

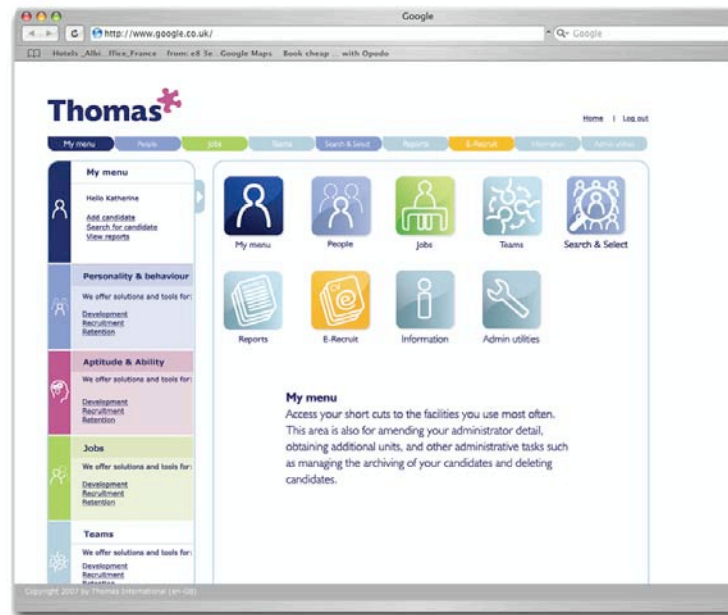
# Thomas at Harrogate

Thomas is pleased to be exhibiting at the CIPD Annual Conference and Exhibition 2008 in Harrogate. This year we look forward to launching a brand new look and announcing some exciting new improvements to our website.

To find out about all these developments visit our stand – **B 72** – and discover how we have grown, improved, and evolved...

Peter Farrow, MD of Thomas UK comments, "As an organisation we aim to provide the best possible assessment and testing tools, along with exceptional service. A survey carried out last year revealed clients felt our website needed improvement, so over the past few months we have worked hard to produce a new, more intuitive and easy to use site that will radically improve our delivery of online assessment tools."

"We also used the time to examine Thomas, as a brand in the UK as well as in the global marketplace. We are a different company today than we were even ten years ago, and we wanted to make sure our brand identity reflected this. At our core we are a people business – we understand



people and enable employers to solve their people issues with Thomas' tools. With this in mind we have evolved our brand to take us forward and to help our customers meet the demands of their own rapidly changing marketplaces."

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## Peter's message



Summer has finally arrived and here at Thomas we are very excited about the upcoming launch of our brand new website. We

listened to clients who told us they wanted something better looking, easier to use and more intuitive, and believe the new site really delivers on these requests.

I hope that you enjoy the format of this newsletter and its varied content, which includes an article about one of our oldest and most successful solutions, a Thomas Diagnostic. Diagnostics can help you explore the issues facing your key teams - especially crucial in a changing marketplace.

Thank you for your continued support and I hope the remainder of 2008 is very successful for you all.

Peter Farrow MD, UK

# How to...

## Feedback GIA and TST

We know that giving feedback is not always easy, particularly when you think someone might not like what you have to tell them. In reality, the better the feedback you give, the better the recipient's response is likely to be. **Richard Whitehead**, one of our experienced Thomas trainers, gives us his advice and a step-by-step guide to feeding back GIA and TST, our aptitude and ability assessments.

When giving feedback on GIA and TST it is important to explain to the candidate why the tests are used and what they are measuring.

Having given that explanation, ask the candidate how they think they did in the tests, most people normally have a fairly accurate impression of how well or badly they performed. Then ask which test paper they think they were best at and which they were worst at, again, they usually know!

Begin with their overall score, comparing it to the norm group. Then start with the paper on which they obtained the highest score and explain their percentile score relevant to the UK working population, at the same time explaining that an average score is one that falls between the 16 and 84 percentile. You would only refer to a score as low if it was 15 percentile or below, or high if it was 85 percentile and above. Emphasise that the majority of the population produce an average or what you could call a "solid score".

Next feedback the paper on which they had the lowest score. If possible, explain what the test measures and ask if this is relevant in their job, or, if you already know the job role you may be able to advise them.



