

# APPQ



# Accountant Personality Profile Questionnaire Report

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Personality test user 25

Content

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## Introduction

### The APPQ Assessment

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APPQ is an assessment of personality preferences associated with success in accounting roles inspired by the Association of Certified Chartered Accountants (ACCA) in their 2016 report [Professional Accountants of the Future](#):

#### Accounting Ethics

Performing work to a consistently high standard and upholding accounting profession ethical responsibilities in relationships with clients and colleagues

#### Relationships

Establishing & maintaining effective working relationships with others by becoming trusted advisors able to add tangible value to clients businesses

#### Thinking

Able to apply existing knowledge to new situations, explore outcomes, generate new ideas and predict future trends.

#### Coping

Being able to cope with the challenges presented by difficult people and situations, changing demands in accounting work, and obstacles that get in the way of what we want to achieve.

Further inspired by the work of pioneer psychometrician, Raymond Cattell, and based on the most widely accepted contemporary model of personality today; the 'Big Five', APPQ is the world's only accountant-specific personality questionnaire that blend the Big Five personality traits with the behaviours required of successful accountants in public practice, private and public sectors.

| Accounting Traits | Big Five Factor   | Underlying Trait  |
|-------------------|---|---|
| Ethics            | <b>Conscientiousness</b><br><i>Persistence, dependability, and adherence to rules and structure.</i>                                    | <b>Conscientiousness</b><br><i>Systematic and orderly in their work; Tend to have a strong sense of duty; Have high personal standards. Good finishers</i><br><br><b>Self Discipline</b><br><i>Places value on self-control and self-discipline</i>   |
|                   | <b>Extraversion</b><br><i>Social and behavioural stimulation.</i>   | <b>Social Boldness</b><br><i>Ethics: Readily able to initiate difficult conversations with others and deal with initial pushback</i><br><i>Relationships: Confident communicators, happy to initiate contact and start relationships.</i><br><br><b>Assertiveness</b><br><i>Preference to take charge of situations. Good at getting things done</i>                                |
|                   | <b>Agreeableness</b><br><i>Social stability and social harmony.</i>   | <b>Warmth</b><br><i>Natural and genuine interest in other people. Likely to be valued team members</i><br><br><b>Affiliative</b><br><i>Preference for team-work. Enjoy collective decision making with colleagues and clients</i>   |
| Thinking          | <b>Openness</b><br><i>Cognitive stimulation, intellectual curiosity, and creativity.</i>  | <b>Trusting</b><br><i>Places faith in others intentions and abilities. Willing to delegate and nurture</i><br><br><b>Openness</b><br><i>Tactful and diplomatic in their communications with others.</i>   |
|                   | <b>Emotional Stability</b><br><i>Resilience, confidence, self-belief and composure in response to uncertainty or perceived threats.</i> | <b>Creativity</b><br><i>Looks beyond hard facts and data. Identifies subtle people-implications of courses of action</i><br><br><b>Vision</b><br><i>Imaginative and innovative. Strategic rather than operational. Focuses on how things could be.</i><br><br><b>Change Focused</b><br><i>Sees change as opportunity not threat. Willing to try new or radical ways and methods</i> |
| Coping            |   | <b>Intellectual Confidence</b><br><i>Confident in their intellectual ability. Enjoys learning new things and complex ideas and arguments.</i><br><br><b>Emotional Stability</b><br><i>Resilient under pressure. Able to summon up energy to push through difficulties and setbacks</i>  |



**Self-Confidence**

*Confident and self-assured when facing challenges.  
Expects success not failure..*

**Calmness**

*Composed and relaxed. Not easily flustered by  
inconveniences or setbacks*

## The Report

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This report is designed to support the interview and reference checking process. It presents Personality test user 25's personality profile and provides interview questions to help you elicit information about Personality test user 25's preferences, past behaviour, and performance in traits associated with success in accounting roles.

