



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 MINDERS

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

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

APPQ GUIDE FOR MINDERS

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 - 16 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 - 16 of this guide to agree and set development goals for the next year in the role

Vital Points

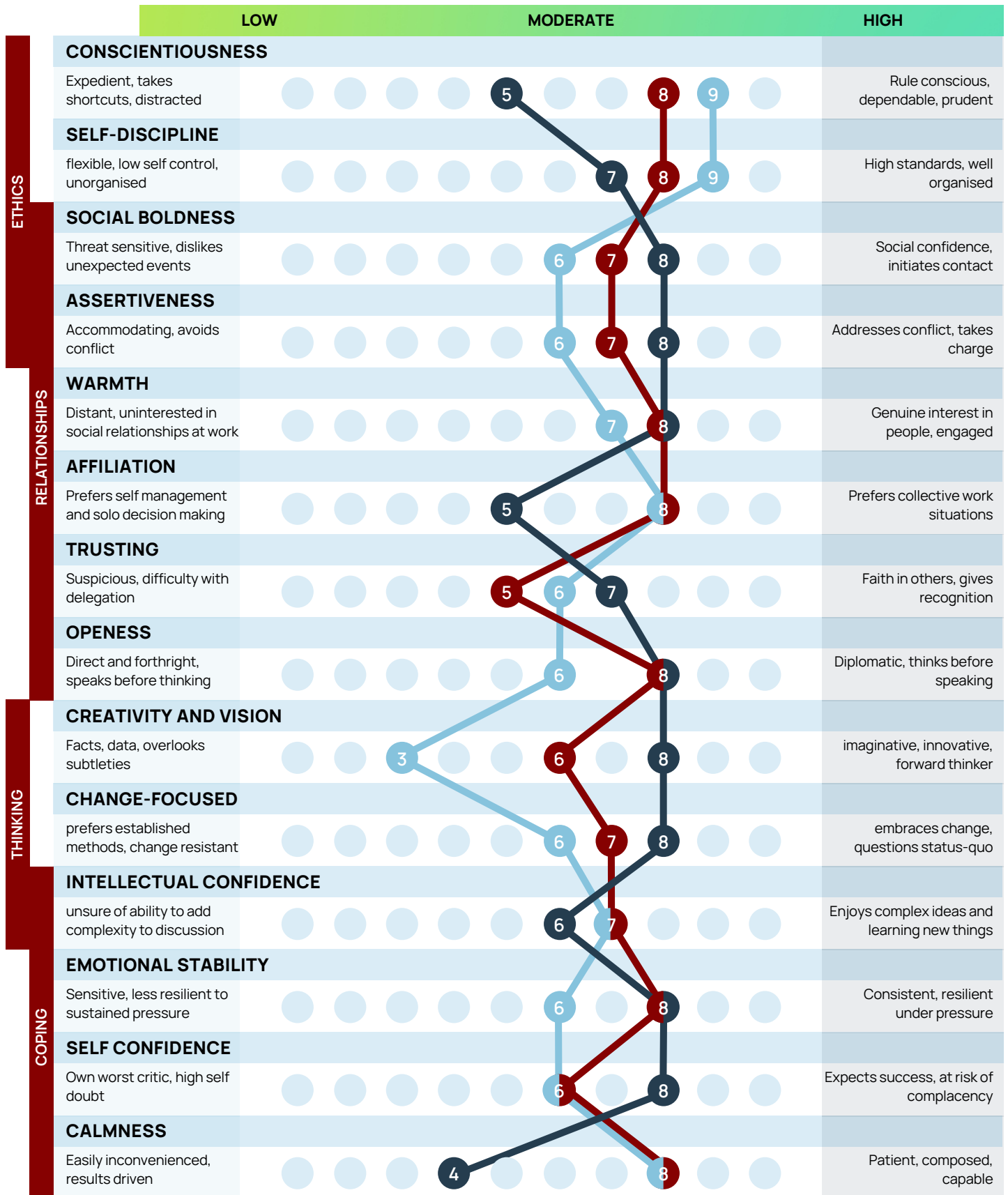
- Expect variances between people completing the APPQ and the Ideal Profile for the role. The chances of an exact match across 15 personality traits are improbable and unrealistic, so don't reject hard-to-find candidates purely on the basis of several mismatches, but rather use the suggested interview 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

