

The 2022 survey of UK Interim
Managers performed by
IIM
In collaboration with the
International Network of Interim
Manager Associations



INIMA

Introduction

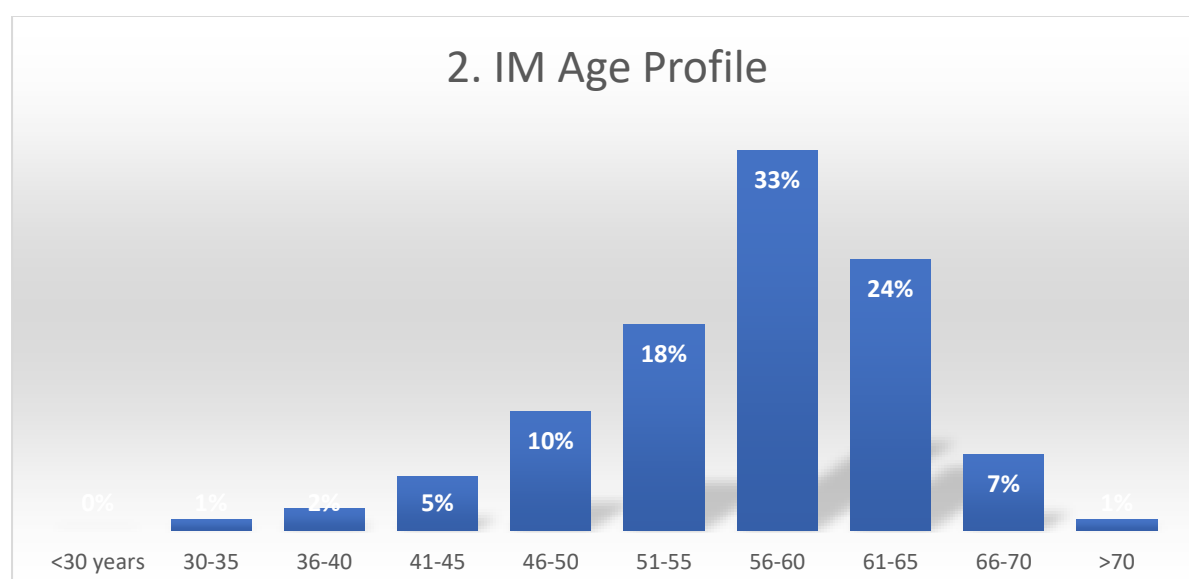
Whilst the response to the UK's 2022 survey remained over 100 it is disappointing that the level was down by almost one third (106 Vs 150). Surveying Interim Managers has proved very popular over the last few years with many Interim Service Providers conducting their own surveys during the course of the past few years so 'survey fatigue' may have been a factor though it is a little early to draw a clear 'cause and effect' impact.

Having said that, 2021 has proved to be considerably more positive than our survey in January 2021 predicted with both utilization and day rates increasing. The following headings reviews the 2022 data with pertinent commentary.

