



Interim Management Survey 2017

July 2017 (8th edition)



Introduction

Here we are again for the IIM's 8th yearly iteration of the guide to Interim Service Providers (agencies).

We've included some additional interim market metrics at the top of the survey and will be saying a little more about the pressures on the interim market in the conclusion to the report.

2,296 interim managers provided updated metrics and the leading interim service provider rankings were accumulated by combining votes in decreasing significance over a four-year period, constituting over 40,000 individual votes in total.

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

We'll update different statistics each year, as are relevant. As is it a guide to interim Service Providers and the process involved for interim managers to seek assignments, educational sections are updated rather than entirely replaced.



Ad van der Rest MIIM
Chairman IIM



**If there's one thing that's certain in business,
it's uncertainty.**

Stephen Covey

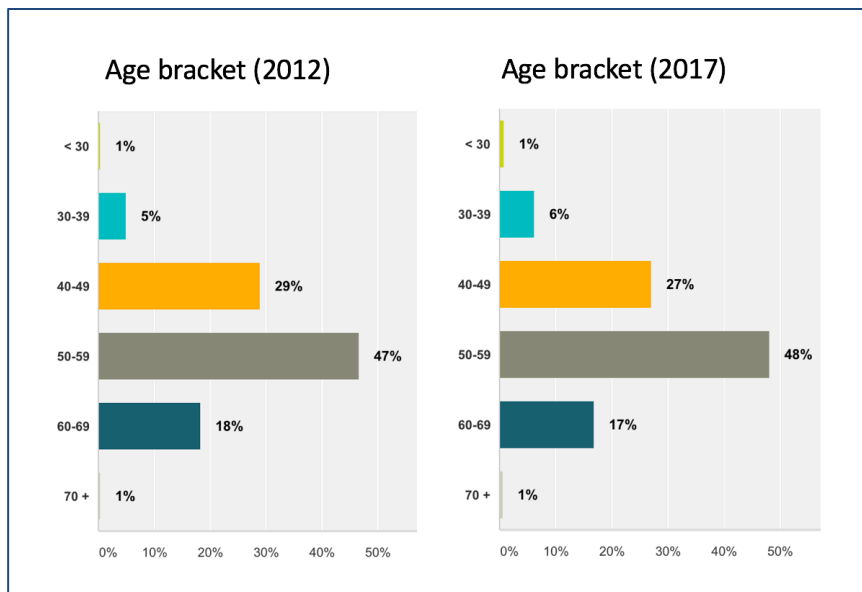
Contents

<i>Introduction</i>	2
<i>Market context</i>	4
<i>Understanding interim service providers</i>	7
<i>Fees and day rates</i>	8
<i>The case for using interim service providers</i>	8
<i>Finding work (or being found)</i>	9
<i>Being found on LinkedIn</i>	10
<i>The number of interim service providers to contact</i>	10
<i>CVs and customisation</i>	11
<i>The IIM Interim Service Provider Survey results 2017</i>	12
<i>1-9 Interim Service Providers</i>	13
<i>10-18 Interim Service Providers</i>	14
<i>19-27 Interim Service Providers</i>	15
<i>28-36 Interim Service Providers</i>	16
<i>37-45 Interim Service Providers</i>	17
<i>46-54 Interim Service Providers</i>	18
<i>55-63 Interim Service Providers</i>	19
<i>64-72 Interim Service Providers</i>	20
<i>The Interim Provider Consultant Survey results 2017</i>	21
<i>Further Leading Interim Provider Consultants 2017</i>	22
<i>More about the providers</i>	23
<i>Provider first contact</i>	23
<i>First contact by e-mail</i>	24
<i>Approaching the service provider call or meeting</i>	24
<i>Building the relationship</i>	25
<i>Handling an assignment lead</i>	26
<i>How service providers want to contact you</i>	27
<i>Nailing the role</i>	27
<i>Keeping in touch</i>	27
<i>Conclusions</i>	28
<i>Online rankings</i>	29
<i>Use of IIM survey logos for Providers</i>	29
<i>Acknowledgements</i>	29
<i>About the Institute of Interim Management</i>	29

Market context

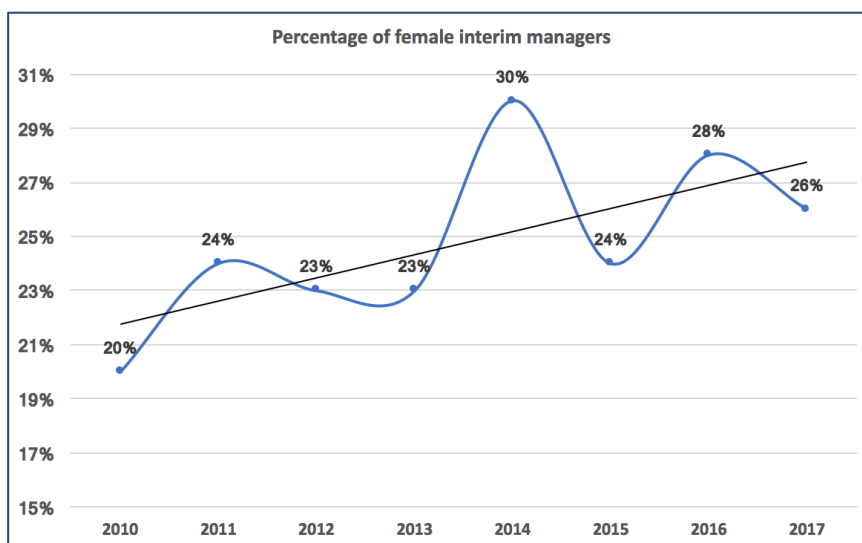
It's worth including a short market overview to explain who Interim Managers are and what they do, before we explore their use of the Service Provider (agency) market.

