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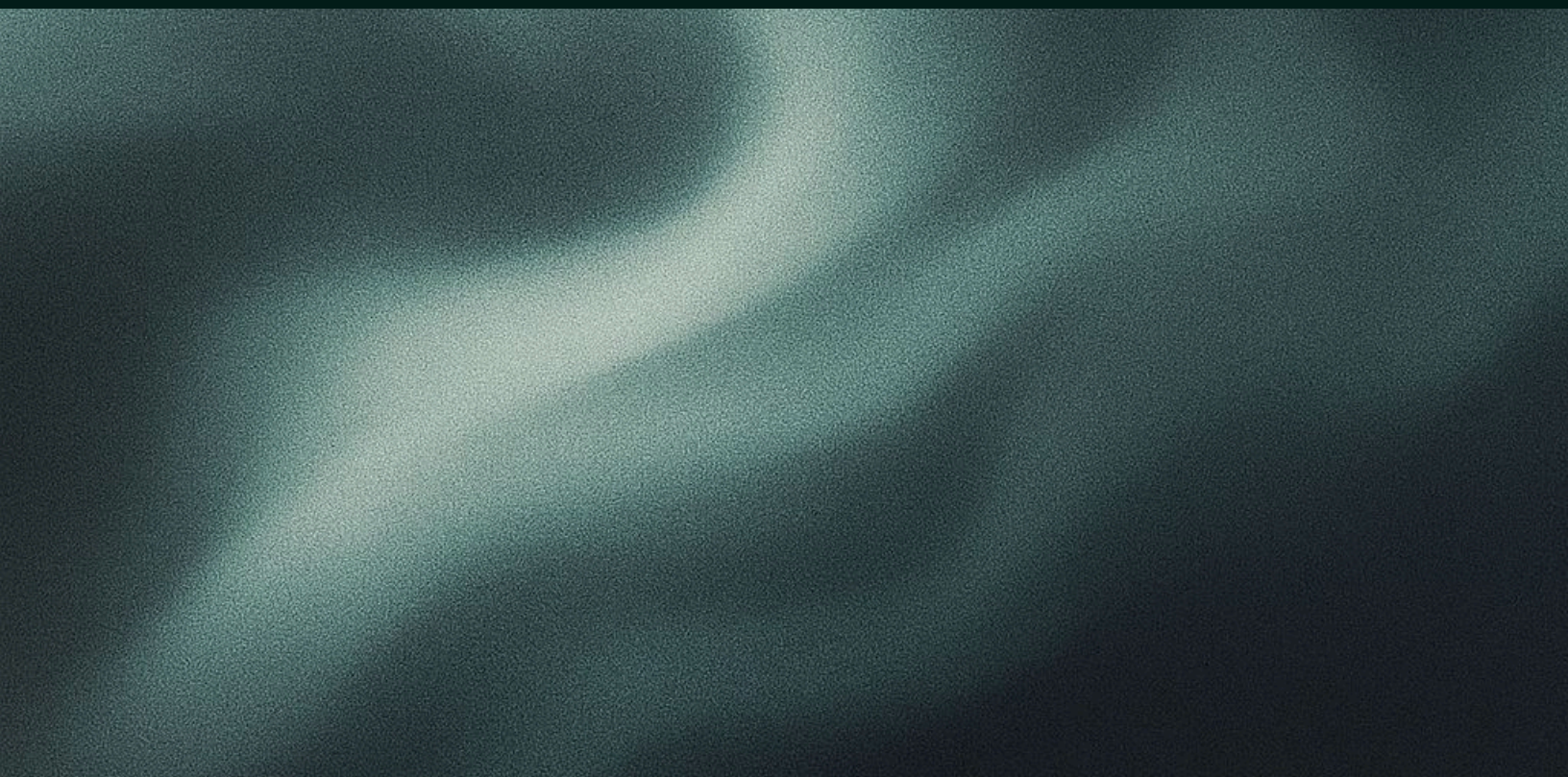
Go-to-market note · November 2026

The Sales Leader's System

How to turn every new rep into predictable revenue

Go-to-market fit is the day you can open a seat, fill it, ramp the new seller in a known number of days and count on a known amount of new sales. This note sets out the process to document first, then the five-part weekly system a sales leader runs to get there.

