

**Appendix 2 = Q4**

Clients deferring business expansion strategies, however a lot of restructuring brings downsizing opportunities

Looks like there are fewer opportunities about, though my main agents are still saying "expect to place you on assignment within next 5 to 6 weeks"

In addition to above, new dynamic in management expectations

Fewer opportunities and lower daily rates

Fewer opportunities available, employers getting more choosy

Reduction of work

My clients are all in the SME category

Lack of credit for running companies and for growing them

This global and UK economic downturn is going to worsen I believe after the festive season when banks will close on many retail and manufacturing businesses. I predict that the current downturn in construction, motor, white and black household goods and electronics

Large companies will start paying bills late. Small companies will be driven bankrupt by late payments. The survivors will be those who are proactive rather than reactive.

I think it will reduce work from lack of as many growth projects. It remains to be seen if this is made up for in other opportunities such as "turnaround" or cost reduction initiatives.

It might lead to rate softening, and longer time to get a good assignment. One might not be as choosy in the next 6-12 months. On the other hand an influx of inexperienced individuals claiming to be interims whilst the market picks up will show the value

Businesses downsizing and losing staff are less likely to employ additional staff in the form of interim managers...but there should be opportunity as recession allows companies to shake out dead wood and may highlight deficiencies that need the services of an interim

I am relatively new to Interim and do not have a large network therefore I may have fewer choices.

Lower rates, more competition for assignments

1. More interims chasing assignments
2. Existing poor management staying in position because they are able to convince people that it's the market rather than their capabilities that are causing the problems.

Potentially less requirement for consultants, projects maybe put on hold

Decision making gets more difficult. Companies retreat not expand.

I think companies will not be able to improve their profits by chasing more revenue. Therefore there will be a bigger focus on improving profits by controlling costs. Logistics is a big area of cost for many companies. Interim managers in logistics will

**Appendix 2 = Q4**

I have the impression daily rates are under pressure partly from advertised assignments but also from comments made by other interim managers.
As soon as I return to the UK next week.
Reduced income through less work.
Less opportunities
Organisations taking longer to pay; Lack of opportunities
Client spending will slow temporarily while priorities change
The number of assignments specifically being brought to my attention has reduced. The rates for public sector assignments have hardened as candidates are being found to fill the roles at advertised rates. Some of the assignments I have been put forward for
It is and I think will affect us for quite some time - 2 years or even 3. Unless the Government can bring back more financial support for niche and small run manufacturing units rather than letting them go abroad. e.g. Ford Transit going to Turkey. We must
Longer-term this recession might mark the transition from interim as a strategic talent management choice for a few to a wider market when the advantages of interims becomes obvious. Shorter-term I suspect that "interims" will be tarred with old brush about
Greater competition from people claiming to be interims but who aren't that qualified or experienced
May bounce a little in Q1/Q2 next year when turnaround work emerges and 2009 budgets/targets are fresh.
HR Departments making decisions based upon cost not expertise. Our own business (Amber Health & Beauty) is still struggling to find an additional Therapist - of the right caliber.
Will only get worse as redundancies increase and competition for interim work intensifies.
Lack of work in the Health sector although I believe this won't happen in the short term.
More interesting interim work and less "commodity" interim work
<b>I AM SEEING MORE DISTRESSED BUSINESSES</b>
I believe it will effect even more
Some of the more traditional interim roles will not be required if headcount(s) are cut but there will also be a requirement for other skills such as turnaround, crisis management, making a company saleable, managing in lean times, closing a company down,
I am a Fundraiser. I think it will be harder to fundraise, particularly from companies.
There will be more people entering the interim market
Some slight decrease in business, more linked to uncertainty than recession.
More gaps

**Appendix 2 = Q4**

Less likelihood of roles close to home and less options to pursue

Loss of confidence generally in most markets and reluctance to take risks in the short term. Property market will enter severe downturn.

