

WIL Group Global Survey 2015/16

**Interim Management:
Providing transformational leadership to organisations**

EXPERIENCED PEOPLE ► DELIVERING RESULTS

WIL Group
WORLDWIDE INTERIM LEADERSHIP



Contents

About the WIL Group	3
Overview of the Survey	4
Location of International Assignments	5
Key Findings & Insights	6
The Disciplines	7
Key Reasons for Choosing an Interim	8
The Executives	9
Key Reasons for the Assignment	10
The Industries	11
Length of Interim Career	12
The Experience	13
Other Key Findings	14
WIL Group Partners	15

About the WIL Group

The WIL Group offers a single solution for clients to find Interim Management and Transition Management leaders of every discipline to work anywhere in the world. Currently there are 13 member firms with 35 international offices and an international executive talent pool of 4,500 top-level industry leaders.

WIL Group's vision is to be the number one company for global interim and transition managers by offering a unique "international multi-sourcing" model that leverages the assets of each member firm and ensures the best talent is selected for assignments globally.

The Group offers five global services:

- Performance Improvement
- Company Transformation
- Turnaround & Restructuring
- Private Equity & Investment Services
- Project & Programme Management

Each WIL Group member complies with consistent and seamless operational standards offering clients a smooth and professional service.

Overview of the Survey

In December 2015 WIL Group carried out the first ever global interim & transformation management research study of its kind. The 2,066 participants represented a staggering 43 different nationalities.

The location of assignments spanned across 91% of the globe - 178 different countries - ranging from Andorra to Zimbabwe. 72% of all assignments completed

had an international component with the majority of responders spending their time based in another country and typically in multiple international locations.

The key finding is that this talented group of interim & transformation leaders cover the globe in terms of their business experience, cultural understanding and local knowledge.

“Not only are we highly impressed by their international exposure and adaptability to different cultures and working environments but the high level of training, skill and experience of our interim leaders is commendable.”

Patrick Laredo, Chairman of WIL Group and CEO of the French based member firm X-PM

Location of International Assignments

The countries covered in the survey reflect the wide international footprint of the WIL Group. On average those handling international assignments completed 7 different ones. The below table ranks the countries according to the location of those assignments, which would be outside of their home countries.

Europe

1. France (32.2%)
2. Germany (28.8%)
3. UK (28.2%)
4. Switzerland (15.6%)
5. Denmark (13.7%)
6. Sweden (13.4%)
7. Netherlands (13.2%)
8. Belgium (12.6%)
9. Italy (12.4%)
10. Spain (11.4%)

Rest of the World

1. USA (23%)
2. China (11%)
3. United Arab Emirates (6.5%)
4. India (6.5%)
5. Russia (6.2%)
6. Singapore (5.5%)
7. Hong Kong (5%)
8. Canada (4.6%)
9. South Africa (4.5%)
10. Australia (3.5%)

Key Findings & Insights

Key Findings

- Agile, skilled and highly adaptable transformation leaders are essential in a dynamic and international business environment.
- Clients benefit from experienced transformation specialists who possess both operational and consulting skills and qualities to run major projects.
- There is little or no “honeymoon” period – less than a third of the time allowed from a permanent equivalent.
- They are truly international and 72% have worked on an international assignment.
- They operate at the most senior levels of an organization and inject fresh ways of thinking.

