



accounttests

candidates you can count on

Recruit better Finders, Minders, and **Grinders**

A comprehensive
guide for making
the most of the
**Accountants Personality
Profiling Questionnaire**
in your hiring process



APPQ GUIDE FOR GRINDERS

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This guide is for the **Grinder's** Ideal Profile

You can find the Ideal Profiles for **Finder** and **Minder** [here](#)

APPQ GUIDE FOR GRINDERS

Introduction

The Accountests Research and Development team spent most of 2021 developing the worlds first personality questionnaire designed to specifically measure the behaviours and personality traits associated with success in accounting roles. Over 300 industry professional from accounting firms globally took part in this development.

The Accountants Personality Profiling Questionnaire, better known as the APPQ, was launched in January 2022, receiving early positive feedback from people recruiting accountants and bookkeepers in a candidate-scarce job market.

There's a concise overview of the APPQ, how to use it in recruitment and team-development, along with sample personality profile reports and introduction videos at [this link](#) on the Accountests website.

Using this guide within the Finders, Minders, and Grinders Model

This guide has been compiled by Accountests for two core purposes:

Firstly, to support employers when hiring Finders, Minders and Grinders into their businesses.

Secondly, to enable business owners and their teams to assess their personalities in relation to the role they are in, with the aim of being the basis for discussions on personal, professional and team development.

For each role, Accountests have identified an Ideal Profile of the differing behaviours and personality trait strengths associated with success in Finder, Minder and Grinder roles.

Employers can then compare the APPQ profiles of candidates against the Ideal Profile for the role they have applied for, identify variances that could be potential concerns and use the interview questions in this guide to address those potential concerns with candidates and their referees.

The guide also has personal and professional development recommendations to address potential concerns in newly appointed staff and existing team members. If you have yet to use the APPQ in your selection process, spending just 2 minutes watching the Introduction video via [this link](#) is highly recommended. If you are reading this after receiving an APPQ report for a candidate, visit the same link above and watch the two Interpretation videos.

COMPARING A CANDIDATE PROFILE AGAINST AN IDEAL PROFILE

Steps

- 1 Go to pages 8 – 10 of your candidate or staff members APPQ report to see their personality profile
- 2 Find the Ideal Profile for the Finder, Minder or Grinder role on the following pages of this guide and select which role is relevant to your applicant or staff member
- 3 Look for significant variances between the Ideal Profile in each of the personality traits. A significant variance is two or more points between the Ideal profile and Candidate/Staff members profile
- 4 If hiring, focus on the significant variances in your interview and reference checks, using the interview questions on pages 6 - 12 of this guide
- 5 If you appoint the candidate into the role, use the Professional Development Suggestions on pages 13 - 15 of this guide to agree and set development goals for their first year in the role
- 6 Similarly, if using APPQ with existing staff, also use the Professional Development Suggestions on pages 13 - 15 of this guide to agree and set development goals for the next year in the role

