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FEB/MAR 2022

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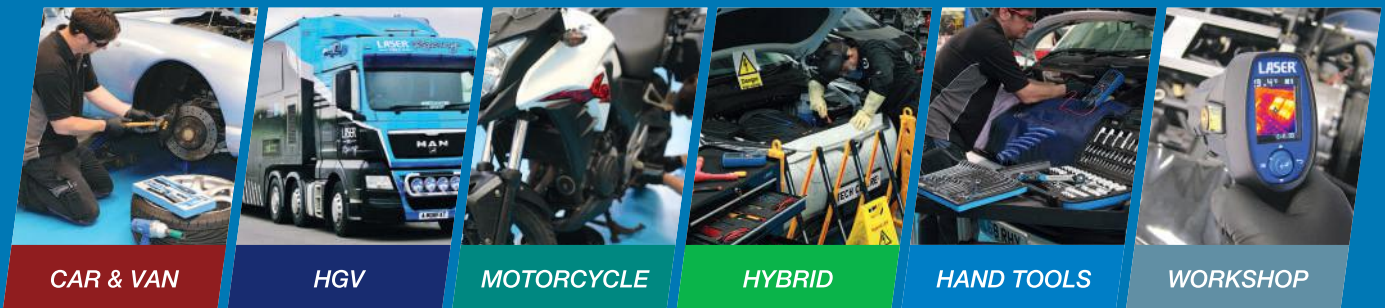
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READY FOR THE FUTURE?

Giving you the skills you'll need to handle the latest advanced technologies is a core part of our mission

THE IMPACT OF new technology on our industry is a constant theme in *MotorPro*, but in this digital issue we're focusing on two sub-sectors which are invariably on the front line when it comes to dealing with the most advanced systems: accident repair and recovery.

These two sub-sectors are always among the first to confront the challenges and issues that arise from the latest innovations, usually in situations that are stressful for vehicle owners. That means both sectors have to be on the ball when it comes to training, qualifications and understanding the latest technologies.

From our perspective at the IMI, it's extremely important that we work closely with all corners of the industry, and I'm pleased to say that we have great relationships with the likes of the AA on the recovery side and Thatcham Research with regard to accident repair. Both are featured in this issue (head to page 12), and both are significant contributors to campaigns such as IMI TechSafe™.

Looking just a couple of years into the future, we'll soon start to see vehicles coming to market with at least some

autonomous capability. A recent Law Commission report has made a clear recommendation that manufacturers should be held responsible for any incidents which occur when a vehicle is operating autonomously, not motorists.

This has serious implications for manufacturers, as well as their system suppliers. It's also a big deal for those who service, recover and repair these vehicles, as they could easily find themselves having to provide evidence that their work was carried out correctly and by appropriately trained and qualified individuals.

This is where the likes of IMI TechSafe™ and the IMI Professional Register come in, providing an invaluable set of industry standards which can support a repairer's claim to have suitably trained and qualified members of staff. And this is why we will continue to work with industry experts from all sub-sectors to ensure that the standards are right and are informed by the very latest knowledge and information.

—

If there's a question you'd like us to answer here, email james.scoltock@thinkpublishing.co.uk



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MOTORPRO

The IMI

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THINK

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WHAT HAS THE IMI EVER DONE FOR US?



As an IMI member, you're part of a vibrant community of automotive professionals and benefit from access to an exclusive package of career support, CPD and networking opportunities. It's all designed to help you develop and succeed

MAKING MOT TRAINING AND ASSESSMENT MORE MANAGEABLE

01

It's time to book your annual MOT training and assessment before the deadline passes. But it doesn't have to be an annual trauma. The IMI has been working hard to make the process more straightforward to help you stay qualified.

Deciding which MOT training and assessment approach is right for you can be a challenge. That's why the IMI is offering three packages for you to choose from: training only, assessment only, or a combined training and assessment package designed to help you pass first time.

We're here to support you from start to finish and to answer your queries all year round, via phone, email and the IMI website's live chat service.

Get ahead and book your annual training and assessment with the IMI today at theimi.org.uk/mot-quals

CHARGING UP E-LEARNING WITH OUR NEW PLATFORM

02

Want to learn more about the IMI's new e-Learning platform? Now's your chance.

The launch of the new platform is an important step. The pace of change is putting increasing pressure on the industry's workforce, with time and cost limitations affecting the capacity for upskilling.

To tackle this challenge, the IMI and VOCANTO have launched more than 400 interactive learning units, covering Light and Electric Vehicle technology.

Mobile-accessible at just £8 per module for IMI members (£12 for non-members), the new platform revolutionises learning, with each unit typically taking less than 15 minutes to complete. Gamification techniques are used to motivate learners and encourage you to keep making progress.

Find out more about our new e-Learning platform at tide.theimi.org.uk/vocanto

Every module can be found on the IMI website by searching for "VOCANTO" and filtering by "Courses"





THE IMI: EVERYTHING WE DO, WE DO IT FOR YOU

- _ We develop people and careers
- _ We run a global membership community
- _ We assess and accredit individuals operating in the sector
- _ We campaign and build public confidence

To find out more about taking advantage of your IMI membership, visit theimi.org.uk/membership

GETTING THAT TECHSAFE™ RECOGNITION

03

Have you completed an IMI EV-related qualification in the past but find yourself lacking that all-important IMI TechSafe™ recognition?

Well, whether you've completed an IMI EV qualification recently or prior to 31 March 2019, there's now an avenue to help you get the official recognition you deserve.

—
Head to tide.theimi.org.uk/imitechsafe to find out how to start the journey and to stay up to date with the latest developments

KEEPING IMI CENTRES IN THE LOOP

04

We work with fantastic IMI Centres across the UK and internationally. They're at the heart of the IMI community.

To help Centres get the most out of being part of the IMI, our new community platform, IMI Connect, is your single sign-in portal that puts all of our learning tools and key information in one place.

The IMI Connect dashboard provides all the information you need. It's a one-stop shop, including:

- Single sign-in process for IMI systems
- COVID-19 support and guidance
- A quick connection to your IMI support team
- Hassle-free sign-in to IMI webinars
- *MotorPro* magazine and online content

—
To log in and explore the dashboard, forums and resources, and to send any comments to us using the feedback tab, head to theimi.org.uk/user/login

MOVING YOUR CPD AND TRAINING UP A GEAR

05

The IMI offers a range of courses – both via e-Learning and in person – to help keep your career on track and to give you the skills you need to take the next step. Many are free to members.

So, if you want to learn more about how the motor trade works, from how to use the right equipment to get the best results to advanced driver-assistance systems, on-board diagnostics or health and safety, we have the content for you.

