

REPORT

# APPQ

## Accountants Personality Profile Questionnaire

**Sam Sample**

**05/24/2024 17:38 EST**

## ACCOUNTANTS PERSONALITY PROFILE QUESTIONNAIRE

# Table of Contents

**Introduction**

**Accounting Traits**

**Report Interpretation**

**Impression Management**

**Candidate Profile Chart**

**Strengths & Challenges**

**Interview Questions**

**Options for Professional Development**

**Further Support**

## 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](#).

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 behaviors required of successful accountants in public practice, private and public sectors.

### 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.

The next page is a tabular summary of what APPQ measures across ACCA's Accounting Traits for the Future, the broad Big-Five Personality Model and the more detailed Underlying Personality Traits associated with success in Accounting and Bookkeeping careers.



Accounting Trait	Big Five Factor	Underlying Trait
ETHICS	Conscientiousness	<b>CONSCIENTIOUSNESS</b> Systematic and orderly in their work; Tend to have a strong sense of duty; Have high personal standards. Good finishers
		<b>SELF-DISCIPLINE</b> Places value on self-control and self-discipline
		<b>SOCIAL BOLDNESS</b> <u>Ethics</u> : Readily able to initiate difficult conversations with others and deal with initial pushback <u>Relationships</u> : Confident communicators, happy to initiate contact and start relationships.
RELATIONSHIPS	Extraversion	<b>ASSERTIVENESS</b> Preference to take charge of situations. Good at getting things done
		<b>WARMTH</b> Natural and genuine interest in other people. Likely to be valued team members
		<b>AFFILIATION</b> Preference for team-work. Enjoy collective decision making with colleagues and clients
THINKING	Openness	<b>TRUSTING</b> Places faith in others intentions and abilities. Willing to delegate and nurture
		<b>OPENESS</b> Tactful and diplomatic in their communications with others.
		<b>CREATIVITY AND VISION</b> Looks beyond hard facts and data. Identifies subtle people implications of courses of action
COPING	Emotional Stability	<b>CHANGE-FOCUSED</b> Sees change as opportunity not threat. Willing to try new or radical ways and methods
		<b>INTELLECTUAL CONFIDENCE</b> Confident in their intellectual ability. Enjoys learning new things and complex ideas and arguments
		<b>EMOTIONAL STABILITY</b> Resilient under pressure. Able to summon up energy to push through difficulties and setbacks
		<b>SELF CONFIDENCE</b> Confident and self-assured when facing challenges. Expects success not failure.
		<b>CALMNESS</b> Composed and relaxed. Not easily flustered by inconveniences or setbacks

## REPORT INTERPRETATION

### The Report

This report is designed to support the interview and reference checking process. It presents Sam's personality profile and provides interview questions to help you elicit information about Sam's preferences, past behavior, 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 behavior 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 behaviors 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

Sam's results have been compared against the following norm group

Test Name	Norm Group Constituents	Size
APPQ	Worldwide Accounting Professionals	317

## IMPRESSION MANAGEMENT

In completing personality questionnaires, some people may attempt to distort their personality profile by responding to questionnaire items in a way that presents the min an unrealistically positive light, or by actively avoiding giving away information about themselves. This is called 'Impression Management'.

APPQ contains a number of measures that examine the way in which a respondent has approached the questionnaire in order to get a measure of Impression Management.

However, APPQ and this report cannot distinguish between people who genuinely believe themselves to be as good as they describe themselves in completing the questionnaire and people who deliberately set out to mislead by presenting themselves as an 'ideal candidate' to gain an advantage in a hiring or promotion setting.

Users of APPQ must avoid drawing conclusions on whether someone has completed the questionnaire honestly and openly based on Impression Management scores alone. Where respondents have Central Tendency and/or Social Desirability scores in the 7 – 10 range, use the interview technique suggestions in the descriptions below to aid you in determining the honesty and integrity of your respondents employment application.

