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Welcome to the first 2006 edition of *Interim Insight*. The year is now well underway; January has come and gone, which it seems to do somehow more rapidly as I gain in years. During recent months, there has been growing concern over the way the global economy is moving, particularly from a western point of view. So I thought I would take the opportunity to offer my "sixpenn'orth" to the pot and comment on four trends that I believe will influence work opportunities for Interims over the next year or two. I claim no special insight but offer some food for thought (rather than food for the stomach provided for celebrations in recent weeks).

Global shifts in economic power: The trend of the world's worth moving in an easterly direction is set to continue. In 1970, IBM alone had a bigger market capitalisation than the whole of the Japanese stock market. Today, General Motors, the USA's largest company until recently, is worth \$12 billion. Add to this, the value of Ford Motor Co. and the sum is still less than half of Honda ... and less than 20% of Toyota that possesses a market capitalisation of \$172 billion.

Although the US economy is estimated to grow most in absolute economic output terms over the next ten years, the gap with China and India is closing with both enjoying year on year growth of c. 8-10%. Today, Asia (excluding Japan) accounts for 13% of world GDP, while Western Europe accounts for 30%. Within 20 years the two will converge. These global trends will also be accompanied by regional ones which we are also likely to be profound and vary from industry to industry. Germany's population over 75 years old will increase by 33% over the next ten years. The increase in tax burden required to maintain current benefit levels for Germany's future population is 90% (for Japan, these numbers are 36% and 175% respectively).

Consumer debt and inflation: Consumer debt levels are at historical all-time highs and similar on a per head basis in the UK and USA. At the end of September 2005, US household debt was \$11.4 trillion which showed the steepest increase since 1985. Those households spent a record 13.75% of their disposable income just servicing that debt (ref. US Fed). The US government continued to inflate the supply of money (M3), with more than \$293 billion additionally being put into circulation over the last quarter. This is an annual increase of around 15-20%. This is somewhat faster than the growth in the economy (unlikely to be over 3% at best), which means it will fuel price increases (so my economist friends tell me). That means more inflation in spite of cheap imports from China and India. A final "factoid" in this area is that at these kinds of M3 expansions more new money will be added in eighteen months than the present value of all the gold ever mined! I leave it to you to consider how this might impact your sector of work.

Private equity investment: There are vast amounts of money chasing deals in the UK, Europe and the USA. Predictions all say this trend is set to continue in 2006, and possibly beyond. Given the amount of money chasing a reasonably finite number of deals, the results are substantially levered acquisitions. Defaults will occur – there is an inevitability about this, so I suggest keeping an eye out for the work. It will come: it is just a matter of when.

Energy: Depending upon whether you are an oil "Bear" or "Bull" will temper your view on the direction of the price of oil in 2006 and beyond. Bears believe we are now globally at a point of "peak oil". That is, we will use more oil than we can find and extract from this time onwards. Prices of up to \$100 a barrel could be seen if sentiment takes this view. Keep in mind the following: The number of workers in China alone is 750 million. The estimated number of Chinese households achieving European income levels by 2020 is 100 million. The Chinese bought 2 million cars in 2004 and the average Chinese consumes less than 10% of the energy that an average American does. From this alone, we could reasonably conclude that global demand for energy and oil won't go down! Of course you could take the view that OPEC will increase output, more massive oil fields will be found, The Saudis are not overstating their oil reserves (details of the calculations are more or less a state secret) and increased oil pumping is currently possible. In this case, oil could drop to more normal historical values of c \$30.

Hopefully, this has got you thinking. A final point: There are 33 million young professional graduates in developing countries. That is more than double the number in developed ones. The implications for companies and governments in the development of global skills strategies will become as important as global sourcing and manufacturing.

To end what is probably the longest ever editorial; can I commend to you our "member get member" campaign? Our numbers grow but it is the Institute's objective to represent the best Interims – encourage them to apply.

Good reading.

IIM NEWS & EVENTS



SELF- MARKETING

THE ART AND SCIENCE OF EFFECTIVE NETWORKING

By
Judith Perle



—Management
Advantage—

IIM on the Road!

Following the well-attended event in London in November, a further event in the 'Succeed as an Interim' series will be held in Birmingham on the evening of 21 March, at 6.00 for 6.30. Again we are very grateful to leading Provider and IMA member, Impact Executives, for its very generous sponsorship.

