



P2 - NEWS
New Appointment
Peter Farrow



P6 - CASESTUDY
AndersElite

ThomasWorld

THOMAS
INTERNATIONAL

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www.thomasinternational.net



**We've
grown**

...more people
...more courses
...more products

New...

Bespoke PPA reports

Thomas is delighted to announce bespoke PPA reports. For the first time ever clients will have the opportunity to tailor a PPA report to their individual needs.

More on Page 3

Enhancements to Thomas Team System

In response to client feedback we have made several important enhancements to the Thomas Team System.

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Thomas sponsors Recruiter Awards for fifth consecutive year

Thomas International is delighted to announce that it is sponsoring, for the fifth consecutive year, the Recruiter Awards for Excellence 2007. The awards recognise excellence in the recruitment industry and reward innovation and best practice. The ceremony will take place on Tuesday 27 March at the Grosvenor House Hotel, London.

The awards are judged by a panel of 21 people representing significant depth of expertise across the recruitment industry, human resources, resourcing, corporate finance, government policy and HR. Martin Reed, chairman and chief executive of Thomas International comments: "The professionalism of the awards just gets better and better, which is reflected in the huge number of applicants year on year. The recruitment industry is an important part of our business so we are delighted to be able to support and encourage it by sponsoring these awards."



Download a PDF of this newsletter@ www.thomasinternational.net

New appointment

Thomas announces Peter Farrow as Managing Director, Thomas UK



Peter Farrow

Thomas, and indeed the assessment industry in the UK, has changed enormously in the last 5 years. I joined as a consultant in 1997 and PPA was at the heart of the solution we offered to help clients with the people issues they faced in their business. Times have changed and we now have 70 consultants across the UK working with over 5000 clients. Our product range has massively expanded so that it now

includes a comprehensive range of business assessment tools that make a real difference to your success and profitability.

We have a vast range of PPA reports, 20 and growing, which can now be tailored to suit individual roles and specific requirements. We offer both on and off line aptitude and ability tests,

“Thomas is growing, both in the UK and indeed internationally, and my role will be to help steer the company forward to achieve our goal of being the leading provider of assessment tools in the UK market.”

an Emotional Intelligence Questionnaire, a vast range of Skills testing through Skills Online as well as new public courses to train and develop your skills in each of these. 2007 will see even more new products added to the Thomas portfolio. The testing industry in the UK is worth an estimated £120 million (BTPA) and brings with it huge opportunities to build, develop and provide innovative and creative assessment solutions for UK businesses

and their people needs. Thomas is growing, both in the UK and indeed internationally, and my role will be to help steer the company forward to achieve our goal of being the leading provider of assessment tools in the UK market. We have a fantastic team here at Thomas and very loyal and supportive clients. Growth is a two way process and we look

to you, as clients, for your feedback and advice on how we are doing. Our new product development is there to help you in your businesses and we need to make sure that we do just that.

I want to thank all of you for your continued support and look forward to sharing the exciting new developments with you in 2007.

Peter Farrow, Managing Director

Thomas launches...

New topics for ongoing training and development

This is a series of workshops designed to enhance and build on your knowledge of the **Thomas System** and how it can be applied to make a dramatic impact on your business. The **workshops** take the format of a morning session, **9.30am – 12.45pm** and conclude with a buffet lunch and the opportunity to talk to other Thomas users, sharing your experiences.

The topics for 2007 will be:

How to get the best for your business from Thomas Online

Emotional Intelligence: What is EI and the implication of it in your business

PPA Refresher

A full list of dates and venues as well as information on how to book appears at the back of this newsletter.

For further information or to book a place please call **Anna Whicker** on **01628 475 366**



New Birmingham office

Thomas are delighted to announce the opening of a new Birmingham city centre office. Located in Brindley Place, at the heart of the business district, it creates a firm footprint for Thomas in Birmingham and the West Midlands.

As the number of consultants in the region increased so did the need to be able to provide an office as a base to support existing clients. Sam Lotriet, Sales Manager for the West Midlands comments "The West Midlands, and Birmingham in particular, is hugely important to Thomas as a business and our investment in the area underscores this. Three new consultants join the Birmingham team in January, bringing the headcount to seven and we will be looking to increase this during 2007. We will also be able to provide additional support and help to clients in the form of a client co-ordinator, who joins us in January. We have some

"Birmingham in particular, is hugely important to Thomas"

fantastic clients in this region and the new office will enable us to help and support them much better as our team here grows."



