

The 2023 survey of UK Interim  
Managers performed by



In collaboration with the  
International Network of Interim  
Manager Associations



INIMA

## Introduction

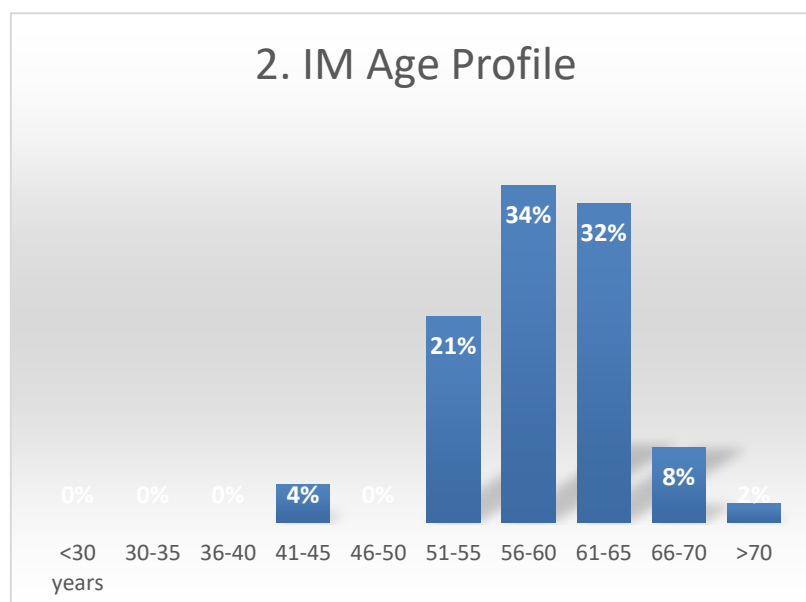
Whilst the response to the UK's 2022 survey was over 100 it is disappointing that the level is still trending down. Surveying Interim Managers has proved very popular over the last few years with many Interim Service Providers conducting their own surveys during the course of the past few years so 'survey fatigue' may really have been a factor.

Having said that, 2023 has proved to be considerably more positive in many areas. The following headings review the 2023 data with pertinent commentary.

## The Interim Manager

### Demographics

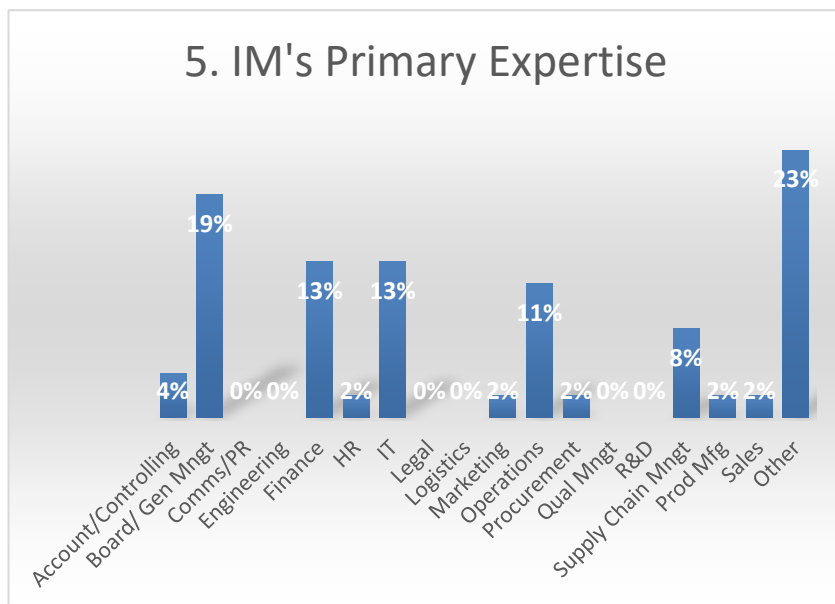
The typical UK Interim manager in the UK in 2023 survey remains male, with age averaging in the mid-late 50s and with 66% of respondents having more than ten (10) years of experience as an Interim professional.



As with the 2022 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. 8% of the respondents were women which was in line with the previous INIMA surveys and reflects that Interim Management remains a male-dominated profession in the UK. Interestingly, this figure is significantly lower than the female responses to the IIM UK annual survey.