Increased competition for assignments

Longer time between assignments

More interims in the market from Private Equity and the city

Less interim assignments

Tighter cost & cash control

Supply and demand i.e.

Increase in the number of 'casual' interims

Freeze on non essential activities/spend

Potential for contracts to be curtailed early.

More competition for roles.

Customers seeking to lower fee rates.

Operating as an Interim CEO in a not for profit organisation till next Spring. Assume will be difficult to find next assignment whether in private or not for profit sectors.

Lack of interim opportunities

More work from those businesses that are forced into making changes they have avoided

A general lack of confidence in Companies' ability to DO business. This will affect all levels within as well as outside e.g. Suppliers, clients etc.. This will lead to the amount and variety of assignments becoming less and more mundane.

I believe the crisis will come quickly now. But that will depend on the success or otherwise of the government to get cash flowing. If the banks hold cash as I expect and the government's initiative fails, cash, cash, cash, and crisis management will be t

HMG is trying to cut back on 'consultants' which unintentionally impacts interims. Procurement depts don't understand the difference.

Less to now work

More difficult trading conditions

Increased interim workload / requirements

Mostly by squeezed budgets for the technical skills I offer.

**Appendix 2 = Q4**

There will be a tightening up of the Interim market and also a likely reduction in the day rates. There will be more people seeking to be Interims and this is where the existing Interims must draw on their talents.

Lack of opportunities.

The opportunities of interim management will grow

Volumes of execs not able to transfer their skills to emerging economies will be chasing at best a static pool of assignments

The continued nervousness will result in recruiters & managers not risking spending money.

Companies less willing to spend, less work, lower rates, more competition for work, poor payment terms.

Clearly, if a recession leads to serious numbers of senior executives being made redundant/'asked to leave', and there are fewer opportunities for permanent alternatives, many of these executives will turn to interim work. Coupled with companies not willi

Clearly companies will shelf new projects until there are signs of an economic recovery

More fleeting Interims in between permanent roles will come to market

Whilst coming from a background in banking and finance (operational management and project management) all of my UK interim work has been outside of this market and the downturn will make it more difficult to break into this area.

Slow down in assignments

Future availability of jobs

Lower daily rate and/or reduced number/quality of opportunities caused by moratoria on recruitment, even interims, and market flooded by "amateur interims" However, this may result mid 2009 in a flight to quality (interims) by organisations who then get

Need to rebuild pension fund.

Less opportunities

Work will be more difficult to get, but there will be real needs for developing tactics for companies to weather the storm - appropriate external help will be used, cost cutting will be important but major change projects will suffer, sales and marketing

More interims, less SME money to spend, competitive rates of pay. Delays in decisions to make changes.

For companies enlightened to the benefits of lean management and wishing to implement a change programme, to develop in the potentially challenging times, opportunities should develop for experienced interims.

Companies less enlightened, but seeking savi

There will be a knock on effect as people will over react

More higher quality work at short notice

Slower decision making, downward pressure on rates

More interims chasing fewer roles

Appendix 2 = Q4
It will make the interim market more competitive - with more people chasing fewer roles
It is hard to say. It is either very bad like the 2001 downturn or it is very good as the recession exposes poorly performing companies and leads to increased demands for Interims as a result. I am not sure which but I feel that in a year's time it will
More competition from ex bankers.
Maybe in 12 months as most work derived from long term budgets
As above
I don't think there will necessarily be fewer assignments but there will be displaced perms coming onto the temp market which will increase length of gaps and cause downward pressure on fees.
I anticipate better opportunities as an Interim Manager
Same
Continued reluctance to spend. Finance Directors will build reserves to unheard of levels to avoid all risk.
More interim managers
As redundancies gather pace more people will opt to "try their hand" at Interim management / Consulting as a stop gap. The ensuing dilution could result in lower day rates and fewer opportunities for those who are established Interims.
Eventually Government expenditure will have to be cut-back
More involvement in downsizing activities
Further work more difficult to find
my seniority seems to leave me classified as "over experienced"
Less assignments and at lower rates.
Less assignments
Work will be harder to find
Fewer assignments at lower fees to begin with
Reduced budgets, reduced rates, less willingness to hire (counter intuitively)
Financial cut backs by potential clients
Harder to find assignments
Businesses are taking longer to decide.... Cost issues being the direct impacter, but confidence is the hot button - rather lack of...
Less work in manufacturing, reduced investment
Fewer interim jobs

**Appendix 2 = Q4**

It already has.

