

# International survey of Interim Managers 2016

“who the interim managers are and what they do”

Senior Management Worldwide (SMW) is the longest running and most successful international partnership of Interim Executives providers. With member firms in 17 countries and associates across the globe, SMW helps organizations with strategic leadership in temporary assignments. Together the partnership has developed an effective organization which has made SMW specialists in introducing rapid solutions for performance improvement to our clients.

## SMW survey IM 2016

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The International survey of Interim Managers conducted by SMW approached over 13 000 Interim Managers in 12 countries for participation. The Netherlands, Spain, Turkey and USA did not participate in the survey, but have comparative values from local surveys completed in 2016.

The purpose with the survey is to introduce – “who the interim managers are and what they do”

More and more people are starting to understand the value of Interim Executives; thus SMW sees continued growth in the service offering of interim managers. For clients, Interim Executives are considered more of a strategic leadership service than gap filling.

## SMW international survey of Interim Management 2016



- ✓ 27 Country coverage
- ✓ + 13 000 Interim managers
- ✓ Average
  - 53 years age
  - 3 years as IM
  - 200 working days/year
- ✓ 66 % in assignments
- ✓ 55 % C- level
- ✓ 23 % non-executive
- ✓ 15 % female

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### PERSONAL

#### **Age**

The 51-55 and 56-60 age groups remain the largest groups with 54%. In Poland, Hungary and China we would find a new generation of leaders in the + 40 age groups.

#### **Gender**

There is an increasing number of female Interim Managers globally. In Sweden some 25 %, UK over 30 %. Rest of Europe less than 20 %, and APAC over 35 %

#### **Years of experience as IM**

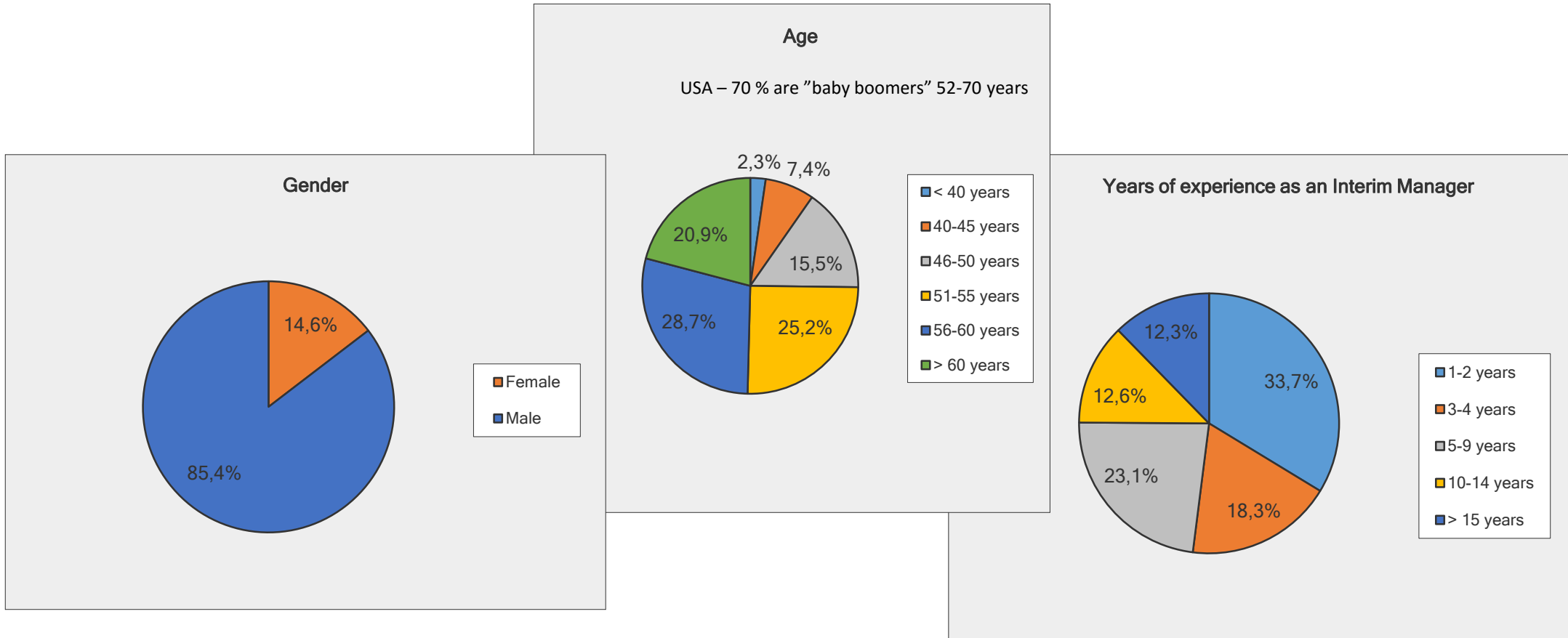
More and more executives are seeing the advantage and challenge in working as Interim Managers. The interim management industry is growing globally and stands for strong values in top quality leadership.

33 % of the Interim Managers are newcomers with 1-2 years in the market. Looking for work flexibly and within different businesses or sectors.

23 % have been in the market for over 5 years.

*“More and more people are starting to understand what an Interim Manager can do – and how they accomplish it”*

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### **Permanent employment vs IM**

The most of the interim managers are committed to Interim Management.

43 % could be interested in a permanent employment

57 % are committed to Interim Management

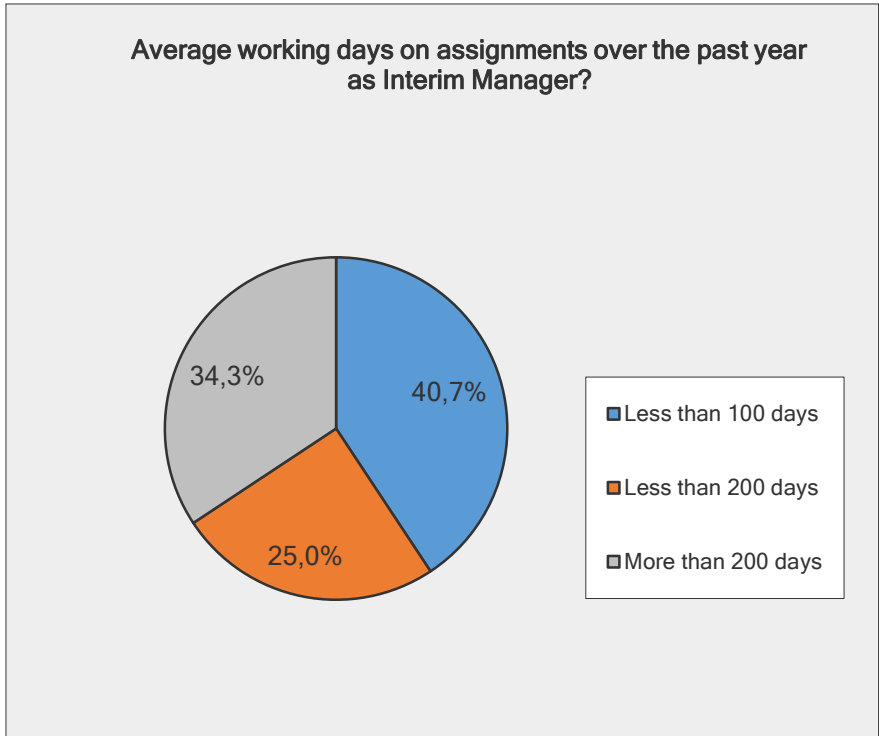
Many clients are in search or recruiting processes to complete the organization when the interim managers have accomplished their assignment. They either develop talents in an internal employee or help the organization find new talent in an executive search process.

The interim managers hit the ground running in the contract and quickly accomplish excellent results that are handed over to the client when the job is done. For many of those guys the client offers them a permanent position which ordinarily would be attractive, but instead they refused because they are committed to Interim Management.

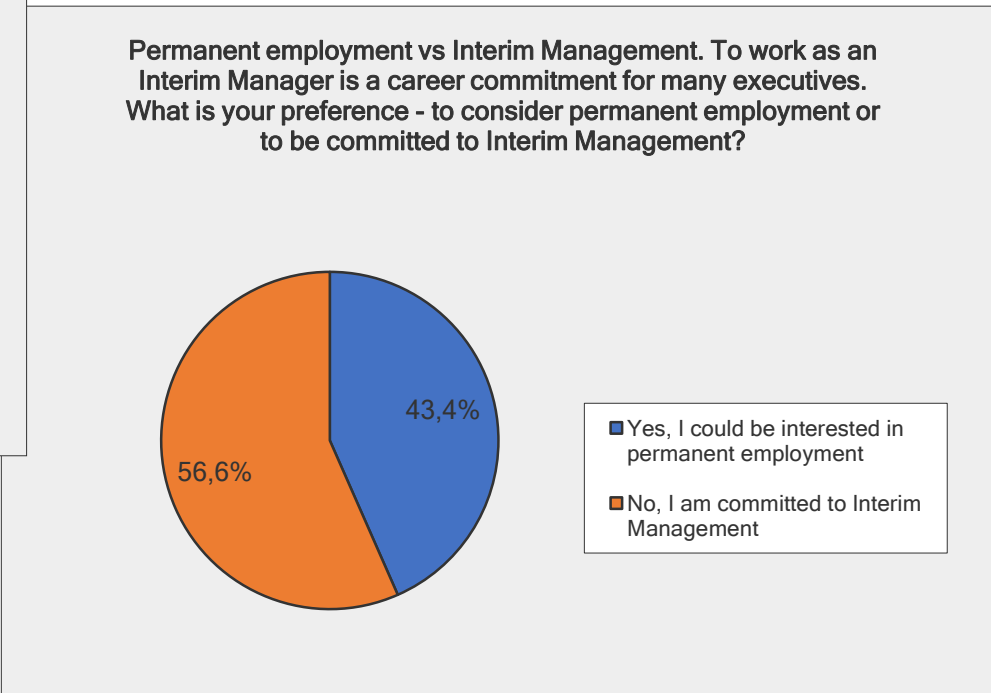
### **Average working day over the past years**

To work full time or part time as an Interim Manager would be a personal choice. 56 % are working less than full time, which would be an option for the clients looking for the best candidate to get the job done. Flexibility in full time/part time is most valuable.