Interim managers and executives are, by and large, senior and mature individuals, operating at Board or near-Board level, with an average of age of 52, unchanged over many years.



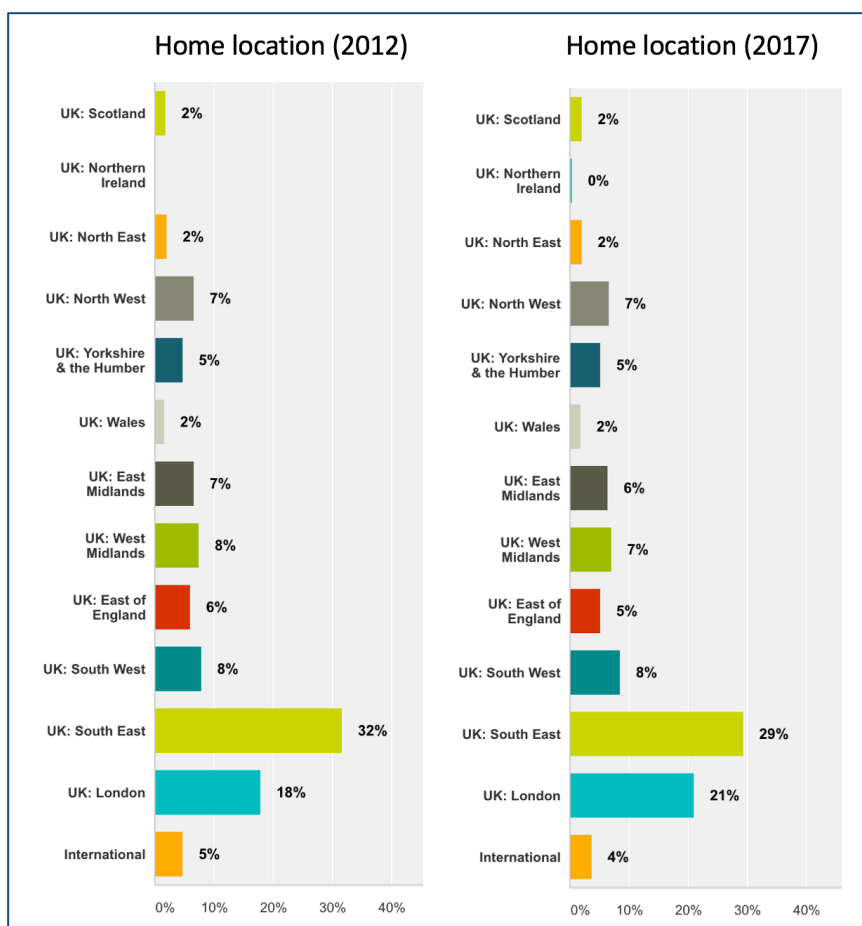
[2012 & 2017]

Interim managers are mostly men, as are members of UK Boards. The proportion of female interims has risen over the years, but it's a mightily slow process.



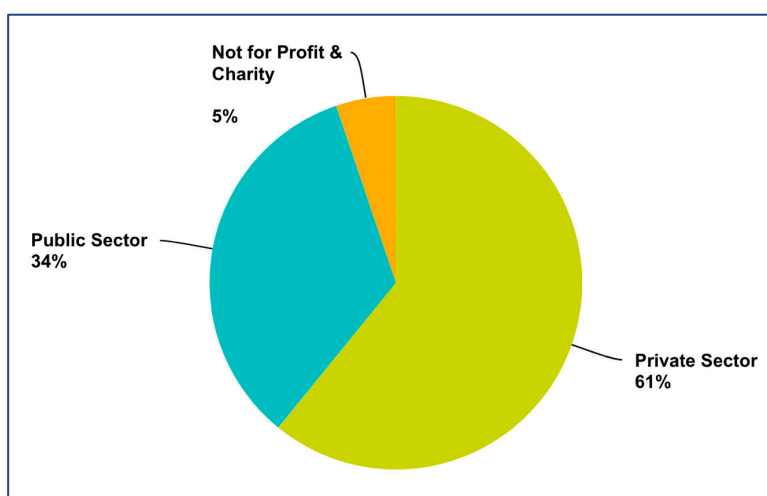
[2010-2017]

There is a decided South-East bias to where interim managers live, with very little change in that over the last 5 years.



