



P5 - THE OFFICE  
Our first Midlands  
office now open



P2 - NEWS  
Thomas becomes  
REC Business  
Partner

# ThomasWorld

Issue 9 | Winter 2006

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

## Thomas sponsors Recruiter Awards for Excellence 2006



**T**homas International is sponsoring, for the fourth successive year, the Recruiter Awards for Excellence 2006. The Awards are the ultimate recognition of excellence and reward the highest levels of client and candidate innovation in recruitment practices. The award ceremony will take place on Thursday 30th March at Le Meridien Grosvenor House Hotel, Park Lane. Last year's event was a resounding success with a record number of entries received and over 1000 recruitment professionals attending the ceremony. This year there will be awards for 19 categories. The awards are open to all recruitment firms operating prior to 1st January 2006. Whether you're large or small, generalist or specialist, there is a chance to win an accolade. [Continued on page 2](#)

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### Martin's Message

**A**s Thomas enters its 26th year I look back on 2005 as a major milestone in our history. Highlights for me include becoming a Thames Valley Employer of Choice at the Thames Valley Business Awards, as the award recognised that we really do practice what we preach. I was also especially pleased by the recognition of PPA by the British Psychological Society (BPS) - PPA is now a fully registered psychometric tool which only a handful of other tools have achieved.

2005 also saw the introduction of free job profiling, free Candidate Feedback reports and free Interviewer's Guide – all of which underline our commitment to help you make better decisions when it comes to recruiting, appraising and developing your people. Finally the introduction of PPA Development Workshops marks something very new. They are specially designed half day training sessions to help you sharpen your skills within the system uses and aid in your development as a PPA Practitioner.

*Martin Reed, Chairman and CEO*

### PPA is registered by BPS

PPA has received a Certificate of Registration from the British Psychological Society (BPS) to confirm that the English Language version of PPA meets all psychometric requirements for use as a psychological tool.

PPA was audited against the technical criteria established by the European Standing Committee on Tests and Testing of the European Federation of Psychologists Associations. Martin Reed comments, "This is fantastic news and confirms what we have always known that PPA meets all BPS criteria and can be regarded as a true and professional psychometric tool."

### New at Thomas...

#### ...our first Midlands office

Thomas is delighted to announce that it has opened a new regional office at Haseley Manor, Warwickshire. [See page 2](#)

#### ...Thomas becomes Business Partner of the REC

[See page 2](#)

#### ...Interviewer's Guide report

Interviewer's Guide is a new free report from Thomas. [See page 3](#)

#### ...Employer of Choice

Thomas International are recognised as a forward thinking organisation. [See page 2](#)

## New Midlands office



Thomas International is delighted to announce that it has opened a Midlands regional office at Haseley Manor, Warwickshire. ([www.haseleybusinesscentre.co.uk](http://www.haseleybusinesscentre.co.uk)) Set in private grounds, The Manor is located at the heart of the motorway network, close to Birmingham International Airport and train station.

As the number of consultants in the region increased so did the need to be able to offer an office as well as a venue to meet clients and host public courses. Clive Alexander, Central Regional Director comments "The new office and meeting venue at Haseley Manor combines the best of both worlds – superb meeting and conference facilities as well as a beautiful location. It really is a fantastic environment in which to work as well as learn." PPA Practitioner, TST, PPA Development Workshops and public seminars will be held at Haseley Manor in 2006. A full list of training dates is available at <http://www.thomasint.com/training/> or contact your consultant. Haseley Manor is also available to clients who would like to run in-house courses but are limited by space. *For more information please contact Donna Kelly on 01628 475 366.*



*"superb meeting and conference facilities as well as a beautiful location"*

*Clive Alexander*

## Thomas sponsors Recruiter Awards 2006 ...continued from p.1

Details about the awards can be seen at [www.recruitermagazine.co.uk](http://www.recruitermagazine.co.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."