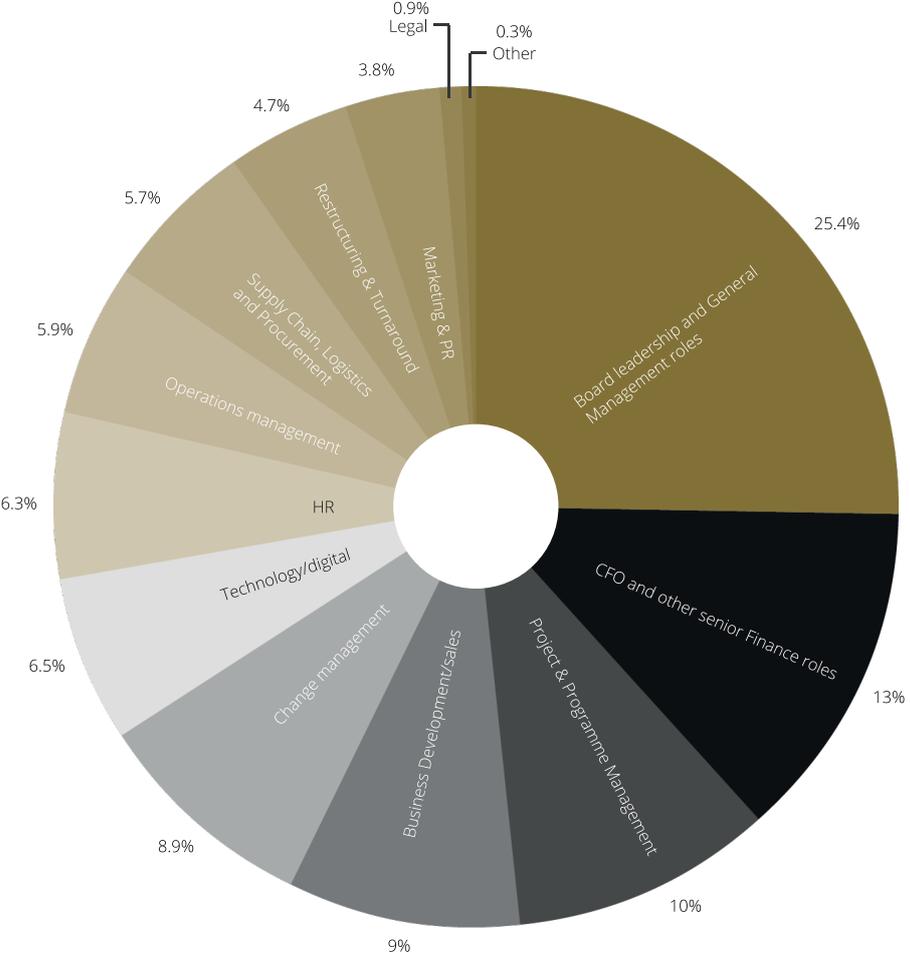
Key Insights

These are some key insights and strong themes that came from the research study.

They operate at the top level in organisations and cover all key professional disciplines.

- 25% operate at CEO level and 23% deliver change and transformation roles involving project & programme management, restructuring and turnaround.
- In addition, 13% at CFO level and there is strong representation of executives handling technology and digital programmes.
- Finally, there were many assignments involving operational change work and supply change efficiency projects.