—
To find the right course for you, head to tide.theimi.org.uk/learn/courses



TENINTEN



01 / CHIPS BACK ON THE MENU (NEXT YEAR)

We can expect semiconductor shortages to be resolved next year, according to Peter Schiefer, head of the automotive unit at German chip manufacturer Infineon, as chipmakers set about scaling up their production capacity. Intel CEO Patrick Gelsinger, who also predicted shortages lasting until 2023, said at an event in January that increasing semiconductor manufacturing in the West was "important for every aspect of humanity".



02 / NOT SO SMART NOW, HUH?

The rollout of smart motorways – where the hard shoulder becomes a normal lane – has been delayed for five years while their safety is assessed. Designed to improve capacity on key routes, smart motorways can leave broken-down vehicles stranded in fast-moving traffic and have been criticised following several high-profile accidents. Existing smart motorways are expected to remain in place while the government gathers data.



03 / OFF THE HOOK?

A new report has recommended that users of fully autonomous cars should be largely immune from prosecution in the event of a crash. The Scottish Law Commission and the Law Commission for England and Wales concluded that people travelling in truly self-driving cars should not be expected to pay attention to the road, but that they should still have some responsibilities, such as ensuring that young passengers wear seat belts.

04 / TAKING TO THE SKIES

Urban-Air Ports, a British startup backed by Hyundai, will build hundreds of "vertiports" over the next five years to support a theoretical fleet of flying taxis and unmanned cargo aircraft. While neither the tech nor the regulatory framework exists to support electric vertical take-off and landing (e-VTOL) in a commercial capacity, Hyundai's backing reflects real progress towards what for now remains a futuristic pipe dream.



05 / BAFFLED BEES AND BUTTERFLIES

Diesel fumes are preventing bees and other important insects from finding their way to flowers and crops, according to a study. The work – conducted by the University of Reading, the University of Birmingham and the UK Centre for Ecology and Hydrology – demonstrates that flower visits by insects drop by as much as 90% in areas where pollutants are present, and that the overall pollination rate falls by almost a third.





06 / GREENS, DELIVERED GREENLY

Tesco and its Welsh freight-forwarding partner FSEW have introduced two fully electric 37-tonne artics lorries to the supermarket giant's supply chain. The DAF CFs will shuttle supplies between a rail terminal in Cardiff and a Tesco distribution centre in Magor, 30 miles away. This experiment alone is expected to cut out 65,000 diesel-powered road miles every year.

07 / SO COOL IT'S SUB-ZERO...

"Polar research vehicle" is arguably one of the more niche segments catered to by our industry, but Venturi – the Monaco-based manufacturer best known for Formula E and small-batch sports cars – has added an EV option to this presumably fairly uncompetitive market. The 31-mile range compares unfavourably against even the cheapest electric hatchbacks, but the Venturi Antarctica can operate in temperatures as low as -50°C.



08 / A JOB WELL DONE

Customers are happier with the car industry than they were in 2021, according to the UK Customer Satisfaction Index. Average customer satisfaction with automotive brands rose by around two percentage points year-on-year, giving the industry a score of 80.7%. Automotive was also well-represented in the UK's best brands for customer service, with Skoda and Nissan joining Greggs and John Lewis in the top ten.

09 / FLYING CAR GETS ITS WINGS

Slovakia's unimaginatively named but otherwise rather exciting AirCar has been issued with a certificate of airworthiness by the country's aviation authority. Powered by a 1.6-litre BMW engine, the AirCar boasts modest performance in the air and on the ground, but can now definitively do both following extensive testing to meet European Union Aviation Safety Agency standards.



10 / REWRITING THE RULES

You may have already seen the chatter, but numerous changes and additions have been made to the Highway Code, with many pertaining to cyclist and pedestrian safety. A "hierarchy" of road users has been strengthened, and issues such as roundabouts and the safe use of cycle lanes have been clarified. Of course, the tabloids have been predictably calm and measured about the new rules to protect cyclists.

FIX UP, LOOK SHARP

The vehicles of the future will be more complex than ever before, and it's not just about electric powertrains. From embedded advanced driver-assistance systems to lots of extra connectivity, the recovery and repair sectors will need to adapt – and quickly.

The workforce needs to upskill too, and new talent may need to be brought in to meet demand as these technologies become a larger chunk of the vehicle parc on our roads.

MotorPro Editor James Scoltock sits down with AA President Edmund King and Thatcham Research's Head of Repair Sector Services, Dean Lander, to discuss how the recovery and repair sectors are preparing for an electrified, autonomous and connected future.

Listen in to find out what you need to do to get ready...

Flat tyre? Bit of trouble with the starter motor?
Big Ed and Deano will get you sorted out...



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A red triangular warning sign is positioned on a gravel road. The sign has a white center containing the text. In the background, a dark-colored car is parked on the left side of the road. The sky is overcast and grey.

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wish he’d
downloaded the
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FROM ROSES TO RESCUE JOBS

Jody Bevan may have started her career in floristry, but now her passion for classic cars is helping to turbocharge her business

WORDS_JOHN CHALLEN **IMAGES_**WILL AMLOT





“Here we have a beautifully restored 1980 Ford Escort... Mini? What Mini?”

W

ORKING WITH her mum selling flowers was all well and good for a while, but Jody Bevan always felt that something was lacking. Before long, she found herself in the workshop at her future husband’s garage and absolutely loving life.

It has been quite the journey from there to running Oldham-based MNJ Autocare. It hasn’t been without setbacks either, including a protracted stint recovering from sepsis in 2019. “It attacked me very quickly and landed me in intensive care – it was a very traumatic experience,” Bevan explains. She was unable to work for five months, and the sepsis has left her with long-term health conditions.

That experience prompted Bevan to reflect on what’s important to her. Now she helps sepsis charities wherever she can, while also nurturing high hopes for expanding her business. For Bevan, it’s all about rescuing classic cars and bringing back the passion.

MotorPro: How did MNJ Autocare come about?

I was working as a self-employed MOT Tester at two stations. The premises I’m in now were sitting empty at the time, and I had customers who specifically wanted me to look after their vehicles. Word had got around that I was back in the motor trade after a two-year absence, and the potential customers were lining up.

A colleague suggested taking over the empty unit, and it was soon offered to me by the owners. We’re extremely lucky to have a wonderful landlord and landlady who have given us a lot of support.

Has your passion to work with cars always been there?

To a point, yes. When I started working in this industry, I quickly realised that it was what I had been looking for. I was keen to learn, and what helped was that we had a wide range of vehicles in the workshop – everything from small cars to HGVs, and even plant and machinery.

Any particular projects that stand out?

