

Solo Agent Business Metrics Guide

The handful of numbers worth watching — and what each one is quietly telling you about the business.

You already have the numbers.

They're in your planner, your scorecards, your CRM. What's missing isn't data. It's a way to read it — so when a quarter feels wrong, you know which number to look at first, and what a low number in one place is quietly telling you about a different place entirely.

Thirteen numbers is too many to read.

The 13 Edge Actions™ are what you track. Held as a flat list, they all look equally urgent — and a list where everything matters equally tells you nothing.

They aren't thirteen things. They're three kinds of things — and once you see which kind is which, the list starts telling you something.

They aren't thirteen things.

Sorted by what they actually do, the thirteen fall into three groups — and only two of them are work you can choose to do.

REACH

ONE TO MANY

Social Post Published · Authority Video Posted · Listing Postcard Sent

These build the conditions. No Reach action closes anything this week. What they do is make the next conversation easier — the person already knows your name.

CONTACT

ONE TO ONE

Intentional People Conversations · Authority Email Sent · Intentional Text Message Sent · Intentional DM Sent · Handwritten Note Sent

These build the relationship. Where the business actually gets made, and the group most likely to go quiet in a busy week without anyone noticing.

CONVERSION EVENTS

EARNED, NOT DONE

Mega Open House Hosted · Listing Appointment Conducted · Listing Agreement Signed · Buyer Consultation Conducted · Buyer Agreement Signed

Not things you do — things you earn. You cannot schedule a listing appointment into existence. It arrives because of what happened in the first two groups, three to twelve weeks ago.

THE PRINCIPLE UNDERNEATH ALL OF IT

You can only work on Reach and Contact. Conversion Events are a readout, not a to-do list.

Which is why the instinct to go get more closings has nowhere to land. When the numbers are down, the work is always upstream. The rest of this guide is about how far.

The business metrics ladder

Never start with closings. A closing tells you what happened thirty to a hundred and twenty days ago. By the time you can count it, the work that produced it is long finished. So read the ladder from the bottom up.

CLOSINGS

CONVERSION EVENTS · EARNED

Listing Agreements Signed · Buyer Agreements Signed
Listing Appointments Conducted · Buyer Consultations Conducted · Mega Open Houses Hosted

CONTACT · ONE TO ONE

Intentional Conversations · Texts · DMs · Emails · Handwritten Notes

REACH · ONE TO MANY

Authority Videos · Social Posts · Listing Postcards

Every number above is created by the numbers below it.

If the top is weak, don't stare at the top.

READING THE LADDER

Inside the Conversion Events rung there is a sequence of its own — an appointment before an agreement, a consultation before an agreement. But the whole rung still sits above Contact, and none of it can be worked on directly.

Reach

Are enough people seeing me?

WHAT YOU MEASURE

Authority Videos Posted · Social Posts Published · Listing Postcards Sent

Reach is the only group that works while you are doing something else. It doesn't produce business on its own — it changes the temperature of everything that follows. A person who has seen your name six times takes your call differently than a person who has never seen it at all.

IF REACH IS LOW

- Nobody remembers your name
- Cold prospecting feels genuinely cold
- Referrals slow down
- Conversations take more effort than they used to

WHAT TO DO

Increase visibility before increasing prospecting.

More calls into a market that doesn't recognize you is the most expensive way to fix a Reach problem.

THE LAG

Reach is the slowest number to pay and the easiest to cut. That combination is why it is the first thing to disappear in a busy quarter and the last thing anyone blames.

Contact

Am I talking to enough people, on purpose?

WHAT YOU MEASURE

Intentional People Conversations · Authority Emails Sent · Intentional Text Messages Sent · Intentional DMs Sent · Handwritten Notes Sent

If you only watch one group, watch this one. Contact is where the business actually gets made, and it is the group that goes quiet without any announcement. Nothing breaks. Nothing feels wrong. You are busy the entire time.