The evening will look at three areas critical to success as an Interim: self-marketing, which is all important in finding and winning assignments, risk management to protect reputation and minimise personal liabilities in case an assignment runs into difficulties, and adding value beyond the specific assignment brief – essential to building your reputation and winning the next assignment.

The formal presentations will be followed by the opportunity to ask questions of the panel of speakers, and time to network over a glass of wine and finger buffet.

The event is aimed not just at our members but also a wider network to include non-members operating in the Interim profession who may be considering the benefits of belonging to the professional body, as well as those who might be considering Interim Management as a career.

So if you are Midlands based please mark 21 March in your diaries now and do mention the event to others in your contact list who might find it useful.

Tickets are £25 for members and £35 for non members. The venue is the Macdonald Burlington Hotel, which is in central Birmingham within a few minutes walk of New Street Station. Further details can be found in the flyer on the IIM website at www.ioim.org.uk/events/.

Soft Skills Rule OK!

You're familiar with the situation. You arrive on the first day of a new assignment, and are shown into your office. You've been formally briefed, and the official organisation chart has been explained, so you know the official line. But you have no 'inside information' as to what's really happening, or where the real power lies. Where do you start?

Or picture another familiar scenario. You've just emerged from post-project recuperation, full of beans, ready for your next challenge. You face a blank computer screen, and a phone that hasn't rung for some time. You contact the obvious suspects – the agencies, good friends, past clients, hot prospects. Then what?

In both cases, your professional expertise is crucial but, to put it bluntly, not enough. The complete answer involves those elusive but all-important soft skills. It's to do with building relationships and fostering rapport and trust. In short, developing a network of people who are on your side and who want to help.

Networking is one of those terms that gets bandied about by all and sundry nowadays. Colleagues, Interim Provider agencies, outplacement consultants, and headhunters all stress how important it is - but they generally don't tell us how to do it, or how to do it well. It's assumed that by the time we become experienced Interims, we have all the soft skills we need, and that these skills encompass the ability to network effectively.

Demolishing Preconceptions

For many, their idea of successful networking is to emerge from an event clutching a handful of business cards to file, or to leave a meeting feeling having explained their needs effectively – but that misses the crucial point that effective networking involves a series of transactions, that ultimately involve creating, building and nurturing relationships with a wide variety of people. So the key question is: What are you actually going to do to make your contacts feel that you are a worthwhile person to spend valuable time on?

... people are bad at making the easy connections...

...away from 'What can I get from you?' and towards 'What might I be able to do for you?'

... stay in touch ... 'one night stands' are not productive ...

Networking is also viewed by some as first cousin of the smooth 'worker of rooms', intent on using and manipulating people to their own advantage. They fail to see the crucial point of networking – that it is as much about helping others as helping yourself, and that nowhere is that old (but true) cliché more applicable: What goes around, comes around.

Just Do It!

Most of us know who we want to meet and why, we may know where and when we want to meet them, and what we might gain by doing so. Where so many people fall down is on the how. Having trained originally in publishing, I am constantly amazed at how bad most people are at making the easy connections, or indeed just making the call. Even on the Sloan Masters Programme at London Business School, in a class full of high-achievers, I was surprised at how many networking opportunities were being missed by classmates just because they failed to follow some basic, common sense and easy to apply rules. And rule number one is that if you don't ask, you don't get!

My fellow classmate (and now colleague) Tony Newton has had similar experiences: "As someone who has made a rather more dramatic career change than most, I can testify to the fact that building a whole new network of contacts in a completely new environment ... has little to do with being an introvert or extrovert, sociable or a loner."

A Shift of Mindset

Becoming a better networker involves, first and foremost, a change of attitude. Away from 'What can I get from you?' and towards 'What might I be able to do for you?' Secondly, there are the social skills that need polishing. Each of us faces slightly different challenges. Some people find it hard to start up conversations, others find they run out of things to say, or struggle to develop rapport with the person they're talking to. Other people are fine in face-to-face situations, but find the telephone a real challenge. Almost everybody could do with a reminder about the importance of making contact quickly and effectively after an initial meeting or phone call. After all, relationships aren't created overnight. They take time to develop, and trust needs to be built up brick by brick.

Research shows that there's no single, correct method which will guarantee that you reach networking heaven! Each of us has to find their own way of getting there, bearing in mind, of course, the principles outlined here. Good luck, and happy networking. It can be fun, honestly!

