

Appendix 3 = Q5

Sadly not.

Having to re-market as many places as possible and re-think the sales strategy to match the client perceptions of need change.

pursue orgs engaged in strategic re-orientation, downsizing, M+A etc

Get on with buying that boat... I live off what I've made over the last few years, do something fun with the time and always keep hunting

a) networking and old calling

b) considering lowering daily rate

No

Yes, energy reduction and renewables model in California

None at present

Tailor CV for each opportunity, network more with agents and own contacts, reduce rates

Keep trying and be flexible

Will set up some alternative businesses if needed.

Yes

Yes. I am an expert in SME turnarounds and I have a programme on giving advice and guidance to my clients at no cost.

Not at present

Emigrate

Work more - charge my clients less

I am in the turnaround / change management area, and should be kept busy for the next 2 years minimum

I am lowering my asking rate to breakeven and downgrading my CV skills and qualifications to compete at the low end of the finance job market where I expect the most activity to be.

Yes - stick to what you are good at and focus on customer relationships and ensuring you continue to provide value. Strong relationships will see companies through this.

Milk my network; play to my strengths; be realistic about rates; get in quick

Strengthening relations with existing customers; look at the characteristics of my business that give me a USP; revisit my offering in line with customers new budget; develop mind set of watching cash, cost and waste

Nothing different to what I currently do- be confident , realistic , deliver , and don't overpromise.

Flexibility on role , location and country

I am studying for formal coaching qualifications currently so that I can diversify.

Appendix 3 = Q5

Move abroad

Be available for alternative work e.g. mentoring, NXD etc

No not really

Cash stash!

1. Remain positive and be positive in all contacts.
2. Reduce outgoings to manage income/expenses.

Stronger direct marketing approach

Find work & reduce costs. Possibly move to smaller property & rent out main residence.

Work harder at networking

(I'm leaving the ISA untouched, in the cheerful expectation that it will recover eventually!)

Not currently looking for an assignment, so not concerned.

Keep trying: lowered day rate to over half of last contract.

Cost and flexibility

Market business change skills more comprehensively. Build trading activities.

I am actively exploring how I can access roles supporting operational turnarounds. I am also working hard on refining my value proposition and seeking feedback from industry experts (e.g. on LinkedIn groups).

Be prepared to take a permanent role if needs be

Be flexible and adaptable in what I do and be open to all opportunities that come my way.

Look to different options and go back to previous specialism - Mortgage Collections!

Return to previous specialism - Mortgage Collections

Becoming better qualified, diversifying my knowledge and experiences, being more flexible over the roles taken, better marketing campaign of self

Caution, flexible use of resources and withholding spend

Seeking work in other markets e.g. Europe and Middle east.

Networking, applying for temporary part-time Christmas work to see me through to the New Year. Other forms of income e.g. car boot sales, eBay, market research and surveys.

I'm rebuilding a new networking list of targets and seeking firms interested in export investigation and support.

None. Keep plugging away. Keep reminding agencies that I have delivered transformation results, I have delivered organisation effectiveness programmes and that it may be unfashionable for directors to stick their head above the parapet but if there's a pres

Make myself known to agencies and follow-up regularly. Reinforce my successes over 14 years! Focus on NFP sector

Appendix 3 = Q5

Networking widely

More consultancy work - though that too may become harder to retain

More marketing, little more flexibility on rates for jobs of 6 mths and more.

Yes

Yes

We market more, and are turning up the hours. My wife is already doing 12 hour days, next it will be 7 days a week, if the Clients had there way.

I have broadened my scope and developed a wider range of contacts. I am also actively looking abroad for a source of income.

Also looking a permanent roles to take me over the next 12-24 months. However, recruitment overall has slowed down. Also looking at overseas opportunities.

Developing network and new revenue streams (e.g. freelance writing) that are less dependent upon full / part time contracts.

No

Concentrate on M&A skills and Turnaround skills

Yes the same as the last two recessions.

Savings and continuous job search all through assignments.

Also I am considering permanent roles

BE MORE SELECTIVE WITH POTENTIAL CLIENTS

Show how I can impact day to day business as well as future Innovation based income streams

Looking for alternative careers.

Stay employable, increase target group, target SME's, focus on change management

Increased marketing in EU, Increased marketing in USA

Linked up with other high caliber interim executives, (Team approach).

1. Previously experience includes a turn around interim role within telecoms (Global Crossing UK), managed the logistics of closing a company (a general insurance division of the Prudential which included 2 other marine insurance companies 1,700 staff),

to use skills to keep busy in other ways, in my case lecturing at business school

Be flexible and ready to look at other funding sources and income generation opportunities.

redefine the CV to ensure that your skills as an interim manager are highlighted even more

Spend less on equipment; rationalise marketing slightly (ie cut waste / no "long shots"); if anything SELL more

Yes, make sure I get at least one day free per week

Spread my net wider

Appendix 3 = Q5

Yes, I will look for unique skills to be added to my CV and do probably courses or learn on my own.

Have some unexplored ideas!

Working on alternative interests; spreading net geographically wider for roles; willing to take reduced daily rate

Be more flexible on day rate and/or location

Enjoy the free time

Stick in the interim market sector where depth of experience will give confidence to potential clients who want to be given all options and to be able to measure risks from actual experience of previous recessions.

