



P2 - NEW LAUNCH

**Aptitude and Ability tests**



P6 - LEADERSHIP

**Ian Florance talks leadership and politics (but not together...)**

# ThomasWorld

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[www.thomasinternational.net](http://www.thomasinternational.net)



## Emotional Intelligence Questionnaire

**T**homas has launched a new personality assessment – the Thomas Emotional Intelligence Questionnaire. It is an accurate and objective way to measure emotional competence in the workplace.

The concept of emotional intelligence came from challenges that intelligence, or IQ, was the most reliable indicator of performance. However, IQ is only part of the story when it comes to predicting success. Success is down to technical skills, behaviour, personality and emotional competence. Emotion and behaviour have a massive impact on an individual's, as well as an organisation's, performance. *Continued on Page 4...*

**New...**

### Online Aptitude and Ability test

The General Intelligence Assessment from Thomas International is a new online series of aptitude and ability tests. The tests can be completed online, in real time, under invigilation.

They are an accurate and reliable predictor of a person's development potential – how quickly they can learn and retain new skills and procedures.

*Continued on Page 2...*

### Enhancements to Thomas Online

We are also able to announce several new enhancements to the web system, Thomas Online. We have added a new archiving function as well as the ability to assign a company or cost centre to a candidate. You are also now able to score TSTs online using your web units (the universal web unit will now cover all products including PPA, TST, GIA, Emotional Intelligence and Skills Online). In addition there is a new report available online - Interviewer's Guide.

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### MARTIN'S MESSAGE

**I**n our 26th year we have celebrated with the launch of over 100 new assessments for you to use throughout our website. The first you will read about is a personality based assessment called Emotional Intelligence. The second is our proctored version of GIA, which assesses the mental horsepower of individuals but is now delivered through the Internet. The third offers over 95 new assessments and training modules in the area of Skills testing. These include assessments such as testing on Word, Excel, Outlook email usage, PowerPoint, Access, selling, basic numeracy and literacy and now has the benefit of training individuals to become more proficient in these skills.

The real key for me has been to give you one website where you can choose and purchase all of these assessments through universal units. This removes any requirement of heavy investment in software/Internet licences and once a consultant has been in to demonstrate our innovations they are then all available to you in one place, with the benefit of one database for all candidates. I am so excited about our new website with its new developments I hope you will be also.  
**Martin Reed, Chairman and CEO**

Thomas launches...

## Online Aptitude and Ability Tests



### General Intelligence Assessment (GIA)

The General Intelligence Assessment from Thomas International is a new online series of aptitude and ability tests. The tests can be completed online, in real time, under invigilation. They are an accurate and reliable predictor of a person's development potential – how quickly they can learn and retain new skills and procedures.

#### The tests measure:

Fluid intelligence	Mental horsepower
Response to learning	Rate of learning
Mental processing speed	Concentration
Fast track potential	Ability to hit the ground running

The series contains five rigorous ability tests - reasoning, perceptual speed, number speed and accuracy, spatial visualisation and word meaning.

#### Benefits

- Online administration
- Normed ability tests
- No specialist knowledge required to interpret and understand scores and reports
- Objective and fair
- Accurate and reliable predictor of ability
- Applicable at all levels of the organisation across all job roles
- Identifies fast track potential
- Delivers the ability to benchmark and so raise standards

#### Applications

*What are the challenges GIA can help solve?*

High staff turnover  
 Poor performance  
 Un-cohesive teams  
 Ineffective management  
 Succession planning  
 Poor communication  
 Screening  
 Creating a talent pool  
 Personal development plans

## Driver Risk Assessment Report

This is a new PPA report that looks at the behavioural characteristics linked to high risk driving. The report compares a driver's preferred behaviour to the known high risk driving behavioural characteristics and gives a risk rating of 1-5. The behavioural core risk factors on which the Driver Assessment ratings are based have been derived from 20 years of academic research into the psychology of driver behaviour.

### Why assess driver risk?

There are over 3,500 people killed on British roads every year, and 25-30 per cent of these are work related. There are over three million company owned vehicles in the UK and 66% of these are subject to an insurance claim each year. High risk driving by employees can cost the company dearly.

