

Interview questions workbook

Part of IoD Ireland's Director Development Toolkit

Introduction

The following workbook consists of a list by category of types of questions you may be asked at interview. This list is not exhaustive, and the question may be phrased differently, but if you prepare responses to these style of questions you will be well set and can tailor your answer according to the specific question asked. This document can be edited to allow more space for notes on each question. This workbook is also available in word document format in your Member Dashboard.

Contents

Opening questions	4
The organisation	5
Strategy	7
Skills	8
Governance	10
Style	12
Time	13

Opening questions

Q. Tell us about yourself and why you are interested in joining this board?

Q. How will you add value to the board?

Q. Can you bring your CV to life for us in the context of our needs?

Q. Why does this role appeal to you?

Q. How do you think your previous experience could be valuable to this board?

Notes

The organisation

Q. What is your opinion of our organisation?

Q. What are the biggest challenges we face?

Q. What do you consider to be the key challenges facing us in the next 5-10 years?

Q. What opportunities do you see for our organisation?

Q. What should we be doing differently?

The organisation continued

Q. What do you know about our organisation and why do you feel you could be a suitable fit?

Q. Who do you consider to be our key stakeholders and how may that change in the future?

Notes

Strategy

Q. What is the role of a board in strategy implementation and how should a board measure the success of a strategy?

Q. Describe the development and implementation of a successful strategy in the past and the role you played in that?

Notes

Skills

In this section it is useful to review the essential and desirable criteria outlined in the role specification and prepare evidence of each of the skills and experiences required. You will likely have done this in preparation of your CV and cover letter, so look back at the specific criteria required and add to this list as required. Take a look at the **Skills you need to succeed** guide.

Q. Can you share an example of a time when you made a substantial impact on a business?

Q. Do you have any examples of re-inventing or re-orientating a business?

Q. Can you provide an example of a conflict you faced and how you resolved it?

Q. What are the three things in your career of which you are most proud?

Skills continued

Q. Can you tell us about your experience relating to financial information and oversight of financial controls?

Q. Can you share an example of a major business challenge you encountered and how you addressed it?

Notes

Governance

Q. What would be the primary indicators of poor governance?

Q. How do you think the board should engage with executive management?

Q. What do you consider to be your role as a non-executive director?

Q. What would your relationship with our Chair be like? How would you support the Chair's role?

Q. How hands on are you as a non-executive director? How interested are you in the operational detail?

Governance continued

Q. What has been the most difficult governance challenge you have faced in your career and how did you handle it?

Q. Can you describe an ethical challenge you faced in a board or executive role?

Notes

Style

Q. How would you describe your boardroom style?

Q. What mistakes have you made in previous board roles and what did you learn from them?

Q. How would your peers describe you? What are your strengths and weaknesses?

Notes

Time

Q. How many other non-executive roles do you have?

Q. Can you confirm that you are able to commit to the time required to perform effectively as a board member?

Q. Do you have any concerns about joining this board? Any conflicts of interest?

Notes



Institute of Directors Ireland
Indigo Building, Whitaker Square,
Sir John Rogerson's Quay, Dublin 2, D02 P2X8

+353 (0) 1 411 0010
info@iodireland.ie
iodireland.ie