

# **Interim Management Survey 2018**

July 2018 (9<sup>th</sup> edition)





## Introduction

Here we are again for the IIM's 9<sup>th</sup> annual iteration of the guide to Interim Management.

We've included some more interim management market data, as well as some reflections on HMRC regulatory changes that are in the offing.

2,272 interim managers provided updated metrics on the interim market 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.

It's a methodology we've finessed over 9 years to ensure an independent, consistent and fair appraisal of the market.

As usual, we'll update different statistics each year, as are relevant. The educational sections for interim managers to seek assignments are updated accordingly.



Ad van der Rest MIIM Director IIM & survey author



"Persistence and resilience only come from having been given the chance to work through difficult problems."

**Gever Tulley** 



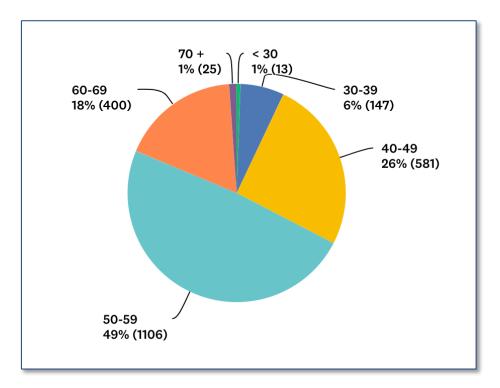
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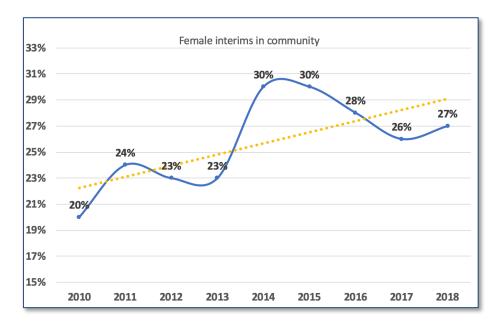


## **Interim Management metrics**

Straight in with some metrics. Interim managers are mostly in their 40's, 50's and 60's, it's a line of work for business veterans. With a 52.5 age average, little has changed over the decade except that a few more start earlier, and more go on into their 70's (this year 25 respondents).

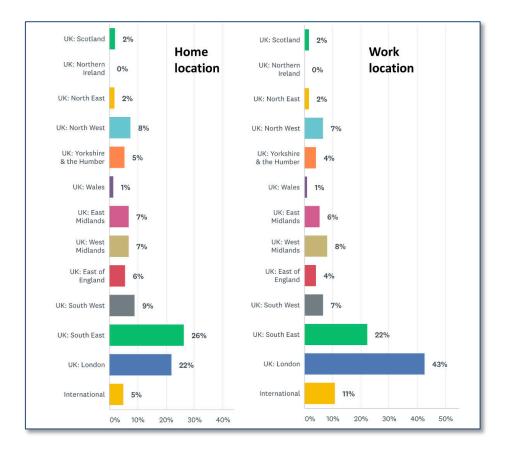


Female interims have become more common over the decade, with 15% of interim managers reported as female in 2004. This year's proportion was 27%.

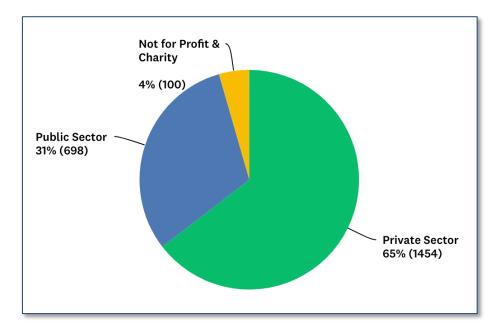




The decided South-East bias to where interim managers live remains, with very little change in that. London and the South East also draws interim managers to it who commute from further afield.

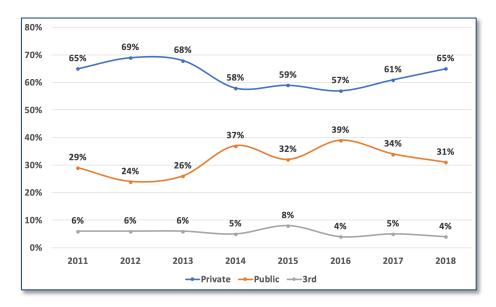


In terms of sector, more interim managers work in the private sector, but there is a significant tranche in the Public and Third sectors.





Given all the recent controversy about how interim managers (and all freelancers) are currently engaged in the public sector (with IR35) interim use within the Public Sector does appear to be falling. Down to 31%, which we haven't seen since 2013.

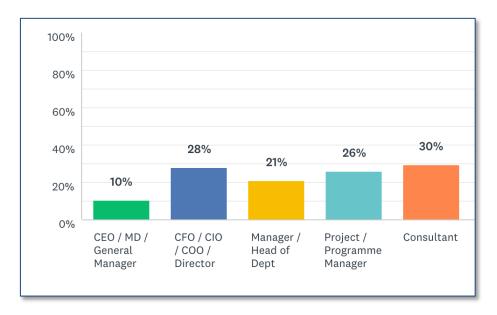


Public section clients are being encouraged by HMRC to classify work as within IR35.

There is a fairly balanced spread of role interim managers carry out.

