



Jan Kaye - P4
Building High
Performance Teams



Dawn Gibbins - P5
Business Woman
of the Year

THOMAS
INTERNATIONAL™



news

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Martin Reed, CEO
Thomas International UK

In 2003 we exceeded our expectations in a market that has seen much consolidation. Our people play a vital part in this and without their dedication we would not have been able to achieve all that we have.

2004 sees us heading into an industry drawn together by the BTPA (Business Test

Publishers Association). Working together with our main competitors we are able to consistently improve the quality of published assessments, the professionalism of their use and the understanding of their benefits. This in turn will deliver huge benefits to you, the test users and takers.

In product terms, we have grown our online delivery of assessments by 50 per cent over the last year and we are committed to exceed this growth in 2004. Our online service offers tremendous potential beyond just recruitment, its application extends to the growth and development of your people, enabling them to realise their full potential.

2004 also sees the launch of our range of modular training courses. The modular system has been developed to enable complete development programmes to be tailored to meet specific training needs.

I wish you all a good Christmas and a successful New Year.

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Thomas sponsors Recruiter 2004 Awards For Excellence

Thomas International will be sponsoring, for the second successive year, the third annual Recruiter Awards for Excellence, the ultimate recognition of excellence in recruitment practice. This is now established as the leading event in the recruitment industry calendar. The awards will take place at Le Meridien Grosvenor House Hotel on Thursday 1st April 2004 where Thomas will be hosting a champagne and canapés reception. The awards recognise and reward innovation, best practice and quality of service in recruitment. They are also an important opportunity to celebrate the achievements of the recruitment industry's finest. 19 awards will be presented to companies from all over the UK.

Martin Reed comments "We are delighted to be associated with the awards again this year. The market place



has been tough in the last couple of years but these awards are evidence that businesses have emerged stronger than ever. The awards are also a fantastic opportunity to receive recognition from your peers and celebrate your success. A motivated and committed workforce is the biggest advantage any company can have. Profiling enables organisations to promote self awareness, increase self-esteem and boost self confidence."

Whats new?

New Sifting Product

A new sifting option will be available in the Thomas Software Suite in the New Year. This will enable you to search your database much more effectively for people for a specific job. You can view all job roles available within your organisation and from this you simply select a specific one e.g. office supervisor. You can then search for profiles with the best 'fit' for that role. The people identified will be ranked in order of goodness of 'fit'. This will help you to be much more effective in identifying potential candidates within your existing employee base for different jobs.

The sifting option will also enable you to find jobs for a specific person – an internal or external candidate. This could be used to help with graduate recruitment. It will enable you to search your database for all graduates you have profiled and give you an indication of the goodness of 'fit' for the role.

International

New International Distributors



Two new distributors have been appointed in Germany. **Torben Aaskoven** will be responsible for Northern Germany, operating from offices in Hamburg and Berlin. His geographical area will cover Berlin, Brandenburg, Mecklenburg - Vorpommern, Hamburg, Bremen and Schleswig-Holstein. **Wilfried Mäetzler** will cover Baden Wurtemberg and will be based in Lindau in Southern Germany.



Thomas are expanding rapidly in the US and this month saw the appointment of two new Distributors in the USA. Based in Florida, **Aguinaldo da Silva** and **Jean Macintosh** will work with the many multi national accounts operating and expanding within the region.



Launch of multi-lingual International website

Thomas International have launched a multi-lingual version of its website. It is now available in Dutch, Brazilian and French. Further languages available during the course of the year will be German, Spanish and International Spanish. When users log onto the site they simply click onto the flag of the language they require. This will then take them to the Thomas site in that language. Their details will be stored and they will be redirected there when they next log on.

Gordon Stolliday, Chief Executive International comments "The multi-lingual site demonstrates Thomas' ongoing commitment to its International clients. Clients will now be able to complete the PPA online in their native language. The multi-lingual site also enables us to deliver an International service at a regional level. Each market presents different opportunities and each language site will reflect this by providing local news, articles and case studies."

Winner!