Current contract expires at the end of Oct. New opportunities are few and far between.

More companies will be forced to shed full time employees to cut costs and rely on temporary staff until the pinch is over.

One of my specialist areas is in the automotive industry - OEMs are reducing volumes and looking at economies - traditionally non permanent staff are the first to be effected by headcount reductions.

I think that the situation will get worse before it gets better (shades of post 9/11) but recovery in the interim market will be much quicker than in the permanent market. There will also be many financial crisis driven roles available within 6 months.

There will be an obvious impact on my retail business as it affects client purchasing power. As business clients need to respond to the changes taking place, they will reduce staff, but in return should start seeking more short term contracts to target re

Fear of decision making. Decision reversals

Companies will be more cautious with their spending and likely to take longer making decisions, but also more companies may choose to go for interims rather than risk investing in permanent staff.

more competition for fewer opportunities to pitch

As you say less work more execs...although companies may need resource and go Interim rather than permanent

A lesser number of roles, more competition, lower day rates

Tighter budgets in client businesses

More potential assignments but possibly only short term emergency situations

Fewer opportunities and greater competition. See comments in 2.

Reduction in sales volumes and size of orders.

Fewer interim roles available and more competition

Project I am working on is likely to finish sooner

Tightening of public sector budgets over the next few years

Companies are doing the tortoise and pulling their heads in until the situation is more clear. Will it go up or further down? As a result, streamlining has not been adopted as the norm, which would create a boom for interims.

Tougher to get assignments/pressure on fee rates

Less work

Probability of small medium companies going into administration.

More competition for available positions

**Appendix 2 = Q4**

Investment programmes & projects being placed on hold.

Opportunity for more business for those with genuine turnaround experience

Reduction in the value of my savings

Clients cutting back

Postponment of the type of work I do until times have improved

It may increase opportunities for a safe pair of financial hands, it may reduce opportunities - too early to say but it will certainly have an effect

Expectation that rates will get lower

More people 'trying' interim

Budgets tightening - interims easier to get rid of!

More competition for fewer assignments

In every way - pension, investments, property value, work.....

Fewer assignments

More Interims fighting for less demand

Less IPOS

Lack of consulting opportunities.

Fewer vacancies available when my contract ends.

Number of food manufacturing businesses are seriously in trouble with the major retailers to keep up the increase in prices.

NA

Companies less willing to make what they see as discretionary spend.

Less interim work and more competition for it.

Direct contract and flexibility

Companies/employers will cut back on non core projects, high costs saved

CEO's and MD's being less prepared to make bold decisions and bring in interims before it's too late.

Lack of confidence in taking Projects forward.

At some stage the impact will trickle down to the public sector, and this has already been to show e.g. regeneration projects that required private sector

**Appendix 2 = Q4**

partnership. But with less business taxes coming into government there will be an impact on public

Pressure on salaries and direct wages as people find it harder to make their weekly/monthly payments and pressure on our purchase prices as businesses and suppliers pass increased utility and transport costs on.

As more companies feel the pinch they will try to make do.

At work things will get tougher, income will likely grow slower, if not decline.

Money is very tight and investments are being delayed. Companies are struggling to keep their heads above water without down-sizing. Investment, Marketing and Training have been the first to go and staff are being laid off. The need for consultancy and i

More of the same in the private sector.

Opportunities may well decline amongst some firms whereas others may be more likely to look for external/interim input. But range and availability of senior people likely to increase with layoffs, early retirements, right-sizing.