Vital Points

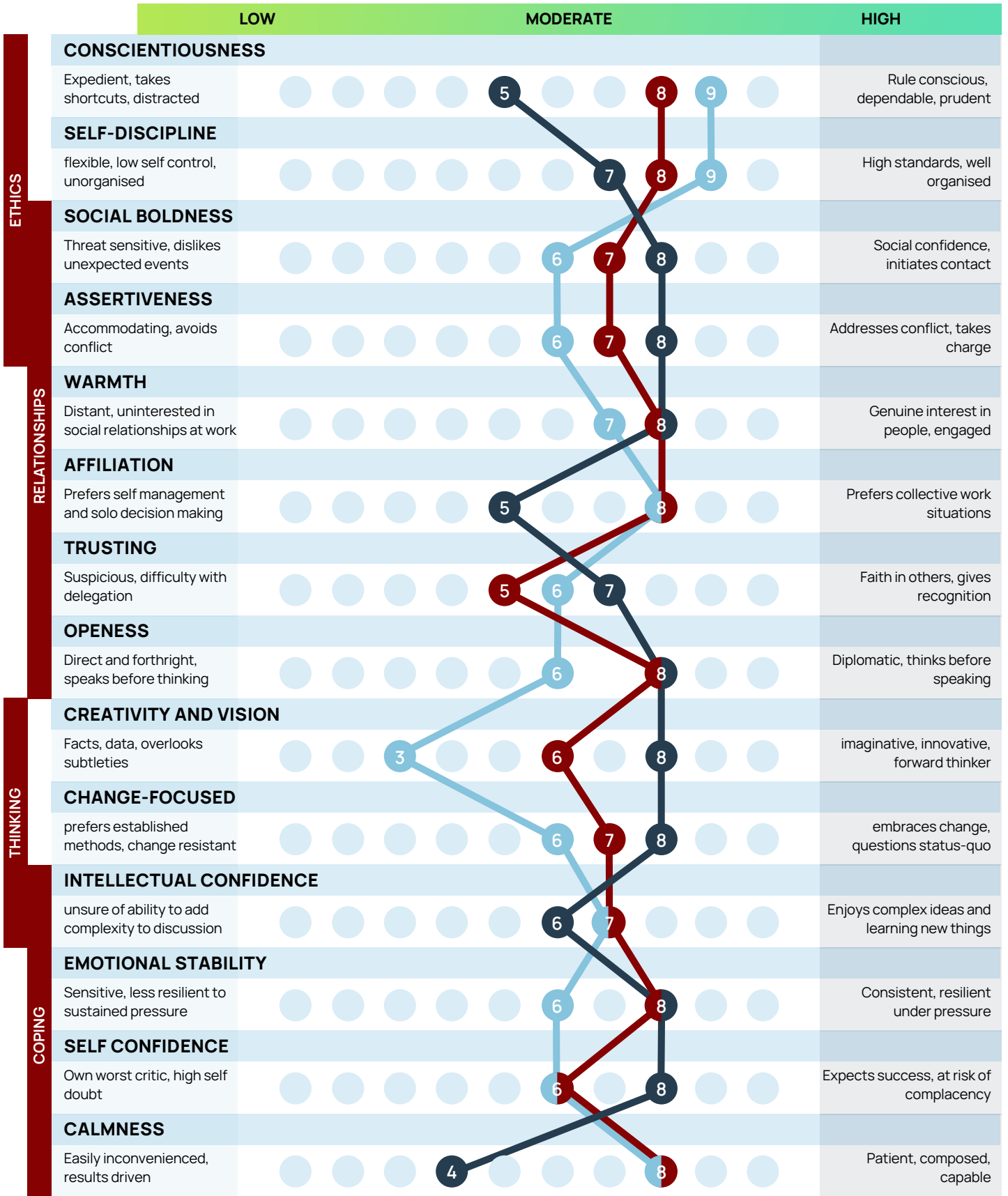
- Expect variances between people completing the APPQ and the Ideal Profile for the role. The chances of an exact match across 15 personality traits are improbable and unrealistic, so don't reject hard-to-find candidates purely on the basis of several mismatches, but rather use the suggested interview questions and development priorities to guide you towards a thorough selection decision
- APPQ profiles derived from people completing the questionnaire identify a person's preferences. Some people are aware of their preferences and can work against them when a situation dictates, other people can struggle to work against their preferences, or are unaware of their personality preferences
- Explore the variances at interview and reference check with the suggested interview questions. You are looking to see whether your candidate or staff member is aware of their personality preferences and can work against those preferences when required