As the APPQ is designed as an online personality questionnaire that delivers reports directly to the employer. This report is designed to be readily interpreted by the employer. Where employers are unfamiliar with interpreting personality profile reports, we encourage you to visit [this page](#) on our website for extensive video support in profile interpretation and addressing frequently asked questions.

The APPQ is an indicator only, and cannot predict behaviour and preferences with certainty. Accountests accepts no responsibility for selection or other decisions made using this tool and cannot be held liable for the consequences of doing so. These tools work at their best in conjunction with competency based interview questions, to both the candidate and their referees, to address potential concerns identified in each of the accounting behaviours in reaching a strong decision on whether to appoint a candidate into an accounting role.

## Score Ratings

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Candidate scores in this report are described in terms of a standardised Sten score that is presented on a scale of 1 to 10. As a guide, scores of 1 to 3 indicate a strong preference for the left side of the scale, while scores of 5 to 6 indicate a neutral preference for either end of the scale, and scores of 8 to 10 indicate a strong preference for the right side of the scale.



### Norm Group

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Personality test user 25's results have been compared against the following norm group.

| Assessment | Norm                                    | Sample Size |
|------------|---|-------------|
| APPQ       | International Accountants & Bookkeepers | 100         |

## Impression Management

In completing personality questionnaires, some people may attempt to distort their results by presenting themselves in an unrealistically positive light, or by avoiding giving away information about themselves.

The following scales explore the risk of distortion in Personality test user 25's profile.

| Scale               | Score | Risk | Interpretation   |
|---------------------|-------|------|--|
| Social Desirability | 5     |      | Personality test user 25 completed the APPQ in an open and honest manner. We can be confident that the report is a true reflection of how Personality test user 25 sees themselves   |
| Central Tendency    | 8     |      | Personality test user 25 selected an unusually high number of non-committal middle answers when completing the APPQ. They may be looking to reveal little about themselves, or may have genuinely mild views on most things. When interviewing Personality test user 25, you should pay heightened attention to whether avoid or deflect questions and be prepared to persist with probing questions |

# Candidate Profile Chart

Detailed below is Personality test user 25's underlying personality trait scores.

|   |  | Scale Ranges  |   |  |
|---|--|---|---|--|
|   |  |   |   |  |
| <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Ethics</div> | Conscientiousness  | Expedient. Takes shortcuts & pays less attention to rules, policies & processes | Rule conscious. Dependable, prudent & orderly. Meets deadlines<br>① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩                               |  |
|   | Self-Discipline  | Lower self-control. Flexible to changing priorities. Less planned & organised   | High personal standards, planned & organised. Expects high standards of others<br>① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩               |  |
|   | <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Relationships</div> | Social Boldness   | Threat sensitive. Dislike of being centre of attention or unexpected events   | Ethics: Confident in challenging social situations<br>Relationships: Confident social communicator, initiates contact with others<br>① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ |
|   |  | Assertiveness   | Prefers to accommodate the wishes of others. Avoids conflict. May capitulate to unethical demands                   | Ethics: Willing to address conflict situations & people<br>Relationships: Able to take charge to get things done<br>① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩                  |
|   | Warmth   | Distant. Less interested in social relationships at work                        | Genuine interest in people. Likely to build engaging relationships with colleagues & clients<br>① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ |  |
|   | Affiliation  | Prefers solo work activities & decision making                                  | Preference for team-working, group activities & collective decision making<br>① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩                   |  |



|               |                         | Scale Ranges   |  |
|---------------|-------------------------|--|--|
|               |                         |  |  |
| Relationships | Trusting                | Suspicious of others motives & abilities. May find it hard to delegate   | <p>① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩</p>   |
|               | Openness                | Direct & forthright in communications. Poor at reading social cues. Speaks before thinking                               | <p>① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩</p>   |
| Thinking      | Creativity              | Focuses on hard facts & data. May overlook subtle implications & effects of actions on people                            | <p>① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩</p>   |
|               | Vision                  | Focused on operational detail. May reject theoretical possibilities  | <p>① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩</p>   |
|               | Change-Focused          | Preference for established ways & methods. May resist change   | <p>① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩</p>   |
|               | Intellectual Confidence | Avoids intellectually challenging situations & conversations. Unsure of their ability to add value to complex discussion | <p>Thinking</p> <p>① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩</p> <p>Coping</p> <p>① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩</p>          |
| Coping        |                         |  | <p>Confident in own intellectual ability. Enjoys complex ideas &amp; learning new things</p> |