The Interim Manager

Demographics

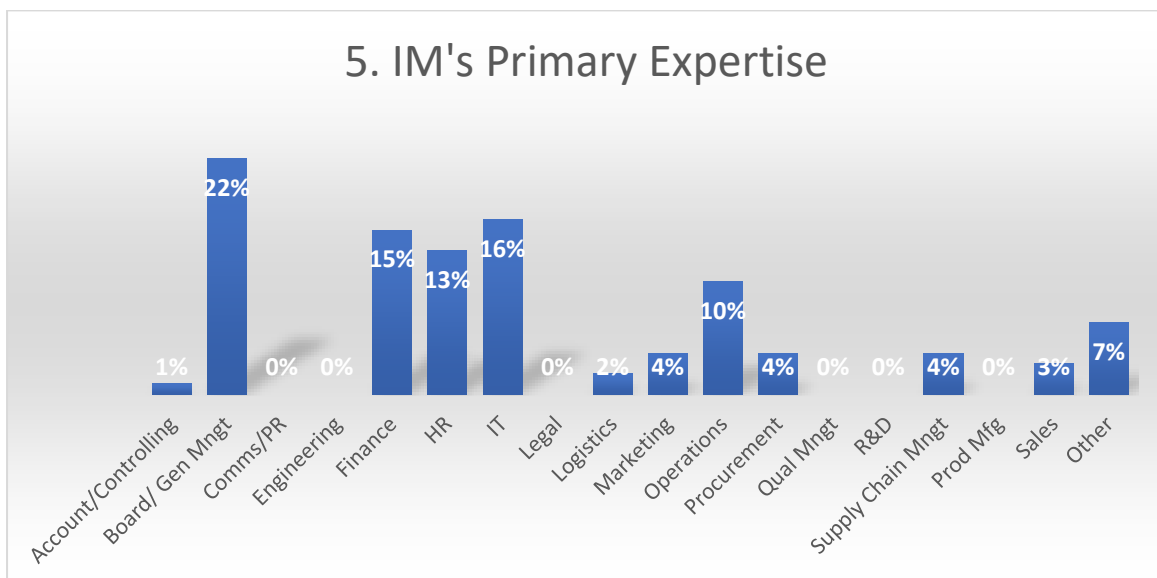
The typical UK Interim manager in the UK in 2022 survey remains male, over-50 and with more than six (6) years of experience as an Interim professional.



As with the 2021 survey the UK Interims continued to show a wide spread of management seniority amongst respondents with biases toward C-suite roles, Finance, HR and IT and continuing to grow in those areas. 13% of the respondents were women which was in line with the 2021 survey and reflects that Interim Management remains a male-dominated profession in the UK.

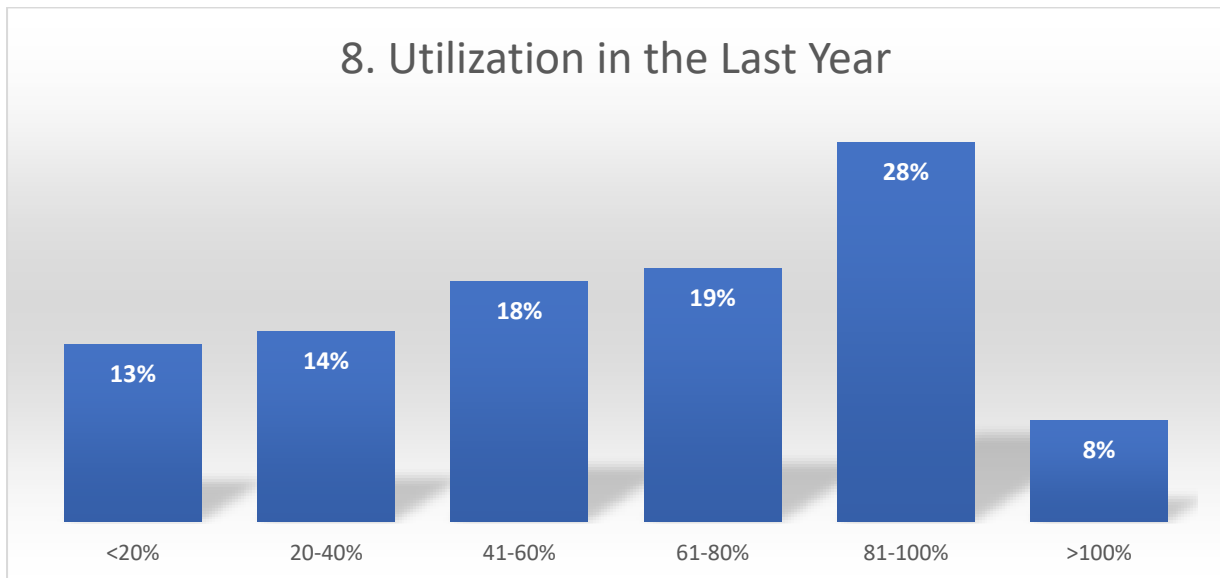
Functional Specialities

The top primary functional specialities of the interim managers in our survey were General Management(22%), Finance(15%), HR(13%) and IT(16%).