## Thomas becomes Business Partner of the REC



Thomas International has become a Business Partner of the REC (Recruitment and Employment Confederation). Business Partners are handpicked by the REC for the range of services they are able to provide as well as their professionalism. Thomas is delighted to be working with them in this way.

The REC supports and represents recruitment professionals, businesses and agencies in the UK. Thomas already works with many recruitment professionals helping them to recruit their own staff as well as their client's candidates. Martin Reed comments "The REC is dedicated to raising recruitment standards and so are we. We and our clients recognise the benefits and value that comes from taking a more objective and measured approach to recruitment and development. Becoming a Business Partner means that Thomas is able to communicate the benefits of assessment and profiling to REC members and the recruitment industry as a whole."

## Public seminars

We will be holding a series of educational seminars throughout 2006, aimed at non trained individuals. The seminars are designed for people who are interested in finding out how psychometric assessment can be used in business to radically improve the recruitment, selection, retention and development of people. Our experienced trainers will advise on how assessment can improve business performance and make a positive impact on the bottom line.

The seminars are aimed at managing directors, HR directors/managers, line managers and anyone else responsible for the recruitment and development of people within an organisation. The seminars take the format of an afternoon session, between 2pm and 4.30pm. A full list of dates and venues as well as information on how to reserve a place appears on the back page of this newsletter.

# New report - Interviewer's Guide

Interviewer's Guide is a new free report from Thomas International. It has been designed to help generate questions for use in an interview, for both personal development and recruitment and is available on Thomas Key with a web version to follow shortly.

The new Interviewer's Guide 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 questions to dig deeper and verify the profile. These questions can be switched off by the user. 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?

**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. In this case the Interviewer's Guide provides questions



targeted not only at the individual's PPA profile, but in addition, it will provide questions focused on the match/mismatch of the person and job. This report addresses requests we have had for specific help in the interview situation. These questions give instant access to a Thomas expert by formulating relevant profile and job factors that should be investigated in any interview. Even Points to Review are included, except 'S' movement.

New for 2006

## PPA Development Workshop Programme

These are a series of workshops designed to enhance and build on the skills you learned at the two day Practitioner Workshop. Each one will focus on a specific issue or area of use and will be presented by one of our experienced trainers.

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

**The topics for 2006 will be:**

- Enhanced use of PPA and Job Profiler in recruitment and retention
- What is wrong with that team?
- TST – what it is and how it can help in your people strategy

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

For further information or to book please call Holly Gooding on:

**01628 475366**

## Thomas recognised as a Thames Valley Employer of Choice

Thomas International, a provider of management systems and business tools, has been recognised at the Thames Valley Business Awards as an Employer of Choice.

The award recognises and rewards forward thinking organisations who have met the challenge of attracting and keeping the people they need to achieve their business objectives. David Riley, managing director of Mandeville Recruitment Group, the sponsors of the award commented "There was a high level of competition for this Award and Thomas International was one of the few companies that managed to distinguish itself from the rest of the field"

THE THAMES VALLEY  
*Business*  
MAGAZINE  
**Awards**

# Thomas International

## Key milestones...

In 1928 Dr William Marston set forth the theory that human behaviour was a function of the environment of that individual. Four typical patterns of the individual and his environment could be seen as Dominance, Inducement, Submission and Compliance. In the late 1950's and early 1960's Thomas Hendrickson developed Marston's theory further to produce the Personal Profile Analysis report for the workplace – changing the dimension of Inducement and Submission to Influence and Steadiness respectively.

### »1981

Thomas International is founded in the UK by Ray Reed, Doreen Reed and David Leigh Howarth.

Ray Reed, founder of Thomas International "When I heard Doreen's profile fed back to her by Thomas Hendrickson I was stunned into silence. It was as if she had given him her life story. In PPA, I saw the opportunity to help businesses recruit and develop their staff in a completely different and much more effective way."

### »1985

Copyright is purchased from Thomas Hendrickson



### »1988

1st software version of the PPA system launched by Thomas.

Ray Reed: "At this point software was still very IT focussed. We developed a system that was ahead of its time. We created an expert system for non-experts by ensuring it was as user friendly as possible."



