

Hypothetical and illustrative only. Acme is not a real company.

Acme Enterprise AE scorecard

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The numbers below exist so you can see a filled bar. They are not Andrew's operating record.

The made-up company

- ARR: about \$2.3M
- ACV: \$165K
- Year-one AE production used in the plan: \$600K
- Exit the model is pointed at: about \$9M
- Pair-hire calendar: months 1 through 5 (two AEs in M1, BDR + SE in M3, second AE pair in M5)
- Stage: \$1-5M Repeat. The question is whether two non-founder sellers can hold 70% for two quarters. They have not yet.

Header

Role: Enterprise AE (seat 1 of a pair)
Stage: \$1-5M Repeat
Req opened: Month 1 of the plan
Interviewers: Founder, FDE
Pair hire: seat 1

Must-haves (scored)

#	MUST-HAVE	SCORE	NOTES
1	Names EB and paper without prompting	4	Walked a \$180K close: CISO as EB, InfoSec then legal, 11 days of paper. Named the security questionnaire owner.
2	Self-source story with math	3	Last quarter: 11 held, 4 self-sourced, 2 Stage 2, 1 close. Not a handed book. Inbound still did some of the work.
3	POV with signed success criteria	4	Refused to start a POV without a one-pager the champion signed. Killed one that slipped to week 5.

#	MUST-HAVE	SCORE	NOTES
4	Operates when the ICP is still moving	3	Last company was mid-ICP change. Did not wait for enablement. Did wait for a disqualify rule.
5	Takes coaching from recordings	3	Brought their own call notes. Asked to watch one discovery live. Did not flinch at recording.

Must-have average: 3.4

Nice-to-haves

TRAIT	PRESENT?	NOTES
Prior AI or security bag	Partial	Adjacent (observability), not AI security.
Existing CISO relationships in the ICP	No	Do not weight this.

Hard red flags

None marked.

Decision

Must-have average: 3.4 (at or above 3.0)

Hard red flag: no

Yes votes: 2 (founder, FDE)

References: pending at write-up; hire is conditional on a manager plus a peer confirming self-source and day-60 activity

Pair-check on seat 2: same scorecard, do not lower the bar to staff M5

Hire / hold / no: hire, conditional on references

Reminder: Acme does not exist. Use the blank Scorecard-TEMPLATE.md on a real req.