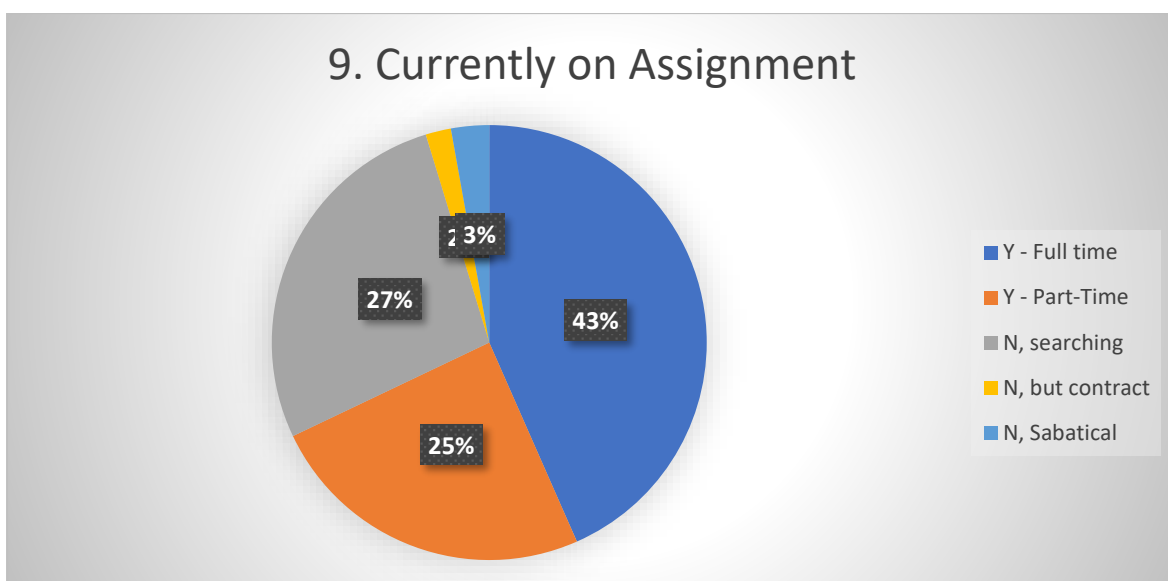


Interim Manager Utilization

Whilst 2020 proved to be a challenging year for UK interims in terms of utilization 2021 proved to be much better with over 30% of our respondents