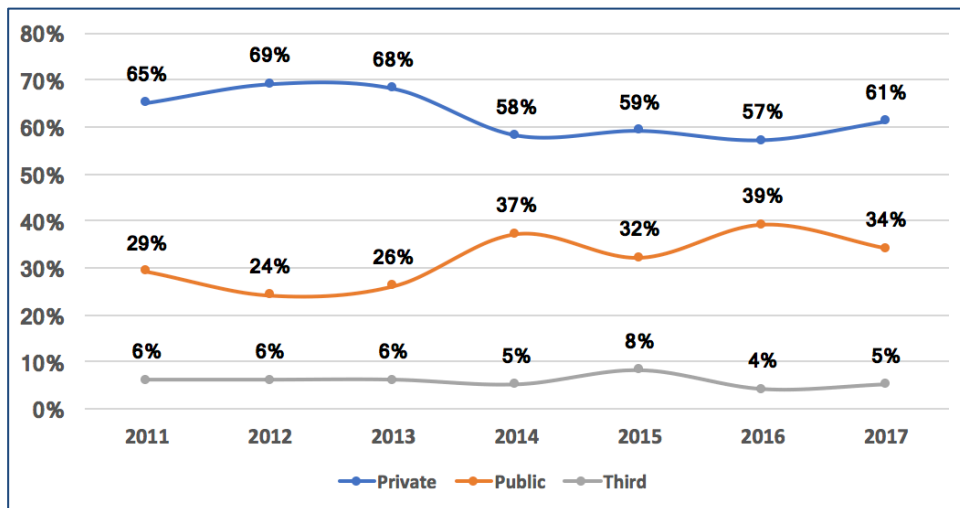
[2012 & 2017]

In terms of sector, more interim managers work in the private sector, but there is a significant tranche in the Public and Third sectors.



[2017]

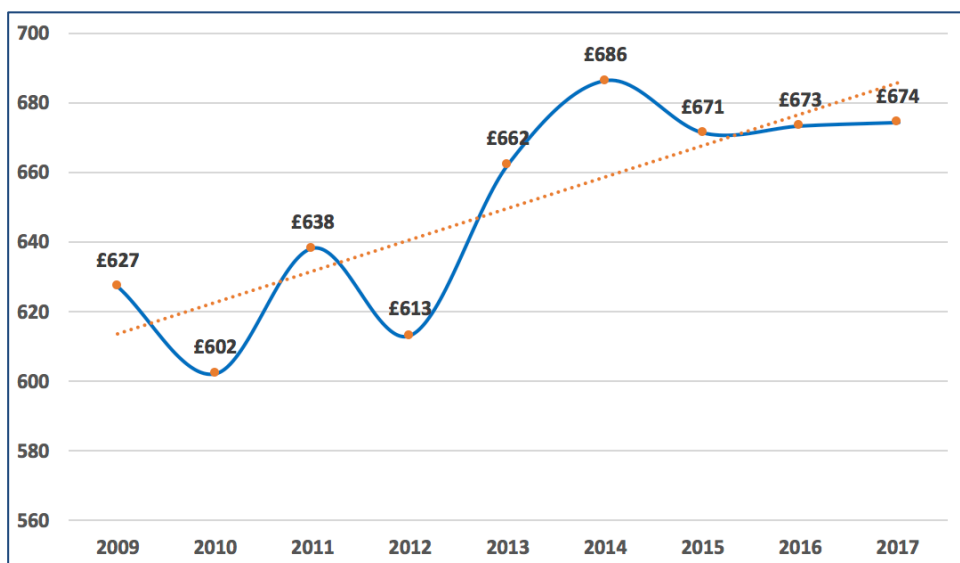
For all the recent controversy about how interim managers are currently engaged in the public sector, it is too early to tell if interim use is falling off a cliff, that's a concern that has been mooted before; Like many things in the interim space, the individual experience of an individual interim is what really counts, not necessarily a global trend.



[2011-2017]

Interim managers are typically paid on a day-rate basis through their Limited Companies (>90% of interim managers).

Rates fluctuate due to seniority, demand, sector industry and function, though the rate has generally been upward. Average rates appear fairly static (as a whole).



[2009-2017]

Understanding interim service providers

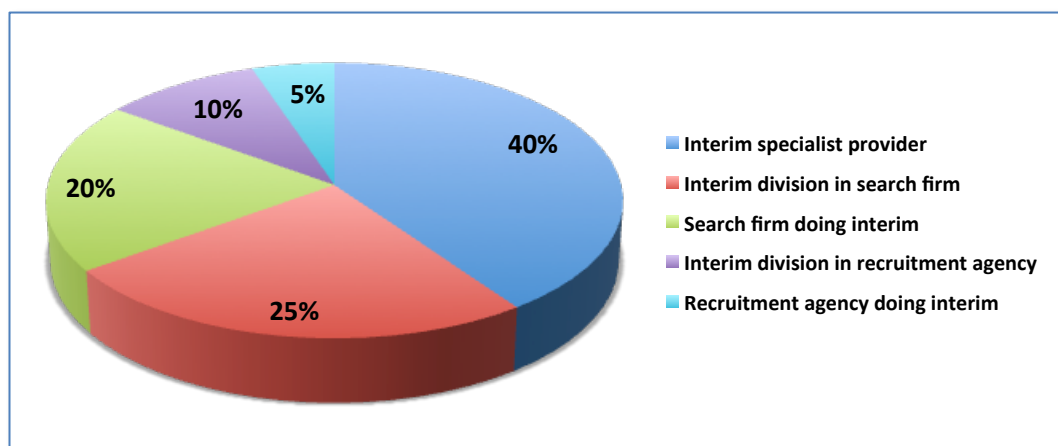
An interim service provider (ISP) is an intermediary agency that will help to place interim managers on assignment with a client company, for a fee.