### »1990

Thomas sells over 1 million PPA forms within the year.

It now has a presence in 14 countries with more than 3000 clients



### »1992

Personal Assessment Centres launched

PAC can be used as part of the interview process, to structure employee development plans as well as identifying management potential. It is a two hour series of tests, including PPA, followed by an in-depth interview conducted by one of Thomas International's trained psychologists.

### »1993

Test for Selection and Training (TST) launched

TST can tell you if someone can think on their feet, if they will be able to cope with the mental demands of a job, how trainable they are and whether they have the potential to be a high flyer. They measure a person's fluid intelligence – how quickly and accurately a person can learn and retain new skills and procedures.



### »1995

Thomas is now in 40 countries, available in 24 languages

Appraisal system is launched



### »1996

Launch of new Thomas Key software

Ray Reed: "The power of PPA lies in the reports that can be generated from a single profile. They are written in a style that can be quickly and easily understood. A comment we often receive from our clients is that the reports don't contain "psycho-babble".

Martin Reed, Chairman and Chief Executive comments: "Thomas was started by three people working from an office no larger than 10 x 7 foot. We carry out over a million assessments each year, have a presence in over 55 countries with PPA available in 53 different languages, and counting!"

## » 1998

Thomas Key CD incorporating PPA and TST available



## » 2000

Launch of Team Audit

50th Office opens in Dallas

Thomas features in BPS review of personality assessment instruments.

## » 2001

Thomas Celebrates its 20th Anniversary

Launch of Thomas Online



## » 2002

'Goodness of Fit' launched

Goodness of Fit tells you how compatible a person's profile is to the job you want to match them to. They are in the form of a rating system – Fit 1 to 5. The Goodness of Fit guidelines appear in all HJA/Job Profile comparison reports.

## » 2003

Thomas sponsors Recruiter Awards for Excellence for the first time.

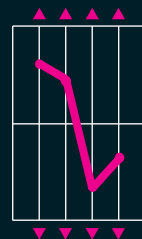
The Recruiter Awards are the ultimate recognition of excellence and reward the highest levels of client and candidate innovation in recruitment practices.

Multilingual International website launched

## » 2004

Search and Select launched

It enables you to match people to jobs as well as jobs to people, as determined by PPA and HJA results.



New Job Profiler

Job Profiler, within Thomas Key, provides a fast and interactive way to create a behavioural template for a job.

Free report introduced – candidate feedback

## » 2005

Job Profiler and Search and Select available online

Thomas sponsors Recruiter Awards for third time

PPA is registered by BPS

PPA receives a Certificate of Registration from the British Psychological Society (BPS) to confirm that the English Language version of PPA meets the minimum psychometric requirements for use as a psychological tool.

## » 2006

Where to next ?

2006 is an exciting time for us all. As the 'war for talent' becomes even tougher so does the ability for a company to attract and retain good people. This is where Thomas International can really help. The web system (Thomas Online) is going from strength to strength and now accounts for 40% of all reports generated. Our online offering will continue to grow in 2006 as we bring more tools and assessments onto this medium. Interviewer's Guide and enhanced TST's are just a few of the new services that will be added shortly.

We have also developed a new site for recruitment companies:

[www.thomasinternational.net/recruiter](http://www.thomasinternational.net/recruiter) with a further three industry specific sites being set-up in the coming months. We recognise that certain sectors face different challenges, which is why we are trying to help you tackle some of the key issues together.

*"2006 is an exciting time for us all. As the 'war for talent' becomes even tougher so does the ability for a company to attract and retain good people. This is where Thomas International can really help."*

# Select Coaching

*Coaching is taken for granted in the world of sport where individuals and teams have a coach to provide motivation, enhance skills and refine performance. Business coaching aims to improve personal and business performance by bringing out the best in its Leaders.*



Colin Perry, MD, Select Coaching

**C**olin Perry is an experienced performance coach who works with business owners and executives to help them improve personal and business performance. He has a well-regarded track record of facilitation and speaking on leadership and management, development, 360 feedback, psychometric profiling, emotional intelligence and corporate strategy.