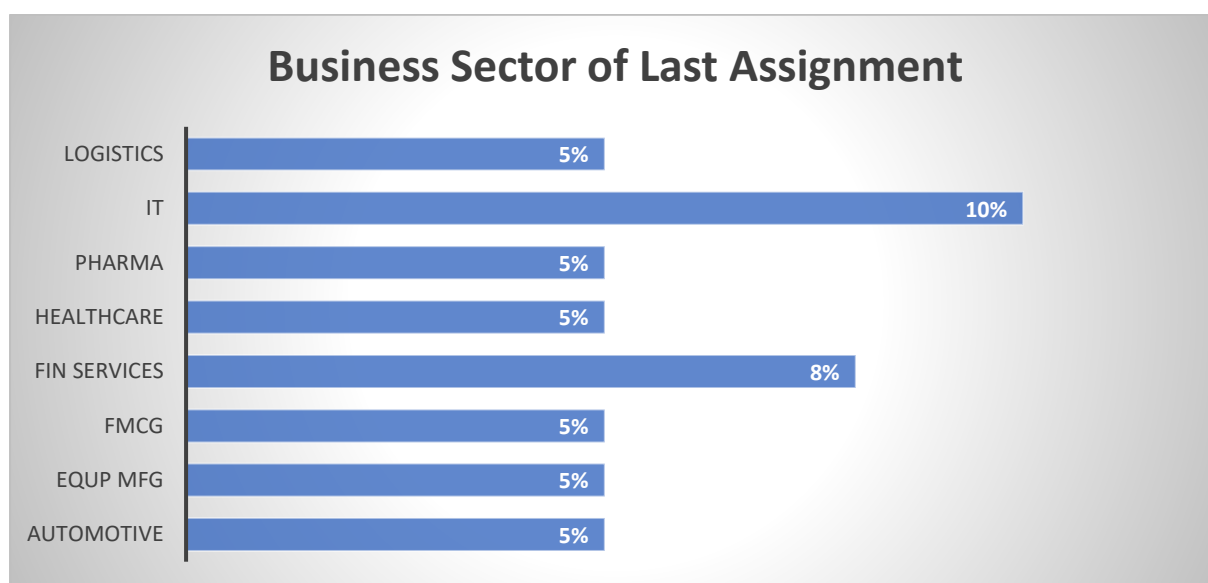


seeing utilization at the 80% or greater level. This was further confirmed with greater than 2/3 of respondents on either part-time (25%) or full-time (43%) assignments at the time of the survey.



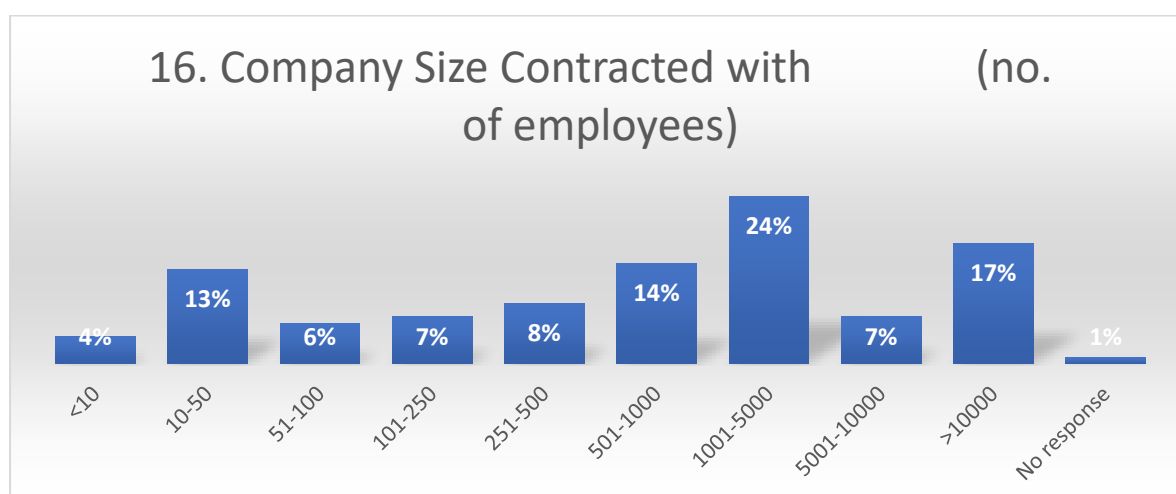
The Clients

To give an insight into the 2020 IM market the UK Interim Managers were asked to report details of their last assignment. This reflected the broad nature of the UK IM market albeit with a definite bias for IT type engagements.

