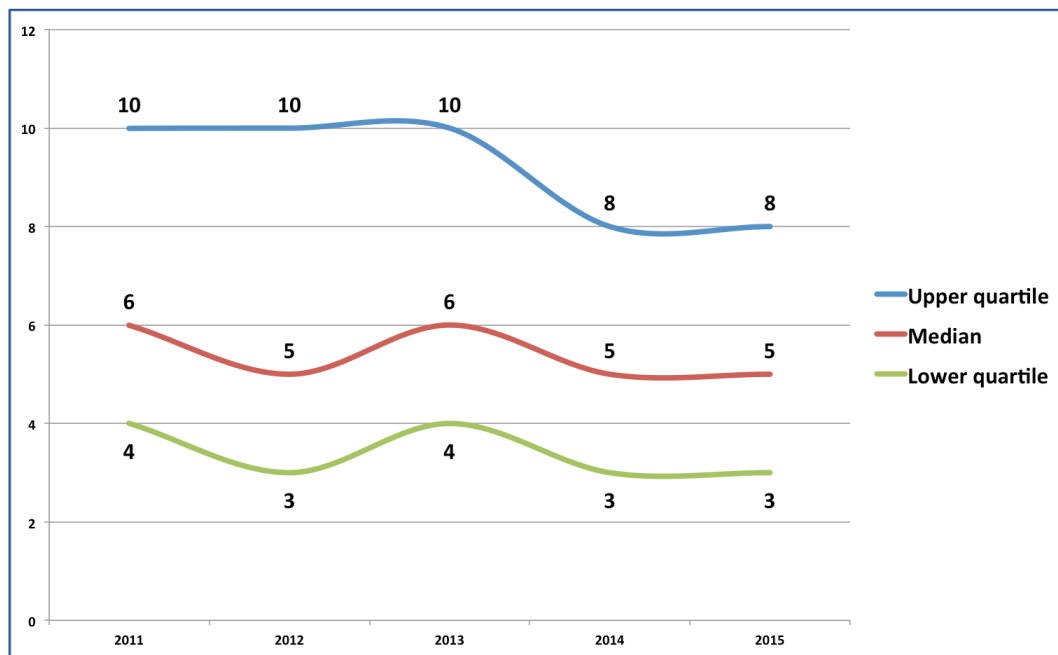
The number of interim service providers to contact

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 2015 data) is actually only 5, with most interims having between 3 and 8 relationships.

Number of provider relationships held



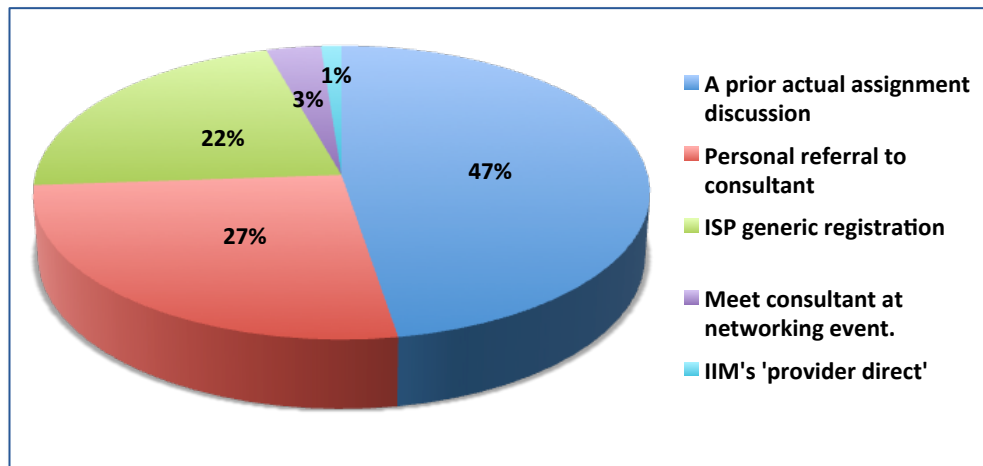
You may start by contacting a few more in the first instance but try to settle down to a number that you can comfortably maintain a meaningful relationship with.