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USA  
Less than 100 47 %  
Less than 200 31 %  
More than 200 22 %



USA  
Yes 86 %  
No 14 %

PROFILE, POSITIONS AND INDUSTRIES

**Current commitments to board positions**

Beside the profession as an Interim Executive many interim managers have taken Board positions.

37 % as Executive Members

15 % as Chairman

34 % as Advisory or in supervisory board

**Level where you normally operate as IM**

53 % Level 1 - Board Level Executive, CEO, President, MD, CFO, GM or VP roles

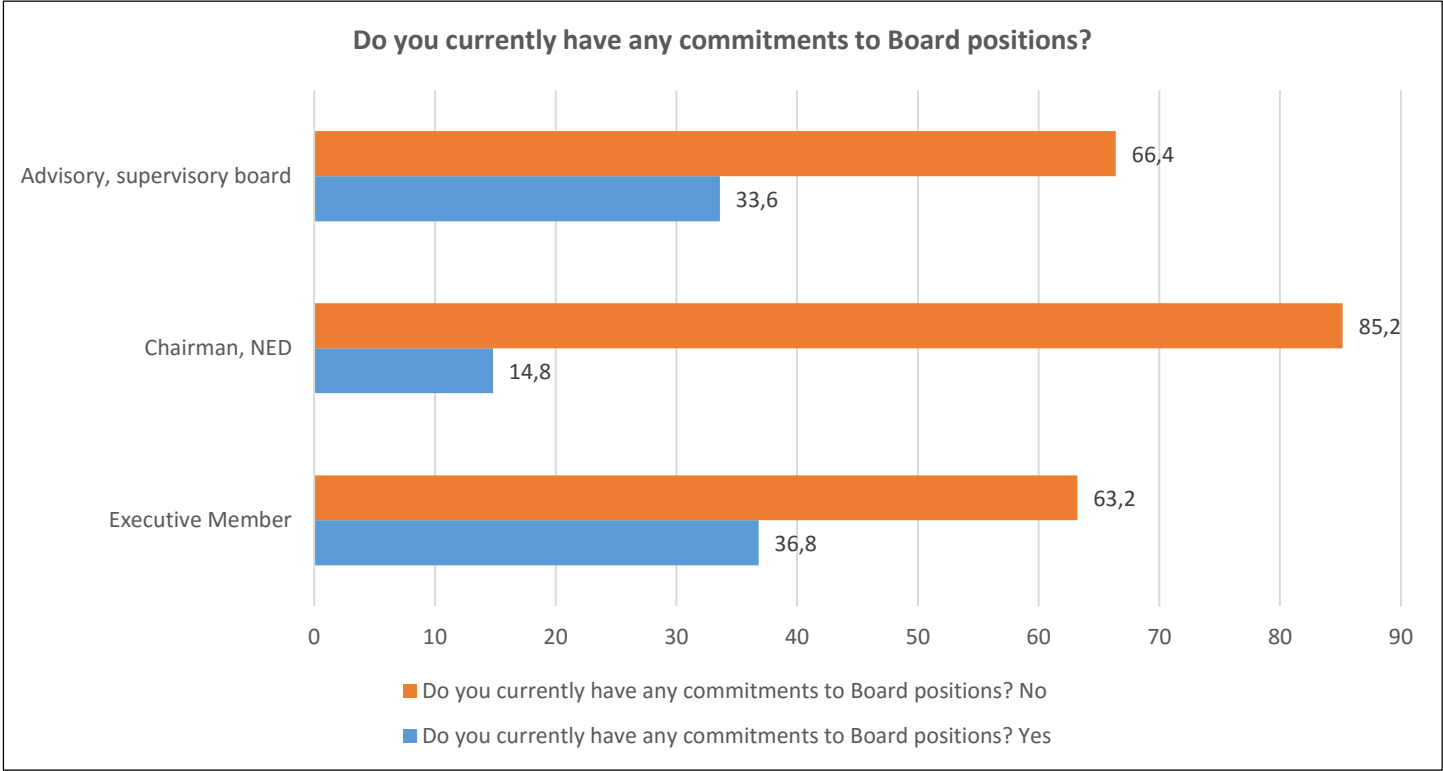
24 % Level 2 - Non executive Director (NED)

24 % Level 3 - Line manager



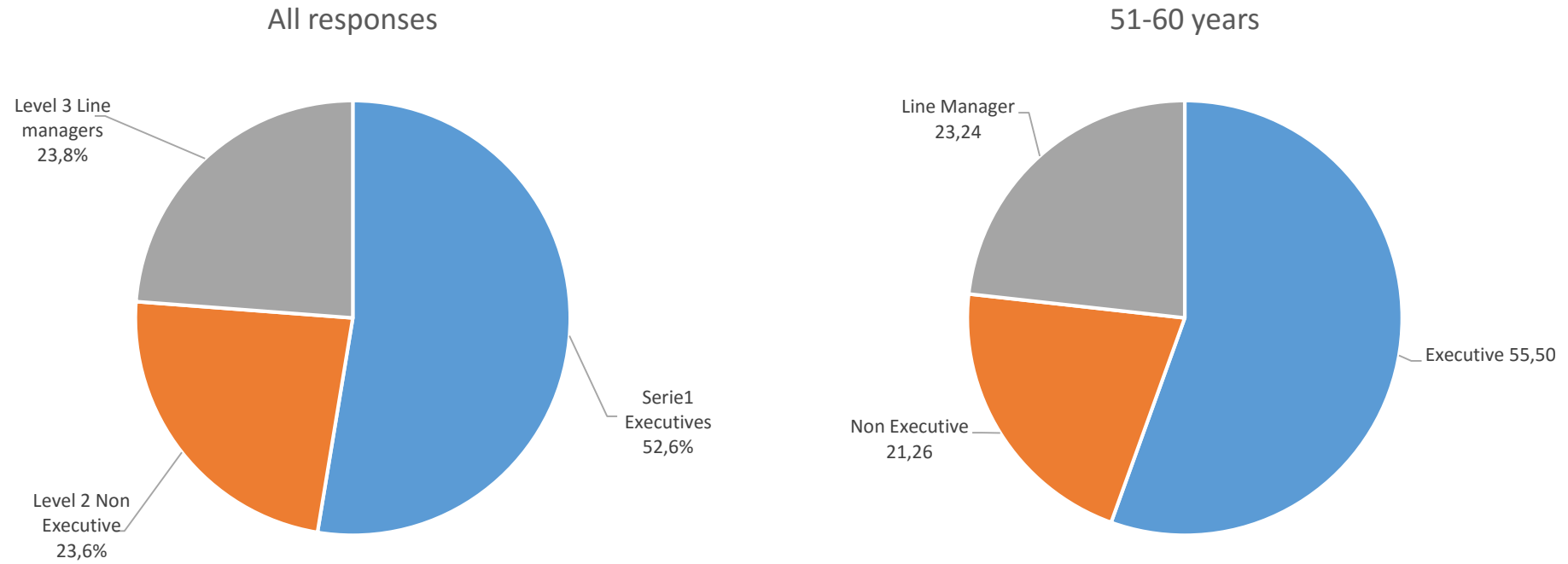
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## Board positions



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At what level do you normally operate as an Interim Manager?



**Current work status**

Interim managers accept part time contracts from time to time to have the flexibility to accomplish in Board level or Advisory commitments. For clients, a part time contract would give them opportunities to get more value for their money for a high caliber Interim Executive at a reasonable cost.

1/3 of the Interim Managers are between contracts.

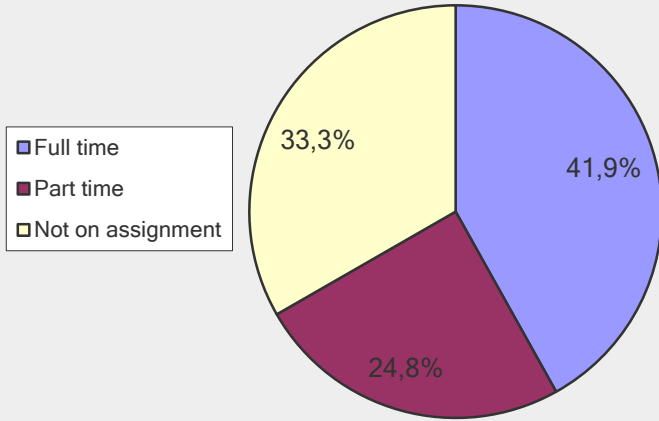
**Average duration of IM contracts**

Most contracts last for 6 – 12 months or with a duration of more than a year.

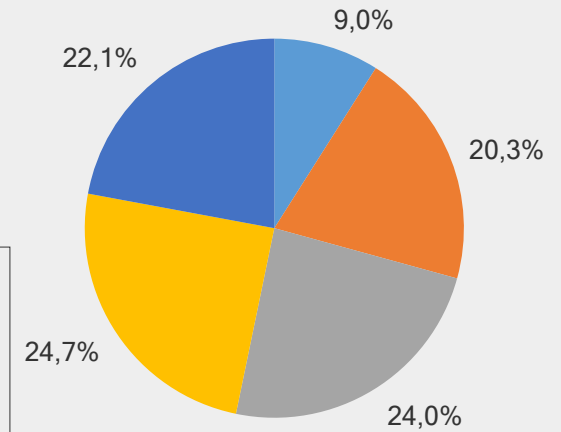
**Number of assignments the last three years**

With an average duration of one year, 90 % of the interim managers have completed 2-3 assignments the last three years.

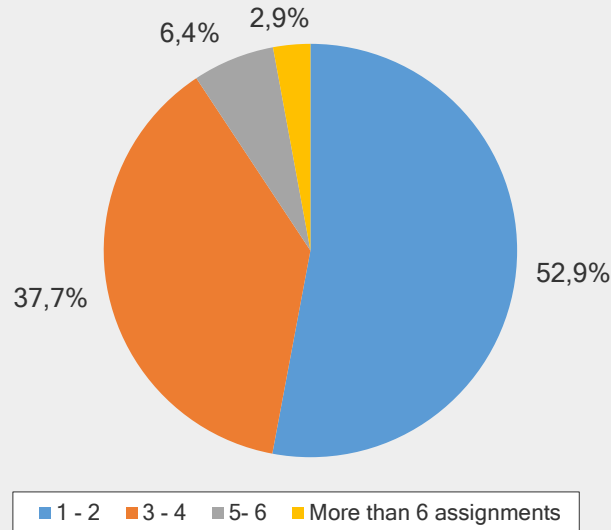
1. What is your current work status?