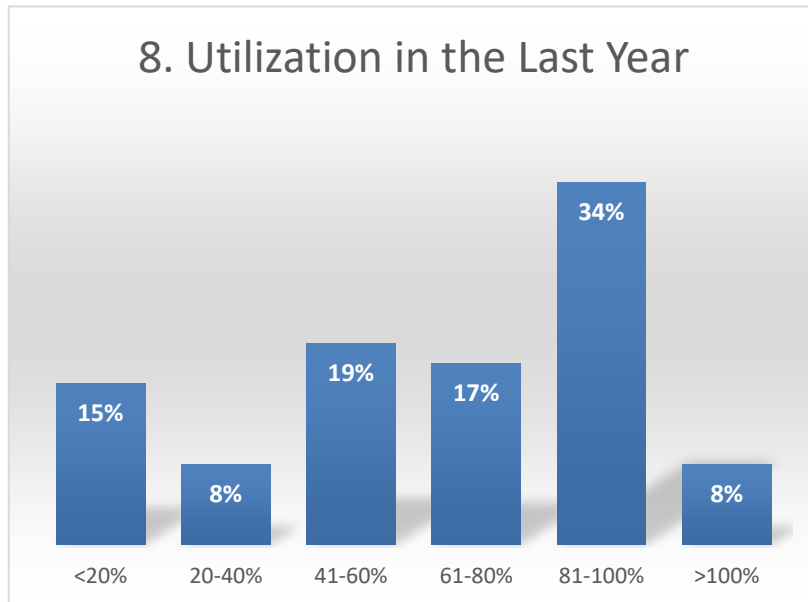
**Functional Specialities**

The top primary functional specialities of the Interim Managers in our survey were General Management(22%), Finance(15%), HR(13%) and IT(16%); with an interesting growth in the Operations segment, as a secondary expertise.

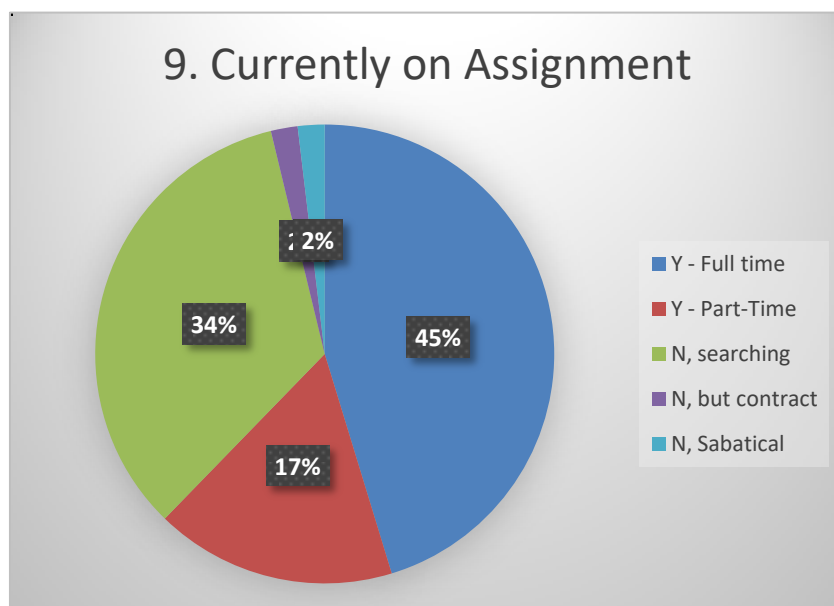


**Interim Manager Utilization**

Whilst recent years have proved to be challenging for UK Interims in terms of utilization, 2023 proved to be much better, with 76%