IDEAL PROFILES CHART - ALL ROLES

Finder

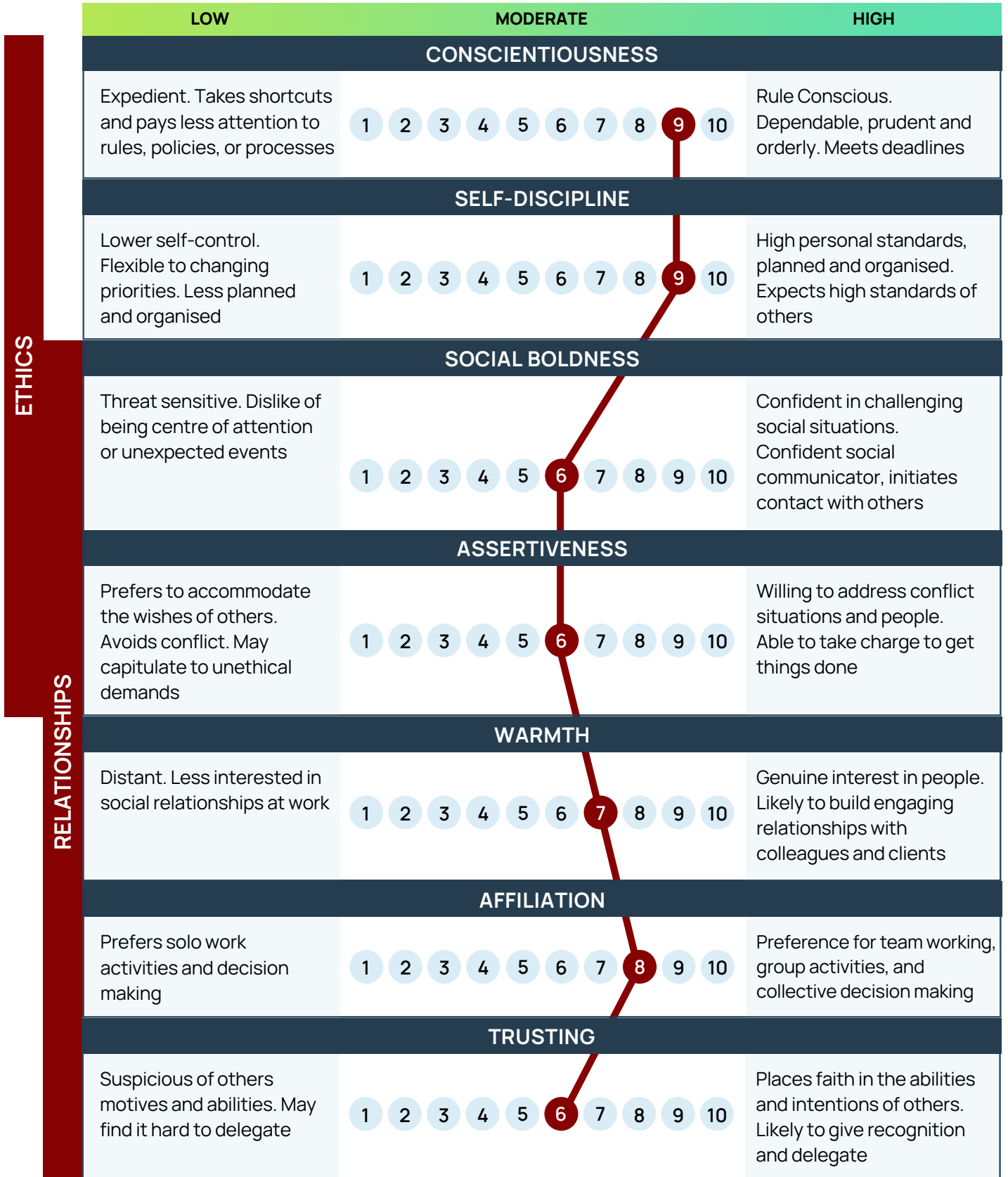
Minder

Grinder

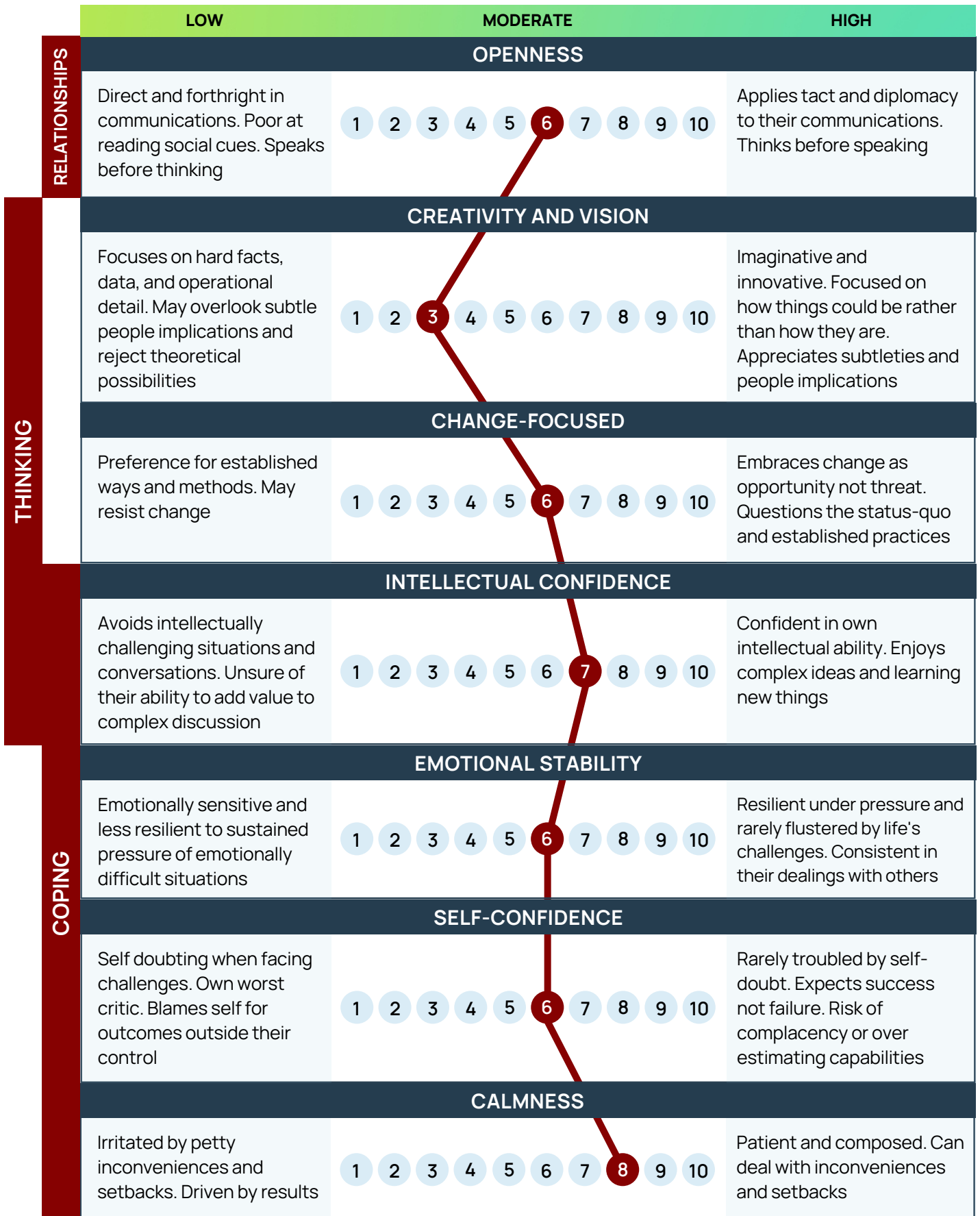


IDEAL PROFILE CHART - GRINDER

Grinder



IDEAL PROFILE CHART - GRINDER



INTERVIEW QUESTIONS

Grinder

Because this role focuses on producing quality accounting reporting in a timely manner for the business, the APPQ Ideal Profile places a heavy emphasis on working conscientiously, being planned and organised and an effective team member.

Business owners should ask their Grinder teams to complete the APPQ to see how their team stack up against most accountants and bookkeepers and use the Development Priorities in the report to identify where they should concentrate their development efforts in the next year.

Similarly, employers who are recruiting external candidates into the Grinder role should include APPQ in their selection process.

CONSCIENTIOUSNESS

The Grinder needs to be highly conscientious in valuing accounting policies, processes and financial reporting deadlines and legislation through thoroughness, dependability and consistency

Low and Average Scores (1 - 6)

Describe the accounting ethics and standards that are non-negotiable for you

Give me an example of where you have upheld these standards when they were challenged by a client or colleague

High Scores (8 - 10)

No questions – this is where we want them!

SELF-DISCIPLINE

The Grinder needs to be planned and organised, with high personal standards that meet or exceed those expected by the business and accounting/bookkeeping professional bodies

Low and Average Scores (1 - 6)