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

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

Breakdown of provider business type

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



[2014]

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

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

Fees and day rates

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

Most service providers charge a margin of 20-25%. Some premium providers charge a little more, others a little less. A reasonable margin is an equitable price for the route to market that the agency provides. Interim managers should not imagine that they would normally achieve the same rate if they went direct.

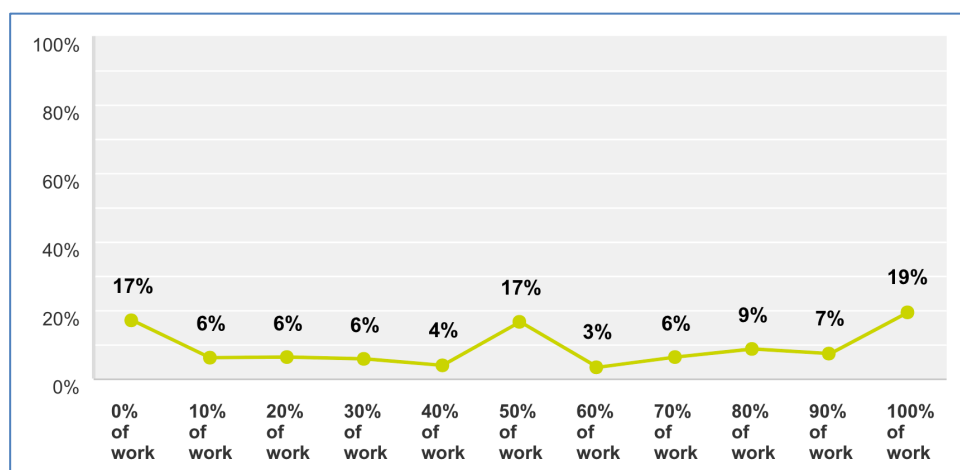
In a prior survey, we established that the average direct day rate is 8% higher than the average rate the interim manager achieves via a provider (before the margin). In short, the margin is mostly not a fee opportunity loss.

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

The case for using interim service providers

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

We have interim provider route to market at **52%** this year (vs. direct) which is a little higher than usual. This may reflect some clients being less willing for regulatory or other reasons to go direct, but it's hard to say if this represents a trend. As usual, there is a wide spread from those who don't use Providers at all to those who use them exclusively.



[2017]

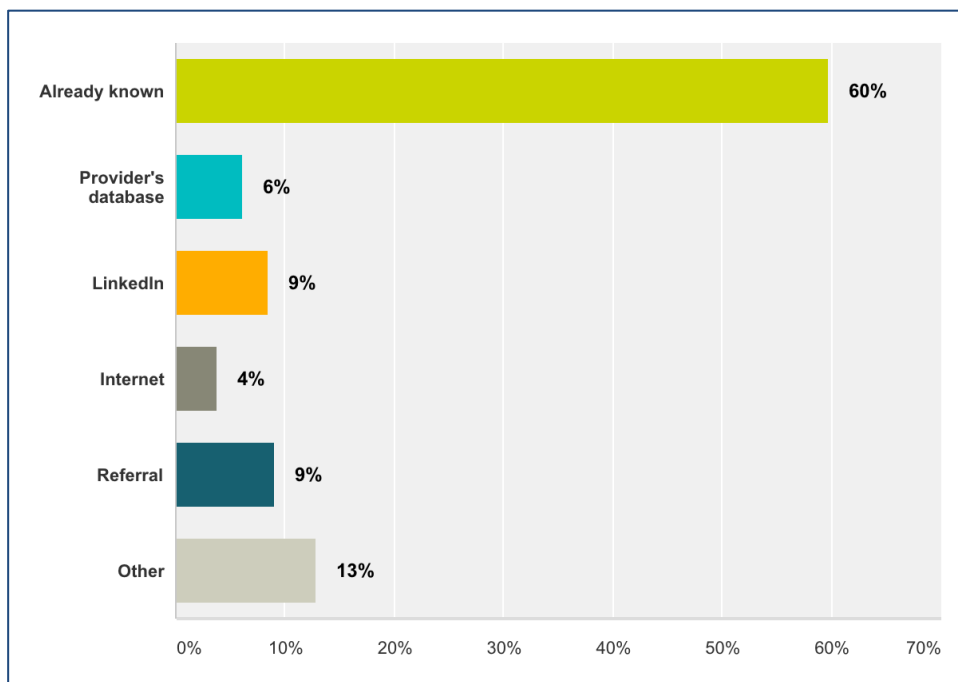
Finding work (or being found)

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

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

Most assignments come from provider consultants you *already know*

It's all about relationships, build those bridges and relationships with service provider consultants as you are 10x more likely to be approached by a consultant than be plucked from the CV database.



[2017]

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

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

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

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

Being found on LinkedIn

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



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

The key message: Be contactable.