What is the average duration of your interim contracts?



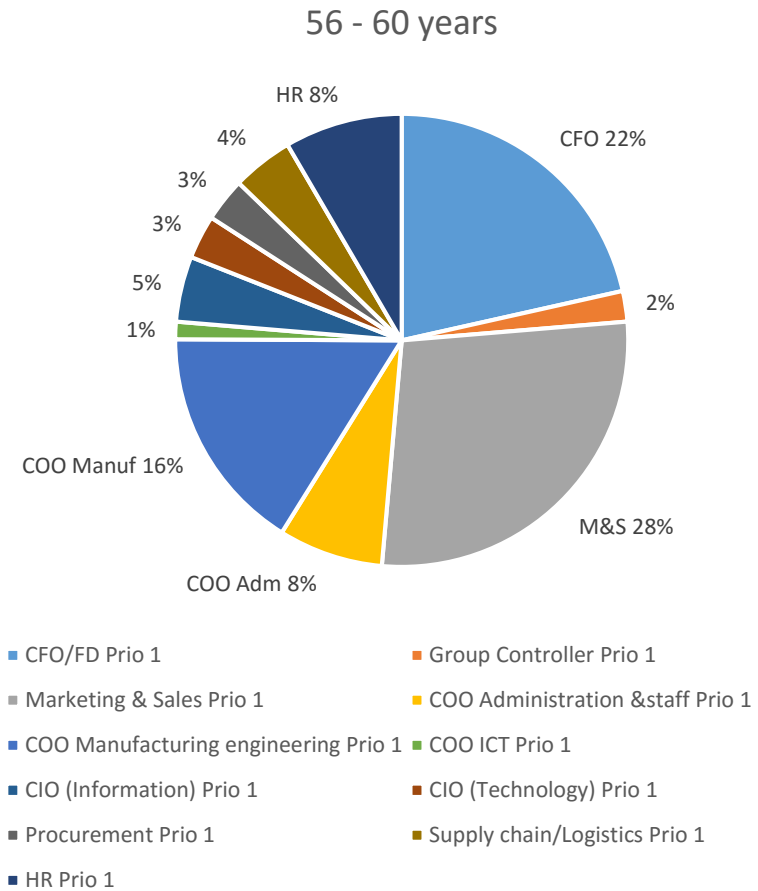
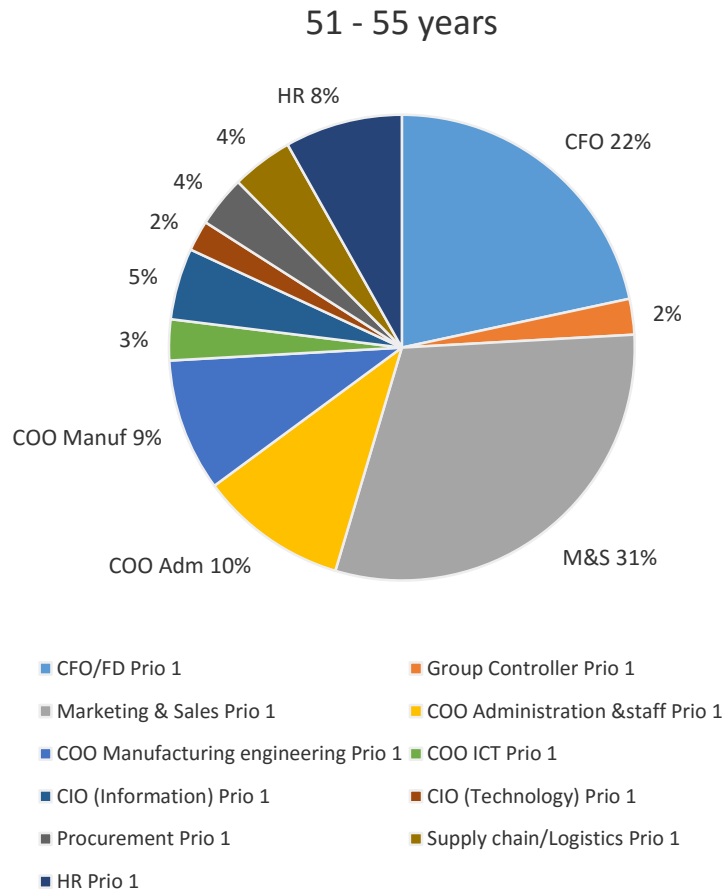
In how many assignments have you accomplished over the last three years?



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## Major functional experience or position

The largest areas of functional experience are Finance, Marketing and Sales, COO manufacturing and Human Resources.



### Industry sector experience

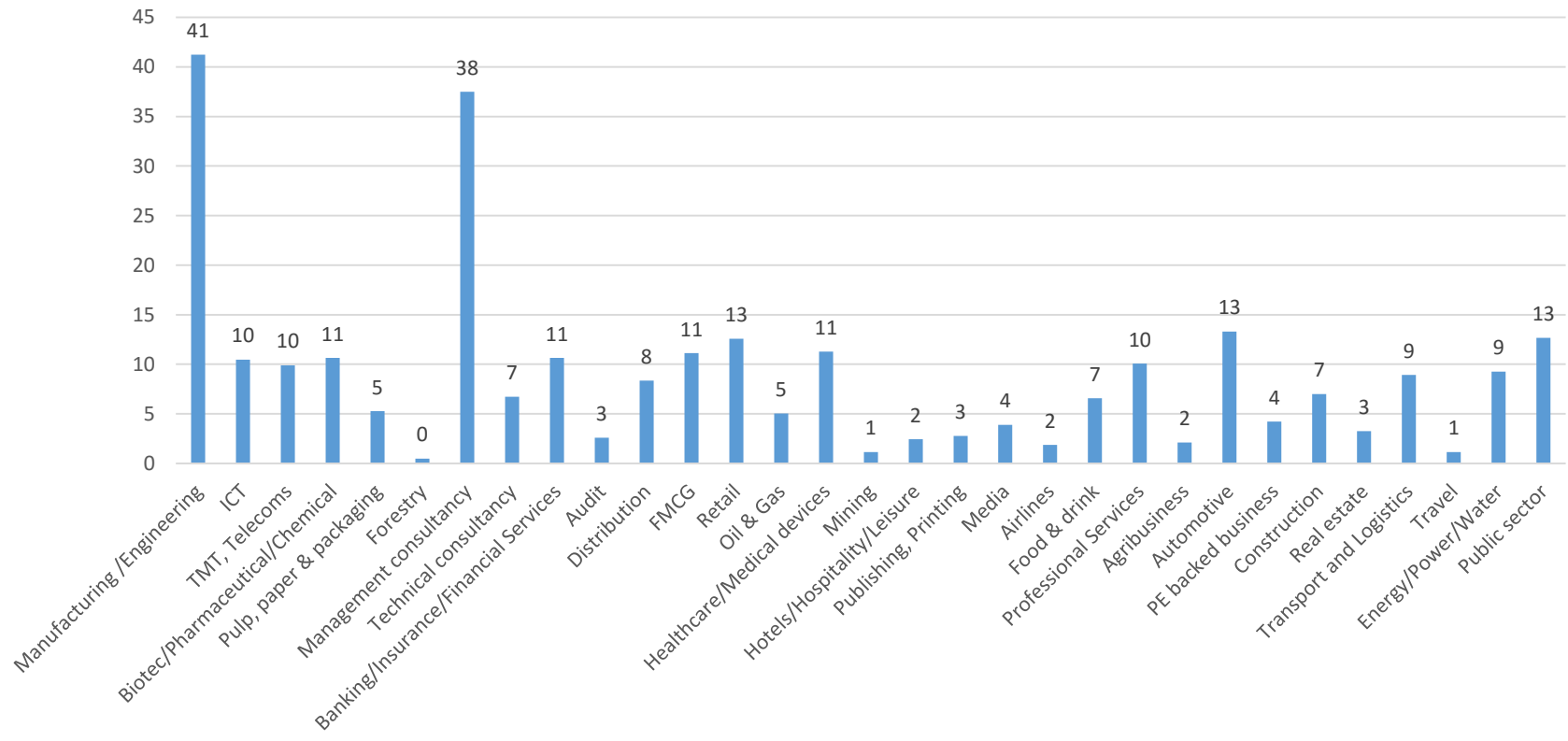
We have asked the Interim Managers for the priority – 1, 2 and 3. Top sectors in prio 1 are

56 %	Manufacturing/Engineering
50 %	Banking/Insurance/financial services
47 %	FMCG
47 %	Biotech/Pharmaceutical/Chemical
45 %	Automotive
42 %	Public sector

We present the Industry sectors experience in the following charts.

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In which Industry sectors are you most experienced (%)



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### **Market changes over the last five years**

75 % of the Interim Managers would find the market changes to the same numbers enquiries or more opportunities over the last five years.

### **Market changes over the last 12 months**

76 % of the Interim Managers found market growth for their experience and profile over the last 12 months.

45 % found the same number of opportunities as last year

31 % found more opportunities than last year.

