

# 1

## KNOWLEDGE OF CLUB X AND UNDERSTANDING OF CLUB X'S STRATEGIC IMPERATIVES

How much effort has the candidate put into finding out about CLUB X and the sport of CLUB X? What contribution does the candidate see him/herself making to the future of CLUB X?

**Q:** "...the direction in which you see CLUB X going in the future and the skills you would bring to help achieve this."

# 2

## UNDERSTANDING OF THE ROLE

Do they understand the role and responsibilities? Look for an understanding of directors' duties. Look for an understanding of the legal framework in which CLUB X exists.

**Q:** Do you consider that there are, or should be, significant differences in the way boards of non-profits and commercial entities operate?

**Q:** What are your thoughts about the key skills a board member needs to bring to this role? What would be your top three?

**Q:** How would you go about establishing your credibility as a new member of the CLUB X Board?

# 3

## FINANCIAL & RISK MANAGEMENT

Assess the candidate's level of financial literacy and understanding of how risk can be managed without undermining the chief executive's accountabilities.

**Q:** Given that the chief executive and his/her team carry out the day-to-day financial management of the organisation, what do you consider to be the main financial levers available to the board in exercising its financial governance role?

# 4

## STRATEGIC THINKING

How strategic is the candidate in his/her thinking? Can they contribute to the board's understanding of the big picture?

**Q:** What do you think would be the types of strategic issues that should be the focus of the board's attention from meeting to meeting?

# 5

## CLUB X AND SECTOR SPECIFIC

How well does the candidate understand the specific challenges facing CLUB X and the board? (Does the candidate demonstrate an understanding of CLUB X's commercial challenges?)

**Q:** From what you know of CLUB X and of the sport sector more generally, what would you say would be the most important issues in the operating environment that will challenge the organisation and the board in the near future?

**Q:** Who do you understand to be the primary stakeholders of CLUB X?

Additionally, you will want to explore:

- The time they have available to give to the organisation
- What their expectations are of the organisation to perform best as a director
- Willingness to undergo background and reference checks
- Willingness to participate in on-going board evaluation
- Any issues they perceive with the position description
- Are they comfortable with the commitment letter (if you have provided one)
- Their understanding of things that might constitute a conflict of interest related to this position and do they perceive potential areas of conflict
- Some specific situations they have been successful in that provide further evidence of the skills they offer. Be sure to ascertain the exact role played in each case.

Use a structured probe approach to identify demonstrated strengths or experience, e.g.: What was the situation? How did you approach it? Explain your thinking. What was the outcome/impact? What did you learn from that?