JD Saint-Martin, Managing Partner
Boreal Ventures



1 What go-to-market fit means

Go-to-market fit means an open seat becomes Y in new sales within X days

Product-market fit proves prospects adopt your solution. Go-to-market fit proves you can sell it again and again, with people who were not there at the start.

Reaching go-to-market fit means putting in place a repeatable sales system that delivers results you can predict. The recipe you are looking for is an engine that lets you hire, onboard and ramp a new sales rep in X days and then count on Y in new sales from them. Start the clock the day you open the role: time to hire moves the date as much as ramp time does.

When that sentence is true, growth becomes a hiring plan. The board can ask for more revenue and the answer is a number of reps and a date. When it is false, every new hire is a bet on one person's talent, and the founder ends up closing the deals.

This is a lot harder than it looks. Most companies that hit their first few million in revenue did it on the founder's instinct. Turning that instinct into something a new hire can learn is the work this note describes.

X

days from opening the role until the new rep sells at full pace: time to hire plus time to ramp

Y

new sales a ramped rep brings in, every month, without the founder in the room

Exhibit 1 New sales per rep, by days since the role opened
Illustrative

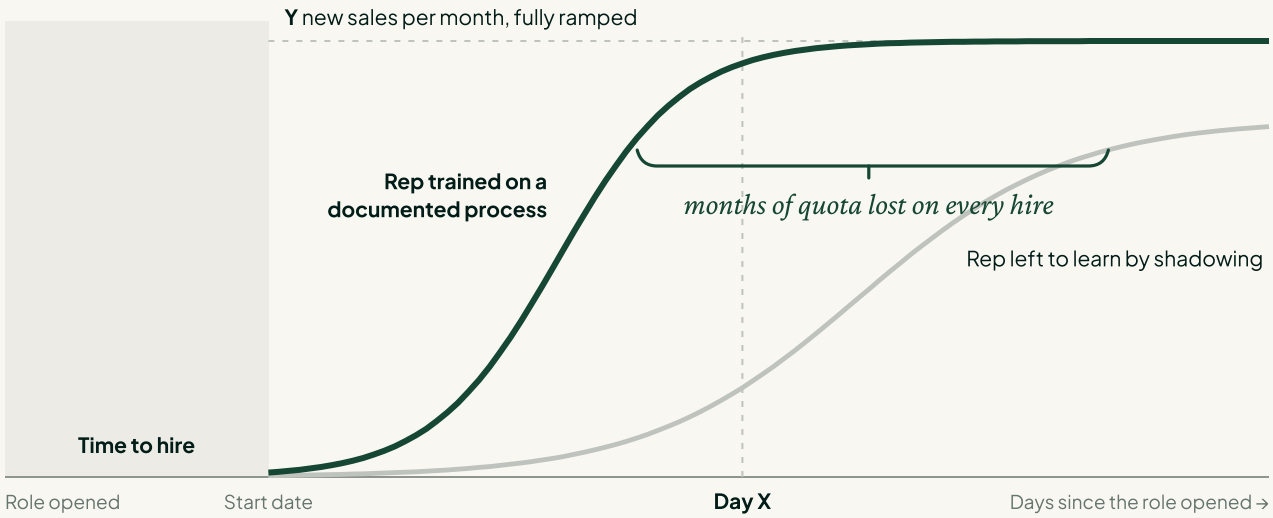


Exhibit 1 is a shape, not data: it shows how a documented process and a training system pull the ramp curve forward. Set X and Y from your own last cohort of hires, counting from the day each role opened.

