

# Customer Service Manager Report

October 24, 2006

The Receiver  
Your Company  
P.O. Box 1234  
Anycity, USA 40000-1234

## Personal & Confidential

### Bottom-Line Recommendation

**Candidate:** John Smith  
**Position:** Customer Service Supervisor  
**Bottom-Line:** Recommended

The validity scales from the Self-Descriptive Index indicate that Mr. Smith was candid in his approach to completing the questionnaires. As a result, the following interpretation is an accurate description of his motivational needs and work style.

### Summary of Candidate's Critical Management Skills Potential

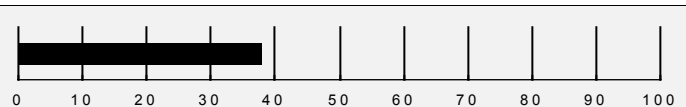
Agreed-Upon Skills	Candidate Score
WILLINGNESS TO SERVE ALL TYPES OF CUSTOMERS	38%
USES CUSTOMER CONTACT TO BUILD BUSINESS	82%
MAXIMIZES RESULTS BY PARTNERING AS A CUSTOMER ADVOCATE	92%
DRIVEN TO PRODUCE BY CREATING AN ENJOYABLE CUSTOMER EXPERIENCE	41%
DIRECTS AND CONTROLS OTHERS IN A BUSINESS UNIT	56%
TEACHING IN A STRUCTURED SETTING	56%
PRACTICAL INTELLIGENCE	97%

### In-Depth Evaluation of Critical Customer Service Supervisor Skills Potential

WILLINGNESS TO SERVE ALL TYPES OF CUSTOMERS

SCORE

38%



**Definition:** Shows and fosters respect and appreciation for a variety of backgrounds, cultures, values, and perspectives; seeks to understand the views of others; is comfortable accepting the fact that others may not share his personal values; prefers to cooperate in working on mutual goals rather than judge or criticize those who see things differently.

**Skill/Capability Level:** Mr. Smith may be less than amiable toward people with different priorities or personalities and can become impatient with those to whom he cannot relate. He may misjudge those of different backgrounds, cultures, values, and perspectives and could shy away from working with them toward the completion of mutual goals.

**Coaching Suggestions:** Encourage Mr. Smith to serve others better by honing his active listening skills. When people discuss topics he disagrees with, ask him to focus on trying to get as much as he can out of the conversation without trying to interject his own beliefs. By developing strong concentration skills, he will be better prepared to serve all types of people, even those with different priorities or values.