|        |  | Scale Ranges  |                     |
|--------|--|---|---------------------|
|        |  |   |                     |
| Coping | <b>Emotional Stability</b><br>Emotionally sensitive & less resilient to sustained pressure or emotionally difficult situations   | Resilient under pressure & rarely flustered by life's challenges. Consistent in their dealings with others.     | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ |
|        | <b>Self-Confidence</b><br>Self doubting when facing challenges. Own worst critic. Blames self for outcomes outside their control | Rarely troubled by self-doubt. Expects success not failure. Risk of complacency or over-estimating capabilities | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ |
|        | <b>Calmness</b><br>Irritated by petty inconveniences & setbacks. Driven by results   | Patient & composed. Can deal with inconveniences & setbacks.  | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ |

## Strengths & Challenges

Summarised below are the potential strengths and development priorities that can be inferred from Personality test user 25's APPQ profile.

|                      | Potential Strengths  | Potential Challenges   |
|----------------------|--|--|
| Ethics in Accounting | <ul style="list-style-type: none"> <li>• Likely to challenge long-standing procedures that add little value</li> <li>• Likely to be flexible and unflustered in environments where plans and priorities change frequently</li> <li>• Likely to be undemanding of ethical colleagues and clients</li> <li>• Likely to be accommodating to the wishes of others</li> </ul> | <ul style="list-style-type: none"> <li>• May not value established policies and processes for upholding accounting ethics</li> <li>• Likely to place less importance on professional standards and adhering to accounting/financial reporting legislative requirements</li> <li>• May not raise objections or state ethical concerns with assertive or domineering clients</li> <li>• Likely to give-way to unethical demands from strongly assertive clients</li> </ul> |

|                           | Potential Strengths   | Potential Challenges   |
|---------------------------|---|--|
| Relationships with Others | <ul style="list-style-type: none"> <li>• Likely to challenge long-standing procedures that add little value</li> <li>• Likely to be flexible and unflustered in environments where plans and priorities change frequently</li> <li>• Likely to be undemanding of ethical colleagues and clients</li> <li>• Likely to be accommodating to the wishes of others</li> <li>• May remain motivated in back-office roles with little visibility to clients and managers</li> <li>• Likely to accommodate peoples wishes and avoid conflict wherever possible</li> <li>• Likely to be able to make impartial objective decisions affecting people</li> <li>• Likely to enjoy team-working, but able to work alone when needed</li> <li>• Likely to trust the intentions and abilities of others, giving praise and recognition and delegation opportunities to others</li> <li>• Likely to be forthright and direct in their communications. People know where they stand</li> </ul> | <ul style="list-style-type: none"> <li>• May not value established policies and processes for upholding accounting ethics</li> <li>• Likely to place less importance on professional standards and adhering to accounting/financial reporting legislative requirements</li> <li>• May not raise objections or state ethical concerns with assertive or domineering clients</li> <li>• Likely to give-way to unethical demands from strongly assertive clients</li> <li>• Slightly less socially confident when meeting new people or unexpectedly becoming the centre of attention</li> <li>• Likely to give-way to unreasonable demands from colleagues or managers and struggle to express their own views</li> <li>• May be less interested in establishing new relationships and uncomfortable around overly friendly people</li> <li>• May struggle to work independently or implement unpopular decisions</li> <li>• May make repeat mistakes based on trust and feel let down if others take advantage of their goodwill</li> <li>• Likely to be poor at reading social situations, blunt, tactless and risk upsetting people when delivering sensitive communications</li> </ul> |
| Thinking                  | <ul style="list-style-type: none"> <li>• Likely to be forthright and direct in their communications. People know where they stand</li> </ul>  | <ul style="list-style-type: none"> <li>• Likely to be poor at reading social situations, blunt, tactless and risk upsetting people when delivering sensitive communications</li> </ul>   |