To bring home the importance of developed relationships, 63% of provider-placed assignments are through consultants the interim manager already knows. Being 'cold' on a database is considerably less effective.

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

How exactly do you get 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.



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

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.

The IIM Interim Service Provider Survey results 2015

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

This year, 2,411 interim managers placed over 17,000 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.

As rankings are based (in decreasing significance) on up to 4 year's scores, provider rankings are based on over 37,000 interim votes in total, and the leading 15 provider consultants are highlighted from over 500 consultants voted for.

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

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

A word from them:

IIM leading service provider 2015 – Odgers Interim

We are delighted to have secured the top spot in the IIM's provider rankings for the second year in a row. The result is testament to the expertise and commitment of the whole Odgers Interim team and we are again humbled to receive such a positive endorsement from the interim management community.

Over the last year we have turned our attention to the international stage, beginning with the launch of Odgers Interim in Australia. The next twelve months will see continuing focus on international growth, as well as efforts to further cement our status as the UK's leading interim management provider.

Within the UK business we are pleased to welcome new colleagues in to our technology, education, healthcare & government practices. Each new team member shares those core values which are so vital to us gaining and maintaining the trust of the country's leading interim managers, whom we rely on day-to-day for our continued success. Thank you again to everyone who took the time to vote.










Grant Speed
Managing Director
Odgers Interim



IIM Interim Management Survey 2015











Top 10 Platinum Interim Service Providers

Ranking	L.Y.	1-10 Interim Service Providers	
1	(1)	Odgers Interim www.odgersinterim.com	 ODGERS INTERIM
2	(2)	Interim Partners www.interimpartners.com	InterimPartners 
3	(3)	Penna www.penna.com	 Penna
4	(4)	Eton Bridge Partners www.etonbridgepartners.com	EtonBridge 
5	(7)	Gatenby Sanderson www.gatenbysanderson.com	GatenbySanderson 
6	(6)	Veredus www.veredus.co.uk	VEREDUS
7	(5)	BIE bie-executive.com	 B I E
8	(9)	Practicus www.practicus.com	Practicus
9	(11)	Hemming Robeson www.hemmingrobeson.com	 hemmingrobeson
10	(8)	Alium Partners www.aliumpartners.com	alium



IIM Interim Management Survey 2015











Top 20 Platinum Interim Service Providers

Ranking	L.Y.	11-20 Interim Service Providers	
11	(10)	Green Park www.green-park.co.uk	
12	(12)	Executives Online www.executivesonline.co.uk	
13	(16)	Kingsley Search & Interim www.kingsleysearch.com	
14	(19)	SOLACE Enterprises www.solaceenterprises.com	
15	(13)	Boyden Interim Management www.boydeninterim.co.uk	
16	(20)	Greenwell Gleeson www.greenwellgleeson.co.uk	
17	(15)	B2E Resourcing www.b2e-resourcing.co.uk	
18	(24)	Russam GMS www.russam-gms.co.uk	
19	(37)	Wilton & Bain www.wilton-bain.com	
20	(37)	Investigo www.investigo.co.uk	



IIM Interim Management Survey 2015

Top 30 Gold Interim Service Providers

Ranking	L.Y.	21-30 Interim Service Providers	
21	(14)	Impact Executives www.impactexecutives.com	
22	(17)	Morgan Law www.morgan-law.com	
23	(18)	Blenkin Associates blenkinassociates.co.uk	
24	(33)	Capita www.capitaspecialistrecruitment.co.uk	
25	(39)	Hays Executive www.hays-executive.com	
26	(22)	Allen Lane www.allenlane.co.uk	
27	(40)	Campion Willcox www.campionwillcocks.co.uk	
28	(25)	Page Executive www.pageexecutive.com	
29	(28)	Michael Page www.michaelpage.co.uk	
30	(29)	Marble Hill Partners www.marblehillpartners.com	



