

APPQ



Accountant Personality Profile Questionnaire Report



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Introduction

The APPQ Assessment

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

The Report

This report is designed to support the interview and reference checking process. It presents [REDACTED]'s personality profile and provides interview questions to help you elicit information about [REDACTED]'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.

As people's personality and preferences change over time, all personality profiles and reports have a time limit past which they should not be used to make selection or development decisions. Check the date of this report and if it is more than two years old, it is recommended that the APPQ is completed again to gather the personality preferences of your participant who has had over two years of career and personal development which may have altered their profile significantly.

Score Ratings

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

[REDACTED] results have been compared against the following norm group.

Assessment	Norm	Sample Size
APPQ	Worldwide Accounting Professionals 2021	317

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 ██████████'s profile.

Scale	Score	Risk	Interpretation
Social Desirability	3		██████████ completed the APPQ in an open and honest manner. We can be confident that the report is a true reflection of how ██████████ sees themselves
Central Tendency	7		██████████ selected a slightly higher 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 ██████████, you should pay attention to whether they avoid or deflect questions and be prepared to persist with probing questions

Candidate Profile Chart

Detailed below is [redacted] underlying personality trait scores.

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

			Scale Ranges	
Relationships	Trusting	Suspicious of others motives & abilities. May find it hard to delegate	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩	Places faith in the abilities & intentions of others. Likely to give recognition & delegate
	Openness	Direct & forthright in communications. Poor at reading social cues. Speaks before thinking	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩	Applies tact & diplomacy to their communications. Thinks before speaking
Thinking	Creativity & Vision	Focuses on hard facts, data & operational detail. May overlook subtle people implications & reject theoretical possibilities	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩	Imaginative & innovative. Focused on how things could be rather than how they are. Appreciates subtleties & people implications.
	Change-Focused	Preference for established ways & methods. May resist change	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩	Embraces change as opportunity not threat. Questions the status-quo & established practices
Coping	Intellectual Confidence	Avoids intellectually challenging situations & conversations. Unsure of their ability to add value to complex discussion	Thinking ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ Coping ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩	Confident in own intellectual ability. Enjoys complex ideas & learning new things
Coping	Emotional Stability	Emotionally sensitive & less resilient to sustained pressure or emotionally difficult situations	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩	Resilient under pressure & rarely flustered by life's challenges. Consistent in their dealings with others.

		<p>Scale Ranges</p>	
Self-Confidence	Self doubting when facing challenges. Own worst critic. Blames self for outcomes outside their control	<p>① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩</p>	Rarely troubled by self-doubt. Expects success not failure. Risk of complacency or over-estimating capabilities
Calmness	Irritated by petty inconveniences & setbacks. Driven by results	<p>① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩</p>	Patient & composed. Can deal with inconveniences & setbacks.

Strengths & Challenges

Summarised below are the potential strengths and development priorities that can be inferred from [REDACTED]'s APPQ profile.

	Potential Strengths	Potential Challenges
Ethics in Accounting	<ul style="list-style-type: none"> • Likely to value established policies and processes for upholding accounting ethics • As likely as most to place importance on professional standards and adhere to accounting/financial reporting law • Socially confident to raise ethical concerns with managers or clients. Not intimidated by assertive/ aggressive reactions from others • Likely to take charge of ethical issues, hold their ground and not be fearful of conflict or difficult conversations 	<ul style="list-style-type: none"> • May overlook opportunities to streamline established processes • May struggle in environments where plans and priorities change frequently • May overlook ethical concerns or observations from less socially participating team members • May not consider the views of others when tackling ethical issues and be overly assertive in their approach to clients