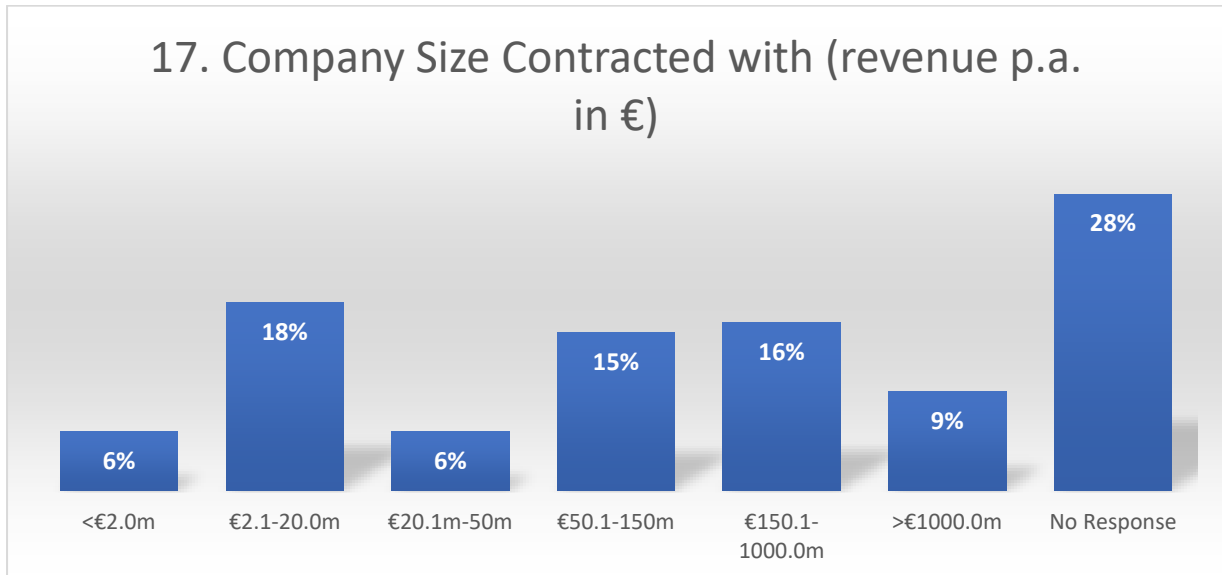


Size of company

As could be expected, the majority of the companies that engaged UK interims remained relatively large (greater than 500 employees) and operating in the private sector.



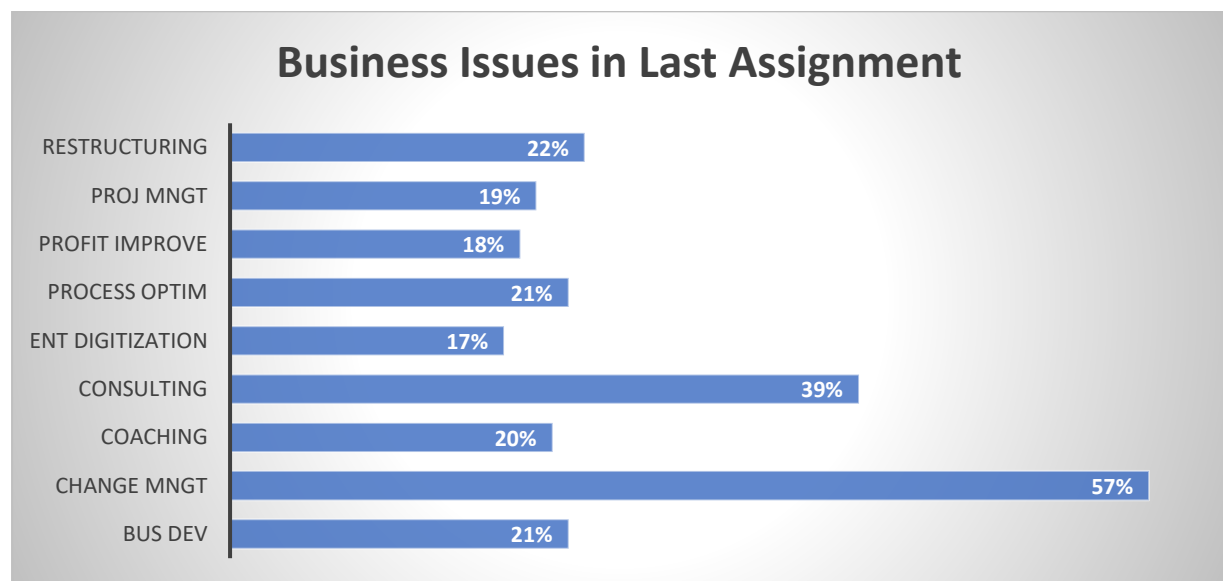
Alternatively, from a sales perspective, there is a broad spread of annual turnover with slightly less than half assignments coming from companies with annual turnover greater than €2.0m.