IIM Interim Management Survey 2015


Top 40 Gold Interim Service Providers

Ranking	L.Y.	31-40 Interim Service Providers	
31	(23)	Digby Morgan www.digby-morgan.com	DIGBY MORGAN
32	(32)	Hoggett Bowers www.hoggett-bowers.com	hoggettbowers
33	(31)	FRP Transition www.frptransition.com	FRP Transition
34	(27)	PILOTpartners pilotpartners.eu	pilot PARTNERS
35	(21)	Langley Search & Selection www.langleysearch.com	LANGLEY interim management
36	(30)	Methods www.methods.co.uk	METHODS
37	(53)	Badenoch & Clark www.badenochandclark.com	Badenoch & Clark
38	(43)	Morgan Hunt www.morganhunt.com	morgan hunt
39	(45)	Robert Half www.roberthalf.co.uk	Robert Half®
40	(44)	Williams Bain williamsbain.com	wb williamsbain



IIM Interim Management Survey 2015











Top 50 Silver Interim Service Providers

Ranking	L.Y.	41-50 Interim Service Providers	
41	(38)	Alpine www.alpine.eu.com	
42	(26)	Macallam Interim www.macallaminterim.com	
43	(35)	RSA Interim Management www.thersagroup.com	
44	(36)	EIM www.eim.com	
45	(52)	Finegreen www.finegreen.co.uk	
46	(55)	Cadence Partners www.cadencepartners.co.uk	
47	(41)	Stanton House www.stantonhouse.com	
48	(46)	Axon Resourcing www.axonresourcing.com	
49	(54)	Goodman Masson www.goodmanmasson.com	
50	(58)	Macmillan Davies www.mdh.co.uk	




IIM Interim Management Survey 2015

Top 60 Silver Interim Service Providers

Ranking	L.Y.	51-60 Interim Service Providers	
51	(57)	1st Executive www.1st-executive.com	
52	(51)	Beaumont Select www.beselect.co.uk	
53	(47)	Rawson Downey www.rawsondowney.com	
54	(42)	Brightpool www.brightpool.co.uk	
55	(56)	Transformation Leaders www.transformation-leaders.com	
56	(61)	Hunter Healthcare www.hunter-healthcare.com	
57	(68)	La Fosse www.lafosse.com	
58	(65)	Matrix Interim Management www.matrixinterim.com	
59	(67)	Holdsway www.holdsway.co.uk	
60	(69)	IQ Public Sector www.itqps.com	



IIM Interim Management Survey 2015

Top 70 Bronze Interim Service Providers

Ranking	L.Y.	61-70 Interim Service Providers	
61	(49)	VMA Interim Performers www.vmagroup.com/interim/	
62	(48)	PiR Resourcing pir-resourcing.com	
63	(new)	Ameo www.ameogroup.com	
64	(new)	Osprey Clarke www.ospreyclarke.com	Osprey Clarke
65	(new)	Venn Group www.venngroup.com	
66	(64)	Barracuda Interim www.barracudasearch.com	
67	(new)	PSD Group www.psdgroup.com	
68	(62)	Assigned Executives www.assignedexecutives.com	Assigned Executives
69	(new)	Hudson uk.hudson.com	
70	(74)	Finatal www.finatal.com	