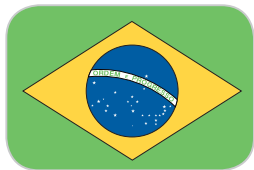
*"Everyone has a preferred rate of learning and different jobs require different rates."*

When discussing scores, especially low scores, it is important to look at the raw score to see how the candidate completed the tests. Did they complete a lot of questions and make a lot of mistakes, or were they slower and more accurate? Then give feedback on the remaining papers.

Finally, a few words of guidance: candidates with very high scores that are too high for the job will become bored, disillusioned, and possibly disruptive and therefore should be avoided. Telling them that they are not suitable for the role is simple – explain that the job is not challenging enough for them and they will become bored.

If the scores are very low and the candidate finds the results difficult to accept explain that the test is not a measure of their intelligence but of their rate of ability to learn. Everyone has a preferred rate of learning and different jobs require different rates. Explain that they will not enjoy a job where they are unable to work at their preferred learning rate.

# Thomas celebrates its 15th anniversary in Brazil



When I completed my first PPA in June of 1992 in California with Thomas

Hendrickson, and read my PPA report, I was absolutely sure it was something Brazil needed badly. In the following year we set up our operation, despite only having the European Portuguese version of PPA. We couldn't wait to start selling.

John Parker was International Director at the time and it was with him we sealed the relationship and went to the UK for training. There we met the Thomas team and realised we were on the right track. A lot of positive things have happened in the last 15 years, so we are looking forward to the next 15 with great anticipation.

Our future plans, which are already underway, involve Victor taking full responsibility for the Latin America operation, putting someone in his place in Brazil to run the show, and to take the management model that has made Brazil so successful to countries such as: Mexico, Colombia, Venezuela, Chile, Peru and Argentina. We continue to strive to be better. We believe that the best we can do is not enough when trying to beat the competition. Aggie DaSilva, Thomas International Management Inc.

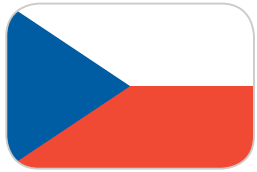
## The keys to our success are:

1. A strong client and sales orientation, managed by a top sales management team run by Victor Martinez, Thomas Brazil CEO, supported by Edson Rodriguez, Sales VP. Brazil has grown 244% in the last five years. We keep the 23 strong 'feet on the street' team focused on results and goal achievement by using good performance indicators, highly motivational factors, by being party animals and celebrating every goal achieved!
2. Constant updating and adaptation to the local market. Taking new tools from Thomas, translating them into Brazilian Portuguese and supporting their release with a good marketing strategy and special promotional events for all our clients.
3. Thomas is considered today the number one in the market and it is very unusual to find local business managers that haven't heard of us.
4. We are constantly thinking of new ideas and ways to add value to the Thomas product through feedback sessions, statistics, correlations studies, benchmarking key positions in the market, and management training schemes.
5. Immediate response to the movement of Thomas tools online - we migrated to the website and dropped the Thomas Key Software immediately. Consequently, our client's web unit consumption is second only to that of the UK and this is certainly crucial to our success.

## Key Facts about Brazil:

- Population of 186.4 million
- Official language is Portuguese
- The 11th largest world economy
- Sao Paulo is the 4th largest city in the world with a population of 18 million
- Won the World Cup 4 times – more times than any other country
- The largest coffee producer in the world
- An unemployment rate of 9.7% which is lower than Germany, Spain, or France
- Services make up 54.1% of the GDP
- Imports/Exports - 17.5% of imports are from the US and 19.2% of exports are to the US
- Economy is forecast to grow by an annual average of 4.3% in 2008-12

# Thomas celebrates its 15th anniversary in the Czech Republic



When we completed our first PPA questionnaire in May 1993, none of us knew we were 'signing up' for a life-long affair...

And when some time later but still in the same year, Doreen, Ray, Tom and Andrew arrived for our press conference, our destiny was 'sealed'. We fell in love with Thomas and this relationship has lasted for 15 years, is still going strong, and not about to end!

So, what are our plans for the future? Well, we expect a new generation to take over the full load of our activities, some of the young ones have already started working for us (part-time) and they keep enlivening us with their fresh and unorthodox ideas. We believe we will pass them a healthy pool of satisfied clients and a great chance to work with the excellent product.