Use personal network as much as possible, rely on support of family and friends and cast the net as wide as possible in search for new roles.

I have turnaround experience and I am going to work with others to offer collective solutions

Difficult to say!

Attend interview coaching sessions/keep current with market trends

Cut down on costs, try to market more. (I am not a marketer.)

Concentrating on offering services that address the cost base for retailers.

Yes... 1) add value to property / internet investments 2)ensure that positioning & rate is not compromised 3) take holiday & update CPD

I did not and assumed work would continue and have used all of my saving while waiting for assignments.

Expand other areas e.g. consulting and NED

Back to basics:

Networking

Define a clear offer and target market

Register with agencies

Direct marketing

Seek to add value beyond the customer expectation.

Create new openings within current client base.

Network across sectors.

Build up a working reserve of cash.

Have fun - keeps a sense of perspective about life.

Will take it as it comes and hope with untold optimism that the downturn is over the worst by the time I reenter the market!

Marketing aggressively through telemarketing and email newsletters etc

Stop spending! Network continuously!

I will probably have to bite my lip and stay in the public sector longer than I would want to.

Appendix 3 = Q5

Maintain contact base, maximise current client support, build up own skills and knowledge
Accept lower contract rate as I understand economic concerns result in smaller budgets. Increase level of networking. Retrain to improve skills offered to clients.
Looking at emerging trends, considering training to add new skills, reviewing my CV.
It plays to my skills and experience of managing many downturns and rabid inflation.
Hardened to changes in workload having been freelance for nearly ten years. Life is always full of surprises and even in downturn life is good for some. I am running down anyway so not too concerned especially as I have done well during the boom and put m
Rational persuasion?
Secondary & tertiary lines of non interim work
Yes. Diversify and look abroad
Personal development, voluntary work, other sectors and roles that may call for my skill set
Yes, changing from expansion to risk management
Yes, initially, however, as one blow leads to the next you rapidly run out of viable strategies due to cash-flow constraints.
Refocus business. Cut costs.
Continuing to seek alternative day work in fields where I have expertise
Increase marketing and networking
Continuing to seek alternative day work in fields where I have expertise
Tailoring my CV more appropriately to highlight currently required skills
Looking for a number of P/T oppportunities so that I can offer myself as cheaper resource to companies that need my skills
Take a longer term view and try to resist knee jerk reactions until the situation is better understood.
Since I am in the software market, boosting my reputation by developing Open Source projects which demonstrate my skills and increase my profile. I have resources to sit out a recession.
Made myself as liquid as possible and head down!
Yes. Besides tightening my belt, I will target other opportunities within the organisation I am working in. Working on the basis of doing a good job they are likely to extend contracts rather than suffer recruitment fees (sorry. Also the daily rates are I
1. Using contacts to possible help identify through colleagues opportunities. 2. Applying through designated sites opportunities which may come up.
The most interesting for the market is to jump on the experience of senior consultant on free-lance basis, which is more efficient and no permanent attachment sis required

Appendix 3 = Q5

I have significant turnaround experience from previous recessions in particular the early 90's so I am re focussing my c.v accordingly
My coping strategies are my breadth of experience. I can close operations as well as opening them, or turn around failing enterprises.
I guess that daily rates and notice periods will have to reduce.
Increase networking. Take work at lower rates. Make myself useful. Get projects done at home.
Increased marketing activity outside UK - specifically China.
Yes - work harder, network harder, look at niche sectors, and work 40+ hours per week doing all these things.
I am an experienced Interim with a good personal network and am close to a number of Interim providers and am confident of work early in the new year
Keep sending messages that people in between roles are not Interim and therefore not reliable
I also undertake overseas consultancy work in developing countries working in microfinance and bank conversions
Ffinance buffer + widening the range of the target sectors
Explore other work disciplines
Persistence, patience, enjoying the break, not following the market down.
Need to improve skills through training courses and fine tune CV
You don't have to be brilliant, just better than all the cometition.
I have several new lines into the market which I will be testing out.
Can work if I choose to.
To emphasise my cost reduction capabilities
Spreading the risk by doing other things too - as always, might do somere-training
I may need to reveiw my rate and re-train to try to make my details more attractive to the public sector which is where I feel work will come from in the next 12-18 months
Networking - keeping options open, extending current contracts.
My 'strategy' is to fully utilise my network to promote the message that adopting lean mangement techniques will improve company development in these interesting times
There will always be a market for people offering solutions when there is an envisaged problem.
Become more flexible in sectors, function, geography. Be innovative about services offered and expand network in to new areas that support the current economic climate - think opportunity not problem. Re-enter the permanent job market.
1. More networking 2. Rigourously following up opportunities 3. Trying to differentiate offering in terms of value for money.

Appendix 3 = Q5

4. Participating in Mailshots with selected providers

Continuing to network

Yes

Yes. We are negotiating with the bank, HMRC and potential investors. Internal action on costs, product diversification etc has already been taken.

Not to panic; ensure that in the good times money was put into savings; be realistic in terms of fees.

