



*How understanding personality impacts the interview process*

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# INTERVIEW BASED ON PERSONALITY

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# TABLE OF CONTENTS

GETTING TO KNOW THE CANDIDATE	3
UNDERSTANDING PERSONALITY	5
<i>Interview Preferences</i>	
USING ROLE REPORTS	10
1. <i>Taking the Role Expectations Survey</i>	
2. <i>View the Ideal Personality Type</i>	
3. <i>See how candidates compare</i>	
INTERVIEW QUESTIONS BY PERSONALITY TYPE	13
MORE WAYS TO USE CRYSTAL	16

*Intro*

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# Getting to know the candidate

# GETTING TO KNOW THE CANDIDATE

Interviews can be stressful for everyone involved. Candidates worry about saying the right thing and making a good impression on the interviewer. While most people sympathize with the candidate, since they've all been in that position at one point or another, many forget the difficulty interviewers face.

The people conducting an interview need to focus carefully on easing the candidate's stress so they can find the perfect fit for the position. Through a few simple questions, they have to try and predict how each candidate will react to different situations, work with others, use their strengths to their advantage, and consciously overcome their blind spots.

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*Assessing fit with such little context is an incredibly challenging task and can often result in hiring people that don't fit well or don't last long in the position, which means the process has to start all over again.*

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When predicting how each candidate might suit a certain role, context is key. Most interviewers understand that by helping candidates feel comfortable enough to be themselves and share more openly, they have a better chance of seeing each person's potential. The easiest way to help potential hires feel most at ease is by adapting the interview to suit that candidate's own communication style. In order to better grasp how to adjust your communication style match the candidate's, you first need to understand more about personality.



*Section 1*

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# Understanding personality

# UNDERSTANDING PERSONALITY

Historically, the only way you would be able to fully understand someone's personality is to know them really well, which takes lots of time and emotional intelligence, or to have them take a personality test. Both of these approaches require you have an established relationship with the person, which doesn't tend to work in the world of outreach communication since we are often trying to connect with new people who we have never spoken with before.

Thankfully, there is a new technology that unlocks another way to learn about someone's personality without an assessment - Personality AI. We wrote about this in detail in another ebook titled, very cleverly, *Personality AI* (which you can download free on Crystal's website). This new technology analyzes publicly available information on websites like LinkedIn to predict someone's personality, using artificial intelligence and machine learning. We built our product, Crystal, to harness Personality AI and enable anyone to identify personalities online to improve their communication and build stronger relationships, all based on the core principle of empathy.

**Jasmine Summers**  
Predicted Profile

Jasmine tends to be very loyal, considerate, and open with emotions, relying more on intuition than logic.

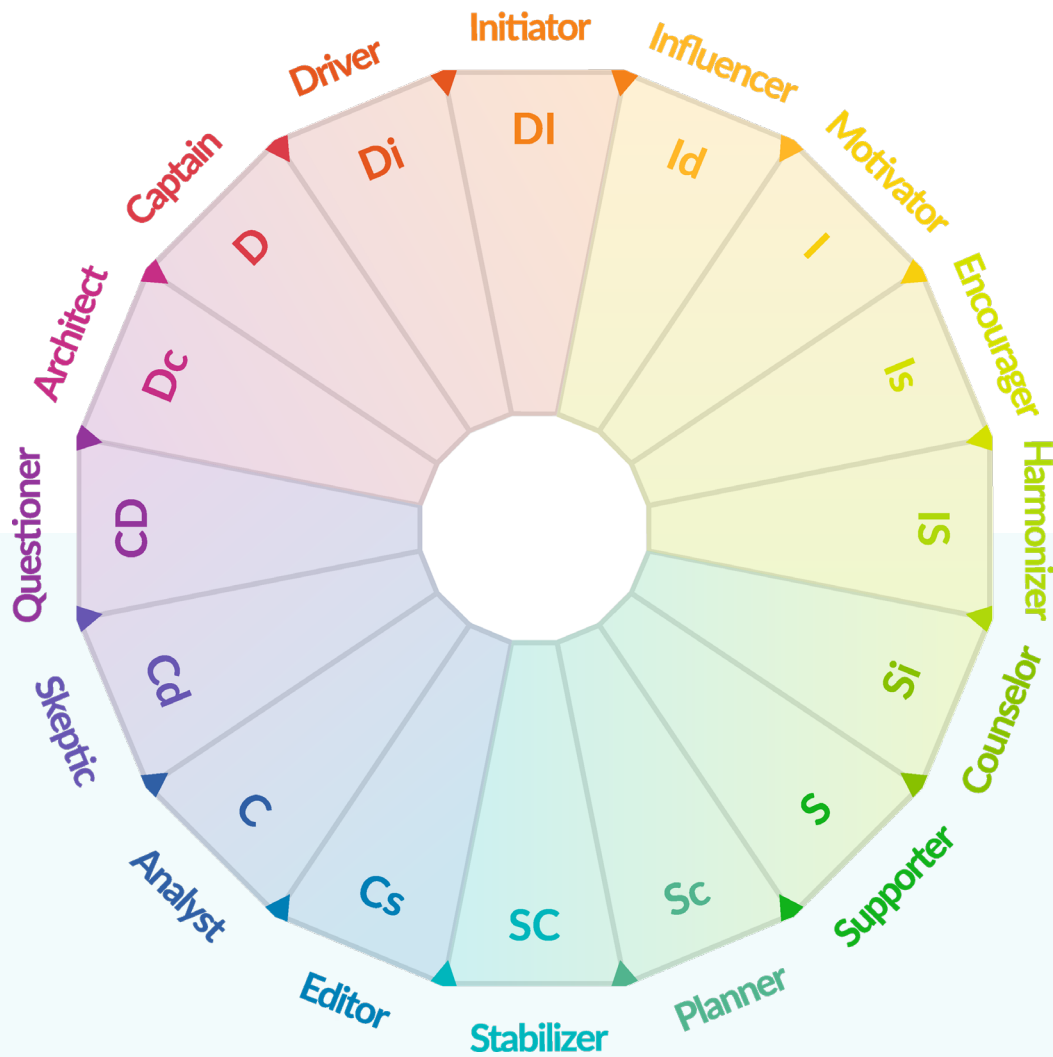
- Type: **Harmonizer (IS)**
- Likes: collaboration
- Avoids: verbal conflict