IIM Interim Management Survey 2015

Top 80 Bronze Interim Service Providers

Ranking	L.Y.	71-80 Interim Service Providers	
71	(new)	Heidrick & Struggles www.heidrick.com	HEIDRICK & STRUGGLES
72	(63)	Robert Walters www.robertwalters.co.uk	ROBERT WALTERS
73	(72)	Randstad Interim Executives www.randstadinterimexecutives.co.uk	randstad interim executives
74	(new)	Audeliss www.audeliss.com	audeliss handpicked & talented executives
75	(new)	Timothy James Consulting www.timothyjamesconsulting.com	TIMOTHY JAMES CONSULTING
76	(new)	Rapid Search & Interim www.wearerapid.com	Rapid search & interim
77	(new)	Choralis www.choralis.co.uk	Choralis Consulting excellence in financial recruitment
78	(new)	Rethink www.rethink-recruitment.com	ReThink Recruitment
79	(70)	Chilworth Partnership www.chilworthpartnership.co.uk	Chilworth Partnership Executive Interim & Permanent Recruitment
80	(new)	Annapurna www.annapurnarecruitment.com	ANNAPURNA RECRUITMENT

The Interim Provider Consultant Survey results 2014

As we do on our website, we are simply mentioning, in alpha order, those providers that are floating just outside our rankings, who will be automatically re-entered into our voting for 2016:

- | | |
|------------------------------|------------------------------|
| • AGP | • Marlin Hawk |
| • Axiom | • Morgan McKinley |
| • BIS Henderson | • Navigate |
| • CIPFA Recruitment Services | • Osborne+Thomas |
| • Edbury Daley | • Price Guy Chollerton (PGC) |
| • Hitchenor Wakeford Interim | • Purcon |
| • Jarvis Johnson | • Silven Interim |
| • Lorus Consulting | • Talentfield |
| • Macildowie | • Tempest Resourcing |
| • Mackenzie Jones | • Walker Hamill |

The Interim Provider Consultant Survey results 2015

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

The first place goes (again) to Toni Hall from Penna Interim, so well done to Toni. This year we are also flagging 2nd and 3rd placings to Chloe Lauder from Interim Partners and Anthony Lewis from Penna Interim, plus a further dozen leading consultant runners up, listed on the next page.

We would have asked Toni to comment on the interims' feedback, but as she is enjoying an evidently well-deserved holiday, we'll update this page in a week or two. In the meantime, she shared some tips last year that we can summarise here:

IIM provider consultant of the year 2015

Toni's tips for great service provider consultancy:
















- 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 2015
Penna Interim

The Leading Interim Provider Consultants 2015

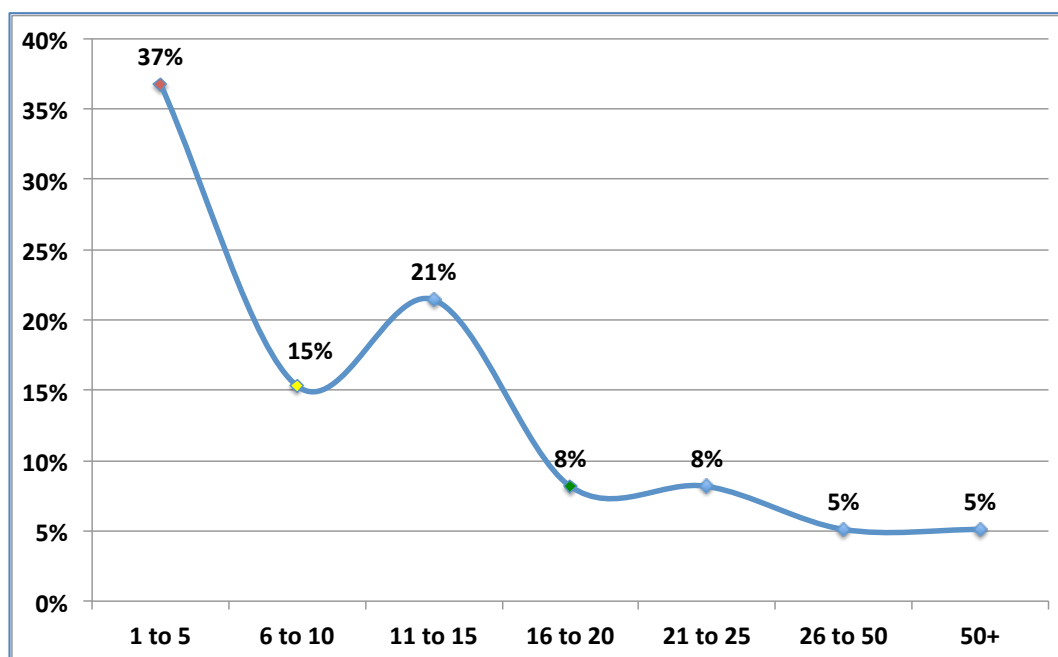
Well done to then. This is a serious vote of confidence from the interim community and we are listing the 1st, 2nd and 3rd placings plus a further dozen runners up. To show the level of competition, interim managers voted for over 500 different provider consultants.