Increase networking and telecalls, flexibility on rates and alternative funding ideas

Yes-keep a high profile with relevant interim companies and network.

Already being more active in networking and in actively looking at new areas

Change emphasis of service provided

I will stress the turnaround aspects of my experience.

Training but limited resources mean in what

Yes -

More networking

Exploring new fields in sectors less affected.

Yes, I tend to explore other Geographical markets such as Middle East North Africa

It has made me think even more laterally to ensure that I market my interim services in as broad a way as possible, since people often only think in silos, not holistically.

Explore opportunities within public sector capital projects (long term)

Seek opportunities to assist in turnarounds/relocations/downsizing.

Due diligence work for VCs and IFIs

Casting a wider net and trying to get early commitment and agreement on cost

Proactive communication with potential employers

Work harder!

I have reserves and a flexible mortgage. Keep positive, be opportunistic and will consider perm roles for the near future. Otherwise, I will be improving the golf swing!

Good networks

Yes.

Yes....

Networking and advertising

Appendix 3 = Q5

More active marketing to redundancy prone employers

Get out there

Looking for work abroad

My sister-in-law, who works in very cut throat retail clothes manufacturing, came to visit last weekend, and on the way here stopped off at major supermarket HQ where she reluctantly turned down business because she could not do business profitably at the

Work harder, network more, reduce fees, spend less

Possibly join the ITF but uncertain of the value. Revisit the crude end of interim management recruiters

Have sufficient spare funds to see me through quiet times.

Reduced daily rate and/or incentives

Must obviously continue to add high value to the assignments, but also address new customers unused to using Interim expertise, via targeted marketing

Work harder to find it.

Looking harder, searching for more consultancy

Dig in, remain optimistic and keep searching !

Networking I think is the main thing

Networking, casting the net widely, being flexible, working at lower rates

Cast net further afield

Several long term clients for whom I do training

More direct marketing. Earlier networking.

Don't need any at present, but might if I run out of work!

Demopnstrate excellance in current assignment to (1) extend contracted period and (2) improve credentials

Tough - but I have never sought budget acceptance, because budgets get cut. Rather I want to know... if you dont do..., what's the impact on your business?

Looking to work overseas

No

Network more.

Continue to liaise with network of contacts to ensure my name is top of mind when the market turns.

Regularly in touch. Pressing home need to manage way out of situation - be stronger, more differentiated. Position services as a cost effective way of bringing skill on board, help to provide solutions, then go. Not a fixed cost.

Keep chasing Interim roles

Appendix 3 = Q5

Keep trying. Use my network and keeping in touch.
Use my aerospace and telecommunication industry background to widen my scale of prospective clients
Yes, I am mixing my portfolio to offer consultancy and interim. I am approaching parts of the market directly with a proposition that is based around pre- turnaround intervention - i.e. to prevent organisations getting too far down the track.
Have multiple revenue strands and be prepared to also consider working off-shore.
Diversify. Spend less.
Contact potential employers stressing the benefits of interim against permanent.
Refining my proposition to emphasise topical experience
Sales forecasts, profit margins and overheads are being reviewed to ensure continuing profitability
Network, Network, Network
Strengthen networking and focus on "recession proof" sectors
Good interims can help clients out of the swamp of cash shortage and downward pressure on margins. Shed some accountants and buy marketing people.
Network well, Focus on business with problems/opportunities, be clear on what you offer (Working capital improvements, sustainable business processes.
Increase marketing including networking
Increased networking
Maintaining contacts with clients who have the potential for short term consultancy as well as longer term interim work.
Maintaining the network, keeping in touch with key contacts. Keep telling recruiters how interims can help with the skills they have within their discipline.
Respond promptly and cease the next challenge
No
We have broadened our market areas and included more work in government and defence areas as government policy is going to be extra expenditure on infrastructure.
I have a strong people management and technical skill base background and will approach individual organisations directly for contract work
Looking for other sources of income and reviewing expenses. Living off savings
Making sure I have a decent financial cushion in my business, ideally to last me a year, and then plenty of networking
Networking
Flexibility on rates and jobs you would find acceptable
Network harder!
Broadening channels to access work

Appendix 3 = Q5

Yes
My own USP plus keeping close to contacts
Be very focused on precise client needs and robustly demonstrate underpinning experience & approaches. Differentiation.
Increase percentage of work from non-commercial organisations, identify potential winners / early receivers , broaden client base
Perhaps opportunities in the 'cost reduction' area though.
Yes, intense marketing!
New marketing campaign to shift business model upmarket, above the flood of jobless permanents claiming to be interims
Reduce spending and become more self sufficient
Networking and other activities to keep me occupied
A new book being published - `Quantum Leap to Success`
Yes - continue to try and network which is main source of my income
Increase networking and treat every opportunity on its merits
Working abroad, however there should be opportunities for interim managers, as companies place recruitment freezes on their organisations, but are prepared to take on the cost of employing an interim to fill gaps.
Chocolate
Red wine
Increasing marketing - set up my own website, contacted all my interim agencies to let them know I'll be available soon
Sold my car!
Cancelled my gym membership
Ensuring I am clear about the specific benefits I can bring to a client and leveraging my strong track record of interim and consultancy work
Prayer!!
Market market & market
Seeking alternative work and reliant on savings.
Yes
Diversification into other sectors e.g. renewables and IT and businesses where small scale equity investment is required - debt being difficult to raise.
Pursuing work in other countries e.g. Middle East
Working abroad and continuing to be optimistic that the recession will be short lived, but opportunities will arise from comments in Q4
Building relationships with agencies who will remember you so that they consider you when a suitable contract vacancy comes in.

