

SALES ASSESSMENT

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CONCERNING

Sample report

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**Together we help you better
understand yourself and discover
your drivers and strengths.**

NORM GROUPS AND SALES ASSESSMENT

GENERAL EXPLANATION

This report compares your sales profile with relevant reference groups and with the expectations of various sales roles. This way, you gain insight not only into your absolute score, but also into how that score relates to a reference group. That makes the interpretation sharper and more directly applicable in a selection or development context.

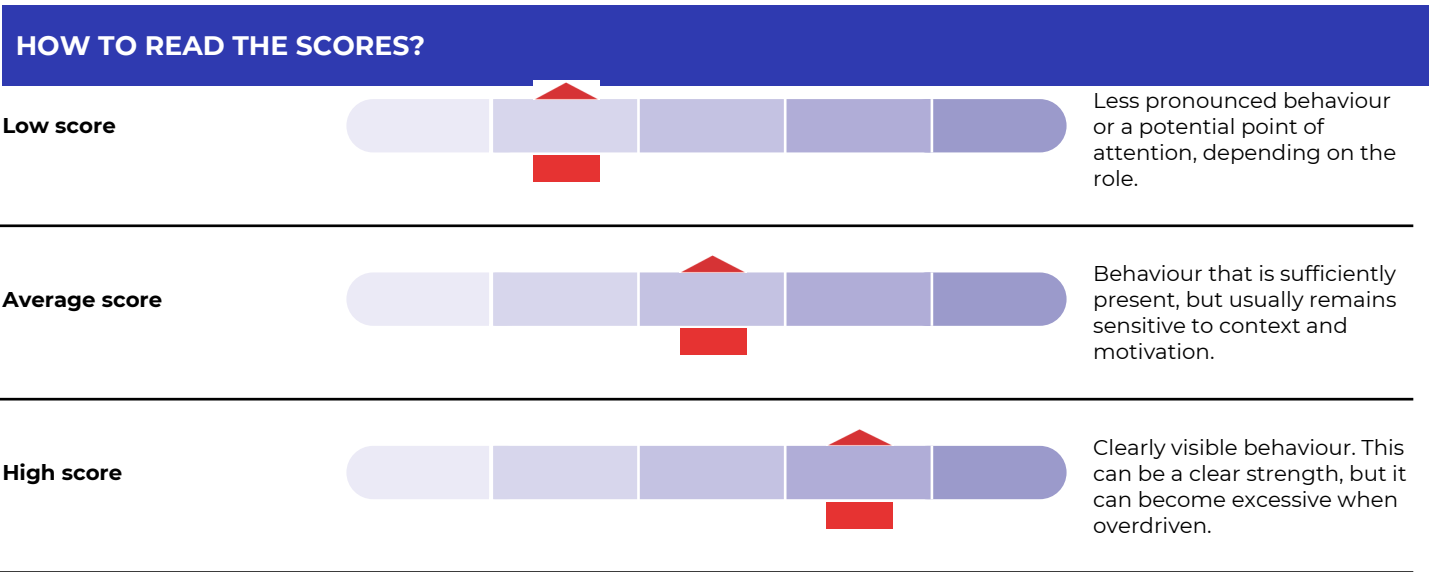
A reference group is the comparison group against which a score is measured. This lets you see whether, on a given scale, you score lower than, on par with, or higher than a group of comparable profiles. We work with reference groups that align with sales contexts and job levels, so that the results stay as practice-oriented as possible.

A high or low score is in itself neither "good" nor "bad". What it means depends on the role and the context in which you work or are going to work.

If this report does not surface a fitting archetype or a suitable role, that does not automatically mean you are not a good salesperson. The report tests your match against a number of specifically described sales profiles. Someone can still perform strongly outside of these. It therefore depends on what the role requires, on the sector in which you work, the sales cycle and the team context. So read a "no match" as a starting point for the conversation, not as a final verdict.

The results provide insight into your sales profile and the extent to which that profile aligns with various sales roles and archetypes. They give direction to selection, onboarding and coaching, but do not replace an interview, reference check or context analysis. Interpretation therefore always takes place in conjunction with your experience, motivation, sector, type of sales cycle and team context.

Further on in this report, you will see a green check mark or a red cross for each scale. A green check mark means that your score on that scale meets the threshold for a role, a red cross that it falls below it. Around each threshold we apply a buffer of 5%: a score that falls just within that buffer still counts as met. The check mark therefore indicates whether the threshold is met or not, not by how much. So always look at the percentage and the position of the marker to see whether your score just meets a scale or sits well above it.



NORM GROUPS AND SALES ASSESSMENT

GENERAL EXPLANATION

NORM GROUP SALES ASSESSMENT SENIOR

Each scale score is compared with a norm group: a reference group of comparable sales profiles. Based on that comparison, each score falls into one of five bands, which indicate how someone scores relative to that group.

The boundaries between the bands are relative and determined by percentiles, the position within the norm group:

- Very low: below the 10th percentile (P10)
- Low: between P10 and P30
- Average: between P30 and P70 (around the middle, P50)
- High: between P70 and P90
- Very high: above the 90th percentile (P90)

A band therefore expresses a position within the group, not a fixed point score. A high or low score is not in itself "good" or "bad": what it means depends on the role and the context in which someone works.