Bespoke Reports

We have had a growing number of requests for the ability to tailor **PPA reports** for specific people or recruiting/developing certain roles within the organisation. We are now able to offer the facility to create reports based on constituent parts from our large range of existing PPA reports.

How will I be able to create my own report?

Each PPA report is comprised of different sections for example, Executive Summary consists of:

- General Characteristics
- How to Maximise Potential
- Responsibilities Appropriate

The main headings of the How to Manage report consists of:

- Managing
- Motivating
- Communicating
- Directing
- Supporting
- Delegating

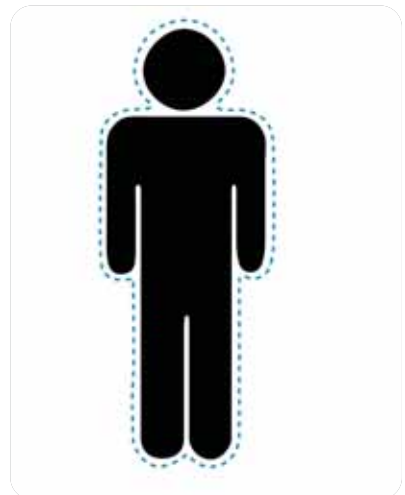
And for a Call Centre Audit there are:

- Understanding and responding to client need
- Imparting information

- Problem solving
- Demonstrating persistence and sensitivity
- Response to peer work loads
- Managing aggression and understanding clients
- Proactively promoting products, services and concepts

Bespoke reports allow you to pick and mix headings for different reports – a minimum of 10 paragraphs to a maximum of 20. So, for example, you might be recruiting a Marketing Assistant and want to tailor their PPA reports, so you could select, using the above response as an example:

- How To Maximise Potential
- Responsibilities Appropriate
- Managing
- Motivating
- Supporting
- Imparting Information
- Problem Solving
- Managing aggression and understanding clients
- Proactively promoting products, services and concepts



Bespoke PPA reports - helping to find the right person for the job

Being able to tailor reports in this way allows you to set up and save your own standard reports for any position you might be recruiting for e.g. senior management, middle management or any specific functional division.

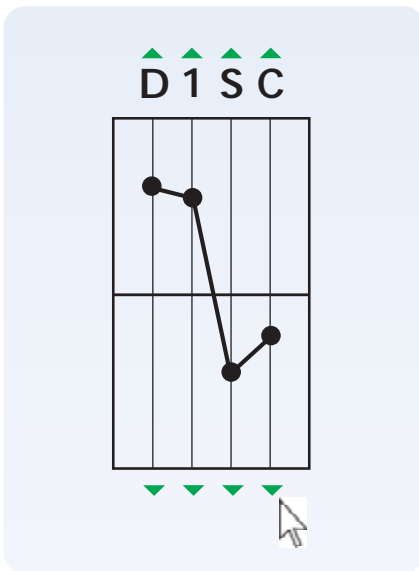
Team Audit Just Got Better!

In response to client feedback we have made several important enhancements to the Thomas Team System.

Team Create

This works the same way as Job Create. It is interactive and intuitive, allowing you to create the ideal team role as a graph shape. You are presented with four sets of words describing the main focus of the team under review and the main characteristics required for that team to be successful. You need to choose the most important characteristics for the team, selecting the first factor. For example you might need the team to be driven, assertive, goal oriented yet, influential & persuasive with a fair amount of pace.

You are then asked to choose the rest of the significant factors, which will be reflected in the graph shape. The result is a 'work in progress' graph.



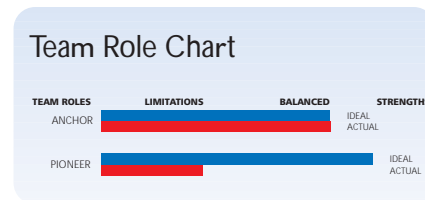
The green triangular buttons above and below the graph can be used to increase or decrease any of the factors. As you change the shape of the graph the basic combination descriptions change to reflect the different shape. Once you are happy with the shape of the team you can print a report.

Ideal Team Optional

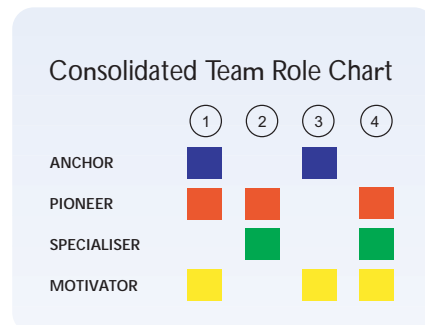
We developed this in response to feedback we received that not everyone wanted the paragraphs relating to the Ideal Team to be included in the report. So there is now a button to switch Ideal Team on or off. If the Ideal Team is switched on, a paragraph will be generated comparing Ideal to Actual with a 'Goodness of Fit' rating.

