Future Directors® Programme interview questions

Start by welcoming the candidate to the interview, introducing the panel and their roles, and providing an overview of the organisation.

1. Can you tell us about the motivation for applying to be a Future Director, and particularly with our organisation? What attracted you at this point in your career?

Notes:

1. How would this Future Director appointment help you and what would you see as the key benefit/s to you? In what ways do you see this opportunity supporting your development?

Notes:

1. One of your strategic initiatives/priorities for the next 12 – 18 months is XYZ. Given your experience and skills, how can you see yourself contributing to this?

Notes:

* 1. Describe your interpersonal style, and how would that benefits you round the board table/in your current goverance roles? If no governance experience, speak to their executive or professional career instead.

Notes:

1. What do you understand to be good governance vs good management?

Notes:

1. Talk us through a particular experience when you were part of diverse group, with different skills, thoughts and views. What was your role, and how did you ensure yours and others views were considered?

Notes:

1. Tell us about a time you have been able to clearly articulate your thoughts on a complex or ambiguous situation, and were this has led to making a difference to the discussion and decision?

Notes:

1. Tell us about a situation when you disagreed with a decision that was made – how did you manage the situation? What did you learn from this situation?

Notes:

1. Can you give an example of how you or a board has or might influence shareholder or stakeholder value?

Notes:

1. What do you think are some of the key challenges facing boards today in the environment we operate in?

Notes:

1. Do you have any interests, or are likely to have any interests, in matters that relate to being a Future Director on our board? How would these interests affect you carrying out the role?

Notes:

1. Is there any further information about you that you think the Chair, or the members of the selection panel would find useful in making a decision on this role?

Notes:

1. What questions do you have for us?

Notes:

The New Zealand Company Director Framework identifies four key areas of competency for directors that combine and inform governance best practice. Please refer to the framework on the following pages when considering your candidates’ skills, experience and capabilities and their suitability for your Future Director opportunity.

The Institute of Directors’ New Zealand Director Competency Framework (2012)

The New Zealand Company Director Framework identifies four key areas of competency for directors that combine and inform governance best practice. These comprise:

* strategic and governance leadership
* informed decision-making
* business acumen
* communication.

Individual directors will have differing strengths and weaknesses across the four areas. Directors can use the competencies to assess professional development activities, and to identify particular areas they wish to strengthen.

Key competencies for directors

|  |  |
| --- | --- |
| Strategic and governance leadership | Informed decision-making |
| Distinguishes governance from management* + understands and performs governance functions and engages with shareholders, management and employees as a governance representative

Comprehends and articulates the big picture and maintains a strategic outlookAdapts to the political context of the dayDrives strategy formulation, direction, implementation and communicationContributes to the (re)development of organisational culture based on the vision and strategyMaintains specific sector knowledgeUnderstands and complies with fiduciary responsibilities and legal frameworks | Applies critical thinking* + analyses, assesses, evaluates, distils and questions information

Uses conceptual reasoning* + recognises trends and exceptions, interprets data and provides relevant commentary

Applies decision-making criteria* + understands consequences and cause and effect

Maintains a strategic focus* + applies understanding of strategic key performance indicators to the decision-making process

Sets reporting requirements* + specifies what information is required for decision-making
	+ commits to informed decision-making by pre-reading board papers, seeking further information when required and digesting information in preparation for discussion
 |
| Business acumen | Communication |
| Applies business/commercial knowledge to influence business growthFocuses on results* + monitors and evaluates strategic performance in order to achieve outcomes

Draws and continuously builds on own proven business performanceApplies knowledge of business principlesRecognises trends and opportunities* + increases own awareness of market dynamics and the business operating environment
	+ contributes to competitive organisational positioning

Understands the business drivers* + establishes and maintains own market awareness and industry specific knowledge

Demonstrates fluency with a range of financial conceptsIdentifies, assesses and manages riskUnderstands brand equity and what the brand represents* + is customer focused with a marketing orientation
 | Identifies and engages with co-directors, management, key individuals and stakeholders* + establishes and maintains effective relationships

Utilises verbal and non-verbal communication techniques to structure concise and articulate messagesUses relevant communication channels and strategies* + adheres to associated policies and protocols
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