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Personality at interview: question planner

Turn a personality profile into hypotheses and interview questions, and record the evidence you hear.

1. From the job to the hypotheses

Role	Candidate	Date

List the three to five job demands that depend on how someone prefers to behave. For each, note what the profile suggests and the hypothesis you will test. Write hypotheses as things to test, not conclusions.

Job demand	Relevant trait area	What the profile suggests	Hypothesis to test

Example (illustrative): Demand – reorganising rotas at short notice. Trait area – appetite for change and variety. Profile suggests – a clear preference for routine. Hypothesis – "May find frequent unplanned change draining. Have they developed ways of handling it?"

Before the interview – tick when done

- ☐ I have the job analysis and know which demands matter most
- ☐ I have read the profile against those demands only, not every scale
- ☐ I have a hypothesis where the profile fits the role, as well as where it may not
- ☐ None of my questions asks about health, disability or any personal characteristic
- ☐ I will cover the same areas with every candidate for this role

2. Question plan – one block per hypothesis

Area 1

Opening question
A real, recent example: "Tell me about a time when..."

Probes
What did you do? What made it easy or hard? What happened?

Strategy question
"When this kind of situation is less comfortable for you, what do you do?"

Evidence heard

Area 2

Opening question

Probes

Strategy question

Evidence heard

Area 3

Opening question

Probes

Strategy question

Evidence heard

Weigh what you heard with the rest of the evidence. A preference the candidate manages well is not a weakness; a preference that fits the role is not proof of capability.

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Does any of this sound familiar?

The organisations we work with rarely come to us asking for a survey. They come with something that is costing them money, time or people. These are the ones we hear most often.

MAKING MONEY

"We hire well on paper and still get it wrong in the role."

Personality, leadership and competency assessment matched to the job, so interviews test what matters and offers go to people who will perform. (FindingPotential)

"Our best people leave and we only find out why afterwards."

Exit intelligence in the leaver's final weeks: what was avoidable, who would come back, and what to change first. (LastOpinion)

"Leaders get feedback once a year and nothing changes."

Forward-looking 360 feedback that lands as development rather than judgement, with the actions built in. (FeedForward)

SAVING MONEY

"Too many new starters are gone inside a year."

New-starter surveys at the points the first-year leak opens, so you act at three months instead of reading about it at exit. (OnBoarder)

"References take weeks and tell us nothing."

Automated referencing with questions that predict, most returned within 48 hours. (ReferenceExpert)

"We run an engagement survey and the results sit in a drawer."

Engagement reporting down to team level in plain English, with the three moves each team's own people chose. (WinningFormula)

SOLVING PROBLEMS

"The board wants evidence on culture, conduct and speaking up."

A confidential always-on channel and a harassment-prevention audit that give you the evidence before a regulator asks for it. (SafeSpace)

"We publish an inclusion statement and cannot show whether it is true."

Inclusion measured at every stage from hire to exit, so you can see where the experience differs and act on it. (ED&I)

"We have the data and cannot turn it into a decision."

Twenty years of UK benchmark data and analysts who turn results into a board paper, not a dashboard. (Workforce intelligence)

Who we are

great{with}talent is a UK workforce-intelligence consultancy, founded in 2003. We help organisations hire better, keep people longer, improve leadership, strengthen inclusion and reduce workplace risk, with a connected set of tools that turn employee data into clear, fast action across the whole employee lifecycle. Independent, GDPR-compliant and Cyber Essentials certified, hosted on Microsoft Azure.

Not on the list? It will not always be. If you are working on something you think we might be able to help with, drop us a note describing what you are trying to do and we will come back to you.

On the list or not, let's talk.

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