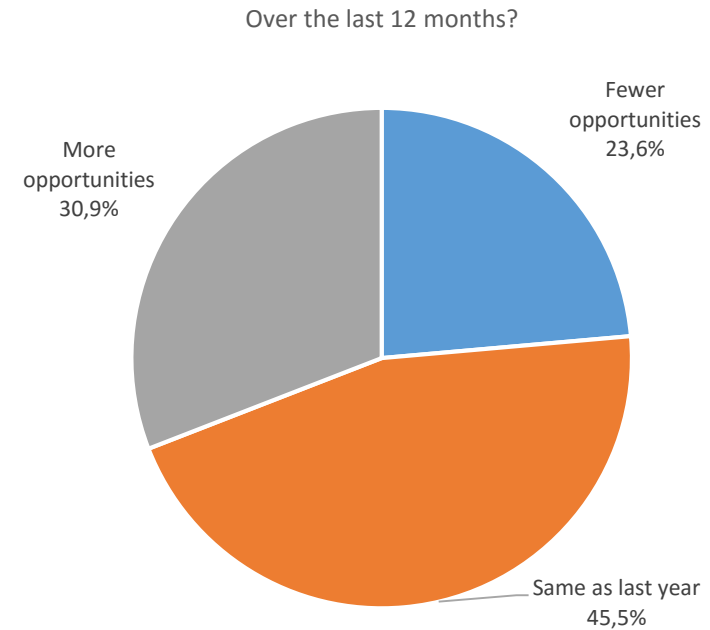
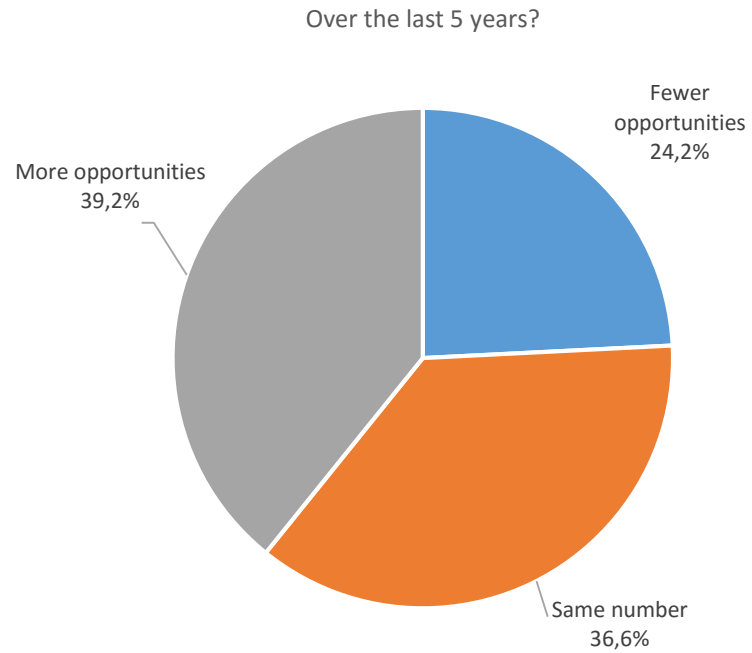
We know that the number of enquires would reflect the business or economic cycle in countries where we serve the clients. It is important to understand when clients are operating globally.

*“I quickly realized I had to have my own style and strategy and find my own way.” - Brad Grey*



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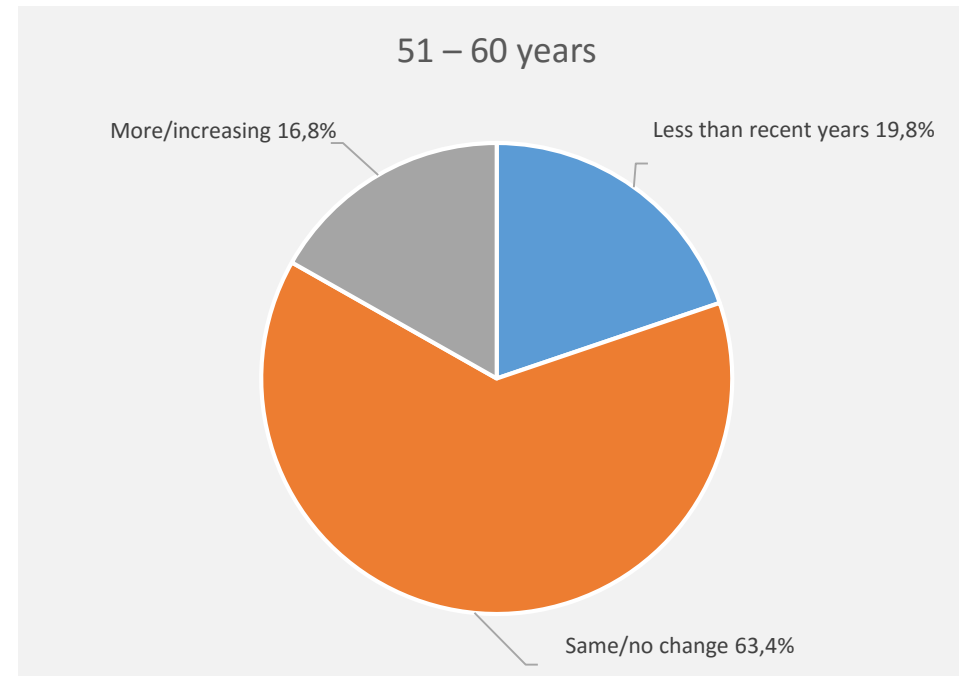
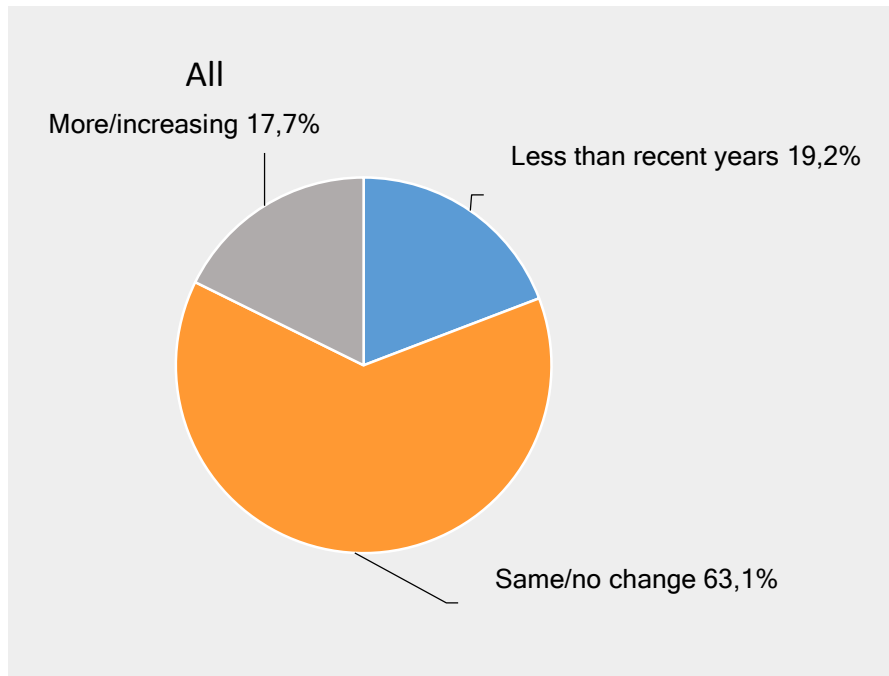
How has the market for your experience and profile changed



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## Fee rate changes

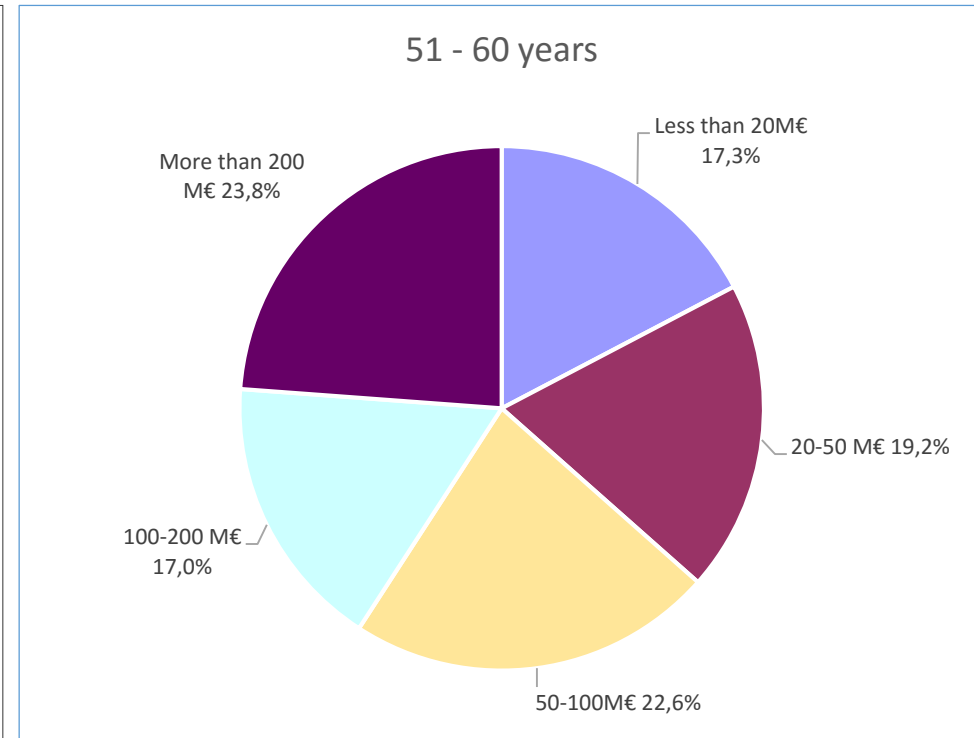
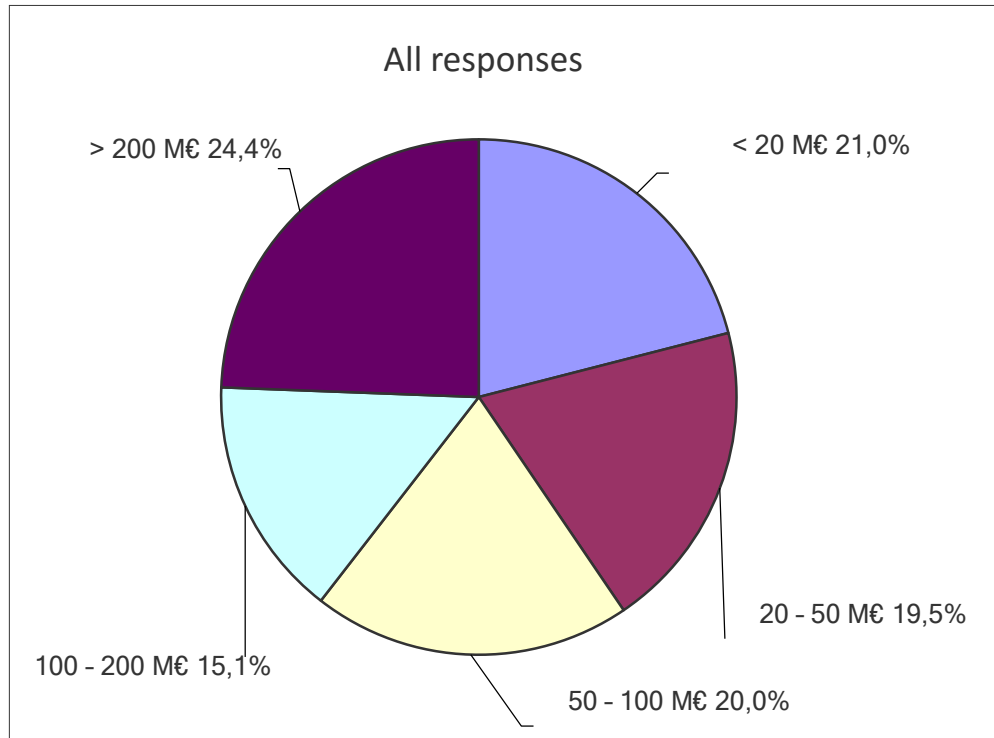
63 % of the Interim Managers found no change or charged the same fee rate and 18 % charged higher fee rates over the last year.