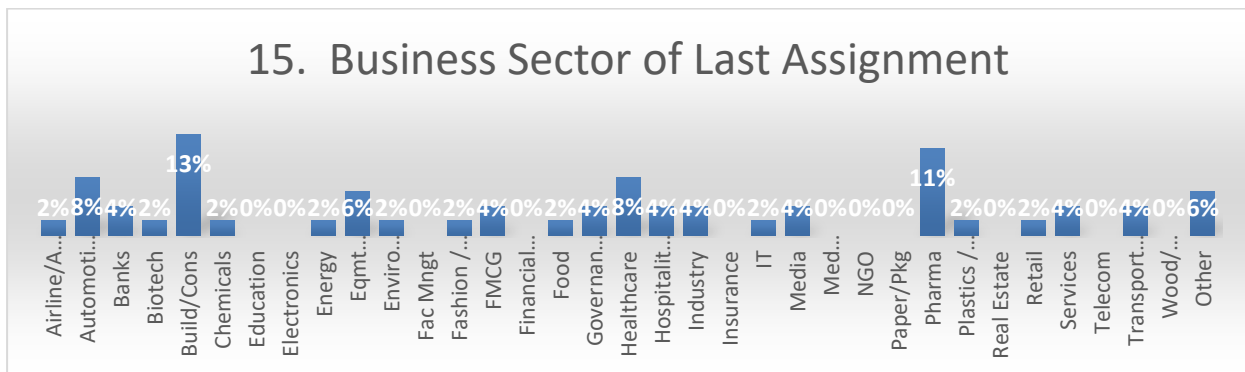


seeing utilization over the 40% level and 42% with 80% or more. This was further confirmed with greater than 2/3 of respondents on either part-time(17%) or full-time (45%) assignments at the time of the survey, immediately post year-end.



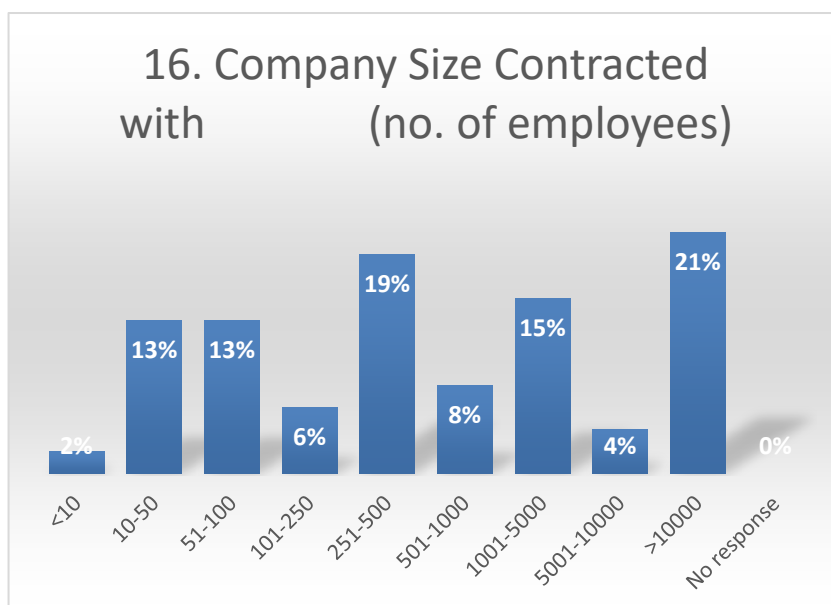
## The Clients

To give an insight into the 2023 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 Pharma and Construction. Please note that the categories make it difficult to truly reflect the UK market as there is no means of easily identifying public sector based working, which is significant in the UK.