Research shows that human factors contribute to around 95 per cent of road traffic accidents with a clear link between aggression, risk taking and impulsiveness and accident rates.

The Driver Assessment Report identifies those drivers that are at a higher risk of having accidents as well as specifically highlighting why they are at risk. By understanding the behaviours that contribute to a driver's risk of accident you can target training towards reducing the risk.

### Benefits of Assessing a Driver's risk of accident

- Reduced accident rates
- Reduced insurance premiums
- Identification of safe and unsafe drivers prior to employment
- Ability to benchmark and continually raise standards
- Identification of training needs and ability to differentiate between skills and attitude training
- Ability to tailor in-house training interventions to a driver's specific needs and capabilities
- Ability to identify and deal with driver behaviours such as road rage
- Due diligence shown with reference to Health and Safety regulations

New...

## Interviewer's Guide

Interviewer's Guide is a new report available on the web, which is free. It has been designed to help generate questions for use in an interview, for both personal development and recruitment. It asks questions in relation to the whole profile, including 'points to review'.

You will be able to receive Interviewer's Guide in three ways: PPA Report – when you buy a PPA Profile report the Interviewer's Guide will be incorporated. It will question major movements, if any, and question to dig deeper and verify the profile.

Interviewer's Guide will be presented as a separate report.

This means that you now receive Candidate Feedback and Interviewer's Guide FREE with every PPA Profile report purchased.

Job Description - Once a Job Profile/HJA has been completed the Interviewer's Guide will form part of that. In this instance it is a series of questions that enable the administrator to check that they have the right profile for the role. Does the job shape match what you want? The Interviewer's Guide will appear in the main body of the report.

HJA/Job Profile Comparison - Where you have completed a Job Profile and purchased ANY 12 unit report about that person (the one against whom you are comparing the job) you will receive the full Interviewer's Guide, reflecting the person in the context of the job. The Interviewer's Guide will appear in the main body of the report.



**You now receive Candidate Feedback and Interviewer's Guide FREE with every PPA Profile report purchased.**

## Website developments...

New...

### Archiving function added to Thomas Online



We have introduced a new archiving function to Thomas Online. As your database of candidates increases so do the number of 'old' or redundant records.

To ensure your candidate records remain up-to-date and as easy to search as possible we have given you the ability to archive, delete or re-profile candidates who have been on the system for 12 months or more. For any records that are older than 12 months the Administrator will receive a message giving three options – do you want to archive, delete or re-profile? Archiving old records will also ensure your system operates at optimum speed.

### Online Scoring of TSTs

You are now able to score TSTs online. There is no need to purchase separate TST units for this, your web unit now covers all. Simply input the raw scores and print off your report. You can use your web units for PPA, TST, GIA, Skills Online and Emotional Intelligence.

### Company and cost centres

All candidates on your system can now be allocated to a company and/or cost centre. This function can be used if you want to identify separate cost centres for different departments using the system e.g. HR, Sales etc..

It ensures use of units across the company is easily trackable and transparent. It can also help with invoicing issues, if cost centres are external e.g. recruitment agencies profiling their client's candidates as part of their service offering.

### Skills Online now available on the web

Skills Online, Thomas' skills testing and training module, is now available through the web system, Thomas Online. It offers a comprehensive series of skill tests designed to measure hard competences such as MS Office, call centre listening and keying, key board accuracy and secretarial skills as well as literacy and numeracy. It allows you to measure with certainty the proficiency of potential employees as well as establishing the range of existing skills within your organisation.

It also incorporates a training module that enables candidates to learn new skills where a training need has been identified. The training, like the test, is delivered in real time.

It is a pay as you go system, utilising the units you use for PPA and TST. When you are in the client side of the site you will see Skills Online as an option in the product drop down menu. You simply select your candidate from your database and assign the tests you want that person to complete. The relevant units will be deducted from your account.

# Emotional Intelligence Questionnaire



Thomas has launched a new personality assessment – the **Thomas Emotional Intelligence Questionnaire**. It is an accurate and objective way to measure emotional competence in the work place.