Iva Reichlová, President, Czech Republic

## The key to our success:

1. Our stable team. Our four 'feet on the street' – these four key people, our consultants, have been with Thomas from the very beginning, and the rest joined us during the first three years. Though the team expanded gradually as time went by, the founding four remained our key people who enrich us all with their experience.
2. Translations into the Czech language. Our main goal was to translate as many reports into Czech as possible. We were well aware of the fact that contrary to other countries in the world, Czech managers do not have a good understanding of foreign languages. Focusing on translations was a good strategy because today we are the only distributor who can offer Bespoke Reports to clients in their native language, not in English only.
3. The highest possible quality of work with clients – proven by international certificates. Since 2004 we have held and regularly renew the ISO 9001:2000 certificate. Since 2002 we have held the Q FOR customer satisfaction certificate.
4. Very close, regular and intensive co-operation with the managers and staff at Thomas Head Office in Marlow.

## Key Facts about Czech Republic:

- Population of 10.2 million
- In 2007 56.5% of exports were machinery and transport equipment
- It has no coastline
- As a land mass it's slightly larger than South Carolina
- Capital is Prague
- Independence was gained on 1 January 1993 when Czechoslovakia split into the Czech Republic and Slovakia
- Currency is the Koruna
- There are 122 airports in the country
- Czech Republic has the most hospital beds per inhabitant in the EU
- Martina Navratilova, nine times winner of Wimbledon Singles Championship, is Czech

# Hill McGlynn

Hill McGlynn has over 30 years experience providing recruitment solutions to the construction industry in both the UK and International markets. Sourcing permanent and temporary staff, their highly trained consultants provide a personalised service drawing on extensive client and candidate knowledge and expertise, coupled with professional quality standards of integrity and honesty.

Operating across all sectors and at all levels; Hill McGlynn has built a successful business through developing long term, high value relationships with clients and candidates, and delivering customer satisfaction time after time in an intensely competitive market.

## The Challenge

Roger Coates, Training Manager, Hill McGlynn explains, "Our managers are the people who drive the business forward - to ensure our organisation continues to prosper it is vital we invest in their development. Client and candidate care are our real passions, and we need our managers to motivate and inspire their teams to produce outstanding customer service that sets us apart from our competitors."

## The Solution

"We started using the Thomas Emotional Intelligence Questionnaire (EIQ) as part of our management coaching programme. Emotional Intelligence looks at the 'softer side' of management skills, something that is not always easy to address – particularly with managers who are often proud, practical individuals, to whom talking about this sort of thing does not come naturally. EIQ enables us to open up a discussion about these areas in a non-confrontational way."

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



reports on a Global Intelligence Score, four factors of broader relevance and fifteen further facets of behaviour. The scores predict performance, 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 report is all about self-perception; it allows managers to examine their perception of themselves and the impact their behaviour might have on other people. Following the formal feedback process I ask managers to reflect on the report and identify areas where they feel there are issues to be addressed. This helps them to engage with the coaching process and enables them to direct their own development in a positive way."

## The Outcome

"Managers who understand and are able to regulate their emotions are better able to support, motivate and manage their teams. When everyone works together effectively and harmoniously performance

is enhanced. As an organisation it is our responsibility to equip managers with the skills they need in order to be successful, and emotional intelligence is a crucial component of that."

"Attrition is a constant problem in the recruitment industry, but ours is better than most. By providing a good working environment where understanding and sensitivity is encouraged we are better able to retain staff. We have candidates who could phone up tomorrow and speak to the person who placed them in their first job 15 years ago! Equally, our clients get to deal with the same consultants year-on-year, who have an in-depth understanding of their business. This really sets us apart from our competitors."

"Ensuring the continuing success of our organisation is vital. Thomas EIQ helps us to build a more rounded and capable management team who are consistent in their approach and their performance, equipping our business for a positive and productive future."

# Meet our new Client Development Consultants...

Building and maintaining positive client relationships is a huge part of the Thomas service offering, and something that as a business we are very proud of. The success of our clients has helped to make us the company we are today, and we are continually looking for ways to improve the support we provide you day-to-day, month-to-month and year-to-year.