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## Highest P&L responsibility

Working as an Interim Executive calls for a proven track record in Executive positions, VP roles etc. Interim Managers are not specialists, they are leaders with P/L experience, driving change, performance improvement or turnaround in critical situations.



**International experience**

- 67 % Domestic companies with international operations
- 57 % International companies in a domestic market
- 32 % Expatriate experience
- 20 % Have been in assignments (away from home) further afield

Over the last couple of years, the offering of Interim Executives has turned to be an international service.

It is significant that Interim Executives bring strategic leadership and capacity to the clients. Focus is on driving change and result oriented managers.

*“Before you are a leader, success is all about growing yourself.  
When you become a leader, success is all about growing others.” —Jack Welch*

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### Personal strongest capabilities

We have asked for the strongest capabilities in five leadership roles or strategic scopes.

Value in a range from 1-5. (5 is highest)

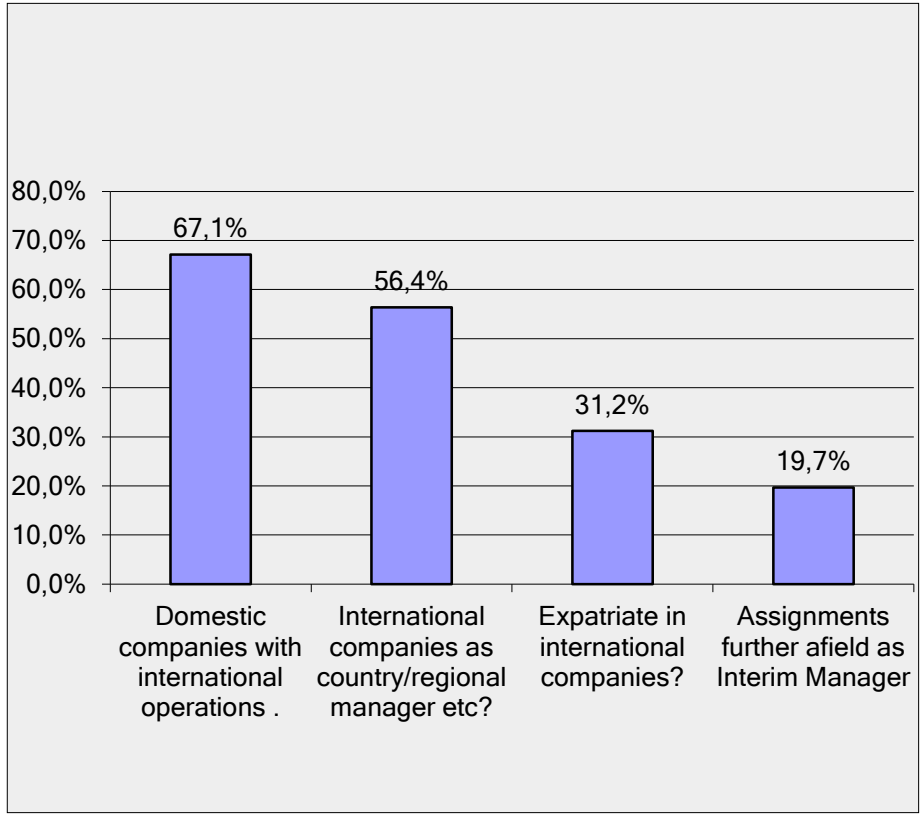
Growth	53 % in the range of 4-5
Turnaround	52 % in the range of 4-5
M&A integration	47 % in the range of 4-5
Change Management	58 % in the range of 4-5
Non-executive	39 % in the range of 4-5

International organizations have reduced costs down to the bone in management resources which means that lack of leadership in change is one of the most common areas of high risk.

*"The road to success is always under construction – Arnold Palmer"*

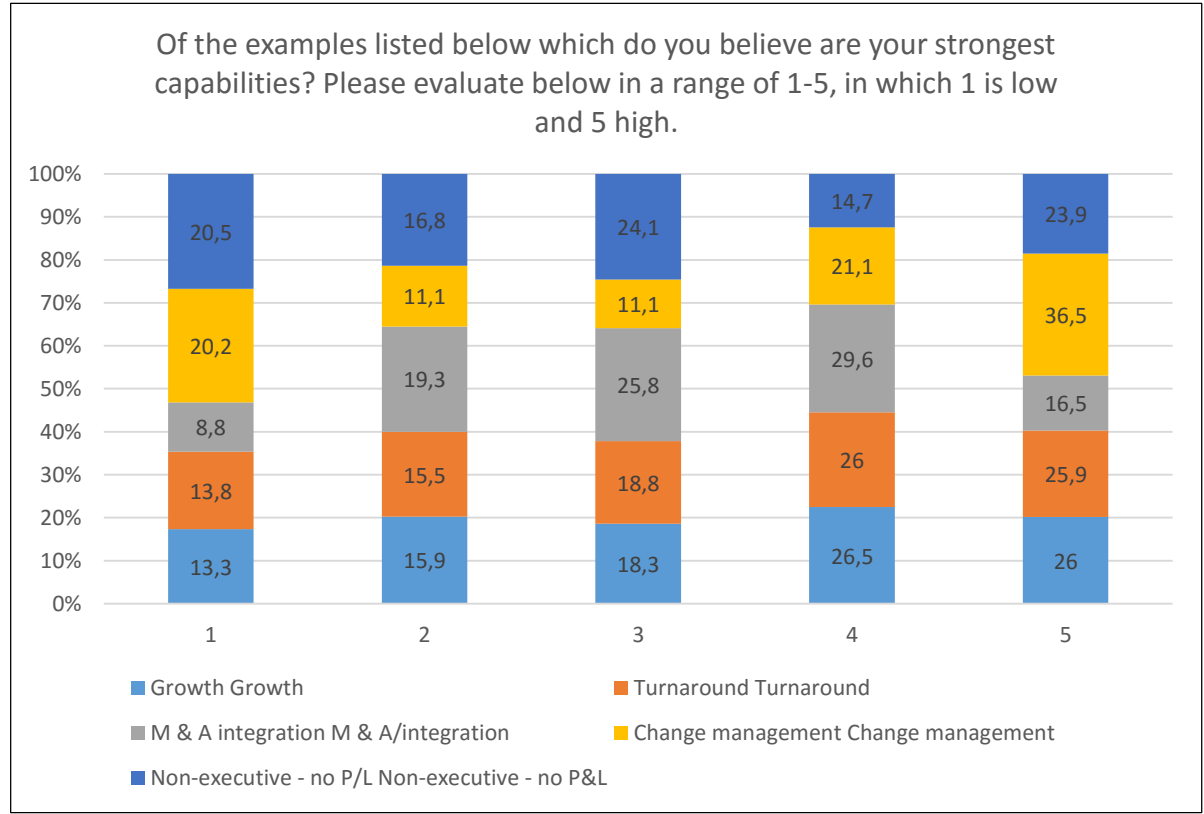
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What is your experience of Executive or Senior Management positions within international organisations?