	Potential Strengths	Potential Challenges
Relationships with Others	<ul style="list-style-type: none"> • Likely to value established policies and processes for upholding accounting ethics • As likely as most to place importance on professional standards and adhere to accounting/financial reporting law • Socially confident to raise ethical concerns with managers or clients. Not intimidated by assertive/ aggressive reactions from others • Likely to take charge of ethical issues, hold their ground and not be fearful of conflict or difficult conversations • Likely to particularly enjoy meeting new people, challenging social situations and being the centre of attention • Likely to take charge of situations, initiate action and good at getting things done • Likely to be able to strike a balance between people implications and hard objectives • Likely to be slightly more autonomous and self-sufficient. Less need for group support when making tough decisions • May trust the intentions and abilities of others, giving praise and recognition and delegation opportunities to others • Likely to be forthright and direct in their communications. People know where they stand 	<ul style="list-style-type: none"> • May overlook opportunities to streamline established processes • May struggle in environments where plans and priorities change frequently • May overlook ethical concerns or observations from less socially participating team members • May not consider the views of others when tackling ethical issues and be overly assertive in their approach to clients • May overlook the contributions from less socially participating team members • May push to get their own way and not consider the views of colleagues when driving to get things done • May struggle to make or implement decisions that negatively affect others • May be selective in consulting others and see group decision making as inefficient • May make repeat mistakes based on trust and feel let down if others take advantage of their goodwill • Likely to be poor at reading social situations, blunt, tactless and risk upsetting people when delivering sensitive communications
Thinking	<ul style="list-style-type: none"> • Likely to be forthright and direct in their communications. People know where they stand 	<ul style="list-style-type: none"> • Likely to be poor at reading social situations, blunt, tactless and risk upsetting people when delivering sensitive communications

	Potential Strengths	Potential Challenges
Coping	<ul style="list-style-type: none"> Likely to be forthright and direct in their communications. People know where they stand 	<ul style="list-style-type: none"> Likely to be poor at reading social situations, blunt, tactless and risk upsetting people when delivering sensitive communications

Interview Questions

Ethics in Accounting		Questions
	Conscientiousness	<ul style="list-style-type: none"> Describe an occasion where you were required to perform work where no standard operating procedures were in place for you to follow. How did you proceed? What did you do to ensure accounting ethics and standards were upheld when there were no guidelines for you to follow? Tell me about a time when your own values were compromised. What happened?
	Self-Discipline	<ul style="list-style-type: none"> Describe how you go about planning and organising your workload to ensure that you meet the quality standards required and deadlines by financial reporting legislation
	Social Boldness	<ul style="list-style-type: none"> What personal checks and balances do you utilise to ensure you don't inadvertently impose your preferences on less socially confident clients? Give me an example of where you have used this approach.
	Assertiveness	<ul style="list-style-type: none"> Tell me about when you did not handle well a person who disagreed with you on accounting ethics or standards. What have you done to ensure you don't repeat the experience? How do you know this new approach is effective?

		Questions
Relationships with Others	Social Boldness	<ul style="list-style-type: none"> How do you ensure the views and concerns of people less socially confident than you are taken into account and not overlooked in your work? Give me an example of where you have used this approach.
	Assertiveness	<ul style="list-style-type: none"> When were you last convinced by a colleague that your preferred course of action wasn't the best option? How did you respond initially? What changed your mind?
	Warmth	<ul style="list-style-type: none"> Find an example of where you were assigned to work with a new team or group to achieve a goal. How did you go about establishing relationships with new peers?
	Affiliation	<ul style="list-style-type: none"> Find an example of where you needed to rely on group support to achieve a goal. What specific role did others in the team play that helped the team to be successful?
	Trusting	<ul style="list-style-type: none"> Find an example of when your trust in people's intentions and abilities led to you being let down. How did you remedy the situation? What did you learn from the experience?