The Disciplines

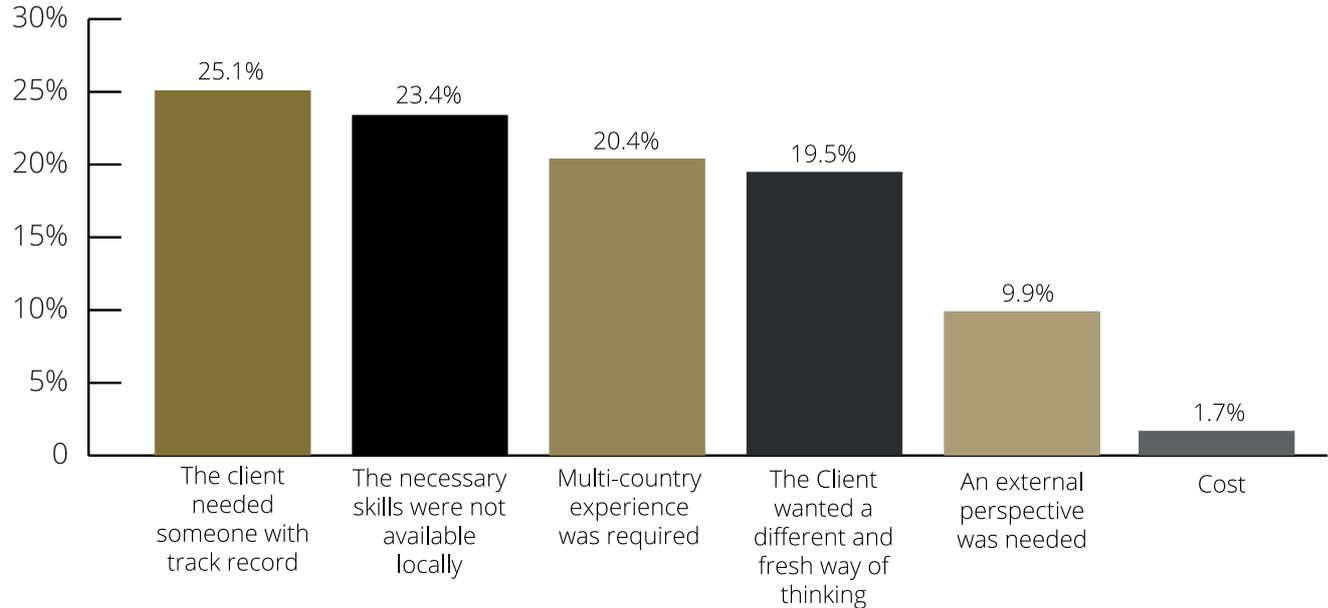


COVERING ALL DISCIPLINES

Key Reasons for Choosing an Interim

The research shows a strong track record, specific expertise, 'fresh ways of thinking' and international credentials are the drivers.

These are the key reasons for choosing an interim solution to address a business challenge versus other options including the use of an internal manager. Interestingly, cost is an insignificant factor.



The Executives

Executives as Transformational Leaders

Through the strength of their vision and personality, individuals are able to inspire followers to change expectations, perceptions, and motivations to work towards common goals. Transformational leaders are generally very energetic, enthusiastic, and passionate.

- 85% on international assignments believe that broad experience in leadership is crucial for success.
- Over 70% work on critical assignments, and are able to motivate employees within the company to over-achieve defined objectives.

'Hit the ground running' is a prerequisite

There is little or no "honeymoon" period - less than a third of the time allowed from permanent equivalent.