The number of interim service providers to contact

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

So do your research. Depending on your sector and function, being in touch with more than a dozen providers diminishes your effectiveness; the average number of active interim relationships (from 2017 data) is actually only 7.

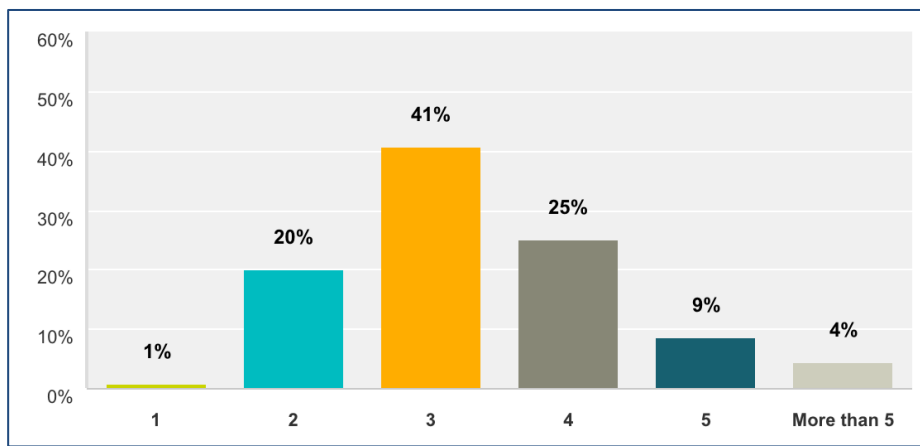
You can contact a few more in the first instance but try to settle down to a number that you can comfortably maintain a meaningful relationship with.

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

CVs and customisation

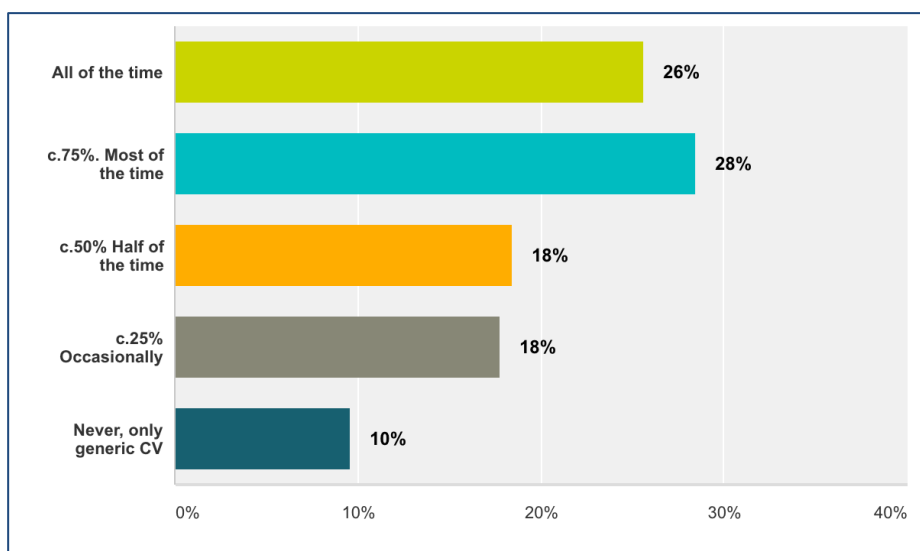
Whilst talking about reaching out to Providers, there is a great deal of misinformation about CV design. The permanent CV market often speaks of a maximum of 2 pages, but that's a tough ask for interim managers with deep expertise and a busy client history.

An interim manager or executive needs a little more breathing room for their expertise, though naturally page one remains the sweet spot for articulating your business proposition. For that reason, 3 pages is the most popular choice for interims.



[2017]

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



[2017]

Start with a longer version of your CV (even if it is one you don't publish) and cut it back, rather than taking a base CV and adding to it. It is so much easier (and safer) to edit *down* when you are under time pressure than to add new content on the fly.

The IIM Interim Service Provider Survey results 2017

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

This year, 2,296 interim managers placed over 18,000 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 18 of each.

As rankings are based (in decreasing significance – 50%, 25%, 15%, 10%) on up to 4 year's scores, so provider rankings are based on over 40,000 interim votes in total. The leading 19 provider consultants are highlighted from over 500 consultants voted for.

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

Interim Partners retakes the top spot, which they last held in 2013. Congratulations.

IIM leading service provider 2017 – Interim Partners

A big thank you to everyone who rated us in this year's survey. We are delighted to have re-gained the top spot. It means a lot that Interim Managers up and down the country (and further afield!) have reciprocated the appreciation we feel for them.

We have been on quite a journey in our desire to innovate. Our efforts have centred around better understanding our clients' needs, measuring and analysing performance, and delivering great outcomes.

Our team are continually trying to raise the bar, and we have made a huge investment in technology, both proprietary and third party. By getting the largely unseen infrastructure right - the people, the processes, the methodology - we consistently achieve better results.

Our investment is paying off. Clients are embracing our methodology, and our Interim Managers are seeing higher rates of return. And we won't stand still. The next 12 months will see more innovation, more passion and - with the help of our amazing community of Interim Managers - more fantastic results.