Appendix 3 = Q5

Yes

Looking at restructuring and turn arounds

I am looking at both business mentoring and coaching as an alternative

I am working in mental health and have chosen to leave after 12months and have six weeks off at Christmas. Hope I can get a new contract in January.

Increasing the level of marketing to ensure that widest possible chance of getting work

Not specifically - but apart from the usual job trawl and follow up with agencies, ensuring that I keep regular hours, going to the gym from 0800-0900 to keep fit and alert. Also reducing budget spend and making sure at least any spare cash is getting go

Build up savings, upskill, prepare to be flexible on rates and location.

Started to establish more links with US firms who may have european requirements. Also closer links to insolvency firms.

Look for more overseas work particularly with EC/Aid Agencies/Banks

Keep cash flow tight, keep our bank informed, and consider a pre-packaged administration to restore the balance sheet.

Shack up in Spain with a rich widow (I'm serious...)

Networking, adding value to my proposition, finding angles no-one else can, investing in my skills and always providing additional value beyond others (employee or other interims), the core essence of any brand

Yes looking at alternate short term career shift to teaching/NVQ.

Searching more specific responsibilities for more than 6 months contract

Risk reward options

Yes, networking like crazy, writing positioning papers , speaking at conferences etc

Work harder

Increase marketing and awareness of my services

Yes. I intend to live and work in Thailand.

Reduce overheads and expenditure and be prepared to take on work I might have rejected as too small a few months ago.

Searching more specific responsibilities for at least 6 months duration

Target opportunities which add real savings to bottom line

Increasing personal contact for short term work and reducing daily rate

Remain positive about myself and my competence. not waste money on chasing worthless activity

Get on with life and work hard. Keep head down.

Continue to work on piecemeal jobs and look for peripheral projects.

Just keep at it!

Appendix 3 = Q5

I have been using other income stream generation
One approach is to focus efforts on areas that will require change/trasformation of organisational structure and culture.
Engaging network for new opportunities
Work leaner, hunt for manufacturing efficiencies in the business and be involved in everything so that issues become known soonest so that solutions can be found and to utilise the old adage 'Cash is King' to the nth degree. Ensure you have your supply cha
Keep the level of dialogue with potential clients at a high level
Work harder to find the openings. Sell harder.
Work leaner, hunt for manufacturing efficiencies in the business and be involved in everything so that issues become known soonest so that solutions can be found and to utilise the old adage 'Cash is King' to the nth degree. Ensure you have your supply cha
Trying harder
Networking
Do waht you have to do. There is no longer such thing as a commitment of an employer to the employee, hence I will spend 80% of my time on work and 20% on my career.
Continue to develop risk-mitigation strategies for clients and provide shorter-term 'holding strategies'
Actively seeking to expand geographic area of operations and reviewing charge rates. Reviewing internal costs and taking appropriate cost-saving meas
Concentrate on Turnaround situations
KEEP WORKING TO FIND OPPORTUNITIES - CONSIDER LOWER ROLES
Beef uo my appeal. Get down to more detail in applications/presentations. Focus.
Registering with more Interim organisations, increasing contact with them and using more networking
Not yet
Increasing personal marketing.
Learning French, travelling
Not yet, as I either engage directly or through intermediaries some of which are agencies -- they are seeing a rapid slow down but this is for direct contributor type work not organisation remedial activities
Offer better personal service to existing clients
Yes, emphasising the experience that I have of how to weather recessions and putting that to use to help client companies
Step up the marketing and networking
Pushing 'the network' pretty hard; developed my own personal website

Appendix 3 = Q5

Try harder. Work abroad.

Yes, largely around reducing labour costs and efforts to attract more customers.

Nothing specific

More targeted propositions, diversify customer base - the strategic risk to a small business like me is customer concentration so investment in marketing is vital. Rather than sequential traditional interim I am aiming for simultaneous multi customer part

I have other business interests. To many to explain here.

Focus on areas where my skill set is valuable eg distress and recovery situations

I am currently exploring a second income stream

More time spent on marketing, re-focus on 'batten down the hatches' services for clients

Cash management, debt collection and open up new markets.

Optimism!

Nothing a claim in the High Court for ú3m of damages wont prolong....

Continue to promote the benefits of interims, and the need to be able to come out of the recession and be bale to respond quickly and effectively with increasing demand. Also, to prepare product and service development strategies to emerge from any recess

I expect my current assignment to last for several further months and I believe there will have been an upturn by the time I am back on the market. I have some options outside interim management in the unlikely event the worst occurs.

Re work the 2009 operating plan, concentrate on bringing in the business this year

No

I think Interims will have to be more flexible i.e. be prepared to relocate to where work is available and reduce their day rate if this secures work. I think also Interims should review their experience/knowledge/skills sets and identify other possible a

More aggressive marketing strategy and less stringent with my job selection criteria ... i.e. I am more happy to take on overseas assignments now than I used to be.