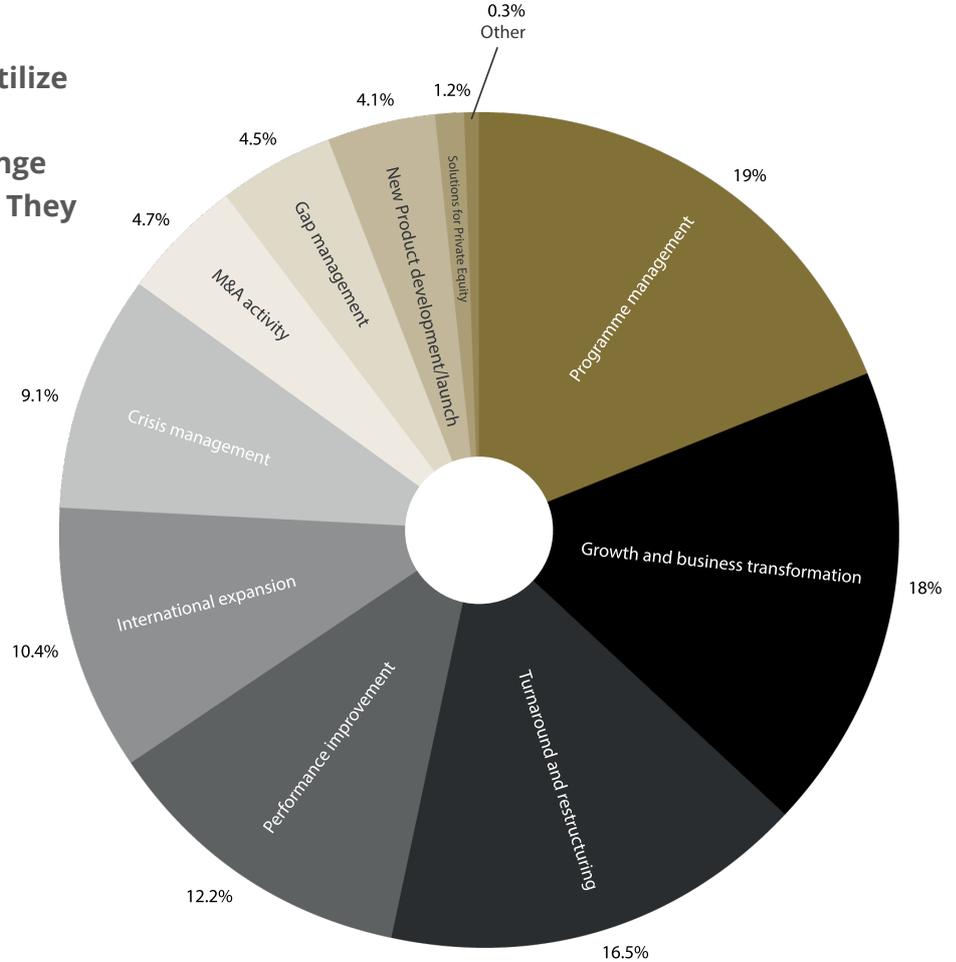
- Interim & transformation Leaders are quick off the mark in terms of how long it takes them to win the trust of colleagues and to become an effective leader on an assignment.
- 69% take less than a month and many less than a week.
- In comparison, 64.4% of permanent managers take up to 3 months to achieve this same level of trust according to the same group of respondents.

"The WIL Group brings together some of the world's leading business experts, under one umbrella. Organisations are presented with a real depth of choice when it comes to executive talent to support their business transformation journey."

Aditya Vij, Senior Advisory Operating Partner, Kedaara Capital Advisors LLP

Key Reasons for the Assignment

International assignments utilize individuals with significant experience of managing change and multinational exposure. They are not used for "gap cover".