With this in mind around 18 months ago Thomas introduced a new role within our consultant team, that of Client Development Consultant (CDC), in order to improve the levels of service we were able to offer. Our Consultants do an excellent job, but sometimes they are not available as quickly as required, or are limited in the amount of time they have for appointments. The new Client Development Consultants provide a readily available second point of contact for advice and support, in addition to your regular consultant. We currently have CDCs in London, East and West Midlands and are moving towards nationwide coverage.

Our CDCs can assist with everything from simple over-the phone queries to one-on-one system tutorials. They can help tailor your use of the Thomas systems and ensure you get the best value from the investment you have made. Kelly Jurkovitsch-Young, our 'original' development consultant for the West Midlands sums up her role as being about, "giving the client what they want, not what we think they need!"

CDCs receive the same product training as our consultants and all have a thorough knowledge of the use of assessment in business, making them fully equipped to advise you how to get the best from the Thomas system. We believe our talented team of CDCs will help clients get more out of the Thomas system, and will ensure we provide the best possible service as our own company continues to grow.

## Meet the team...

### Helena Gilmartin

**Area covered:** East Midlands

**At work:** I have over six years experience as an HR generalist having worked in recruitment, manufacturing and health care sectors in both Ireland and the UK. I hold a BA (Hons) degree in Industrial Relations and Human Resource Management and am a member of the CIPD, as well as being a former Thomas International client!

**At play:** I moved to the UK from Ireland around two and a half years ago and now live in Leicester. In my spare time I like to stay active by playing badminton, running and going for bike rides in the nice weather. I enjoy going to outdoor music concerts and am a big fan of the Leicester Tigers.



Helena Gilmartin



Kelly Jurkovitsch-Young

### Kelly Jurkovitsch-Young

**Area covered:** West Midlands

**At work:** My employment background has been in administrative and HR functions predominately within the private sector. Using the Thomas systems extensively in my previous HR role allowed me to develop a very good understanding of how best to use the products and how to get value for money out of them. I am also a trained Quality Auditor with experience in implementing and maintaining Quality Management Systems within companies.

*Continued on page 7...*

## New Client Development Consultants *Continued...*

**At play:** My main hobby of course is client development but when I get time I am an avid reader who is truly content to be lying in the sunshine with a good book and a large glass of something alcoholic! If they can distract me from my reading, having a laugh with family and friends features highly on my list of favourites, closely followed by a good film, good food and drink and a good relaxing holiday!

### Louise Whitehead

**Area covered:** London

**At work:** Before joining Thomas, I held appointments at KBC Peel Hunt Stockbrokers and ran a private Stress Management clinic in Cornwall and in the City. My background is in

Psychotherapy and Occupational Therapy and I hold a Diploma and Masters in Psychotherapy and a Degree in Psychology.

**At play:** Currently modifying my C, to add impetus to the London team! I am a flute player and love networking, horse riding, skiing and dancing my socks off!



## Make your website work!



Leapfrog are experts in 'making websites work' by improving internet presence through best practice 'search' marketing solutions and helping companies to convert visitors to meet site objectives. Here are their top web marketing tips to ensure your website pulls its weight!

### Make sure your site is 'accessible' to search engines

There is no point having pages with great content that are well optimised with relevant terms if search engines don't know they exist. Make it easy for search engines to find you by ensuring navigation links can be 'spidered' and including a site map and breadcrumb trail.

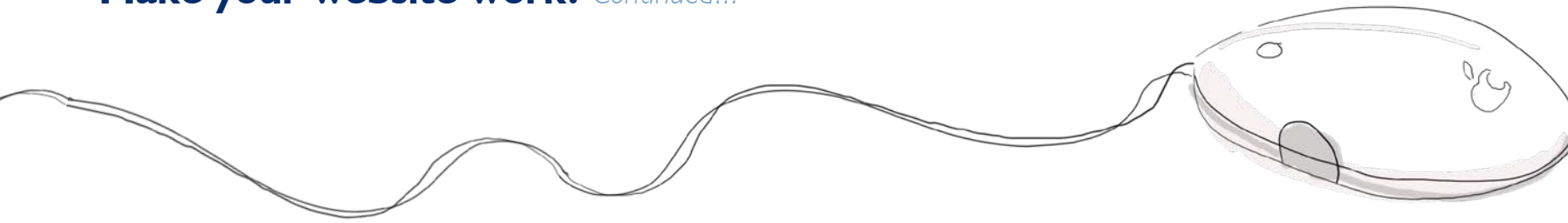
### Pick the right terms to promote your site and include these in your content and Meta data

Picking search terms that are relevant and popular is crucial. There are a number of tools that can help you, including the free keyword suggestion tool from Google. Group relevant terms together (usually around 4 or 5 to a page) and build them 'naturally' into your site content and Meta tags.