Tell me how you plan and organise your workloads. What deadlines are you required to meet?

·How do you measure your progress towards reaching those deadlines?

Describe what you have done to improve your skills and abilities in your current job

High Scores (8 - 10)

No questions – this is where we want them!

INTERVIEW QUESTIONS - GRINDER

SOCIAL BOLDNESS

The Grinder should be a confident social communicator who can raise concerns with colleagues, managers and clients. However, socially confident people need to check whether they are riding over the wishes/concerns of less socially confident people, so there's interview questions for high scorers too

Low Scores (1 - 3)

Tell me about a time when you identified accounting irregularities in the accounts of a client

Who did you raise the issue with? How did they react?

What did you learn from the experience?

Tell me about a time you unexpectedly became the centre of attention at work

How did you react to the event?

High Scores (8 - 10)

How do you ensure the views and concerns of colleagues less socially confident than you are taken into account in the workplace?

Give me an example of where you have used this approach

ASSERTIVENESS

The Grinder needs to take charge of situations in order to get things done, as well as raising matters with the potential for conflict when required. There are questions for Higher Scorers to check whether their assertiveness is tempered by being accommodating and inclusive

Low Scores (1 - 4)

Find me an example of where you needed to voice your opinion in the face of strong opposition

Why did you do so and how did you do it?