 <p>Toni Hall Provider Consultant of the year 2015 (Penna Interim)</p>		 <p>Claire Lauder (2nd place) Leading Provider Consultant 2015 (Interim Partners)</p>	 <p>Anthony Lewis (3rd place) Leading Provider Consultant 2015 (Penna Interim)</p>
 <p>Natalie Allen Leading Provider Consultant 2015 (Practicus)</p>	 <p>Jamie Butel Leading Provider Consultant 2015 (Practicus)</p>	 <p>James Hardy Leading Provider Consultant 2015 (Hunter Healthcare)</p>	 <p>Rob Hilyer Leading Provider Consultant 2015 (Veredus)</p>
 <p>Lisa Hobbs Leading Provider Consultant 2014 (Hemming Robeson)</p>	 <p>Benjamin Johnson Leading Provider Consultant 2015 (Interim Partners)</p>	 <p>Neil Lupin Leading Provider Consultant 2015 (Green Park)</p>	 <p>Denise Raw Leading Provider Consultant 2015 (Gatenby Sanderson)</p>
 <p>Sarah Shaw Leading Provider Consultant 2015 (Odgers)</p>	 <p>Jo Twine Leading Provider Consultant 2015 (Capita)</p>	 <p>Sian Williams Leading Provider Consultant 2015 (Practicus)</p>	 <p>Sarah Lovell Leading Provider Consultant 2015 (Odgers Interim)</p>

More about the providers

Before we move on to contact tips, it is worth making the observation that *big* is not necessarily equal to *good*. The average provider firm in our rankings has 8 billing consultants, and while there are some excellent large firms in our rankings, do take the time to check each applicable provider out, because each one has its merits.

Interim providers by number of billing consultants



Provider first contact

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

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

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

First contact by e-mail

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

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

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

Clearly articulate:

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

IIM members may access inside track [provider direct](#) information

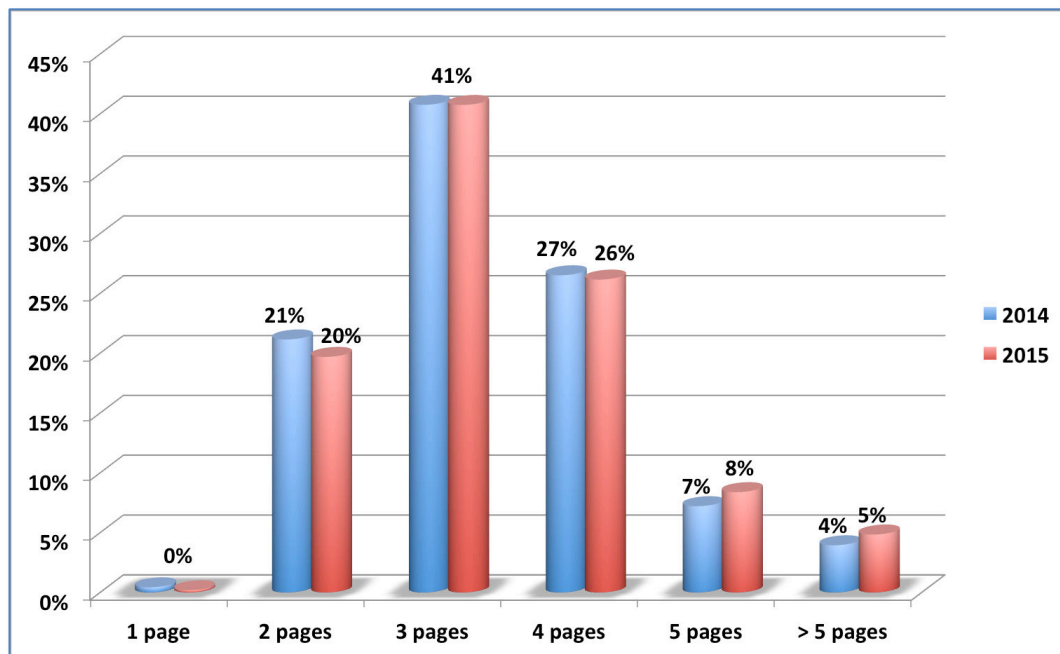
The IIM is steadily building a directory of insider information that allows IIM members to qualify and contact interim service providers more directly.