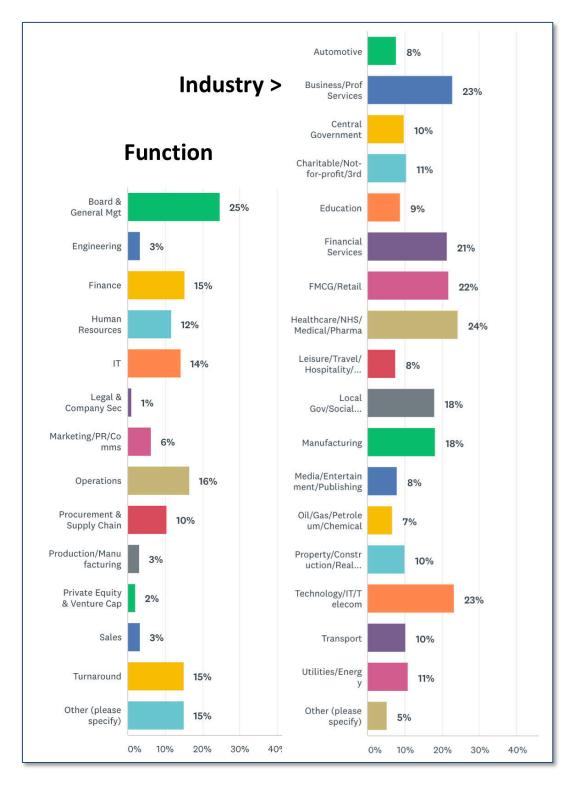
Interestingly, the most common purpose (at 30%) is in 'consulting roles'. Interim managers are often more than capable of advising in addition to implementing.

Another reading is that some may feel it is safer to be classified as a 'consultant' in the current regulatory climate (this classification accounted for 22% in 2014).





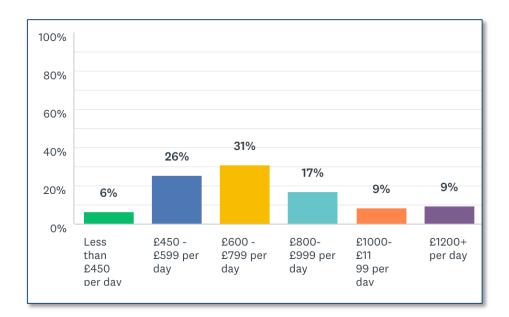
Here are the breakdowns on interim management interests by job function and by industry sector:



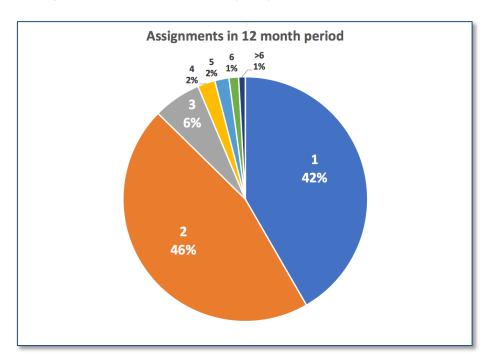


Interim managers are typically paid on a day-rate basis through their Limited Companies (>90% of interim managers).

Rates fluctuate due to seniority, demand, sector industry and function. Interim managers get paid from around  $\pounds$ 500 per day to  $\pounds$ 1,500 and more. Most typical pay is in the  $\pounds$ 600- $\pounds$ 800 bracket.

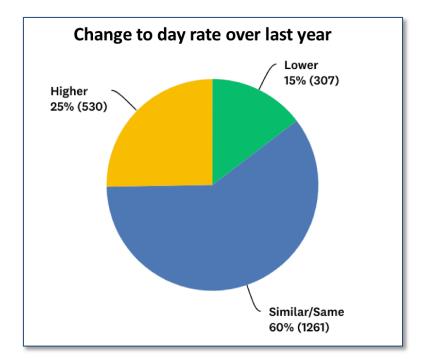


Those days were spread over more than one assignment for most interims. 2 assignments are most common (42%), then 1, then 3. And 4–6 much rarer.





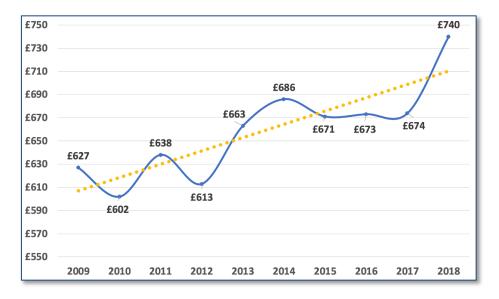
More interims that noticed a change (most viewed the market as static) noticed rates rising than falling, this year.



There could be several reasons for this. Whilst there has been downward price pressure in the public sector, we've also seen some interim mangers leave that sector altogether or migrate to the private sector.

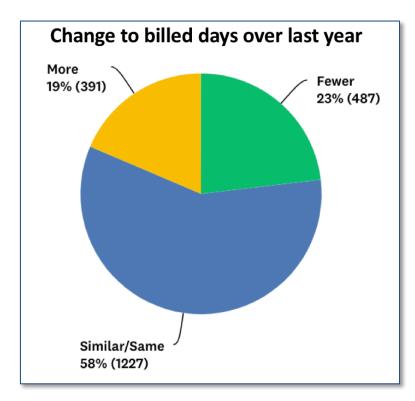
When particular essential skills become scarcer, perhaps prices rise? One for us to discuss further as a community.

The granular average pay rate backs this finding up, rising from  $\pounds 674$  average in 2017 to  $\pounds 740$  this year.