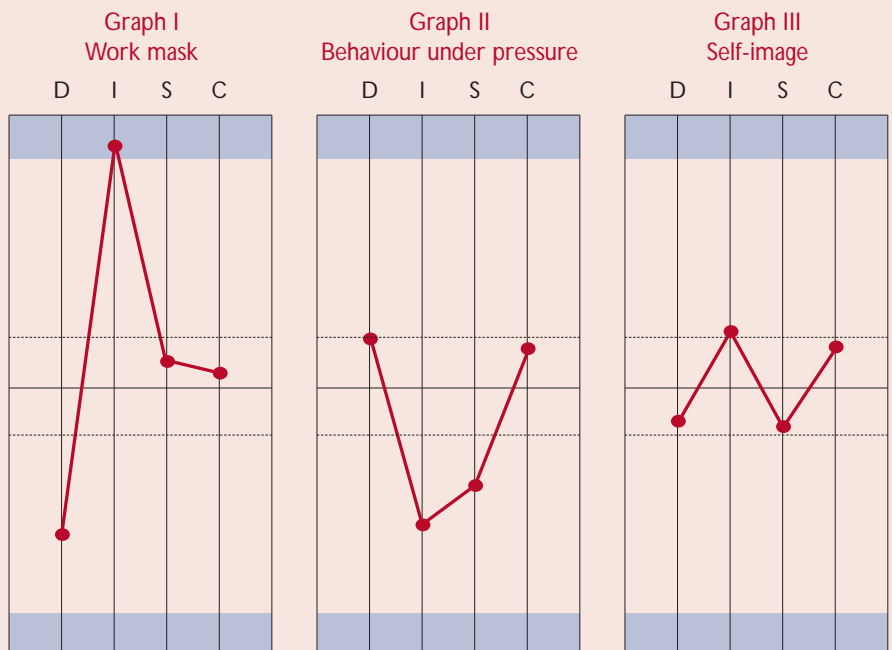
In the Summer 2003 Newsletter we gave you the opportunity to win a night of luxury at the exclusive Danesfield House Hotel and Spa when you completed and faxed back the feedback questionnaire.



The winner is **Simon Parsonson** of Southern Auto Trader. *Congratulations!*

Brain Teaser:

What are the 5 key features of this profile and what do they signify?



New modular training courses

Thomas is pleased to launch a new range of modular training courses. The modular system has been devised to enable development programmes to be tailored to meet specific training needs. They are designed to unlock people's potential and allow them to make a real difference to your business.

New modules available include:

Self Awareness
Selection Interviewing Skills
Appraisal Skills
Negotiating Skills
Leadership
Goal Setting
Communication
Motivation

The modular approach will give complete control and flexibility, allowing you to choose modules and slot them together to best suit your training needs. To this end some modules are a full day and others a half day.

The PPA identifies how people behave, their strengths and limitations, how they communicate and what motivates them. Only by improving their self awareness will they have the means to consolidate their strengths and compensate for their limitations. With these modules Thomas is now able to provide a range of competency based training that includes practical techniques to bridge the skills gap.

All modules have a practical bias and most incorporate a "Techniques Toolbox". The toolbox arms delegates with practical methods they can successfully implement in the work environment. Each module includes group and/or individual exercises that enable delegates to practice the application of the techniques. The exercises illustrate the different profiles' preferred work styles and how their own behaviour should be modified accordingly.

Each module helps delegates truly understand the competence. For example, Goal Setting looks at what goal setting actually is, why it is done and how it benefits the business. This module examines the needs of an organisation and helps people understand the role they play in enabling achievement of business objectives. With managers, the course looks at the relationship between their personal goals, their team member's goals and those of the business. The module illustrates to people how they actively contribute to the business. Departmental silos create barriers and this module helps goal setting be shared across the business. It gets managers talking to other managers and promotes continuous improvement.

At the end of a module each delegate will complete a Personal Action Plan that sets out the action they need to take in order to implement what they have learned on the course.



A Sample Agenda:

- Aims and Objectives
- Techniques Toolbox
- Delegate Exercise
- Modification
- Case Study
- Personal Action Plan

Benefits:

Flexible – pick and mix style enables you to choose the training you want
Choice - a broad range of competences to choose from
Practical Techniques - practical methods to implement at work what you have learnt on the course
Personal Action Plans – each delegate will complete an action plan

Update on Business Test Publishers Association

Thomas International is a founding member of the Business Test Publishers Association (www.btpa.org.uk) The BTPA works with assessment users, and professional and scientific bodies to consistently improve the quality of published assessments, the professionalism of their use and the understanding of their benefits and limitations.

www.btpa.org.uk provides up-to-the-minute information to anyone involved in assessment, training and staff development

The Association will also lobby UK and European legislative and policy-making bodies to ensure that assessments are used to the benefit of organisations, employees, job seekers, students, school-leavers and society in general.