Accelerate networking

Opening my horizons wider to look for assignments outside my normal areas of expertise

I will start moving my investments into cash-based funds rather than stocks

Thankfully I prepared for a rainy day and did not spend spend spend.
Also becoming increasingly prepared to take a day rate hit / less senior role.

Continue to concentrate on private sector

Appendix 3 = Q5

I have been in the interim management game for 14 years. I have always been in a position to ride out a downturn for at least two years if necessary. I have never had to do it but I feel comfortable because I have that protection.

I am trying to focus on the public sector for consultancy work and freelance lecturing (I am a former University lecturer).

Quality wins out - with significant experience in the industry with demonstrable results. Expect a flight to quality, but that job seeking will need to be stepped up a gear so that recruiters see the value I add amidst the mountain of cv's they'll be recei

Changed new business proposition from general marketing consultancy to lead generation

Substantial cashflow reserve (circa 2 years) built over past 9

Actively seeking alternative assignments through Interim Intermediaries and personal network.

Back up finance to survive 6 months, then sell home and move abroad

keep my feelers out and keep promoting my ability to solve fundamental crises in a short amount of time, and save organisations money that way.

None that I can think of - it'll be hit and hope

No

Renew and keep up personal contacts.

Continued marketing in expectation of recession and distress in the real economy

Better use of network. Flexibility on rates and style of work.

Concentrate on clients who will survive and ultimateley thrive in a downturn. Invest in staff training and client relationship development.

I'm taking what work comes along and I'm enjoying the work but it's different, ie role play acting, instead of Head of L&D and substantially less money. That said I'm content and am reassessing lots in my life.

Keep on looking where businesses are still in operation.

Sell harder, focus on NPD and re-finance business using shareholders rather than banks. Reduce credit terms.

I need to secure some long term contracts now to get us through another 12 months at least.

Active management of opportunities and widening the pool of recruitment organisations registered with.

Yes. Networking, promoting professionalism/interim experience.

If I have too then I will review my daily rates but I am not prepared to make significant reductions. I believe that my track record as an interim will mean that I do not have to compete with any new entrants to the marketplace who do not have interim ex

I believe there will be opportunities in the public sector associated with the need to reinforce best value / VFM in relation to the (current) significant spend in the sector. In addition I believe there will be opportunities to work with private sector o

Will build and develop the networking and attendance at events.

I'm lucky in that I have income from rental properties but I plan to continue to diversify into consultancy and entrepreneurial activities - I had already started to do this because of the lack of interim assignments

Appendix 3 = Q5

I believe there will be opportunities in the public sector associated with the need to reinforce best value / VFM in relation to the (current) significant spend in the sector. In addition I believe there will be opportunities to work with private sector o

Make clear that our services are available, despite what be happening in the market place

Stop overtime and start short time working

I undertake part-time assignments and have savings to support me.

More marketing

Coping by broadening out the areas prepared to work on, exploring additional "learning" in weaker areas

Yes. Try to keep to longer term assignments in Defence which, with spend in Iraq and Afghanistan, is to an extent protected.

Yes, keep a close eye on public sector spending. Significant focus on bid writing training to help businesses win more work and be competitive. New offerings on data management tools to help business understand what is happening faster and take action to

Show flexibility and demonstrate clearly how I can deliver Value for Money, watch the market carefully and keep up my contact network

I look forward to increased demand for my services!

No

Undertaking consultancy roles in micro-finance/banking conversions in developing countries

More selling / networking / alternative work opportunities

Looking at other options right now.

Focus selling messages on what will make or save money for potential clients.

Trying to extend contacts with private equity investors

No - I am confident things will work out well.

Not yet

I am currently working on improving my search strategy.

Yes, currently looking at the development of partnerships with other professionals to provide clients with a wider range of management services under one umbrella. Each of the professionals taking part of the commission.

Send less and network more

Network like mad! Already diversified into HR service, Training & development and ET representation and recently into public sector.

The fees I charge reflect the market so if the market turns down my fees will be reduced.

Yes

Fortunately I built sufficient reserve funds to keep me going for a while

Look harder

Until the general confidence is restored and unless one comes up with a brilliant business idea, given the circumstances it's probably better to lower personal

Appendix 3 = Q5

expectations and, if necessary, standard of living for the timebeing.

Stay close to hard core of mainstream clients

Tailor my experience to what I see as the current challenges faced by businesses resulting from teh crisis.

Continuing to be focused on professional delivery

If I need to work I have good general office skills and I enroll with temping agencies and take whatever's available

Re-visit personal contacts

Be carefull, concentrate on minimising any new funding for growth or expansion

Just heavily marketing and working my network

Considering "portfolio" approach

Yes, trying to increase self promotion activities now

Being more flexible. Working harder to find work. Contacting more sources.

Yes, trying to increase self promotion activities now

Keep talking

Focused marketing of myself

Projects in markets not majorly affected by downturn eg Russia

Re inforcing networks is a good start

Just try to stay positive.

