



[VOLUME 03 · THE LEADERSHIP OPERATING RHYTHM]


The cadence

that survives QBRs.

Hiring rubrics, 1:1 cadences, comp plans, and the weekly/monthly/quarterly rhythm that keeps a BDR org honest. Built for managers, not consultants.

OUTBOUND, BUT SMARTER™

smarteroutbound.org The Modern BDR Operator



[THE OPERATING RHYTHM]

What gets inspected, *gets respected.*

The org chart tells you who reports to who. The coaching cadence tells you who actually leads. This is the rhythm I install when I'm rebuilding a BDR org. Weekly, monthly, quarterly. No standups for the sake of standups. Every meeting earns its place.

01 Weekly Rhythm

DAY	RITUAL	TIME	WHAT IT IS
MONDAY	Pipeline Stand-up	30 min	Team-wide. What's committed this week. What's at risk. No status theatre.
TUE-THU	1:1 Coaching	30 min x rep	Scorecard in hand. One coaching focus per rep. Verify last week's focus first.
WEDNESDAY	Call Review	45 min	Two calls. Whole team. Rep presents. Team grades. Manager facilitates, doesn't dominate.
FRIDAY	Number + Forecast	20 min	What hit. What didn't. What you're committing to next week. Numbers only.

02 Monthly Rhythm

Pipeline Diagnostic

Run the 12-signal scan on the team's pipeline. Identify the one leak to fix this month. Not three. One.

Skip-Level 1:1s

30 min with each rep without their manager in the room. Two questions: what's working, what's broken. Take notes. Act on patterns.

Pattern Review

Pull every coaching scorecard from the month. What behaviors trended? Which reps are stalling? Which managers are coaching, which are reporting?

Cohort Ramp Check

Anyone in their first 90 days. Are they hitting gates? If not, why? Adjust curriculum, not just the rep.

03

Quarterly Rhythm

Comp Plan Audit

Are reps being paid for what you actually want them to do? If your comp pays on meetings booked but you care about pipeline created, fix the plan, not the reps.

Persona / ICP Review

Out loud. With reps in the room. Against the last 90 days of closed-won and churn. Documents lie. Reps don't.

Manager Calibration

All BDR managers in one room. Same five call recordings. Score them independently. Compare. The variance is your training gap.

Hiring Rubric Refresh

Pull every hire from the last 6 months. Which ones worked? What did they have in common at interview that the failed ones didn't? Update the rubric.

QBR (the real one)

What did we say we'd do. What did we actually do. What changed. What's the next quarter's one big bet. 45 minutes. No 60-slide decks.

04

BDR Hiring Rubric (the short version)

COMPETENCY	WHAT YOU'RE LOOKING FOR	RED FLAG
Curiosity	Asks better questions than they answer.	Wants a script before they have a question.
Coachability	Takes feedback in the interview and tries again, better.	Defensive when challenged on a hypothetical.
Grit	Has a story where they hit a wall and changed approach. Every story ends with "and then I escalated."	
Self-awareness	Can name their biggest weakness without performing it.	"Perfectionist" or "I work too hard."
Communication	Concise. Says the thing. Doesn't fill silence.	Buzzword density above 30%.

[WORKING THEORY]

The rep doesn't trust the process until the manager does. You can't inspect what you don't believe in. Neither can they. Pick one ritual on this sheet. Run it for 90 days without skipping. Then add the next.