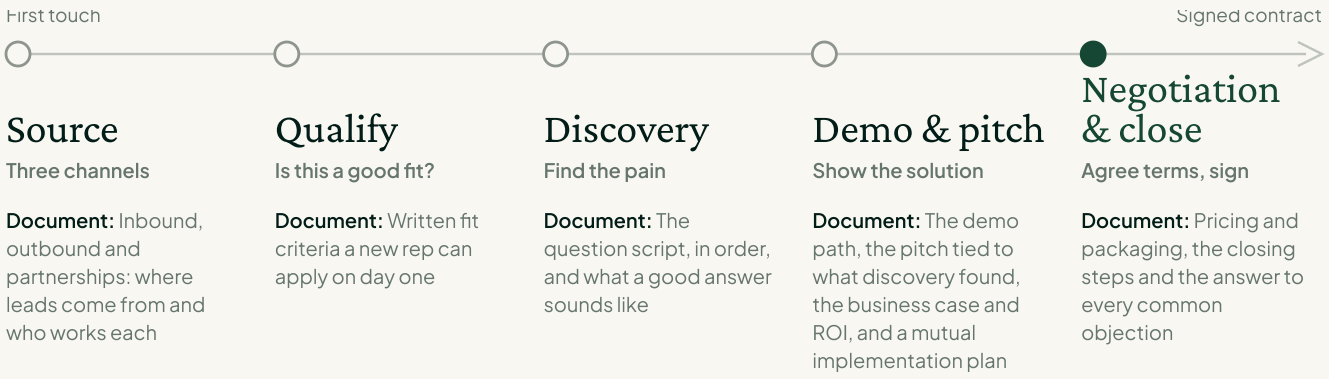
2 Write the process down first

Every step from first lead to signed contract is written and scripted before the next hire starts

A new rep cannot copy what nobody wrote down. The process comes first; the training system comes second.

A predictable engine starts with a clearly defined sales process: how leads are sourced (inbound, outbound, partnerships), how they are qualified and checked for fit, how a discovery call runs, how to give a great demo and pitch backed by a business case, and how to negotiate and close. Each of the five steps needs its own document and its own script, written by whoever sells best today.

Exhibit 2 The five steps of the sales process, and what each one needs on paper



Once each step is documented and scripted, the harder problem begins: building a system that lets new sellers join, practise each step until they master it, and produce the expected results. That system is the sales leader's job, and it runs on a weekly rhythm.

The sales leader's job is to coach, motivate and support. In practice that means daily huddles, one-on-ones, call reviews, clear KPIs and leaderboards that drive competition. The next pages describe the five pillars of the week I recommend every sales leader put in place.

The test: if your best rep left tomorrow, could the next hire learn to sell from what is written down?

3 The leader's week

A sales leader's whole job fits in five habits that repeat every week

Coach, motivate, support. Everything on the calendar below serves one of those three verbs, and most of the time goes to the reps still ramping.

Exhibit 3 The five pillars across a working week

Bar length = minutes. Only the huddle has a fixed time; place the rest where they fit your team.



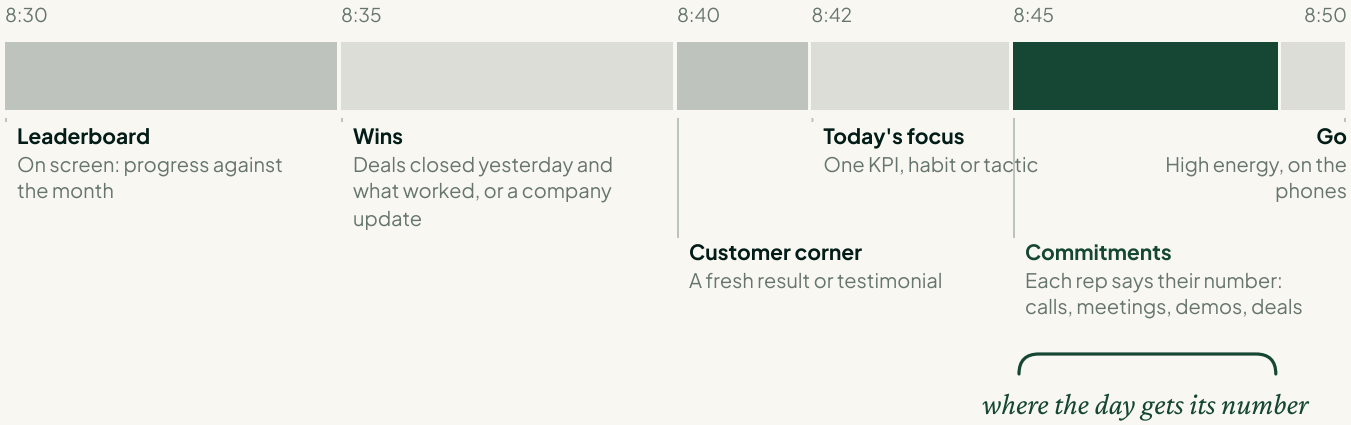
1	2	3	4	5
Daily huddle	**Ramp training**	**Team sessions**	**One-on-ones**	**Leaderboards**
Twenty minutes every morning to set the number and the energy.	A morning session, an afternoon refresh, and product and systems training three times a week.	An hour on one weakness and an hour of pipeline review, every week, for everyone.	Thirty minutes per rep, one measurable improvement at a time.	Accurate, live and visible everywhere, tied to real money.

