

Before your first seller starts.

Fifteen things that should already exist on their first day. Everything on this list gets built either way — the only question is whether you build it now, or pay a quota-carrying hire to build it during the quarter you hired them to sell.

THE LIST

- ☐ **A written ICP — three filters, not a paragraph.**
What puts an account in, and what rules one out. If it can't be applied by someone who isn't you, it isn't written yet.
- ☐ **A first hundred accounts, already researched.**
Named, with the reason each one is on the list. Not a scrape.
- ☐ **A verified entry contact per account.**
Right seat, right person, address confirmed. Bounces are the fastest way to lose a rep's first week.

THE MOTION

- ☐ **One sequence that works, written in your voice.**
One that you'd be happy to receive. Your buyers can tell, and so can a new rep deciding what "good" sounds like here.
- ☐ **A research brief per account, before the first touch.**
What changed recently, who else is involved, what to open with.
- ☐ **A follow-up rule: nothing goes silent without a bump.**
Most pipeline doesn't die from a no. It dies from a thread where your side spoke last and nobody noticed.

THE NUMBER

- ☐ **One weekly number you trust, and where it comes from.**
Decide it before the hire, or you'll spend their first quarter arguing about which number is real.

THE SYSTEM

- ☐ **Five pipeline stages, maximum — each with an exit rule.**
A stage nobody can define is a stage nobody updates honestly.
- ☐ **A next-step field that is never empty on an open deal.**
The single cheapest piece of forecast discipline there is.
- ☐ **Lifecycle stages that match how you actually sell.**
Not the CRM's defaults. Yours.

THE STORIES

- ☐ **Three customer stories, in the buyer's words.**
What they were doing before, what changed, what it was worth. A logo slide is not a story.
- ☐ **No customers yet? Three ideal use cases, specific enough to be believed.**
A named role, a real situation, the outcome you're confident you produce. Vague is worse than none.
- ☐ **The three objections you already hear, and the answer that works.**
Your rep meets all three in week one. You already know what they are — they just live in your head.

REPORTING

- ☐ **Activity that logs itself.**
Calls, emails and meetings landing on the record without anyone typing them in. If logging is a chore, it stops by week three.
- ☐ **Nothing living only in an inbox.**
Every commitment, question and next step written down — so a deal survives someone being on holiday, or leaving.

4–5 months

REQ TO REVENUE

Median time to fill a non-executive role is **39 days** (SHRM, 2026), and a new seller needs roughly a quarter before producing. That's four to five months from posting to pipeline — and if the fifteen items above don't exist, the first of those quarters goes to building them. Most teams have three or four of these when the offer letter goes out — the stories are almost never written down, and they're what a new seller needs on day two.

Why this exists. Marketside installs this layer before a hire starts — but the list is useful whether or not that's us. Take it and build it yourself if that's the right call.

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The 39-day median is SHRM's 2026 benchmarking figure for non-executive roles. Ramp estimates are from sixteen years of hiring and are not a published statistic.