

Zortify interview guide

What is the Zortify Personality Assessment?

The Zortify Personality Assessment is an AI-driven tool for predicting job performance and career success by measuring key personality traits. It uses a multi-trait and multi-method approach and combines quantitative questions with qualitative, open-ended responses to gain deeper insights.

What it measures

- Big Five personality traits (Open-mindedness, conscientiousness, extraversion, agreeableness, emotional stability)
- Entrepreneurial capital (Optimism, resilience, self-efficacy conviction, agility mindset)
- Counterproductive behavioral tendencies (Self-centeredness, strategic manipulation, impulsive excitement-seeking)

Central advantages

- Improves recruitment and promotion decisions – Identification of top talent and minimization of recruitment risks
- Supports leadership and talent development – Highlighting strengths and areas for growth
- Cost-effective & efficient – Online, easy to use, with immediate results
- Scientifically validated – Developed in Europe for the European market
- Available in several languages – English, German and French

The Zortify Personality Assessment is a must-have for organizations looking to improve hiring, leadership selection and talent management with data-driven insights.

Understanding Assessment Results & Asking the Right Questions

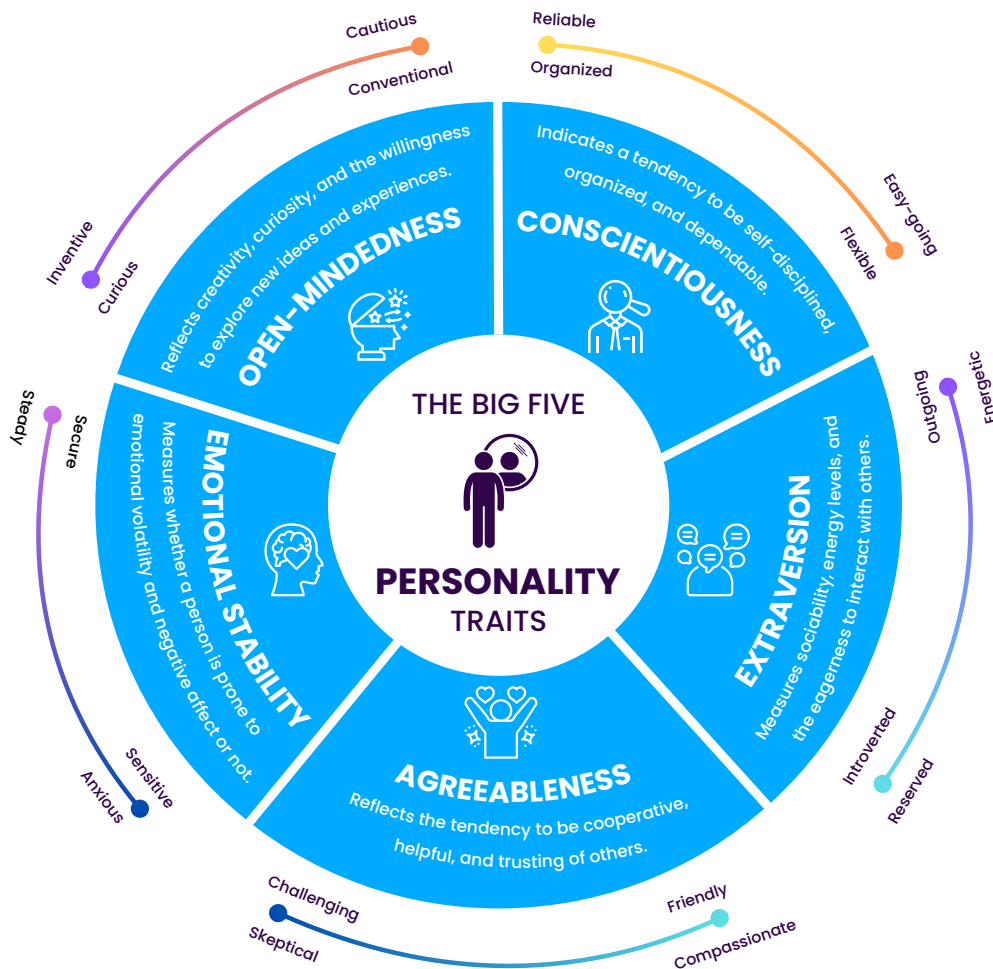
As a talent expert, understanding a candidate's personality profile goes beyond simply reviewing assessment scores—it's about asking the right questions to uncover how their traits impact real work scenarios. This guide is designed to help recruiters, talent acquisition specialists, and hiring managers interpret Zortify results with evidence-based interview questions tailored to specific personality dimensions.

