



BY DORI SOUKUP

POSITIONING NEW EMPLOYEES FOR SUCCESS!

YOU JUST HIRED A NEW TEAM MEMBER, NOW WHAT?

As a spa leader, it is your responsibility to position your new employee for success. That takes time, effort and business tools. This article explains three essential training steps to prepare your new employee for success; enabling them to deliver a great guest experience, generate revenue and maximize their effectiveness!

To position your team and your spa for success, a leader must have training manuals, and implement the following three steps to train new employees to ensure their success.

Step one: orientation training

In the corporate world, most new employees attend at least a one day company orientation. This training is designed to introduce the company's operating guidelines and relationship expectations. In the spa industry, I mostly see company orientation happening in resort spas. Most medi spas and day spas skip this important training. Their orientation (in most cases) consists of job shadowing with an existing employee.

There is no system in place or orientation manual, or even an employee handbook to train new hires. This practice is a recipe for failure. It does not set a foundation for success, nor does it make a great impression of your company. Successful companies have two important manuals:

- A. An orientation booklet
- B. An employee manual

These documents establish your professionalism and show new employees that you mean business. It puts forth the message that working for your company is not a game. You have structure, systems, values and a clear vision, all of which are important to you as a leader and crucial for your team to follow and practice.

A. The orientation booklet should describe your operating guidelines, policies, procedures, dress code, behavioral expectations, guest experience protocols, training curriculum schedule and other dos and don'ts. New employees should have a clear understanding of what is expected of them after reading your orientation booklet. ➔

THE EMPLOYEE HANDBOOK AND ORIENTATION BOOKLET ARE ESSENTIAL TO YOUR COMPANY. THEY PROVIDE A GOOD FOUNDATION FOR NEW EMPLOYEES.



B. Your employee manual should offer clarity on topics such as paid time off, harassment policies, employment policies, confidentiality, non-compete, compensation and other essential employee guidelines. The employee manual is important for two reasons:

1. To protect your business.
2. To provide your team with a reference tool.

The employee handbook and orientation booklet are essential to your company. They provide a good foundation for new employees, allowing spa leaders to use these documents so they can properly manage, avoid ambiguity and minimize misunderstandings.

These two booklets can be separate or combined. Upon completion of this training, new employees sign off that he/she received it, read it and agree to operate by company guidelines.

Orientation should be conducted on the first day of work for the new hire, and it should take a few hours to cover all the material. It is important to have new employees sign a form confirming that they have received their handbooks. This will help you increase your employment retention rate, and give the employee clarity as to what it means to be on your team and work within your organization.

Step two: technical training

For new therapists to deliver a great guest experience and ensure your guest's satisfaction, it is essential to train them on all your menu items and upgrade options you offer your clients. Keep in mind that no matter how experienced your new employees are, they must go through your technical training!

In some cases, the brands you carry may send their trainer out to train new employees. If not, your department head or anyone else who is qualified to train must do it. Training should cover your unique rituals, procedures, use of professional products, equipment, cleanliness, sanitation, retail range, pricing, etc.

Technical training could take two days or more, depending on how many treatments and products you have. The main thing to keep in mind is not to shortcut training.

Shortcutting leads to guest attrition and the lack of consistency in your business.

Having a technical manual from your supplier is great, but it is not enough. As a leader, you must have a therapist manual for training purposes. It should outline all protocols, rituals, product usage, guest communication and more ... This will help you deliver consistent training and avoid the process of reinventing the wheel every time you hire a new person.

A good practice is to assign a buddy to your new employee until she/he is completely acclimated with all your processes, treatments and equipment.

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Step three: business skills

Business skills training is missing in most spas. Yet, it is one of the most important steps of the new hire process, team training and professional growth.

It is not enough to train on technical knowledge alone. If you are serious about your success, you must have a business curriculum to train your team on business essentials and profitability.

Here are some of the most important topics to include within your business training manual:

A. Performance expectation and income potential. Give the team clearly defined monthly goals, share the career path they can chart within your company and the income potential they can achieve if they are a high performer.

B. The guest consultation process, and the importance of multiple treatments to assist the guest in achieving and maintaining their desired results. Tapping into series and upgrading is crucial to achieve results and satisfy your guests.

C. Home care recommendations via retail is a major component of training. Your team must understand how important it is to the guest experience, the success of your business and to them. Teach a recommending system and implement tools to make the process easy and beneficial for all.

D. How to self promote and cross-market. Growth is very possible when the team learns how to self promote and cross-market within the spa. There are many easy strategies you can apply so your team is armed and prepared to increase capacity.

E. Guest experience and retention. Nothing is more important than retention. The cost to acquire a new client is very high, and your goal as a leader is to maintain and retain them. Through business training, teach your team how to deliver great memorable experiences to turn your guests into lifetime clients.

Of course, there are many other topics to include within your business manuals and training. For now, I encourage you to get started with creating your manual and plan your training curriculum. Through training and education, everything is possible! If you don't have time to create your own manuals, there are spa manual templates available to help you get started. Establish a great foundation and set your team up for success! ■



Dori Soukup is an executive coach, author, professional speaker and the founder of InSPAration Management. She speaks at conventions all over the world and hosts public and private seminars. Her Spa BizTools and strategies have helped thousands of spa professionals experience exponential growth and profits. She can be reached at info@inspationmanagement.com.