|        | Potential Strengths  | Potential Challenges   |
|--------|--|--|
| Coping | <ul style="list-style-type: none"> <li>Likely to be very patient, relaxed and composed. Unflustered by inconveniences and able to unwind after work</li> </ul> | <ul style="list-style-type: none"> <li>May be too relaxed to the point where they are difficult to motivate</li> </ul> |

## Interview Questions

|                           |                   | Questions  |
|---------------------------|-------------------|--|
| Ethics in Accounting      | Conscientiousness | <ul style="list-style-type: none"> <li>Describe the accounting ethics and standards that are non-negotiable for you.</li> <li>Give me an example of where you have upheld these standards when they were challenged by a client or colleague.</li> </ul>   |
|                           | Self-Discipline   | <ul style="list-style-type: none"> <li>Describe how you go about planning and organising your workload to ensure that you meet the quality standards and deadlines required by financial reporting legislation</li> </ul>  |
|                           | Social Boldness   | <ul style="list-style-type: none"> <li>Tell me about a time when you identified accounting irregularities in the accounts of a strongly assertive or aggressive client.</li> <li>Did you raise the issue with the client directly? How did they react?</li> <li>What did you learn from the experience?</li> </ul>   |
|                           | Assertiveness     | <ul style="list-style-type: none"> <li>Have you been asked to ignore or overlook clients accounting irregularities by managers?</li> <li>How did you respond to that request?</li> <li>What was the outcome?</li> </ul>  |
| Relationships with Others | Social Boldness   | <ul style="list-style-type: none"> <li>How do you go about establishing new working relationships with colleagues or clients?</li> <li>Give me an example of when you last did this.</li> <li>Tell me about a time you unexpectedly became the centre of attention at work.</li> <li>How did you react to the event?</li> <li>What did you learn from the experience?</li> </ul> |

|                           |               | Questions   |
|---------------------------|---------------|---|
| Relationships with Others | Assertiveness | <ul style="list-style-type: none"> <li>Find an example of where you needed to voice your opinion in the face of strong opposition from colleagues or your manager.</li> <li>How did you do it?</li> <li>How did they react?</li> <li>What did you learn from the experience?</li> </ul>   |
|                           | Warmth        | <ul style="list-style-type: none"> <li>Find an example of where you were assigned to work with a new team or group to achieve a goal.</li> <li>How did you go about establishing relationships with new peers?</li> <li>What role did you play in that team?</li> <li>What did you do to maintain effective relations with these team members?</li> </ul> |
|                           | Affiliation   | <ul style="list-style-type: none"> <li>Have you made or implemented decisions that made you unpopular with your immediate peers?</li> <li>How did you cope with that period of unpopularity?</li> </ul>   |
|                           | Trusting      | <ul style="list-style-type: none"> <li>Find an example of when your trust in people's intentions and abilities led to you being let down.</li> <li>How did you remedy the situation?</li> <li>What did you learn from the experience?</li> </ul>  |
|                           | Openness      | <ul style="list-style-type: none"> <li>Find an example of where you needed to convey sensitive information to a threatened group of people.</li> <li>What did you take into account and why?</li> <li>Were there any 'unexpected' reactions?</li> <li>What was the outcome?</li> </ul>  |