The questions in this guide are:

- Based on the candidate's own assessment responses—ensuring they are targeted, relevant, and insightful.
- Designed to explore behavioural patterns, strengths, and risks, helping you evaluate both job fit and cultural fit.
- Structured around key psychological constructs, including the Big Five Personality Traits, Counterproductive Behavioral tendencies, and Entrepreneurial Capital.

By using this guide, you can take the interview to the next level and gain deeper insights into how candidates think, lead, and collaborate.

Big Five Personality Traits



The Big Five traits are powerful predictors of workplace behaviour and performance. They influence how individuals communicate, collaborate, and solve problems, helping predict job fit, leadership potential, and team dynamics. While a high or low score doesn't guarantee success; its impact depends on the job role, organisational culture, and team expectations. Understanding these traits helps recruiters assess cultural fit and long-term success.

Open-mindedness: Reflects creativity, curiosity and willingness to explore new ideas and experiences.

High Scores (>70):

- How do you balance your curiosity and need for novelty with tasks that require routine and consistency?
- How has your open-mindedness helped you navigate uncertainty or change at work?
- What role does creativity play in your problem-solving approach?

Low Scores (<40): Conventionality

- How do you ensure you remain open to new ideas while relying on proven methods?
- Can you describe a time when you had to step outside your comfort zone? What was the outcome?
- How do you handle situations that require quick adaptation to new ways of working?

Conscientiousness: The tendency to be self-disciplined, organized, and dependable

High Scores (>70):

- Tell me about a time when your high standards pushed a project forward. How did you balance perfectionism with efficiency?
- In fast-moving environments, how do you ensure that high attention to detail doesn't slow down decision-making?
- How do you delegate tasks when you feel others may not meet your standards?

Low Scores (<40): Flexibility

- How do you stay focused and organised in a role with high structure or deadlines?
- Can you share a time when lack of planning led to a challenge? How did you handle it?
- What systems or routines do you use to ensure important tasks don't get overlooked?

Extraversion: Measures sociability, energy levels and eagerness to interact with others.

High Scores (>70):

- Tell me about a time when your high standards pushed a project forward. How did you balance perfectionism with efficiency?
- In fast-moving environments, how do you ensure that high attention to detail doesn't slow down decision-making?
- How do you delegate tasks when you feel others may not meet your standards?

Low Scores (<40): Introversion

- Your results indicate a strong preference for introversion. How does this demonstrate itself in your work style and communication with others?
- How do you ensure effective collaboration when working with more outgoing colleagues?
- What strategies do you use to build strong professional relationships while honouring your preference for quiet work?

Agreeableness: The tendency to be cooperative, friendly and trusting of others

High Scores (>70):

- Can you think of situations where being too accommodating lead to difficulties making decisions or raising concerns? How do you handle it?
- How do you balance teamwork with standing up for your own ideas?
- How has your agreeableness contributed to your success at work?

Low Scores (<40): Competitive (Challenging)

- How do you ensure collaboration while maintaining your independence and growth?
- Have you received feedback about being too straightforward or assertive? How did you address it?
- How do you approach confrontations with colleagues or team members?

Emotional Stability: Measures whether a person is prone to emotional volatility and negative affect, or not.