Golden Rules

- Giving is better (and more comfortable) than getting – so think about what you can offer, rather than what you stand to gain.
- Think laterally – who do you know who could introduce you to somebody new?
- Re-establish relationships that may have fallen by the wayside.
- Get out and about – go to networking events / conferences / meetings regularly. Just meeting people you already know and feel comfortable with doesn't do much to extend your network.
- Be interested in other people – don't push or sell yourself.
- Always carry your business cards – you really never know when you might meet someone interesting.
- Try to follow up quickly when you meet someone for the first time. Otherwise, how can you expect them to remember who you are.
- You can network anywhere, anytime (not just at officially designated 'networking events').
- Stay in touch with people – 'one night stands' aren't usually very productive.
- Get some training!

To follow up on the last point you can contact Management Advantage who run one-day workshops in a variety of soft skills, including their flagship programme on networking skills. You can find out more about their open and bespoke workshops on their website www.manadvan.com. Or simply call the author of the above article, Judith Perle, on 07947 010 342 or email jperle@manadvan.com.

JOBLOGGING

By
David Teten
and
Scott Allen



David Teten

**A well-expressed
blog provides
insight into your
thought processes,
creativity, and
communication
skills**

**If there's any
possible negative
consequence of
something you might
post, it's best left in
your head**

The next time you search for an assignment, your blog may be more important than your CV!

This article by David Teten and Scott Allen continues the self-marketing theme and looks at a growing trend in the US to look beyond the candidate's CV to their personal online blogs, which can reveal their broader personality, thought processes and presentation. Although the article looks at the approach of employers in a 'jobs' context, the messages apply equally to clients and assignments. And what the US does today, the UK will surely do tomorrow.

Heather Hamilton, a senior recruiter for marketing talent at Microsoft, recently performed an unusual recruiting experiment. As creator of the "Marketing and Finance at Microsoft" Blog (<http://blogs.msdn.com/heatherleigh>), Heather asked her readers to link to a post on her blog from their blog résumés, and committed that she would check out her reader's resumes by reviewing her blog's referral logs.

The implication of this? For one, if you don't understand how to do what she's asking you to do, you're probably not qualified to work in the marketing department at Microsoft.

Of course, blogs are today an integral part of Microsoft's marketing, so familiarity with the technology is an essential skill for that role in a way that it may not be for many other jobs. Nonetheless, Heather is one of a growing number of recruiters who see blogs as a way to learn far more about a person than a résumé and even a short interview may show, and to build relationships with professionals in their field. The blogosphere is also one of the first places that research firms like David Teten's, Nitron Advisors, look when they need an industry expert.

"Blogging is a great opportunity in the staffing industry, both for the recruiter and the job seeker (or future job seeker)," Heather says. "Through a blog, a recruiter can understand not just the experience of the candidate, but how they work, their passion, the quality of their relationships with co-workers, their opinions. This creates a more dimensional snapshot of a candidate than a résumé."

A well-expressed blog provides insight into your thought processes, creativity, and communication skills. It can demonstrate to your reader how involved and interested you are in your field, and this presence can make all the difference to a potential employer.

Besides creating a richer personal profile, blogging also offers job seekers the opportunity to build relationships with recruiters and hiring managers over time. "As a professional, the best time to build a relationship with a recruiter is before you start looking for your next position," Heather says. In an environment where large corporations can receive thousands of résumés a day, establishing a relationship through blogging (through your blog or the recruiter's blog) can greatly benefit the seeker because blogs establish a dialog, which can create an advantage over the thousands of other applicants vying for the recruiter's attention."

As a result of this rise in blog-facilitated job opportunities, there are now entire blog networks dedicated to job searching (<http://jobsearchblogs.com>) and recruiting (<http://www.erechange.com/blogs>).

Just as when using conventional resume and interview techniques, there are certain characteristics that a jobseeker should strive to demonstrate on a weblog. A potential employer can determine the degree of your industry interest and expertise by reviewing your discussions and the types of blogs and sites you link to. They can also get a feel for your personality and communication skills based on the style in which you write your blog. A blog provides permanently available insight into your character.

That can be a negative as well as a positive. Just as people have gotten hired because of their blogs, they've been rejected or even fired because of them, too. Of course, you probably should not write in your blog that you lie, cheat, steal, or party all night and call in sick to work, but less direct comments can also show other not-so-obvious behaviour patterns which can have an impact.