Trying to diversify and find work outside core skills

Need to spend more time on seeking the next opertunity

May have to become even more competitive on my day rates (i.e. reduce them!)

Ensuring I obtain the Prince 2 qualification.

Serious networking (own network)

I have diversificate skills

Yes, as now have headspace to focus on other concurrent clients

I am working as an HR consultant not an interim

Yes I also have another small business. and other small income streams enough to pay the bills. I have a very small mortgage - so this helps.

Appendix 3 = Q5

Am applying for permanent opportunities.
I am pro actively growing my business to weather the coming storm.
Increase marketing of my turnaround, change management abilities
Writing a book, running a seminar and generally keeping in touch with contacts and former clients.
Will deal with things as, when and if they happen
I am a turnaround specialist - member of the IFT
In marketing myself to my network, trade very much on the fact I am a long term professional interim. In down turns many individuals who become redundant turn to interim as a short term solution to their immediate problem not a long term career.
More marketing & networking
Looking at shorter term work; working closer with existing clients
I have a financial 'strategic reserve' that should last several months. I augment my income to a limited extent through journalistic article work. And/or I may take a long holiday somewhere cheap!
Saving like hell!
Salt enough 'rainy day' contract money away to cover for at least a year.
Downturns work for me
Build maximum cash reserves, assume borrowing unavailable
Yes
Not applicable
Don't spend too much of our savings, and keep looking!
Not yet
Continue to work existing contacts - keep in touch, build your skills in down-time
Put into context with more important things in life - relationships, family, health, etc.
Ensure you keep your network going and investigate every opportunity.
Be as active as possible but also to follow the well known principle "a bird in the hand is worth two in the bush"
Expand my network
The key is to manage businesses on a needs must basis. Directors will have to share the pain by way of salary reductions with higher bonus entitlements thereby converting fixed costs into variable costs. Sales, prospecting and account management need to b
No all I need is more hours in the day!

Appendix 3 = Q5

Looking for work in a wider geography - middle east, South Africa, etc -

Mailshots

Plenty

Yes. Keep my USP's at the forefront of intermediaries minds.

cut back on costs etc

Watch the outgoings, structured keep in touch programme with potential employers

Alternate employment sectors to generate revenue

At the moment: wait to see what happens. Do not want to get back into permanent employment which is just as well at the moment. Live off savings from previous projects. Keep networking.

No

Looking for international market

Possibly find more staff

Trying to acquire more USPs

Use existing client base more aggressively to promote the quality of my work and the value for money provided.

Not yet!

Being proactive on all fronts, cutting personal expenditure, being flexible on rates, extending geographic work boundaries.

Marketing already started as well as risk spreading with a number of parallel part/time insertions

sell more wine and cider from the vineyard and orchard

Extensive networking, it acts as a spur

Demand for interims should grow in a downturn as companies wish to variablise overhead but still need to evolve the business.

greater focus on debt collection

Cut back on personal consumption and keep looking for opportunities - both involving paid and unpaid work - and taking time to do other things than work

Dip into savings (some frozen in Iceasave!!!).

Financially I can cope, but I am redoubling my networking efforts. I am also checking out if there is any areas where I can improve skills through training - a useful way to fill any blank time I do have.

Financially I am being more prudent etc

There are always new clients to fill gaps left by existing ones ..generally speaking my strategy is just to help clients keep confident until they have real data to support their concerns.

Continuing active networking through contacts and 3rd party suppliers.

Appendix 3 = Q5

Keep close to network, reinforce experience as I.M. and delivery track record. Keep rates competitive.

Keep CV uptodate and published

Take some work now that I might not have done before.

Permanent

Yes. Reasonable financial buffer + good network

I have put my rates up

Taking the opportunity to return to studying, and take a masters course in a relevant subject

Looking hard for new positions!

Short-term I am leaving soon to get involved in voluntary work in India until the end of the year!!

Working on it

Tough it out

Money in the bank... is that a safe place?

Already started to increase marketing

Save during the good times so that you can survive the lean.

More marketing and networking.

Yes my robust knowledge of steering a successful path through previous downturns is a value to businesses

Looking for interim work

Keep chasing!

Highlighting turnaround capabilities.

I am actively looking in the market

Have a corporate pension plus prospecting in other sectors

Greater coverage of Interim agencies

Spend less, chase harder

Take on other work - locally, rent out a room and sell everything you own on ebay!

Seek overseas funding from ME and FE

Not really ... just be open to reducing my rates a bit

Emphasise that Interims should do Interim jobs

Review aspects of business management that others will not be able to provide

Appendix 3 = Q5

Hire more support staff

Yes

I am working in India, but it will come to have an effect hear with the downturn

Just keep plugging on and don't lose heart. Find something else to concentrate on. Research, home based projects, networking etc.

Yes!

Lots of physical exercise.

Have paid off all debt and living within wife's teacher's salary.

Yes I am retraining, I will concentrate on that.

Yes

No

Look for another (additional or replacement) job.

On personal level - care re spending (no capex). On business front - focussed marketing.

Playing for safety at the moment

Lots of physical exercise. Have paid off all debt and are living within our means on wife's salary.