Scale	Very low	Low	Average	High	Very high
DR Drive and energy	<50%	50-58%	58-74%	74-85%	>85%
AS Assertiveness	<44%	44-56%	56-70%	70-78%	>78%
RE Relationship orientation	<43%	43-58%	58-75%	75-84%	>84%
ST Stress resilience	<40%	40-50%	50-72%	72-80%	>80%
SU Structure and follow-up	<38%	38-54%	54-71%	71-83%	>83%
AU Autonomy	<48%	48-58%	58-75%	75-85%	>85%
AN Analytical thinking and complexity	<44%	44-57%	57-70%	70-78%	>78%
EQ Emotional intelligence	<53%	53-63%	63-77%	77-85%	>85%
TS Technical affinity	<42%	42-54%	54-69%	69-78%	>78%
CS Closing Skills	<52%	52-63%	63-77%	77-90%	>90%
LS Ownership	<53%	53-66%	66-76%	76-83%	>83%
PR Prospecting	<33%	33-55%	55-77%	77-91%	>91%

SCALE PROFILE - GENERAL EXPLANATION

MEANING OF LOW AND HIGH SCALE CODES

Code	Scale	Low score	High score
DR	Drive and energy	If you score lower, you work at a calmer, steady pace and get going best with clear goals or deadlines. That makes you stable and considered, though you accelerate less spontaneously when pressure isn't tangible.	If you score higher, you have a strong inner drive: ambitious, focused on pace and results, and you persevere with little encouragement. A clear motor, as long as you also leave room for nuance and recovery alongside speed.
AS	Assertiveness	If you score lower, you lean towards consultation and harmony rather than direct confrontation, and prefer to wait for the right moment to speak up. That makes you diplomatic and respectful, though you sometimes voice your own opinion or boundary less readily.	If you score higher, you take a position easily, set boundaries and don't avoid difficult conversations. That makes you clear and firm, as long as you also leave room for others' sensitivities and pace.
RE	Relationship orientation	If you score lower, your emphasis is more on the businesslike and results side than on the personal bond, and you keep contact to the point. That makes you efficient and down-to-earth, though you build warmth and lasting trust less spontaneously.	If you score higher, you deliberately invest in trust and warm, lasting relationships and think long term. That makes you loyal and approachable, as long as you also keep an eye on pace and business clarity alongside the relationship.
ST	Stress resilience	If you score lower, pressure and unexpected situations have more impact and you need more predictability and stability. You are often committed and conscientious, though intense pressure drains your energy more quickly.	If you score higher, you stay calm and composed when pressure rises and recover quickly after difficult moments. That makes you resilient and reliable, as long as you notice signs of overload in yourself in time.
SU	Structure and follow-up	If you score lower, you work flexibly and less from fixed routines, with an eye for speed and adaptation. That makes you agile and pragmatic, though details and follow-up points are monitored less automatically.	If you score higher, you work in an orderly, methodical way and follow up agreements and deadlines closely. That makes you reliable and organised, as long as you also leave room for flexibility when the situation calls for it.
AU	Autonomy	If you score lower, you prefer clear alignment and confirmation and like to consult before deciding. That makes you careful and cooperative, though you make independent decisions less quickly.	If you score higher, you like working independently, take responsibility and dare to decide yourself. That makes you decisive and self-directed, as long as you bring others along sufficiently in your approach.
AN	Analytical thinking and complexity	If you score lower, you prefer concrete, directly applicable information over abstract or complex material, and move quickly to action. That makes you pragmatic and practical, though complex or data-driven questions require more time and structure.	If you score higher, you like going into depth, think in scenarios and ground your choices in facts. That makes you sharp and thoughtful, as long as analysis doesn't slow down the pace for too long.
EQ	Emotional intelligence	If you score lower, you approach situations mainly from content and facts and have less spontaneous eye for emotional nuance. That makes you down-to-earth and task-focused, though underlying signals are sometimes noticed less quickly.	If you score higher, you sense well what is going on with others and adapt your communication to it. That makes you empathetic and tactful, as long as you also stay clear in your decisions alongside feeling.
TS	Technical affinity	If you score lower, you feel less at home in technical detail and prefer to stay at a higher level. Your strength then lies more in the relational or commercial side, though you respond less confidently to in-depth technical questions.	If you score higher, you pick up technical information quickly and can explain complex material clearly to customers. That makes you credible in technical conversations and strong at conveying technical value.

CS	Closing Skills	If you score lower, you feel less comfortable actively working towards a decision and tend to leave a conversation open. That makes you patient and non-pushy, though opportunities are converted into a concrete agreement less often.	If you score higher, you steer conversations smoothly towards a decision and dare to ask for commitment. That makes you decisive and results-oriented, as long as you sense when pressure becomes too much and trust needs room.
LS	Ownership	If you score lower, you take the lead less readily on your own and leave direction and priorities to others more often. That makes you cooperative and supportive, though you take charge less spontaneously.	If you score higher, you naturally take charge and responsibility, set direction and steer towards results. That makes you decisive and directive, as long as you bring others along enough and leave room for alignment.
PR	Prospecting	If you score lower, you feel less comfortable approaching strangers and prefer to work with warm leads or existing contacts. That makes you careful and quality-focused, though you make the first move less readily yourself.	If you score higher, you reach out to new people and companies on your own initiative and push on after rejections. That makes you proactive and pipeline-focused, as long as you also keep an eye on the quality of your contacts and follow-up.

