



RISK & GOVERNANCE ROLES

INTERVIEW GUIDE



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Introduction

PREPARATION

- **Understand the Organization:** Review the company's risk profile, governance structure, and regulatory environment.
- **Know the Frameworks:** Be familiar with ERM, internal controls, audit processes, and compliance standards relevant to the industry.
- **Prepare Examples:** Have clear examples of risk mitigation, governance improvements, and handling complex situations.



BACKGROUND

Q: Can you walk us through your experience in risk and governance?

A: Provide a structured overview focusing on frameworks, governance roles, and leadership exposure.

Q: What has been your most significant achievement in a risk or governance role?

A: Share a clear example where you improved controls, reduced risk exposure, or strengthened governance.

Q: How has your role evolved as risk has become more strategic within organizations?

A: Highlight how you've moved from compliance-focused work to business partnering and decision support.



Core Interview Questions

Risk Management Frameworks

Q: How do you design and implement a risk management framework?

A: Explain your approach to identifying, assessing, and monitoring risks.

Q: How do you prioritize risks across different business units?

A: Discuss risk scoring, materiality, and alignment with business objectives.

Q: How do you ensure the framework remains relevant as the business evolves?

A: Explain how you review and update risk frameworks based on business changes and emerging risks.

Governance & Compliance

Q: How do you ensure strong governance practices across the organization?

Highlight policies, reporting structures, and board-level alignment.

Q: How do you stay updated on regulatory changes?

Share how you track regulations and ensure timely implementation.

Q: How do you handle situations where business objectives conflict with compliance requirements?

Show how you balance commercial needs with regulatory obligations.





Core Interview Questions

Internal Controls & Audit

Q: How do you assess the effectiveness of internal controls?

Explain testing, monitoring, and improvement processes.

Q: How do you work with internal and external auditors?

Discuss coordination, issue resolution, and follow-up.

Q: How do you address control weaknesses once identified?

Focus on remediation plans, ownership, and tracking improvements.



Risk Reporting & Communication

Q: How do you present risk information to senior leadership or the board?

Focus on clarity, prioritization, and actionable insights.

Q: How do you ensure transparency without creating unnecessary concern?

Explain balanced communication.

Q: How do you tailor risk reporting for different audiences?

Show how you adapt detail and messaging for executives vs operational teams.



Core Interview Questions

Stakeholder Engagement

Q: How do you work with different business units to manage risk?

Share how you align risk with operations.

Q: How do you handle resistance to risk controls?

Provide an example of influencing change.

Q: How do you build long-term relationships with key stakeholders?

Focus on trust, consistency, and adding value beyond compliance.



Crisis & Incident Management

Q: How have you handled a major risk event or crisis?

Walk through the situation, actions, and outcome.

Q: How do you ensure the organization is prepared for unexpected events?

Discuss contingency planning.

Q: What lessons have you implemented following a crisis or incident?

Show how you strengthened processes after real events.



Core Interview Questions

Technology & Risk Systems

Q: What tools or systems have you used for risk management?

Highlight platforms for tracking and reporting.

Q: How do you use data to improve risk visibility?

Explain dashboards and metrics.

Q: How do you evaluate and implement new risk technologies?

Focus on practicality, integration, and business value.



Leadership & Influence

Q: How do you build a risk-aware culture within an organization?

Share initiatives around training and accountability.

Q: How do you handle disagreements with senior stakeholders?

Provide an example of influencing decisions.

Q: How do you ensure accountability for risk ownership across the business?

Explain governance structures and clear ownership models.



Core Interview Questions

Personal and Professional Insights

Q: What motivates you to work in risk and governance?

Connect your experience to the role.

Q: How do you manage high-pressure situations with multiple stakeholders?

Share a structured approach.

Q: Where do you see the biggest risks emerging in this industry?

Demonstrate awareness and forward-thinking.



Tips for successful responses

- **Use the STAR Method:** Structure your answers by describing the Situation, Task, Action, and Result.
- **Demonstrate Diplomacy:** Highlight examples where you navigated sensitive situations with tact and professionalism.
- **Show Attention to Detail:** Emphasize your commitment to accuracy and thoroughness in governance processes.
- **Be Collaborative:** Showcase your ability to work effectively with diverse stakeholders, including board members, executives, and external parties.

Finally be yourself, have your own questions to ask and good luck !