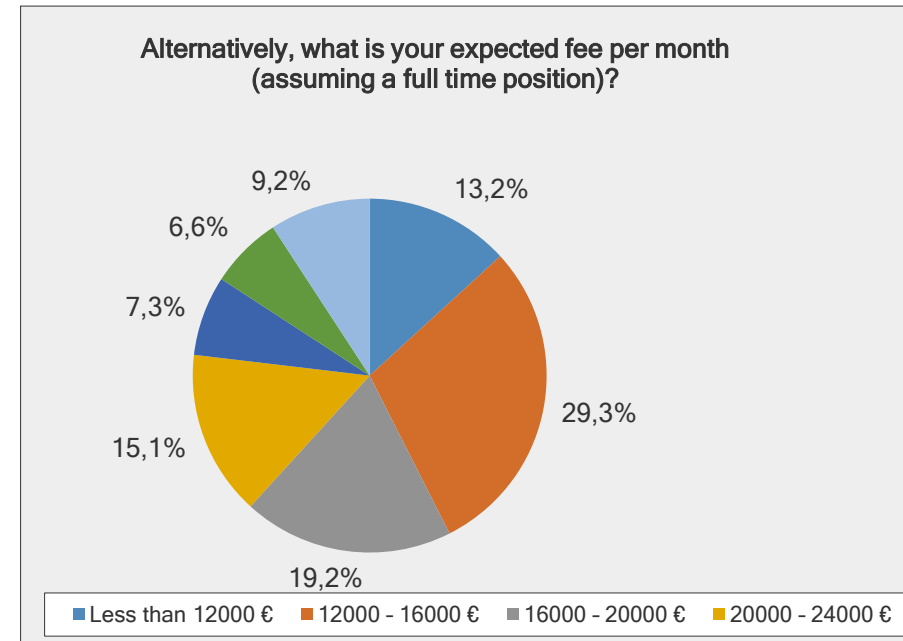
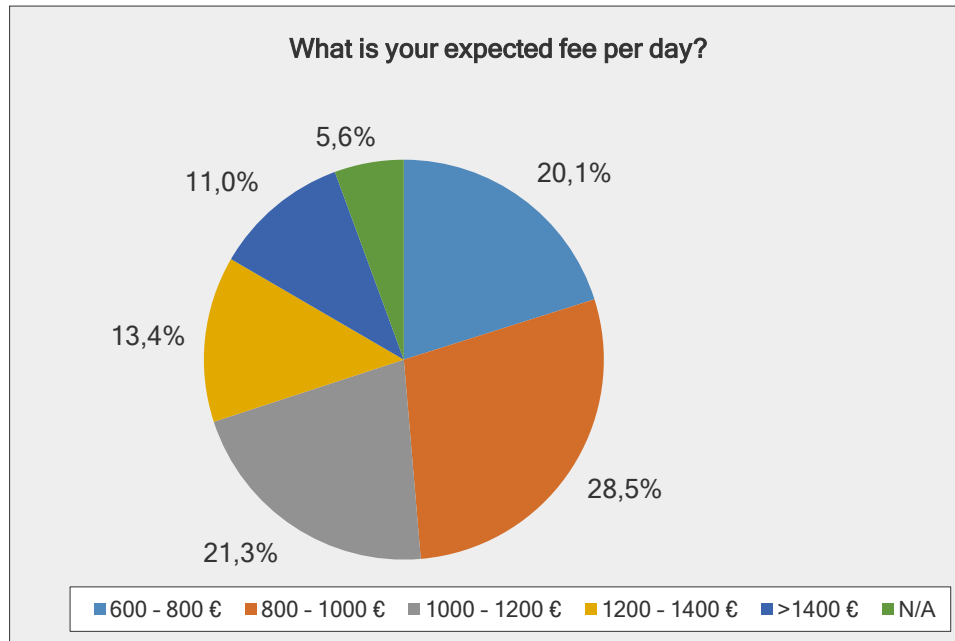
# Experience and strengths

Of the examples listed below which do you believe are your strongest capabilities? 1 is low and 5 high.

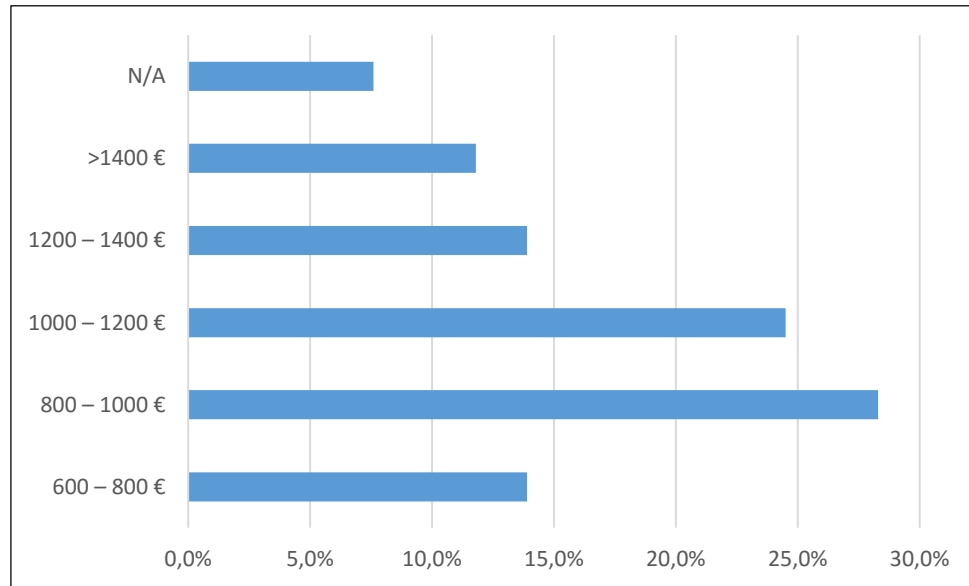


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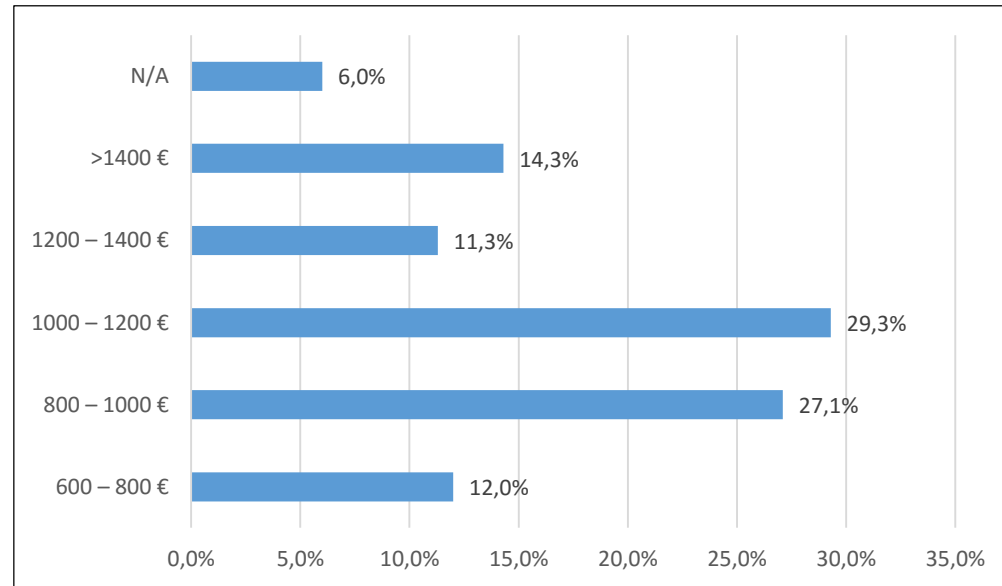
The requested fee for an assignment is per day or per month. Monthly fees assume full time positions. Service providers charge a margin of 20-30 % on top of the expected fee for the interim manager.