YOUR SCORES ON THE SCALES

Code	Scale		Perct
DR	Drive and energy	VERY LOW LOW AVERAGE HIGH VERY HIGH 52%	Drive & Energy measures the inner motivation, ambition and work pace you naturally bring to move forward. P13
AS	Assertiveness	VERY LOW LOW AVERAGE HIGH VERY HIGH 77%	Assertiveness measures how easily you take a position, set boundaries and stand up for your point of view, even under resistance. P85
RE	Relationship orientation	VERY LOW LOW AVERAGE HIGH VERY HIGH 71%	Relationship orientation measures how consciously you invest in trust, warm relationships and lasting cooperation. P65
ST	Stress resilience	VERY LOW LOW AVERAGE HIGH VERY HIGH 80%	Stress resilience measures how calm and effective you stay under pressure and in the face of setbacks. P87
SU	Structure and follow-up	VERY LOW LOW AVERAGE HIGH VERY HIGH 65%	Structure & follow-up measures how orderly and methodical you work and how reliably you follow up agreements and tasks. P55
AU	Autonomy	VERY LOW LOW AVERAGE HIGH VERY HIGH 77%	Autonomy measures how independently you work, make decisions and move forward without constant direction. P74
AN	Analytical thinking and complexity	VERY LOW LOW AVERAGE HIGH VERY HIGH 75%	Analytical thinking & complexity measures how readily you handle depth, data and complex issues and translate them into clear choices. P81
EQ	Emotional intelligence	VERY LOW LOW AVERAGE HIGH VERY HIGH 77%	Emotional Intelligence measures how well you sense emotions and signals in yourself and others and respond appropriately. P68
TS	Technical affinity	VERY LOW LOW AVERAGE HIGH VERY HIGH 71%	Technical affinity measures how naturally you handle technical content and put it to use clearly in a commercial context. P78
CS	Closing Skills	VERY LOW LOW AVERAGE HIGH VERY HIGH 73%	Closing skills measures how strongly you can steer a conversation towards a decision, commitment or concrete next step. P54

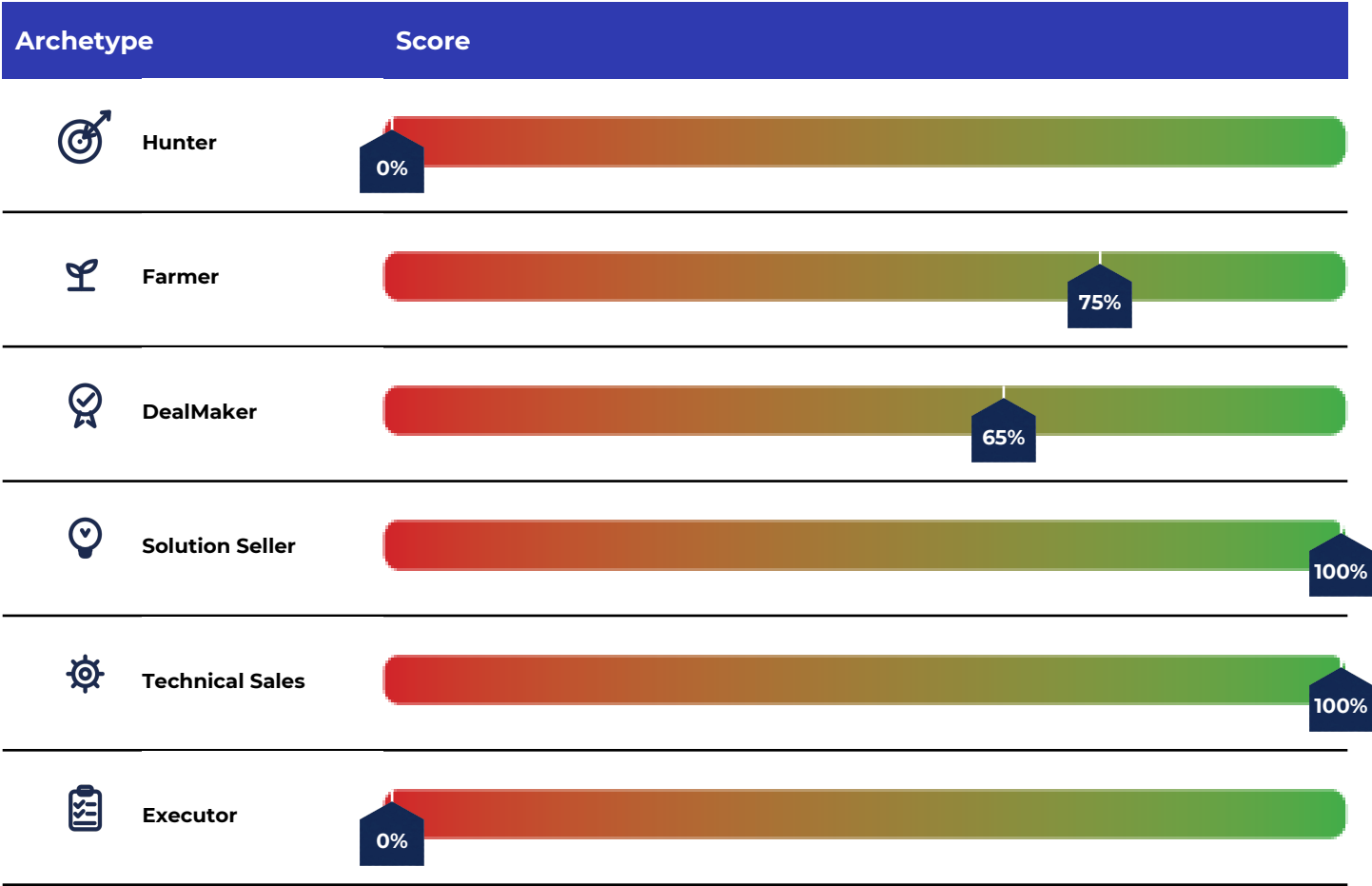
LS	Ownership	VERY LOW LOW AVERAGE HIGH VERY HIGH 77%	Ownership measures how strongly you take charge and responsibility yourself and move things forward without waiting.	P72
PR	Prospecting	VERY LOW LOW AVERAGE HIGH VERY HIGH 70%	Prospecting measures how readily you seek out new contacts on your own initiative and actively build a pipeline.	P54