The website, www.btpa.org, provides up-to-the-minute information to anyone involved in assessment, training and staff development: including HR and training staff; careers guidance professionals; developers, authors and academics

as well as those seeking work or wishing to develop their existing skills.

The Association wants your feedback and opinions on the industry, practical issues and usage trends. This will enable BTPA members to improve their tests and training so that they deliver maximum benefit to your organisation. One of the ways it aims to do this is with a series of short surveys on test related issues, conducted at regular intervals throughout the year. The first survey can be found at www.btpa.org/survey and we invite you to complete this so that the BTPA has as broad a range of responses as possible.

btpa

Business Test Publishers Association

Building high performance teams

Organisations face a tough economic climate and good teamwork has a vital part to play in helping a business achieve its objectives. To succeed a team needs the right proportion of people. The skills, experience and perspectives of a range of people need to be integrated.

Adair describes a team as "a group in which individuals share a common aim and in which the jobs and skills of each member fit in with those of the others". However, not only does there have to be 'fit' in relation to skills; people need to identify and understand the behaviour of their team members. So, how do you build a high performance team?

It relies on three factors:

Self and team awareness – identifying individual's strengths and limitations

Recognise different contributions – teams bring together complementary skills and experience

Plug the gaps – modifying behaviour brings enhancements to the team.

The board of a company must be comprised of people who will drive the business forward, in other words High Ds. But it also needs a representation of other elements to ensure it's not totally disengaged from the operation of the business. It is these different behavioural elements, combined with a lack of understanding of what each brings to the party, which can cause tension within teams. It is a level of understanding that some teams seem unable to achieve.

A familiar team model defines four stages to team development – form-storm-norm-perform. Within this model we can see clearly how the three success factors can be applied.

Forming a team is a crucial first phase. What kind of team do you want to create and what types of people do you want in it? A company board can work in a very different way to a project team. In order to drive the team forward to achieve goals and objectives there needs to be a certain amount of D in the team. However Low Ds will regard a High Ds approach as similar to that of a bull in a china shop. The High Ds on the other hand will regard Low Ds as not bringing very much to the party with their overly hesitant approach.

Low Is will view their High I team members as superficial time wasters who are not taking matters seriously enough. High Is will regard Low Is as taking all the fizz out of the lemonade with their dour, pessimistic approach.

The second phase – storming – is where teams can hit a glass ceiling. It is about discussion and debate but can turn into a 'blame-game' with people pointing fingers at the perceived shortcomings of others. One factor that differentiates "dream teams" from "teams from hell" is a strong platform of understanding. Self awareness and an awareness of other people's style is crucial if a team is going to reach more ambitious performance goals. There needs to be an acceptance that WE have a joint problem and WE need a joint strategy to tackle it. Differences are not good or bad, better or worse



Jan Kaye

If the team is comprised of High Ss they will tend to accuse the Low Ss of achieving very little, that they are too busy being busy. Low Ss will accuse High Ss of putting a brake on things, not allowing them to get on as quickly as they would like. If we look at how High Cs view Low Cs there is similar tension. A High C will regard a Low Cs approach as too cavalier and casual – they could view them as a bit of a maverick. The High Cs regard Low Cs as being picky to the point of obsession.

A High Performance Team will be aware of the work styles of the different profiles and that each contributes to the team in its own way. Each member must recognise their own limitations and recognise that there are people on the team who can do things better than themselves. People need to cover the bases they are good at and concede to others where they are better.

Recognition plays an important part in the norming process. This is where a team will start to relate to each other, build commitment and achieve consensus. They don't have to agree but must concede that others have a valid point of view.

A successful team will commit to group decisions, even though they might To gain commitment and maximise the performance of the team people need to modify their behaviour to complement those of their team members. A High D will want to compete and be put under pressure. They will expect freedom and authority, innovation and diversification. A High I will flourish if they are given credit within the company for their accomplishments. They will want the opportunity to work through and with people and public recognition. They will expect favourable friendly relationships, group activities and lots of people. A High S will do best in a stable familiar environment, with specialised work that requires patience. They will expect structure, sincerity and a secure environment. A High C will want systems to work to with clearly defined objectives and requirements. They will expect an ordered environment, reassurance and all the facts.

Teams fail because of mismatched needs, unresolved conflict, personality clashes and lack of trust. All these can be addressed through understanding and recognising how each person in the team behaves and responds in different situations. Self awareness will create a strong platform of understanding from which more ambitious performance goals can be achieved.