The Assignments

Key Issues

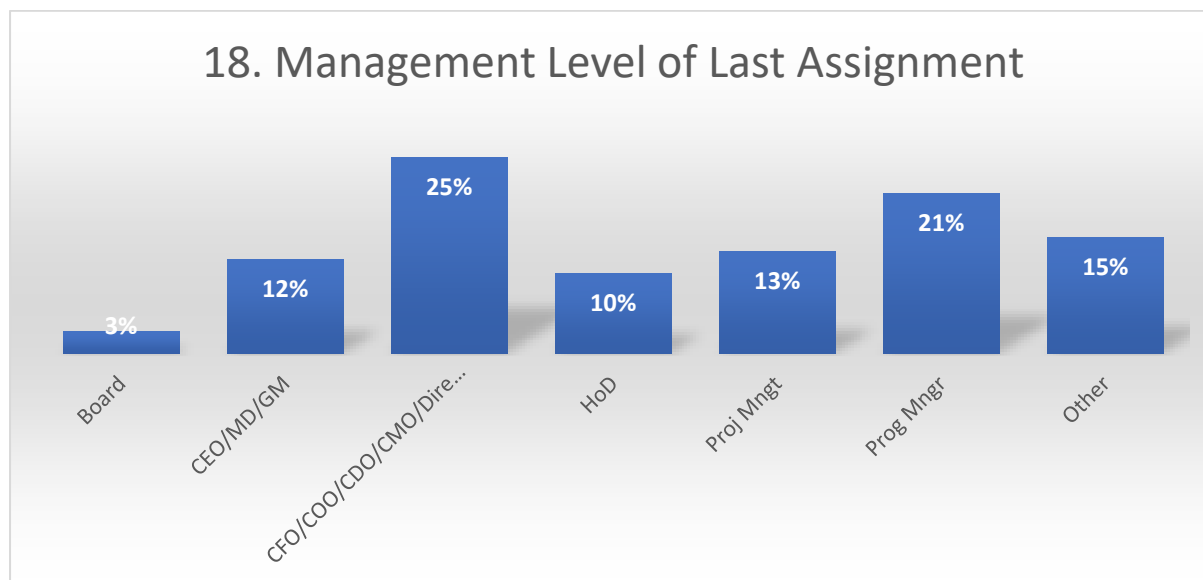
Interim Managers are change-agents by nature, so it was no surprise that change management remained their biggest assignment area in the UK during 2021. The top nine (9) issues addressed by managers in their last assignments are shown in the following graph.



Outside these 'top issues' the UK shows a broad scope of application. None-the-less, 2021 for the UK showed a strong bias toward classic Interim expertise in Project Management, Change Management and Process Optimization.