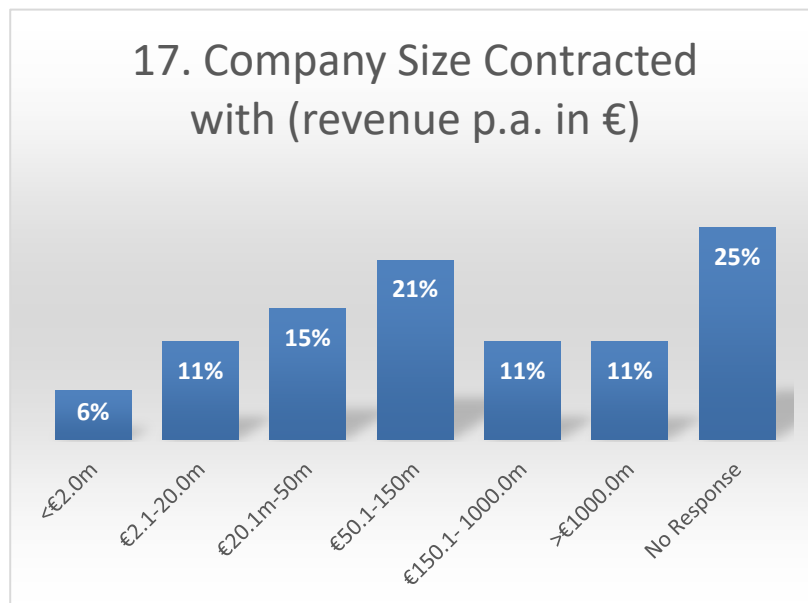


### Size of company

It wasn't expected the size of the companies that engaged UK Interims is evenly distributed in the categories, with almost half operating with large organization clients.



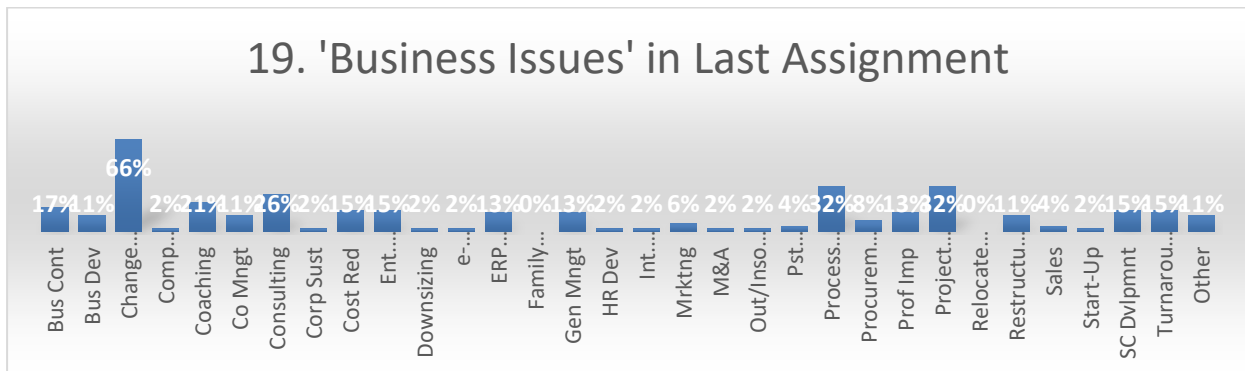
From a client sales perspective, it would appear that those working with large organisations were more reluctant or unable to provide a view of turnover. For respondents who provided an answer, the mean value was in the Euro50–150M range..



## The Assignments

### Key Issues

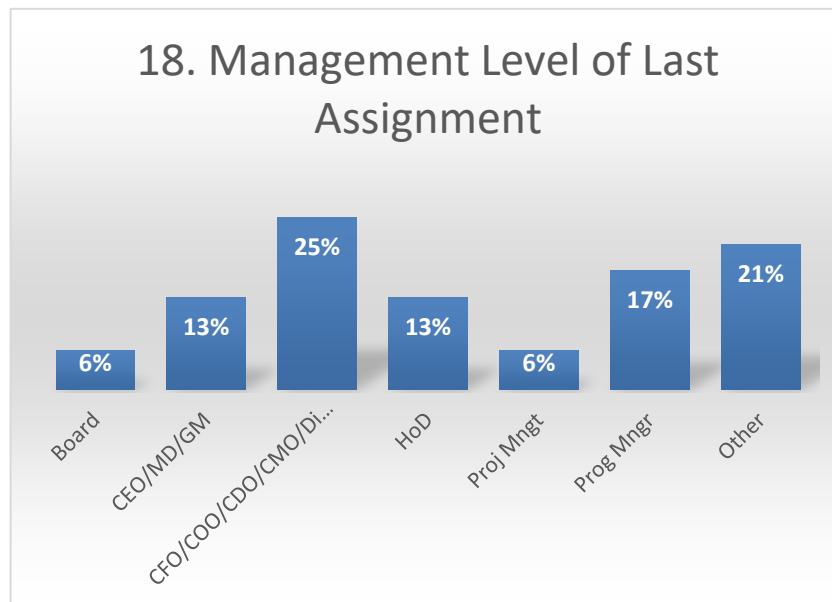
Interim Managers are change-agents by nature, so it was no surprise that change management remained their biggest assignment area in the UK during 2023. What is not clear is the impact of the work in other areas identified as describing the assignment. It is therefore difficult to determine which of these were also largely change related activities. For comparison, for some years, the IIM annual UK survey has identified that well over 90% of all interim work is identified with major client change.