Inspirational Leadership

Dawn Gibbins MBE is a leading player in construction and manufacturing. In April 2003 she won the prestigious Veuve Clicquot Business Woman of the Year, joining a 'who's who' of previous winners including Anita Roddick and Barbara Cassani. The award recognises women of achievement who work in businesses and industries that contribute to the economic life of the country.

Dawn is the founder and chairman of Flowcrete, which specialises in the manufacture of industrial and commercial flooring. Since the company was launched in 1982 its rise has been meteoric. It now turns over more than £25 million a year and has 20 offices around the globe, with manufacturing centres of excellence in the UK, Asia, US and Sweden.

Flowcrete is one of the world's leading suppliers of specialist flooring to a wide range of industries. Blue chip clients such as Mars, Vauxhall, Jaguar, Pfizer, Roche and the Lear Corporation have all been floored by Flowcrete. Commercial flooring clients include Debenhams, Marks and Spencer, the Ministry of Defence and most of the UK's major airports.

Over the years I've made some real gaffs, particularly in the area of employment, but I've also learnt a great deal along the way. I've learned to understand my strengths and to employ people whose strengths complement my weaknesses.

When I founded the company I came up against the same challenges all MD's face at the start. Over the years I've made some real gaffs, particularly in the area of employment, but I've also learnt a great deal along the way. I've learned to understand my strengths and to employ people whose strengths complement my weaknesses. I've also forged the belief that there is a need to generate and communicate a clear vision, to have focus and energy, to be a champion of change and to stand out from the crowd. The most important lesson I've learned is to employ the right people – and then keep them. I see my business philosophy as being based on 'inspirational leadership.' I've broken down my version into five manageable areas.

Flowcrete
FOR THE WORLD AT YOUR FEET



Secrets of Successful Leadership: Dawns 5D's

- 1. Dream** See the future and then effectively communicate it. Outline to all what the future is perceived to be and how that future will affect the business. The issue is then to get everyone in the organisation involved in that vision and its implementation – involvement is the key.
- 2. Dare** Dare to be different, stand out from the crowd and challenge convention. We at Flowcrete are daring to be different in our industry, for example launching a WOW campaign - a 'War On Waste.' We are also committed to not using harmful solvents – I lost my father to cancer and such products were believed to have contributed to his death. An organisation needs to be inspired from the top down and leaders need to engender within their people the sense of belief that they can succeed. That belief needs to be communicated to everyone.
- 3. Discover** Go on a voyage of self-discovery. Identify your strengths and weaknesses and work with people who balance your character. Good leaders need to be aware of their own as well as their employees' strengths and limitations. There can be a tendency for people at the top of an organisation to surround themselves with people who think and behave the way they do. Teamwork is all about complementary skills and recognising that others bring valuable and different skills to the party. A team's strength lies in its diversity. Insights into their behaviour, with tools such as the PPA, leads to a greater understanding of why people behave the way they do.
- 4. Develop** Go all out to find the right people and then pull out all the stops to keep them. At Flowcrete we call HR Happy Relations, not Human Resources. People work best when they are happy – not just in their job but in their lifestyle. Motivate and inspire them. Think of life/work balance, treat them with respect – and view them as your most valuable asset. The right people will enable you to exceed your customers' expectations. They are the most important link in the chain.
- 5. Do** Adopt a 'can do' culture. I've a 'Dawn's Do It Policy:' Do it Differently (Surprise Your Customers), Do it Better (Than your Competitors), Do it Flaunt it (Expose Yourself – Get Noticed), Do it with Passion (Passion to Please), Do it Enjoy it (Make Friends – Network).



Howard Thomas
BSc(Hons), MSc

Creating 'fit' in the workplace

Howard is a specialist in change management and performance coaching. He has been working in both professional sport and the corporate sector since 1995 (Prior to that he worked as a stockbroker in the field of portfolio management for 15 years). He is currently working as a consultant, with a number of the Sunday Times 100 Best Companies to Work For, advising on the connection between performance and morale.

He worked with Gloucestershire County Cricket Club from 1995 – 2001 as psychological consultant, helping them to achieve five consecutive Lords final wins. Over the last two years, he has become increasingly involved with researching emotional intelligence in the workplace and the correlation with successful leadership. Howard is a regular contributor to radio and television on motivation and health promotion.

What is the most important ability of a leader? My suggestion is selection. Talent lies in the choices they make and their success or failure depends on their ability to put the right people, in the right jobs, at the right time.