PERSONALITY GRAPH

The personality graph is a circular chart with 16 segments. The segments are labeled with letters: D, DI, Id, I, IS, S, SC, C, Cd, CD, Dc, Dc. The graph is divided into four quadrants: Dominant (top-left), Influential (top-right), Steady (bottom-right), and Conscientious (bottom-left). A small profile picture of Jasmine Summers is placed in the 'I' segment.

Without getting too technical, when Crystal's AI predicts personality, it uses a framework called DISC to classify personalities into a few categories we refer to as D (dominance), I (influence), S (steadiness), and C (conscientiousness). Each of us has a primary DISC type in one of these categories and sometimes a secondary DISC type in another. To keep things simple, we separate these into easy-to-remember labels called Archetypes.

You can see them all on this graphic called the Personality Map:



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*Below is a breakdown of common personality traits within each of the categories in DISC.*

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### **D Personality Types:** *Captains, Drivers, Initiators, Architects*



- Motivated by control over the future and personal authority
- Tend to prefer instant, concrete results and having an advantage over competition
- Communicate clearly and succinctly

### **I Personality Types:** *Influencer, Motivator, Encourager, Harmonizer*



- Motivated by innovative, unique, creative ideas and excited by the future
- Tend to prefer building new relationships and experiences
- Communicate in a casual, expressive way

### **S Personality Types:** *Counselor, Supporter, Planner, Stabilizer*



- Motivated by peace, safety, and others' wellbeing
- Tend to prefer security, reliability and trust
- Communicate in a friendly and genuine way

### **C Personality Types:** *Editor, Analyst, Skeptic, Questioner*



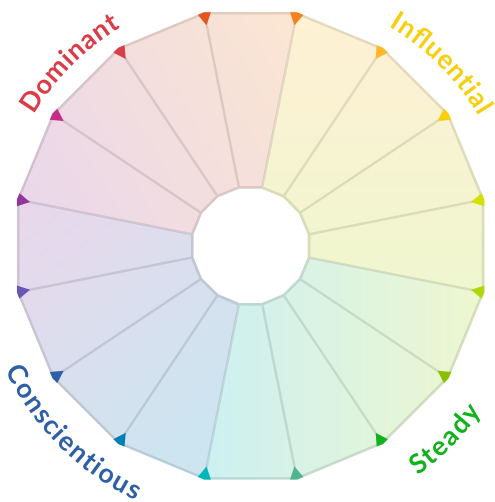
- Motivated by logic, information, and problem solving
- Tend to prefer accurate information and quality solutions (quality over quantity)
- Communicate in a business-like, fact-based way

These differences are extremely important for your approach in every interview. For example, someone who is a warm, people-oriented Supporter (S) is less likely to engage in a discussion about facts and data. They'd usually prefer to engage in more personal, get-to-know-you conversation. An Analyst (C), on the other hand, tends to enjoy learning more about specific, concrete information. ***By identifying someone's personality type, we can learn how to best communicate with them in an interview.***





