

# CAST

## **CHARACTER ASSESSMENT & SELECTION TOOL**

Supporting organizations to grow by investing  
in the right people

*Our values decide our character. Our character decides our value.*  
(James Kerr, Legacy, 2013)



Presented by  
Patrick Tomlinson &  
Areti Smaragdi

# About CAST



## What We Do

CAST assesses the fit of an individual to an organisational role by assessing how that person sees the world, approaches problems, and relates to others. CAST is particularly successful in determining fit for roles that require a high level of resilience, drive, and determination to be successful.

## We are Unique

We use our experience and personal approach, rather than an automated process, to get a true insight into a person's character. We evaluate the answers carefully and create personalized feedback for each individual.

## We help Organisations

### Recruit and retain:

- Reduce costs and increase performance by investing in the right people for the right role.
- Achieve excellent staff selection and retention.

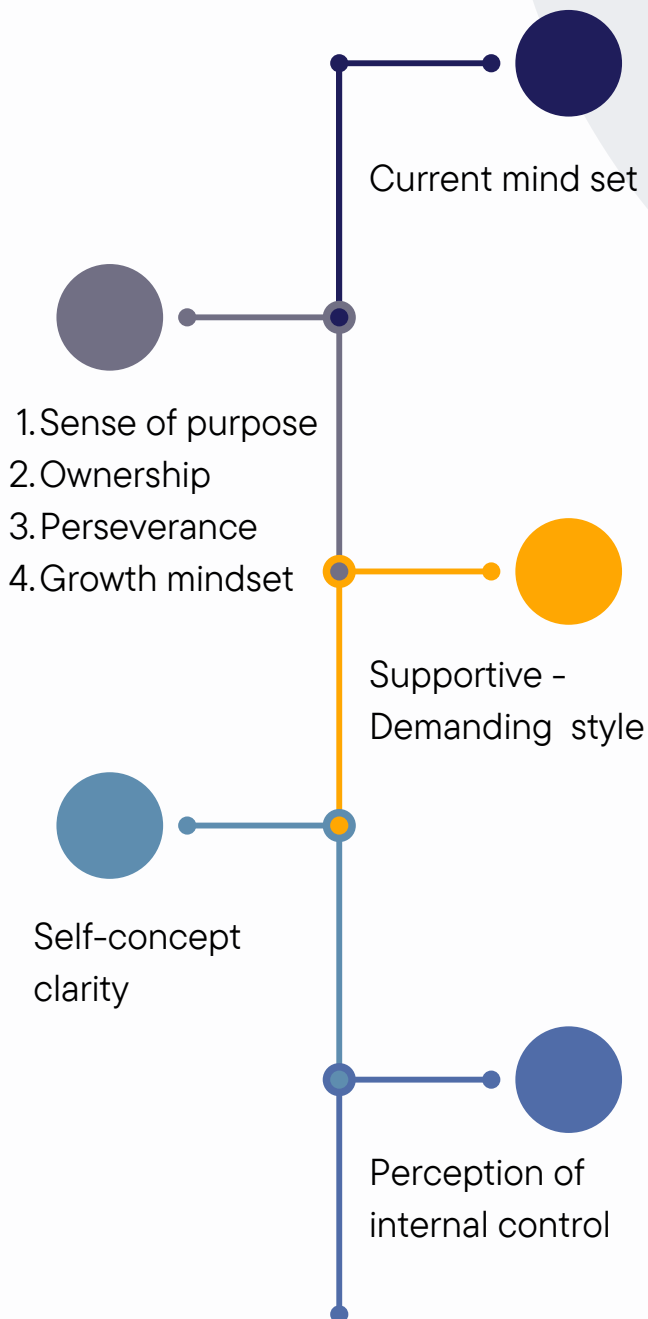
### Develop:

- Identify development needs to realise your staff's professional ambitions and potential.
- Support and motivate your staff by examining their development needs.

# ASSESSMENT PROCEDURE

The assessment can be carried out by,

1. Online in-person interview
2. Online form completion



**The CAST Assessment** is a unique set of questions that are given to the individual through an online form or an in-person online interview. The form includes a variety of open-ended questions and multiple-choice options to get a clear sense of an individual's character. Some questions are quick and some require the individual to think of examples and write an answer that is specific to their lives. The questions will take about **1 hour** to complete.

## Examples of assessments:

- The capacity to sustain oneself in challenging situations.
- The ability to persist and overcome obstacles.
- Levels of responsibility and development potential.
- The capacity to take ownership of one's life, challenges, and development.
- Closed- versus an open mindset.
- The ability to balance *support* and *demand* in a team.
- The perception of internal control.