The highlight has to be reconditioning a Caterpillar 951. We rebuilt the whole

machine: engine, transmission, hydraulics and tracks. We even had the cab re-glazed. While those parts were being reconditioned, the hydraulic rams were honed with new seal kits, and one had a replacement rod. Unfortunately, I broke my wrist while working with the very heavy hydraulic rams, but I think of it as a souvenir of a happy memory.

How did you find being the only woman in a male-heavy environment at the age of 18?

At first it was quite daunting. As well as working in floristry, I had also done some modelling, so I’d got used to being quite made-up. I certainly wasn’t your usual mechanic or technician – by gender, age or appearance! But I soon became one of the lads, which is what I wanted.

What are the biggest challenges you’ve faced?

I used to be concerned that people felt I wasn’t capable. Thankfully, my concern was misplaced, because I’ve always been fully accepted and respected in my work.

Another challenge is that I sometimes struggle with the heavy work because I’m



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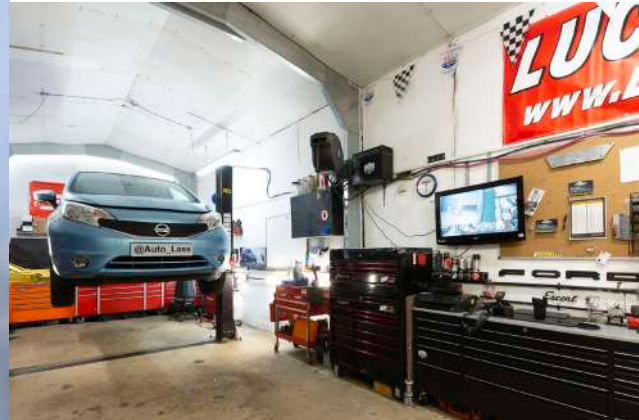
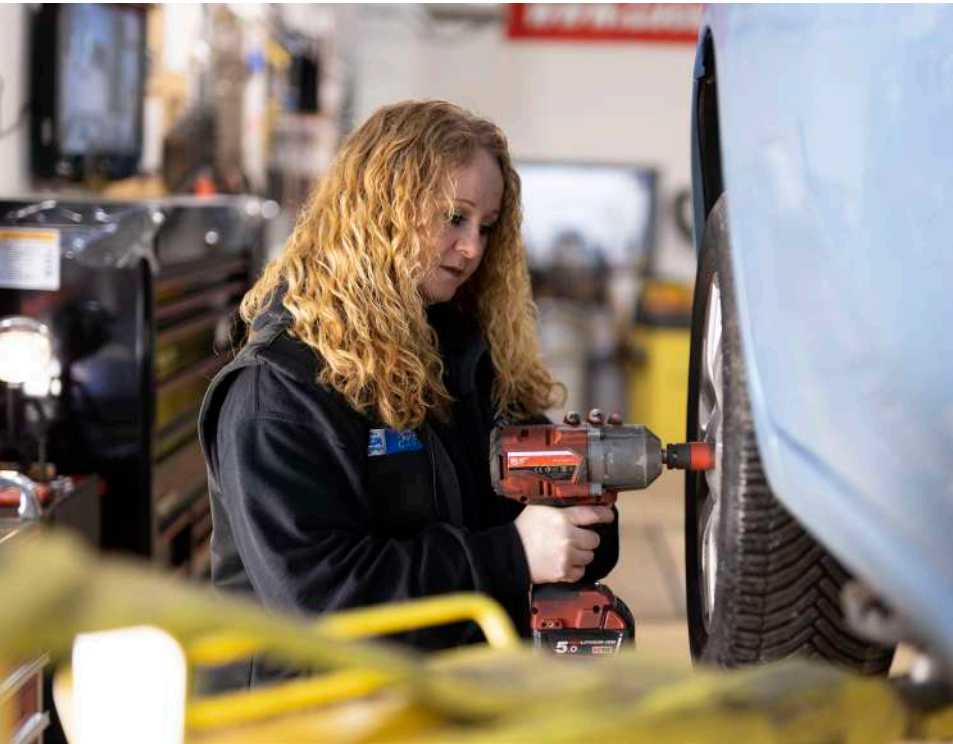
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Jody definitely opted for a more powerful model when she traded a florist's secateurs for an impact wrench

not as strong as some of the guys. I can't lift the same weight as them, so heavy jobs such as gearboxes are difficult. Even though we have transmission jacks, some lifting is still required.

Also, my height – I'm only 5ft 2 – has sometimes been a nuisance. If I have to work alongside someone else, the level that I need the ramp at usually means the guys have to stoop.

How valuable is the right training to you and the business?

Training is essential and very important to me. We are a member of the GroupAuto AutoCare network, and we benefit from six training courses a year as part of our contract with the scheme. I also subscribe to online training courses/tuition with Autodata and the IMI, which provides us with modules to complete to keep myself and the staff up to date.

What is your overall goal for the business?

Initially, I wanted to create an approachable and accessible workshop for my customers – an environment where women could feel more confident when visiting not just my workshop, but

others in the motor trade. I have a large female customer base which consistently gives me positive feedback. My customers often feel more at ease dealing with a woman in this trade.

These days, my goals are mostly around classic cars and skills. I recently became an Ambassador for the Association of Heritage Engineers, and I'm keen to try and raise awareness – not only about the decline of hands-on, skilled trades in the automotive industry, but also about the need to educate the younger generation.

What are the next steps for MNJ Autocare?

We're in the process of expanding, and we have plans in the pipeline to take over the MOT centre which is situated next door. The goal is to keep the current MOT Testers, possibly taking the total number of staff to nine across my two existing premises and the MOT centre.

In addition, I have recently taken on another set of premises, which will enable us to cater for more classic vehicles. I want to be in a position where I can offer people the chance to become part of the classic car community, whether that's through ownership or sharing their existing skills.

**“I’M TRYING TO ENCOURAGE
MORE PEOPLE TO GET
HANDS-ON. I WANT
THEM TO LEARN THE
SKILLS NEEDED TO
WORK ON CLASSICS
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 CLARIOS



Don't know about you, but I'm loving the spring/summer hi-vis collection



before we lose them. These cars provide a lot of people with happy memories, and it would be absolutely wonderful if people could share their memories, skills and experiences to help bring people together. I'm trying to save the cars and the memories!

What can you tell us about your charity work?

Alongside raising money for charity, I'm trying to bring together an idea with the help of my friend Sarah Crabtree, from the TV show *Bangers and Cash*. We have chosen to support The Sepsis Trust, as we have both suffered with sepsis.

Essentially, we're purchasing a starter classic that requires recommissioning. I will document and share the journey with the added help of Craig Hughes from *Salvage Hunters*. He has offered his expert services to handle any upholstery that the car may need. Once the car is ready, we plan to sell raffle tickets for people to have a chance of winning the car. All proceeds will go to The Sepsis Trust.

