

£m	1980	1981	1982	1983*
Imports	6019	6048	6624	7439
Exports	4554	6258	7457	8317
of which petroleum and petroleum products	837	2241	3114	2791
other goods	3717	4017	4343	5526
Crude balance in favour of the US	+1465	-210	-833	-878

\*Provisional

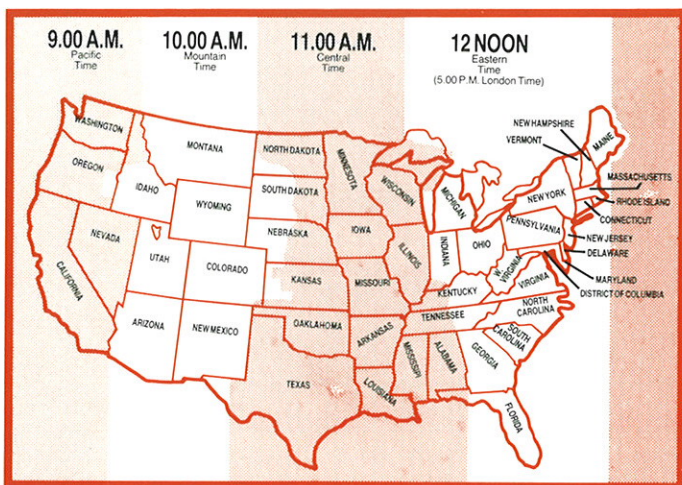
## Principal UK products exported to the USA.

£m	1981	1982	1983*
Petroleum and petroleum products	2241.0	3114.4	2791.2
Power generating machinery	610.2	523.7	434.8
Non-metallic mineral manufactures (Over 50% diamonds)	206.8	174.7	231.0
Road vehicles	282.7	283.0	453.9
Miscellaneous manufactures (Over 50% paintings, drawings, antiques, gramophone records, tapes and other sound media)	303.1	356.2	464.9
Beverages (Over 50% whisky)	254.2	293.5	306.1
Specialised machinery (Includes agricultural machinery, tractors and specialised machine tools)	213.4	229.0	274.8
Other transport equipment (50% aircraft parts)	223.8	264.9	336.6

\*Provisional

Source: Overseas Trade Statistics

## Time Zones of the USA.



## PAYMENT OF VAT ON IMPORTED GOODS.

As from 1st October 1984 the present system of postponing payment of VAT on

imported cargo will be withdrawn, meaning that VAT will have to be paid out at the time of Customs clearance.

Freight Forwarders in general will demand payment or a guarantee of payment prior to Customs clearance and therefore we strongly recommend ALL Importers to discuss in detail a system of pre-payment with their freight forwarders. Failure to do so will not only delay goods in transit but could also result in heavy vehicle/warehouse rental charges.

## How to identify your team and get the most from them.

Acknowledgement to Bradford Chamber of Commerce.

**MANY** of us spend a great deal of our time in meetings. Any meeting has as its purpose the attaining of certain objectives, and we have all been present at meetings where those objectives have very obviously not been reached. We come away feeling that the whole exercise has been a waste of time.

A more positive reaction is to find out what went wrong, why the meeting proved to be of little value.

One major contributory factor is the Chairman's ability to get the most out of his team, and below we have listed some of the more fundamental problem types and how to cope with them.

### ● EAGER BEAVER.

He's the helpful type, first to voice his opinion, but in so doing keeps others out. Use him for summarising. Be careful not to offend and suggest that others can contribute.

### ● OBSTINATE.

He can't be moved, even by a bulldozer. He refuses to see anyone else's point. Ask others in the group to comment on his views. Suggest he accepts the group view for the moment and you'll discuss his ideas later.

### ● INDISCRIMINATING.

The "yes man" who agrees with everything. Don't accept his opinion. Be polite but ask sounder members what they think.

### ● HIGHLY ARGUMENTATIVE.

This aggressive type could have personal problems or just relish a clash. Two such persons in a group can create factions. Draw attention to the objective, emphasising the points on which they agree. Ask direct questions, bring others into the debate, and ask that personalities be omitted.

## ● INARTICULATE.

He needs help. He may have good ideas, a contribution to make, but can't express himself. Repeat his ideas using better language. Avoid "What you mean is..." Don't twist his ideas to suit yourself.

## ● SIDE CONVERSATIONALISTS.

People talking among themselves are a distraction, whether or not they are talking about the matter under discussion. Try not to embarrass. Ask one, by name, an easy question to get them back into the group discussion.

## ● THE RAMBLER.

He takes the discussion so far off the beaten track that there is a danger of getting lost. Refocus attention on the subject in hand. When he stops for a breath, restate the relevant points, or suggest, with a smile, that "We're moving off the subject". As a last resort look meaningfully at your watch.

## ● INATTENTIVE.

The daydreamer. He's already drifted off to the Bahamas and conquered Mount Everest before you've finished your opening sentence. Gain his attention inconspicuously. Ask him a question, but one to which you think he'll know the answer. Or restate an opinion that has been made and ask him what he thinks of it.

## ● THE GRIPER.

A negative person who wastes a lot of time. Remind him of the time. If his gripe is a private matter, deal with it in private. Point out that you need to operate under the existing system, and can't change policy at the drop of a hat. Or get a member of the group to answer him.

## If it's large or small- it's business.



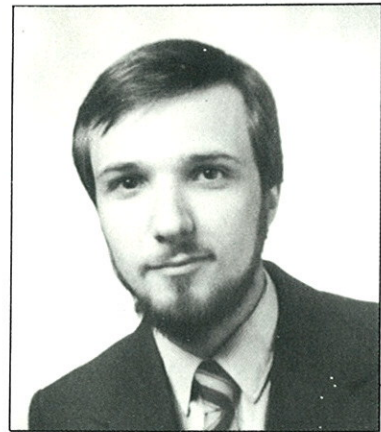
This latest picture from our colleagues in Denmark shows that, whatever the size of consignment, they, like us, are equipped to cope with it!

No consignment is too big – or too small.

## New Appointments.

The London office recently welcomed Jan Danielsen to their ranks. Jan was previously with the Maersk Line in Copenhagen, from where he was employed by Leman in our Esbjerg office for 5 years, leading to his move to London.

He takes the position as Branch Manager and the responsibility of developing this relatively new office, established only in 1981, and we wish him every success in what is a challenging position.



The Harwich office has just waved off one Branch Manager to a new position in Denmark and opened its doors to his successor, Chris Sutherland.

Whilst Kevin Noyce tackles challenges afresh, and we wish him every success, Chris joins us with ten years freight forwarding experience in the Port of Harwich.