It's much better to err on the side of fewer, higher-quality blog posts

Here are a few simple dos and don'ts to keep in mind:

- **A blog is forever.** Even if you delete or edit a post, many people will have already read it and possibly commented on it, and an archive of it may be available in many other places. If there's any possible negative consequence of something you might post, it's best left in your head.
- **Make sure that all your posts are technically accurate.** It's much better to err on the side of fewer, higher-quality blog posts, than many blog posts that do not represent you well.
- **Be "personally professional".** Blogs are by their nature informal and personal. If you're overly formal, you may not connect well with other bloggers or potential readers. On the other hand, venturing off into every dark corner of your life may not sit well with prospective employers.
- **Don't list your blog on your résumé unless it is relevant.** If you're seeking employment as a risk management analyst, list your economics blog if you have one, but not your political rant blog.
- **Make sure your blog is reasonably attractive and presentable.** It is part of your personal appearance every bit as much as your résumé, your clothes, or your hygiene and grooming.
- **Read and connect with other job search and recruiter bloggers.** You can get relevant, current tips to help with your job search, share leads with others in the same and similar fields as you, and connect with recruiters who specialize in the type of jobs you are seeking. Use your blog both to build and leverage your network.

With your expertise, some decent writing skills and a little bit of common sense, your blog can be a powerful tool for finding your next job.

David Teten and Scott Allen are coauthors of [The Virtual Handshake: Opening Doors and Closing Deals Online](#), the first guide to winning friends and influencing clients with online networks, and joint contributors to [TheVirtualHandshake.com](#) resource site and blog.

David Teten is CEO of [Nitron Advisors](#), a US-based securities research firm which provides institutional investors with direct access to industry experts. Scott Allen is the [About.com Entrepreneurs Guide](#), providing free resources and guidance to help entrepreneurs as they start and grow their business.

TAX MATTERS

SECTION 660

The Artic Systems Case Rumbles On

... win or lose, the Revenue are likely to legislate...

... tax and personal relationships don't sit easily together...

Friday 13th – A Fateful Day?

Having lost before the tax Special Commissioners and in the High Court, Geoff and Diana Jones finally heard the Court of Appeal rule in their favour on 15th December last year in their landmark Section 660A case. As readers will be aware, the case concerned the way in which a husband and wife used their salaries and dividend payments in their IT consultancy company, Artic Systems, to reduce their tax bill. The judgement therefore is of major interest to a significant number of small family-owned businesses.

As part of its judgement, the Court of Appeal also refused HM Revenue & Customs leave to appeal to the House of Lords. Nothing daunted, the Revenue announced on Friday 13th January that it was petitioning the House of Lords for leave to appeal.

The outcome of the Revenue's petition, and, if leave to appeal is granted, the appeal itself, remains to be seen. Win or lose, the Revenue however looks likely to prevail, because if it is unsuccessful in the House of Lords, it is expected to introduce legislation to make its position stick – it has already announced its intention to hit 'companies who are unfairly exploiting the system to avoid tax'.

The framing of any such legislation is likely to be fraught with difficulties and anomalies – taxation and personal relationships don't easily sit together. To legislate to deal purely with the Arctic Systems' husband and wife situation would represent the first step on a road back from the separate taxation of women, a point not lost on various influential women's groups. Of course, broadening it out to wider family members, civil partnerships, and mixed/single-sex partnerships/friendships introduces a wide variety of permutations as to who might be covered as joint owners of businesses, and the degree of relationship that they would have to enjoy before falling foul of the provisions.

... the Revenue remains implacably of the view that this is not a test case...

... another year of self-assessment turmoil...

VAT New Guidance from HMRC

... but unclear if audit trail required...

OUTLOOK ON 2006



The determination of the Revenue to win on this issue is perhaps also evidenced by its attitude on costs. It is normal Revenue practice in test cases to pay the legal costs of all parties involved, in the interests of establishing the correct technical tax law position. In this case however, the Revenue has remained implacably of the view that the case is not a test case, and Mr & Mrs Jones have therefore had to rely largely on funding by the Professional Contractors Group to be able to continue to pursue their argument. This aspect of the case has now been taken up by Mark Hoban, a Tory shadow Minister to the Treasury, who is pressing for more information as to why the Revenue refuses to treat it as a test case.

The Jones' victory in the Court of Appeal is most welcome, but sadly is potentially nowhere near the end of the matter. If the case does go to the House of Lords, a final decision may not be reached until the turn of the year, potentially putting yet another year of self assessment tax returns into turmoil. And then the 'fun' may start again if the Government needs to move to legislate.