The concept of emotional intelligence came from challenges that intelligence, or IQ, was one of the most reliable indicators of performance. IQ is only part of the story when it comes to predicting success. Success is down to technical skills, behaviour, personality and emotional competence. Emotion and behaviour has a massive impact on an individual's as well as an organisation's performance.

## What is Emotional Intelligence?

Emotional Intelligence is an individual's capacity to understand and control their own emotions, and recognise and manage those of others so that they and others around them can be as effective and productive as possible at work. It is the awareness of and ability to manage one's emotions in a healthy and productive manner. Understanding and developing the emotional intelligence of your staff will create and build an organisation that will succeed.

## What is the Thomas Emotional Intelligence Questionnaire?

The questionnaire is comprised of 153 questions ranked through seven options from 'completely disagree' to 'completely agree', taking approx 20-25 minutes to complete.

It is underpinned by a leading International research programme led 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 (University College London) There are no right or wrong answers, or good or bad scores, simply facets that may or may not contribute to a job role.

The questionnaire gives a Global Emotional Intelligence score as well as four factors of broader relevance and 15 facets of behaviour.

The computer generated report shows the results graphically – on horizontal bar charts – as well as numerically.

How will it help my people and my business become more successful?

Business is built on people and if your people can communicate well, relate to others, handle change and collaborate as a team then you will succeed.

Emotional Intelligence will add to behavioural assessments, such as PPA, to give a more rounded view of an individual's potential. PPA indicates the individual's preferred working style and Emotional Intelligence indicates how well they are aware of and can manage their emotions and those of others.

# Global Emotional Intelligence

The Global Score provides a snapshot of a person's general emotional functioning. It is an index of someone's perceived ability to understand, process and utilise emotion related information in everyday life.

## Four further factors of broader relevance

- Well Being -** *Indicates how happy, positive and fulfilled a person is*
- Self Control -** *How able a person is at regulating external pressure and stress as well as controlling impulses*
- Emotional Skills -** *Can they perceive and express emotions and use these abilities to develop and sustain close relationships with others?*
- Social Skills -** *How good are their general social skills – can they listen as well as communicate clearly and confidently?*

### Benefits

- Enable people to harness the energy of negative emotions for positive outcomes
- Equip managers and their teams to cope with obstacles and disappointments better
- Give people the tools to become resilient to problems and persistent in pursuing success
- Help people to motivate themselves and others
- Give people the confidence and emotional ability to manage change, embrace new ideas and procedures and to welcome change as a step forward towards continuous improvement and development
- Improve communication through better interpersonal skills and understanding

## 15 Facets of Behaviour

FACET	WHAT IT MEASURES
<b>Adaptability</b>	Flexibility and adaptability to new conditions
<b>Assertiveness</b>	How forthright, frank and willing they are to stand up for their rights
<b>Emotion Expression</b>	Can they communicate their feelings to others?
<b>Emotion Management (of others)</b>	Are they capable of influencing other people's feelings?
<b>Emotion Perception (of self and others)</b>	How clear are they about their own and other people's feelings?
<b>Emotion Regulation</b>	Whether they are capable of controlling their own emotions
<b>Impulsiveness</b>	Whether they are impulsive or cautious, and less likely to give into their urges
<b>Relationships</b>	Are they capable of having fulfilling personal relationships?
<b>Self Esteem</b>	How self confident they are
<b>Self Motivation</b>	Their level of drive and persistence
<b>Social Awareness</b>	Their overall social skills e.g. how good at networking they would be
<b>Stress Management</b>	How capable they are of withstanding pressure and regulating stress
<b>Trait Empathy</b>	Can they see things from someone else's perspective?
<b>Trait Happiness</b>	How cheerful and satisfied with life they are
<b>Trait Optimism</b>	Their level of confidence and how likely they are to 'look on the bright side' of life

# Is leadership the art of never having to say you're sorry?

Ian Florance considers the world of politics and suggests what it can teach us about business leadership

Ian is Managing Director of OnlyConnect, a consultancy offering marketing and Human Resource services to organisations. Ian has worked for 25 years in the area of testing and assessment and is the secretary of both the UK and European trade associations of test publishers. He is also on Thomas International's Advisory Board.