# Who We Are



**Patrick Tomlinson**

Organizational and  
Clinical Consultant

- The primary goal of Patrick's work is the development of people and organizations.
- Over 30 years of experience in leadership – professional, workforce & and organization development.
- Vast experience in staff selection & development.
- Has carried out longitudinal studies and research on staff retention & helped organizations significantly reduce the costs of ineffective staff selection & development.
- Has helped organizations save £100s K & improving outcomes in organizational performance.
- Over 6 years of research on the CAST tool.



**Areti Smaragdi, PhD**

Psychology Consultant &  
Assessment Specialist

- Areti has a background in developmental psychology and neuroscience.
- She has co-authored over 30 peer-reviewed articles and designed numerous experimental studies.
- She has co-authored and published two risk assessment manuals for children, in addition to CAST.
- Areti & Patrick started working together in 2020 from a mutual interest in the psychology behind what makes individuals work well together, lead, and develop successful teams and organizations.



# FEEDBACK REPORT

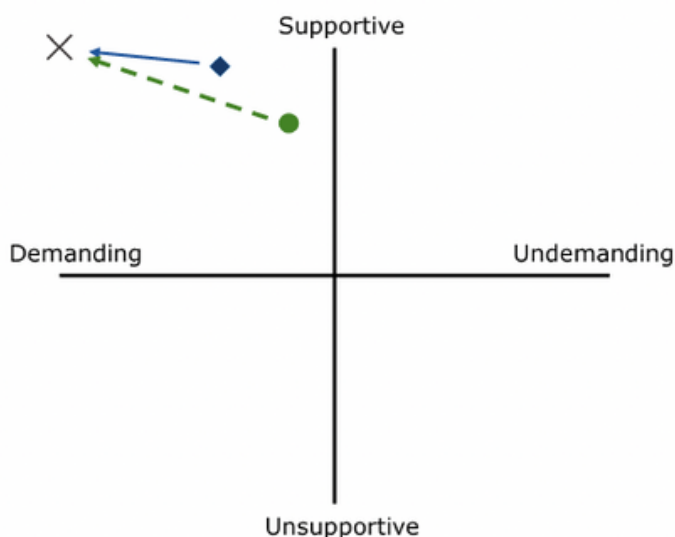
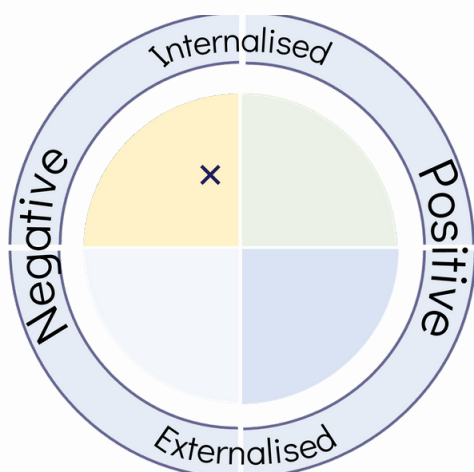
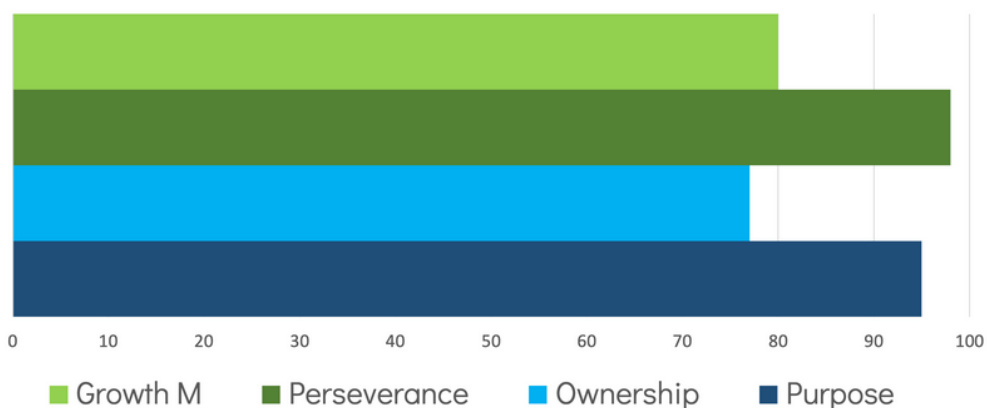
Within a week, you will receive a feedback report.

## THERE ARE TWO PARTS TO THE FEEDBACK REPORT

### 1. DESCRIPTION OF RESULTS

- Your scores on all measures. Represented in the 3 graphs below.
- Comparisons to average scores from individuals in a similar role.
- Deep-dive explanation of the scores.

Purpose, Ownership, Perseverance and Growth Mindset



## 2. RECOMMENDATIONS

- Overall summary and Recommendations for further development.
- Detailed and practical advice on development in all areas investigated in the report.