CFO/FD all

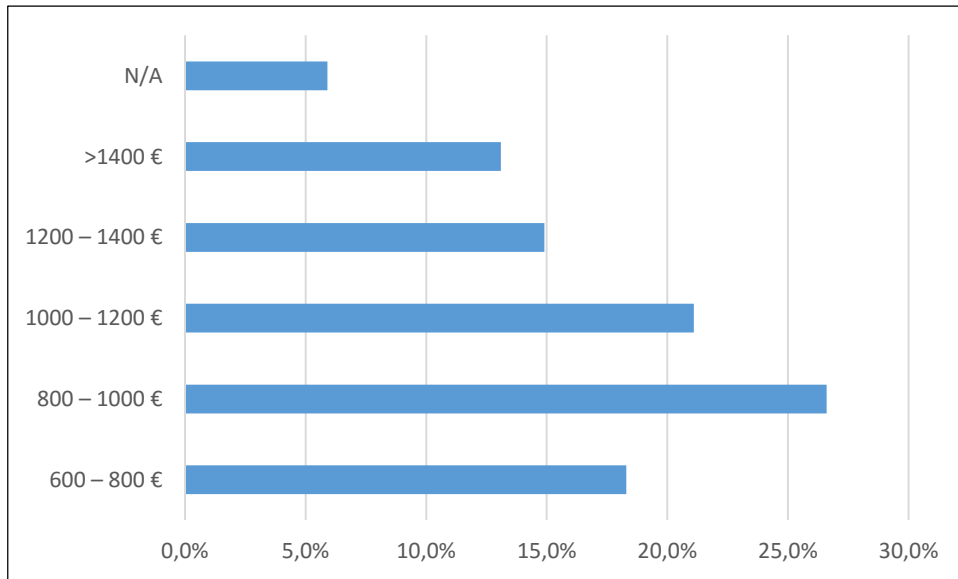


51-60 years

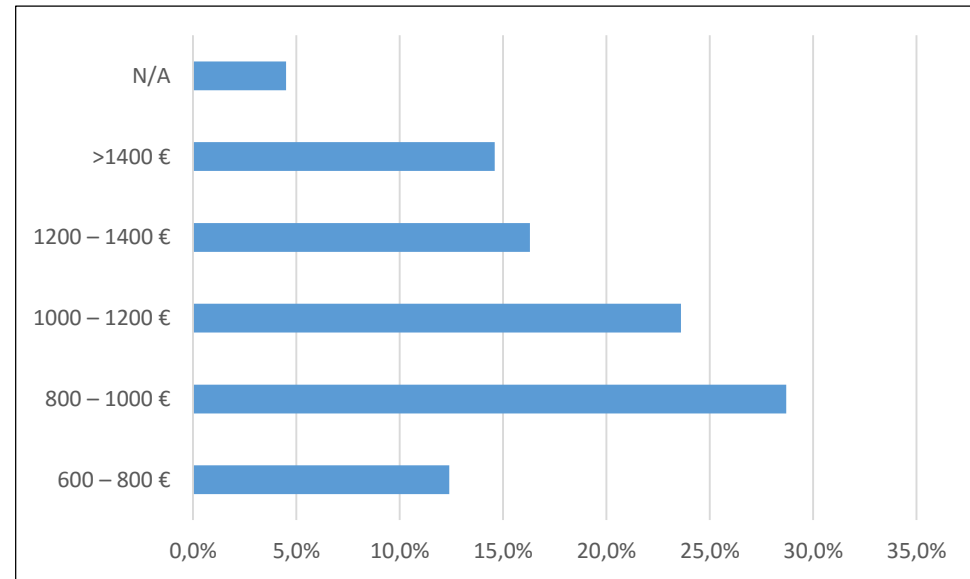




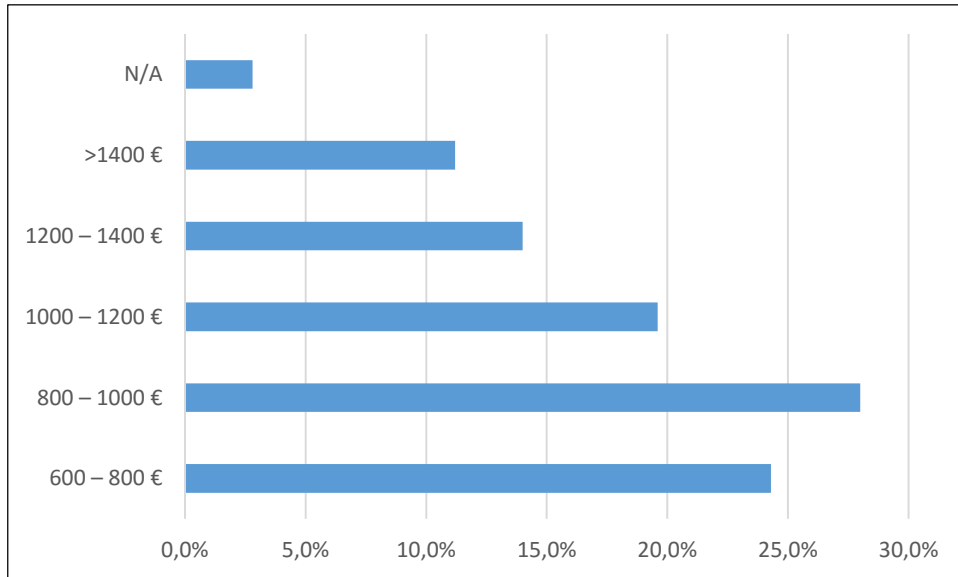
All responses



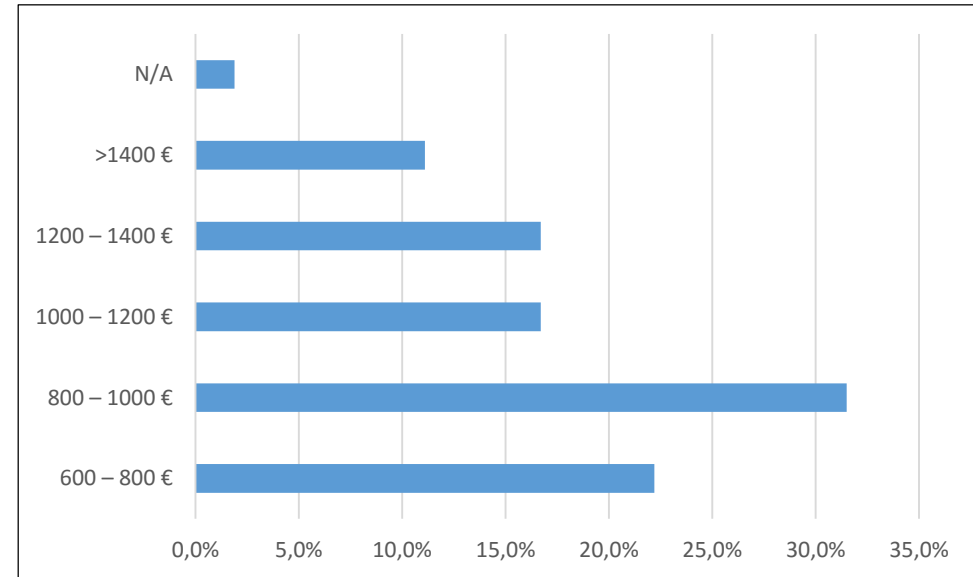
51-60 years



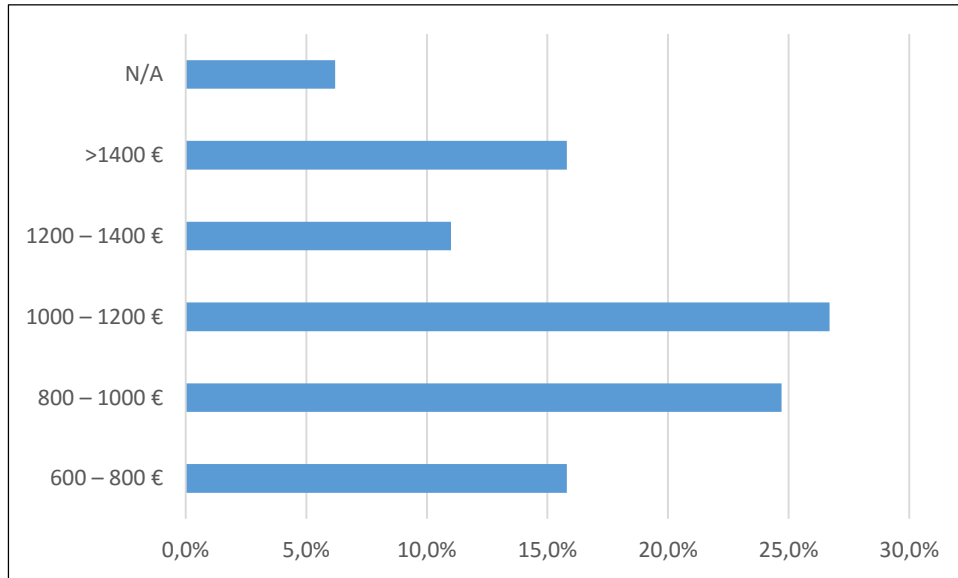
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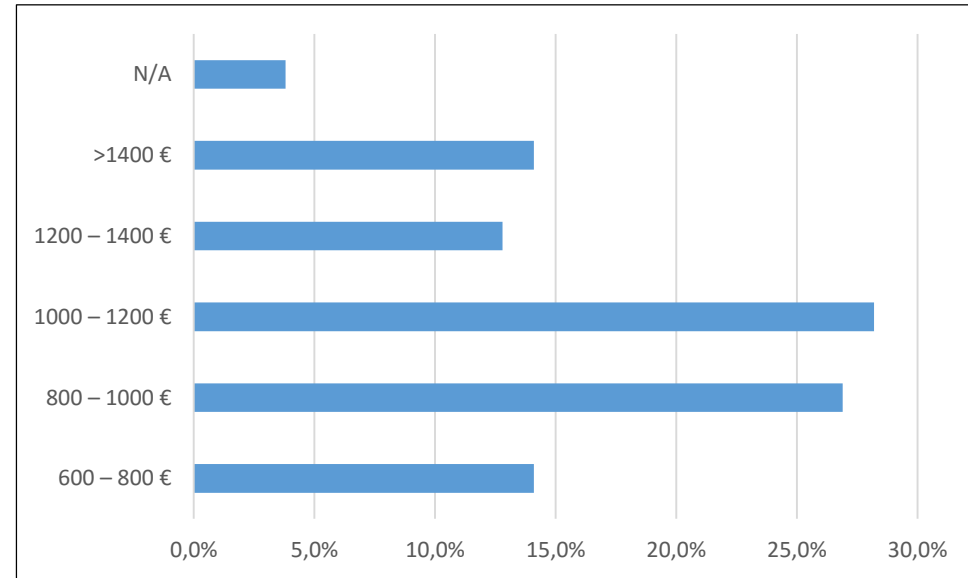
51-60 years