YOUR SCORE ON THE SIX SALES ARCHETYPES

GENERAL DESCRIPTION

ARCHETYPE		DESCRIPTION
	Hunter	The Hunter is the pure driver of new business. This profile actively looks for opportunities, opens doors, makes contact quickly and thrives on pace, targets and forward momentum. A Hunter feels at home in prospecting, outbound activity and creating new commercial opportunities, bringing energy and drive to the early stage of the sales process.
	Farmer	The Farmer is the builder and protector of existing client relationships. This profile invests in trust, continuity and long-term relationships, and delivers commercial results more through retention, expansion and loyalty than through pure hunting. A Farmer is warm, reliable and strong in follow-up, making sure clients feel heard and keep growing.
	DealMaker	The DealMaker is the closer in the sales process. This profile drives towards decisions, commitment and results. He or she has a strong sense of when an opportunity is ripe to close, handles objections professionally and is willing to apply pressure where needed to create movement. The DealMaker doesn't like non-committal conversations, but wants clarity, pace and a concrete outcome.
	Solution Seller	The Solution Seller sells by first truly understanding. This profile dives into the client's context, clearly maps out needs, pain points and goals, and translates them into a solution with clear added value. A Solution Seller is analytical, strong on substance and empathetic enough to grasp the real question behind the question.
	Technical Sales	Technical Sales is the content specialist in the commercial process. This profile understands technology, systems, integrations and complexity, and can translate them in a credible and understandable way for clients and internal stakeholders. It's not only about technical knowledge, but also about building trust in the solution.
	Executor	The Executor is the process-driven force behind commercial reliability. This profile makes sure agreements are followed up, files keep running correctly, CRM and pipeline stay in order and no crucial steps are forgotten. The Executor brings structure, discipline and calm to an environment where many things happen at once.

YOUR SCORE ON THE SIX SALES ARCHETYPES



ARCHETYPE CALCULATION

Each archetype is built from a number of scales, which do not all weigh equally in the calculation.

One or more core scales determine whether you fit the archetype. If you score high enough on them (at or above the threshold within your experience group), you fit; if you stay below on a core scale, the archetype suits you less well, no matter how strong the other scales are.

Around that threshold lies a buffer zone: if you fall just below the threshold (up to 5 points under), you are not immediately penalised, but the core scale only counts for half. This way, a small shortfall does not make all the difference.

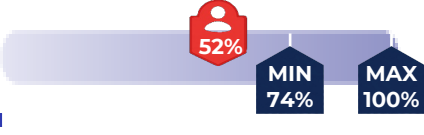
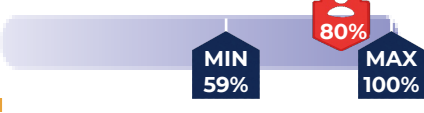
An attention scale does not in itself determine whether you fit the archetype, but counts as a point of attention. A low score here is not a dealbreaker, but it does pull the archetype score down.

The archetype score (0–100%) results from this combination. Below you can see, per scale, which type it is and how you score on it.