None-the-less, 2023 for the UK confirmed a strong bias toward classic Interim expertise in Project Management, Change Management and Process Optimization.

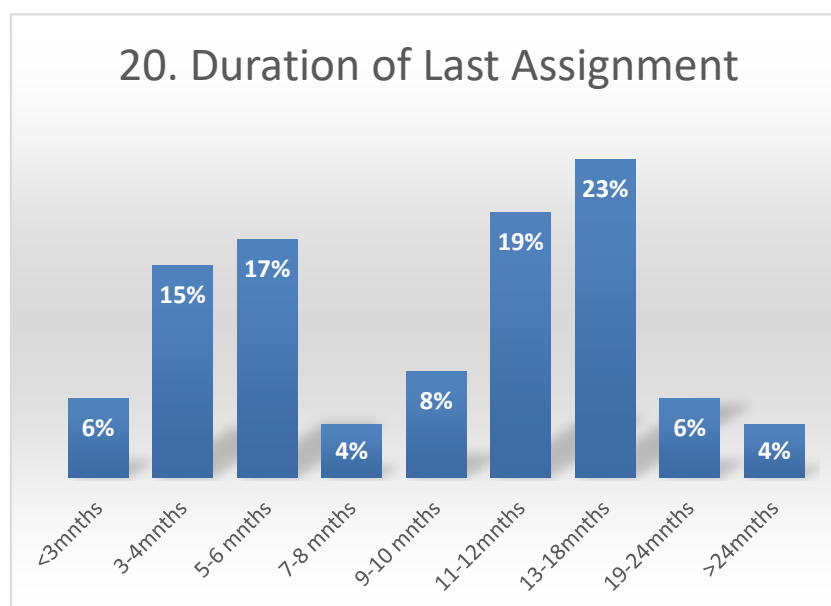
## Management Level

During their last assignments, UK interims had a broad spread of seniority with 44% operating at C suite level.



## Duration

With a reasonable spread of assignment duration across the market there was a general lengthening when 2023 is compared to the previous years. 52% of assignments were more than 11 months, which is an encouraging trend indicating a positive benefit from the interim to the client.



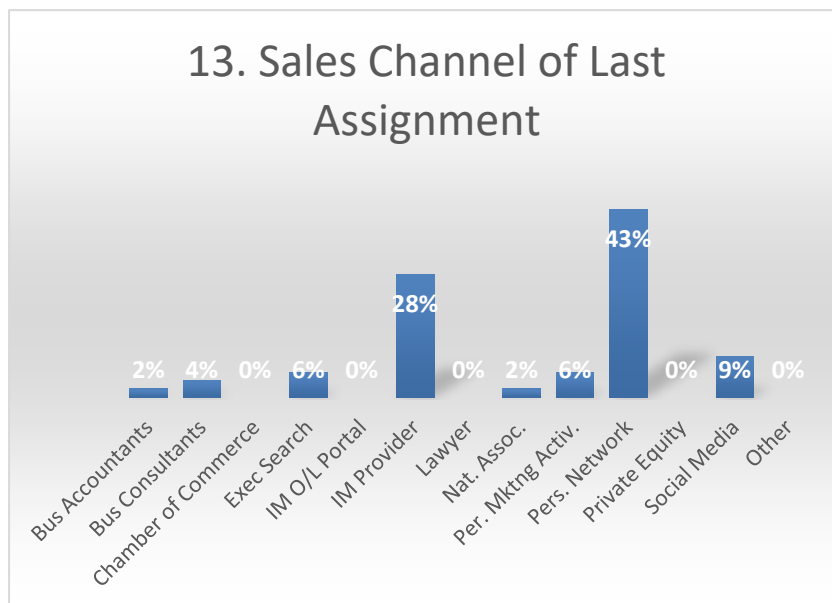


## Countries

As would be expected most of the UK Interim Managers in our survey worked in the UK and when compared to 2022, just a little part of their 2023 assignments took them to other Countries as a resident or on significant business stays.