I am reasonably resilient and have had periods searching for work before. I am also very flexible so, if work of the right type, in the right place is not available, but other work is available, I am prepared to consider it.

Yes

Not at this time 9though IM work is not my base source of income)

Broadening my portfolio offering. More flexibility on charge out rates. More flexibility around length of assignments. Consider fixed-term contract roles. Network even harder.

Looking for more assignments - increase pipeline

Financially I am OK for a few months. In the meantime I am taking the opportunity to improve my psychology skills.

Yes - networked bidding into Public Sector

Contacting as many in my network as I can.

Always ensure that I have put away enough money to not have to worry for some time

I do have another business that I can dovote more time to, if interim work drops of, as it shouldn't be affected by the downturn

Look for additional income streams

Appendix 3 = Q5

Dramatic contingency: buy and live in caravan, rent out north london house
Probable deferment of retirement
Diversify!
My main focus is with financial institutions (IT and software), I have many cross over skills in the software development arena and may have to look at other opportunities outside financial institutions
Repricing strategies with customers but htis is clearly not a good time to be doing so
Developing new service offering and routes to market, and increasing work outside the UK (30% of turn-over in 2008)
I am networking in case
Up the proactive nature of the search. what else can you do?
Willing to take assignments on 3 or 4 day per week basis to keep costs down. Keeping in touch with agencies and personal contacts on a regular basis
Keeping close to clients & potential clients
We don't have the cash resources to mitigate for-ex exposure
Make more connections to people by marketing, conferences, public speaking etc. If there is less work out there make sure you get your message out to more potential clients than before
Yes - Networking Harder and widening my skills base
Work hard on my networking and customer service but to otherwise go with the flow and take advantage of any free time.
Search for other assignments and rely on financial reserves
Working contacts more and keeping in touch with agencies. Modifying CV's to suit jobs. Possibly taking reduced rates if the situation continues to deteriorate
Yes: Grin & bear and keep on doing things better
I have changed my expectations - type of role is now more junior than before, and I am more flexible on location, but I have achieved my preferred daily rate + expenses
Yes, probably reduce one's daily rate or agree to extend contracts at no increase.
Take a break, volunteer work overseas, enjoy life
Stress the career interim angle, the sort of people pulling rates down are likely to be employees between jobs, not professional experienced interim managers.
Buy Wednesday National Lottery tickets as well as Saturdays
Think outside the box

Appendix 3 = Q5

Look wider and take what we can to stay afloat!

Work for a few more years than planned

Yes, go to cash and weight for recovery rather than relying of stocks

Have opportunity to fall back on lower rated assignment work

Yes, probably reduce one's daily rate or agree to extend contracts at no increase.

Keep extending current long term job

Focus on resilient sectors

Meditate

Yes

Not a problem, just need to cut spending for a while.

Reducing debts and and reducing outgoings quickly.

Unfortunately, I can only manage one assignment at a time! I will seek to fill the next with minimal gap

Working within the public sector - NHS

Find work n a mutual or friendly society with good liquidity!

I specialise in the HR side of restructures, adminstrations, mergers, sales etc

Good question, press my clients ...

Reducing rates initially to "get in" and then working up the deals

When studying for my MBA they always spoke about stretch and leverage. The old saying "don't stretch yourself to far" is more appropriate though. Having experienced a boom and bust before I have prepared for a rainy day.

Diversifying my activities by providing mentoring support to individuals

Sit tight and pray.

Concentrate on business turnaround and distressed businesses which should be a growing sector

Sit tight, work hard(er)

Prepared to work a wider field, reduced rate or even back to permanent work if required

Emigrate

I may need to develop one if there is no upturn by Spring 2009

Paid off my mortgage and pay cash on the nail for everything. Then try and be laidback and try to avoid the stress.

Appendix 3 = Q5

Cuurrently on Assignment until Jan 2009 - start marketing my self earlier than usual.

Ride it out

Yes - sheer effort!

Make sure you always have some money behind you to 'ride the storm'

Concentrate on networking and presonal recommendation

Try to widen the overall portfolio by working with a number of companies, to spread the risk.

Keeping close with existing customers/clients and looking for opporunities, after all I've been through a recession before - many have not and do not understand the different mindset required.

No

I am fortunate that I don't have to work

Seeing opportunities for short-term work on changing programmes; filling vacancies as people move.

Panic, then focus on where the opportunities may be - this may also mean making opportunities for others in order that you can deliver it for them.

Put your fingers in your ears, close your eyes and hope. Alternatively reduce the cost base and sell like hell!

If it does impact, i will get a perm job

Reducing fee rates; looking outside UK

Will depend on specific opportunity but increasing the network headcount will ensure diversification of levels of work

Yes, I have been investing in the Russian gas industry

It was good news

It has been good news for me

Increase marketing & networking

Keeping an open mind about taking up international assignments as a contingency. Keeping more of a watch on the recruitment market.

Look for more consultancy work

Considering both moving to England

In good days, one must acquire the funds and contingency for bad days.

Yes, extend my personal mentoring network.