Shortage of opportunities generally and reluctance of companies, big and small, to spend money unless absolutely necessary.

Current assignment ends on 31st Dec and I'm not expecting to find another easily

Less emphasis on brand building & growth, more on restructuring & retrenchment

Reduced opportunity possibly -- not really thought it through yet, My last assignment was a cost reduction exercise government org. I am expecting this is to be more wide spread now.

By making it necessary to identify particular sectors and organisation types that are less affected by recessions, or indeed benefit from the shake-outs, mergers and acquisitions that occur

Reduced monies for projects

My business will grow

Unfortunately companies see people like myself as a cost during times of downturn. Whereas now is the time to invest in better company management so businesses are in a position of greater strength when the downturn ends. Plus efficiency drives now will a

Market has shrunk very significantly, could push our business into difficulties.

A) There may be more contract work for bid managers as companies decide that they need to work harder to win tenders.

Possibly, companies faced with the news of impending recession sometimes take knee-jerk actions to cut budgets and staff in expectation of decline in their sales and profitability

In short term by reducing opportunities when I finish my current assignment. In medium term little effect.

**Appendix 2 = Q4**

Slower decisions, freeze on spending, budget cuts are all hot topics.

Because of economic uncertain, I think alot of companies will delay recruiting Interim Managers. I know some companies have already got recruitment freezes in place (both permanent and interim)

Lack of interim opps

The long-term strategic is beng replaced by the short-term tactical and so I anticipate more interim opportunity but more full-time career seekers switching strategy to take advantage of short-term demand.

More competition for fewer assignments

Companies cutting budgets on all but the most essential projects

n/a

Flooded market.

Public sector will be politically sensitive to interim costs.

I do have a couple of clients in the Financial Services Sector and the Consumer Markets/Retail sector. These sectors will inevitably shrink and re-focus and during this time there will be a period of hiatus where discretionary spend on consultancy will n

Less opportunities - lower rates

More people will turn to IM for employment while the number of opportunities visible is likely to reduce.

Increased distress and needs to re-organise, merge, close operations and strategic (bottom feeding) activity

More competition in a tighter market

Permanent Recruitment will dry up as OPEX is reviewed and adjusted. Contractors will be in growing demand to deliver/complete CAPEX programmes.

I can see this continuing going on last 12 mths unless companies move forward with change programmes

Company's needs are less.

See above

More skilled people have been made redundant and will therefore be looking to take on interim work as the market place is nervous about committing to a permanent staff member.

More 'non-professional' interims entering the market.

Interim assignments could get more difficult to secure and daily rates may be affected

I believe the downturn will create opportunities for individuals who can demonstrate turnaround capability and also there is potential for crating opportunities by prompting organisations (particularly service sector businesses) to implement proactive ope

Likely to be cancelled by year end. The business is under pressure to reduce costs.

I'm hoping that the downturn will bring more opportunities for work using my turnaround skills and experience

**Appendix 2 = Q4**

I believe the downturn will create opportunities for individuals who can demonstrate turnaround capability and also there is potential for creating opportunities by prompting organisations (particularly service sector businesses) to implement proactive ope

Less industrial demand for products and services

As long as significant uncertainty continues, work will be difficult.

Fewer assignments available

Cashflow will become a problem as clients look to preserve their bank account positions. Some work will be delayed and other work (sales development, factory efficiency etc, work that has a solid 'business case') will be pushed forward. Public sector fina

Yes it is clear that the organisation I'm going to be working with over the next few months will be thinking more carefully about expenditure generally

I expect that companies will be less willing to commit to a permanent hire for a role that is rapidly changing - so the demand for interims will increase.

My background is in banking and finance (operations and project management) which is being hit hard. I believe this will have a two fold effect, diluting the interim/project market with more interims chasing fewer roles. As a result there may also be a

Harder to obtain business / contacts

Reduced rates and possibly more downtime

Budgets trimmed, projects viewed as non-essential shelved (ie does it immediately increase our profit or reduce our costs?)