I'm also hoping to recommission another classic that we can auction. The plan is to give people a ready-to-go starter classic each year, with a different charity selected to benefit each time.

Why is keeping classic cars going so important to you?

I'm trying to encourage more people to get hands-on. I want them to learn the skills needed to work on classics

How is MNJ Autocare keeping older cars on the road?

We hope to do this by bringing together the people with the skills necessary to maintain and repair them. I have a YouTube channel – "Auto Lass" – where I will be sharing content about different ways of maintaining classic cars. I hope these videos provide some inspiration and give people enough confidence to want to have a go – or maybe even look into learning some new skills through courses or further training. ■

—

Jody Bevan was speaking to John Challen

The IMI's Professional Register is an industry-wide database of professional individuals recognised for maintaining their knowledge, skills and competency. To learn more, visit imiregister.org.uk

—

For a full list of the IMI's accreditations, which provide individuals with proof of current competence for their automotive abilities using a mix of skills- and knowledge-based assessments, search "IMI accreditation"

The Norfolk-based high-performance brand may be refreshing its line-up, but the success of the Elise, the two-seat, rear-wheel drive, mid-engined roadster released in 1996, has helped to fuel the company for more than 25 years. So, what does it take to keep this icon road-ready?

LOTUS ELISE

ALREADY A LEGEND

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STRONGER TOGETHER

The market can be tough, but working with a larger group can help you keep your business ahead of the competition

Today's aftermarket landscape is as challenging and competitive as it's ever been. From navigating the increasingly complex world of parts supply and ensuring technicians are up to speed on new technology and skills, to retaining customers and staying competitive, the job of a modern garage owner is hugely demanding.

One way that garage owners can elevate their business, increase their visibility in their local area and secure reliable access to the highest quality parts is by joining Eurorepar Car Service (ERCS). ERCS is an initiative, operated by Stellantis, which is aimed at forward-thinking garages that want to differentiate themselves from the local competition, attract new customers, have access to a wide range of parts on tap, and increase their profitability.

Members of ERCS retain their independence and remain completely in control of their own destiny, while benefiting from local marketing and PR support, an extensive list of network

partnerships and affiliations, business training and technical support, and an association with the trusted Stellantis brand.

PARTS GALORE

ERCS knows that its members demand high levels of service from a parts distribution network, and that's where Distrigo Parts Distribution comes in. Distrigo is Stellantis' multi-brand spare parts distribution service, having been established in June 2020 to offer parts support to the UK's independent aftermarket.

The Distrigo network has truly national coverage, with 22 distribution hubs around the UK, supported by 21 smaller Distrigo relay sites. Distrigo offers garages a one-stop shop like no other parts offering on the market, and members of ERCS get unrivalled access to more than 750,000 parts references.

EXTRA SUPPORT

But the ERCS network is about more than just parts. Members gain access to a raft of other benefits and

“One way that garage owners can elevate their business, increase their visibility in their local area and secure reliable access to the highest quality parts is by joining Eurorepar Car Service”



resources geared towards developing their business. For instance, each garage is assigned a Business Development Manager, whose role is to ensure that members get the most out of the network. Many garages cite this as one of their key reasons for joining and remaining a part of ERCS.

Another key benefit is marketing and PR support. In the modern, digital world, those garages that do not adapt their methods of promoting their business and attracting customers may find themselves falling behind. Members of the ERCS network are therefore encouraged to up their game when it comes to their social media and web presence, and are given the tools, techniques

and guidance they need to maximise their exposure.

One of the strengths of the ERCS network is its ability to adapt to a changing marketplace, giving members the edge when it comes to new initiatives and promotions. For example, motor industry research shows a growing appetite among motorists for flexible payment options. In response, the network launched its “Drive Now, Pay Later” initiative last year, as well as introducing service plans, giving member garages the opportunity to outperform their competitors and meet the needs of their customers.

—
To find out more about Eurorepar Car Service, visit www.eurorepar.co.uk





A person wearing a full motorcycle suit and helmet is sitting on a vast, flat, white salt flat. In the background, there are rugged mountains under a clear blue sky. The person is positioned on the left side of the frame, looking towards the right. The ground is a mix of white salt and grey sand, with some faint tracks visible. The overall scene is bright and open.

THE DAY I...

CROSSED THE US ON MY CB500X



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Colour co-ordinating the bike with the landscape... now that's some impressive attention to detail

HAD JUST RECEIVED APPROVAL to take 20 days off work to ride my 2016 Honda CB500X 8,000 miles across the US when the world changed. But, determined to make the most of the time I had available, I set off in August 2020 to see how far I could get.

I loaded up my saddlebags and headed east from Portland, Oregon, to Montana, where I was meant to meet up with my brother and head towards the Black Hills of South Dakota. However, when I arrived in Montana, I realised that my brother and I had our wires crossed; he hadn't booked off the right days. Waiting around for him, I lost three precious days of travel time so that he could join me for a small leg of the trip. That may not sound like a big deal in the grand scheme of things, but every day counts when you're on a schedule.

Our first full day on the road was what we called the day of lessons. All in the span of one day, my mother somehow cut off her fingertip with a hand blender while making us breakfast, my brother destroyed his phone, and due to my poor signalling, my brother dumped his Suzuki

V-Strom so hard en route to our campsite that his windshield broke off. It was one heck of a way to start the trip.

I was worried that the pattern of bad luck would continue, and I was anxious about what could happen once I was 2,500 miles from everything and everyone I knew. But right when we felt at our lowest, the universe gifted my brother and I the most beautiful campsite in the mountains north of Bozeman, Montana. It felt like a message. As the US Marines say: embrace the suck, the rewards will be worth it.

We spent the next few days surviving the heat of eastern Montana, exploring just a small fraction of the Black Hills and experiencing heat exhaustion in the Badlands, with temperatures upwards of 40°C. It was wonderful to experience long-distance travel with my brother, but the time soon came when he had to turn around and I had to go on alone.

From Pierre, South Dakota, the days seemed to blur together. I would ride for 300 or 400 miles, find a hotel, crash there, and then get up and do it all again. Finding campsites was almost impossible without a reservation in the Midwest. It seemed like millions of people were discovering







the joys of the outdoors, and as a result every campground was packed. There were bright moments – like getting to meet friends I had only known online in person for the first time – but spending such long days on the road is bound to be hard on the mind and the body.

When I reached West Virginia, I found my first campsite since South Dakota and set up my tiny, familiar tent home. I wasn't surrounded by people, and I didn't have to explain what I was doing to a hotel concierge for the 100th time. I felt like I got to take a deep breath for the first time in 2,000 miles. That quiet evening in the woods is a glowing memory in my mind.