4 Pillar 1 · The daily huddle

Twenty minutes at 8:30 decide how the team spends the next eight hours

Run it every morning from 8:30 to 8:50, same order every day. The part that moves the numbers is the four minutes where each rep says theirs out loud.

Exhibit 4 Agenda of the daily huddle, minute by minute



The huddle opens on the leaderboard, on screen, showing progress against the month's goals. Reps then share the deals they closed the day before and what worked; on quiet days the sales leader brings a company win instead, such as a big update or a feature that just shipped.

The sales leader then shares one fresh customer result or testimonial, so the team hears why the product matters, and names the focus for the day: a KPI, a habit, a tactic. Then each rep commits to their number for the day: calls to make, meetings to book, demos to complete, deals to close.

A number said in front of peers is harder to walk away from than one kept private. The last minute is for energy. End high, and get on the phones.

20 min

every morning, 8:30 to 8:50, no exceptions

4 min

for commitments: each rep states calls, meetings, demos and deals for the day

5 Pillars 2 and 3 · Ramp training and team sessions

New reps train up to 2.5 hours a day; the whole team drills one weakness an hour a week

Both sessions run on recorded calls. Bad ones show what to fix, good ones show what works.

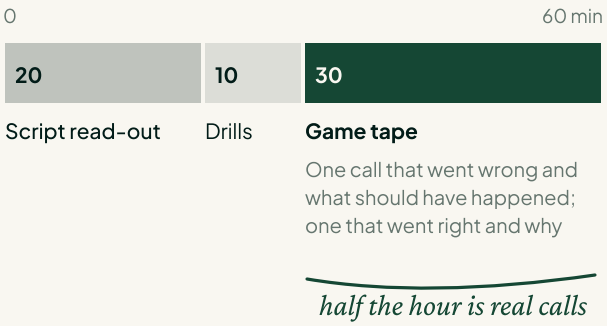
Exhibit 5a Daily ramp training, 60 min a.m. + 30 min p.m.

Day	Topic
Monday	Intro & discovery
Tuesday	Demo & pitch
Wednesday	Closing & objection handling
Thursday	Hot topics: what reps struggle with right now
Friday	Pipeline review: how to move each deal forward, plan for next week

Ramping reps get an hour each morning on the day's topic, practise it on live calls, then come back for a 30-minute afternoon refresh on the same topic using the calls they just made. Record every call and bring them into each session. A rep learns more from hearing their own discovery call stall than from any slide.

Three times a week they also get 60 minutes of product and systems training: the product, the CRM and the tools they sell with. Someone else in the company can deliver it, but in the early days it usually falls to the sales leader.

Exhibit 5b Weekly team training, 60 minutes



Once a week, every rep joins, veterans included. Pick one team-wide weakness and drill only that: twenty minutes reading the script aloud, ten minutes of objection drills, then thirty minutes of game tape.

The team also meets once a week for a 60-minute pipeline review: pipeline created first, then deals to close. Page 8 shows how to run it.

Record every call and bring it into every session: the bad ones show what needs to improve, the good ones show what works.

6 Pillars 4 and 5 · One-on-ones and leaderboards

Coach one measurable improvement per rep each week, then make the results public

One-on-ones fix the individual. Leaderboards turn the fix into status, and status drives behaviour.

Exhibit 6a The weekly one-on-one, in order

1. **Personal check-in.** Any life issue getting in the way.
2. **Last week's single focus.** Did it improve?
3. **Last week's results** against target.
4. **One new focus** and the action items to get there.

30 min experienced reps

45 min ramping reps: more to fix, longer role-play

Always one measurable improvement at a time. The sales leader reviews the rep's calls before the meeting, so the thirty minutes go to coaching, not to listening to calls together.