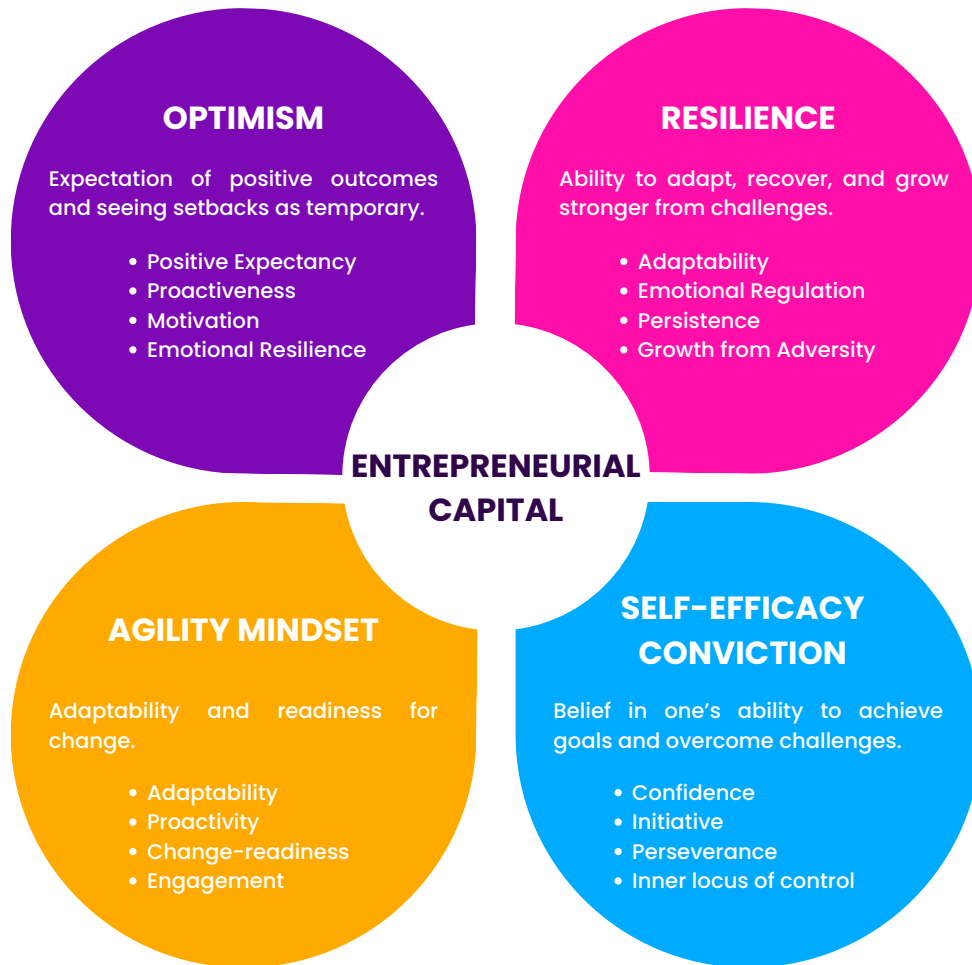
High Scores (>70):

- How do you support team members who struggle with stress?
- Can you describe a particularly challenging situation where you maintained composure?
- How do you balance emotional detachment with empathy?

Low Scores (<40): Emotionally sensitive

- How do you manage stress in high-pressure situations?
- Have emotions ever interfered with your work performance? How did you handle it?
- What techniques do you use to stay focused under pressure?

Entrepreneurial Capital



Research consistently shows that individuals with high scores in Entrepreneurial Capital (EC) are more likely to stay motivated, overcome challenges, and embrace change, making them invaluable in today's dynamic work environments.

EC is highly malleable, this means that the scores can change over time. Positive influences, such as supportive leadership, a growth oriented organisational culture, and targeted developmental interventions can significantly enhance EC. Conversely, toxic work environments, chronic stress, and lack of support can diminish these psychological resources. Keep this in mind especially if you meet a candidate who currently scores low in EC.

Optimism



High: Positive outlook, sees opportunities in challenges, solution-focused.



Low: Positive outlook, sees opportunities in challenges, solution-focused.