SIGNS CONTACT IS WEAK

- The pipeline is thin
- Fewer appointments than last quarter
- People used you before and didn't call this time
- A referral drought with no obvious cause

WHAT TO DO

Protect Contact before protecting paperwork.

Contact is the only group that competes directly with transaction work for the same hours — and transaction work always feels more urgent, because it has a deadline attached.

THE DIAGNOSIS MOST AGENTS RESIST

You are probably spending too much time doing real estate instead of talking to people.

Conversion Events

What did the last two months actually produce?

WHAT YOU MEASURE

Listing Appointments Conducted · Buyer Consultations Conducted · Mega Open Houses Hosted · Listing Agreements Signed · Buyer Agreements Signed

Every number in this group is an outcome, not an activity. It arrives on your calendar because of work you finished weeks ago. This is the group everyone watches, and it is the only group nobody can work on.

If these are low, don't schedule more appointments.
Increase Contact.

You cannot decide to have a listing appointment. You can only decide to have the conversations that produce one.

WHY THIS MATTERS MORE THAN IT SOUNDS

A quarter of chasing Conversion Events directly is a quarter of effort with nowhere to go. The number stays flat, the effort was real, and the conclusion an agent draws is usually that they aren't working hard enough. It is almost never true. The work was pointed at the wrong rung.

ONE HONEST EXCEPTION

If Contact is strong and Conversion Events are still low, the problem is no longer volume — it is what happens inside the conversation. That is a different fix, and the ratios page shows you how to tell the difference.

DIAGNOSIS

The business diagnosis chart

Find the number that looks wrong in the left column. Then look left to right. The answer is almost never in the row you started in.

IF THIS NUMBER IS LOW	CHECK THIS FIRST	THEN CHECK
Buyer Agreements Signed	Buyer Consultations	Conversations
Listing Agreements Signed	Listing Appointments	Conversations
Listing Appointments	Conversations	Reach
Buyer Consultations	Conversations	Reach
Conversations	Reach	Consistency
Reach	Your calendar	Time blocking

Now you're diagnosing instead of guessing.

NOTICE WHERE THE CHART ENDS

The last two rows don't point at a marketing problem or a market problem. They point at your calendar. Every trail in this chart eventually runs back to whether the work got scheduled — which is the one variable that has never depended on the market.

The domino effect

An agent looks at the quarter and says: *I only signed one listing*. That isn't a diagnosis. It's the last domino, reported as though it were the first.

Ask the questions in this order instead.

I only signed one listing agreement.



How many listing appointments did I conduct?



If appointments were low — how many intentional conversations did I have?



If conversations were low — how many people saw me at all?



If Reach was low, there is your answer.

Business problems almost always begin three to twelve weeks before they appear.

Which means the quarter you are looking at is a report on a quarter you have already finished. The one you can still change is the one happening right now.

WHY THE WRONG QUESTION IS SO CONVINCING

"I only signed one listing" feels like a complete thought. It names a number, it names a shortfall, and it points at an obvious fix — go get more listings. Every part of that is emotionally satisfying and none of it is actionable. The useful question is always one rung lower than the painful one.

The six-week warning

The dangerous decline is never the dramatic one. It's the small drop in a number nobody was watching, in a week that felt completely normal.

Here is how it actually unfolds.

WHEN	WHAT HAPPENS	WHAT IT FEELS LIKE
Week one	Reach holds steady. Contact drops about fifteen percent.	Nothing. A busy week. No reason for concern.
Thirty days later	Appointments and consultations drop.	A slow month. Probably the market.
Sixty days later	Agreements signed drop.	Now it's worrying. Still looks like the market.
Ninety days later	Closings disappear.	Something is wrong with the business.

Nothing suddenly happened. The warning was there six weeks earlier, in a number that dropped fifteen percent during a week you would have called productive.

