

If you measured only these 10 weekly, you could run the entire business.

1. LEAD VOLUME (BY SOURCE)

What it tells you: Whether there is enough demand entering the system – and which sources actually work.

Why OPS cares: OPS must staff, route, and follow up correctly based on volume.

Track: Weekly by source (seminar, digital, referral, etc.)

2. LEAD → CONNECT %

What it tells you: How effectively your team reaches new leads.

Formula: Connected leads ÷ total leads

OPS Controls: Speed-to-lead, dialing cadence, number of attempts, timing.

Target: 35–50%

3. CONNECT → SET %

What it tells you: How well conversations turn into appointments.

OPS Controls: Script, tone, expectation-setting.

Target: 40–60%

4. SET → KEPT %

What it tells you: Whether appointments actually show up.

OPS Controls: Confirmation process, reminders, calendar structure, pre-frame.

Target: 60–75%

5. KEPT → SECOND APPOINTMENT %

What it tells you: Whether first meetings lead to real planning momentum.

OPS Boundary: OPS tracks it – advisor owns improvement.

Target: 50–70%

6. CASES SUBMITTED (UNITS OR DOLLARS)

What it tells you: Whether meetings convert into actual business.

OPS Controls: Paperwork readiness, intake quality, advisor prep.

Target: Firm-specific, but must trend weekly.

7. NIGO % (NOT IN GOOD ORDER)

What it tells you: How clean your submission process really is.

Formula: NIGO cases ÷ total cases submitted

OPS Fully Owns: Forms, suitability, completeness, accuracy.

Target: <5%

8. PENDING AGING (AVERAGE DAYS PENDING)

What it tells you: How long revenue sits in limbo.

OPS Controls: Daily follow-up, carrier escalation, missing items.

Target: Flag anything >10 days; Average trending down weekly

9. TIME TO ISSUE

What it tells you: How fast business turns into issued policies.

OPS Controls: Submission quality, follow-up discipline, carrier workflow.

Target: <21 days

10. REVIEW COMPLETION % (A, B, C CLIENTS)

What it tells you: Whether service is protecting future revenue.

OPS Controls: Scheduling, reminders, tracking, documentation.

Target: A clients: 100%; B/C: Firm-defined minimum

THE ONE LINE TO REMEMBER

Advisors sell. Marketing attracts. Operations converts.