## How Select Coaching uses Thomas to achieve results

Colin Perry, MD of Select Coaching, explains "Improving business performance is fundamentally about improving performance through people. Many executives take a very day-to-day approach to business. What I try to do through coaching is to get them to see where they want to be and what the business will look like in a few years time. "Profiling clients plays an important part in the coaching process. It is really the starting point for them – self-awareness. An understanding of what their work style, their approach to others, their strengths and limitations are as well as what motivates them. Motivation is very individual and it's vital for people to understand that people are motivated by very different things. Business owners in particular sometimes cannot understand why their people are not motivated by the same things they are. Profiling enables them to see where this conflict is coming from and so be able to work towards resolving it."

Working with individuals as well as teams, coaching sessions are a forum to focus on the person or team's aspirations – what do they want and how are they going to achieve their objectives. Individual coaching enables people to explore where they want to go and how to get there:

"I worked with one managing director who was very system and procedure driven. He was extremely detail orientated, a copious note taker who got irritated with his other directors when they did not spend the same amount of time on attention to detail.

I coached him through his PPA profile and highlighted his work style preferences to him. We talked about whether these work habits – the precise attention to detail – was in his best interests in his role as MD of the company when he should be focussing on the big picture, the strategy. Is this a behaviour he would want to modify to make him more effective in his work? Over the course of a 6 month programme we worked on this area. He had a PA who was very good at shorthand so she came into meetings and

acted as note taker. He modified his behaviour to a level that helped his management team become more effective."

"Understanding is the first hurdle. Only when someone can see how they work and the affect this has on their success in the business can they begin to modify".

Select Coaching also works with executives who are looking for promotion. A finance director of one company was looking to be promoted to chief executive. His profile was perfect for that of finance director but would have held him back in the role of chief executive. He was not naturally outgoing and gregarious so found it difficult to interact with other members of staff in the canteen at lunch: he always ate by himself in his office:

"One day a week I suggested he go into the canteen and talk to people. After a month he was doing this two days a week. Now, whenever he is in the office he will eat lunch in the canteen. By doing this he has become much more visible in the company and people are able to relate to him much better." Profiling enables a coach to explain behaviours that are not serving them well. It is identifying what is getting in the way of success.

***Motivation is very individual and it's vital for people to understand that people are motivated by very different things.***

"When we work with teams, profiling them is like a light has been switched on. We profiled the management team of a car dealership. They were very fragmented, departments worked in silos not supporting each other. The business focus was the monthly budgets which resulted in them being more concerned with their own group rather than the company overall.

They never realised how different they were, not everyone was motivated purely by money some were motivated more by security."

"By talking about the different profiles in the team they could address the underlying conflict that had been caused by different people's work styles. As a result the team went on to become extremely successful. They have just been voted number one in their class (customer service) at a national motor dealer award ceremony."

"The power of the PPA lies in the visual representation of the profile on the three graphs. This clarity enables people to see the variances of their behaviour. It's also easy to remember which are your characteristics, its like your blood group. Improvement in business performance can only come from an understanding of self."

# TRC Group



*“Candidates put on masks at interview which makes it very difficult to get to know the real person underneath...”*

**T**he TRC Group incorporates three specialist complementary brands: Teleresources Consultancy, Tanner Menzies and TRC Solutions. Whether it is sales specialists, call centre staff or recruitment outsourcing, the Group has dedicated a business specifically to them.

Thomas has a multifaceted relationship with the divisions in the TRC Group. Tanner Menzies, the sales and marketing specialist division, is one of Thomas’ recruitment partners for the supply of Thomas’ own sales staff. A relationship built from an understanding of how testing can help clients to successfully recruit people.

Thomas testing was first introduced in Teleresources Consultancy, who focus on the recruitment of call centre and telephone based staff. They offer permanent, temporary and high volume recruitment solutions nation-wide for a variety of roles from agent through to director level including telesales, customer service, telemarketing, IT helpdesk, credit control, reservations and multi-lingual positions.