Learning points: *Key leadership attributes are...*

Choosing and managing teams, Being an expert in one or more areas but NOT every area, Consistency, Integrity, Decisiveness, Two-way communication

The Conservatives and Liberal Democrats have new leaders. The Blair vs. Brown championship fight rumbles on. Tony Blair seems to see leadership as being true to your own convictions; not being swayed by flavour-of-the-month arguments; looking for constant change and improvement; using focus groups to inform, but not decide, his opinions; and measuring what's going on to see if things are working.

Running a political party is like running a large ( arguably not-for-profit ? ) organisation of any kind. So, what can we learn about the increasingly important issue of leadership from these political shenanigans ? [\\*\(see bottom of page\)](#)

What is a leader ? Borrowing from the respected US psychologist Bob Hogan, a leader's only job is to build teams that work. That was the success of Margaret Thatcher in her early years as PM and the disaster of her final years.

The obvious implication is that the key leadership skill is choosing and then managing people: not just as individuals but as people who work together. Of course great leaders will probably be competent in a specific area – economics, defence, health, marketing. They need to demonstrate that to win support. But ultimately their job is about people.

You can't demand respect as a leader. It has to be given. As soon as Blair started referring to his own leadership qualities –particularly after the Iraq war –opinion polls fell. Your background and experience count for nothing; every time you're in a new position ( or have a new employee) you have to prove yourself again.

So how do you generate what is sometimes called followership. As we say above, you demonstrate that you know what you're talking about in particular areas. You don't spring surprises. There are more books about leadership published each week than da Vinci Code spin-offs but ask most employees what they want from a leader and you'll get:

Integrity: this doesn't mean being a goody-goody. It involves



doing what you say you're going to do; not taking the short cut in pursuit of advantage; returning employee loyalty in kind. Tony Blair sees this as one of his strengths

Decisiveness: leaders are paid to make the difficult decisions, quickly, make sure they stick and take responsibility whether they're right or wrong. All great political leaders do this.

Communicating: if the leader doesn't tell you where he's leading you who else will ? Politics tells us that people see through professionally trained communication...what has become known as spin. Leaders should talk turkey in the language of the people they're talking to, not management-speak. They should spend as much time on listening and ensuring they listen to different sorts of people as on shaping what they say. Long term governments lose this balance; so do long-time managers.

The bottom line is that around two thirds of all leaders in Western business fail and even those who have been successful go past their sell-by date. Thatcher and Blair, two hugely long-serving Prime Ministers should have left earlier. A change would have helped them and their party.

Leadership has an element of ability – reading a balance sheet, understanding production, taking in market information. But it's largely about behaviour: the leader's own behaviour and his or her understanding of other peoples'. Maybe we ought to ask the major parties to use instruments like PPA in choosing their new leaders ?

\*They say never talk about politics and religion! So this article expresses no preference for any of these parties or leader's political programmes. We're concentrating on leadership style.

# CASE STUDY: TRENT BUSES

**T**rent Barton is one of the very few independent bus operators in the UK. Owned, managed and staffed by local people, they offer a more personal service than their much larger rivals.

The company employs nearly 1000 people in various parts of Derbyshire, Leicestershire and Nottinghamshire and runs a fleet of around 330 modern buses on a network of local routes. They have one of the most modern bus fleets in the country, with an average age of about 3 years. Over 70% of the fleet are easy-access, Super Low Floor buses and they are on target to reach 100% by the end of 2005, ten years ahead of Government targets.

“Our bus drivers are the public face of Trent Barton and we need to ensure they uphold and encapsulate our core values. We had to identify people at interview who would be friendly, outgoing and willing to develop good relationships with our customers.”

## The Challenge

Since the commercialisation of the bus industry in 1986 Trent Barton have carried out substantial market research to identify customers’ (and prospective customers’) needs. Outstanding levels of customer service have been a key differentiator for them as a provider.