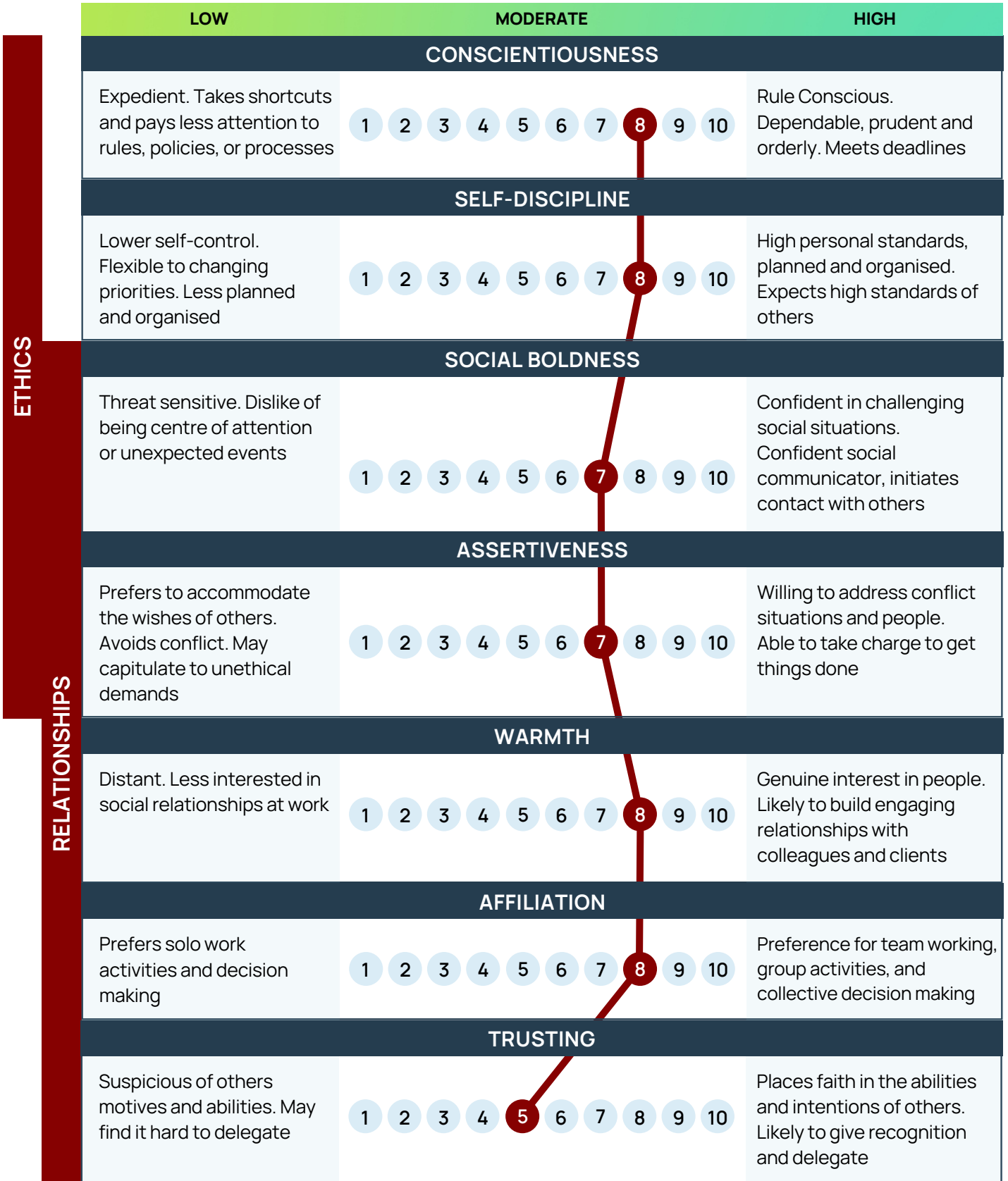
Minder

Grinder

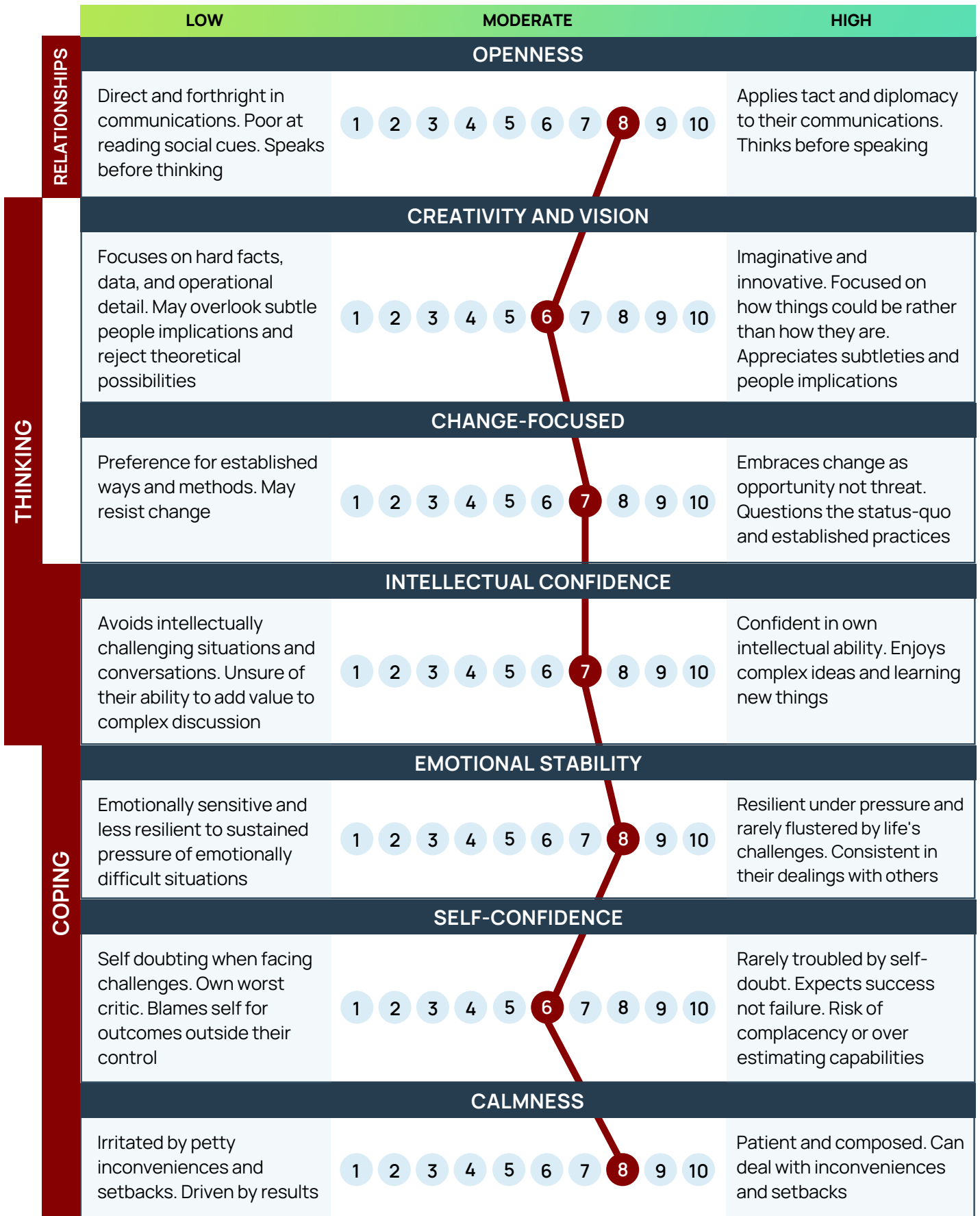


IDEAL PROFILE CHART - MINDER

Minder



IDEAL PROFILE CHART - MINDER



INTERVIEW QUESTIONS

Minder

Because this role places equal emphasis on managing and motivating the Grinders, managing client relationships and ensuring quality accounting processes and output, the APPQ Ideal Profile focuses heavily on internal and external relationships, communications and getting the most from the team.

Business owners with accounting or bookkeeping backgrounds who have the Minder role in their business should complete the APPQ to see how their Minder behaviours stack up against most accountants 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, or promoting internal people into the Minder role should include APPQ in their selection process.

CONSCIENTIOUSNESS

The Minder needs to lead the business in valuing 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 (7 - 10)

No questions – this is where we want them!

SELF-DISCIPLINE

The Minder needs to be outwardly planned and organised, with high personal standards that they expect in others

Low and Average Scores (1 - 6)

Give me an example of where you needed to place emphasis on planning and organising at work

Tell me how you plan and organise the workloads of your team. What deadlines are they working towards? How do you measure their progress?

High Scores (7 - 10)

No questions – this is where we want them!

INTERVIEW QUESTIONS - MINDER

SOCIAL BOLDNESS

The Minder is going to be in the spotlight for client complaints, difficult staffing discussions and a host of other challenging social situations. Being a confident social communicator who initiates contact and handles difficult conversations is a strong trait for the role. 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 and Average Scores (1 - 5)

Tell me about a time when you identified accounting irregularities in the accounts of a strongly assertive or aggressive client

Did you raise the issue with the client directly?

How did they react?

What did you learn from the experience?

How do you go about establishing new working relationships with colleagues or clients?

Give me an example of when you last did this

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

How did you react to the event?

High Scores (7 - 10)

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

The Minder needs to take charge of situations & initiate action in order to get things done, as well as addressing conflict when required. There are questions for Higher Scorers to check whether their assertiveness is tempered by being accommodating and inclusive

Low and Average Scores (1 - 5)

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 (7 - 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 - MINDER

WARMTH

Warmth is a trait strongly associated with being an emotionally intelligent and people focused manager. The Minder 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 - 6)

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?