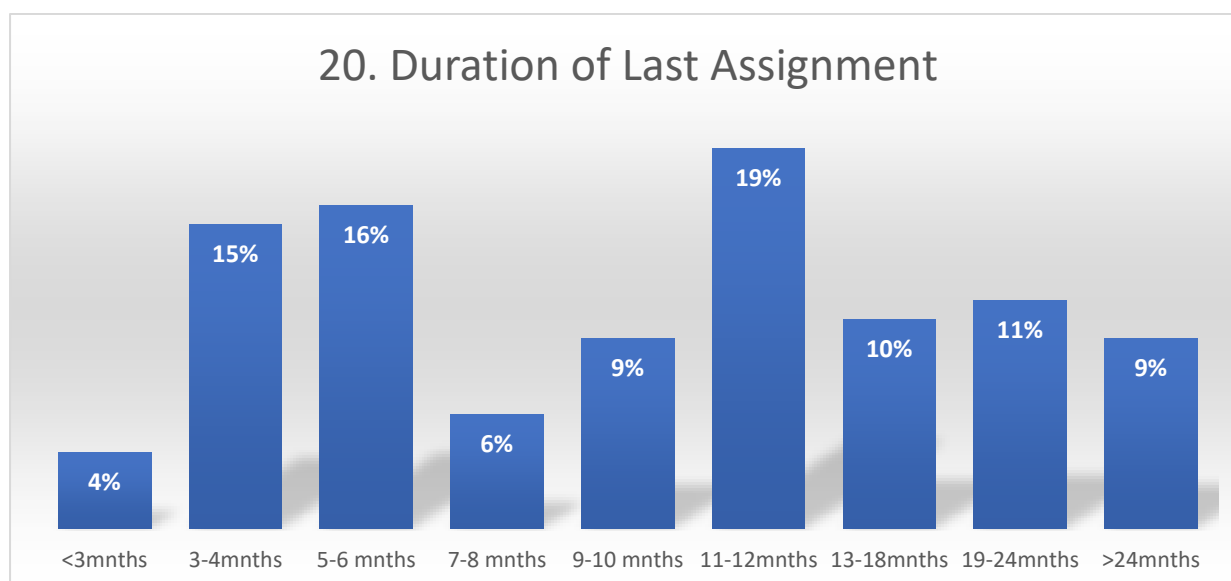
Management Level

During their last assignments, UK interims had a broad spread of seniority with C suite and Program and Project Management being the most prevalent.



Duration

With a reasonable spread of assignment duration across the market there was a general lengthening when 2021 is compared to 2020. Almost half of assignments were more than 11 months.

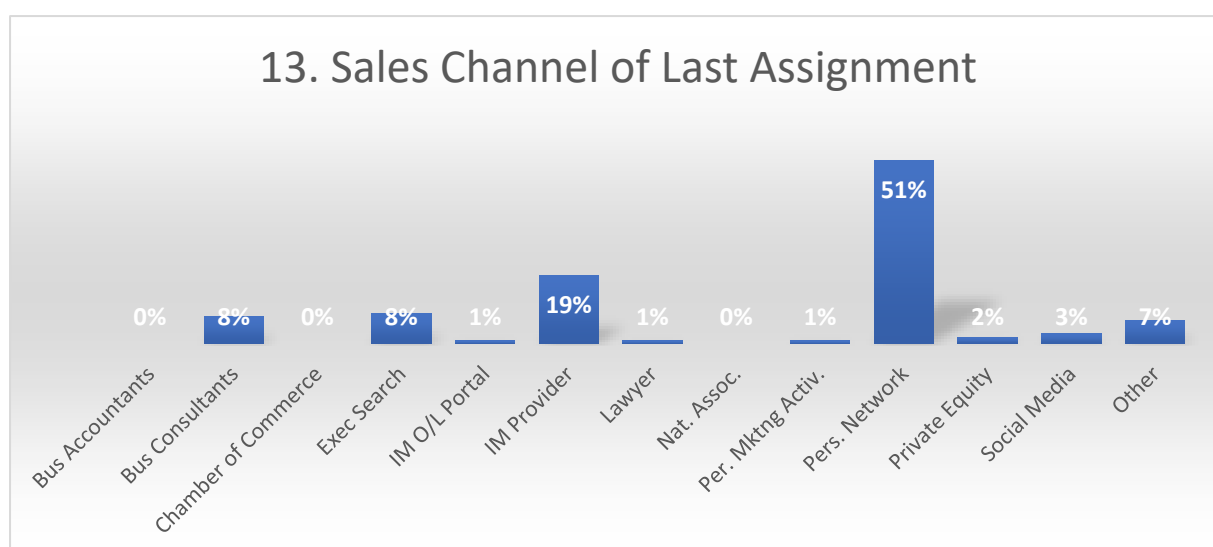


Countries

As would be expected most of the UK Interim Managers in our survey worked in the UK but when compared to 2021, more of their 2022 assignments took them other to countries as a resident or on business trips.