Generally, there is more strategy rethinking in a business downturn, and more opportunities for restructuring basic business models & focusing on essentials.

My current role comes to an end in December, after a 3 year contract. The current situation adds to the uncertainty.

More down-sizing and turnarounds

Retrenchment and utilisation of own resource. Also re-employing some redundant people on short term contracts

Fee reduction and closer look at their own internal resources.

A high proportion of my time is being spent on the development of an e-training delivery system for the LSC Train to Gain programme. Within government the emergence of a fear factor may mitigate against our progress. Even though funding for training seems

**IN A POSITIVE WAY! MANUFACTURING COMPANIES WILL BE UNDER PRESSURE TO IMPROVE MARGINS; RESTRUCTURE; REDUCE COSTS AND BECOME MORE EFFICIENT - THIS IS WHERE INTERIMS WITH A SKILL SET SIMILAR TO MINE SHOULD BENEFIT.**

There are likely to be some short term opportunities as companies take steps to survive

I think that businesses may use interims more for critical work rather than appointment permanenet resource. But the work will be rarer and ther will be more interims competing for it.

Fewer assigments, more interim managers available, less cash and income available for outsourcing

**Appendix 2 = Q4**

Current assignment will require fewer hours to be worked, therefore reduced earnings
Potentially limiting opportunities for interim work as businesses fail to realise how possiblign jump starting a project now with outside help and fresh ideas may well move them up tehgrid ( F1 style) as the "panic abates and we realise it is not going to
Potentially limiting opportunities for interim work as businesses fail to realise how possiblign jump starting a project now with outside help and fresh ideas may well move them up tehgrid ( F1 style) as the "panic abates and we realise it is not going to
Stagnation in the short term, more work in the medium.
I think there will be plenty of opportunities out there for those with turnaround experience
Smaller pool of opportunities in the advertised market, more reliant on contacts, move of work from start ups to cost reduction / restructure
I expect to busier as I have been specialising in Turnaround and managing in crisis situations for 5 years. Manufacturing business has not yet received the full blast from the credit cruch but it is coming though I believe there will also be some upsides
Many positions "put on hold" - and will not defrost until need get desparate
Less money to spend and therefore fewer oportunities
Reduced likelihood of contract renewal. Likely to take longer to find new assignments.
Lower rates, less assignments as more competition
Limited positions open
Budgets will be tighter and hourly rates will be lower
Hopefully, more companies looking for interims rather than committing to permanent managers in uncertain times
People will presumably limit expenditure and utilise existing resources
Personally rather than work should be more work of a turnaround nature
As above
Much of my past commeercial work has been in the financial services sector, which one presumes will be flat on its back for the forseeeable future. On other positive side, I have a track record of work in the third and governmental sectors, so may be somew
More peopel coming into the market place seeking short term income , depressing charge out rates
Savings being eat into by rising costs of product and maybe lack of contracts.
It is a consequence of recession
Decreased business, increased competition
I suspect there will also be pressure on day-rates

**Appendix 2 = Q4**

Management teams requiring input to diversification/lateral thinking therefore I anticipate shorter consultancy type projects.

Probably fewer assignments and more interims in the market.

I will have fewer opportunities to pursue.

The market for interims will grow as employers will be reluctant to recruit permanent people and budgets for consultants will be reduced - hence interims. Pressure on rates will be downward

Additionally there are likely to be people coming onto the market who will seek interim positions but who will muddy the water by competing with professional interims - some will be good but others will not find the role easy.

Likely to be new entrants to the Interim Market and Clients seeking lower fees. Also likely that more work will be turnaround based as opposed to new Business.

Clients are not making decisions to employ or are trying to carryout tasks inhouse  
public sector funding may limit starting new projects but interim may well continue  
it will slow down even more

Level of investment expenditure in customers seems to be increasing

Premature end of contract

More permanent labour will be shed and some of the fallout will move into the world of interims.