- What does optimism mean to you?
- Can you share how you navigate challenges when the outcome is uncertain?
- How do you stay motivated and engaged when facing setbacks or uncertainties?
- How do you influence the mood and motivation of those around you, especially in tough situations?
- Can you share an example of when your outlook helped you overcome a difficult situation?

Resilience



High: Recovers quickly from setbacks, adapts positively to challenges and grows stronger from experiences.



Low: Difficulty bouncing back from setbacks, weakens under pressure, hard to adapt.

- Looking at your current score, how do you think your level of resilience has changed over time? What has helped it grow or caused it to fluctuate?
- Can you share an example of a setback at work? How did you handle it?
- How do you usually maintain motivation and persistence?
- How do you adapt to unexpected changes or disruptions in your work?
- How do you support or inspire resilience in others when working as part of a team?

Self-efficacy conviction



High: Strong belief in own capacity and capabilities, proactive problem-solver. Inner locus of control.



Low: Self-doubt, hesitancy to take on new challenges, risk-averse. Outer locus of control.

- Thinking back to when you were younger or earlier in your career, how do you think your confidence in your abilities has changed over time? What has helped it grow or caused it to fluctuate?
- When you achieve a challenging goal, to what extent do you believe your success is due to your own actions versus external factors? Can you give an example?
- How do you approach unfamiliar tasks or projects that are outside your comfort zone?
- How does the way you see your own abilities and capacity affect how you work with others or lead a team?
- How do you balance confidence in your abilities with being open to learning and feedback?

Agility mindset



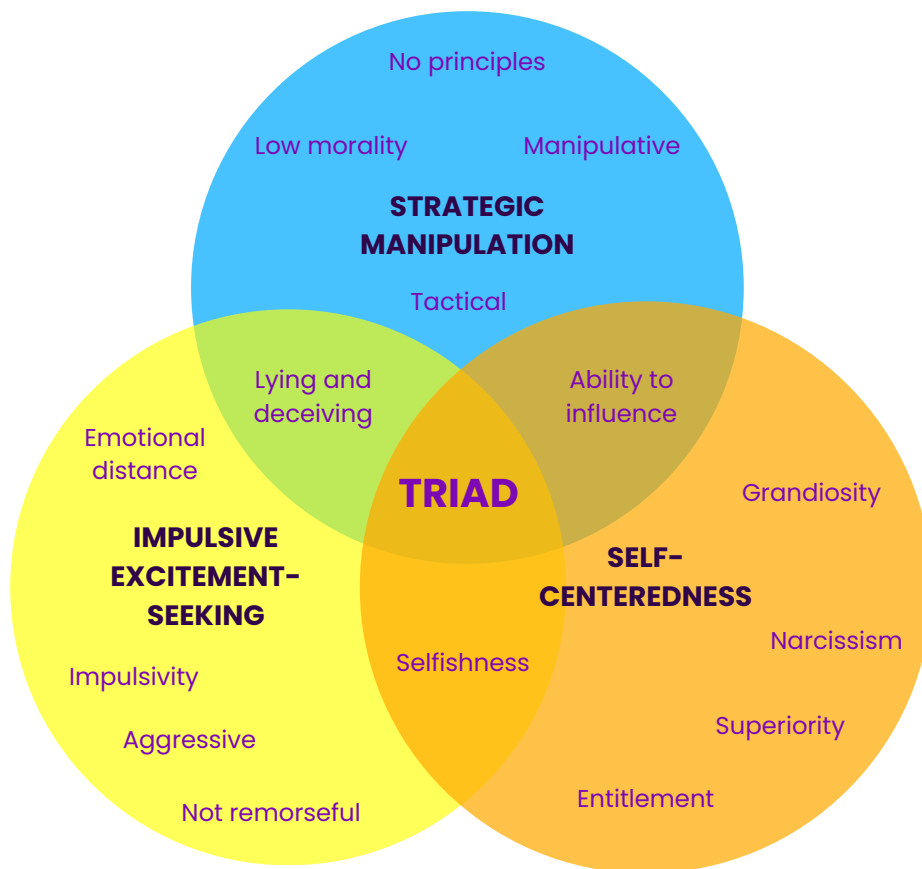
High: Adaptable, open to change (sometimes even the ones driving change), and thrives in dynamic environments.