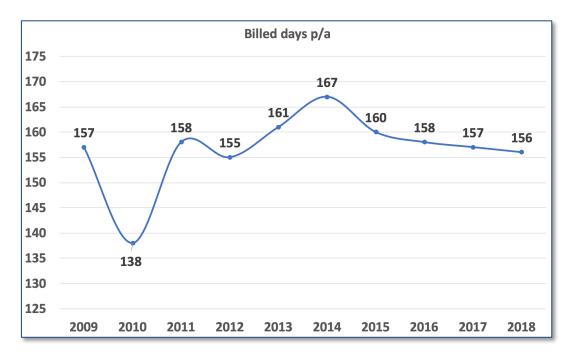


The next key item is how many days the interim 'billed' during the year. This number is a long way from the number of days that people 'off payroll' are thought to bill (i.e. it's not 230 days or even 260 working days per year).



Interims marginally noticed a billed days reduction (on average).

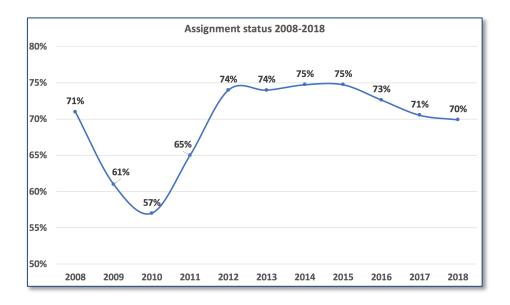
This is reflected in the average billed days reducing slightly from 2014's 167 to 156 now.



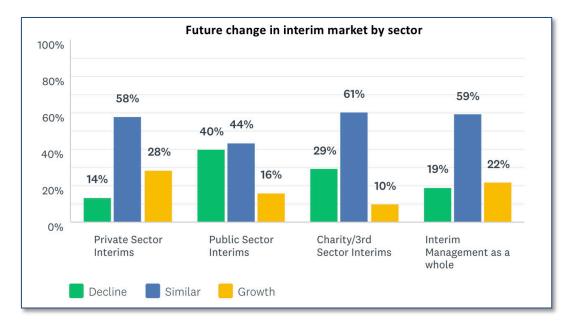


The percentage of interims who are 'on assignment' is 70%, a little softer than in recent years, but still well up from the low point of 57% after the last economic downturn.

Please note, some interims choose to neither work nor seek work, which accounts for 8% of the total interim population.

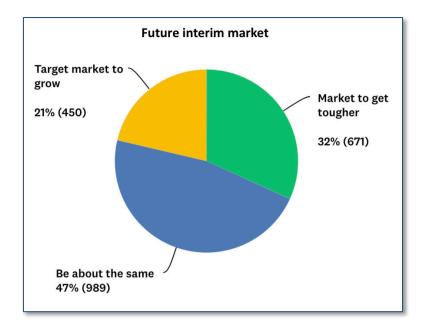


When asked to predict changes to the interim market by sector, most viewed the market as static. From those who did anticipate a change, there was more of an expectation that private sector opportunities would grow and both public and 3<sup>rd</sup> sector opportunities would decline somewhat.

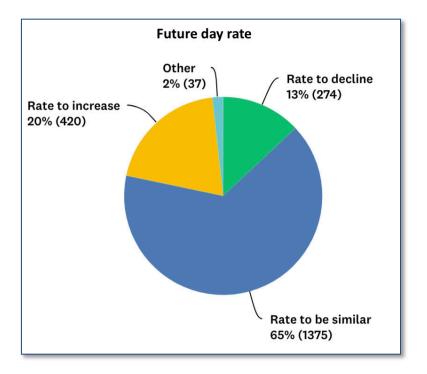




Looking forward, interims lean towards expecting the interim market to get tougher.



But also, interims lean towards believing that day rates will rise. These expectations fit this year's trend.

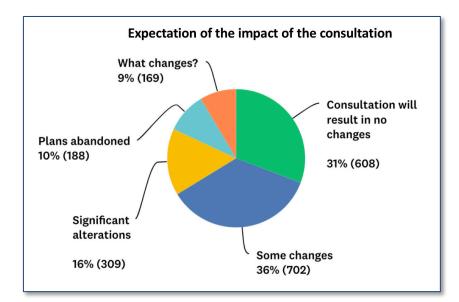




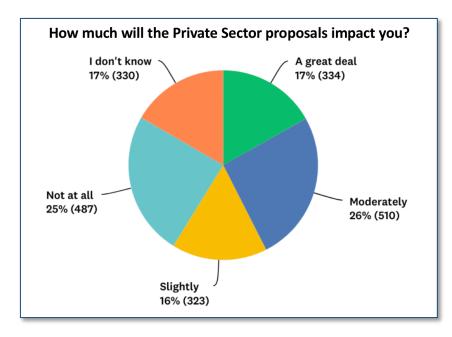
## **IR35 and the interim market**

We asked some questions of interim managers in light of the 'Off-payroll working in the private sector' Consultation under way by HM Treasury and HMRC (Closing 10<sup>th</sup> August 2018).

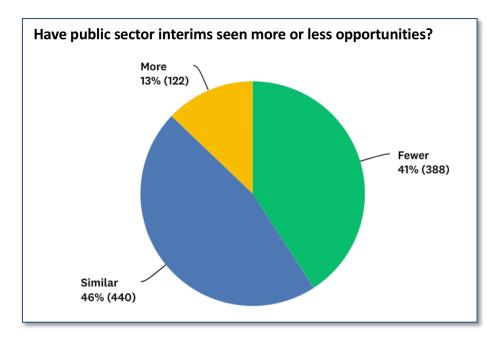
We asked whether interims felt the consultation would result in many changes to the proposals. 67% thought there would be only some or no alterations to the proposals.