Debt collection and some write offs due to insolvency

Fewer jobs, lower rates

More competition for less vacancies. Lower rates.

Pressure on day rates

When my current contract ends, it may be more difficult to find replacement roles

Existing clients are wanting less sure of spring activity so are not committing to expenditure ....middle management in client companies more cautious than Board level at the moment.

Newly unemployed individuals looking to move into IM.

Possibly less days working

Cuts in government funding will result in decrease in monies available to the public sector

More competition for reduced number of opportunities

**Appendix 2 = Q4**

More interim positions, to reduce long term obligations at this point of time. The need to change will escalate and the will call skills / knowledge that are not generally available in-house.
Less opportunities in the New Year
Positively
Companies will cut back in all areas, delaying projects and being careful with expenditure.
Don't expect sector to improve for min 18 months
Fewer opportunities, & lower rates for those opportunities that are around
More permanents will be seeking interim roles in between jobs
Less available project work with more people offering services
As above
Interim management and Consultancy is not predictable. At the beginning of October last year I was not on assignment with no apparent work in the wings. By mid month I was on an assignment and had to turn down two others. Given my comments in 1 my expecta
There will be more people available and looking for interim work, and there will be less work about.It will be very difficult over the next 2 years.
Last in, Last out - on the basis of the early nineties
Very hard to find a job and the competition from other unemployed workers is growing for the fewer roles.
Continuation of poor bank lending
Reduced investment returns
In a positive way - I hope to win an assignment where a struggling business needs resource & expertise which they don't possess but I do.
Concern over savings, ISA values etc.
More competition for jobs - permanent and interim - from those out of work.
I don't think the "spend your way out of a recession" is viable for Government, they don't have the money to spare.
I expect interim opportunities to reduce over the next few months. I prefer to work locally, in the Midlands area, and I expecting the downturn to adversely affect the opportunities available.
The chance to use my proven turnaround opportunities
Fewer interim roles with more interims competing for the same roles. A squeeze on day rates.
Short-termism in contracts; deferred decisions on investment in change
Difficult to find work to replace this assignment and certainly not at the day rate I was receiving

**Appendix 2 = Q4**

Expect that organisations will want to push the day rates down
Adverse movement on exchange rates will hurt me as I am focussed on imports
Companies are reducing investment in training and concentrating on 'survival strategies'
many more enquiries from banks for turnaround services
Pressure on day rates, perhaps less interim assignments and more unemployed executives seeking interim.
Regard as a business opportunity - more critical turnaround and refinancing situations
Customer base is fine, but the supplier base will become more aggressive in their cash collection. Foreign exchange movements against us are really hurting - half of our cost of sales are priced in USD
Whilst companies are looking to save money and this should help procurement interims there are many firms reducing head count
Central Government reducing interims due to budget cuts but in some departments that will not be possible and work will come to an almost standstill.
Work harder to get
More people chasing interim work, depressing rates.
Fewer commissions
Also bound to impact Interim/Consultancy market.
Pensions, exchange rate
Central Government reducing interims due to budget cuts but in some departments that will not be possible and work will come to an almost standstill.
Less opportunities
Lack of available work through companies becoming leaner
May lead to non-renewal of contract at end of current contract period.
Contract extension might not happen.
Greater reluctance to hire permanents
Greater interest in reporting & control, my niche
I believe most companies will be looking to cut discretionary expenditure so projects will reduce significantly as a result. True interim work will remain afloat on a reduced basis.
This pressure will increase in the coming weeks/months..
Unwillingness to hire even a temp person
Provide more opportunities in crisis management, and helping companies with cash flow problems

**Appendix 2 = Q4**

Corporate belt tightening

Pensions, insurances

My current contract expires at year end. New opportunities appear to be limited.

There is a lot less interest in my services currently, but I am fortunate to be contracted until June 2009.

Possibly less Interim Opportunities and more competition

Fewer assignments when i finish this one

It will be harder to find assignments at the end of the current one.