Exhibit 6b A leaderboard, month to date

Illustrative

Rep	Demos	Closed	% of quota
Rep A	14	6	**112%**
Rep B	12	5	**94%**
Rep C	11	4	**81%**
Rep D ramping	8	2	**55%**

Visible everywhere: Slack, the office wall, every huddle.

Accurate and real-time, or reps stop trusting it.

Used for shout-outs and bragging rights.

Paid: SPIFFs and bonuses tied to the board.

Leaderboards create status. Status drives behaviour.

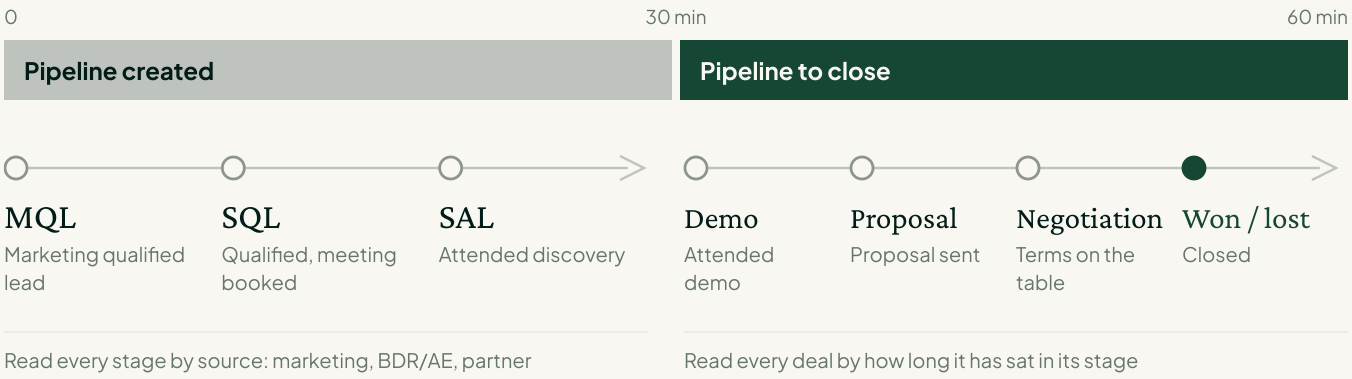
Exhibit 6b: invented reps and figures, shown only to illustrate the format. Track the same few measures you ask for in the huddle commitments.

7 Team sessions · The weekly pipeline review

Split the 60-minute pipeline review in two: pipeline created, then deals to close

Everyone reviews the pipeline before the meeting. Nobody reads deals aloud in the room, so the hour goes to decisions, owners and dates.

Exhibit 8 The pipeline review hour, and the stages each half covers



First 30 minutes · quantity and quality

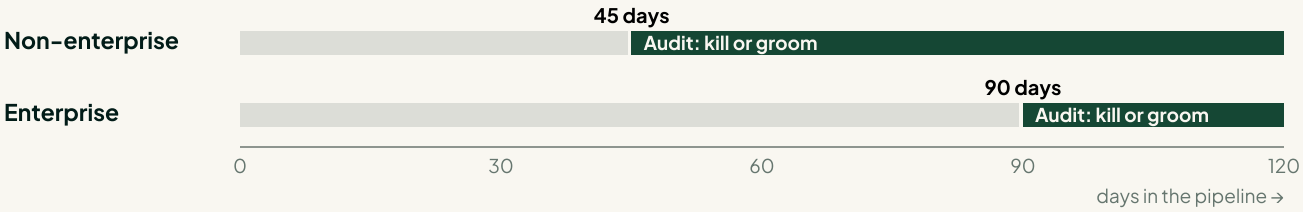
Are we creating enough pipeline to support the team and hit target? Look at the week's MQLs, SQLs and SALs against what the target needs, split by source: marketing-sourced, BDR/AE-sourced and partner-sourced. Then check quality: did the booked meetings happen, and did discovery confirm fit?

Last 30 minutes · stuck deals and top moves

From attended demo to proposal, negotiation and closed won or lost: find where deals are stuck or need escalation. Pick the top moves of the week that will push deals forward, and give each one an owner and a date. No action item without a name.

Exhibit 8b Deal age audit: inspect anything that has sat too long

Kill or groom stale deals before the meeting, so they come out of the pipeline and stop taking air time.