|          |                         | Questions  |
|----------|-------------------------|--|
| Thinking | Creativity              | <ul style="list-style-type: none"> <li>Tell me about a new work process you came up with to solve an old problem.</li> <li>Find an example of where you have been able to take something you learned from one client and apply it to improve how you work with another client.</li> </ul>  |
|          | Change-Focused          | <ul style="list-style-type: none"> <li>Tell me about the last major change you experienced at work.</li> <li>How did you weigh up the pros and cons of that change?</li> <li>Did you buy into it? Why / Why not?</li> <li>What does your manager need to demonstrate before you are happy to embrace change at work?</li> <li>Describe an occasion where this happened.</li> </ul> |
|          | Intellectual Confidence | <ul style="list-style-type: none"> <li>What has been one of the most difficult concepts or initiatives you have had to develop, convey to others and then implement?</li> <li>Why was this so difficult?</li> <li>What is the toughest, purely intellectual problem that you have solved?</li> </ul>   |
| Coping   | Intellectual Confidence | <ul style="list-style-type: none"> <li>Tell me about a time when you had to present your work or ideas to someone you considered to be much smarter than you.</li> <li>How did you prepare?</li> <li>What was the outcome?</li> </ul>  |
|          | Emotional Stability     | <ul style="list-style-type: none"> <li>Tell me about a time when your best work was criticised by a manager or client.</li> <li>How did you react initially?</li> <li>What did you learn from the experience?</li> </ul>   |



|  |                 | Questions  |
|--|-----------------|--|
|  | Self-Confidence | <ul style="list-style-type: none"> <li>• Tell me about a time when your best work was criticised by a manager or client.</li> <li>• How did you react initially?</li> <li>• What did you learn from the experience?</li> </ul> |
|  | Calmness        | <ul style="list-style-type: none"> <li>• How do you motivate yourself to carry out the boring but essential parts of your job?</li> </ul>  |

## Options for Professional Development

| Ethics in Accounting |                   | Questions  |
|----------------------|-------------------|--|
|                      | Conscientiousness | <ul style="list-style-type: none"> <li>With a preference for placing less importance on established policies, laws or processes, take time to become knowledgeable on accounting ethical and reporting standards required of you in your job to ensure you don't put yourself, employer and clients at risk.</li> <li>When managing complex or multiple projects, use a flowchart to track and distribute the work load over time.</li> </ul>  |
|                      | Self-Discipline   | <ul style="list-style-type: none"> <li>When managing complex or multiple projects, use a flowchart to track and distribute the workload over time.</li> </ul>  |
|                      | Social Boldness   | <ul style="list-style-type: none"> <li>Develop your assertiveness skills when communicating ethical concerns to unreasonable clients. Learn to say what you think and feel in ways in which others can hear and understand.</li> <li>Attend a Courageous Conversations or Effective Communication workshop to develop the skills required to engage in difficult conversations with assertive or challenging people, and to develop quality interpersonal relationships through learning effective communication.</li> <li>Watch this Ted Talk <a href="#">How to Speak up for Yourself, Adam Galinsky (15 minutes)</a></li> </ul> |
|                      | Assertiveness     | <ul style="list-style-type: none"> <li>Avoid shying away from difficult but necessary conversations when you encounter ethical irregularities. Learn to resolve conflict in an effective manner that result in a win-win outcome.</li> <li>Attend a Courageous Conversations or Effective Communication workshop to develop the skills required to engage in difficult conversations with assertive or challenging people, and to develop quality interpersonal relationships through learning effective communication.</li> </ul>   |