New Team Role Chart

We have designed a new colour coded chart which gives a clear overview of the proportion of each team role within the existing team. If Ideal is switched on the chart will show two bars for each team role: one showing Actual, the other Ideal.



We have also designed a Consolidated Team Role chart which is a colour coded grid with the team member's names and Team Roles presented in a matrix, for ease of reference.



Each chart will also incorporate a description of the Team Role.

The option to choose raw or adjusted scores

Some clients prefer to adjust the graphs and scores themselves rather than relying on the system to automatically provide the correction. In response to this we have re-designed Team Audit so that you can now choose if you want to see the Raw or the Adjusted scores.

Potential Conflict Warning

This is additional text in the report that highlights power struggles within the team. For example, if the team contains a majority of D profile individuals the report will highlight the potential challenges of how these individuals interact with each other and the effect that will have on the team as a whole.

“Some clients prefer to adjust the graphs and scores themselves rather than relying on the system to automatically provide the correction. In response to this we have re-designed Team Audit so that you can now choose if you want to see the Raw or the Adjusted scores.”

New public courses for 2007

Emotional Intelligence 2 day public course

Emotional Intelligence is an individual's capacity to understand and control their own emotions, and recognise those of others so that they, and others around them, can be as effective and productive as possible at work.

It's important in a work environment because technical skill, ability and IQ are only part of the story when it comes to predicting success. Behaviour and emotional competence have a large part to play in an individual's performance. Emotionally intelligent people cope better with stress, low morale, conflict, change and performance issues.

In 2006 Thomas launched the Thomas Emotional Intelligence Questionnaire as an accurate and

objective way to measure emotional competences in the work context. It helps you recruit more effectively, manage your people better, equip your managers with the skills they need to be more successful, facilitate more productive teams and enable better communication throughout the organisation. The Questionnaire can tell you how well people understand and manage their emotions, how well they interpret and deal with the emotions of others and how they use this knowledge to manage relationships.

The Questionnaire is underpinned by a leading International research programme lead by Dr K. V. Petrides at the Institute of Education, University of London. The current version of this instrument has been developed by Dr K. V. Petrides and Professor Adrian Furnham.

What you will learn on the Emotional Intelligence course:

- Understand the definition of Emotional Intelligence
- To give feedback in an effective and meaningful way
- To observe 'Best Practice' in the use of EI at all times
- To understand yourself and plan your own personal development
- Work with, and gain an understanding of, the Thomas Emotional Intelligence Measurement
- Develop confidence in interpreting and using Emotional Intelligence assessment results/scores
- Where Emotional Intelligence can add value in helping to; select, coach, manage and develop effective people



Aptitude and Ability Workshop

This is a new one day workshop that will train you to be able to administer Thomas' two aptitude and ability tests:

Tests for Selection and Training (TST) – pencil and paper based series of five normed ability tests

General Intelligence Assessment (GIA) – series of online aptitude and ability tests



What you will learn on the Aptitude & Ability Workshop

- Overview of the nature of psychological testing – what tests are and their benefits as well as the different categories of tests and their applications.
- Development history of TST and GIA
- The four stages of test administration
- How the tests are scored
- How to interpret the scores
- Using the test results, as well as the benefits of feedback
- How to give quality feedback to candidates taking the tests.
- Feedback exercises to practise
- Importance of reliability and validity, the principles of scaling and standardisation

AndersElite



AndersElite specialise in supplying permanent and contract staff to the built environment and associated professional disciplines. They create individual solutions that are tailored to meet exact needs, based on a close first hand understanding of their clients and their markets. AndersElite has a network of regional offices across the UK employing approximately 400 people.

AndersElite are part of the CDI Corporation. CDI is a professional services company that offers Fortune 1000 clients a cost-effective, single-source provider of high-value engineering, IT and professional staffing solutions. With more than 50 years in the industry and annual revenues in excess of \$1 billion. Mark Bull, HR and

Training Director at AndersElite comments, "For us, it's all about quality of service and the quality of the product we have to offer. Our people really are our business. We want the best to work for us, people who can in turn find the best people for our clients. This consultant/client relationship is fundamental to our business success."