*Continued on page 8...*

## Make your website work! *Continued...*

Leapfrogg  
Make your website work



### Keep your site updated regularly with fresh content

Give search engines and your target market a good reason to visit your site over and over again. Fresh content, such as news, articles, press releases or better still, a blog, will help you develop 'authority' in your market and encourage more regular 'spidering' of your site.

### Make it easy for people to contact you by including prominent 'calls to action' and a contact form

We live by the 'time is precious rule' online, so tell visitors what you want them to do and make it easy to find your contact details!

### Build links to your website

The number of links you have from other websites of quality and relevance will play a significant part in how your site performs across the major search engines, as well as increasing traffic and developing your brand.

### Get into social media

Find out where your target market is 'hanging out'; they'll be out there somewhere! Blogs, forums, notice boards, review sites, social networks i.e. Facebook are just some of the places where your target market will be communicating with one another about your industry, products or even your company. Get involved in the dialogue, listen to what they are saying and feed this back into your online strategies.

### Get creative with content

Video is a great example of rich media content that you can use to sell your service, create buzz and build your brand. Increasingly, we see video appearing in search results so opportunities exist for savvy marketers to communicate with their target market in a new and exciting way. The costs for producing, editing and distributing video are also surprisingly low.

### Tell the world what you are doing

Submitting press releases online is an easy and cost effective way of getting a message out to market, driving traffic to your site, developing the brand and increasing links to your site.

### Focus on the user

As soon as you start focusing all of your attention on the search engine and as a result obsess yourself with rankings, you are likely to take your eye off of the main objective; to acquire and retain customers. Remember the end goal is not a ranking but to generate revenue from your website.

### And be patient...

Search marketing is one of the most cost effective ways of promoting your business but results, particularly to achieve a 'natural' presence, do not happen overnight. Also, be prepared for ongoing investment and the introduction of new methods to promote your business online. Stand still for too long and you'll be left behind!

# Faster, higher, stronger

## (or better sales performance, at least!)

Many articles compare business to sport. We've even published some ourselves. Typically they'll describe how the success of a great team or individual – Manchester United or Tiger Woods, say – provides clues to organisational performance.

The Olympics loom: one of the greatest, most complex organisational achievements of the human race. People are selected from all over the world; they come together in one place; some compete, some co-operate. Hundreds of brands are at stake – from the Olympics themselves, to the countries that athletes represent. The result is a fully fledged, four year market that generates billions in revenue. Put this way, the Olympics is a huge multinational corporation and can teach

*"You should take some 'time out' before you plump for the first person who meets your criteria."*

us more than an example like Tiger Woods putting on the 18th green for a million dollars.

So what can it tell us about people issues at work?

### Recruit in haste, repent at leisure

Choosing Olympic competitors can take years. Just because someone gets the 100 metre qualifying time three years before the event doesn't mean they're selected. Selectors wait to see how individuals mature over a season or longer, and who peaks when. Running one race is not the same as running four or five races in two or three days. You rarely see the major nations selecting someone who's 'good enough'; they take their time to choose the best.

This is not an argument for taking years to select people, but it does suggest you should take some 'time out' before you plump for the first person who meets your criteria. Which brings us to...