WHAT TO WATCH, AND HOW OFTEN

Contact is the early-warning number, because it is the first to move and the easiest to let slide. Check it weekly, not quarterly. A fifteen percent drop is invisible in a quarterly review and obvious in a weekly one — and the difference between catching it in week one and finding it in month three is an entire quarter of closings.

Ratios matter more than totals

A raw number tells you how much you did. A ratio tells you how well it worked — and exactly which step of the chain gave way.

THE ANCHOR RATIO

Roughly sixty intentional conversations produce one closing. Not sixty calls. Sixty real, intentional conversations with people who could reasonably buy or sell.

Read backward from a goal of ten closings and the year has a shape:

600 conversations → 26 appointments and consultations → 16 agreements signed → 10 closings

WHERE A RATIO TELLS YOU WHAT A TOTAL CAN'T

Suppose conversations hold at 600 and appointments fall from 26 to 13. You do not have a prospecting problem — your prospecting is identical. Something changed inside the conversation, and more calling will not fix it.

READ THIS BEFORE YOU USE THOSE NUMBERS

Sixty to one is the Solo Agent Academy planning ratio — a starting point for building a goal, not a benchmark and not drawn from survey data. The steps between are proportional, not promised. Your own depend on your market, price point, and niche. Track them for two quarters, then compare only to your own, last quarter. When one ratio moves and the others don't, you have found the thing that changed.

A total tells you whether you worked. A ratio tells you where the work stopped converting.

The business traffic light

A quarter rarely feels like a number. It feels like a color. This is the shortest version of everything in this guide — small enough to remember on a Monday morning when something feels off and you can't say why.

GREEN

Everything is running within your normal ratios.

Stay consistent. Green is not a signal to add anything. It is a signal that what you are already doing is working, and the most common way to lose a green quarter is to interrupt it with something new.

YELLOW

Reach or Contact has started to decline.

Correct now, before appointments fall. Yellow is the only stage where the fix is cheap. It costs a few hours of rescheduling this week instead of a quarter of recovery later.

RED

Conversion Events are falling.

Do not chase closings. Trace the problem upstream to Contact, then to Reach. By the time Conversion Events are red, the cause is six to twelve weeks behind you — and the only quarter you can still repair is the one you are standing in.

Reach creates Contact. Contact creates Conversion.
Conversion creates Closings.

Red at the end of that sentence is always a problem that started at the beginning of it.

Your business dashboard

One page, once a quarter. Fill in the numbers you already have, mark the direction, and write the one action that follows from it. Then use the diagnosis chart to make sure the action is pointed at the right rung.

METRIC	THIS QUARTER	LAST QUARTER	TREND	ACTION
Reach			↑ ↓ →	
Conversations			↑ ↓ →	
Listing Appointments			↑ ↓ →	
Buyer Consultations			↑ ↓ →	
Listing Agreements			↑ ↓ →	
Buyer Agreements			↑ ↓ →	
Closings			↑ ↓ →	

THIS QUARTER'S COLOR

Green ☐ Yellow ☐ Red ☐

The one number that deserves my attention next quarter:

Fill this out on the same day each quarter. The value isn't in any single page — it's in the fourth one, when you can see your own pattern.

Your business is not random.

Every closing has a history.

Every listing agreement started as a conversation.

Every conversation started with recognition.

Every quarter can be explained by the numbers that came before it.

The goal isn't to watch more numbers. The goal is to know which number deserves your attention today.

That is the whole discipline. Thirteen actions, sorted into three groups, read from the bottom up. When a quarter feels wrong, you look one rung down, and then one more, until you find the number that moved first.

It will almost always be Contact. It will almost always have moved about six weeks before you felt it. And it will almost always be fixable in the week you are standing in.

ONE NATURAL NEXT STEP

The 13 Edge Actions Momentum Tool — the interactive version of the thirteen numbers in this guide. Enter what you did, see which of the three groups is carrying your quarter and which one has gone quiet.

soloagentacademy.com/13-edge-actions-momentum-tool

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