But the peace was fleeting. At 5am, the rain began. Lying cosy and dry in my sleeping bag, my brain started to run around in circles. "What was that sign I passed on the way in? 'The recreation area may flood.' What if the rain fly comes unhooked from my tent stakes? There's rainwater pooling on my footprint. It'll seep through if it gets much deeper."

Finally, I embraced the fact that there was no way I was getting out of this situation without getting soaked. I took a deep breath and began the process of getting packed up. By the time I was finished, there were almost two inches of water where my tent had been pitched.



Nothing beats lying back and listening to the sounds of nature (and a 500cc engine)

finally reaching the Atlantic Ocean. Luckily, the first two were ticked off the list pretty quickly, so I set about snaking my way towards the Outer Banks of North Carolina. I was so focused on not getting hit by any cars riding through Hampton, I didn't even realise that I'd just had my first glimpse of the Atlantic.

When I reached Point Harbor and crossed the Wright Memorial Bridge, I realised that I'd done it. I had ridden all the way across the country on a little 500cc motorcycle. It hit me then how far away from home I was, and how long I had been planning this moment. Tears fell inside my helmet as I crossed that bridge. When I finally got off the bike and could walk on the beach in Kill Devil Hills, I couldn't even form coherent words. All I could say was, "I can't believe I did this. I can't believe I did this."

Of course, there were still many miles to go. I had to cover another 4,000 miles to get home, to finish what I'd started. I would meet more online friends in person, ride multiple 700-mile days, and have to take detours around snow storms and wildfires. However, that moment on the beach was the pinnacle of a year's worth of planning, saving and sleepless nights. Embrace the suck, the rewards will be worth it. ■

Getting back on the road, I slowly worked my way through the never-ending foggy hills. I could feel every freezing drop of rain as it entered my riding suit. Time seems to slow when you're wet and cold on a motorcycle. Just four hours on the road felt like a whole day. By the time I got to Staunton, Virginia, I would have given anything to regain the feeling in my wet fingers. I spent all afternoon in the first hotel I found drying out my tent and riding gear with a hair dryer.

I woke up the next morning with three things on my mind: finding some cheap rain gear to protect me from future soakings, replacing my rear tyre and



Amanda Zito is a motorcycle vlogger based in Portland, Oregon. [Click here to watch her epic cross-country expedition.](#)

— **If you've had a journey that has changed your life or made a lasting impression, email james.scoltock@thinkpublishing.co.uk to feature in our next edition**



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Maximise your employees' performance

Without enthusiastic employees, your business won't succeed. Keep an eye on these three key areas to maintain staff productivity

WORDS JOHN MOODY

There are many theories and models out there that promise to help you manage your team efficiently and make the most of the skills they have. One that's particularly helpful when it comes to getting the most out of employees, though, is the AMO model set out by the academics Peter Boxall and John Purcell.

Boxall and Purcell explain that there are three elements that must be present in order to achieve high levels of performance from any employee: ability, motivation and opportunity. If an individual has all three elements, they'll contribute great things to the business, performing to high levels in terms of their output and productivity.

So, the question is simple: how do you give your employees the AMO they need?

Right person, right job

Initially, an employer should ensure that highly skilled and qualified individuals occupy positions that match their ability. However, ability is the component that's easiest to change in an employee. Training can build on their skills and help mould and prepare them for a particular role in the organisation. But it's also worth bearing in mind that ability can decrease over time too – whether as a result of absence, not doing a particular function regularly, or even with age – so

ability must be monitored and sometimes managed.

The next ingredient of high performance is motivation. This is closely linked to conduct and is more of a choice on the employee's part; do they actually want to perform well or not? Of course, motivation starts with effective recruitment, because certain individuals will be more motivated and have a higher work rate than others. However, if an employee is not motivated, what can be done?

Remuneration is clearly one factor here, so employers often start by considering increasing salaries or offering productivity bonuses. This might be effective in the short term, but to ensure long-term motivation, you'll need to consider what the employee values about their job.

It's a good idea to review what's known as intrinsic and extrinsic rewards. Extrinsic rewards are more tangible, such as pay, bonuses or holiday allowance. These are like defibrillators; if the heart has stopped beating, a defibrillator can restart it. If the employee has lost all motivation, then real, tangible rewards like these may help to bring their interest back.

Intrinsic rewards, however, are more psychological, and



“ALLOWING EMPLOYEES THE OPPORTUNITY TO SHOWCASE THEIR ABILITY AND MOTIVATION WILL ENCOURAGE A HIGHER LEVEL OF PERFORMANCE”

these range from a feeling of personal growth to being more autonomous at work or having valuable social interactions.

If an extrinsic reward is a defibrillator, intrinsic rewards operate more like pacemakers, ensuring that the heart keeps beating regularly. If your employees could be more motivated, then perhaps taking steps to improve their job satisfaction will help to get them feeling more passionate about their work.

Room to grow

The last element of Boxall and Purcell's AMO model is opportunity. This is all about providing the employee with an opening to achieve higher levels of performance. This is particularly important when it comes to high-potential junior employees who may

well have the ability to rise through the business.

Allowing these employees the opportunity to showcase their ability and motivation will encourage a higher level of performance. If an employee feels as though their skills aren't being fully utilised, or that they could be achieving more elsewhere, it will make it difficult to retain them.

Finally, remember this: every employee is different, and not everything can be easily categorised into these three general areas, but by developing a clearer understanding of any given employee's ability, motivation and opportunity, you can improve your workplace and increase their productivity.

—
John Moody is Director at In-House HR

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Survive 2022

Lessons from the pandemic can help us navigate the future – as long as we’re pursuing the right goals

WORDS: JAMES ELLIOTT

One of the biggest takeaways from the past two years is that the little things are, in fact, the big things, from the people in your home and the time you spend connecting with others, to the ability to be outside and enjoy some fresh air.

These seemingly small aspects of life – so rudely interrupted for so long by the pandemic, or maybe even by the seemingly overwhelming demands of your workplace – have revealed themselves to be fundamental to our wellbeing. It’s been a tough couple of years, but in so many ways this strange time has been a wonderful teacher, showing us what (and who) really matters.

So, let’s not forget this as 2022 gets under way. Even though what’s going on in the news is incredibly important, let’s not forget the power of laughter, the power of love,

and the power of a fascinating hormone called oxytocin...

Let the hormones flow

Oxytocin is known as the “pair bonding” hormone. It’s what bonds parents to their children, and it’s what pulls us together in friendship, in romance and in life. Oxytocin is also what floods our body when we belly-laugh with someone, when we share a moment and when we create lasting memories.