In the meantime, there is no alternative for family, and friends, involved in business together but to (continue to) seek professional advice.

Update on Fuel Expenses

Fuel costs are usually reimbursed to employees (including to Interims by their personal service companies) either on the basis of actual fuel purchased or as part of an overall rate per mile. Fuel is VAT-able, and the amounts claimed under either basis therefore include a VAT component. Regardless of which reimbursement method was used, HM Revenue & Customs would accept a claim for the input VAT attributable to business mileage on the basis of calculating a reasonable apportionment.

As we reported last year, the European Court of Justice ruled that apportionments of this nature are not legal, and the UK would therefore have to amend its rules to remove the mileage based calculation, with increased cost for most UK VAT-registered businesses resulting from losing the right to reclaim the relevant input VAT.

Customs has now decided that, with effect from 1 January 2006, all input tax calculated using an apportionment can again be reclaimed as before provided purchase invoices from the filling station are available showing VAT equal to or exceeding the amount of business VAT claimed. No guidance is given on the need to, or how to, establish an audit trail between the mileage claimed and the purchase invoice, and this may emerge as a practical difficulty of applying the new rules.

Nevertheless, until this is clarified, if you claim input VAT in respect of business mileage, be sure to keep fuel invoices with VAT at least covering the amount claimed.

Our Chairman has delivered a thought provoking editorial on 2006 and beyond. Here are some additional viewpoints on issues connected with the Interim Management market from the IoD and two leading Interim Providers.

From Miles Templeman, Director General of the Institute of Directors.

We want to see continuing investment in the transport network, since our members continue to be frustrated at the slow pace of change. The Government has a duty to ensure taxpayers' money is well directed and spent wisely. We see huge potential to waste that money without proper co-ordination. This doesn't require a new 'Tsar', just good project management across government departments. Fiefdoms and silos have to be broken down in Whitehall if this investment is to be spent effectively.

Energy is also of particular concern, with many companies having seen their energy costs rise in recent months. In 2006 we need action by the Government following on from its energy review, so that businesses can be assured there will be affordable and reliable energy supplies in the future. Difficult choices also need to be faced up to regarding the energy supply mix for the UK over the next few decades. These must be pragmatic and based on the need for reliable sources of energy, not simply based on utopian views of some environmental organisations.



From Bruno Pace, Director, Norman Broadbent Interim Management.

Over the last five years we have noticed a dramatic change in the use of Interim managers. Now, clients not only utilise the use and value of Interim managers to cover a critical gap but also engage them to work with existing management teams to drive change throughout the organisation. In these very competitive times where only the strongest will survive the need has never been greater.

As more clients are seeing the benefits and added value in using Interim managers as a flexible executive resource the outlook for the Interim market is looking more and more positive.



From Stephanie Campbell, Director, Impact Executives

A very positive calendar year end and a seamless transition from 2005 into 2006 - no New Year lull. Currently an active market with some interesting 'hotspots' of activity... which are our secret! Most of our candidate register is not having difficulty in securing assignments and in a lot of cases actually have a choice of roles. Glass definitely two-thirds full.....

**INTERIM
MANAGER OF
THE YEAR
AWARDS**

Sponsored by
PRAXIS



Interim Management is an increasingly well-established and valuable tool for organisations needing senior management skills and experience on a temporary basis and for the last 4 years PRAXIS executives on assignment has sponsored the Interim Manager of the Year Awards recognising the quite outstanding contributions that Interim Managers make to their clients' businesses.

"The superlatives with which clients describe their Interim Managers always makes it a very hard decision for us to select the Award winners – we wish they could all win" said Patrique Habboo, Managing Director of PRAXIS executives on assignment. "It is also a mark of how valuable Interim Managers are as a business solution today. Many of our Interim Managers have made contributions well above and beyond the expectations of their clients"

PRAXIS executives on assignment strive to make the Awards truly open to all client companies using Interim Managers regardless of where they were sourced. In 2005, nearly 2,000 organisations, in both the public and private sectors were contacted, varying from FTSE 100 market leaders to local and central government. In addition, 3000 professional Interim Managers were invited to submit nominations, which were then followed up with their clients.

The overall winner of the 2005 Award was Gordon Mitchell for his role as Chief Executive Officer at William Green & Son Ltd – manufacturers of the Grenson brand of gentlemen's shoes.