Difficult in finding a contract if current one not extended due to cost cutting

New assignments more difficult - and at likely lower rates

Fewer opportunities and more suppliers

Clients will need to take a different approach to business process, and this should provide new opportunity

Hiring freezes, incresed scarcity of jobs, cutting back on consultants and temps and not being able to replace leavers.

It is going to get a lot worse

Shortage of opportunities and increase in number of interims seeking the same role(s)

Potential for fewer engagements. Already starting to see downward pressure on rates in Government sector, although this may be coincidental with 'better buying' rather than directly related to economic situation

Less work more competition lower daily rates

Companies reducing scope, size of business and headcounts and propensity to use interims

Work is fine up until Christmas but I believe 2009 will be tough.

Less work more people chasing what is left

Harder to sell need and services

There will be more permanent staff converting to contract roles hence increasing the competition for interim assignments.

Downward pressure on rate

Potentially more opportunities

General slowness of business

Working in FS expecting more, not less opportunity

**Appendix 2 = Q4**

Less opportunities for next year

More competition for assignments and more 'opportunist' unemployed managers undercutting rates.

Fewer opportunities once my current contract expires at the end of December.

Market Retraction, burying head in the sand approach reducing opportunities. There will be less willingness to discuss change strategies as concentration will be on internal and economic issues.

I'm work in food manufacturing which is a little more insulated against recession but I think even food companies will have to cut back and rates may come under pressure.

I think that there will be an increase in the number of opportunities for interim change management / business improvement.

More competition for public sector work as good people losing their jobs in the private sector turn to the government interim market.

The market for investment products will get tougher as people are reluctant to make investment decisions

Even good ROI is now not sufficient and Business Plans are not even reviewed

More competition for assignments

more people chasing less work

Re think business plan

Personally if I don't have an income, it will be a disaster but also businesses won't spend money on interims.

Perhaps - bids and assignments tougher to win?

Reducing fee rates

More competition for assignments as redundancies increase the supply of interims (even if only temporarily)

Given my specialism in Employee relations & change, redundancies etc, there may be more projects around -- but I expect pressure on rates, more temptation for clients to use internal resources or "between jobbers".

Fewer assignments, more would-be interim managers, daily fee rates likely to settle at a plateau.

Possibly less opportunities as companies tighten their belts and look to stretch their own resource further.

Companies may re-employ ex-employees laid off to handle projects that may have come our way

Because of my specialism - credit management/collections it could have a positive impact as my services are more likely to ne needed by "struggling" companies

Less opportunities and more competition for those opportunities

**Appendix 2 = Q4**

Will increase the need for People Agencies to repond to the growing deperation!

If redundancies happen, May let some interims go first. Ballanced by some others who will take on Interims's to fill gaps instead of permanents.

Yes. Some organisations will cut contractors first. Others will take contractors on instead of permanents to reduce risk, or to effect rapid change. Probably a net gain, but pressure on rates as Interim pool expands.

More competitive market for interim management; reduced confidence amongst clients; tendency for clients to "find" someone internally rather than take on an interim for projects; slow down in the property sector

Different assignments

It may prove lucrative by inducing a climate of severe change

Some existing operations no longer viable

More difficult job market

I feel that opportunities for interims will reduce as organisations return to severing shortened term contracts

I expect that existing clients will bbe cautious about spending money on new projects

The first thing companies tend to do when the budget cuts come is lose contractors as it is easy to do.

I think existing clients will initially try to rely on their internal resources. The need for radical change may appear later.

More consultants/interims chasing fewer positions: rate reductions?

More interims competing for fewer contracts

Less work

Most of my Interim Assignments are in the public sector. One of the strategies used by government both national and local is to reduce the number of interim staff.

Fewer opportunities and more applicants.

I am working in Banking at the moment, and expect to see significant levels of redundancy very shortly. The company gave commitments to Social Councils etc that contractors would be released before permanent employees, In addition, contractors are being as