“Our bus drivers are the public face of Trent Barton and we need to ensure they uphold and encapsulate our core values. As such we place huge emphasis on the softer/customer skills,” says Guy Gibson, training manager at Trent Barton Buses. “Each bus is in effect a mobile business and we need drivers who are proactive, forward thinking in terms of customer care and able to use their initiative to deal with a crisis on the spot. We know where our buses are at 5.30am before they leave the depot but after that they are solely in the care of our drivers. We had to identify people at interview who would be friendly, outgoing and willing to develop good relationships with our customers.”

## The Solution

Trent Barton used Thomas’ Personal Profile Analysis (PPA) to profile potential drivers as part of their recruitment process. In this way they could ensure their drivers have the right behavioural qualities for the job.

PPA assesses an individual’s behaviour in the work environment. It can answer questions such as – What are their strengths and

limitations? Are they self starters? How do they communicate? What motivates them? PPA enables people to become more self aware, which in turn gives them the means to consolidate their working strengths and compensate for their limitations.

PPA is a series of 24 questions on a forced choice “first impressions” basis, taking no longer than seven minutes to complete. The answers are charted on a graph under the four headings of Dominance, Influence, Steadiness and Compliance (DISC).

Gibson continues, “Getting the right people from the start was absolutely fundamental for us. Our people are the main reason we were voted UK Bus Operator of the Year in 1999, 2001 and 2003 and runner up in 2000 and 2002.

“Most of our 800 or so drivers work in small teams on regular routes and many are on first name terms with regular customers. We encourage people to take ownership of these routes. It is this personal service and attention to detail that has made us an award winning bus company, putting us head and shoulders above our competitors. It is much easier to train someone to be a bus driver than it is to train them to be nice. Each of our drivers greets people when they come onto the platform, they make eye contact and smile. This type of behaviour is difficult to train. By identifying people from the outset with these characteristics we are then able to focus on the skills we can change, such as their driving ability.”

“It is much easier to train someone to be a bus driver than it is to train them to be nice. By identifying people from the outset with these characteristics we are then able to focus on the skills we can change, such as their driving ability.”

“We are so confident in our customer service that we were the first bus company in the UK to introduce a no quibble, on-the-spot money back guarantee. In 2003 for every million tickets sold only 4 people asked for their money back. We are also one of the few bus companies in the UK to see a year on year increase in passenger numbers. In 2003 we carried 35 million people.

“Great customer service is the key to retaining passengers and the people we rely on for this is our drivers. The PPA means we are able to recruit drivers who will deliver on our company’s values. Its not enough to simply have a brand, quality of service is crucial to business success.”

# TRAINING DATES 2006

PPA Practitioner's Workshop	Jun	Jul	Aug	Sept	Oct	Nov	Dec
London, Thomas Training Centre	6-7 27-28	19-20	8-9	5-6 27-28	18-19	7-8	5-6
Maidenhead, Holiday Inn		5-6		12-13		15-16	
Bristol, The Bristol Golf club	20-21			19-20			
Warwick, Haseley Business Centre	21-22	26-27		6-7	10-11	1-2	6-7
Rotherham, Marriott		11-12		26-27	17-18	21-22	
Bury, Village Hotel				13-14			
Sunderland, Marriott					3-4		
Scotland, Grange Manor	7-8				24-25		

TST Workshop	Jun	Jul	Aug	Sept	Oct	Nov	Dec
London, Thomas Training Centre	8	25		7	24	9	
Maidenhead, Holiday Inn							
Warwick, Haseley Business Centre	20				12		
Rotherham, Marriott			15				
Scotland, Grange Manor	6						

Emotional Intelligence	Jun	Jul	Aug	Sept	Oct	Nov	Dec
London, Thomas Training Centre						21	

## 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.

**TST – what is it and how it can help in your people strategy**

Sept	Location
5th	West Midlands
12th	Manchester
13th	London
19th	Scotland
26th	East Midlands
28th	Leeds

The workshops will take the format of a morning session, 9.30am - 12.45pm, and conclude with a buffet lunch.

## 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**

Sept	Location
5th	West Midlands
12th	Manchester
13th	London
19th	Scotland
26th	East Midlands
28th	Leeds

The seminars are aimed at anyone responsible for the recruitment and development of people within an organisation.

The seminars will take the format of an afternoon session, between 2pm and 4.30pm.

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**