# Treasurer interview questions

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## What to expect

Treasurer interviews focus on your technical grasp of liquidity, debt and risk, alongside your ability to communicate with boards and banks. Expect a mix of technical, behavioural and scenario questions.

- **Technical:** Questions on cash flow forecasting, hedging, investment decisions and covenant compliance.
- **Behavioural:** Questions asking for examples of negotiating with banks, managing risk or explaining complex ideas to non-financial stakeholders.
- **Scenario:** Hypothetical situations where you must prioritise funding needs or respond to a sudden cash shortfall.
- **Process:** Questions about how you structure your forecasting, reporting or decision-making processes.
- **Stakeholder:** Questions on managing relationships with lenders, the board and internal finance teams.

Typically a two-stage process: an initial conversation with a recruiter or hiring manager covering background and fit, followed by a technical and behavioural interview with the CFO or finance leadership. Some organisations include a short case study or scenario exercise on cash flow or risk. Final rounds may involve a panel with board or audit committee members.

## 1. Walk me through how you forecast cash flow across a complex organisation with multiple entities or currencies.

**Why they ask**

This tests your technical process and your ability to handle complexity.

**How to structure your answer**

Use a step-by-step walk-through: start with data sources, then consolidation, then scenario planning, and finish with how you communicate results.

**Example answer**

*"I start by gathering data from each entity's accounts receivable, accounts payable and payroll systems. I build a rolling 13-week forecast in Excel or our TMS, consolidating by currency using spot rates and forward rates for known exposures. I run base, best and worst-case scenarios to see the range of possible outcomes. Then I meet with department heads to validate assumptions and flag any large one-off items. The final forecast goes to the CFO with a clear summary of any funding gaps and my recommended actions, such as drawing on a facility or moving funds from a term deposit."*

## 2. Tell me about a time you negotiated a banking facility or credit line that benefited your organisation.

**Why they ask**

This probes your negotiation skills and understanding of debt covenants.

**How to structure your answer**

Use STAR: describe the situation, the task, the actions you took, and the result.

**Example answer**

*"In my previous role, our existing loan facility was up for renewal and the bank wanted to tighten covenants. I prepared a detailed cash flow projection and sensitivity analysis to show our resilience. I met with three banks to compare offers, and used the competing terms to negotiate a facility with*

*more flexible covenants and a lower margin. The result was a facility that gave us headroom for a planned acquisition without breaching any covenants."*

## 3. You notice a subsidiary is consistently missing its cash flow targets. What do you do?

**Why they ask**

This assesses your judgement under pressure and your ability to investigate and resolve issues.

**How to structure your answer**

Use a problem-solving structure: assess the situation, gather information, identify root causes, take action, and follow up.

**Example answer**

*"First, I would pull the subsidiary's detailed cash flow data and compare it to their forecast, looking for patterns such as delayed customer payments or unexpected costs. I would then speak with the subsidiary's finance lead to understand what is driving the variance. If it is a collection issue, I might help them implement stricter credit control. If it is a forecasting issue, I would work with them to improve their process. I would report the findings and actions to the group CFO and monitor the subsidiary's performance weekly until it is back on track."*

## 4. How do you decide where to place surplus cash?

**Why they ask**

This tests your understanding of investment policy, liquidity and risk.

**How to structure your answer**

Use a process structure: outline your policy, then criteria, then examples.

**Example answer**

*"I start with the organisation's investment policy, which sets the limits for counterparty risk and liquidity. I then look at the cash flow forecast to see when funds will be needed. For short-term needs, I use at-call accounts or 30-day term deposits. For longer-term surplus, I might ladder term deposits or use money market funds, always staying within the approved credit ratings. The goal is to preserve capital and maintain liquidity, while earning a reasonable return without taking unnecessary risk."*

## 5. Describe a situation where you had to explain a complex treasury concept to a non-financial board member.

**Why they ask**

This assesses your communication and stakeholder management skills.

**How to structure your answer**

Use STAR: situation, task, action, result.

**Example answer**

*"Our board was considering a proposal to hedge our foreign exchange exposure, but some members were unfamiliar with hedging. I prepared a simple one-page explainer that used a graph to show how a hedge would smooth earnings, and avoided jargon. I walked them through a worked example based on our actual overseas sales. After the discussion, the board approved the hedging policy. The result was a better understanding of risk and a more informed decision."*

## 6. What is your approach to hedging foreign exchange risk?

**Why they ask**

This tests your technical knowledge and your ability to apply a policy.

**How to structure your answer**

Use a process structure: identify exposure, choose instruments, set policy, monitor.

**Example answer**

*“I start by identifying all material foreign currency exposures, such as overseas receivables, payables and debt. I then work with the CFO to set a hedging policy that specifies the percentage of exposure to hedge and the instruments allowed, such as forward contracts or options. I execute hedges through our banking partners and monitor their effectiveness. I report on hedge performance monthly to the CFO and quarterly to the board, and I review the policy annually to ensure it still fits the business.”*