The best pipeline reviews add a post-mortem on lost deals, shared with Product.

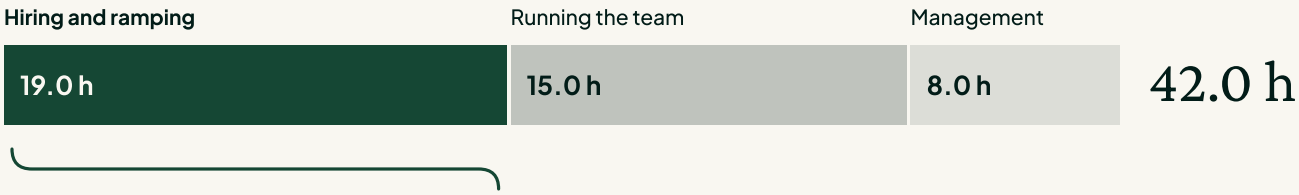
Exhibit 8: MQL = marketing qualified lead; SQL = qualified lead with a meeting booked; SAL = attended discovery. Age limits: 45 days for non-enterprise deals, 90 days for enterprise.

8 What it costs

Leading eight reps takes 42 hours a week, and 19 go to hiring and ramping

A sales leader who manages performance always has a seat to fill and a new rep ramping. Handing product and systems training to someone else frees 4 of those hours.

Exhibit 7 Sales leader hours per week: eight reps, two ramping, one seat open



every week, for as long as you manage performance

Activity	Time	Hours / week
Hiring and ramping		**19.0 h**
Interviewing reps	4 interviews × 45 min, one seat always open	**3.0 h**
Ramp training	5 × 60 min morning + 5 × 30 min afternoon refresh	**7.5 h**
Ramp training prep	5 × 48 min: cue the calls for the morning, then pick the calls reps made since for the refresh	**4.0 h**
Product & systems training	3 × 60 min: product, CRM and sales tools; can be handed to someone else	**3.0 h**
Product & systems prep	3 × 20 min: update the material for what shipped or changed	**1.0 h**
Longer one-on-ones	2 ramping reps × 15 extra min (45 instead of 30)	**0.5 h**
Running the team		**15.0 h**
Daily huddle	5 × 20 min	**1.7 h**
Huddle prep	5 × 16 min: update the leaderboard, pick the customer story and the focus	**1.3 h**
Team training	60 min	**1.0 h**
Team training prep	60 min: pick the weakness, update the script, select the game tape	**1.0 h**
Pipeline review	60 min, whole team: pipeline created, then deals to close	**1.0 h**
Pipeline review prep	60 min: review the pipeline in advance, audit aged deals, pick the top moves	**1.0 h**
One-on-ones	8 reps × 30 min	**4.0 h**
One-on-one prep	8 reps × 30 min: review their calls	**4.0 h**
Management		**8.0 h**
Management meetings	Leadership team, forecast review	**2.0 h**
Tactics meetings	2 hours a week	**2.0 h**
Joining key sales calls	Doubling up on important calls where a sales leader, not just a rep, is needed	**4.0 h**
Total		**42.0 h**

Exhibit 7: one sales leader, eight reps, two of them ramping at any time and one seat always being hired. Session times from the cadence in this note; prep, interviewing, pipeline review length and management times are planning assumptions.

9 Where to start

Five things a sales leader can start this week, beginning with tomorrow's 8:30 huddle

None of them needs a budget. They need a calendar that protects the time on the previous page, starting with the 12 hours of prep that disappear first.

1 **Write down your X and Y.**
From the last reps you hired, counting from the day each role opened.

2 **Document and script the five steps.**
Start with discovery: every later step depends on what it finds.

3 **Record every call from Monday.**
Ramp training, team training and one-on-ones all run on recordings.

4 **Run the first huddle at 8:30 tomorrow.**
Leaderboard on screen, commitments said out loud.

5 **Block interview and prep time first.**
Prep is 12 of the sales leader's 42 hours. If it is not in the calendar, it does not happen.

Coming next

A Boreal note on performance management: setting the bar, coaching to it, and acting when a rep misses it. It is why this note assumes a seat is always open.

Boreal partners work alongside portfolio sales leaders to install this system. Questions, or a second opinion on your sales week: talk to your Boreal partner.