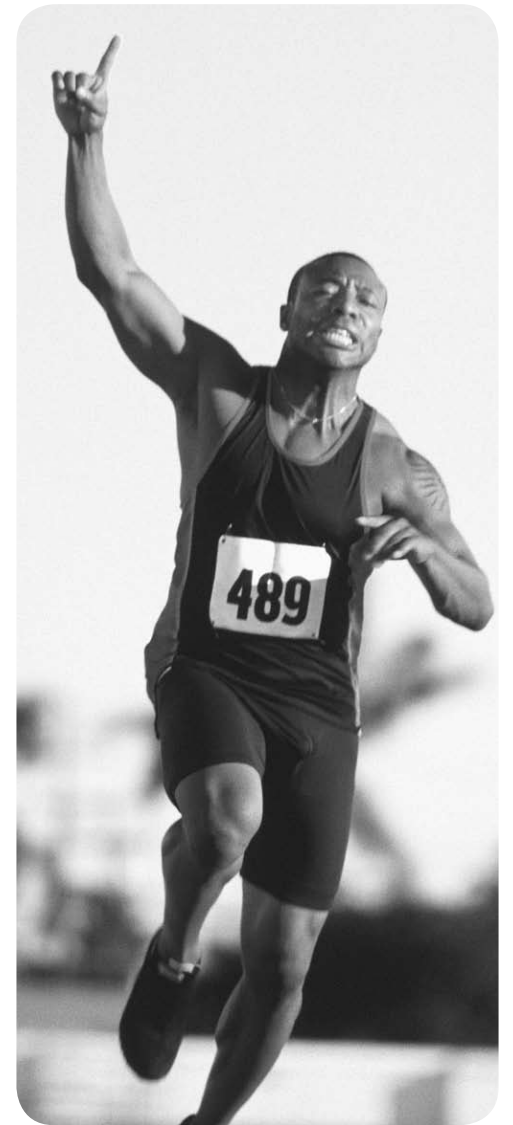
### Know what good looks like (and better and best)

This is easier in some sports than others. If Sergei throws the javelin further than anyone else he gets the gold. Simple.

Some Olympic events are straight ability tests: they're designed to show competitors performing at their maximum level and there's an absolute measure of success or failure - but even here there are subtleties. Maybe Tamara can putt the shot better than Cindy on good days, but can she do it consistently through heats, semi-finals and finals?

These events are like sales performance. You know who your star sales people are - the figures rarely lie - but you have to decide where they fit in the sales cycle and what types of deal suit their style best.

Other events are more difficult. You can disagree over who is the best ice dancer. It takes careful thought to decide how you measure performance in, say, R & D or Marketing, but you can't ignore the issue. It affects how you recruit, how you reward and motivate, and how you



hold your annual performance management interview.

*Continued on page 10...*

## Faster, higher, stronger *Continued...*

*"People's motives are different. How they like to be rewarded will differ depending on their personalities, their skills and their jobs."*

Tests and assessments are objective measurement tools, like a stop watch, a freeze frame camera or an electronic tape measure. Before you touch an assessment – whether you're using it for recruitment or development - you have to decide what you're looking for...and what improvement, talent and excellence mean in concrete terms.

If success in an event – ice dancing or copywriting – isn't a simple matter of measures, develop hard criteria and train up people to apply them.

### The backroom boys and girls

The Olympics is about stars. It's also about the people who organise the event – the backroom folks you never hear about. Sport may be about inspiration, dedication and the performance that takes place over a short time in a particular place; but it's also about the

people who work for years in the background. There are two lessons here:

- Don't spend all your time on the stars and let the backroom people get disengaged because...
- Process and systems may not be exciting but you need them to ensure good performance from your talent. This is true of production, recruitment, development or a 360 operation. Time spent planning before you start the process is crucial.

### Different strokes for different folks

The Olympics dramatise the importance of individual difference better than any other event. It involves carpenters and sailors; theatre directors and marketers; small bore rifle experts and, probably, some small but efficient bores!

They speak several hundred different languages. They have completely different skills and experiences.

They come together and create something unique that stops the whole world for weeks.

It's sometimes difficult to understand why people go on about 'diversity'. Here's the proof. Having different people and valuing that difference enables you to do the near impossible.

### Rewards and competition

Some people compete for their countries, some for themselves. Others just want to be there. Some want to win, others want to do a personal best, some are overjoyed to be chosen to compete at all.

People's motives are different. How they like to be rewarded will differ depending on their personalities, their skills and their jobs. Some people want a big bonus; others want a pat on the back. Management is a lot about understanding and acting on these differences.