The 2006 Awards will be made in September and PRAXIS will be seeking nominations from May of this year onwards.

A full list of 2005 Interim Manager of the Year finalists can be found on the PRAXIS web site at www.interimmanagement.com – see the IM of the Year page.

THE INCREDIBLE CEPHALOPOD FAMILY!



LEGISLATION

SMALL
BUSINESS
EUROPE

Readers with a good memory, like the octopus, may recall the article we published in May 2005 in which we announced the IIM's participation in a communications initiative run by Small Business Europe, a Brussels based research organization. Their communications strategy is based on the concept of "small fish in a big pond" and the SBE encourages its clients to sponsor a fish at the Blue Reef Aquarium.

Now you may argue with the classification of an octopus as a fish, but we selected the octopus as being most suitable to represent Interim management due to its abilities to adapt to situations very quickly. Blue Reef Aquarium has kindly supplied a more comprehensive description of the octopus's attributes – see which ones match your own, and which ones you may consider developing in your CPD plan for 2006!

Octopuses have blue blood, three hearts, can change shape, use jet propulsion and have inspired myths and legends since the dawn of time.

The cephalopod family - literally 'head-foot' - whose members include the octopus, squid, nautilus and cuttlefish, are surely amongst the planet's most bizarre inhabitants. There are approximately 650 different species ranging from the tiny 5cm long *Sepiella* to the monstrous *Architeuthis* - or giant squid - believed to reach lengths in excess of 20 metres.

Despite being closely related to the garden slug, some members of the cephalopod family are believed to be as intelligent as pet dogs and can solve complex puzzles. Most cephalopods can rapidly change body shape, texture and colour. It's believed that some species use this ability to communicate basic emotions - like fear and anger.

Octopuses are also the undisputed kings of underwater escapology. With no skeleton they can squeeze their bodies through the tiniest of gaps- during tests one 60 pound specimen in America escaped through a two inch hole. They can also change colour to match their surroundings so effectively that it's almost as if they've become invisible. When all else fails, octopuses produce their very own 'smoke screens' or body doubles made out of ink to confuse attackers.

Cephalopods are related to bivalves like scallops, oysters and clams as well as gastropods such as slugs and snails. Like snails, nautiluses still have an external shell which they fill with gas to control their buoyancy underwater. However in some cephalopods, including the squid and the cuttlefish, through evolution the shell has become internal and is now inside the body.

Small - but deadly - the deadliest cephalopod is not the giant squid but an Australian octopus called the blue ring, which is little bigger than a pound coin. What it lacks in size however it more than makes up for in ferocity - one bite from its tiny beak contains enough poison to kill a full grown adult in 90 minutes.



smallbusiness|europe

One of the important but largely unsung activities of the Institute is keeping an eye out for proposed legislation and regulations likely to impact on the business environment in which Interims, and IIM members in particular, operate. Such early warning allows the IIM to lobby vigorously to ensure that the rules finally enacted are not detrimental to the Interim industry.

A vital partner in this process is smallbusiness|europe, which monitors proposals emanating from the EU Commission and Parliament in Brussels which is likely to impact UK SMEs. SBE has recently published its work programme for 2006 covering topical issues reported in previous editions of [*Interim Insight*](#), including

- Working Time Directive
- Services Directive
- Temporary Agency Workers Directive

INDUSTRY CHANGES

News from the Interim Providers



SBE is also keeping a watching brief on the Commission's research into what it calls 'para-subordination' – workers who are not employees and operate independently, but who are at any one time economically dependent on a larger organisation.

There will be follow up reports on these initiatives published in later issues of [InterIM Insight](#) later in the year.

The first of a series of occasional articles on changes in the Interim industry.

BCMP Interim is a new company, founded by professionals with many years' experience in Interim management.

The team behind BCMP Interim, Anne Morgan, Wendy Kessack, Alan Charlesworth and Dick Penfold, brings together more than 20 years' experience of Interim management in a company that aims to meet the needs of clients and enhance the skills of Interims.

David Jones CBE, Chairman of NEXT, has taken on the role of non executive Chairman of BCMP Interim and is expected to be highly influential in the future development of the business.

Everyone at BCMP has worked in Interim management for a number of years. "We believe passionately in the contribution Interims can make to the workplace across all sectors and disciplines" says Anne Morgan. "We use our experience to work with the best Interims, delivering a first class, high value service to clients."

"Many of you reading this article will know members of our team and we would like to invite to you to join our database."

