



Mr. C. Baxter
Venture House
Aykley Heads
Business Centre
Durham
DH1 5TS
7th June 2007

Dear Chris,

Imass Limited Organisational Development (ILOD) Phase 1

I am happy to provide you with a summary of my views about the work you undertook on this project.

You responded to a project brief in January 2006. Your proposal was accepted and the project was specified and kicked off in April 2006. The objectives of the project were

- to develop an organisational structure to meet the challenges faced by Imass Limited
- to identify candidates with the potential to develop into the next generation of Imass senior managers and directors
- to provide selected candidates with structured coaching and support as they moved into their new roles
- to identify candidates at an earlier stage in their development and provide them with the opportunity to demonstrate their longer term potential by taking part in a number of policy development projects.

Candidates for the 4 senior jobs were appointed on an acting basis by 1/9/06 and at the same time 5 policy development projects started. The projects were completed and reviewed during December 2006 and final decisions about permanent appointments to senior posts were implemented on 1/5/07.

Your input to the programme was invaluable.

Initially you worked with the Imass Limited Board to design the future organisation and the ILOD project plan providing an objective focus to the discussions and helping to bring them to a satisfactory conclusion.

Subsequently you ran tests and provided feedback to the 19 individuals who expressed an interest in the programme. You facilitated the board's assessment and final selection of acting managers.

During the 3 months duration of the policy development projects you worked with the project teams and provided advice and feedback to the project leaders. The outputs from the projects were nearly all of a very high standard and the project leaders expressed their belief in the value of the process and the support they received.

Imass Limited

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For the first 9 months of the senior appointments you provided one to one coaching and also met with the appointees and their board sponsor to address issues arising from their appointments. Again the individuals involved felt that your contribution helped them to come to terms with their new, more senior roles. In one case the role was restructured to provide a better fit with the capabilities of the individual as a result of issues identified during the coaching.

The Imass Limited Board feel that the project met all its objectives, and was extremely influential in establishing a robust management structure and supporting the development of selected individuals into key management positions.

It is a measure of the confidence which you inspired during the ILOD phase 1 project that you were engaged to support a number of parallel activities including personality profiling in support of recruitment, a team exercise to develop a statement of Imass' culture and values and a workshop to develop a specification for the position of Managing Director.

I hope you find this testimonial of some value as you continue to develop your business.

Yours sincerely,

A handwritten signature in blue ink that reads "Bernard Newman".

Bernard Newman
Managing Director

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