ARCHETYPE Hunter

YOUR SCORE

0%

Code	Score	Within range	Explanation
DR	 52% MIN 74% MAX 100% Core scale	✗	Drive & Energy sits below what a Hunter truly needs. Just below: the ambition is there, but you don't always sustain the high pace and perseverance when results are slow to come. With clear goals and an energetic environment it works, though it stays something to keep an eye on. Clearly below: the drive to keep hunting relentlessly isn't in your nature, and that pace then costs you a lot of energy. You'll likely come into your own more in a role with a calmer rhythm.
PR	 70% MIN 77% MAX 100% Core scale	✗	Prospecting sits below what a Hunter truly needs. Just below: prospecting works for you, but it isn't your first reflex. With structure, goals and some guidance it goes well, though it stays a point of attention where building a pipeline yourself is central. Clearly below: approaching strangers and opening doors yourself isn't really your thing; you prefer warm contacts. A role where the leads already come in suits you better.
AS	 77% MIN 68% MAX 100% Attention scale	✓	Your assertiveness is no obstacle to a Hunter role. You dare to take a position, push and persevere under resistance, which helps to get doors open.
ST	 80% MIN 59% MAX 100% Attention scale	✓	Your stress resilience is no obstacle to a Hunter role. You stay clear and focused, even when targets are under pressure and rejections pile up. That steadiness is valuable here.
AU	 77% MIN 67% MAX 100% Attention scale	✓	Your autonomy is no obstacle to a Hunter role. You take initiative, set your own approach and need little direction to get going.

ARCHETYPE Farmer

YOUR SCORE



Code	Score	Within range	Explanation
RE Core scale	 71% MIN 75% MAX 100%		Your relationship orientation sits exactly where a Farmer needs it. You invest in trust, keep contact warm and think long term. That is the basis for retaining clients and helping them grow.
EQ Core scale	 77% MIN 77% MAX 100%		Your Emotional Intelligence is right where it should be for a Farmer. You sense the undercurrent in conversations, pick up signals others miss and tune your approach to what the client needs.
SU Attention scale	 65% MIN 63% MAX 100%		Your structure and follow-up are no obstacle to a Farmer role. You keep to agreements and don't let contacts fade, exactly the regularity that lasting relationships need.
LS Attention scale	 77% MIN 69% MAX 100%		Your ownership is no obstacle to a Farmer role. You feel accountable for your client portfolio and don't let problems linger, and that strengthens clients' trust.

ARCHETYPE DealMaker

YOUR SCORE



Code	Score	Within range	Explanation
AS	Core scale 77% MIN 70% MAX 100%	✓	Your assertiveness is right where it should be for a DealMaker. You take the lead in negotiations, dare to apply pressure at the right moment and aren't thrown off by resistance.
CS	Core scale 73% MIN 77% MAX 100%	✓	Your closing skills sit exactly where a DealMaker needs them. You sense the right moment to close, dare to ask for commitment and keep the close firmly in hand.
DR	Attention scale 52% MIN 65% MAX 100%	✗	Drive & Energy drops below the minimum expected for a DealMaker. This is a point of attention, not a deal-breaker. Just below: the ambition is there, but the pace to actively push deals forward isn't always consistent; when things slow down you tend to wait. With tight per-deal deadlines and follow-up, that works well. Clearly below: the urge to put pace behind it is less present, so momentum is lost. You come across stronger in a role where the rhythm is set more from outside.
ST	Attention scale 80% MIN 59% MAX 100%	✓	Your stress resilience is no obstacle to a DealMaker role. You stay calm and clear when a negotiation tightens or the deadline nears, exactly when sharpness is needed.

ARCHETYPE Solution Seller

YOUR SCORE



Code	Score	Within range	Explanation
AN	75% MIN 70% MAX 100% Core scale	✓	Your analytical ability sits exactly where a Solution Seller needs it. You dig down to the core of the client's problem and build a well-grounded story that convinces on substance.
EQ	77% MIN 77% MAX 100% Core scale	✓	Your Emotional Intelligence is right where it should be for a Solution Seller. You read the client finely, sense doubt or sensitivities and position your advice so it truly fits.
RE	71% MIN 63% MAX 100% Attention scale	✓	Your relationship orientation is no obstacle to a Solution Seller role. You build enough trust to be seen as a partner, the basis for consultative selling.
CS	73% MIN 72% MAX 100% Attention scale	✓	Your closing skills are no obstacle to a Solution Seller role. You round off conversations with a concrete next step, without having to switch into a hard closing mode.

ARCHETYPE Technical Sales

YOUR SCORE



Code	Score	Within range	Explanation
TS	Core scale 71% MIN 69% MAX 100%	✓	Your technical affinity sits exactly where a Technical Sales needs it. You feel at home in product details and architecture and come across as credible in technical conversations.
SU	Attention scale 65% MIN 63% MAX 100%	✓	Your structure and follow-up are no obstacle to a Technical Sales role. You keep quotes, specifications and agreements neatly in order, which gives technical clients confidence.
AN	Attention scale 75% MIN 70% MAX 100%	✓	Your analytical ability is no obstacle to a Technical Sales role. You grasp technical questions easily and translate them clearly into what's relevant for the client.
EQ	Attention scale 77% MIN 70% MAX 100%	✓	Your Emotional Intelligence is no obstacle to a Technical Sales role. You read the mood of a conversation and get your technical message across in an understandable way.