As it accompanies so many genuinely beautiful moments in life, it’s probably the hormone we should be pursuing most of all, more so than the addictive reward of dopamine or the soothing effect of serotonin. Perhaps that’s what we need to take into 2022. Perhaps that’s the best lesson that we can hope to take from a period of such catastrophe: that the most important things are the ones that come with oxytocin.

Of course, we have pursued dopamine – the short-lived pleasure chemical – for as long as humans have existed, and for good reason. It’s the hormone that we feel as a reward for ensuring our survival: when we eat, mate, make it through a stressful situation or just do something that we perceive as good. Unfortunately, this is easily manipulated by bookmakers, off-licences and marketing strategies: “Buy our stuff and feel good!” That can lead you down a very dark road. Oxytocin, on the other hand, is

“LET’S NOT FORGET THE POWER OF LAUGHTER, THE POWER OF LOVE, AND THE POWER OF A FASCINATING HORMONE CALLED OXYTOCIN”

all about warmth and kindness to each other. That’s surely something to be pursued.

So yes, it turns out that the very people who put us into lockdown were partying. Yes, a member of the Royal Family has been stripped of his titles. And yes, in the final moments of 2021, we lost the seemingly immortal Betty White. But 2022 gives us an opportunity to put what 2020 and 2021 taught us into practice: that is to say, the knowledge that it’s the little things, the small acts of kindness to each other, and the choice of who you spend your time with that really counts.

— James Elliott is a military mental resilience coach who has worked with the British Army on its OPSMART mental health programme. Follow him on Instagram (@jameselliottofficial) for more wellbeing guidance





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Break Fix the internet

A stable Wi-Fi connection could be the difference between a business flourishing or floundering. Here's how to make sure yours is up to speed

WORDS_HAYLEY PELLIS CAE FIMI

Our digital lifestyle has increased demand for connectivity. Unfortunately, that means standard Wi-Fi alone might not be able to keep up. In some circumstances, high usage levels and general connection issues may prompt your Internet Service Provider (ISP) to throttle your internet speed, but a slow connection might also be the product of other, less disturbing factors.

As with any system, your connection will require a bit of TLC, so if laying ethernet cables is not an attractive option, consider the following tips to maintain your online health.

01_Turn it off and on again

Unplug your modem or wireless gateway, wait 30 seconds, and then switch it back on again. This allows the virtual bottleneck to clear. The modem's job is to interpret signals between the network and the ISP, so a power cycle is a good place to start when it comes to troubleshooting connection issues.

You may need ISP help for this, as sometimes modems need to be reset remotely too. The benefit here is that it's an opportunity to check that you have the correct calibration to translate the signals. If you have an additional router, you'll need to repeat this process.

Next, every device connected to the Wi-Fi network needs to be switched off and back on again too. Allow those devices to reconnect and check to see if there's any improvement.

Although it sounds obvious, many issues can be resolved with a power cycle. Factoring this into routine maintenance can help to prevent slow connectivity in the long term.

02_Location, location, location

Wi-Fi signals can only travel so far and will be interrupted by physical barriers such as walls and vehicles. Other signal interrupters can include devices such as cameras, mobile phones, microwaves and Bluetooth kit.

Placing your router in a corner, on a desk, or in a cupboard is a sure way to create patchy connectivity. Your router needs to be in an elevated position, ideally in a central location.

03_Switch bandwidths

Most modern routers use one of two frequency bands: 2.4 GHz or 5 GHz. The band you use can affect the quality of your connection and the speeds at different distances from the router.

Switching from one frequency band to another may circumvent some temporary interference issues, but it's also worth knowing that a bigger number doesn't always mean better; 2.4 GHz frequencies are the most widely used, but that can mean the airwaves can get a little crowded. It's popular because this bandwidth trades speed for range – it's better at passing through walls and objects – whereas 5 GHz offers faster speeds but a shorter range.

Dual-frequency routers are becoming more popular too, as these are designed to handle the different frequency needs of various connected devices. Many routers intended for domestic use are 5 GHz.

04_Move the antennas

Some routers have external antennas which can be adjusted, helping you turn a patchy signal into a clear one. Antennas send out their signals in all directions perpendicular to the antenna

(meaning that adjusting an antenna to sit horizontally will send signals up and down). Simply fine-tune as required.

If your router has internal antennas, this step is not much use. Don't attempt to add some with a welding rod or two!

05_Extend your reach

There are also some devices out there which can boost your connection and may be worth investing in:

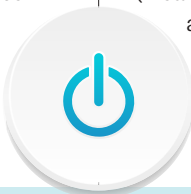
Wi-Fi boosters sit between the router and the dead zone and work by amplifying or redistributing existing signals.

Wired access points connect to your router with an ethernet cable and distribute signals. This is a good way to upcycle old routers and can be very cost-effective.

Powerline extenders are a two-part kit: one part in the router, the other in a power socket. By placing the plug where extra coverage is required, it effectively uses the electrical wiring to send the Wi-Fi signal.

Mesh Wi-Fi systems are devices that work together, replacing the router, creating a "mesh" of multiple points to create coverage.

Finally, it's worth considering the building layout when deciding on a strategy to boost your Wi-Fi signal. For example, you might be able to bring a stubborn dead zone to life with a wired access point or booster, whereas a complex, winding building full of objects, on the other hand, might benefit from a mesh system.



Connects on 5 GHz	Connects on 2.4 GHz
PCs	Smart speakers
Diagnostic equipment	Smart alarm devices
Smartphones	Security cameras
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HOW IT WORKS

Adaptive lighting

WORDS TOM DENTON FIMI



Adaptive lighting might sound ultra-modern, but one of the first of these systems was actually introduced way back in 2003. Described as the dynamic bend lighting function, it involved a light that moved with the steering angle, almost doubling the range of visibility.