Doug Baird, Interim Partners












Doug Baird
Chief Executive
New Street Group



IIM Interim Management Survey 2017

Platinum Service Providers

Ranking	L.Y.	1-9 Interim Service Providers	
1	(2)	Interim Partners http://www.interimpartners.com/	
2	(3)	Penna www.penna.com	
3	(1)	Odgers Interim www.odgersinterim.com	
4	(5)	Eton Bridge Partners www.etonbridgepartners.com	
5	(7)	Practicus www.practicus.com	
6	(10)	WBMS http://wbmsglobal.com/	
7	(4)	Gatenby Sanderson www.gatenbysanderson.com	
8	(9)	Boyden (formerly Hemming Robeson) https://www.boyden.com/	
9	(6)	Veredus www.veredus.co.uk	












IIM Interim Management Survey 2017

Platinum Service Providers

Ranking	L.Y.	10-18 Interim Service Providers	
10	(8)	BIE bie-executive.com	
11	(11)	Green Park www.green-park.co.uk	
12	(13)	Solace In Business http://www.solace.org.uk/InBusiness	
13	(18)	Allen Lane www.allenlane.co.uk	
14	(15)	Savannah (formerly Boyden) https://www.savannah-group.com/	
15	(19)	Badenoch & Clark www.badenochandclark.com	
16	(37)	Hunter Healthcare www.hunter-healthcare.com	
17	(23)	B2E Resourcing www.b2e-resourcing.co.uk	
18	(38)	Stanton House www.stantonhouse.com	












Gold Service Providers

Ranking	L.Y.	19-27 Interim Service Providers	
19	(21)	Kingsley Search & Interim www.kingsleysearch.com	
20	(40)	Matrix Interim Management www.matrixinterim.com	
21	(25)	Greenwell Gleeson www.greenwellgleeson.co.uk	
22	(39)	La Fosse www.lafosse.com	
23	(16)	Investigo www.investigo.co.uk	
24	(12)	Alium Partners www.aliumpartners.com	
25	(27)	Robert Half www.roberthalf.co.uk	
26	(34)	Langley Search & Interim www.langleysearch.com	
27	(24)	Morgan Hunt www.morganhunt.com	












Gold Service Providers

Ranking	L.Y.	28-36 Interim Service Providers	
28	(26)	Impact Executives www.impactexecutives.com	 harvey nash group
29	(17)	Executives Online www.executivesonline.co.uk	 Results through people Executive Placement & Interim Management
30	(14)	Russam GMS www.russam-gms.co.uk	
31	(30)	Hoggett Bowers www.hoggett-bowers.com	
32	(32)	Marble Hill Partners www.marblehillpartners.com	 Marble Hill Partners
33	(33)	Morgan Law www.morgan-law.com	
34	(42)	Holdsway www.holdsway.co.uk	
35	(57)	Ameo www.ameogroup.com	
36	(56)	Osprey Clarke www.ospreyclarke.com	



IIM Interim Management Survey 2017

Silver Service Providers

Ranking	L.Y.	37-45 Interim Service Providers	
37	(47)	FRP Transition www.frptransition.com	
38	(50)	InterQuest Group http://www.interquestgroup.com/	
39	(49)	EIM www.eim.com	
40	(48)	Alpine www.alpine.eu.com	
41	(53)	Axon Resourcing www.axonresourcing.com	
42	(59)	Rethink www.rethink-recruitment.com	
43	(41)	Methods www.methods.co.uk	
44	(44)	Macallam Interim www.macallaminterim.com	
45	(54)	Macmillan Davies www.mdh.co.uk	



IIM Interim Management Survey 2017

Silver Service Providers

Ranking	L.Y.	46-54 Interim Service Providers	
46	(35)	Blenkin Associates blenkinassociates.co.uk	
47	(58)	Robert Walters www.robertwalters.co.uk	
48	(51)	1st Executive www.1st-executive.com	
49	(28)	Campion Willcox www.campionwillcocks.co.uk	
50	(31)	Page Executive www.pageexecutive.com	
51	(76)	Melber Flinn melberflinn.com/	
52	(75)	Chilworth Partnership www.chilworthpartnership.co.uk	
53	(67)	Rawson Downey www.rawsondowney.com	
54	(77)	Barracuda www.barracudasearch.com	



IIM Interim Management Survey 2017

Bronze Service Providers

Ranking	L.Y.	55-63 Interim Service Providers	
55	(43)	PILOTpartners pilotpartners.eu	
56	(22)	Hays Executive www.hays-executive.com	
57	(55)	RSA Interim Management www.thersagroup.com	
58	(60)	Venn Group www.venngroup.com	
59	(46)	Finegreen www.finegreen.co.uk	
60	(52)	Goodman Masson www.goodmanmasson.com	
61	(45)	Digby Morgan www.digby-morgan.com	
62	(36)	Affinity Workforce (formerly Capita) www.affinityworkforce.com/	
63	(63)	Beaumont Select www.beselect.co.uk	