## Sales channel

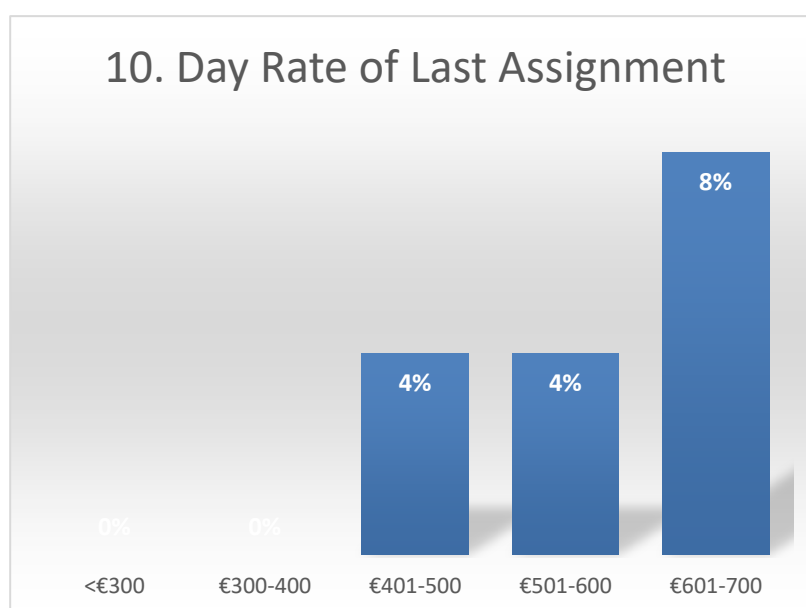
As with last year, the largest sales channel was via the personal network of the Interim Manager (43%) with Interim Service Providers being the second with 28% of assignments (definitely higher than last year's 19%).



## 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 shows the diversity of services provided by the Interim Managers in the IIM. The shift towards the higher value end continues. The peak of daily rates is in the €600–1 300 range as can be seen below.



## Pressure on Pricing

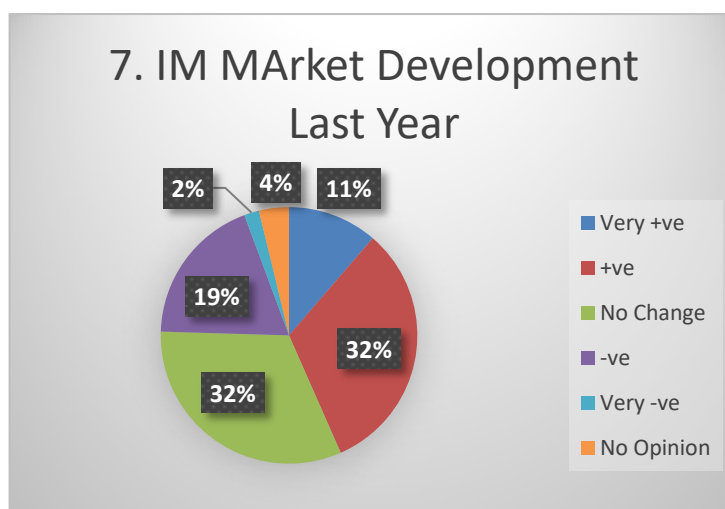
During 2020 our members indicated that in the last six (6) months 56% of Managers reported that there was pressure on pricing during negotiation with the client and this pressure was forecasted to increase.

Thankfully, the 2023 survey revealed almost no issue with price pressure.

## Trends

### Market Development

In our 2022 survey, 50% of managers judged positively the development of the market. Our view in 2023 is more varied.



### Future View and Key Issues Facing Interim Executives

UK IMs don't consider the impact of COVID-19 anymore, but the primary concern is the change in the UK TAX regulations, referred to as IR35, and how this might complicate obtaining their next assignment.

## National Context of the Survey

The survey was performed in January 2023 and restricted to practicing Interims who were members of the institute. A low total of 53 managers responded.

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