What role did you play in that team?

What did you do to maintain effective relations with team members?

High Scores (8 - 10)

Describe an occasion where you needed to carry out a task with negative impact on others (redundancy, dismissal or disciplinary action)

How did you stay focused on the objective and not get wrapped up in the personal impact on the individual?

AFFILIATION

The team-working trait. The Minder needs to value, encourage and thrive in a team-working environment, yet be able to cope with making or implementing decisions that the Grinders don't appreciate

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)

Have you needed to make or implement decisions that made you unpopular with your immediate staff or clients?

How did you cope with that period of unpopularity?

INTERVIEW QUESTIONS - MINDER

TRUSTING

The Minder Ideal Profile sits right in the middle on Trusting as they need to place faith and trust in their team, providing them with recognition and delegation to grow their careers. 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 - 3)

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

What do you find hard to delegate to others (and why)?

Give me an example of where and how you have delegated to others.

High Scores (7 - 10)

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

What did you learn from the experience?

OPENNESS

The communications style trait. Minders need to constantly apply tact and diplomacy to their communications with staff and clients by thinking before speaking.

Low and Average Scores (1 - 6)

Find me an example of where you have needed to convey sensitive information to a threatened group (redundancy, dismissal, re-organisation for example)

What did you take into account and why?

Were there any 'unexpected' reactions?

What was the outcome?

High Scores (7 - 10)

No questions – this is where we want them!

INTERVIEW QUESTIONS - MINDER

CREATIVITY AND VISION

Minders need to strike a balance between focusing on the operational detail of getting clients' accurate accounts and financial reports out on time, whilst also appreciating the longer term goals of the business and subtle people implications of their actions. Hence there are interview questions for low and high scoring candidates.

Low Scores (1 - 4)

Ask them to describe the purpose of their most recent/current job. Do they describe an overall strategic view, or concentrate on the operational day to day issues?

Find how ideas were turned into action in their most recent job and what role they tended to take in that process

High Scores (7 - 10)

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

How do you manage your time?

CHANGE FOCUSED

Minders need to see change as a positive, not a threat, seizing on unplanned opportunities and being attuned to how change can benefit their business by benefitting their clients and prospects

Low and Average Scores (1 - 5)

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 (7 - 10)

No questions – this is where we want them!

INTERVIEW QUESTIONS - MINDER

INTELLECTUAL CONFIDENCE

When presenting accounting solutions to prospects and clients and maintaining strong working relationships with Grinders, the Minder needs to be confident as most 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 complex accounting matters with clients or colleagues

High Scores (7 - 10)

No questions – this is where we want them!

EMOTIONAL STABILITY

Maintaining the performance of the Grinders and handling demands from clients requires the Minder to be resilient under pressure, able to overcome life's challenges and setbacks and remain consistent in their dealings with others no matter what is going on in the background

Low and Average Scores (1 - 6)

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 clients?

High Scores (7 - 10)

No questions – this is where we want them!

INTERVIEW QUESTIONS - MINDER

SELF-CONFIDENCE

Self-confident people tend to expect success over failure and present influential social images to Grinders 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 Minder 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?

High Scores (7 - 10)

How do you remain motivated in the drive required to constantly win new business and grow the spend of existing clients?

DEVELOPMENT PLAN - MINDER

Development Plan - Minder

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

Use this as a guide for agreeing and setting measurable development plans with people already in the Minder role, or for newly appointed Minder 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 results 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 other ideas. Look for opportunities to use a more participative approach.

Listen to this podcast: [How to Be Assertive Without Being Aggressive](#)

DEVELOPMENT PLAN - MINDER

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

High Affiliation

Be aware of your preference for team-working and affiliation when you are required to work alone or implement decisions that make you temporarily unpopular with your colleagues

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 delegate to others and help others to grow their own careers.

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 Creativity and Vision

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.

Watch this video: [Marisa Peer: To reach beyond your limits by training your mind](#) (16 minutes)

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?

DEVELOPMENT PLAN - MINDER

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 [Accounttests 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.

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](#)

Low Self-Confidence

Don't 'catastrophise' events at work. Problems are to be expected and are rarely catastrophic.

Watch for habits of negative or self-defeating inner conversations or self-talk. Work at replacing them with positive inner dialogue.

Refrain from saying "it can't be done" and focus on how you can make it happen.

Accept and acknowledge your accomplishments as worthwhile.

Try not to let past failures overwhelm you: Optimists keep moving on. They do not linger on their mistakes or failures.

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

Attend a Self-Esteem workshop to build confidence and interpersonal competence.

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](#)

DEVELOPMENT PLAN - MINDER

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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