IIM Interim Management Survey 2017

Bronze Service Providers

Ranking	L.Y.	64-72 Interim Service Providers	
64	(68)	Rapid Search & Interim www.wearerapid.com	
65	(new)	Campbell Tickell www.campbelltickell.com/	
66	(61)	Cadence Partners www.cadencepartners.co.uk	
67	(new)	Tile Hill www.tile-hill.co.uk/	
68	(78)	Lorus Consulting www.lorusconsulting.com/	
69	(new)	Baltimore Consulting www.baltimoreconsultinggroup.com/	
70	(74)	BIS Henderson www.bis-henderson.com/	
71	(new)	Holmes Noble https://www.holmesnoble.com/	
72	(73)	Finatal www.finatal.com	

The Interim Provider Consultant Survey results 2017

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

The first place goes to Sarah Shaw from Odgers Interim, so well done to Sarah. 2nd and 3rd placings go to Ben Johnson from Interim Partners and Alison Rotundo from Eton Bridge Partners, plus a further 16 leading consultant runners up, listed on the next page.

Here are a few lyrical words from Sarah (*an acceptance speech tough to follow!*).

IIM provider consultant of the year 2017

*Those who know me know I won't shirk
From finding my people great work.
If I make the right match - clients have a great catch
To me there is no greater perk!*

*Those who know me know what I love -
The challenge, the pace and the win.
To place the best with the best through times of great stress
Is a tonic – without the gin!*

*Those who know me know I could never
Do my job without my great team
The support from inside - colleagues, friends far and wide
I hope they know what they mean!*

*Those who know me know who comes first -
The managers I source, place - so now
Big big thanks for the votes and all each denotes
You're the stars of the show – take a bow!*



Sarah Shaw
IIM Provider
Consultant of the
year 2017
(Odgers Interim)



Ben Johnson
(2nd place) Provider Consultant of the year 2017
(Interim Partners)



Alison Rotundo
(3rd place) Provider Consultant of the year 2017
(Eton Bridge Partners)

Further Leading Interim Provider Consultants 2017

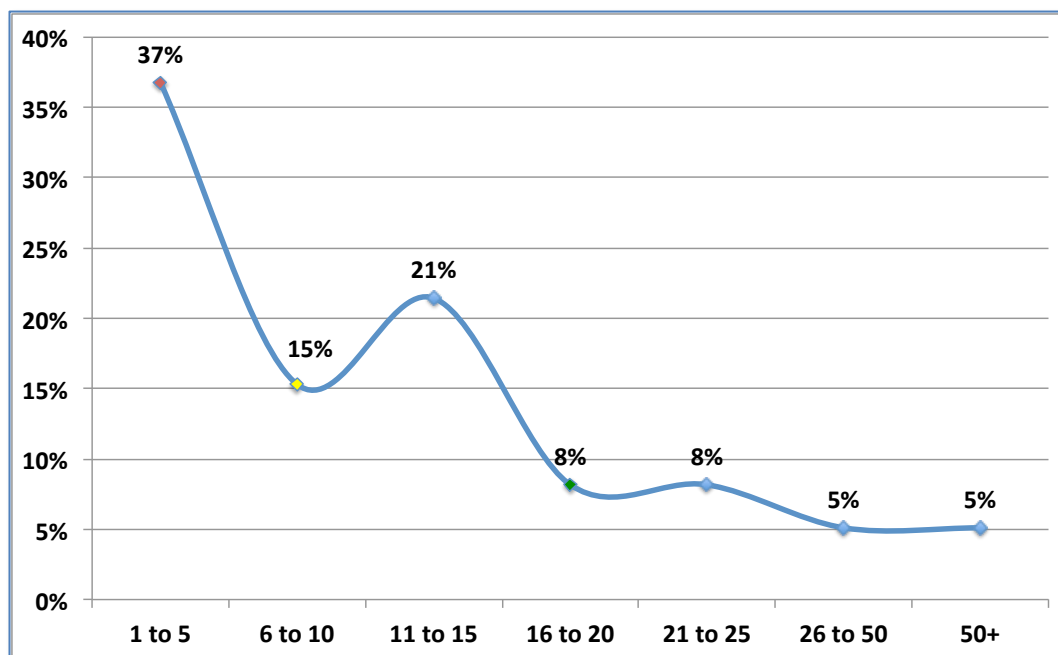
The consultant rankings are a serious vote of confidence from the interim community. Many thanks to these leading individuals, and the many, many more consultants voted for.

 <p>Natalie Allen Leading Provider Consultant 2017 (Practicus)</p>	 <p>David Bowen Leading Provider Consultant 2017 (B2E)</p>	 <p>Karen Camilleri Leading Provider Consultant 2017 (Penna)</p>	 <p>Claire Carter Leading Provider Consultant 2017 (Interim Partners)</p>
 <p>Tim Farr Leading Provider Consultant 2017 (Penna)</p>	 <p>Sophie Johnson Leading Provider Consultant 2017 (WBMS)</p>	 <p>Sanjay Gohil Leading Provider Consultant 2017 (WBMS)</p>	 <p>Toni Hall Leading Provider Consultant 2016 (Penna)</p>
 <p>Claire Lauder Leading Provider Consultant 2016 (Interim Partners)</p>	 <p>Anthony Lewis Leading Provider Consultant 2016 (Penna)</p>	 <p>Neil Lupin Leading Provider Consultant 2017 (Green Park)</p>	 <p>Mark Payne Leading Provider Consultant 2017 (Practicus)</p>
 <p>Denise Raw Leading Provider Consultant 2017 (Interim Partners)</p>	 <p>James Rowson Leading Provider Consultant 2017 (Practicus)</p>	 <p>Sarah Simpson Leading Provider Consultant 2017 (Interim Partners)</p>	 <p>Chloe Watts Leading Provider Consultant 2017 (WBMS)</p>

More about the providers

Before moving on to contact tips, do some research on the provider you wish to contact. Providers vary in size and expertise. This is the typical provider breakdown, mostly small.