High Scores (8 - 10)

Find me an example of when you were last convinced by someone that your preferred course of action wasn't the best option

How did you respond initially? What changed your mind?

INTERVIEW QUESTIONS - GRINDER

WARMTH

The Grinder needs to present themselves to staff and clients as being genuinely interested in people to the point where they establish and maintain strong relationships. There are questions for Higher Scorers to check whether they can deliver decisions with negative impacts on people

Low and Average Scores (1 - 5)

Give me an example of where you worked with a new team or group to achieve a goal

How did you go about establishing relationships with new people when you started your current job?

High Scores (7 - 10)

No questions – this is where we want them!

AFFILIATION

The team-working trait. The Grinder needs to thrive in a team-working environment with shared goals, even though they may be working remotely or offshore. High scorers who work remotely can be demotivated by being physically disconnected from their team, so there are questions for high and low scores

Low and Average Scores (1 - 6)

Find me an example of where you have 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?

High Scores (8 - 10)

How do you remain motivated and engaged at work when you are physically distanced from your colleagues and manager?

INTERVIEW QUESTIONS - GRINDER

TRUSTING

The Grinder Ideal Profile sits right in the middle on Trusting as they need to place faith and trust in their colleagues. But, they also need to be critical observers, concerned with verification and not taking accounting info at face value. Hence, there are interview questions for both high and low scorers

Low Scores (1 - 4)

What does your manager need to do to gain your trust in their abilities and intentions

High Scores (8 - 10)

Give me an example of a time when you trusted someone's integrity but lived to regret your decision

What did you learn from the experience?

OPENNESS

The communications style trait. Grinders need to apply tact and diplomacy to their communications with colleagues and clients by thinking before speaking.

Low Scores (1 - 4)

·Find me an example of where you have needed to convey bad news to a client or colleague

What did you take into account and why?

Were there any 'unexpected' reactions?

What was the outcome?

Average to High Scores (6 - 10)

No questions – this is where we want them!

INTERVIEW QUESTIONS - GRINDER

CREATIVITY AND VISION

Grinders need to focus on the operational details of getting quality accounting and financial reporting completed on time.

Low Scores (1 - 4)

No questions – this is where we want them!

Average to High Scores (5 - 10)

What do you do to ensure the mundane administrative details are taken care of?

How do you manage your time?

CHANGE FOCUSED

Grinders need to be as change-focused as most, striking a balance between valuing long-standing accounting and financial reporting standards, yet being open to change in the workplace

Low Scores (1 - 4)

Tell me about a time where you had major change at work implemented on you by others

How did you weigh up the pros and cons of that change?

Did you buy into it? (if so, why? / if not, why not?)

What does your manager need to demonstrate before you are happy to embrace change at work?

Describe an occasion where this has happened

High Scores (8 - 10)

Find me an example of where you have weighed up the pros and cons of change before buying into it

How do you communicate your enthusiasm for change to those who may feel threatened by change?

Find me an example of where you have achieved this

INTERVIEW QUESTIONS - GRINDER

INTELLECTUAL CONFIDENCE

When presenting accounting solutions to clients and Minders, the Grinder needs to be confident in their intellectual ability to comprehend and explain to others complex ideas and information

Low and Average Scores (1 - 5)

Ask them to describe an occasion where they needed to demonstrate confidence and competence in discussing bookkeeping or accounting matters with clients or colleagues

High Scores (7 - 10)

No questions – this is where we want them!

EMOTIONAL STABILITY

Maintaining performance under pressures of deadlines and workloads requires the Grinder to be at least as resilient as most under pressure

Low Scores (1 - 4)

What elements of your current job do you find the most stressful and how do you cope?

How do you deal with unexpected demands on your time, urgent requests from demanding managers or clients?

Average to High Scores (5 - 10)

No questions – this is where we want them!

INTERVIEW QUESTIONS - GRINDER

SELF-CONFIDENCE

Self-confident people tend to expect success over failure and present influential social images to Minders and clients. High scorers have risks of complacency, hence the interview questions for high and low scorers

Low Scores (1 - 4)

Tell me about a time where you worked on a project or task that failed to meet its objectives

What part did you play in this event?

What did you learn from the experience?

What do you see as your greatest need for personal development and why?