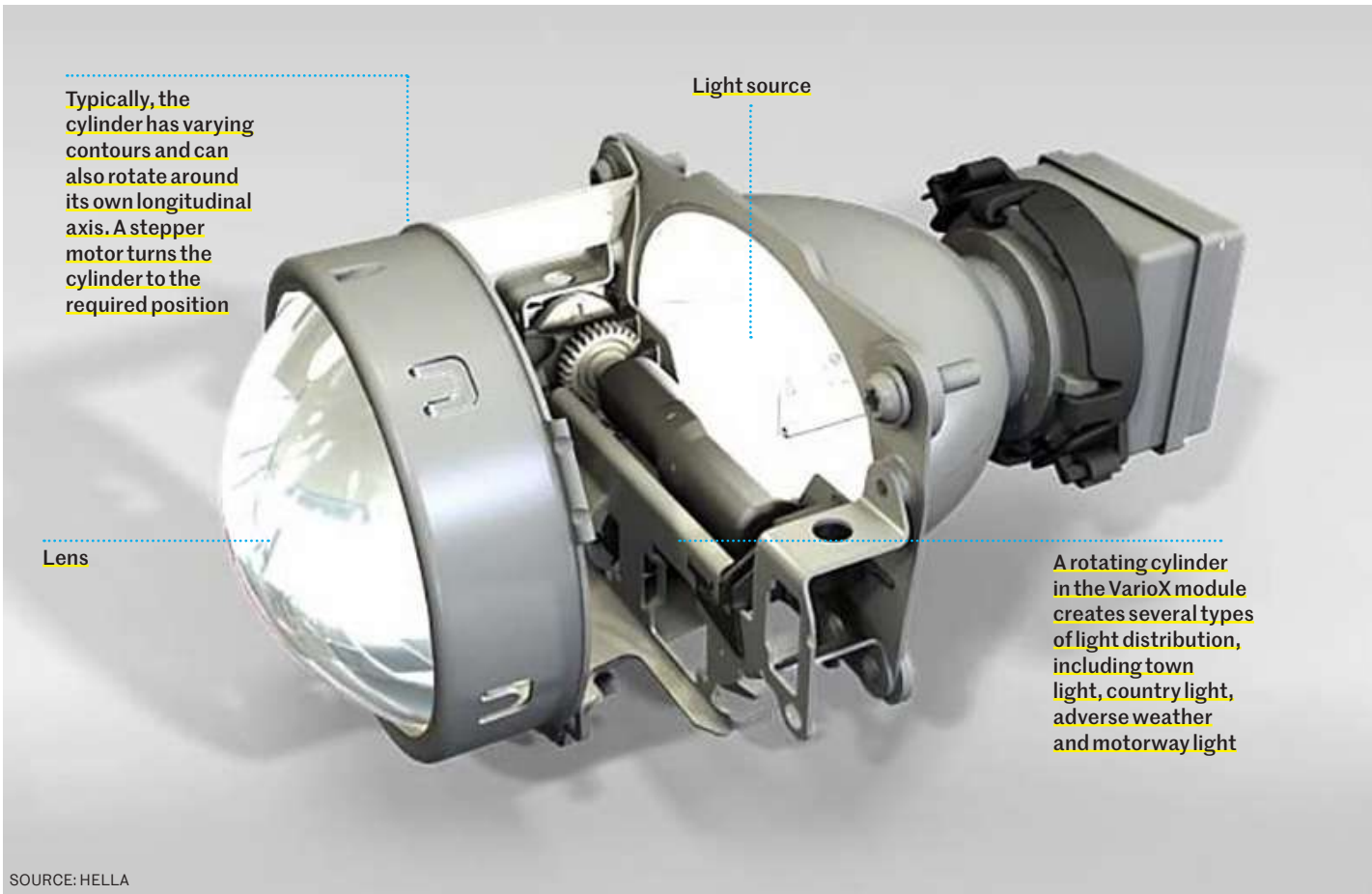
In recent years, several companies have been involved in the development of advanced lighting systems. The

information provided primarily to Hella's offering, but other systems are similar.

Hella's Adaptive Frontlight System (AFS) was a development of the earlier bend lighting system. It uses both the steering angle and the vehicle speed to set the best lighting for the current conditions. After all, traditional low beam can only ever be a compromise between various different light distributions.

HOW IT WORKS

Adaptive lighting



Hella's adaptive cut-off line (aCOL) feature uses information from the vehicle's surroundings to determine the optimum light distribution. A camera detects oncoming traffic and cars ahead, for example, and a stepper motor turns the cylinder of the VarioX module to the required position within milliseconds. This means that the light cone will always end directly in front of oncoming traffic, or just behind the car ahead.

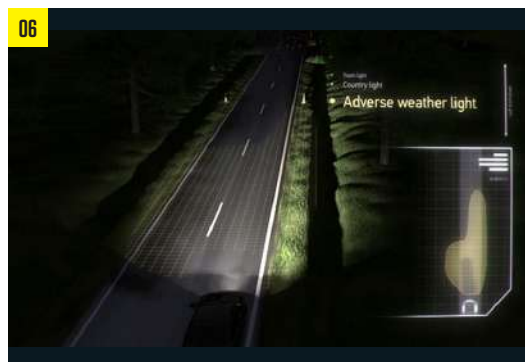
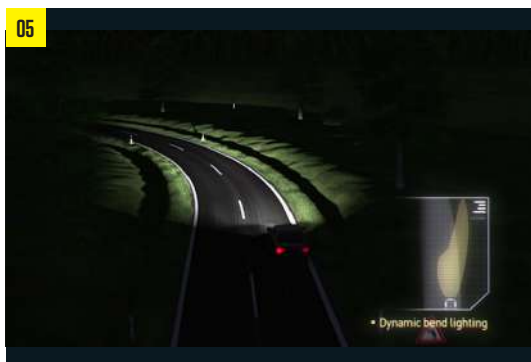
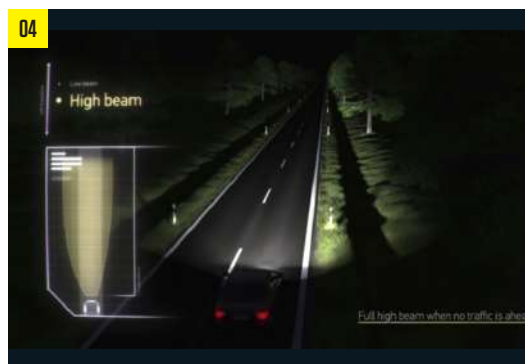
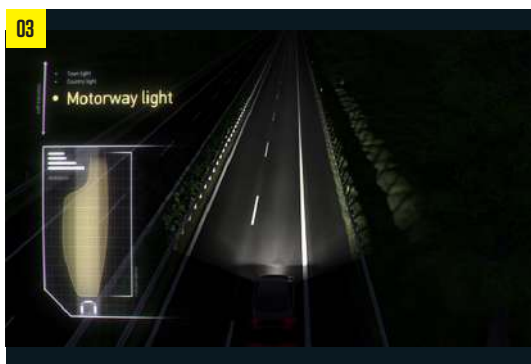
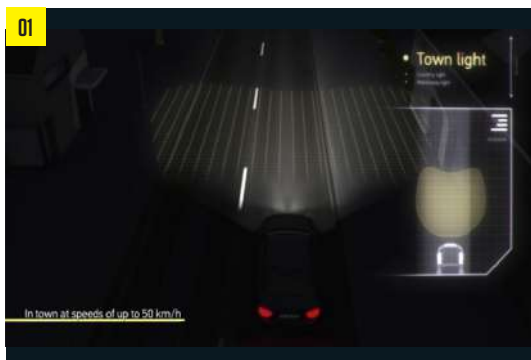
With the aCOL system, it's therefore possible to drive with the high beam on at all times. When the camera detects other traffic on the road, the distribution

of light from the high beam is adjusted to mask specific areas.