Interim providers by number of billing consultants



[2014]

Provider first contact

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

When speaking, explain what you do and ask if they deal with such a type of assignment.

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

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

First contact by e-mail

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

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

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

Clearly articulate:

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

Approaching the service provider call or meeting

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

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

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

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

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

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

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

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

Building the relationship

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

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

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

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

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

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

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

Handling an assignment lead

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

- Speed, and
- Decisiveness

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

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

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

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

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

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

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

Example:

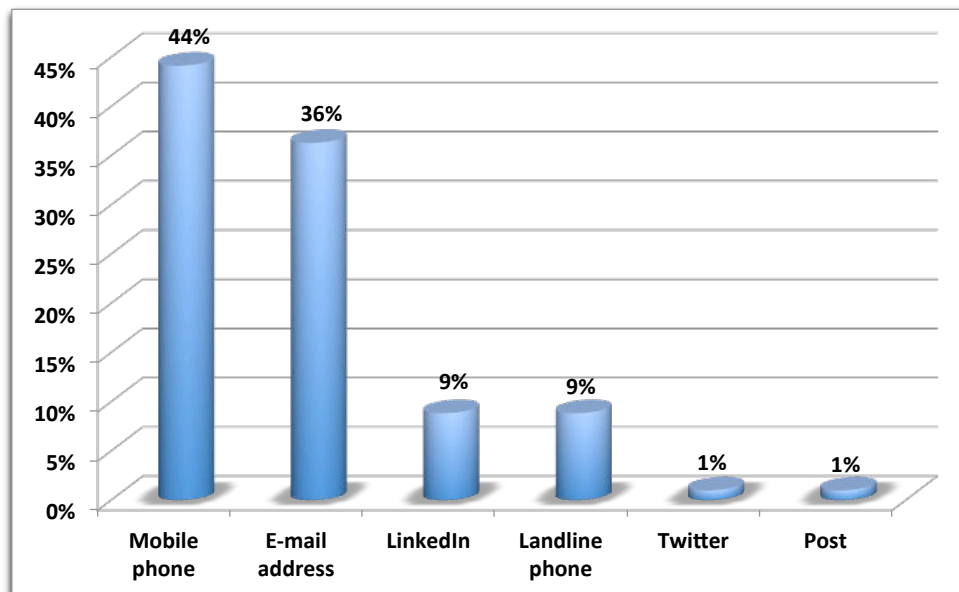
- **Target work:** what assignment types you *will* do if asked.
- **Fall-back work:** what you *might* do in specific circumstances after consideration.
- **Target day rate:** the rate you *want* for the work.
- **Fall-back day rate:** what you *might* accept after consideration.

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

How service providers want to contact you

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

Providers' preferred contact method



[2014]

Nailing the role

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

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

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

Keeping in touch

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

It's an easy trap to fall into to only be speaking to Providers when you want something.

Conclusions

We live in times of change. interim managers and executives thrive on change, so whether changes break positively or negatively for interim managers, it does lie in all our hands to make choices about it.

Irrespective of prevailing regulatory issues over IR35 or assignment policies in the Public sector, the work that interims carry out is very much under that individual interim's responsibility to identify, obtain and execute.

Questions about the health or otherwise of the interim market are subservient to the individual assignment status (and the ability to source further work) of the individual interim manager. The state of the market doesn't matter if your assignment gap has turned into a drought.

Interacting with professional service providers is one way to keep the assignment pipeline flowing, which may mean that the interim needs to refocus their value proposition, or even sector focus, to get work. Pragmatism counts for a great deal.

Ferment such as Brexit and times of economic and political challenge *should* present an opportunity for interim managers to present a great deal of value if correctly applied.

Aside of the practical 'bread and butter' benefits that an Institute of Interim Management can provide to our community (such as tax investigation insurance and access to legal information) I still most value the facility for interim managers, (business lone wolves as we are) to talk to each other, share ideas and to keep each other's company as we battle against the elements.

It is in that spirit that this guide is prepared and presented, so that as a community we may be more connected and as professional as we are already able to be as individuals.

May your next assignment (or search for one) be successful.



Ad van der Rest MIIM
Chairman IIM

Online rankings

The online version of these rankings can be found at:

iim.org.uk/providers

Use of IIM survey logos for Providers

Optional online access to our logos is explained on our website:

iim.org.uk/survey-logos

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 eighth 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: <https://www.iim.org.uk/>

© **IIM** (July 2017), version 8.01. With due credit, this Guide may be freely reproduced and used by the 'Interim community'.