Sales channel

As with last year, the largest sales channel was via the personal network of the Interim Manager with Interim Service Providers being the second with 19% of assignments (slightly lower than last year's 25%).

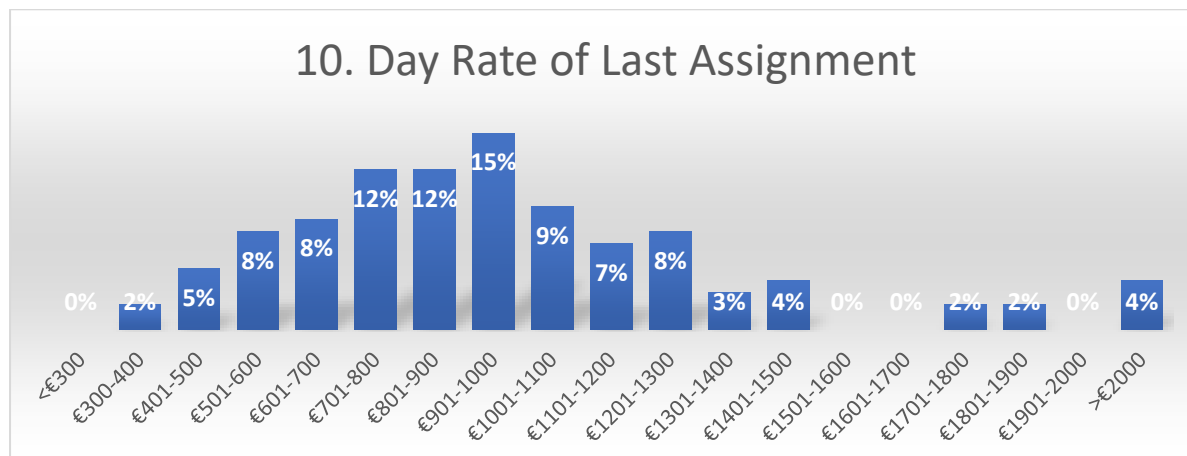


Day Rates

Managers were asked to provide the day rate that they billed on their last assignment (the net price, excluding expenses and VAT). This response was preferred as it was more objective than a yearly average or other formats.

The range of the day rates was extremely large, from €300 to greater than €2000, which showed the diversity of services provided by the Interim Managers in the IIM. Moreover, in comparison with 2021 there is a shift to the higher value end of value. The peak of daily rates was in the €600–1300 range as can be seen below.

It is worth mentioning that a small number of our members were delivering value at day rates at over €2000. The responses have been checked and it simply remains to congratulate the respondents in their ability to add value.



Pressure on Pricing

During 2020 our members indicated that in the last six (6) months 56% of managers reported that there was pressure on pricing during negotiation with the client and this pressure was forecasted to increase to 64% in the next six (6) months.

Thankfully, interims did not make good price pressure predictions for 2021 as the 2022 survey revealed a drop in facing price pressure to 39% and set to improve further to 34% in the next 6 months

We wait to see if these predictions come to pass in 2022!

Trends

Market Development

In our 2021 survey, 50% of managers judged positively the development of the market in 2021. Our view in 2022 has improved to almost 60%

Future View and key issues facing Interim Executives

Interestingly, UK IMs continue to consider the impact of COVID-19 and the change to the UK TAX regulations referred to as IR35 as leading to concerns about securing their next assignment.

National Context of the Survey

The survey was performed in January 2022 and restricted to practising interims who were members of the national association, 106 managers responded. A survey open to respondents outside of our association would have increased the sample size but at the expense of the sample reliability.

The IIM conducts a much 'wider-ranging' survey in April each year which is now seen as a regular bellwether of our market. This survey is open to a much wider respondent base with some 3500 respondents annually and has been in existence for over ten(10) years,