

Executive Staff Production Report

Personal & Confidential

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

Bottom-Line Recommendation

Candidate: John Smith
Position: Executive Staff Production Management
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.

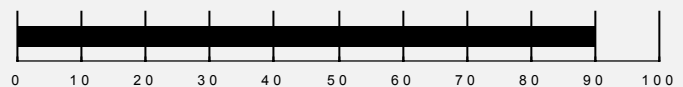
Summary of Candidate's Critical Management Skills Potential

Agreed-Upon Skills	Candidate Score
STAFF ORIENTATION	90%
PRODUCTION APPROACH	49%
TAKES INITIATIVE IN A BUSINESS UNIT	92%
TAKES RESPONSIBILITY FOR RESULTS AS AN ENTREPRENEURIAL MANAGER	81%
PROFIT CONSCIOUS IN A MANAGEMENT ROLE	46%
ABILITY TO LEARN THE BUSINESS	61%
DEVELOPS TECHNICAL COMPETENCE	51%
MANAGEMENT AMBITION	80%
TEACHING IN A STRUCTURED SETTING	51%
DIRECTS AND CONTROLS OTHERS IN A CORPORATE SETTING	39%
EMBRACES THE STRATEGIC VISION	72%
POLITICALLY ASTUTE	35%
PRACTICAL INTELLIGENCE	97%
ANALYTIC ABILITY	70%

In-Depth Evaluation of Critical Executive Staff Production Management Skills Potential

STAFF ORIENTATION

SCORE
90%



Definition: Maintains a high level of competence in an important business function as a source of information, expertise, advice, and follow-up support to influence and assist in the decisions made by line managers; senses how his area of expertise can advance the business goals of revenue and profit generation and/or cost reduction; contributes a constructive influence in the corporate organization using indirect influence skills to build consensus and persuade others to make cooperative decisions, even in the face of conflict.

Skill/Capability Level: Mr. Smith takes a participative approach to managing his reports and draws input from them to reach consensus to maximize team effectiveness within his group. He will focus on developing the competence and information that is required to support the core business functions. He communicates his expectations and assignments in a supportive manner so associates understand how their part contributes to meeting the corporate objectives.