ARCHETYPE Executor

YOUR SCORE



Code	Score	Within range	Explanation
SU	Core scale	65% MIN 71% MAX 100% ✗	Structure & follow-up sits below what an Executor truly needs. Just below: you have a basis to work in an organised way, but the method and consistency of this role don't come automatically; with more work or complexity you overlook something more quickly. With good tools and fixed check-ins, it works. Clearly below: working systematically and following everything up isn't natural for you; you prefer to work flexibly and ad hoc. You'll come into your own better in a role where speed and flexibility weigh heavier than tight follow-up.
ST	Attention scale	80% MIN 59% MAX 100% ✓	Your stress resilience is no obstacle to an Executor role. You stay calm and reliable when it gets busy, so that execution holds up even in peak periods.
LS	Attention scale	77% MIN 69% MAX 100% ✓	Your ownership is no obstacle to an Executor role. You feel accountable for the outcome and make sure your work actually gets finished.

ROLES THAT FIT YOU

ACCOUNT MANAGER

An Account Manager is responsible for building, developing and maintaining relationships with existing clients, with the aim of maximising revenue and client satisfaction.

Core of the role:

- Primarily focused on relationship management with existing clients (retention, growth, loyalty).
- Monitors client satisfaction and ensures clients make optimal use of products/services.
- Identifies opportunities for upsell, cross-sell and contract renewals.
- Acts as the primary point of contact for clients and coordinates internally across departments.

Typical tasks:

- Organise regular touchpoints (visits, calls, QBRs).
- Identify client needs and advise on appropriate solutions.
- Prepare proposals and business plans for expansions.
- Monitor client satisfaction and address issues proactively.
- Gather and share market and client intelligence with internal teams.
- Keep CRM and client records up to date.

Profile:

- Strong relationship builder with empathy and active listening skills.
- Commercial acumen to recognise and capitalise on opportunities.
- Structured approach to follow-up and account planning.
- Effective at collaborating with internal stakeholders (delivery, product, support).

Where does the risk lie in this role

Drive should be balanced in this role. With too little drive, the account manager becomes too service-oriented and renewals and upselling don't happen on own initiative. With too much drive, the service-oriented character is overshadowed and clients feel commercially approached at every contact. The right balance ensures commercial opportunities are picked up naturally without putting the relationship under pressure.

Archetypes

Mandatory archetype: Farmer
($\geq 50\%$)



Supporting archetype:
DealMaker ($\geq 50\%$)



Must scales

DR Drive and energy ($\geq 65\%$)



ROLES THAT FIT YOU

KEY ACCOUNT MANAGER

A Key Account Manager is responsible for strategically managing and growing the most important client relationships within an organisation, with the goal of delivering long-term value, retention and expansion at board level.

Core of the role:

- Primarily focused on strategic clients with high revenue or strategic importance.
- Builds long-term relationships at board level and acts as a trusted advisor.
- Coordinates internal teams (delivery, product, finance) to optimise the client experience.
- Develops growth plans per account and proactively drives expansion and retention.

Typical tasks:

- Develop and follow up account plans with concrete growth objectives.
- Organise regular strategic meetings at board level (QBRs, strategic reviews).
- Translate complex client needs into tailored solutions in collaboration with internal teams.
- Flag churn risks early and put action plans in place.
- Steer and align internal stakeholders around the client strategy.
- Gather market and competitive intelligence to proactively advise the client.
- Maintain CRM and account files in a strategically substantiated manner.

Profile:

- Strategic thinker who looks beyond day-to-day operations.
- Strong relationship builder at board level with persuasion skills and diplomatic ability.
- Ownership of the full account: takes charge and drives results.
- Analytically strong to understand business issues and translate them into opportunities.
- Skilled at coordinating and directing internal teams without hierarchical authority.

Archetypes

Mandatory archetype: Farmer
($\geq 50\%$)



Supporting archetype:
Solution Seller ($\geq 50\%$)



Must scales

LS Ownership ($\geq 76\%$)



ROLES THAT FIT YOU

RELATIONSHIP MANAGER

A Relationship Manager / Client Manager focuses on maintaining warm, stable relationships with a larger number of clients, often with less strategic depth than a KAM, but with an emphasis on reliability and client satisfaction.

Core of the role:

- Ensures consistent, reliable touchpoints and thorough follow-up.
- Maintains client loyalty and prevents churn through proactive relationship management.
- Provides a dedicated point of contact for operational and commercial queries.
- Less strategic than a KAM, but essential for a stable client base and predictable revenue.

Typical tasks:

- Regular check-ins and relationship maintenance.
- Follow up on commitments, deliveries and service issues.
- Advise on product usage and optimisation.
- Identify opportunities for expansion or renewal.
- Administration and reporting of client interactions in CRM.

Profile:

- Empathetic and client-focused.
- Structured and reliable in follow-up.
- Strong communication skills.
- Relationally strong, but less commercially aggressive than Hunter profiles.

Where does the risk lie in this role

When the Executor profile is less present, follow-up on client commitments and actions can become too informal. Promises may then be left hanging and client management lacks the structure needed for a reliable experience.

Archetypes

Mandatory archetype: Farmer
($\geq 50\%$)



Supporting archetype:
Executor ($\geq 50\%$)



Must scales

EQ Emotional intelligence ($\geq 70\%$)



ROLES THAT FIT YOU

ACCOUNT EXECUTIVE

An Account Executive is the primary deal-closer: responsible for managing the entire sales process from qualified leads through to signed contracts.