A chronic problem businesses face, and a reason many haemorrhage money, is their non scientific and ill disciplined approach to the selection and development of their most important asset – their people.

The best managers I work with are uncompromising in their pursuit of 'fit'. They are unyielding in their zeal to find a match with candidate and job and candidate and team. They also know that it is psychology not capability that maximises performance.



A formula that illustrates this is:
Performance = Capability x Psychology.
Capability concerns a person's skills, resources and environment; but the real bang for an organisation's buck comes from the individual's psychology. Too often companies erroneously recruit on the strength of a CV, which leads to casting errors. Psychology is defined, as a cocktail of the following components
Fluid Intelligence, Psychometric Profile, Emotional Intelligence

Casting errors are a major reason for low morale. Poor selection results in managers constantly attempting to make up for their own mistakes! This is done by: Trying to put in what's left out, rather than pulling out what's left in. Lack of fit means that 70 per cent of people leave their boss, not their company. In contrast, Coaching fit is concerned with higher human values, self development and self understanding.

The overall goals of coaching include:

- Developing and encouraging the individual's personal best
- Keeping the individual forward focused and always aware of new opportunities for growth and development
- Working through any obstacles to change and to overcome any self sabotaging or self limiting beliefs
- Maintaining a balance between professional and personal life

Coaching is where:

- Knowledge is generated internally, not just from external sources
- The gap between real and ideal is identified

- Motivation is intrinsic. Coaches cannot sustain motivation in individuals. They examine and clarify the individuals values, purpose and vision, and collaboratively set goals that pull (not push) the individual towards achieving them
- A performance zone is defined

A performance zone allows the future to be created not predicted. It allows for a feeling of uniqueness (me) and integration, a union of contribution to a purpose beyond self (we).

Combining the me and we describes the mechanic of highly effective teams. Loss of self- consciousness becomes apparent, as team and task merge to become one embodiment of purpose. The emphasis is on process not outcome, with the focus on hitting the sweet spot.

Fear of failure is a primary culprit for an opposite condition. Choking is when competency levels fall, a response to the perception of pressure. The mind tunes in to outcomes that are uncontrollable and emotion overshadows all.

At its best, business can be described as a human adventure capturing a fascinating construct, in which people are invited to join the explorer zone, in a journey to now. There is a deliberate lack of preconception, with an emphasis on seeing with fresh eyes. The search for excellence requires curiosity and investigation; and the need for individuals to have sufficient self-esteem to feel safe travelling to destination unknown! Emphasis is on performance, learning and enjoyment; with the belief that flocking hearts and minds will always prevail.



The Organisation

Southampton University Hospitals NHS Trust (SUHT) is one of the UK's most successful healthcare organisations. It provides local hospital services to some 500,000 people living in Southampton and South West Hampshire. It also provides specialist services such as neurosciences, cardiac services and children's intensive care to more than 3 million people in central southern England and the Channel Islands. It is a major centre for teaching and research in association with the University of Southampton, including the Medical Research Council, The Wellcome Trust and Cancer Research Campaign.

The Issue

There are over 7000 people employed by SUHT which includes clinical and non-clinical staff.

The Commission for Health Improvement publishes performance statistics for English NHS trusts. The star rating system was launched two years ago by the government to standardise performance of the trusts. The star ratings are seen as a means of driving up standards and making managers more accountable to the public.

The ratings rank the clinical and managerial effectiveness of every NHS trust in England. The trusts are given a star rating, from zero at the bottom of the scale, to three at the top, to give patients a simple gauge of how well local health services are run. SUHT is a three star hospital.

Management teams in SUHT need to deliver on the three star promises and look to the trust for development and help in terms of the way they work together.

Bruce Marshall, Training Manager, comments "It is essential for management teams within the NHS to be as effective as possible. The hospital has very clear goals and objectives in terms of patient care and it is the management team's responsibility to ensure these are met. Sometimes teams encounter difficulties and are not as cohesive as they could be so we wanted to address this."

The process of completing a Team Audit is extremely powerful and gets out all the things that may have been festering. It is invaluable in opening the lines of communication.

The Solution

SUHT used Thomas International to help with its team and management development needs.

Marshall continues "As part of their ongoing development, we offer management teams the opportunity to go off site for a day and look at the way they work, how they appear to each other and to people externally. We profile the individual members of the team with the PPA and then complete a Team Audit. The process of completing the audit is extremely powerful and gets out all the things that may have been festering. It is invaluable in opening the lines of communication."