## How Teleresources uses Thomas’ PPA

Vanessa Forster, Sales and Marketing Director of the TRC Group says: “In addition to using PPA for our customers, it has changed the way we recruit people into our own business.”

TRC wanted to decide what they were looking for in terms of behaviour and ability from prospective recruitment consultants so they looked at their existing consultant base first. To identify the right candidates the company completed a Benchmark on the recruitment consultants already working for them. A Benchmark allows TRC to predict candidates who would be likely to succeed in the role.

Forster comments “We wanted to understand the types of behaviour we were looking for when we recruited new consultants. We found that we needed to look for people with a High D/High I profile. People who would be persuasive, communicative and

confident yet possess a self starting ability with assertiveness and drive. We also needed to know that new consultants had high enough fluid intelligence to be able to hit the ground running.”

Each consultant working at TRC was assessed using two tools: Personal Profile Analysis (PPA) and Tests for Selection and Training (TST). TST provides a means to measure the fluid intelligence or ‘mental horsepower’ of an individual.

“We found that some of the people we took on were not working out, they were not enabling us to create the sales culture we wanted to achieve. We wanted an enthusiastic, energetic team, with a shared vision of where we were going. Our recruitment process, as it was, meant we were ending up with people who were not suited to a sales environment.”

We also found we were taking on people who had no direct recruitment experience. In this situation we need to know if they have the right behavioural qualities we are looking for – do they have the raw material to succeed in a sales environment.”

“PPA gives us more of an insight and makes the recruitment process immeasurably shorter and more straightforward. It means we don’t waste time interviewing people who won’t work in our environment. It also means that we can focus in on certain areas when questioning – How do they close? How do you get a decision?”

“The profiles also form part of each consultant’s personal development plan. These look at an individual’s career aspirations and training requirements. It means we are able to profile people every six months and so are able to deal with problems and issues as they come up. If people have taken on other responsibilities it shows us the affect this has had on them. People now know where they are going and the route to get there.”

“It is the information that PPA provides that has made it so valuable. We can look at how that individual works, how they interact with their team and the best way to manage them.”



# Training dates 2006

PPA Practitioner's Workshop	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
London, Thomas Training Centre	10-11	1-2 22-23	15-16	4-5 25-26	17-18	6-7 27-28	19-20	8-9	5-6 27-28	18-19	7-8	5-6
Maidenhead, Holiday Inn	25-26		28-29		23-24		5-6		12-13		15-16	
Bristol, The Bristol Golf club		7-8				20-21			19-20			
Warwick, Haseley Business Centre	24-25	15-16	15-16		9-10	21-22	26-27		6-7	10-11	1-2	6-7
Rotherham, Marriott	25-26		14-15		16-17		11-12		26-27	17-18	21-22	
Bury, Village Hotel			1-2						13-14			
Sunderland, Marriott			29-30							3-4		
Scotland, Grange Manor		8-9				7-8				24-25		

TST Workshop	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
London, Thomas Training Centre	12			6		8	25		7	24	9	
Maidenhead, Holiday Inn			30									
Warwick, Haseley Business Centre			29			20				12		
Rotherham, Marriott				25				15				
Scotland, Grange Manor						6						

## 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.

### Enhanced use of PPA and Job Profiler in recruitment and retention

March	Location
7th	Scotland
14th	London
16th	Leeds
21st	East Midlands
28th	Manchester
30th	West Midlands

### What is wrong with that team?

June	Location
1st	Manchester
6th	Scotland
13th	West Midlands
20th	East Midlands
27th	Leeds
29th	London

### 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

March	Location
7th	Scotland
14th	London
16th	Leeds
21st	East Midlands
28th	Manchester
30th	West Midlands

June	Location
1st	Manchester
6th	Scotland
13th	West Midlands
20th	East Midlands
27th	Leeds
29th	London

### 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