Interims' assessment about the extent of the impact on interim management was a real mixed bag, though 43% felt there would be at least a moderate impact.



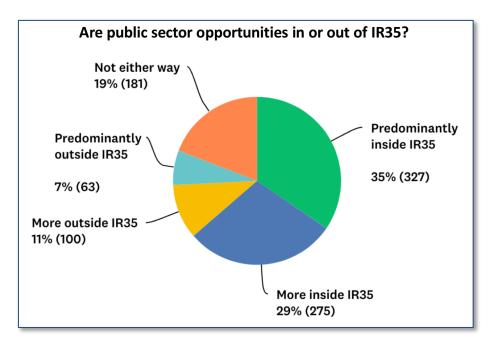




How have 'Off Payroll' regulation changes affected interims in the public sector?

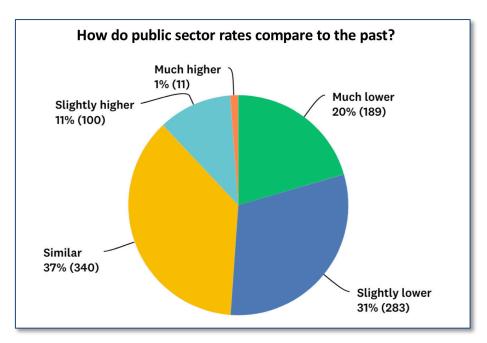
Interims are seeing fewer assignment opportunities.

Most of those opportunities were found to be advertised as 'inside IR35', a significant shift.

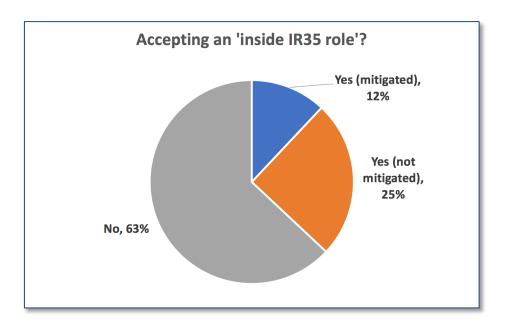






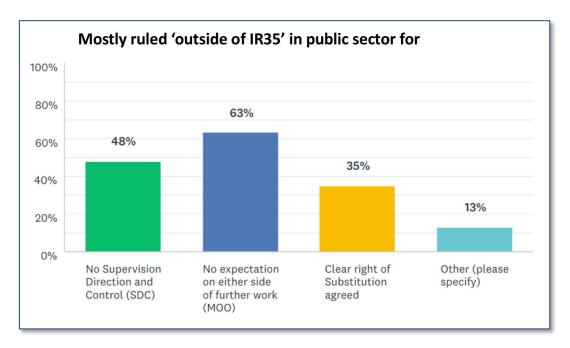


Where an 'inside IR35' role was offered, 63% of interim managers would not accept it. Of those who did, the minority (12%) were able to mitigate all or part of the fee impact. The remaining 25% accepted the assignment and swallowed the fee impact to get the work.

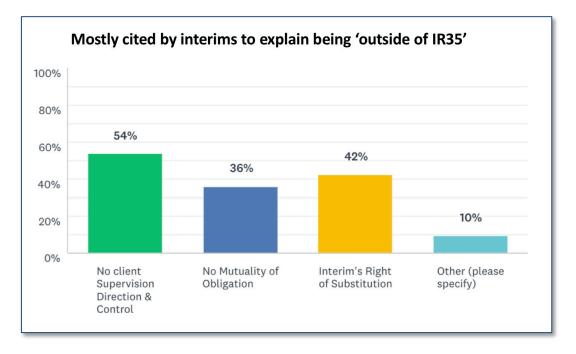


When asked what determined their assignment being 'outside of IR35', public sector interims were most likely to cite 'non-mutuality of obligation'.





Interim managers overall, were more likely to highlight 'No Supervision, Direction and Control' as the most important criteria in their non-IR35 status.





We asked interim managers:

'what would you want HMRC to do to recognise senior professional Interims' situation for tax purposes?'

These are some of the more than 1,000 replies.