Looking for assignments

Appendix 3 = Q5

Make as much now as you can; more marketing effort 2009
Ensuring that all know I am available from New Year onwards
I have to expect that I may take a lower rate of pay and remember I am not in the position of the people that I may be making redundant.
Nothing more less than usual
Keeping working as long as possible with a assignment as they will be more difficult to obtain and build up experience in areas such as healthcare and education that may be more recession proof
More project based work
Range of rates, networking, personal prudence, extension of services
Keep hold of the values and principles I hold as a 12 year professional interim. Increase the effort I spend on networking.
I can manage
Keep options open
Take up an assignment at a lower rate, but with a public sector body that has it's funding assured for the next 18 months.
Yes buy other businesses
Cost reduction / Turnaround assignments
Just work harder at getting new assignments
Concentrating on quality or BTA opportunities
Get slim and fit and sell my body!
Continue to obtain work internationally - this worked well in the 2000/2001 economic down turn.
Increased networking; looking for other income streams
Use the accumulated financial cushion - albeit a smaller one than previously accumulated. Further stringent cutbacks on personal expenses.
I have already withdrawn effort from SME market base as this has been unproductive for 18 months. Increasing concentration on network and developing new corporate contacts. Look at Insurance & Treasury markets to seek increased generation, encouraging ot
Some savings, looking at other markets
I think the whole premise of an Interim being over qualified for the positions involved is the best coping strategy. However, having said that it will only work if you OVER deliver!
Pursue suitable opportunities as they arise.

Appendix 3 = Q5

Compete effectively, based on knowledge and experience.
Keep cost under tight control
Public sector, mainly
Yes, working capital is 'driven' and reduced by using www.capcut.org....now recognised by CIMA, ICAEW and association of corporate treasurers as being invaluable
Direct marketing of skills to employers
None at present
Nothing particular. Keep talking to potential clients and agencies.
Change marketing strategy
Turned attention to intermediaries who may introduce or even drive turnaround initiatives i.e. banks, corporate advisors, insolvency practitioners.
Focus on key work areas
Broaden my outlook on opportunities
Yes - focus on value you can offer
Keep my name in front of people
Broadening network and lowering anticipated day rate
Try new sectors eg voluntary.
Try new sectors, lower sights
We have implemented a number of cash conserving measures, we keep all employees fully informed of our cash position so they can make choices, we have established a small employee hardship fund, senior management and directors have reduced their salary and
Broadening areas of work and looking at NHS/public sector as well as private sector.
Short of taking in laundry? Seriously, I do run a sideline in publishing etc. but it isn't really enough.
Widen my stated expertise by using other capabilities eg account management and project management as well as sales management
Past strategy has worked as expected - live well within income during the good times, so that one can afford the less good times without worry. Look for clients who value and seek broad experience (not those who simply want more of the same sector).
Proving professionalism via experience and results
Yes
Strengthen my personal network & increase frequency of contacts.
Increase marketing activity ; offer short consultancy as well as interim management
I am an established interim manager, so I believe that I have the edge on would-be interims, and I believe in myself.

Appendix 3 = Q5

Yes, plenty. I continue to build on my skill sets. I continue to invest in further personal development and training skills. I keep a focus on skills that help other people make money, find their own solutions and develop their performance. In short, when
Only to undergo training to broaden my chances of picking up roles. worst case is to go back to employment.
Network more and spend less!
You will have heard the observation that "the market can remain irrational longer than you can stay solvent"; Im hoping the converse is true. Since I am not active as an Interim the above comment will be of limited value to youre survey. On a more seriou
Keep doing the best for the companies and people I'm involved with and utilising the experience I've gained over the years and through previous 'recessions'
Better marketing
Limited; acuisition may not be as effective as stock market anticipates putting further pressure on price.
Diversify by sector Highlight experince in recession + cost cutting/re-structuring Increase geographical flexibility network even more in parrellel with provider relationship building
Expand marketing; diversify by sector ;increase geographical reach ;play up recessionary experience
yes in-built financial resilience with personal savings
Diversification into multiple business arenas
Develop new supportive responses
Yes, reduce margins and reduce prices with suppliers-Supplier negioation is crucial
Networking contacts database
Keep sector options open EG health service, Other Government posts.
Keep sector options open, look at those less affected eg Health Service. Consider extending existing contract even though all terms are not ideal.
More aggressive pricing; more searching for myself rather than relying on agencies
Turning towards the market niches that will be active during the downturn (restructuring, etc.)
Staying current and sharpening skills
Work on new opportunities arising through changed financial infrastructure
Flexibility
Yes. I would probably look at following my nose with regards to new work and redesign my personal strategies.
Yes, wintering in Australia to help my Son start a new business out there.
Only to increase networking and train as an arrears manager!

Appendix 3 = Q5

I am cross training at present, my husband is also looking for work and we are banking the money now rather than spending.

Increase marketing to widen client base

Widen search. Refocus CV to new search categories.

Increase direct marketing

Work harder/network more to find work

Expand the number of agencies I work through and to continue to develop personal contacts.

Yes. Concentrate on own networks and introductions/recommendations from former clients and business associates. Adverts generally a long shot for the over 60s

Diverse portfolio of interests

I am prepared to reduce my rate to secure work - it's a tough challenge, but I believe I can contribute to the change required in the environment, and I want to see the projects through, rather than be exited over price.