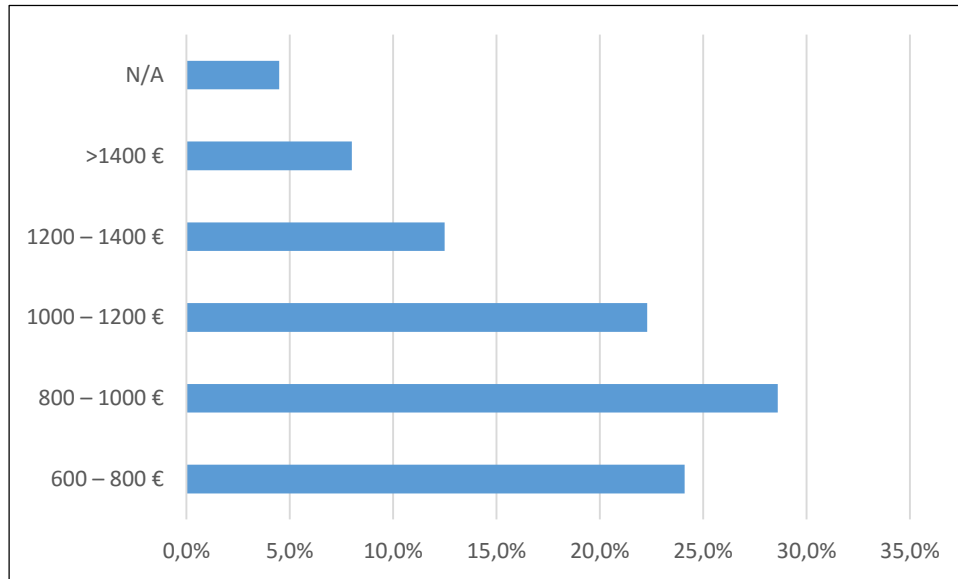
All responses



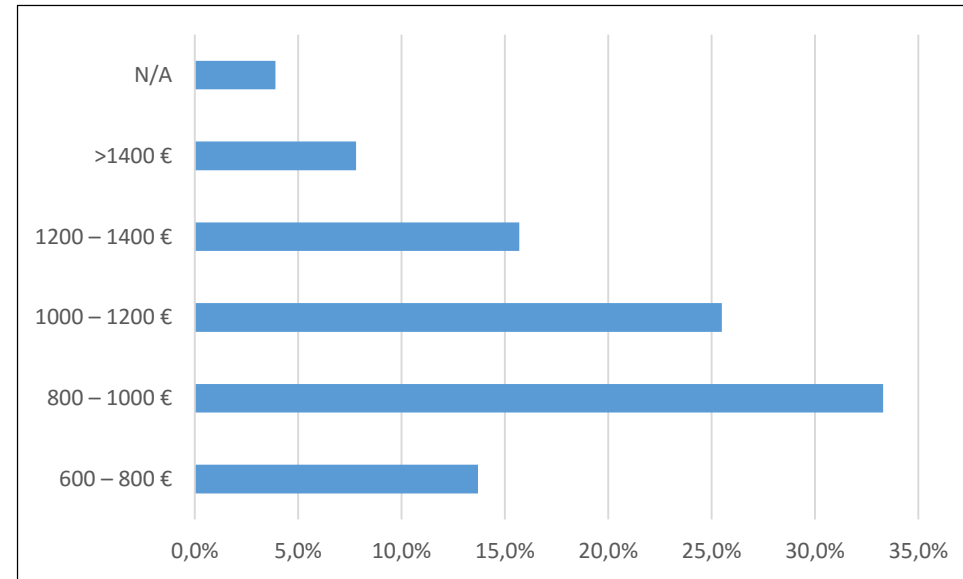
51-60 years



All responses



51-60 years



## CHANNELS TO MARKET

### **Which are your channels to approach client opportunities**

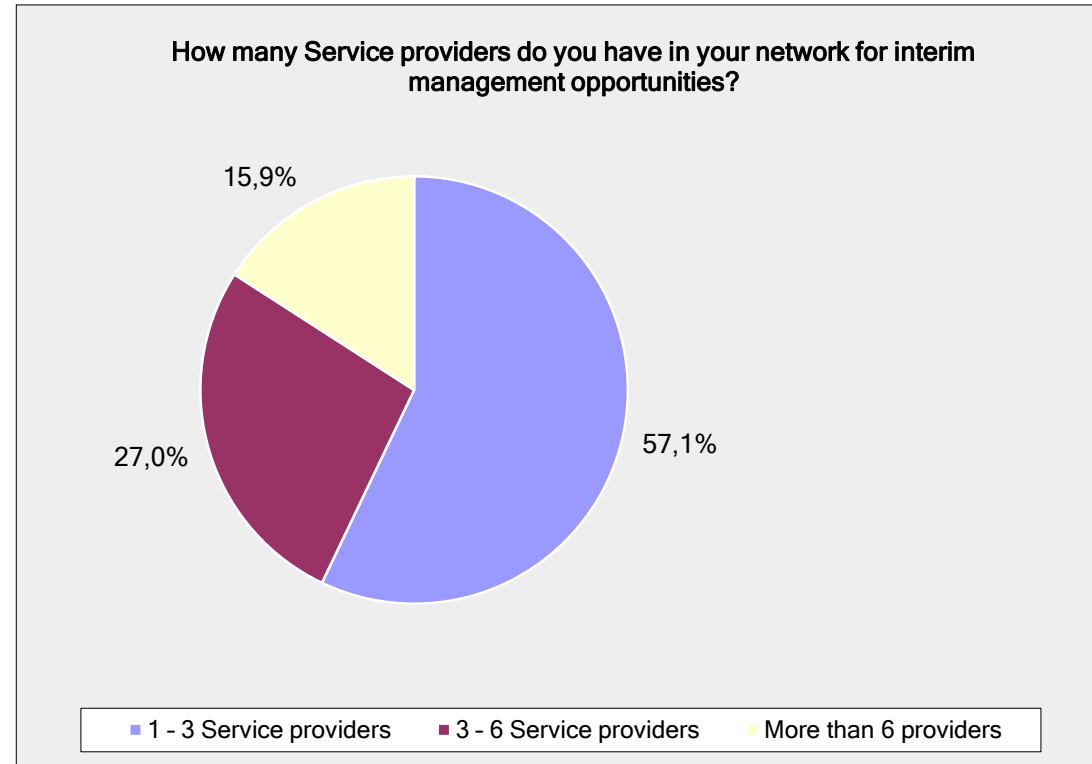
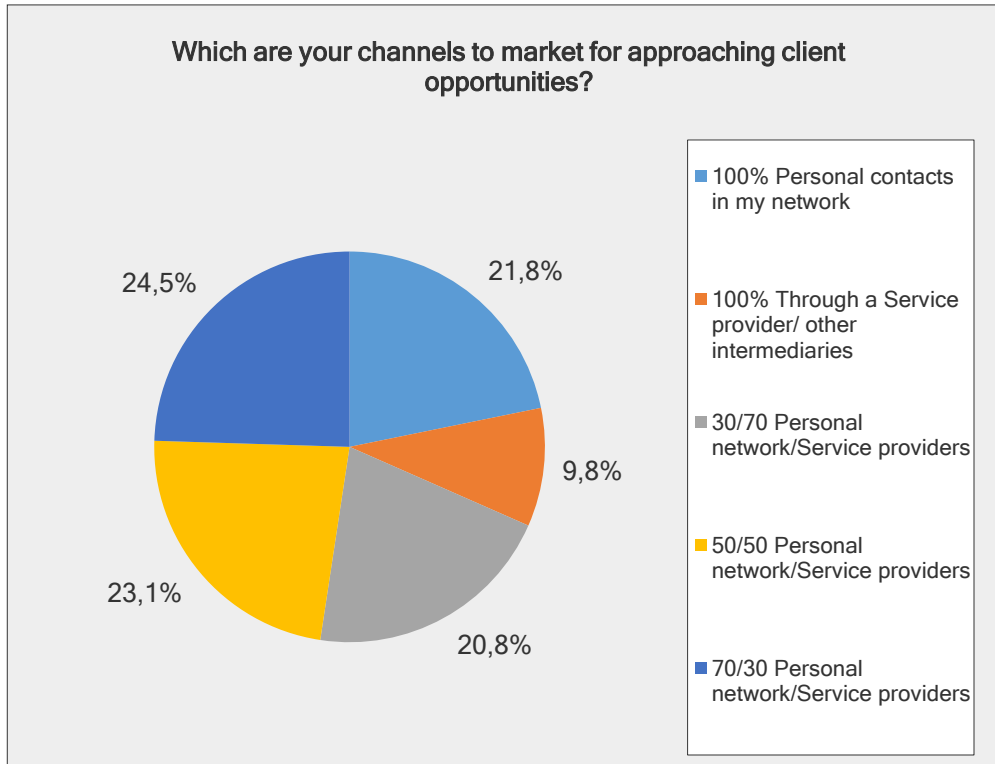
The route to market for an interim manager is their personal network or service providers. There is a mix of contacts with service providers and personal network. But, 22 % is dedicated only to the personal network and 10 % is dedicated only to service providers

### **How many service providers in your network**

58 % are approaching 1-3 service providers for enquires. In Germany and UK 35 % of the Interim Managers are approaching more than 6 service providers for enquires.

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## Channels to market – Personal network/Service providers

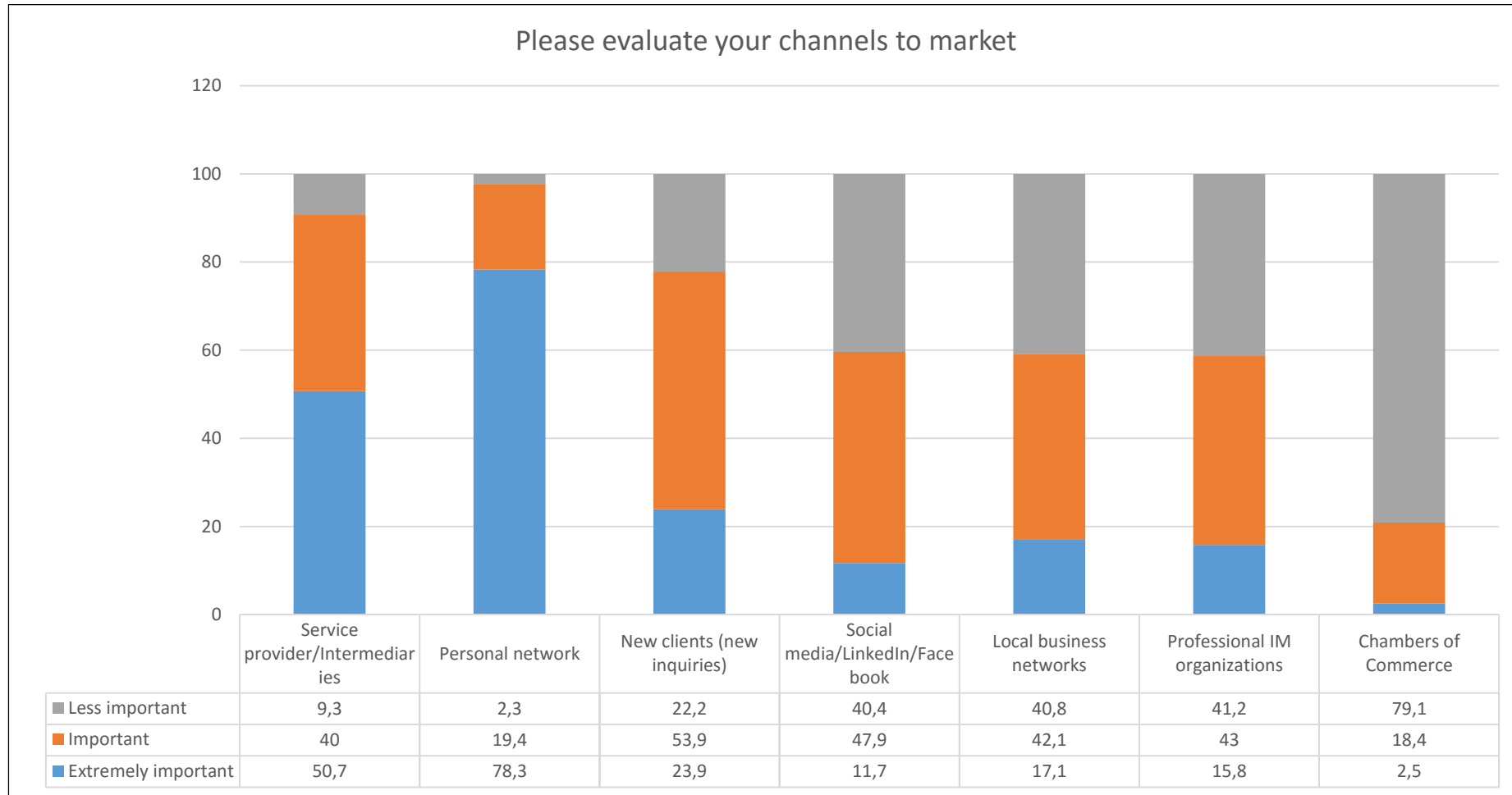


### Evaluation of channels to market

Service providers and personal network are extremely important for getting new enquires.

Service providers	51 % extremely important	40 % most important
Personal network	78 % extremely important	19 % most important
New client leads	24 % extremely important	54 % most important
LinkedIn/Facebook	12 % extremely important	48 % most important

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Partner of  
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