The following scales explore the risk of distortion in Sam's profile.

Scale	Score	Interpretation
Social Desirability	Score 6	Sam completed the APPQ in an open and honest manner, suggesting this personality report is a reasonable reflection of how the respondent sees themselves.
Central Tendency	Score 3	Sam selected fewer non-committal middle answers than most respondents when completing the APPQ questionnaire.

# CANDIDATE PROFILE CHART

LOW

MODERATE

HIGH

## CONSCIENTIOUSNESS

Expedient. Takes shortcuts and pays less attention to rules, policies, or processes



Rule Conscious. Dependable, prudent and orderly. Meets deadlines

## SELF DISCIPLINE

Lower self-control. Flexible to changing priorities. Less planned and organised



High personal standards, planned and organised. Expects high standards of others

## SOCIAL BOLDNESS

Threat sensitive. Dislike of being centre of attention or unexpected events



Confident in challenging social situations. Confident social communicator, initiates contact with others

## ASSERTIVENESS

Prefers to accommodate the wishes of others. Avoids conflict. May capitulate to unethical demands



Willing to address conflict situations and people. Able to take charge to get things done

## WARMTH

Distant. Less interested in social relationships at work



Genuine interest in people. Likely to build engaging relationships with colleagues and clients

## AFFILIATION

Prefers solo work activities and decision making



Preference for team working, group activities, and collective decision making

## TRUSTING

Suspicious of others motives and abilities. May find it hard to delegate



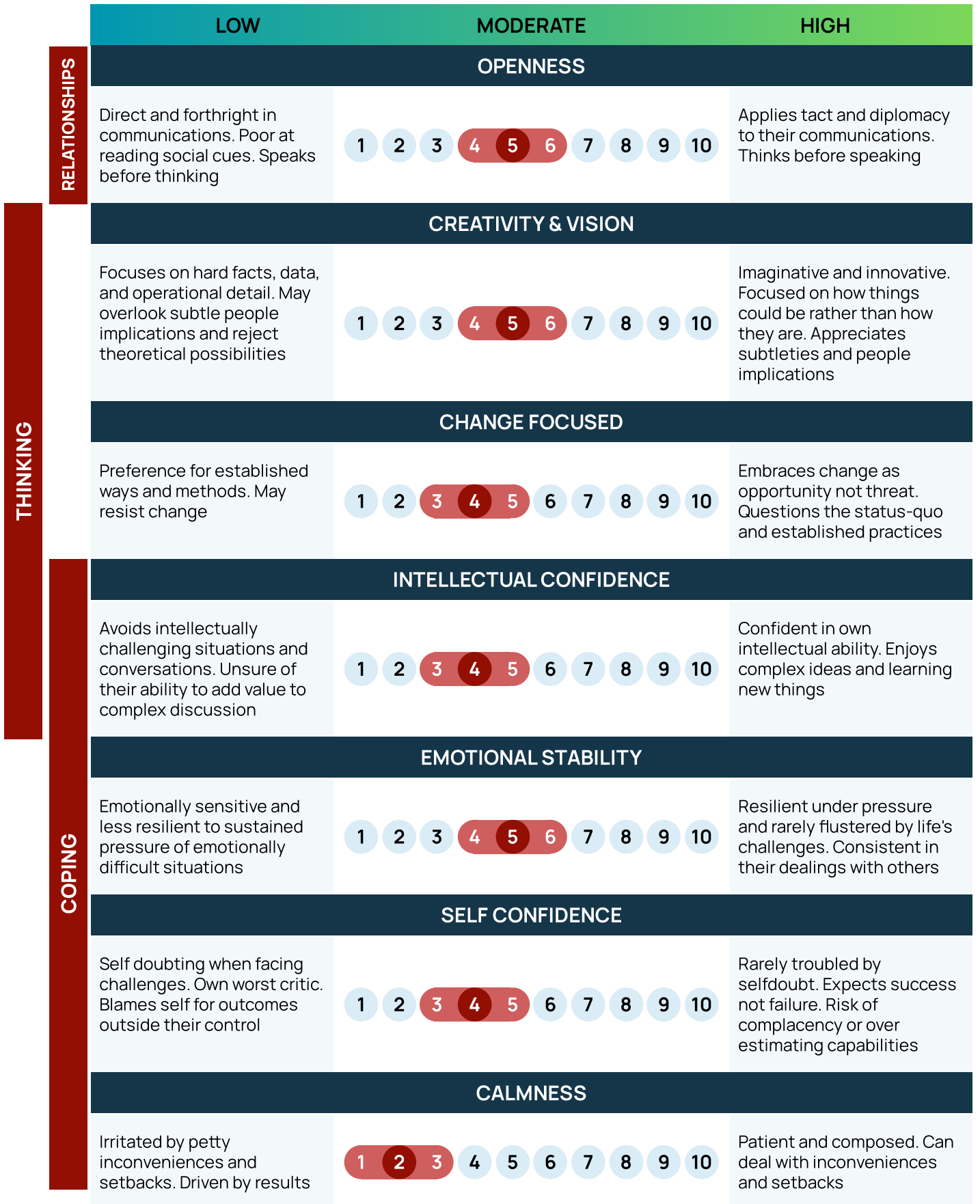
Places faith in the abilities and intentions of others. Likely to give recognition and delegate