Low: Tends to prefer stability, resists change, and struggles with uncertainty.

- Can you describe a time when you had to quickly adapt to a significant change in your role or organization? How did you handle it?
- How do you typically respond when faced with uncertainty or ambiguity in a project?
- Describe a situation where you had to quickly adjust to a new technology or system. How did you approach the learning process?
- Describe a situation when you had to pivot your approach due to shifting priorities or unexpected feedback. How did you manage the transition?
- How do you balance staying flexible with maintaining focus on your core responsibilities when priorities change rapidly?

Counterproductive Behavioral Tendencies



Counterproductive Behavioural Tendencies (CBT) can significantly impact workplace dynamics. While medium to high scores in Self-Centeredness can correlate positively with leadership effectiveness, high scores in Strategic Manipulation and Impulsive Excitement-Seeking rarely contribute positively to professional or organisational success.

It is crucial to note that, a high score doesn't necessarily mean someone is unfit for the role but it indicates the need to ask more questions to understand how these traits manifest and to gauge the candidate's self-awareness. However, high scores in CBT correlate positively with undesirable workplace behaviors, making this assessment essential for identifying potential risks and ensuring integrity and ethical leadership.

Note: A score below 30 can be considered a 'zero score' (has no relevance).

Self-Centeredness

- Your results indicate a high level of self-centeredness. How do you see this trait manifesting in your professional behaviour?
- In what ways has your strong self-confidence helped you navigate challenging work situations?
- How do you balance your tendency toward self-centeredness in interactions with colleagues or team members?
- Can you describe a situation where your personal ambition impacted team dynamics?

Strategic Manipulation

- Your results show a tendency toward Strategic manipulation. How does this influence your decision-making and leadership style?
- When working in competitive environments, how do you balance assertiveness with collaboration?
- Can you share an example where you used strategic thinking to achieve a goal?
- How do you build and maintain trust in your relationships while pursuing your own goals and personal growth?

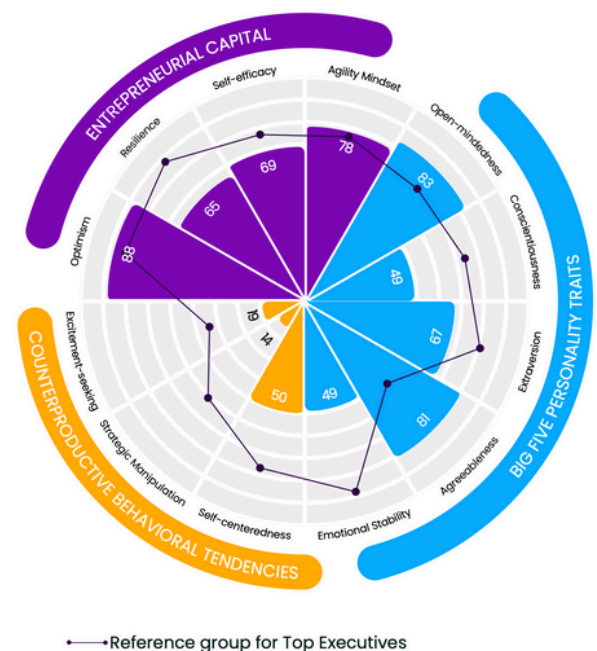
Impulsive excitement seeking

- Your results suggest a high tendency towards impulsive excitement-seeking, which often involves seeking stimulating experiences, taking risks, and acting spontaneously. How does this typically show up in your professional decisions and actions?
- How do you decide when it's better to act quickly and take risks versus when to slow down and consider the consequences?
- Before taking bold risks or making quick decisions, how do you consider the potential impact on others?
- If you think of a time when your impulsive behaviour or decisions had negative consequences for others, did you regret later? How did you feel about the outcomes?