Core of the role:

- Takes over qualified opportunities from BDMs or lead generation.
- Manages the full sales cycle: discovery, demo, proposal, negotiation, closing.
- Accountable for targets, pipeline management and forecasting.
- In a consultative context: guides complex, lengthy sales processes involving multiple stakeholders.

Typical tasks:

- Discovery conversations and needs analysis.
- Deliver product demonstrations and presentations.
- Prepare and present proposals and quotations.
- Negotiate pricing, terms and contracts.
- Handle objections and close deals.
- Manage pipeline and forecast in CRM.
- Collaborate with pre-sales, solution architects and delivery teams.

Profile:

- Strong at closing: confident in asking for commitment and performing under pressure.
- Highly driven and assertive.
- In a consultative environment: sufficiently analytical and emotionally intelligent to navigate complex engagements.
- Skilled in stakeholder management and timing.

Where does the risk lie in this role

The Account Executive must drive deals forward and set the sales rhythm. If drive is too low, the AE takes too little initiative: deals stall at "we're thinking about it," drag on and become diffuse, and the pace is dictated by the customer rather than the AE. A higher score brings momentum, shorter sales cycles and more predictable revenue.

Archetypes

Mandatory archetype:
DealMaker ($\geq 50\%$)



Supporting archetype:
Solution Seller ($\geq 50\%$)



Must scales

DR Drive and energy ($\geq 74\%$)



ROLES THAT FIT YOU

SALES REPRESENTATIVE

A Sales Representative is the classic salesperson who serves a region or client group, actively visits or calls on clients, presents products and closes deals — typically with a mix of new and existing clients.

Core of the role:

- Full-cycle selling: making contact, identifying needs, making proposals and closing.
- Combines prospecting (new clients) with account management (existing clients).
- Less strategic depth than an AE or KAM, but practical and hands-on.
- Inside Sales: by phone and online from the office; Outside Sales: in the field at client sites.

Typical tasks:

- Visit (prospective) clients in an assigned region or segment.
- Present and advise on products and services.
- Prepare quotations and negotiate.
- Take and process orders.
- Maintain client relationships and identify opportunities for repeat orders and expansions.
- Report market information and competitive insights.

Profile:

- Commercial, sociable and energetic.
- Skilled at building relationships and earning trust.
- Practical and results-oriented.
- Self-sufficient and autonomous in territory management.

Where does the risk lie in this role

The Sales Representative must also open new accounts, not just serve existing ones. Without the Hunter component, they become too reactive: they visit and maintain, but hunt too little for new opportunities. New-customer acquisition and volume fall behind, and the pipeline leans too heavily on what is already in place.

Archetypes

Mandatory archetype: DealMaker ($\geq 50\%$)	✓
Supporting archetype: Farmer ($\geq 50\%$)	✓
Supporting archetype: Hunter ($\geq 50\%$)	✗

Must scales

AS Assertiveness ($\geq 66\%$)	✓
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ROLES THAT FIT YOU

INSIDE SALES REPRESENTATIVE

A Telesales / Inside Sales Representative sells primarily by telephone and email/online, follows up on quotations and proactively contacts clients from an internal base.

Core of the role:

- Goal: generate new orders, appointments or expansions via telephone, email and digital channels with both existing and new clients.
- Often supports account managers/representatives by warming up leads, following up on quotations and independently closing smaller deals.
- Combines inbound (processing incoming enquiries) with outbound (proactive calling).

Typical tasks:

- Handle incoming enquiries and convert them into quotations/orders.
- Outbound calls to existing clients (reactivation, upsell/cross-sell, renewals).
- Cold or warm prospecting (depending on the organisation).
- Prepare, send and follow up on quotations by telephone.
- Record data accurately in CRM and maintain pipeline administration.
- Handle objections and close deals over the phone.

Profile:

- Strong telephone and conversational skills: tone, timing, active listening.
- Commercial: confident in asking for an appointment, order or renewal.
- Structured: works methodically, follows lists and campaigns.
- Combines volume (high call activity) with quality (client focus).

Where does the risk lie in this role

When the Executor profile is less present, follow-up on quotes and client contacts can become too loose. Opportunities then slip away because the rhythm and structure needed to follow up each lead in time are lacking.

Archetypes

Mandatory archetype:
DealMaker ($\geq 50\%$)



Supporting archetype:
Executor ($\geq 50\%$)



Must scales

EQ Emotional intelligence ($\geq 70\%$)



ROLES THAT FIT YOU

TECHNICAL SALES REPRESENTATIVE

A Technical Sales Representative bridges the gap between technical expertise and sales in a B2B environment.

Core of the role:

- Combines in-depth technical product knowledge with commercial skills.
- Helps clients clarify their technical situation, requirements and risks, translating these into appropriate solutions.
- Often supports the sales team (AEs, KAMs) as a subject-matter expert in pre-sales and with existing clients.