- Accept and mitigate the fact that interims within IR35 pay significantly more in terms of NI/umbrella co fees than their directly employed counterparts.
- Acknowledge absence of paid holiday, paid sick, paid training etc. are legitimate reasons for being outside IR35.
- Acknowledge the significant financial risk taken between assignments to find new work, acknowledge the lack of security, holiday and sick pay, pension contributions, medical care etc which would be a normal part of the package if we went back to a permanent role. Make umbrella companies who manage you if inside IR35 be much more transparent about what is being taken from pay particularly basis re tax, so refunds can be claimed if only found work for a part of year and provide a way of consolidating pay/deductions for the individual who has worked with 2 or more such companies during a financial year.
- Allow people obviously undertaking short term, project related work often using unique skill sets to be outside the rules of IR35 and for clients to freely advertise and hire to these roles accordingly. The 'rules' need to be clearly stated so that client companies don't err on the side of caution and hire everyone as inside IR35 or as FTC's increasingly common and very underpaid!
- Any form of additional administrative or taxation overhead will ultimately push the rates higher so more costs for government bodies as well as other businesses to achieve the same results.
- Be flexible and pragmatic. If IR35 is introduced for private sector as well, rates will increase.
- Clarify the guidance on applicability of MOO in IR35 in light of the recent court case re Ian Wells vs HMRC.
- Clear differentiating guidelines between standard temps & interims and 'genuine interim exec roles (ie the former is very often 'ordinary employment' 'dressed up as interim to avoid fiscal obligations.
- Consistency in application of the CEST/ESS test.
- Create clear rules and guidance that recognised the nature of the relationship, drawing the distinction between roles that are simply another way to resource what is effectively a permanent position and those where the interim is contracted to deliver specific outcomes for the client, drawing on specific expertise and experience.
- Focus on areas where there is clear employment happening, stop trying to strangle the entire flexible contractor market for the sake of a very few who have exploited this historically.
- Get real. Busy interims on a high day rate pay huge amounts of VAT, Corporation Tax, income tax and dividend tax. Do they really want to lose that?



- Having to pay for our own training, memberships, software, equipment, holidays, expenses, subscriptions... gaps in employment (not working full years), not receiving employment benefits, being disposal,
- HMRC should understand that senior professional interims provide a service to keep private sector organisations running smoothly and ensure there are no management governance gaps.
- I can't do the mix of work I do currently so would drop Public work. I have already refused work because of it.
- I would expect a complete overhaul of HMRC CEST tool to take account of all employment law especially MOO.
- If we are to be taxed as a perm employee of our clients, HMRC should provide all interims with Sick Pay, Holiday Pay and others. Either that or watch the country grind to a halt as interims/contractors hike their rates and less gets done because everything is more expensive, and clients then scrimp on what they can afford, risking their change initiatives.
- Look at the project and programme management industry. My clients employ me for the short-term benefit and work that they have. It is simply unfeasible for them to employ people like me permanently.
- Need to deal with the real problem i.e. public sector abuse not genuine interims.
- Provide clear details about how an assignment should be worked/operated for it to be judged to be outside IR35. Unlikely in my opinion but it would be helpful if they did.
- Recognise in the tax regime the level of personal/ professional risk taken by interims. A clear definition, in consultation with IIM/ Interims, of what an interim is for tax purposes.
- senior professionals appoint accountants who also regulate taxation. If this was recognised, IR 35 would be obsolete We are not operating in a profession where tax evasion is the norm.
- stop making blanket assumptions and allow engagement evidence to support overall tax treatment. Also recognise that PSCs combined with personal tax now mean there is no need to persecute us further we do contribute to the tax take.
- Understand what genuine interim work is as opposed to contracting, which I regard as longer term, akin to employment and not so 'impactful' and value-adding (as real interim).
- We are not 'employees' (disguised or otherwise). We are not 'workers'. We are also not 'bums on seats' We are business people selling services to other businesses that produce measurable outcomes and business performance.



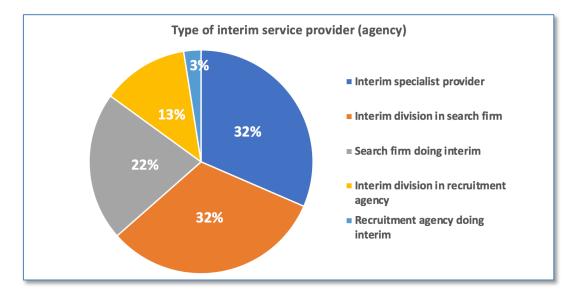
## **Understanding interim service providers**

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

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



There are potentially hundreds of agencies that may try to fill an interim position given half a chance.

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



#### Fees and day rates via providers

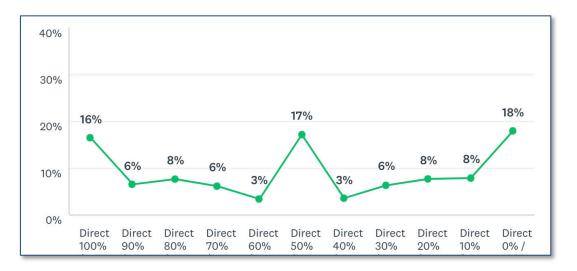
The provider fee, known as the 'margin', is in most cases the percentage of the day rate that the service provider retains from the fee charged to the end client. However, a few providers run their calculations by adding a percentage on top of the interim manager's rate and a few others will charge the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

The average service provider margin is 20-25%, though the margin goes as low as 10% and up to the mid-30%'s and higher.

The key is to agree a rate for the interim that is satisfactory, there is one chance to debate this.

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 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.



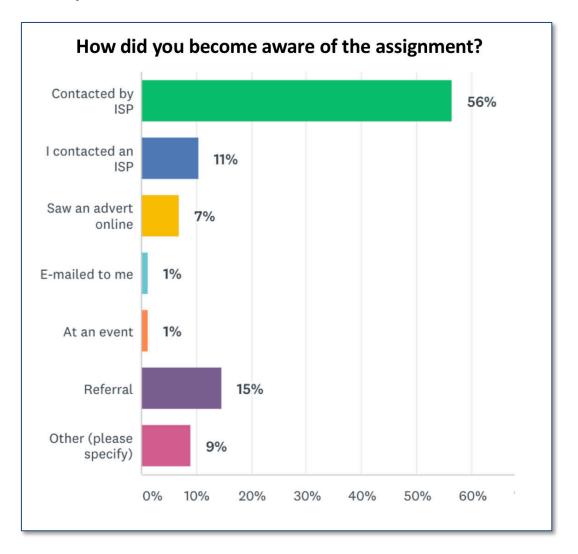
It is a beneficial relationship that works for most.