To date, 24 provider businesses have signed up to IIM Provider Direct

Sending an Interim CV

The matter of writing a suitable interim CV is documented separately by the IIM, but with service providers in mind, the average interim CV is 3 pages in length with 4 and then 2 pages being next in popularity.

Number of pages in an interim CV



As you can see, it is important not to fall into the trap of following the permanent employee CV writer's rule that a CV must be no more than 2 pages.

The internet is riddled with advice about writing no more than 2 pages, often because those websites are dealing with the American resumé standard which is typically shorter than a UK CV.

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

Interim managers will customise their CV 70% of the time. It is easier (and much safer) to customise by deleting sections from a longer more detailed CV than trying to compile extra information on the fly to add to a shorter and simpler CV.

Approaching the service provider call or meeting

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

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

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

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

When meeting, 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.

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

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

Building the relationship

Provider relationship building is an iterative process. Catch-up phone calls or e-mails need to have a purpose 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 chance of you calling at the exact moment that a provider had just identified a suitable role for you is very slim indeed. If you had been an obvious match, they would have contacted you, so by putting the provider on the spot, with a 'have you got an assignment for me?' enquiry, is likely to be as successful as asking for credit in a corner shop (not very successful at all).

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

More regular contact than monthly smacks of a 'stalker' mentality and is unlikely to be well received. Also, 'clingy' candidates are less likely to receive calls from providers for fear that this will only 'encourage them'. So, no more frequent than every 6/8 weeks and always have a genuine reason to get in touch.

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

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

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

Update e-mails

Be very diligent in timing of your e-mail communications. There is little point in sending updates 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.

Handling an assignment lead

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

- Speed, and
- Decisiveness

If the provider wishes to build a shortlist – being un-contactable or unavailable just 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 a judgement call early. If an assignment would be an unreasonable 'stretch' (interims should be appropriately well-qualified, after all), say so. As we have said, interims have a responsibility to qualify out, when a role is not suitable. To do otherwise wastes everyone's time and damages the relationship. Obvious 'circular' e-mails do not require a response.

Naturally service providers take a margin – that's part of the business model and if that means 'work', as opposed to 'no work', then that's fair enough. Average service provider margins from the 2014 survey were 20.8% Clearly such margins will vary by type of provider, sector, function and your relationship with the provider.

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

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

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

Example:

- **Target work:** what assignment types you *will* do if asked.
- **Fall-back work:** what you *might* do in specific circumstances after consideration.
- **Target day rate:** the rate you *want* for the work.
- **Fall-back day rate:** what you *might* accept after consideration.