ETHICS

RELATIONSHIPS



# CANDIDATE PROFILE CHART





## STRENGTHS AND CHALLENGES

Summarized below are the potential strengths and development priorities that can be inferred from Sam APPQ profile.

### ETHICS IN ACCOUNTING

#### Potential Strengths

- Highly likely to value established policies and processes for upholding accounting ethics
- Very likely to have high professional standards, placing importance on and adhering to accounting /financial reporting legislation
- Likely to be undemanding of ethical colleagues and clients
- Likely to be accommodating to the wishes of others

#### Potential Challenges

- May overlook opportunities to streamline established processes
- May struggle in environments where plans and priorities change frequently
- Unlikely to raise objections or state ethical concerns with assertive or domineering clients
- Likely to give-way to unethical demands from strongly assertive clients

### RELATIONSHIPS WITH OTHERS

#### Potential Strengths

- Likely to remain motivated in back-office roles with little visibility to clients and managers
- Likely to accommodate peoples wishes and avoid conflict wherever possible
- Likely to be able to make impartial objective decisions affecting people
- Likely to be autonomous and self-sufficient. Less need for group support when making tough decisions
- Likely to take matters of average importance at face value, but reserve judgement on critical matters
- Likely to strike a balance between delivering direct messages and taking account of tact and diplomacy

#### Potential Challenges

- Less socially confident when meeting new people or unexpectedly becoming the center of attention
- Likely to give-way to unreasonable demands from colleagues or managers and struggle to express their own views
- May be less interested in establishing new relationships and uncomfortable around overly friendly people
- May be selective in consulting others and see group decision making as inefficient
- May need to work on effectively delegating tasks to others
- May struggle to deliver essential blunt yes/no answers when they are needed

## THINKING

### Potential Strengths

- Likely to strike a balance between delivering direct messages and taking account of tact and diplomacy
- Likely to balance operational needs and longer-term objectives, and people implications versus facts and data when making decisions
- Likely to value traditional tried and tested methods. Accepting of the status quo.
- Likely to remain motivated when carrying out simple and uncomplicated tasks

### Potential Challenges

- May struggle to deliver essential blunt yes/no answers when they are needed
- May struggle in situations that require firm focus on either hard objectives or subtle people implications
- May be unwilling to accept change and quickly reject new or different ways of working
- May struggle to grasp new concepts and creative ideas generated by clients and colleagues