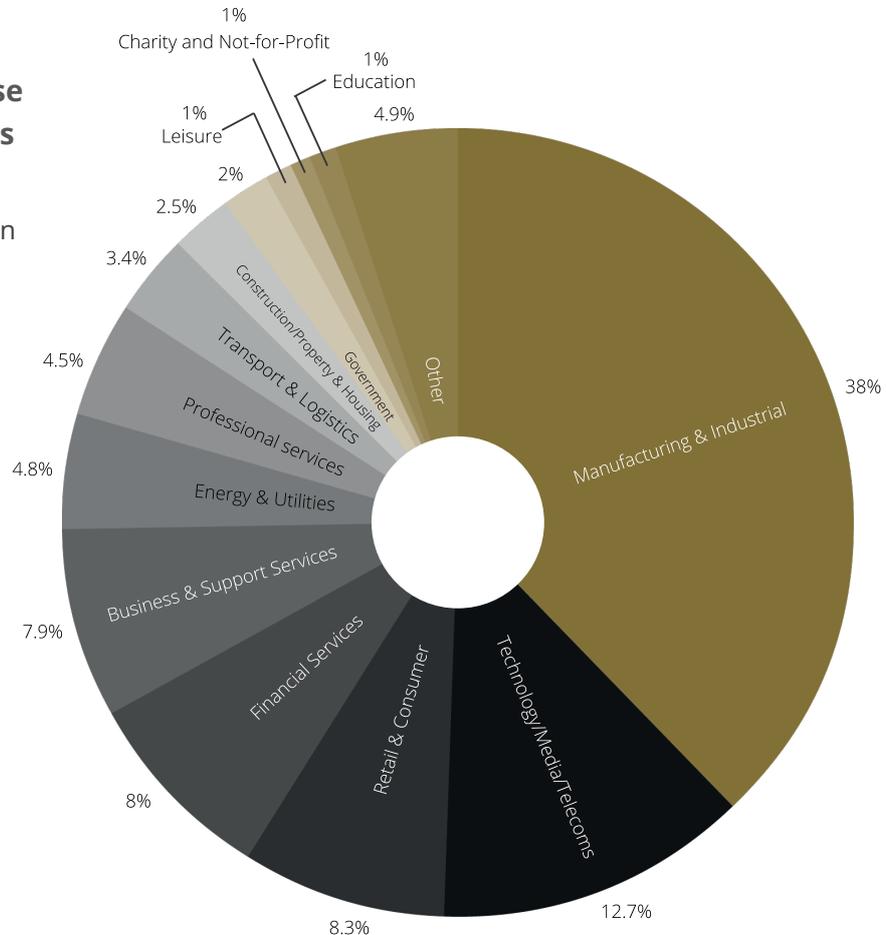
The Industries

A broad range of industries utilise interim & transformation leaders

The Manufacturing & Industrial sector dominates but these experts are used in every sector – from energy and leisure through to transport & logistics.

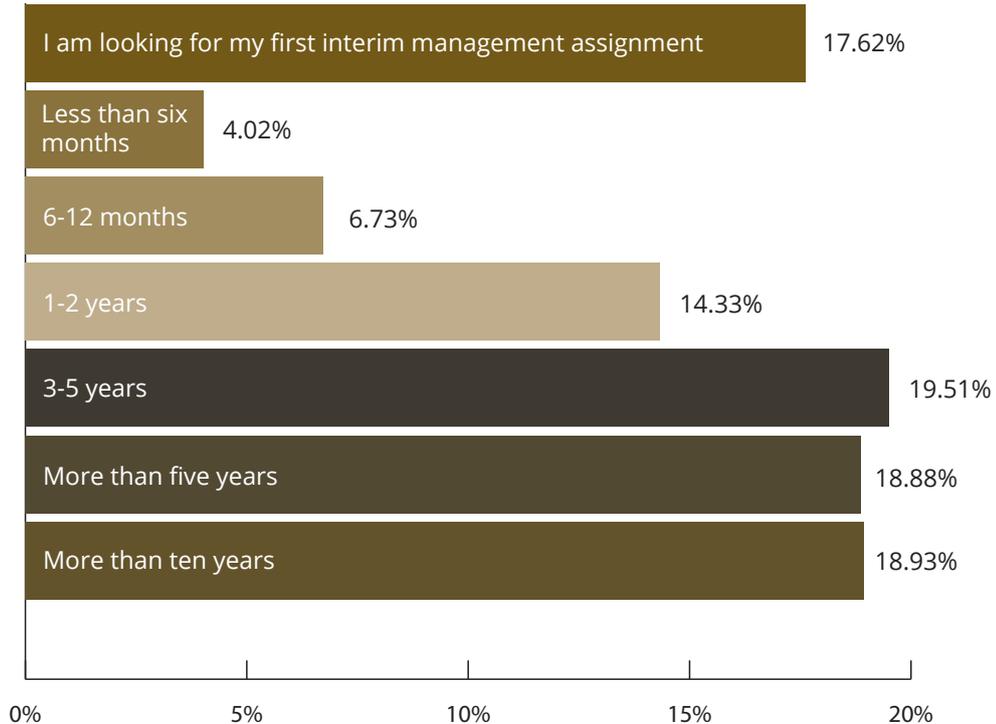
“One of the key benefits of employing interim executives is that they can bring a wealth of experience and sector knowledge. They are not afraid to question the status quo and their fresh perspective and independence often delivers great results. These benefits come out strongly in the WIL Group survey results.”

**Mike Innes, Senior Partner,
Graphite Capital**



Length of Interim Career

Highly experienced interim and transformation leaders work in this area with over 57% operating for more than 3 years in this way.