## 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.

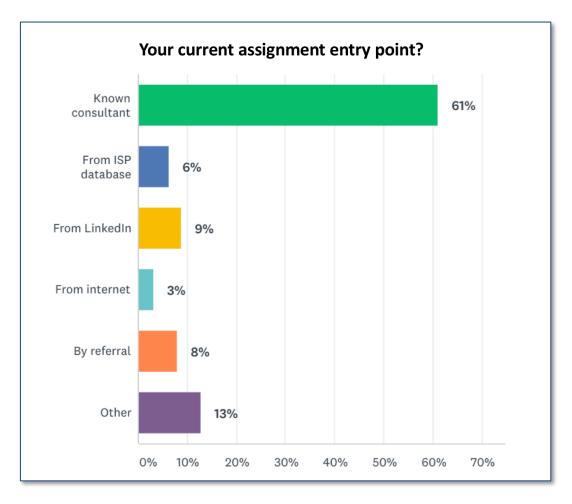
Being 'easy to find' is *much more important* than being good at 'applying' to vacancies. If you are not on an appropriate provider's database, you cannot be selected from it. You can't see a vacancy that is not advertised.





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.



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'...).

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 7 *providers*.

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.

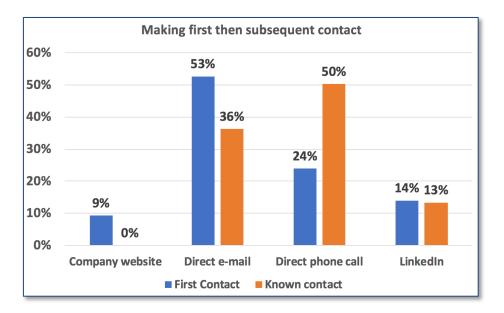
Try not to have more *active* registrations than you have fingers.



## **Provider contact**

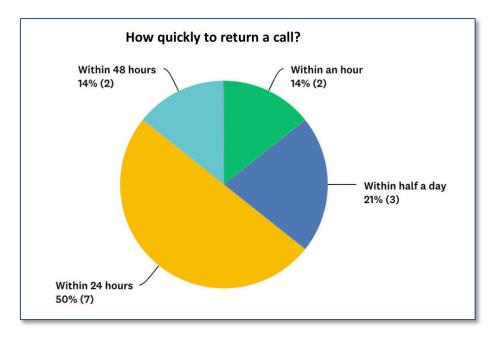
Making contact requires persistence, but professionally done with a good offering should be successful.

Most providers prefer to be contacted by e-mail at a first approach, then by phone thereafter. Applying via a website registration process can often fail to raise your credentials to the attention of the right person, so hang in there.



Most providers like to be updated every quarter or every couple of months. If you do so much more frequently that's going to get annoying pretty fast.

If the provider leaves a message for you, get back within the day, ideally half-day, as they won't want to be hanging about with a live assignment. Rule yourself decisively in or out of the opportunity and good luck with the client pitch.

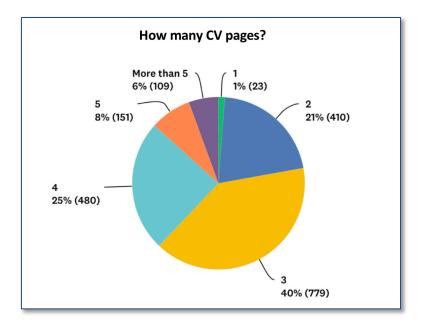




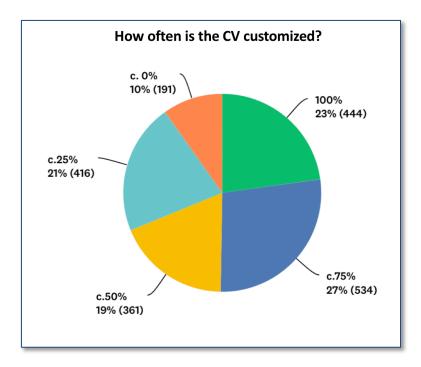
## **CVs and customisation**

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 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 both interims and providers.



c.70% of interims customize their CV, at least half of the time. So ideally have a 'base CV' one page longer that you 'edit back' to the perfect CV for each pitch.





## The IIM Interim Service Provider Survey results 2018

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

This year, 2,272 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 16 of each.

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 (19 fit nicely over 2 pages, 3 + 16) 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 holds the top spot, which they regained in 2017. Congratulations.

#### **IIM leading service provider 2018 – Interim Partners** A big thank you to everyone who scored us in the survey. We are humbled that you have ranked us your No. 1 provider for a second year running. We are particularly thankful given it has been such a year of change for us. Our consulting team has grown by 38%; we have moved to a Statement of Work and risk-sharing model and we are expanding internationally. Being recognised by the interim community hopefully suggests that we can grow our business through living our values of: visionary. brave, collaborative, honourable and genuine. These values shape our business and gives us the platform to delivering an excellent service to our Interim Managers. We will continue to innovate, to build on our Return on Interim methodology, and to ensure that we - and the Interim managers we work with - share the risks and benefits of the assignments they take on. Looking forward, we still have much to improve upon and we will focus relentlessly on the areas in which our interims have highlighted where we can improve. Thank you to the IIM for the work it does to Doug Baird Chief Executive encourage excellent service in our industry, of which this provider **New Street Group** survey is an important part and no small undertaking.