		Questions
Thinking	Openness	<ul style="list-style-type: none"> Find an example of where you needed to convey sensitive information to a threatened group of people. What did you take into account and why? Were there any 'unexpected' reactions? What was the outcome?
	Creativity	<ul style="list-style-type: none"> Tell me about a new work process you came up with to solve an old problem. 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.
	Change-Focused	<ul style="list-style-type: none"> Find an example of where you weighed up the pros and cons of change before buying into it. Have you ever made 'change for changes sake'? How do you communicate your enthusiasm for change to those who may feel threatened by change? Find an example of where you achieved this.
	Intellectual Confidence	<ul style="list-style-type: none"> What has been one of the most difficult concepts or initiatives you have had to develop, convey to others and then implement? Why was this so difficult?
Coping	Intellectual Confidence	<ul style="list-style-type: none"> Tell me about a time when you had to present your work or ideas to someone you considered to be much smarter than you. How did you prepare? What was the outcome?
	Emotional Stability	

		Questions
	Self-Confidence	<ul style="list-style-type: none"> • When faced with a new challenge in the workplace, tell me how you go about assessing what needs to be done and your capacity to meet that challenge • Give me an example of where you have used this approach • What was the outcome?
	Calmness	<ul style="list-style-type: none"> • How do you relax after the demands of a frustrating day? • Provide an example of where you have experienced repeated frustration in moving a project or task forward. Describe how you felt at the peak of those frustrations. • What did you learn from the experience?

Options for Professional Development

		Questions
Ethics in Accounting	Conscientiousness	<ul style="list-style-type: none"> With a slight preference for placing value on established policies, processes and systems, make sure you're not always putting duty before pleasure. Focus on results, not just on activities or long hours.
	Self-Discipline	<ul style="list-style-type: none"> No suggestions
	Social Boldness	<ul style="list-style-type: none"> Assess your communications and particularly listening skills style when advising clients. Look for opportunities to use a more participative approach to avoid imposing solutions on them.
	Assertiveness	<ul style="list-style-type: none"> Avoid raising ethical concerns or irregularities with excessive force. Learn to resolve conflict in an effective manner that result in a win-win outcome. Assess your decision-making style, paying attention to the extent to which you solicit others' ideas. Look for opportunities to use a more participative approach. Listen to this podcast: How to Be Assertive Without Being Aggressive
	Social Boldness	<ul style="list-style-type: none"> Assess your decision-making style, paying attention to the extent to which you solicit others' ideas. Look for opportunities to use a more participative approach.

		Questions
		Assertiveness
Warmth	<ul style="list-style-type: none"> No suggestions 	
Affiliation	<ul style="list-style-type: none"> Be aware of your slight preference for independence when working as part of a team, especially if you find yourself seeing team meetings or input from colleagues as an unwelcome distraction from achieving your personal goals. 	
Trusting	<ul style="list-style-type: none"> 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 	
Openness	<ul style="list-style-type: none"> Attend a professional development workshop that focuses on building greater self-awareness Learn to think before you speak when communicating sensitive information to concerned people so you can apply tact and diplomacy to your communications 	

Relationships with Others

		Questions
Thinking	Creativity	<ul style="list-style-type: none"> Stimulate your creativity by drawing out problems instead of writing them down. 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. Listen to this podcast: Marisa Peer: To reach beyond your limits by training your mind (16 minutes)
	Vision	<ul style="list-style-type: none"> Seek opportunities for assignments requiring strategic planning Attend a Strategic Thinking workshop aimed at developing your creative thinking in order to lay the foundations for a strategic mindset.
	Change-Focused	<ul style="list-style-type: none"> When considering new or radical ways of tackling old problems, manage the risks of making change for changes sake by consulting with trusted colleagues on the pros & cons of the change before implementing it
	Intellectual Confidence	<ul style="list-style-type: none"> No suggestions
Coping	Intellectual Confidence	<ul style="list-style-type: none"> Suspend your critical judgement, that part of you that says "I can't do this"
	Emotional Stability	<ul style="list-style-type: none"> You report yourself as being slightly more emotionally stable than most accountants.
	Self-Confidence	<ul style="list-style-type: none"> No suggestions

		<p style="text-align: center;">Questions</p>
<p>Coping</p>	<p>Calmness</p>	<ul style="list-style-type: none"> • Decontaminate your leisure time. Set aside time to have fun and don't let work or thoughts about it intrude. • If you are over-committed and expect to be great at everything, focus your energy on fewer areas and allow yourself to be average in less important matters. • See petty inconveniences for what they are. Expect them; they are inevitable, and don't let them derail your mood or energy to achieve what is important