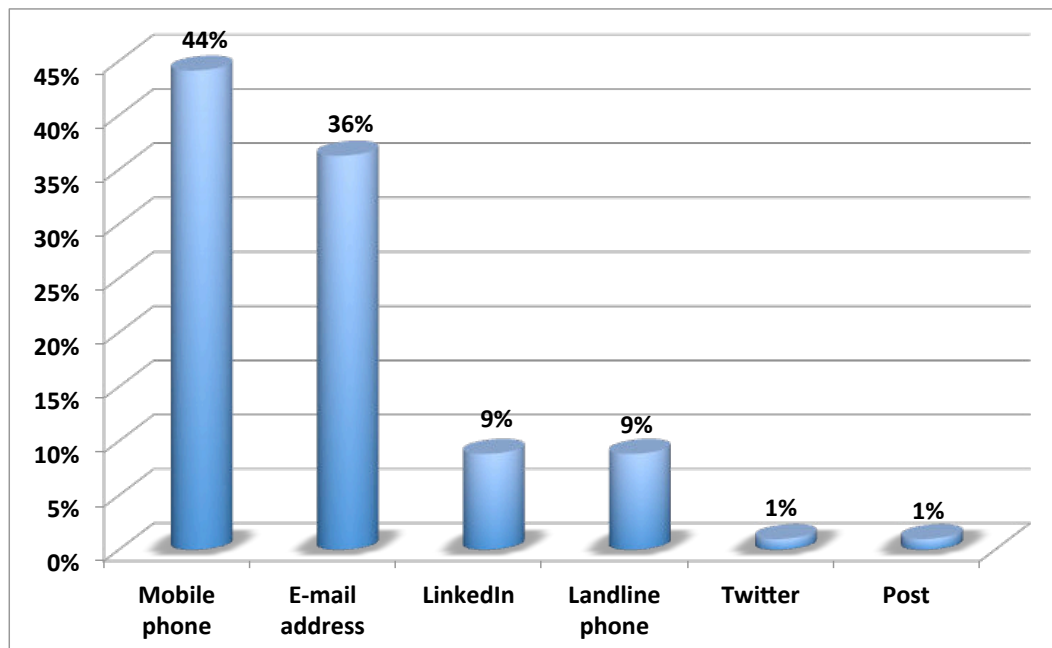
It is all too easy to fall into agreeing something you regret later, if you have not set your limits first. You do not have to give an instant answer as long as your reply is timely.

How service providers want to contact you

Service providers will want to contact you quickly.

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

Providers' preferred contact method



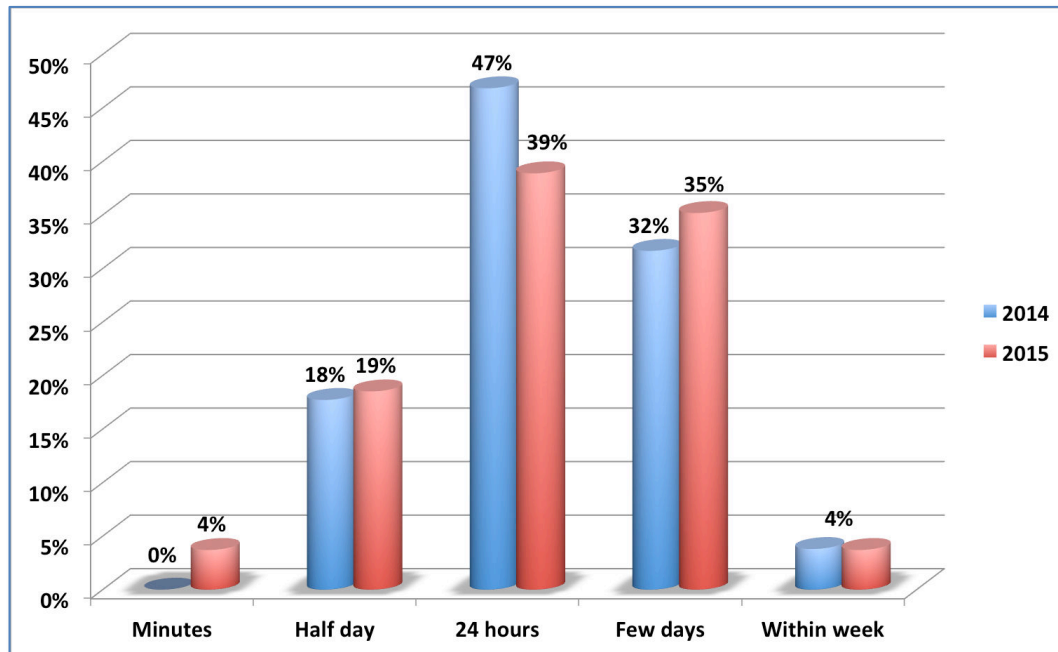
Following up on advertised roles and calls