I'm sure there's more to learn from the Olympics. In PR terms they haven't always got it right and they've had their fair share of disasters; but, ultimately, they are about people – exceptional ones and ordinary folk like you and me – combining in a common goal. That sounds familiar.

Enjoy the games.

Ian Florance is Managing Director of OnlyConnect, secretary of the Business Test Publishers Association and The European Test Publishers Group and a visiting tutor at the University of the Arts, London. He consults with Thomas International on testing issues and is a print and web journalist, business planner and is publishing a new book of poetry later this year.

# Diagnostic Review:

## Turning teams around

In a changing marketplace it is more important than ever for organisations to ensure their key teams perform to their potential. In times of uncertainty it is all too easy to lose sight of long term objectives and for business performance to suffer as a result.

Teams can be unsuccessful for a whole variety of reasons including mismatched needs, unresolved conflict, personality clashes and lack of trust. All of these issues can be addressed through understanding and recognising how each person in the team behaves and responds in different situations.

If you have team issues, or are looking to maximise team performance Diagnostic Review can help.

### What is a Diagnostic?

Thomas' Diagnostic tools are a means to understand exactly what issues are currently affecting your team and preventing them from reaching their objectives. Even the best teams face issues and challenges that need to be addressed if they are to move forward to achieve their goals.

A Diagnostic is a one day workshop where a team can openly and honestly address the issues they face. The day enables people to express their views in a non-confrontational and supportive environment. It enables full team participation in establishing an action plan for success and provides a full written report on the feedback actions agreed.

The review is facilitated by one of our senior trainers. Thomas trainers are experts in their field and have extensive experience helping businesses to uncover and resolve team issues.



*"A Diagnostic is a one day workshop where a team can openly and honestly address the issues they face. The day enables people to express their views in a non-confrontational and supportive environment."*

### Why would I use a Diagnostic?

If your team has performance issues then a Diagnostic Review can help you quickly identify the root of the problem and create a structured plan to deal with it.

If you want to maximise performance then a Diagnostic can help you to improve the effectiveness of your teams.

Diagnostic Review will complement a range of business processes including: business reviews, SWOT analysis, team building events and management development programmes.

### How will my business benefit?

The people you employ are a key component of organisational success. A Diagnostic Review will ensure you get the most from your teams, which will have a positive impact on business performance.

# Thomas welcomes Shaz Quereshi

We are pleased to welcome Shaz Quereshi to the Thomas team, who joins us as a new Director. Previously Assessment Sales Director for Europe at Kenexa (formerly PSL) Shaz has extensive knowledge of the testing industry and a formidable track record in closing high value deals including British Telecom, McDonalds Restaurants, Boots and the Royal Bank of Scotland. His new role at Thomas will see him focus on expanding our market reach and growing our range of bespoke solutions.

Shaz comments, "Currently there is extraordinary market opportunity within the assessment industry and Thomas are among the best placed to take advantage of this. Historically Thomas has focused on the SME market with great success. In order for the business to continue growing and evolving I believe we need to broaden our customer offering by developing new solutions suitable for different market sectors."

"Blue chip organisations are very aware of the importance of recruiting and developing the 'right people', and increasingly are looking for more tailored assessment solutions to help find them. Gone are the days when the right person was the one with the necessary skills and

*"By being completely in-tune with customers' business needs we are well equipped to meet more complex and challenging requirements."*

qualifications. Today large corporations look for people who will 'fit in' behaviourally, in terms of culture and who share their company values."

"Recent research has identified that employees who are in-tune with management objectives and modes of operation are more engaged and more productive at work. New recruits who are a good match for the company and not just the job are a valuable commodity, and big business recognises their value in creating organisational success."



## 60 second summary:

- Client Development Consultants can provide support and advice to help you to get the most from the Thomas system.
- When feeding back GIA or TST remember there are no 'good' or 'bad' scores, and the better the feedback the better the response you will get!
- If the Olympics can teach us one thing it's that it takes all sorts of people to make an organisation a success.
- Diagnostic Review is a one day workshop that can help resolve team problems, or simply help a team perform better.
- Make your website earn its keep. With the right approach any site can become a valuable business asset.
- We are growing, improving and evolving... keep your eyes open over the coming months for exciting changes at Thomas, or visit us at CIPD Harrogate 2008.