High Scores (8 - 10)

How do you weigh up risks and your capabilities before tackling a significant challenge?

Give me an example of where you used this approach

CALMNESS

The Grinder needs to balance being composed in the face of petty inconveniences with being driven and restless for results, hence there are interview questions for both high and low scorers

Low and Average Scores (1 - 6)

Give me an example of where you experienced repeated frustration in moving a project or task forward

How did you handle that situation?

How do you unwind at the end of a difficult day?

What coping strategies do you have to ensure problems at work don't build up and affect your health?

High Scores (7 - 10)

How do you remain motivated when required to meet multiple client demands and financial reporting deadlines?

Give me an example that demonstrates how your approach works

DEVELOPMENT PLAN - GRINDER

Development Plan - Grinder

Suggested training and development priorities for Grinders with significant personality trait variances from the Ideal Grinder Profile.

Use this as a guide for agreeing and setting measurable development plans with people already in the Grinder role, or for newly appointed Grinder recruits.

Low Conscientiousness

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

Low Self-Discipline

When managing complex or multiple projects, use a flowchart to track and distribute the workload over time.

Become competent in using the planning, organising & project management features of your employers accounting software package .

Low Social Boldness

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.

Watch this Ted Talk: [How to Speak up for Yourself, Adam Galinsky](#) (15 minutes)

Low Assertiveness

Avoid shying away from conflict. Learn to resolve conflict in an effective manner that result in a win-win outcome.

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.

Watch this Ted Talk: [How to Speak up for Yourself, Adam Galinsky](#) (15 minutes)

High Assertiveness

Avoid addressing conflict with excessive force. Learn to resolve conflict in an effective manner that results 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](#)

DEVELOPMENT PLAN - GRINDER

Low Warmth

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.

Become a mentor to an individual whose background and experiences are different from your own.

Attend a professional development workshop that focuses on building greater self-awareness

Low Affiliation

Be aware of your 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

Low Trusting

Be aware of when you do everything yourself rather than seek support from others.

Look for opportunities to delegate new tasks and career building experiences to others

Low Openness

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

Low Change-Focus

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 considering other viable alternatives.

Are you missing out on opportunities to make improvements that fall outside of your preference to stick with what you know?

Low Intellectual Confidence

Suspend your critical judgement, that part of you that says "I can't do this".

Ask trusted colleagues for feedback on your capacity to add value when solving complex problems or explaining complex things to others.

How you see yourself is often quite different to how others value you

Hot Tip: Remember that Intellectual Confidence measures how confident someone is their intellect; not how smart they actually are. Check their [Accountests Accounting/Bookkeeping Technical Test](#) scores for a reliable measure of their current technical skill levels and ask them to complete a [Critical Reasoning Test](#) to get an assessment of their intellectual horsepower in comparison to other professionals.

DEVELOPMENT PLAN - GRINDER

Low Emotional Stability

Finish what you start. Anxiety can result from a lot of loose ends.

Focus on results, not just on activities or long hours.

Reinforce yourself with rewards for achieving goals.

Attend a Resilience workshop or work with a coach to develop strategies for coping with stress and to achieve more optimal levels of performance.

Attend a Healthy Thinking workshop to change unhealthy thinking patterns into productive and healthy thoughts.

Watch this video: [Amy Morin: The Secret of Becoming Mentally Strong](#) (15 minutes).

Podcasts to listen to: [Resilience Unravelling - 7 Top Strategies to build Unstoppable Resilience, with Anne Grad](#)

High Self-Confidence

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

Low Calmness

Decontaminate your leisure time. Set aside time to have fun and don't let work or thoughts about work 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

APPQ DEVELOPED BY ACCOUNTTESTS

Accounttests Testing Suite

Alongside the APPQ, Accounttests also develop and deliver skills assessments and ability tests. Our tests are specifically designed for use when hiring CA's / CPA's, Part Qualified Accountants, Bookkeepers, Trainees, and Graduates. Their use provides valuable support in making thoroughly informed selection decisions.

 Country Specific	Content is relevant and regularly updated to match the real world
 100% Online	Our tests are available whenever and wherever you need them
 Tests for All Levels	Tests cover all levels, from graduates and bookkeepers to CPA's / CA's
 Comprehensive Reports	Thorough and easily interpreted reports delivered to your inbox
 Ongoing Support	Ongoing and accessible technical and customer support

Explore our Test Collections [here](https://www.accounttests.com/collections), or go to:
<https://www.accounttests.com/collections>

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