## INTERVIEW PREFERENCES

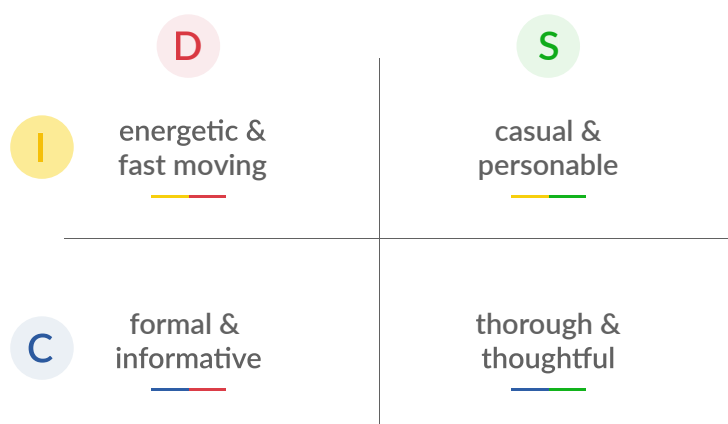


Because interviews may be the best opportunity to understand if a candidate is a good fit for a position, it's important to give them each a chance to be themselves and share their own abilities. One of the best ways to do this is by adapting the interview style to fit with their personality.

Direct, autonomous types on the left side of the Personality Map, **D-types** and **C-types**, are more likely to feel comfortable in formal interviews. They'd prefer to be given the information they need from the start, like compensation, day-to-day tasks, and expectations of the position. Though **D-types** are more likely to feel comfortable around others than **C-types**, they both tend to appreciate meeting one person at a time, rather than being put in a group interview.

More social, people-oriented types on the right side of the Personality Map, **I-types** and **S-types**, generally prefer to have a casual interview that allows them the opportunity to be personable and build connections with the interviewer. They may want to know a bit about the position, but are likely to thrive when the interviewer asks them questions about themselves and makes an effort to get to know them more as a person.

Those near the top of the map, **D-types** and **I-types**, tend to be more energetic and fast-moving; they may prefer to get through interviews quickly. However, those on the bottom half of the Personality Map, **S-types** and **C-types** tend to be more thorough and thoughtful in interviews; they are likely to take their time when answering and asking questions.



*Section 2*

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# Using Role Reports

# USING ROLE REPORTS

Because it can still be difficult to really know if a person is a good fit after just an interview or two, Crystal has created a hiring tool that makes it easier to see how specific candidates may fit the expectations for a role. This tool, known as a Role Report, gathers information from everyone who has a stake in the new hire, either as a manager or co-worker. By finding the most common and necessary expectations for a position, Role Reports help clarify a candidate's fit.

## 1. TAKING THE ROLE EXPECTATIONS SURVEY

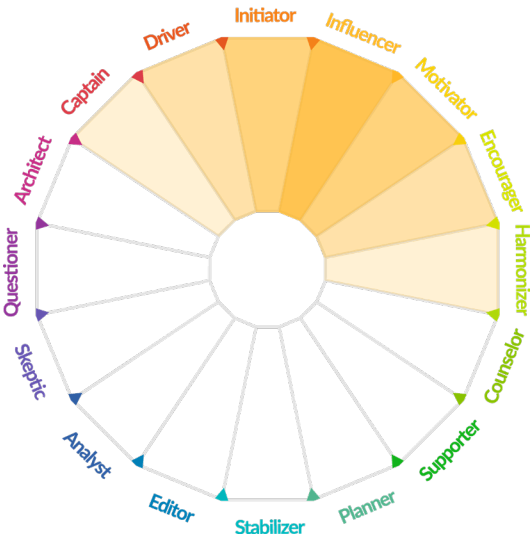
Each member of your team who may be directly impacted by a new hire, like the hiring manager and key co-workers, should complete this brief survey which allows them to rank a list of behaviors or habits on a five-point scale from “Unimportant” to “Important”. This gives each person a chance to share their thoughts on the specific behaviors the right hire should possess. You'll be able to clarify questions like: “Are we looking for someone who is more detail-oriented and focused on the facts of a situation or someone who thinks broader and creates new ways of doing things?”

For example, let's say you are looking to fill a Graphic Designer position at your company. The hiring manager and anyone who will need to work alongside this person should complete the survey to outline the expected role behaviors. While the hiring manager may expect the person in this position to be very self-sufficient, others, who will work more closely with the Designer, may want someone who is collaborative and takes the time to share projects as the progress, which may give coworkers a chance to offer input and help prevent mistakes. *This survey will help show the different expectations and calculate the behaviors that will best fit everyone's requests.*

## 2. VIEW THE IDEAL PERSONALITY TYPE

Once everyone has completed the survey, Crystal will calculate the ideal personality type for the role and show it visually on the Personality Map.