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.

Serial untargeted applications do little other than annoy the providers and waste your time. Follow-up and return provider calls or e-mails promptly.

Most providers expect a response within 24 hours (and some would prefer it faster).

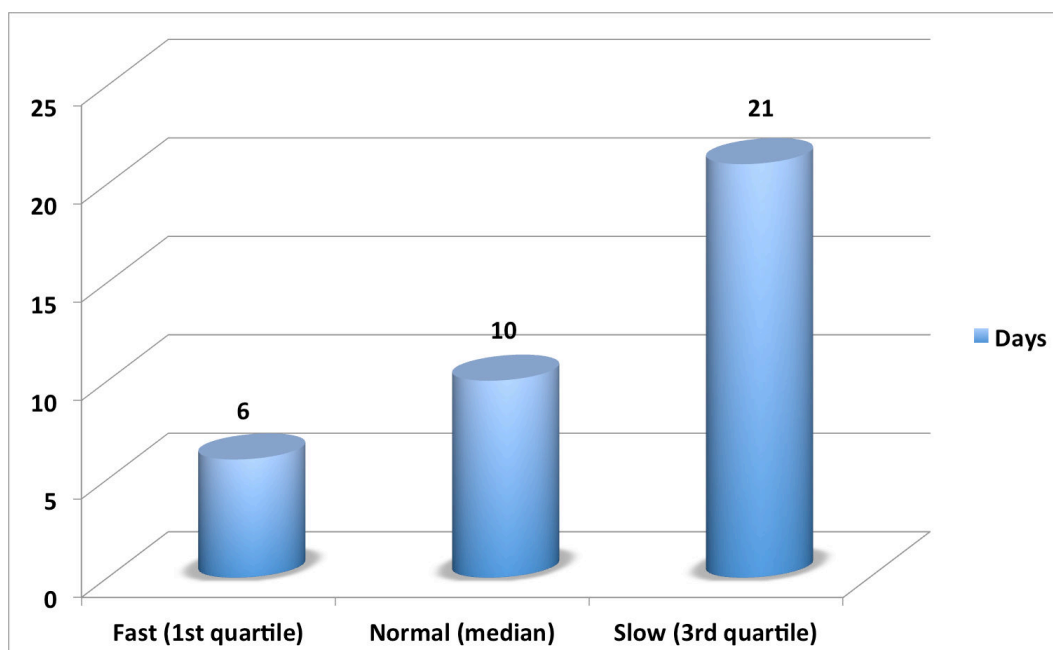
Speed of response expectation from providers contacting interim managers



Once you are in a process, most successful ones will reach contract in (an inter-quartile range of) 6-21 days. We all know about those resolved in hours or months, but they *should* be the exception.

Don't take your foot off the accelerator, and keep pursuing leads until a contract is signed.

Average speed (in days) from first lead to contract



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 is vital. This maintains your relationships and makes it easier to rekindle your communication at the end of your assignment.

Do not go completely silent when you are *on assignment* as it is harder and lacks credibility to try to rekindle an abandoned relationship only when it suits you.

Final comments

The use of service providers is an excellent and popular '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 MIIM
Chairman IIM

Acknowledgements

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

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

About the Institute of Interim Management

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

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

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

© **IIM** (July 2015), version 6.1. With due credit, this Guide may be freely reproduced and used by the 'Interim community'.

