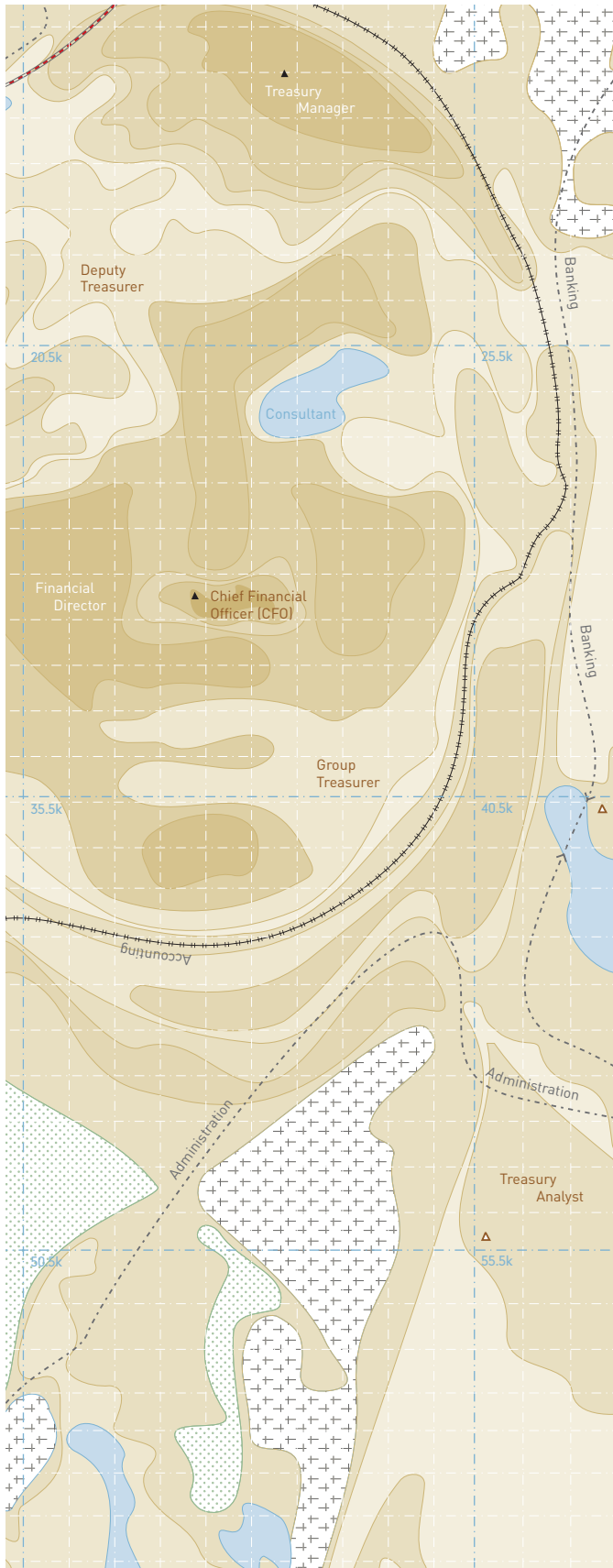


PATHWAYS TO SUCCESS



The role of the treasurer is ever changing. Arguably, the opportunities for qualified treasurers in UK organisations has never been greater, in spite of the recent economic downturn. But how tough is the recruitment market for treasurers, and will the market pick up again? We have begun by asking five recruitment consultants for their views in our 'Market Perceptions' round-up.

Times may be tough, but treasurers in all sectors are pushing against the boundaries that are frequently placed around them. Treasury as a qualification is in demand and organisations are beginning to realise the particular skills and expertise that treasurers can bring. In a difficult climate, cash is king – which makes treasurers the force behind the throne. Treasurers are emerging as all-round business people and opportunities are broadening, both within and outside the traditional boundaries of the profession. The world truly is your oyster on page 43. Recent months have seen a number of treasurers appointed as finance director of high-profile companies and we also explain here how you can best place yourself for a future move onto the board. And if you have decided that treasury is not for you, do not despair – your qualification will not go to waste.

But that is not to say that the ideal career path will magically appear before all of you. A good career takes planning. In the words of **Ronan Dunne**, a career is like a chess board: "You need to recognise that there are more than one set of moves that will get you to the same place." Other treasurers we have interviewed, in varying stages of their careers, would agree. **Ben Hatton** has worked his way into many people's dream job at Manchester United, while **Piers Williamson** gave up a lucrative career in banking to take the helm of a leading London not-for-profit organisation. In every case their career path has involved technical hurdles but in many cases it has been other skills that have set them aside from the crowd. **Tushar Patel**, in the early stages of his treasury career, is already learning the same lesson.

With that in mind, we have designed this Spotlight to help you make the most of your qualification and the skills that can lead you in new and exciting directions. As treasurers emerge into the corporate spotlight, they need to show ability above and beyond the purely technical. Soft skills are an invaluable asset and in this section, **Janette Hurles** explains how good communicators are made, not born and **Susan Bloch** shows that it is never too early to learn how to be a future leader.

European businesses have realised the value of treasurers – the rest is up to you.

LIZ FISHER

Freelance Journalist

The Treasurer would like to thank Andrew Pinto and Cathy Cooper for their kind contribution to the preparation of the spotlight feature.