"We take a lot of time developing our own consultant's core skills and a key skill for us is being able to develop relationships at all levels. We want to make sure that we bring the right people on board at the outset. To do this we have to identify what makes a good consultant by looking at the behaviours demonstrated by our best people."

"By identifying these behaviours present in our best people, we are able to profile them against potential new hires. If a person does not have the right skills then this isn't necessarily a problem, as they can be learned or coached by our internal performance and development team. However, learning and coaching is made easier if the person has the right attitude and behaviour to begin with in the first place."

"AndersElite use Thomas' Personal Profile Analysis (PPA) with their consultants. This helps us identify candidates who have the right attitude and motivation to be successful at AndersElite."

"Using PPA we identified that the ideal profile for us was that of a High D (Dominance - driven, assertive, goal oriented) combined with a High I (Influence - friendly, persuasive, outgoing, team player)."

"Using the Thomas profile as a benchmark when we recruit means that if we have someone in front of us who doesn't fit exactly we are able to probe with questions."

"We also knew that different profiles worked better in certain markets. For example, in Social Housing a High S, High C profile (Steadiness - good listening skill, amiable, persistent and dependable combined with Compliance - careful, systematic and precise) works best, but in construction we look for a High D - fast paced, competitive, assertive individuals".

"Profiling has enabled us to be much more flexible in our management style as people respond differently to different styles. By understanding what works best we are able to communicate better"

"Staff turnover prior to implementing PPA had been around 50% which is far better than the recruitment industry norm of 70%, and we estimate costs us around £1.5m per year. By selecting the right candidate first time we have radically reduced this number."

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TRAINING DATES 2007

PPA Practitioner's Workshop	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
London, Thomas Training Centre	9/10 30/31	20/21	6/7 27/28	17/18	15/16	5/6 26/27	17/18	7/8 21/22	11/12	2/3 23/24	6/7 27/28	11/12
Maidenhead, Holiday Inn	23/24		13/14		22/23		10/11		18/19		13/14	
Bristol, Ramada Jarvis		6/7				26/27			25/26			
Solihull, Renaissance	30/31	20/21	21/22		9/10	19/20	24/25		25/26	9/10	20/21	4/5
Rutland, Barnsdale Hall Hotel				24/25				1/2				
Rotherham, Courtyard by Marriott	24/25		13/14		23/24		10/11		18/19	17/18	13/14	
Bury, Village Hotel			28/29			6/7			11/12			
Sunderland, Marriott			7/8							30/31		
North Edinburgh, Holiday Inn		14/15					3/4					
Glasgow, Crowne Plaza						5/6				9/10		

Aptitude and ability	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
London, Thomas Training Centre		1 & 28	20	19		28			13		29	
Maidenhead, Holiday Inn					24							
Solihull, Renaissance			29							11		
Rotherham, Courtyard by Marriott			7									
Bury, Village Hotel									13			
Glasgow, Crowne Plaza						7						

Emotional Intelligence	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
London, Thomas Training Centre		22/23 27	13/14	24/25			25/26		4/5		21/22	
Solihull, Renaissance	16	15			22/23				11/12			
Rotherham, Courtyard by Marriott										3/4		
Bury, Village Hotel		20	6/7			13/14						
Glasgow, Crowne Plaza					16/17							

PPA Practitioner Development Workshops

These are a series of workshops designed to enhance and build on the skills you learnt at the two day Practitioner Workshop. Each one will focus on a specific issue or area of use.

How to get the best for your business from Thomas Online

March	Location
1st	Bury
6th	West Midlands
15th	London
20th	East Midlands
28th	Reading

Emotional Intelligence - What is EI and the implication of it in your business

June	Location
5th	Bury
12th	London
19th	Reading
21st	West Midlands
26th	East Midlands

PPA Refresher

Sept	Location
4th	Bury
6th	West Midlands
19th	London
25th	Reading
27th	East Midlands

Free Public Seminars

Our free Public Seminars are aimed at non-trained individuals who are interested in finding out about how psychometric assessment can be used in business.

Public Seminars

March	Location
1st	Bury
6th	West Midlands
15th	London
20th	East Midlands
28th	Reading

June

Location
5th Bury
12th London
19th Reading
21st West Midlands
26th East Midlands

Public Seminars

Sept	Location
4th	Bury
6th	West Midlands
19th	London
25th	Reading
27th	East Midland

For further information or to book call 01628 475366
 Quoting one of the references: Public Courses - Thomas 1
 PPA Development Workshops - Thomas 2, Public Seminars - Thomas 3



contact Thomas International on 01628 475366