To register, email your CV to interims@bcmpinterim.com, visit their website www.bcmpinterim.com, or telephone +44 (0)20 7665 1836

The intriguingly named **Jefferson Salt** tells us they are one of the industry's most technologically advanced emerging organisations.

"This technological advantage coupled with our size and flexibility, enables Jefferson Salt Interim Management to operate more quickly and effectively than the competition" says Managing Director, Dominic Ryalls. "Jefferson Salt has delivered successful assignments across the UK, Europe and Asia Pacific in a host of industries from financial services, telecoms and media through to technology, healthcare, manufacturing and business services."

"Our focus is upon functional heads and second tiers of management, from C-level through to nominated heads and managers. Our Interim Managers operate across all functions from HR, Finance, and Technology through to Sales and Marketing, Operations and General Management

For more information visit www.jeffersonsalt.com or telephone: +44 (0)20 8871 0666

Another Provider who may not be familiar to members is **Cream Interim Management**. MD Michael Fisher says "We continually seek executive/director level Interim managers with strong track records in financial services, engineering and manufacturing, FMCG and business services sectors. Particularly Interim managers within the following disciplines: HR, finance, general manager, managing director, programme director, IT and operations."

He continues. "We look for a demonstrable Interim management track record in your chosen field following a career encompassing a senior/executive role. Duration of engagements in your chosen sectors and employment history is important."

"As well as the ability to demonstrate excellent technical competency, we look for exceptional people skills. You will be concise, articulate and communicate well at all levels in an organisation. Skills transfer, coaching and mentoring is at the heart of what we do, so the ability to make things happen and the ability to communicate key facts concisely are critical."



MEMBERSHIP SURVEY

MEMBER BENEFITS



"Cream is easy to work with, we can provide terms of engagement and we work together to ensure successful engagements."

For more information visit www.creaminterim.co.uk or telephone +44 (0) 1243 776319

A new addition to the ranks of the Interim Management Association is **AMTEC Consulting Group**. To register with them, contact Martyn Osment, Director of Interim Management – visit their website www.amtecim.com, or telephone +44 (0) 1252 737 866

The IIM is currently finalising the questions for the Membership Survey 2006. As in previous years, it will be available to be completed online, and details will be circulated shortly on how to access it.

This will be the third successive year that we have carried out this comprehensive survey, which is intended to find out more about the profile of the IIM membership, how members operate as businesses and the business issues that cause them problems, and what the Institute can do, or do better, to serve both its members and the Interim profession. As this is the third year of collecting data, we expect to see patterns and trends starting to emerge, and also gain an understanding of how opinions have, or have not changed over time.

In the last two years we have had a good response to the Surveys, which helps to make them a more authoritative statement of members' views, and we look forward to a similar level of replies from members this time around. When you receive notification that the Survey is available for completion, please take a bit of time out to go online and complete it.

Highlights of the Survey results will be published in a later issue of [InterIM Insight](#), and a more detailed report will be presented at the AGM.

Member-get-Member Offer

Share the benefits of membership

Members are invited to introduce a colleague or friend to membership of the Institute of Interim Management and receive £35 reduction on your annual membership fee. If you know a colleague or friend who could benefit from membership of our Institute and satisfy our membership criteria, then please invite them to complete the application procedure to be found at our website:

<http://www.ioim.org.uk/membership/criteriaandfees.asp>

For every new member you introduce who is successfully elected to membership you may claim a reduction of £35 in your annual membership fees at the next renewal date.

Moreover, if you can recruit a second new member before 30th June 2006 you may claim a £50 reduction in your member fees.

Professional Indemnity Insurance

Dallas Kirkland (Professions) Ltd.

The Institute negotiated competitively priced PII tailored for IIM members last year, which should continue to be the most favourable terms available in the market. This PII cover is available through brokers Dallas Kirkland (Professions) Limited, who can be contacted on:

T: 020 7480 4181

F: 020 7702 1441

E: jennic@dallaskirkland.co.uk - Jenni Crook

W: www.dallaskirkland.co.uk

The quotation at the concessionary rates will only be given to IIM Members who quote their membership number when making contact.



Contracts & IR35 Lawspeed

Since first working with the Institute in 2002, Lawspeed has put together a whole range of packages and services to meet the particular needs of Interim Managers. You know that working as an Interim is not just a question of providing your services. As a professional you have to give due consideration to commercial risk, contract, tax and other operational issues. And that is where Lawspeed can help.

