

Candidate Name: \_\_\_\_\_  
Role Interviewed: \_\_\_\_\_  
Interviewer: \_\_\_\_\_  
Date: \_\_\_\_\_

---

## Dimensions

- Customer Strategy — Score (1–5): \_\_\_\_\_

1-2: Cannot articulate a clear customer strategy or ties activities to business outcomes. 3: Describes a coherent customer strategy linked to target segments and priorities. 4: Defines multi-year customer strategy with trade-offs and measurable milestones. 5: Creates transformative customer strategy that repositions the business and secures executive buy-in.

- Customer Experience Design — Score (1–5): \_\_\_\_\_

1-2: Ignores end-to-end journeys and fails to identify friction points. 3: Maps key journeys and recommends incremental improvements. 4: Designs measurable, cross-product experience changes that improve key metrics. 5: Leads radical experience redesigns that materially increase retention and advocacy.

- Revenue & Growth Impact — Score (1–5): \_\_\_\_\_

1-2: Unable to link customer programs to revenue, retention, or expansion metrics. 3: Delivers programs that maintain retention and support modest upsell. 4: Drives measurable retention improvements and predictable expansion motions. 5: Creates scalable commercial motions that materially lift ARR and LTV.

- Cross-functional Leadership — Score (1–5): \_\_\_\_\_

1-2: Fails to influence peers or coordinate across product, sales, and support. 3: Collaborates effectively with functions to deliver defined initiatives. 4: Aligns multiple teams around customer priorities and removes cross-team blockers. 5: Shapes company strategy through sustained cross-functional influence and sponsorship.

- Data & Metrics — Score (1–5): \_\_\_\_\_

1-2: Relies on anecdotes, lacks key metrics or instrumentation. 3: Uses standard KPIs (NPS, churn, ARR) to monitor performance. 4: Builds dashboards, segments cohorts, and runs experiments to validate hypotheses. 5: Establishes rigorous measurement framework tying customer actions to revenue and product decisions.

1-2: Has limited hiring or people development experience for customer teams. 3: Builds teams with clear roles and coaches direct reports. 4: Scales organizations, establishes career paths, and improves team performance. 5: Develops leaders, creates strong succession, and attracts top customer talent.

• **Stakeholder Communication — Score (1–5): \_\_\_\_\_**

1-2: Communications are unclear, infrequent, or fail to inform executives. 3: Delivers regular, relevant updates and reports to leadership. 4: Crafts concise narratives for executives and investors with data-backed recommendations. 5: Influences board-level decisions through compelling storytelling and precise metrics.

---

## Overall Evaluation

Strengths Observed:

Concerns / Weaknesses:

Recommendation (Yes / No / With Reservations):

Final Score (Avg / Weighted):