

Candidate Name: _____
Role Interviewed: _____
Interviewer: _____
Date: _____

Dimensions

- Customer Retention & Growth — Score (1–5): _____

1-2: Misses renewal targets repeatedly and responds to churn only after it occurs. 3: Meets renewal targets and resolves escalations to stabilize churn. 4: Consistently exceeds renewal and expansion targets through proactive programs. 5: Drives sustained NRR improvement with scalable retention and expansion engines.

- Strategy & Roadmap — Score (1–5): _____

1-2: Lacks a coherent CS strategy or cannot connect CS activities to business outcomes. 3: Defines a practical roadmap aligned to key company metrics. 4: Builds a multi-quarter CS strategy that anticipates customer needs and scales operations. 5: Creates visionary, measurable CS strategy that shifts company trajectory and competitive positioning.

- Team Leadership & Development — Score (1–5): _____

1-2: Fails to hire, retain, or coach CS staff; high team turnover. 3: Hires competent reps, provides regular coaching, and manages performance. 4: Builds a high-performing structure with career paths, low turnover, and strong managers. 5: Develops leaders, scales org design, and creates bench strength for rapid growth.

- Customer Experience & Operations — Score (1–5): _____

1-2: Operational chaos or inconsistent onboarding and support processes. 3: Implements reliable onboarding, playbooks, and case management practices. 4: Optimizes workflows and tooling to improve time-to-value and CS productivity. 5: Designs end-to-end customer journeys and automations that scale experience quality.

- Metrics, Analytics & Forecasting — Score (1–5): _____

1-2: Cannot produce or interpret core CS metrics; forecasts are unreliable. 3: Tracks retention, churn, and expansion with basic dashboards and accurate short-term forecasts. 4: Uses cohort analysis, leading indicators, and predictive models to drive decisions. 5: Builds advanced analytics and forecasting that inform strategy and reliably predict revenue impact.

1-2: Rarely partners with Sales, Product, or Marketing and cannot gain alignment. 3: Collaborates with peers to resolve customer issues and supports go-to-market motions. 4: Influences product and sales priorities; negotiates cross-team tradeoffs effectively. 5: Drives cross-functional initiatives that materially improve product adoption and revenue.

• **Product Feedback & Voice of Customer — Score (1–5): ____**

1-2: Does not capture or communicate customer insights to product teams. 3: Collects and routes customer feedback to product and tracks some outcomes. 4: Systematically prioritizes customer feedback and influences roadmap decisions. 5: Integrates voice of customer into product strategy and proves impact on usage and retention.

Overall Evaluation

Strengths Observed:

Concerns / Weaknesses:

Recommendation (Yes / No / With Reservations):

Final Score (Avg / Weighted):