Drawing on more than 25 years experience advising business of all shapes and sizes, Lawspeed will take all these problems off your hands offering **risk advice**, suitable **contracts**, joint venture operations, negotiations and advice on **IR35** status. We make sure that our clients are protected from the word go.

Lawspeed can be contacted on:

T: 01273 236236

F: 01273 236232

E: jamesm@lawspeed.com - James May

W: www.lawspeed.com

Remember to state that you are a member of the Institute of Interim Management before placing your order, to benefit from preferential rates.

Institute of Directors Membership

Save 50% on Joining Fee!

Our exclusive membership offer negotiated with the Institute of Directors. In addition to the many IoD member benefits, IIM members will receive a discount of 50% on the Election Fee – a saving of £100 – for membership applications made throughout 2004.

The Institute of Directors, which represents the interests of over 50,000 business leaders across the UK, from all industry types, size and geographical locations, provides tangible business support to its members. Members join the IoD in their individual capacity as a director, partner or senior executive. In doing so, you become part of a network of UK business leaders, benefiting from especially negotiated products and services. These also include free access to and use of an increasing number of premises and business services across the UK and overseas – offering valuable resource, to conducting your businesses away from your HQ.

For further information including how to join, please call the IoD Membership Development team on:

T: 020 7766 8888

E: join-iod@iod.com or visit

W: www.iod.com/join

Company Formation, Accounting, Tax and VAT Nyman Linden



Established in 1963, Nyman Linden is a leading UK accountancy practice, presenting a comprehensive range of services encompassing Company Formation (free of charge to IIM members), Web-based Accounting, Corporation and Personal Tax Returns, VAT, Statutory Accounts and other Regulatory Services, providing a service that is right for you and at a fixed fee, agreed in advance, with no hidden extras.

For further information, please contact Andrew Plaskow, Partner, on:

T: 020 7535 1500

F: 020 7935 5087

E: andrew.plaskow@nymanlinden.co.uk

W: www.nymanlinden.co.uk



Professional Development

Massive discounts on Spearhead Training Courses!

As part of the Institute's aim in offering additional benefits to members and to support their professional development, it has negotiated a special arrangement with Spearhead Training. Under this, IIM members enjoy a standing offer of a **30% discount on all Public Courses which Spearhead run.**

Spearhead Training Public Courses cover all the key business skill areas, and these courses may assist Interims in gaining real competitive advantage by enhancing their business generating skills, as part of their Continuing Professional Development, or if they should wish to broaden their business portfolio into new areas. Spearhead's Interim Management Programme is not classified as a Public Course and has already been discounted in price – the normal IIM 30% discount does not therefore apply to this particular course. Full details of the courses available can be found on www.spearhead-training.co.uk.

To take advantage of the discount, you can book directly with Spearhead Training quoting reference IIM-CPD-2002.3 as well as your IIM membership number. You can also take advantage of an additional 5% discount by booking on line.

Backup your PC

Save 10% on Datasafehaven online data backup & webAccess!

Datasafehaven provides an online data backup and webAccess service. The service allows you to protect and safeguard the valuable data on your desktop or laptop PC.

The service is easy to set up and use and requires no technical expertise. The software ("powered by Attix5, trusted by PricewaterhouseCoopers") allows the selection of data and the scheduling of when automated backups are to take place.

Encrypted data is transferred via your Internet connection to mirrored data servers housed in IBM managed data recovery centres. Backups are available online and can be quickly retrieved and restored. Using any computer anywhere in the world connected to the internet, you can also have remote browser access to your backed up data through webAccess.

For more information look at the Datasafehaven website.

T: 020 8871 4070

E: sales@datasafehaven.co.uk

W: www.datasafehaven.co.uk

Call for Papers, News & Views

Articles, news, views and photographs concerning the Interim sector are invited for publication in future issues of the Institute's newsletters and on its Web site. We reserve the right to edit these to length to fit available space. The Institute also welcomes 'Letters to the Editor' (preferably by email) on any issues of concern, or suggestions for improving our services to the membership, as well as our industry representation.

If you would like to contribute, please contact:

E: interiminsight@ioim.org.uk

T: T: +44 (0) 870 242 0814

F: +44 (0) 1932 350775

The next issue of [InterIM Insight](#) will be published in April 2006.

In the 'interim' wishing you much continued success with your assignments and business ventures from everyone at the IIM

Datasafehaven

Online data backup & webAccess