The latest matrix LED system also allows the driver to use high beam without running the risk of dazzling oncoming traffic or any preceding vehicles. In this case, LEDs with individual electronic control are turned up or dimmed down as required.

This technology makes it possible to open several tunnels at the same time. While these are "hidden", the high beam continues to illuminate all areas between the vehicles and to the left and right at full power.

What adaptive lighting can do



01_Town light

Activated at speeds below 55kph, town light features a horizontal cut-off line to minimise glare for other people on the road. Wide light distribution also makes it easier to detect pedestrians at the side of the road.

02_Country light

Activated between speeds of 55 and 100kph, country light is similar to conventional low beam light distribution. The VarioX module generates an asymmetrical light distribution pattern to minimise glare for oncoming drivers. The cut-off line is raised so that the left edge of the road is better illuminated, providing greater coverage.

03_Motorway light

Activated at speeds above 100kph, this light distribution range is designed for wide curve radii at high speeds.

04_Highbeam

Adaptive high beam works like a conventional high beam, but does not require the driver to act to avoid exposing oncoming drivers to excessive glare.

05_Dynamic bend lighting

This mode swivels the headlamps by up to 15° to allow optimised illumination of the bend ahead.

06_Adverse weather light

This option creates a wider dispersion of the light to improve visibility in rain, fog or snow. This feature also reduces long-range illumination to minimise reflective glare affecting the driver's own vehicle.



To find out more, watch Hella's video explaining how the system works



WHAT'S HAPPENING AT YOUR IMI?

VINDIS GROUP GETS ITS TRAINING IMI-ACCREDITED

Family-owned Vindis Group, which operates a network of Audi, Bentley, Ducati, ŠKODA, SEAT, CUPRA, Volkswagen and Volkswagen Commercial Vehicle retailers across six counties, is now part of the IMI-accredited family.

The group's Senior Leadership Programme has been approved as an IMI Accredited learning programme. Not only that, it's the first of its kind in the UK.

The IMI's UK Business Development Manager, Chris Cotterill, said: "Raising the standard of leadership and management in the industry is one of our campaigns for change. This is a great example of a high-quality programme and one that results in the candidates achieving FIMI level of IMI membership upon completion."



FAREWELL TO BARRY AFTER 50 YEARS

A stalwart of the automotive industry and a champion of the IMI's work is retiring from the industry.

Barry Illing MIMI, Director of Roadfleet Forte Ltd, a commercial vehicle compliance check business established

in 2007, has spent his career improving commercial vehicle compliance standards.

With ten years' workshop experience, including a four-year apprenticeship, followed by more than 27 years in fleet management, Illing was active in carrying out vehicle exit gate sample checks and

permitted weight compliance audits. Prior to this, his roles included Transport Manager within local government and Road Fleet Manager for the largest rail freight operator in the UK.

Illing has been a supporter of the IMI's Professional Register and employer recognition scheme. He has made a huge contribution to the motor industry by making information on legal compliance more user-friendly and producing a compliance tool for identifying areas of failings and monitoring actions implemented.

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DEEPEST SYMPATHY TO THE
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Victor Chawner

FIMI, Leicestershire, aged 75

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Kishur Mehta

MIMI, Essex, aged 78

Robert Muschamp

MIMI, Devon, aged 93

Norman Stedman

FIMI, Essex, aged 94

Michael Watts

AMIMI, Gwent, aged 31



CELEBRATING AUTOMOTIVE EXCELLENCE

THE IMI DINNER is on the horizon. This prestigious annual event is a wonderful opportunity to celebrate with your peers, family and friends, recognising the incredible talent, commitment and passion driving the sector forward. The evening will include special guests and after-dinner entertainment.

During the night, the winners of the IMI Awards will be announced as we come together to celebrate the amazing talent in our industry and some of the wonderful work that has been done.

This year's award categories are:

- Full-time student of the year
- Apprentice of the year
- Contribution to the work of the IMI
- Outstanding contribution to the motor industry
- Partner of the year
- The Patrons Award 2022

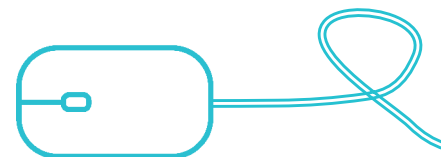


The IMI Dinner will be held on Thursday 17 March at the InterContinental London, Park Lane.
Book your tickets at tide.theimi.org.uk/industry-latest/events/imi-dinner



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AYUB MOOSA

The head of The Manchester College's automotive department explains his a career diversion, having swapped computing for helping talented youngsters succeed



What made you chose automotive as a career path?

If I'm being honest, when I left school, I wanted to do computing. It was all about the shift from something called a 486 PC to a Pentium. That was the big "wow" moment for the computer sector at the time.

I went to college and joined the computing class, but I turned up for day one of it and hated it, because they put me into computer programming.

"THE MAIN THING IS TO CONCENTRATE ON THE POSITIVES AND NEVER STOP LEARNING AND SHARING WHAT YOU'VE LEARNED"

I went to get some career advice and they directed me to automotive. To be fair, my father used to work in a car accessories shop and I would go and help out sometimes, so I knew the different parts. It certainly helped that I knew what a brake pad was or what an alternator was.

How did you progress from there?

The more I studied automotive, the more I wanted to do it, and eventually an opportunity came up to get a job working for a Volkswagen dealership. It was just upwards and onwards from that point on really.

How did your career develop after you finished studying?

I studied and worked at Blackburn College from 1995 until 2016. My apprenticeship morphed

into getting a job as a technician at the college. As a technician, I was looking after all the tools and equipment in the workshops, the ramps and the cars, working with the lecturers to ensure all the equipment was working.

From there, I became an assessor at the college, followed by roles as a teacher and a manager. The beauty of my career is that I've done every role; I know what it's like to be a technician, an assessor and a teacher. I've held each of those roles.

How has all that experience helped you in your current role at The Manchester College?

I know what the challenges are, and I know the mindset of the team and the students.

My current role throws up challenges every single day, but my experience

makes it easier. It means I know when I need to step in and interject, and most importantly, having done it for so long, I can almost foresee issues coming down the line.

What piece of advice would you give to the next generation of talent looking at automotive as a career?

I'd say some days are good, but some days are hard. The main thing is to concentrate on the positives and never stop learning and sharing what you've learned. That's the bit people forget; they get the information, they learn it, but they don't pass it on.

Ayub Mooosa is Director of Automotive and Logistics at The Manchester College

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