## COPING

### Potential Strengths

- Likely to be unconcerned when working on repetitive undemanding tasks
- As likely as most to cope with life's challenges
- Strongly self-assured and rarely troubled by feelings of self-doubt. Expects success not failure
- Likely to be ambitious, hard-driving and results focused

### Potential Challenges

- May feel uncomfortable explaining complex ideas to others. Little confidence in their intellectual abilities
- May struggle in environments of sustained acute pressure
- May be prone to risk taking, maintain self-assurance through complacency and not recognise genuine threats
- May become frustrated by inconveniences, visibly irritated and struggle to switch off after work

## INTERVIEW QUESTIONS

### ETHICS IN ACCOUNTING

#### Conscientiousness

- 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

- Describe an occasion where unexpected events forced a change of priorities in your workload
- How did you ensure that accounting ethical and legal requirements were upheld during that crisis?

#### Social Boldness

- 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?

#### Assertiveness

- Have you been asked to ignore or overlook clients' accounting irregularities by managers?
- How did you respond to that request?
- What was the outcome?

## INTERVIEW QUESTIONS

### RELATIONSHIPS WITH OTHERS

#### Social Boldness

- 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 center of attention at work.
- How did you react to the event?
- What did you learn from the experience?

#### Assertiveness

- Find an example of where you needed to voice your opinion in the face of strong opposition from colleagues or your manager.
- How did you do it?
- How did they react?
- What did you learn from the experience?

#### Warmth

- 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?
- What role did you play in that team?
- What did you do to maintain effective relations with these team members?

#### Affiliation

- 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?

## INTERVIEW QUESTIONS

### THINKING

#### Creativity & Vision

- 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

- Tell me about the last major change you experienced at work.
- How did you weigh up the pros and cons of that change?
- Did you buy into it? Why / Why not?
- What does your manager need to demonstrate before you are happy to embrace change at work?
- Describe an occasion where this happened.

#### Intellectual Confidence

- 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?
- What is the toughest, purely intellectual problem that you have solved?

## INTERVIEW QUESTIONS

### COPING

#### Intellectual Confidence

- 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

- Describe an occasion where you experienced sustained pressure or stress at work.
- What did you do to handle that experience?
- What did you learn from the experience and how have you applied that learning in similar situations since?

#### Self Confidence

- Find an example of where you worked on a project or task that failed to meet its objectives.
- What part did you play in this event?
- What did he learn from the experience?
- Find another example of where you applied that learning to a subsequent situation?
- What do you see as your greatest need for personal development and why?

#### Calmness

- 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

### ETHICS IN ACCOUNTING

#### Conscientiousness

- With a 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

- Accept that your planning and organizing efforts are subject to change with changing priorities and events

#### Social Boldness

- 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.
- 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 \(15 minutes\)](#).

#### Assertiveness

- 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.
- 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.



## OPTIONS FOR PROFESSIONAL DEVELOPMENT

### RELATIONSHIPS WITH OTHERS

#### Social Boldness

- Develop your assertiveness skills. Learn to say what you think and feel in ways in which others can hear and understand.
- 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 \(15 minutes\)](#).

#### 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.

#### 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.

#### 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.

## OPTIONS FOR PROFESSIONAL DEVELOPMENT

### THINKING

#### Change Focused

- 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.

#### Intellectual Confidence

- Complete a Critical Reasoning Test to get an assessment of your intellectual horsepower in comparison to other professionals

## OPTIONS FOR PROFESSIONAL DEVELOPMENT

### COPING

#### Intellectual Confidence

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

#### Emotional Stability

- Decontaminate your leisure time. Set aside time to have fun and don't let work or thoughts about it intrude.
- Have your manager put you in ambiguous situations and coach you how to cope with them.

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

## Calmness

- 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

## FURTHER SUPPORT

For further support in interpreting this report, visit the Accountests  
website

**[www.accountests.com](http://www.accountests.com)**

or send us an email to

**[help@accountests.com](mailto:help@accountests.com)**