The Experience

Interim & transformation leaders have strong gravitas from their business credentials

- Nearly 20% have “Big 3-4” consulting and accounting backgrounds with firms such as McKinsey’s, Deloitte’s, BCG and KPMG
- Interim leaders have ‘been there, done it’ and bring immense business experience (56 is the average age)
- 57% have been working as an Interim Leader for more than 3 years and 19% for more than ten years. Generally, it is a career choice and individuals have a commitment to this way of working.

“The WIL Group creates a fresh and innovative approach for global organisations seeking interim and transformation expertise to provide some of the world’s top business talent across a very wide range of disciplines.”

Asma Aidi, Head of Transformation, Vodafone

Other Key Findings

Market outlook:

Overall these executives are buoyant about the market for projects with 39% envisaging an increase in international roles over next 12 months. However, 38% are unsure either way about the next 12 months. In some ways hardly surprising given the global economic uncertainty.

Daily rates:

The majority of interim & transformation leaders earn up to \$1,500 per diem; and 20% earn between \$1,500 and \$4,000 per diem.

Multi-lingual and highly educated talent pool: 85% speak more than one language; 35% speak three or more languages. A Bachelor's degree is the 'standard' (94%); 64% have Master's Degree or equivalent. 12% have a Doctoral Degree.

Representation of senior executive woman still needs to grow:

Only 11.3% of the top level talent pool are female but there is a commitment to increase. 27% say it is harder for women to land international assignments.

Strong commitment to this career choice and approach:

43.5% are committed to Interim & transformation management assignments. However, 56.5% could potentially be interested in a permanent opportunity. This proves there is a convergence between these two approaches in terms of sourcing leadership talent.

Downsides:

41% believe that the biggest challenge is leaving friends and family for a prolonged period of time; and 20% find the cultural differences to be a challenge.

What they enjoy:

26% of Interim & transformation leaders enjoy the exposure to different cultures with only a very small number purely doing it for higher remuneration (7.8%).

WIL Group Partners



BCV & Partners

Phone No: +32 2 7882510

www.bcvpartners.com

Email: info@bcvpartners.com



Thompson Management Horizons

Phone No: +55115041-2565

www.tmh.com.br

Email: interim.management@tmh.com.br



X-PM China

Phone No: +86 21 6043 9129

www.x-pm.com/en

Email: china@x-pm.com



X-PM France

Phone No: +33 (0)1 53 45 85 65

www.x-pm.com

Email: france@x-pm.com



Management Angels

Phone No: +49 40 44 19 55-0

www.managementangels.com

Email: info@managementangels.com



X-PM India

Phone No: + 911244067997

www.x-pm.com/en

Email: india@x-pm.com



TIM Management

Phone No: + 39 02 76318387

www.tim-management.com

Email: costa@tim-management.com



X-PM Russia

Phone No: +33 6 79 02 63 77

www.x-pm.com/en

Email: moscow@x-pm.com



X-PM Singapore

Phone No: +(65) 6356 8369

www.x-pm.com/en

Email: singapore-sea-anz@x-pm.com



Interimleder

Phone No: +(47) 23 38 38 70

www.interimleder.com

Email: info@interimleder.no



NORACTION

Phone No: +34 915 901 660

www.noraction.com

Email: noraction@noraction.com



Nexus Interim Management

Phone No: + 45 7022 6555

www.nexus-interim.com

Email: info@nexus-interim.dk



Russam GMS

Phone No: +44 0 8456581717

www.russam-gms.co.uk

Email: hq@russam-gms.co.uk



TH Business Advisors

Phone No: +1 (716) 908-6901

www.thbusinessadvisors.com

Email: contact@thbusinessadvisors.com

WIL Group Members



WIL Group International Office



The Gridiron Building
One Pancras Square
London UK
N1C 4AG
+44 207 099 2222
enquiries@wilgroup.net
www.wilgroup.net