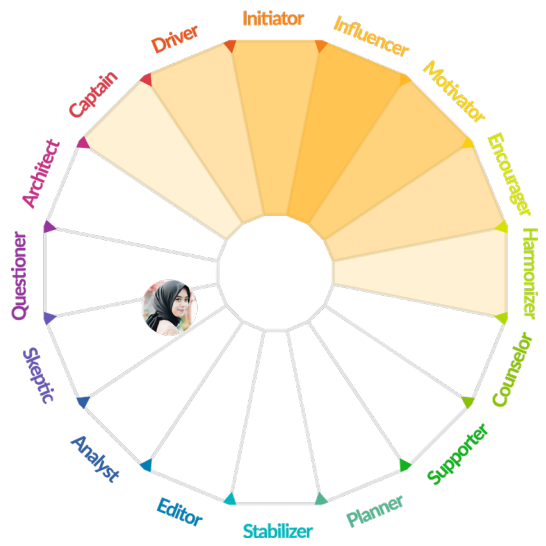
In this case, the role requires qualities most typical of an Influencer (Id): they should be able to work well with others, pursue their own ideas, and think outside the box.



### 3. SEE HOW CANDIDATES COMPARE

If you have Crystal Premium+, you can add candidates to the role and invite them to take Crystal's Personality Assessment to see how they compare to your team's expectations for the position. In the example below, a candidate had the assessment result of an Editor (Cs), which is very far across the personality map from your expected behaviors for the Product Manager role.

This does not necessarily mean the candidate cannot succeed in the role. It does, however, mean you need to verify they have developed the skills to adapt to fit behaviors that may not come as naturally for them. In general, C-types like Editors tend to be more reserved, logical, and routine. For the Graphic Designer role, they would need to work in a very different style.



*To help understand this candidate's adaptability, you should ask the suggested interview questions on their **Candidate Report**.* These questions reflect the important behaviors for the role that are most likely outside of the candidate's comfort zone.

**Interview Questions for Noor**

Tell me about a time you had to follow a specific plan for how things needed to be done.

How do you view established rules and processes?

How important do you consider past success when coming up with solutions to new problems?

Describe how you would deliver instructions to others.

By using these questions to verify they can perform the expected behaviors for the role, you can ensure you hire the right person for the job.

*Section 3*

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# Interview Questions by Personality Type

# INTERVIEW QUESTIONS BY PERSONALITY

The Role Report helps you see how specific candidates are likely to fit the expectations for a certain position, but it also provides examples of interview questions that allow you to focus on areas where the candidate may need to adapt or adjust their behavior to succeed.

Here are a few sample questions for different personality types. They'll be unique depending on each role and personality type, but will always draw upon behaviors the candidate might need to shape in order to enjoy the position and do the job well.



**D-TYPE CANDIDATES** may need to demonstrate their patience and empathy since they are naturally dominant and assertive. Their questions may look something like this:

- Tell me about a time where you had to handle someone reacting emotionally at work.
- Tell me about a time you had conflict and resolved it amicably.
- How do you reach alignment and consensus on a team you're leading?
- How comfortable are you with being patient and deliberate before making decisions?
- How do you respond to people who are resisting or arguing?



**I-TYPE CANDIDATES** tend to prefer thinking in new ways and following a loose schedule. For certain positions, they may need to be more predictable and traditional. Here's an example of what their questions may look like:

- How do you balance quality with speed and experimentation?
- Tell me about a time you had to use a more calculated, analytical approach to problem-solving.
- How do you maintain positivity and harmony during periods of change?
- How do you approach organizing your work?
- How much information do you typically need before making a decision?





**S-TYPE CANDIDATES** may need to show they can be direct and efficient when needed, since they tend to naturally take their time on projects and keep unpopular opinions to themselves. Their questions may include:

- How do you tend to drive new projects forward?
- Tell me about a time where you had to conduct yourself in a very direct, assertive manor at work.
- How do you prefer to communicate an important point?
- How do you push others to achieve results?
- Tell me about a time you had to deal with a difficult, confrontational interpersonal situation.



**C-TYPE CANDIDATES** are likely to use trusted, reliable ways of solving problems and may need to become more social and creative to fit a certain position. In this case, they should be asked questions like:

- How often do you like to bounce ideas off of others?
- How do you find new ideas and solutions?
- How do you adapt to people who prefer more verbal communication than written?
- How do you tend to structure your schedule?
- How comfortable are you trusting your intuition when making a decision?

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*By asking questions like these, you'll be able to determine a candidate's ability to overcome their blind spots when needed.*

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# MORE WAYS TO USE CRYSTAL

By learning to interview someone in a way that helps them feel comfortable, you're likely to see candidates open up more, which helps you get a better sense of their capabilities in relation to each position. Finding the ideal fit for each job becomes much easier when you get to know each candidate well and can ask them the right questions for each circumstance.

Crystal's personality insights can help in many other ways. From working together to resolving conflict, understanding how to communicate well with others makes life easier for everyone.



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For more information about managing, recruiting, or selling, check out our book, ***Predicting Personality***: Using AI to Understand People and Win More Business.

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