Typical tasks:

- Conduct demonstrations, proof-of-concepts and technical presentations.
- Contribute to solution design, configurations, integrations and implementation impact.
- Answer technical questions from clients (IT, operations, engineering, production).
- Substantiate proposals with technical details, architecture, risks and prerequisites.
- Identify upsell/cross-sell opportunities based on use cases, performance or expansion needs.
- In complex engagements, jointly maintain the technical and business narrative alongside the sales team.

Profile:

- Strong analytical capability: able to quickly grasp complex environments and requirements.
- High level of technical skills: knows products/services in depth and can explain them clearly.
- Communicative: able to make technical subject matter accessible to non-technical decision-makers.
- Sufficiently relationship-oriented to build trust with technical stakeholders.
- Not necessarily a primary hunter or closer, but commercially aware.

Where does the risk lie in this role

When the Executor profile is less present, the discipline for accurate quotes, timely follow-up and reliable client handling can fall short. In a volume environment, this quickly leads to missed orders and dissatisfied clients.

Archetypes

Mandatory archetype: Technical Sales ($\geq 50\%$)	
Supporting archetype: Executor ($\geq 50\%$)	

ROLES THAT FIT YOU

CUSTOMER SUCCESS MANAGER

A Customer Success Manager (CSM) ensures that clients derive the promised value from a product or service, that they remain clients and ideally expand their usage.

Core of the role:

- Guides clients after the sale: onboarding, adoption, usage optimisation and renewals.
- Works proactively: monitors account health, identifies risks (churn) and opportunities (upsell/cross-sell).
- Acts as strategic point of contact for client queries, not for pure support tickets (which fall to technical support).

Typical tasks:

- Lead onboarding and implementation in collaboration with the project/delivery team.
- Organise regular check-ins, QBRs (Quarterly Business Reviews) and health-checks.
- Discuss usage, adoption and ROI; propose improvement actions.
- Identify risks early (low adoption, few logins, complaints) and coordinate escalations.
- Identify expansion and renewal opportunities and work with sales to materialise them.
- Monitor and report customer health scores and KPIs.

Profile:

- Strongly relational with high EQ: able to build trust and pick up on difficult signals.
- Sufficient analytical/content capability to explain impact and business value.
- Structured enough to maintain cadence and rigorous follow-up.
- Proactive and client-focused, not reactive and support-driven.

Archetypes

Mandatory archetype: Farmer
(**>= 50%**)



Supporting archetype:
DealMaker (**>= 50%**)



Must scales

AN Analytical thinking and
complexity (**>= 63%**)



EQ Emotional intelligence (**>= 77%**)



ROLES THAT FIT YOU

SOLUTION SALES SPECIALIST

A Solution Sales Specialist is the advisory seller who convinces on substance and value rather than on pressure or relationship alone: they map out the client's situation, needs and objectives in detail and translate these into a solution with demonstrable added value.

Core of the role:

- Conducts thorough discovery: probing context, pain points and objectives.
- Translates client needs into fitting solutions and builds a well-founded business case (value, ROI).
- Positions the solution credibly with different stakeholders.
- Keeps the commercial process on track in terms of content, from needs analysis to proposal.

Typical tasks:

- Conduct needs analyses and discovery conversations.
- Develop and present solutions and value propositions.
- Build business cases and underpin ROI.
- Take stakeholders through the substantive logic of the solution.
- Work with sales/closing and pre-sales to get proposals across the line.

Profile:

- Strongly analytical: understands complex situations and thinks in business cases.
- Highly emotionally intelligent: reads the client and the undercurrent of conversations.
- Convincing on substance, advisory rather than pushy.
- Commercial enough to convert the value offered into concrete progress.

Archetypes

Mandatory archetype:
Solution Seller (**>= 50%**)



Supporting archetype:
DealMaker (**>= 50%**)



Must scales

CS Closing Skills (**>= 72%**)



SUMMARY & ADVICE

YOUR SCORE ON THE SIX SALES ARCHETYPES

An archetype is a type of salesperson. The further the bar extends to the right, the better this profile fits that type.



OVERVIEW OF THE SCALES

The scales are characteristics we measure, compared with other salespeople: strong (higher than most), average, or a development point (lower than most).

-  **Strong scales ($\geq P70$):** Stress resilience P87, Assertiveness P85, Analytical thinking and complexity P81, Technical affinity P78, Autonomy P74, Ownership P72
-  **Average ($\geq P30 < P70$):** Emotional intelligence P68, Relationship orientation P65, Structure and follow-up P55, Closing Skills P54, Prospecting P54
-  **Areas for improvement ($< P30$):** Drive and energy P13

SALES ROLES AND YOUR MATCH

A role fits when you match the archetype it requires and the scales that matter most for that role score strongly enough. The two together determine whether a role fits you, partly fits, or does not.



Full match



Match with attention points



No match



Account Executive



Key Account Manager



Account Manager



Relationship Manager



Business Development Manager



Sales Representative



Customer Success Manager



Solution Sales Specialist



Customer Support



Technical Sales Representative



Inside Sales Representative

Use this report as a starting point for the conversation, not as a final verdict: how a sales role is carried out varies by company, sector and sales cycle.



**Thank you for your openness in
completing this assessment. We
hope these insights will help you
move forward on your
professional path.**
