TWELVE NUMBERS THAT DECIDE WHETHER YOU GET PAID.

Fill this in from memory first. Do not open a spreadsheet. Whatever you cannot answer is the finding.

I ran a gym for nine years before I paid myself a real salary. The business was not the problem. I was not measuring the things that decide whether an owner ever gets paid, so I could not see what was wrong, and neither could anyone I hired.

These are the twelve. Four are about money, six are about growth, two are about whether the business needs you in the building. Most owners over a million dollars can fill in five or six of them. That gap, not the numbers themselves, is the thing worth knowing.

MONEY

Owner take home, last 3 months
Salary plus distributions. What actually reached you.

Net profit percentage
Last full month. Not revenue.

Payroll as a percentage of collected revenue
Everyone on payroll, including you.

Cash on hand, in months of operating expense
Not the balance. How many months it buys.

GROWTH

Leads last month
Every source.

Percentage of leads that booked

Percentage of booked that showed up
The one almost nobody tracks.

Percentage of shows that bought

Payback period, in weeks
How long until a new client's payments cover what you spent to get them.

Monthly churn percentage

WHETHER IT NEEDS YOU

Days you were physically in the building last week

Decisions last week that could not be made without you
Count them. Not a feeling.

NOW SCORE IT

WHAT THE BLANKS MEAN.

COUNT YOUR BLANKS

0 to 2 blank. You are measuring. Your problem is a decision you are avoiding, not information you are missing.

3 to 6 blank. Normal for a business over a million, and the reason most owners at your size feel busy and broke at the same time. You are running on the numbers that are easy to see, which are almost never the ones that move your take home.

7 or more blank. You are flying on instinct. That works right up until it does not, and you will find out late. I found a hundred thousand dollars of embezzlement in my own company the first month I started tracking properly. My gut never caught it. The spreadsheet did.

THE FOUR THAT HURT THE MOST

If you only close four of these gaps, close these. In this order.

1. **Owner take home.** If you do not know it, nobody in your business is accountable for it, including you.
2. **Percentage of booked that showed up.** Almost every gym that thinks it has a closing problem has a show problem. The money is already spent by then.
3. **Monthly churn.** Without it every growth number you have is a leaky bucket and you cannot tell whether you are growing or replacing.
4. **Decisions that required you.** This is the number that tells you whether you own a business or a job. It is also the easiest one to move.

WRITE IT DOWN BEFORE YOU FORGET

What is the one number above you were most uncomfortable trying to answer, and what would change in your life if it moved?

WHAT TO DO WITH THIS

Fill it in, then send it back to me at **anthony@anthonyamen.com**. I read them, and I will send you back what I see. No pitch, no call booking, no sequence. If it turns into something later, fine. If it does not, you still got an outside read on your own business for the cost of an email.

Four gym owners get to work with me directly starting March 1, 2027. The people on my list see it first. If that is interesting, it is at anthonyamen.com/coaching.