Combination of score

Understanding Zortify assessment scores provides valuable insights into an individual's personality and behaviour, but one score alone doesn't tell the full story. It's the combination of traits and patterns between them that reveal how a candidate navigates complex workplace scenarios. For example, high conscientiousness may suggest strong organisation and attention to detail, but when combined with low self-efficacy, it could indicate perfectionism and fear of failure.

By examining these combinations, we get a clearer picture of strengths, challenges, and behavioural tendencies. However, the real insight comes from mirroring back the scores through open-ended questions, allowing candidates to reflect and provide deeper context. This approach avoids assumptions and creates a more accurate understanding of their personality and potential fit.



Open-mindedness

High Open-mindedness and Low Conscientiousness

- How do you ensure consistency and follow-through when exploring new ideas?
- Can you share an example of how you balance creative thinking with being structured and organised?

Conscientiousness

High Conscientiousness and Lower Self-Efficacy Conviction

- How do you handle situations where it's a challenge to reach high standards?
- Can you describe how you motivate yourself when you're unsure about your abilities?

Low Conscientiousness and High Impulsive Excitement seeking and/or Strategic Manipulation

- How do you stay organised and accountable in roles with high expectations and structure?
- Can you share an example of a challenging project that required strong focus and discipline? How did you approach it?

Extraversion

Extraversion and Self-Centeredness

- How do you balance visibility and influence with ensuring others feel included?
- Can you describe how you navigate team dynamics when you naturally take on a leading role?

Extraversion and Competitiveness (Low Agreeableness)

- Can you describe how you balance assertiveness with collaboration?

Introversion and Low Optimism

- Can you share how you handle setbacks or challenges in the workplace?

Agreeableness

Low Agreeableness and High Self-Centeredness

- How do you balance your personal ambitions with maintaining positive relationships at work?
- Can you share how you approach collaboration when team goals conflict with your personal objectives?

Low Agreeableness and High CBT

- How do you approach workplace disagreements or conflicts? Can you share how you balance assertiveness with maintaining positive relationships?
- When pursuing your goals, how do you ensure your approach is collaborative and considerate of others?

High Impulsive Excitement-Seeking and Low Agreeableness

- How do you balance bold decision-making with maintaining team harmony?
- Can you share an example where acting on impulse impacted team goals? What did you learn?

High Strategic Manipulation and Low Agreeableness

- How do you pursue strategic goals while maintaining transparent and trustworthy relationships?
- Can you describe how you balance assertiveness with openness to others' perspectives? Also extroversion with low agreeableness

Emotional Stability

High Impulsive Excitement-Seeking and High Emotional Stability

- How do you stay in control and make thoughtful decisions when the pressure is high?
- Can you share how you stay grounded while pursuing bold ideas?

High Impulsive Excitement-Seeking and Low Emotional Stability

- How do you manage emotional reactions when making quick decisions?
- Can you describe how you maintain focus under pressure while pursuing bold ideas?

Low Emotional Stability and High Self-Centeredness

- How do you manage emotional challenges while maintaining a focus on team goals?
- Can you describe how you navigate feedback or criticism in high-stress situations?

Cross-Trait Combinations

High Impulsivity (Excitement-Seeking) and Low Emotional Stability

- How do you manage emotional reactions when making quick decisions?
- Can you describe how you maintain focus under pressure while pursuing bold ideas?

High Impulsivity (Excitement-Seeking) and High Emotional Stability

- How do you channel your bold decision-making in ways that benefit your team or organisation?
- Can you give an example of when your calmness under pressure helped you take a calculated risk?

High Narcissism and Extraversion

- How do you balance confidence and visibility with humility and team inclusion?
- Can you share how you maintain positive, trust-based relationships when leading teams?

High Self-Centeredness and Very High Total Entrepreneurial Capital

- How do you align your drive for success with team goals and organisational culture?
- Can you share an example where your ambition positively impacted others' motivation or performance?