| Relationships with Others |                 | Questions  |
|---------------------------|-----------------|--|
|                           | Social Boldness | <ul style="list-style-type: none"> <li>• Develop your assertiveness skills. Learn to say what you think and feel in ways in which others can hear and understand.</li> <li>• Attend a Courageous Conversations or Effective Communication workshop to develop the skills required to engage in difficult conversations with assertive or challenging people, and to develop quality interpersonal relationships through learning effective communication.</li> <li>• Watch this Ted Talk <a href="#">How to Speak up for Yourself, Adam Galinsky (15 minutes)</a></li> </ul> |
|                           | Assertiveness   | <ul style="list-style-type: none"> <li>• Avoid shying away from conflict. Learn to resolve conflict in an effective manner that result in a win-win outcome.</li> <li>• Attend a Courageous Conversations or Effective Communication workshop to develop the skills required to engage in difficult conversations with assertive or challenging people, and to develop quality interpersonal relationships through learning effective communication.</li> </ul>  |
|                           | Warmth          | <ul style="list-style-type: none"> <li>• Build an awareness of your interpersonal style and how it impacts on others by requesting feedback from a trusted colleague. Try role playing different approaches to determine the most effective interpersonal style for a given situation.</li> <li>• Become a mentor to an individual whose background and experiences are different from your own.</li> <li>• Attend a professional development workshop that focuses on building greater self-awareness.</li> </ul>   |
|                           | Affiliation     | <ul style="list-style-type: none"> <li>• No suggestions</li> </ul>   |
|                           | Trusting        | <ul style="list-style-type: none"> <li>• Take a moment to weigh up the risks before delegating important tasks to others or trusting people's intentions and abilities at face value. Verifying and checking before delegating or accepting vital information helps you and your colleagues</li> </ul>   |

|          |                         | Questions  |
|----------|-------------------------|--|
| Thinking | Openness                | <ul style="list-style-type: none"> <li>Attend a professional development workshop that focuses on building greater self-awareness</li> <li>Learn to think before you speak when communicating sensitive information to concerned people so you can apply tact and diplomacy to your communications</li> </ul>  |
|          | Creativity              | <ul style="list-style-type: none"> <li>Stimulate your creativity by drawing out problems instead of writing them down.</li> <li>Attend an Innovation Management workshop where you'll learn a broad range of practical skills specifically designed to foster a learning mindset where change, challenge, and the rapid adoption of new ideas and opportunities can become the norm.</li> <li>Listen to this podcast: <a href="#">Marisa Peer: To reach beyond your limits by training your mind (16 minutes)</a></li> </ul> |
|          | Vision                  | <ul style="list-style-type: none"> <li>Seek opportunities for assignments requiring strategic planning</li> <li>Attend a Strategic Thinking workshop aimed at developing your creative thinking in order to lay the foundations for a strategic mindset.</li> </ul>  |
|          | Change-Focused          | <ul style="list-style-type: none"> <li>Be aware of times when you are holding on to a solution or procedure because "that's the way it has always been done" instead of giving consideration to other viable alternatives.</li> </ul>  |
|          | Intellectual Confidence | <ul style="list-style-type: none"> <li>Complete a Critical Reasoning Test to get an assessment of your intellectual horsepower in comparison to other professionals</li> </ul>   |
| Coping   | Intellectual Confidence | <ul style="list-style-type: none"> <li>Suspend your critical judgement, that part of you that says "I can't do this"</li> </ul>  |

|        |                     | Questions  |
|--------|---------------------|--|
| Coping | Emotional Stability | <ul style="list-style-type: none"> <li>• Finish what you start. Anxiety can result from a lot of loose ends.</li> <li>• Focus on results, not just on activities or long hours.</li> <li>• Reinforce yourself with rewards for achieving goals.</li> <li>• Attend a Resilience workshop or work with a coach to develop strategies for coping with stress and to achieve more optimal levels of performance.</li> <li>• Attend a Healthy Thinking workshop to change unhealthy thinking patterns into productive and healthy thoughts.</li> <li>• Watch this video: <a href="#">Amy Morin: The Secret of Becoming Mentally Strong (15 minutes)</a></li> <li>• Podcasts to listen to: <a href="#">Resilience Unravelling - 7 Top Strategies to build Unstoppable Resilience, with Anne Grady</a></li> </ul> |
|        | Self-Confidence     | <ul style="list-style-type: none"> <li>• Be aware that your self-confidence can trip you up through complacency or not identifying real risks. Consult your plans with trusted colleagues before rushing to implement them</li> </ul>  |
| Coping | Calmness            | <ul style="list-style-type: none"> <li>• No suggestions</li> </ul>   |