Ranking	L.Y.	1-8 Interim Service Providers	
1	(1)	Interim Partners www.interimpartners.com/	InterimPartners
2	(4)	Eton Bridge Partners www.etonbridgepartners.com	EtonBridge
3	(5)	Practicus www.practicus.com	Practicus
4	(2)	Penna www.penna.com	<b>Å</b> Penna
5	(3)	Odgers Interim www.odgersinterim.com	• ODGERS INTERIM
6	(6)	WBMS wbmsglobal.com	WBMS Pot of the WEITUR & REINForce
7	(12)	Solace In Business	
8	(16)	Hunter Healthcare http://www.hunter-healthcare.com/	





Ranking	L.Y.	9-16 Interim Service Providers	
9	(11)	Green Park http://www.green-park.co.uk/	green🌾park
10	(17)	B2E Consulting www.b2econsulting.com	
11	(8)	Boyden http://www.boyden.com/	boyden
12	(14)	Savannah https://www.savannah-group.com	💋 Savannah
13	(10)	BIE https://www.bie-executive.com	≪>BIE
14	(13)	Allen Lane www.allenlane.co.uk	Allen Lane
15	(35)	Ameo www.ameogroup.com	ameo:
16	(21)	Greenwell Gleeson www.greenwellgleeson.co.uk	greenwellgleeson





Ranking	L.Y.	17-24 Interim Service Providers	
17	(34)	Holdsway www.holdsway.co.uk/	
18	(19)	Kingsley Search & Interim	KINGSLEY SEARCH & INTERIM
19	(36)	Osprey Clarke www.ospreyclarke.com	Osprey Clarke
20	(22)	La Fosse www.lafosse.com	La Fosse Associates
21	(20)	Matrix Interim Management	matrix:
22	(23)	Investigo www.investigo.co.uk	<b>INVESTIGO</b>
23	(18)	Stanton House	Stanton
24	(7)	Gatenby Sanderson www.gatenbysanderson.com	GatenbySanderson





Ranking	L.Y.	25-32 Interim Service Providers	
25	(9)	Veredus www.veredus.co.uk	VEREDUS
26	(26)	Langley Search & Interim	LANGLEY search & interim
27	(15)	Badenoch & Clark www.badenochandclark.com	<ul> <li>Badenoch</li> <li>&amp; Clark</li> </ul>
28	(32)	Marble Hill Partners	Marble Hill Partners
29	(33)	Morgan Law www.morgan-law.com	Morgan Law
30	(28)	Impact Executives	impact executives harvey nash group
31	(51)	Melber Flinn https://melberflinn.com/	MELBER FLINN
32	(37)	FRP Transition	





Ranking	L.Y.	33-40 Interim Service Providers	
33	(54)	Barracuda www.barracudasearch.com	Sebarracuda
34	(53)	Rawson Downey www.rawsondowney.com	RAWSON DOWNEY RECRUITMENT
35	(39)	EIM www.eim.com	
36	(40)	Alpine www.alpine.eu.com	Alpine 🚁
37	(42)	Rethink www.rethink-recruitment.com	rethink
38	(24)	Alium Partners www.aliumpartners.com	Alium Partners
39	(31)	Hoggett Bowers www.hoggett-bowers.com	hoggettbowers
40	(52)	Chilworth Partnership www.chilworthpartnership.co.uk	Chilworth Partnership Executive Interim & Permanent Recruitment





Ranking	L.Y.	41-48 Interim Service Providers	
41	(38)	InterQuest Group	PINTERQUEST GROUP
42	(30)	Russam GMS www.russam-gms.co.uk	russam gms
43	(29)	Executives Online www.executivesonline.co.uk	EO
44	(48)	1st Executive www.1st-executive.com	1st Executive
45	(27)	Morgan Hunt www.morganhunt.com	🗖 morgan hunt
46	(25)	Robert Half www.roberthalf.co.uk	<b>rh</b> Robert Half <sup>®</sup>
47	(67)	Tile Hill www.tile-hill.co.uk/	
48	(63)	Beaumont Select www.beselect.co.uk	beaumont select PROCUREMENT & SUPPLY CHAIN HUMAN CAPITAL RESOURCES





Ranking	L.Y.	49-56 Interim Service Providers	
49	(71)	Holmes Noble www.holmesnoble.com	holmes noble
50	(72)	Finatal www.finatal.com	FINATAL
51	(70)	Bis Henderson www.bis-henderson.com	bis henderson group
52	(65)	Campbell Tickell www.campbelltickell.com/	CAMPBELL TICKELL
53	(57)	RSA Interim Management www.thersagroup.com	<b>≷SRSA</b>
54	(45)	Macmillan Davies	MACMILLAN DAVIES
55	(41)	Axon Resourcing www.axonresourcing.com	<b>axon</b> resourcing
56	(46)	Blenkin Associates http://blenkinassociates.co.uk	





Ranking	L.Y.	57-64 Interim Service Providers	
57	(44)	Macallam Interim	
58	(43)	Methods www.methods.co.uk	methods III
59	(50)	Page Executive www.pageexecutive.com	PageExecutive
60	(49)	Campion Willcox www.campionwillcocks.co.uk	Campion Willcocks
61	(47)	Robert Walters www.robertwalters.co.uk	ROBERT WALTERS
62	(new)	Connect Interim Search https://connectsearch.com	CONNECT
63	(new)	Anderson Quigley https://andersonquigley.com	ANDERSON QUIGLEY
64	(new)	Norman Broadbent www.normanbroadbent.com	NORMA <mark>N</mark> BROADBENT

LY: (Last year colouring: Green >5 places up, Red >5 places down, Blue within 4 places either way).



