

## 29 QUESTIONS TO CONSIDER AS THE CEO TARGETING A BOARD OF DIRECTOR OPPORTUNITY

There are dozens of questions the chair of the board may have for you as you navigate your board interview.

- Can you read and interpret a balance sheet?
- Have you led an IPO?
- What major awards have you or your company won?
- What presentations have you delivered to the community?
- What CEO's have you mentored?
- What boards do you currently serve?
- Is it a fiduciary board role or an advisory board role?
- What boards would like to sit on? (private equity, public equity, other?)
- Do you have sound knowledge of governance issues facing the board? If so, can you give some context?
- Is the industry you are interested in regulated? If so, who are the regulators, and do you have any experience, knowledge, or interaction with those regulators? How well do you understand the industry?
- Understanding the industry doesn't become as important as understanding governance practices especially when the experience of directors of the board complement one another. Say, for example, one board member was an industry expert, and another understands the regulatory side from his/her own industry, etc. What governance practices are you an expert in? Can you give an example of a result you achieved through your expertise in corporate governance?
- Financial stewardship is important to a board role as well. The Board may delegate responsibilities to committees, but at the end of the day, the Board is ultimately responsible for the financial health of the organization. Tell me about your expertise in financial stewardship and your best example of it in practice.
- Have you managed the risks of the organization and understand the role of the auditor? Please explain.

- Do you have experience both in understanding and complying with by-laws? Please give detail and include an example, if possible.
- If your target is a publicly traded board, shareholder and investor relations will be important skills.
- Board appointments and the viability of them often depend on perceived value and reputation. Professional endorsements and good marketing collateral (LinkedIn/CV/Website) are critical. Can you provide endorsements from high-level or high-visibility colleagues and partners who have benefited from your expertise?
- What are the challenges or governance topics that interest you or that you feel qualified to do?
- What do you hope to get out of a board assignment and what do you have to offer in return?
- Do you have formal governance training? If so, from what program or certifying body did you acquire your training?
- Do you chair and/or participate in any task forces, committees or leadership forum?
- What specific experience do you have with regulatory bodies?
- Have you had any experience managing crises in an organization? What were the circumstances, what role did you have, and was the outcome?
- Do you have public relations, media relations, or analyst relations experience? In what capacity?
- What unique strategic insights, market knowledge, operating experience, and leadership competencies do you have?
- What specific experience do you bring that is typically lacking in other organizations in this digital age? Do you have any expertise with digital security?
- Do you have experience addressing CEO succession?
- Do you have experience setting compensation for top management?
- Do you have experience with CEO performance management?
- What has prepared you for these demanding roles? What qualities of temperament do you bring to them?

Book a private strategy call with Maureen Farmer.  
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