A Team Audit allows an organisation to identify the actual team culture, assess the team members and provide a gap analysis in terms of behavioural and role shortfall. The six questions are designed to identify what best describes what is expected of the team.

The audit brings differences into the open and allows people to talk about them in a non-threatening way. It describes the problems they have and helps them work through them.

"For example, one team may comprise a Business Manager, a Clinical Director, a Senior Clinical Nurse and an Accountant. They all have a different focus on the overall objective. Generally the Business Manager's responsibility is to deliver the hospital's overall objectives and balance the budget; the Clinical Director is responsible for the doctors and patient's clinical treatment; The Senior Clinical Nurse is responsible for the nurses and patient care; and the Accountant is concerned with the figures. There can be tension created by the team's different individual objectives."

"Team Audit brings these differences into the open and allows people to talk about them in a non-threatening way. It describes the problems they have and helps them work through them."

The Trust also uses Thomas on its Intermediate Management courses, which last a week. For one day in the middle of the course, people are taken offsite for some form of outdoor activity where they are personally challenged. This is followed by a session on Thomas International where their individual profiles are explained to them and what this means in relation to their approach, experiences and interaction with others. People have generally found the profiles to be an extremely accurate reflection of how they behave in the work environment."

"The PPA means that people are aware of their own as well as others work styles. They are able to understand their team members, what their goals and objectives are and how they will work to achieve them. At the end of the day our teams are only as strong as the individuals who make them up so it is essential that each person is working fully to their strengths and building on other team members strengths. The PPA helps them to do this."

COURSE DATES 2004 > At a glance schedule

Thomas International offers a range of dates and locations throughout 2004 for PPA Practitioner Levels 1 and 2 as well as TST. We monitor and review these locations throughout the year to ensure they complement the excellent level of training you receive. For 2004 we have introduced three new venues which are The Holiday Inn Maidenhead, HQ Global Workplaces, St James's Square, London and The Bristol Golf Club. HQ Global

Workplaces is a dedicated, high quality training facility located in a superb period building in central London. The Holiday Inn Maidenhead was completely refurbished in 2003 and is within easy access of the M4, M40 and M25. It offers an extremely high standard of conference and delegate facilities. The Bristol Golf Club is set in 200 acres of historic parkland with magnificent views over the Severn estuary and surrounding countryside.

PPA Practitioner Level 1												
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
MAIDENHEAD, HOLIDAY INN		18/19	17/18		5/6	9/10	6/7		1/2	5/6	3/4	
LONDON, HQ GLOBAL WORKPLACES, ST JAMES'S SQUARE	27/28	24/25	23/24	27/28	26/27	29/30	28/29	11/12	21/22	20/21	23/24	15/16
SOLIHULL, RENAISSANCE	20/21		10/11		19/20		13/14		7/8		17/18	
BRISTOL, THE BRISTOL GOLF CLUB			2/3			2/3			14/15			
SUNDERLAND, MARRIOTT			24/25							19/20		
BURY, VILLAGE HOTEL					12/13					12/13		
GLASGOW, MARRIOTT						15/16						
EDINBURGH, MARRIOTT		4/5								26/27		
ROTHERHAM, HELLABY HALL	13/14	24/25		6/7		23/24		25/26		5/6		

PPA Advanced Practitioner Level 2												
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
LONDON, HQ GLOBAL WORKPLACES, ST JAMES'S SQUARE			25						23			
SOLIHULL, RENAISSANCE				20		15						
ROTHERHAM, HELLABY HALL			16						29			

TST Dates												
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
MAIDENHEAD, HOLIDAY INN			16			8				7		
LONDON, HQ GLOBAL WORKPLACES, ST JAMES'S SQUARE		26			25			10			25	
SOLIHULL, RENAISSANCE			2							14		
ROTHERHAM, HELLABY HALL				27				24				

TEAR OFF AND KEEP THIS PAGE FOR AN AT-A-GLANCE SCHEDULE FOR ALL THOMAS INTERNATIONAL COURSES

For more information or to book a place on any of the courses below please contact Thomas International on **01628 475 366**

Explanation of Brain Teaser

1. Tight Graph III indicates frustration.
2. Single Grey Zone High Influence on Graph I indicates the likelihood of a temporary mercurial change from very intense interpersonal contact to standing back from people.
3. Steadiness crossing the line on Graph I indicates a slowing down of pace.
4. D = C on Graph II indicates vacillation in decision making.
5. Dominance crossing the line in Graph II indicates becoming more forceful and determined.

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