

Heidi Wright

RECRUITMENT

QUESTIONS TO ASK AT INTERVIEW

Thoughtful questions to help you understand the opportunity,
demonstrate genuine interest and make an informed career decision.

ACCOUNTANCY & FINANCE • CUMBRIA & DUMFRIESSHIRE

The best questions create a useful conversation — they are not simply a list to work through.

Why your questions matter

Towards the end of most interviews, you will be invited to ask questions. This is an important part of the meeting: it allows you to explore the areas that matter to you and can reinforce that you have listened carefully, researched the organisation and thought seriously about the opportunity.

Prepare more questions than you expect to use. Some will naturally be answered during the interview, so having a selection allows you to choose those that remain relevant.

RECRUITMENT INSIGHT

Aim for two or three thoughtful questions rather than asking everything on your list. Build on what has already been discussed wherever possible.

Linking a question to the conversation

A short, relevant introduction can make a question feel more natural and demonstrate your experience — but avoid turning every question into another opportunity to sell yourself.

For example: “You mentioned that improving management information is a priority. I’ve been involved in a similar reporting project in my current role — what would you most like to improve here?”

The role & immediate priorities

- What would you see as the key priorities for the person joining during the first three to six months?
- What would success in this role look like after the first year?
- What are the biggest challenges currently facing the role or finance function?
- Is this a newly created position or a replacement? If a replacement, how has the role developed over time?
- Are there any particular projects or areas of responsibility you would like the successful person to take ownership of?

The finance team & wider business

- Could you talk me through the structure of the finance team and where this role sits within it?
- How does finance work with operational and commercial teams across the business?
- Which stakeholders would this role work with most closely?
- How would you describe the working style and culture within the finance team?
- What do you value most in the people who are successful within the team?

Questions with greater depth

Business strategy & commercial context

- What are the organisation's main priorities over the next two to three years?
- Are there particular growth plans, investments or commercial challenges that will have an impact on finance?
- How involved is the finance team in strategic and commercial decision-making?
- What are the key measures the leadership team uses to assess business performance?

Systems, reporting & transformation

- Are there any planned changes to finance systems, reporting or processes?
- Where do you see the greatest opportunity to improve efficiency or the quality of management information?
- How are data and reporting tools currently used across finance?
- Is the business exploring automation or AI within finance, and if so, where do you see the most useful applications?

Leadership & development

- How would you describe the management style of the person this role reports to?
- What level of autonomy would the successful candidate have?
- How do you support professional development within the finance team?
- Are there opportunities to mentor or develop other members of the team?
- How do you see this role developing as the business evolves?

Questions for senior finance appointments

- What are the Board's expectations of finance beyond financial control and reporting?
- Where would you like the finance function to have greater influence across the business?
- What are the most significant financial or commercial risks currently on the leadership agenda?
- How would you describe the relationship between finance, the Board and operational leadership?
- What would you most like the successful person to have changed or strengthened twelve months from now?

INTERVIEW CHECK

Choose questions appropriate to the seniority of the role. A newly qualified accountant and a Finance Director should naturally be exploring different levels of responsibility, influence and business context.

Closing questions

The final part of the interview is also an opportunity to clarify anything that remains unclear and understand what happens next.

- Is there anything from my experience that you would like me to expand on before we finish?
- Do you have any questions or concerns about my experience in relation to the role that I could address?
- What are the next stages of the process and your anticipated timescale?
- Is there anyone else the successful candidate would meet as part of the process?

RECRUITMENT INSIGHT

The question about concerns can be useful, but use judgement. In a positive, conversational meeting it can create an opportunity to clarify a perceived gap. It does not need to be asked mechanically at every interview.

Questions to approach thoughtfully

Salary, benefits, annual leave, hybrid working and flexibility are legitimate considerations. The timing and way they are discussed matters.

Where Heidi Wright Recruitment is representing you, we will normally have established the core package and working arrangements before interview and can clarify or negotiate detailed points on your behalf. If the interviewer raises these subjects, answer openly and consistently with previous discussions.

Avoid asking questions that...

- Have already been clearly answered during the interview.
- Could have been answered through basic company research.
- Focus entirely on what you will receive without exploring the role itself.
- Are asked simply because they appeared on a prepared list.
- Invite confidential or commercially sensitive information that would be inappropriate at interview stage.

Your shortlist

Before the interview, select around five questions that genuinely matter to you. Mark your preferred two or three, then adapt according to what is discussed in the meeting.

Question 1

Question 2

Question 3

Question 4

Question 5

FINAL CHECK

Your questions should help you leave the interview with a clearer understanding of the role, the people, the priorities and whether the opportunity is right for you.

ASK WITH PURPOSE. LISTEN TO THE ANSWER.

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