



From RE-ACTIVE to PRO-ACTIVE

*Taking your business to the
next level*

ISPA Knowledge Network
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OBJECTIVES

- To identify and better understand certain methods for improving your spa operation
- To network and exchange ideas and information related to spa operations
- To inspire and motivate each other
- To work together towards solving YOUR biggest issue



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*“None of us is as
smart as all of us”*

~Japanese Proverb



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FIVE KEY AREAS OF A SPA OPERATION

1. Guest Service
2. Human Resources
3. Financials
4. Marketing & PR
5. Physical Plant



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CONTINUOUS CYCLE

Needs
Objectives
Goals

→ Analyze

- Examine closely

→ Plan

- Develop a strategy

→ Execute

- Perform actions in defined order

→ Evaluate

- Determine effectiveness



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The number one
cause of failure in the
workplace is
unclear expectations



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CAUSE OF UNCLEAR EXPECTATIONS

1. Lack of Vision
2. Lack of Communication



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COMMUNICATION

"BUT YOU SAID TO STRIP AND WAX THE FLOOR!"





“Don’t leave things to chance!”

“The quality of your leadership will be determined by the quality of your communication.”



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70% of employees do not feel management provides clear goals and direction



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“When expected results are not clearly defined, it is like running a race without a finish line.”



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70% of employees say
performance
expectations are not
clearly defined



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“Your employees need to know why they are doing, what they are accountable for, and the standards by which they are measured.”



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PRO-ACTIVE OPERATING TACTIC

Agree on Expectations

"Clarifying expectations may be your most important role!"



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What are the
characteristics of a
peak performing
environment?

What destroys
*ENTHUSIASM and
PASSION?*



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“People who have self-confidence develop the creativity to dream, the boldness to venture into the unknown and pursue their dreams, and the courage and persuasiveness to summon help along the way.”



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ELIMINATE FEAR

- Ownership
- Empowerment



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OWNERSHIP

- Believe they can contribute
- Feel that they are recognized
- Feel a sense of growth
- Feel connected to the boss
- Feel part of the solution
- Are personally involved



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EMPOWERMENT

The ability to *motivate*
and *inspire* others to
tap into or *release*
unseen *potential* as
they learn to bring
about a vision



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*What are you doing
for your employees
that they should be
doing for
themselves?*



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PRO-ACTIVE OPERATING TACTIC

Create an Inspiring Workplace

"Outstanding people go out of their way to boost the self-esteem of others. If people believe in themselves, it's amazing what they can accomplish"

~Sam Walton



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INSPIRING WORKPLACES ARE

- *50% more likely to have lower turnover*
- *56% more likely to have higher-than-average customer loyalty*
- *38% more likely to have above-average productivity*
- *27% more likely to report higher profitability*



According to a Gallup Study,
what do the most talented
employees need from the
workplace?

A GREAT MANAGER



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THE IMPORTANCE OF A GREAT MANAGER

“The single most important detriment of an individual’s performance and commitment to stay with the organization is the relationship with his or her boss.”



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THE IMPORTANCE OF A GREAT MANAGER

Of 20,000 workers who had just left an employer, the Manager's behavior was the main reason people quit.

~Saratoga Institute



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THE IMPORTANCE OF A GREAT MANAGER

"People leave their manager far more often than they leave the organization."

"...employees want security and stability; a chance to do interesting work, and a boss they like and respect."

~Wall Street Journal



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THE FOUR OUTCOMES OF GREAT MANAGEMENT

1. Productivity
2. Profitability
3. Guest Satisfaction
4. Employee Retention



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EMPLOYEE RETENTION

- Feeling the work is important
- Being recognized
- Learning and growing
- Having autonomy
- Being part of a great team



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WHY DOES A LEADER FAIL?

According to FORTUNE magazine, the number one reason a leader fails is

Inensitivity to people



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"ME" VS. "WE" LEADER

The "ME" Mentality	Team Mindedness
Worried about self	Interested in others
Scarcity minded	Abundance minded
Resents others successes	Delights in others successes
Sees others as rivals	Sees others as friends
Controlling	Trusting
Selfish	Sharing
Insecure	Secure & Peaceful



When employees are polled about what type of leader they want, two words always come up:

Authentic

&

Genuine



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“Authenticity requires that you commit to wholehearted attentiveness, genuine concern, and creative curiosity rather than politics, evasiveness, spite, manipulation, dominance, or entitlement.”



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AUTHENTICITY

The state of being
genuine or real



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FOUR BASIC LEADERSHIP TYPES

1. Military
2. Teaching
3. Collaborative
4. Empowering



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According to research:

54% Favor One Style

35% Favor Two Styles

10% Favor Three Styles

1% Favors Four Styles



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MILITARY LEADER

- Leader tells the subordinate what, how, when, and where to do various tasks.
- Subordinate generally lacks the specific skills required for the job as well as confidence and/or motivation to tackle it.



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MILITARY LEADER

The Core Skill of a Military Leader is:

Providing Direction



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TEACHING LEADERS

- The leader still provides a great deal of direction, but he/she also attempts to hear the employee's feelings about decisions, ideas and suggestions.
- Employee may have some relevant skills, but won't be able to do the job without help. The task or the situation may be new.



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TEACHING LEADER

The Core Skill of a Teaching Leader is:

Praise



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COLLABORATIVE LEADER

- The leader provides recognition and actively listens and facilitates problem-solving or decision making on the part of the employee.
- Employee is experienced and capable, but may lack the confidence to go it alone, or the motivation to do it well or quickly.



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COLLABORATIVE LEADER

The Core Skill of a Collaborative Leader is:

Listening



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EMPOWERING LEADER

- Employees are allowed greater autonomy because they have both the competence and commitment to do the task on their own.
- Employees are experienced at the job, and comfortable with their own ability to do it well. May even be more skilled than the leader.



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EMPOWERING LEADER

The Core Skill of a Empowering
Leader is:

Delegating



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PRO-ACTIVE OPERATING TACTIC

Become an Adaptive Leader

*"The key to being an Adaptive Leader
is knowing when to use each style."*



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GREAT LEADERS

*“ Effective Leaders are adaptive.
The more you adapt your
leadership behavior to
particular situations and to the
needs of your staff, the more
effective you will be in
reaching your business goals.”*



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