## Honourable mentions

Interim Provider firms sitting just outside our chart.

Baltimore Consulting.	<b>Cadence</b> Partners	CAPITA	cedar
Baltimore Consulting http://www.baltimoreconsultin ggroup.com/	Cadence Partners	Capita Executive www.capitaexecutive.co.uk	Cedar www.cedarrecruitment.com
DM Digby Morgan a Randstad company	Finegreen Group	GOODMAN MASSON	HAMMONDCLARKE
Digby Morgan www.digby-morgan.com	Finegreen www.finegreen.co.uk	Goodman Masson	Hammond Clarke www.hammond-clarke.co.uk
HAYS Executive	KEYSTREAM HEALTHCARE	The Miles Partnership	
Hays Executive	Keystream Healthcare www.keystreamhealthcare. com	Miles Partnership http://miles-partnership.com/	Pilot Partners http://pilotpartners.eu
RAPID ITS THE RIGHT WAY TO WORK	(R) real	S&S	VennGroup
Rapid www.wearerapid.com	Real Staffing www.realstaffing.com	Sullivan & Stanley www.sullivanstanley.com	Venn Group

#### Technical note about the 2018 survey

Presenting a quality ranking is paramount to the IIM. Only by highlighting the very best provider firms can the IIM hope to encourage high standards and a suite of provider firms worthy to put before professional interim managers.

In 2010 our first survey cited 45 firms, which we expanded to 100 in 2011. In 2013 we thinned the list back to 80 as we built up data we could rely upon year after year. Over 2017 and 2018 we have cut the list back further, to 72 and this year to 64, a number that should suffice for the time being.

This means that some firms have dropped tiers (which are now a little smaller) without actually having lowered their placing.



## The Interim Provider Consultant Survey results 2018

Yet again, we surveyed the interim managers about who their star interim provider consultants were. Over 500 different interim provider consultants were voted for.

The first place goes to **Sarah Simpson** from Interim Partners, so well done to Sarah. 2<sup>nd</sup> and 3<sup>rd</sup> placings go to Sanjay Gohil from WBMS and Natalie Allen from Practicus, plus a further 16 leading consultant runners up, listed on the next page.

Here are a few acceptance words from Sarah.

## IIM provider consultant of the year 2018 Wow!!.... What an honour. I want to say a huge thank you to everyone who voted, both for me and for the wider Interim Partners business. (I know my colleagues heads are in their hands right now, haha). I've joked (perhaps annoyingly so) about being voted number 1, but seriously, I never actually thought that it would happen. Recruitment isn't rocket science it's about staying true to your values, being honest and trustworthy. I'm lucky enough to be working for a business who allows me to be me. I work alongside some great colleagues who share my values and work as hard as I do to stand out from the crowd. Customer service and treating people the way you wish to be treated is just common sense. One bit of advice a mentor of mine once gave me was 'don't let anyone else define who you are'. And it's so true. Thank you again to everyone who helped me get to this very exciting point in my career. My fiancé Andy for his support and for never

moaning about me working or taking calls late (even on holiday), my

most of all THANK YOU to all my 'interim friends', I am very grateful

great colleagues who keep me sane (you know who you are!) but

for your recognition for trying to add a little value to your interim

Sarah Simpson IIM Provider Consultant of the year 2018 (Interim Partners)



career.

Sanjay Gohil (2<sup>nd</sup> place) Provider Consultant of the year 2018 (WBMS)



Natalie Allen (3<sup>rd</sup> place) Provider Consultant of the year 2018 (Practicus)



## **Further Leading Interim Provider Consultants 2018**

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. Some are almost becoming 'regulars', others are new to the rankings.





## **Conclusions 2018**

We get to the conclusion and inevitably find that interim management is under some sort of pressure or change (as we have in most past years' conclusions).

The frustration with regulatory change is in dealing with something that takes interim control away, whereas at least in the case of economic pressure, each individual interim manager has a fighting chance to buck the trends and make a difference as they have often done before.

As ever, the Institute of Interim Management is a not-for-profit body, doing what it can for this curious profession we enjoy. If you feel as resolute about 'interim' as a way of making a living, as we do, join us a member or even better, give us a hand.

'Bread and butter' benefits (such as tax investigation insurance and access to legal information) are handy, but as we've touched on before, it's the comraderie that makes it.

Pitch well ~ Implement effectively ~ Be successful.



Ad van der Rest MIIM Director IIM & survey author



## **Online rankings**

The online version of these rankings can be found at:

https://www.iim.org.uk/providers/

## Use of IIM survey logos for Providers

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

https://www.iim.org.uk/survey-logos/

## **Acknowledgements**

This survey was first published in 2010, this being the ninth edition.

It has been updated annually since then in various formats.

## 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/

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## Join us again in Spring 2019 for the Institute of Interim Management's 10<sup>th</sup> annual survey