**Overall Summary:** Laura is a highly resilient, optimistic, clear thinking and insightful person with a powerful sense of purpose. This assessment suggests she is capable of being a manager and potentially a senior manager. She is committed to her development and has inspiring but realistic goals.

The assessment suggests that she has a well-balanced approach in 1-1 work with her clients. She is likely to be perceived as a highly supportive professional. There is room to improve in managing her colleagues and team management. Laura may tend to be too supportive and not demanding enough. She may also tend to take on too much herself rather than delegate effectively. This may have an impact on her well-being and not help stretch and develop her team. There may be a tendency to lose focus and drift in her development.

1. During the next few months, clarify the long-term plan with details, such as a timeline for various parts of the plan being achieved.
2. As Laura has strong purpose, perseverance, and resilience but can also be undemanding with others, it is possible that she will over-compensate for others by taking on too much herself. Consider whether it would help to focus on this in her supervision – setting goals and reviewing regularly.
3. Work on being more consistently task-focused with others and herself. Set clear goals for herself and her colleagues. Review progress and try to avoid allowing excuses if tasks do not get done.
4. Maintain the supportive part of her approach but use this more in terms of holding people accountable and sticking with appropriate demands.
5. Consider keeping a reflective journal to record, monitor, and reflect upon – how well she is doing in managing boundaries, completing tasks on time, and how her work/life balance feels from week to week.
6. As Laura is especially clear thinking, it will be helpful to explore how she arrives at her views and to consider other possibilities. She seems open to the potential learning involved.
7. Use supervision and/or a mentoring process to help keep a clear focus on the issues above and her development in general.

# OPTIONS & PRICES

## 1. Online form-based CAST Assessment

Online form-based assessment & a summary report for the candidate & organization & 30 mins feedback consultation for the candidate. This is useful for staff selection and development at all levels.

**Cost: £350 per person**

Over 10 assessments: £300

## 2. Online form-based CAST Assessment & summary of scores to the organization only

This is useful where significant numbers of candidates are going to be interviewed (especially for entry-level positions). It can help with a shortlisting and decision-making process for all positions.

**Cost: £175 per person.**

## 3. Online in-person CAST Assessment

1-1 Assessment Interview & full report & 30 mins feedback consultation. This is especially useful for senior positions as the 1-1 in-person interview allows for greater exploration.


**Cost: £475 per person**

Over 10 assessments: £425 per person

## 4. Workforce Evaluation Assessments

Bespoke packages can be created for organizations that wish to undertake an evaluation of their whole workforce or parts of it.

 ptomassociates@gmail.com

 <https://www.patricktomlinson.com/character-assessment-and-selection-tool/>

# ENDORSEMENTS

*We have commissioned over 15 CAST assessments during the past two years. We have done this mainly to focus on the development of managers and senior staff. We have also used it for selection purposes. The assessments in my experience are an accurate indicator of a person's current mindset and abilities. They also highlight the areas of development to focus on what would enable an individual not only to develop professionally but also personally. The report from the CAST assessment of a candidate for a key role in our organisation has a big part to play in the decision-making process on appointments and professional development plans. (Director, Ireland)*

*I found the CAST assessment extremely helpful in providing me with an understanding of my strengths and areas of future work. Having a greater awareness of areas requiring development gives me an understanding of where my focus should be. (Founder, i-being, India)*

*The CAST assessment has enabled me to think about the risk of burnout and what I need to focus on to reach my potential as a practitioner. It has also made me think more about the type of work I am suited to and could retain resilience in. From a supervisor's point of view, having the assessment feedback about my colleagues has allowed me to be more focused in their supervision on the aspects of their professional character that would impede development and resilience. (Team Leader, N. Ireland)*

*The results could not be more positive. Through a simple question and answer process, completed over a 75-minute session, we gained insight into employees' strengths and challenges, appropriate methods of support and current and future role suitability. (Operations Manager, UK)*

*I thoroughly enjoyed the CAST assessment. Patrick was relaxed, friendly and informative and put me at ease throughout the assessment process. He took the time to explain the different parts of the assessment and the research supporting each part of it. The feedback was excellent and informative. I could identify with the strengths and areas for development that the assessment highlighted. It really helped me reflect on my current abilities. It also highlighted the areas I need to focus on to help my future development. This has helped me understand myself better and my behaviour in organisations. (Senior Fieldwork Manager, UK)*

*Through the assessment interview, I was helped to identify the main characteristics associated with my leadership abilities and skills. The results and, most of all, the way Patrick presented them to me and commented on them, gave me important information to set goals for professional development. I highly recommend any professional working in the childcare field take the assessment for its usefulness as a tool for improving outcomes with young people, the workforce, and the organization. (Director, Portugal)*