

Staff Production Manager Report

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The Receiver
Your Company
P.O. Box 1234
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Personal & Confidential

Bottom-Line Recommendation

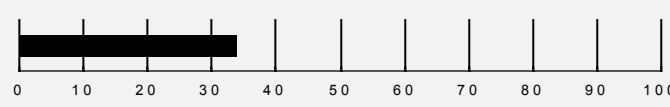
Candidate: John Smith
Position: Staff Production Management
Bottom-Line: Recommended

The validity scales from the Self-Descriptive Index indicate that Mr. Smith was honest and truthful in answering the questionnaires. As a result, the following results are an accurate description of his work approach and motivational needs.

Summary of Candidate's Critical Management Skills Potential

Agreed-Upon Skills	Candidate Score
STAFF ORIENTATION	34%
PRODUCTION APPROACH	59%
TAKES INITIATIVE IN A BUSINESS UNIT	79%
TAKES RESPONSIBILITY FOR RESULTS AS AN ENTREPRENEURIAL MANAGER	66%
PROFIT CONSCIOUS IN A MANAGEMENT ROLE	72%
ABILITY TO LEARN THE BUSINESS	79%
DEVELOPS TECHNICAL COMPETENCE	33%
MANAGEMENT AMBITION	45%
PRACTICAL INTELLIGENCE	94%
ANALYTIC ABILITY	99%
TEACHING IN A STRUCTURED SETTING	88%
DIRECTS AND CONTROLS OTHERS IN A CORPORATE SETTING	37%

In-Depth Evaluation of Critical Staff Production Management Skills Potential

STAFF ORIENTATION	SCORE 34%	
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.		
Skill/Capability Level: Mr. Smith is likely to be more focused on taking charge and making key decisions than working to become a valued advisor and source of critical expertise to line managers. His directive approach to reports may limit their collaboration in building a strong functional resource to the organization.		
Coaching Suggestions: Assign Mr. Smith to interview internal customers at the line management level to get suggestions for how his department can be more effective at satisfying their needs. Ask him to produce a plan to raise satisfaction with the department's output. Then, come to agreement on the most appropriate course of action.		