



STEPS TO Success

ACTION PLAN FOR NEW SPA MANAGERS

BY DORI SOUKUP

#undreds of thousands of people choose a career path in the spa industry, with new positions being filled every day. Among these talented individuals, some aspire to climb the leadership ladder to become managers, directors, and maybe even own their own spa. These professionals are committed, focused, driven and passionate people. They have a purpose and take the appropriate steps to make it a reality. Willing to go the extra mile, work hard and sharpen their

skills, they continue their education so they can be noticed and advance their career.

Most professionals get promoted because they are good at what they do, not because they are good managers. As a matter of fact, when a spa professional gets promoted he or she is rarely trained to become a successful manager. This poses a challenge for all new managers. They work hard to gain the promotion and then they have to figure out how to become a great manager.



What does it take to become a successful manager? Here are the essentials every new or existing manager needs to take to ensure their success.

1. DEFINING YOUR MANAGEMENT ROLE

This is a great start. When you define your management role, you have clarity on what is expected of you and what exactly you need to be doing. This can easily be done by creating a position description.

The position description should contain:

- ✓ An overview of the position
- ✓ Skills required
- ✓ Education and qualifications
- ✓ Responsibilities: financial, operational, team training, marketing, guest experience, team building, revenue generation, etc.
- ✓ Must-have characteristics
- ✓ Targets and performance measures

It's wise to have detailed descriptions for each position within the spa structure. These should be prepared by the spa owner, CEO, spa director or consulting firm. Someone should take the time to outline all responsibilities the new manager and the entire team will take on. Not having them can be a big mistake.

2. EXPECTATIONS AND PERFORMANCE MEASURES

As a manager, there are key performance indicators you need to constantly review and measure. They are:

- ✓ Revenue targets for treatments
- ✓ Retail volume
- ✓ Volume per guest average
- ✓ Retention rate
- ✓ Referral rates
- ✓ Guest satisfaction
- ✓ Employee retention

Monitoring your department and spa numbers daily is essential to making sure you are on target. To be a great manager, you must know your monthly targets and break down the goal to the total number of team members, so everyone on the team has a target to reach. When you break down the

goal for each individual, the target becomes more manageable and achievable.

It's the duty of a manager to monitor performance by conducting evaluation meetings with the team. When you practice this, you will be viewed as a manager who cares about the success of the business and the team.

3. CONTINUING EDUCATION

Once you step into a management role, you need to continually sharpen your skills. Education is a key ingredient to success, not only technical education but business as well. Don't wait for the spa owner to tell you to learn new skills, take the initiative to learn more. Read books, listen to CDs, attend seminars and trade shows to continually learn new things. Focusing on education puts your career on steroids and enables you to climb the success ladder!

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Success is a choice. You can be a mover and a shaker, or you can just show up, do your job and leave. If you want to be the best, you have to do the uncomfortable and go beyond what is expected.

If someone is willing to pay for your education, don't ask, "Am I going to get my hourly rate if I attend this training?" This is a big mistake and sends the wrong message to upper management. I often receive phone calls from disappointed spa owners that are going out of their way to educate their team and all they hear is, "Am I going to get paid?" If someone offered to pay for me to go to a seminar, I'd be saying, "Great! Thank you! When and where?"

If someone thinks highly enough of you to invest in your education, don't blow it by missing the big picture. Always be open, anticipate needs and don't wait to be asked or told to do something. Just do it! This practice will take you far and way up the leadership ladder.

4. BECOMING A GREAT COACH

Just like in sports, every team needs a coach. Learning to become a great coach is a must if you want a career in management and leadership. Developing and building a strong team requires continual coaching. Knowing when to coach and how to coach your team will keep them sharp and focused on the goals. I highly recommend connecting with a great firm that specializes in spa management training to develop your coaching skills.

Don't shy away from correcting bad behavior, addressing poor performance or conflicts. If you know how to coach, addressing these situations and correcting these mistakes can develop a strong team. The key is to correct these conflicts in a motivational and professional manner and not a way that is confrontational.



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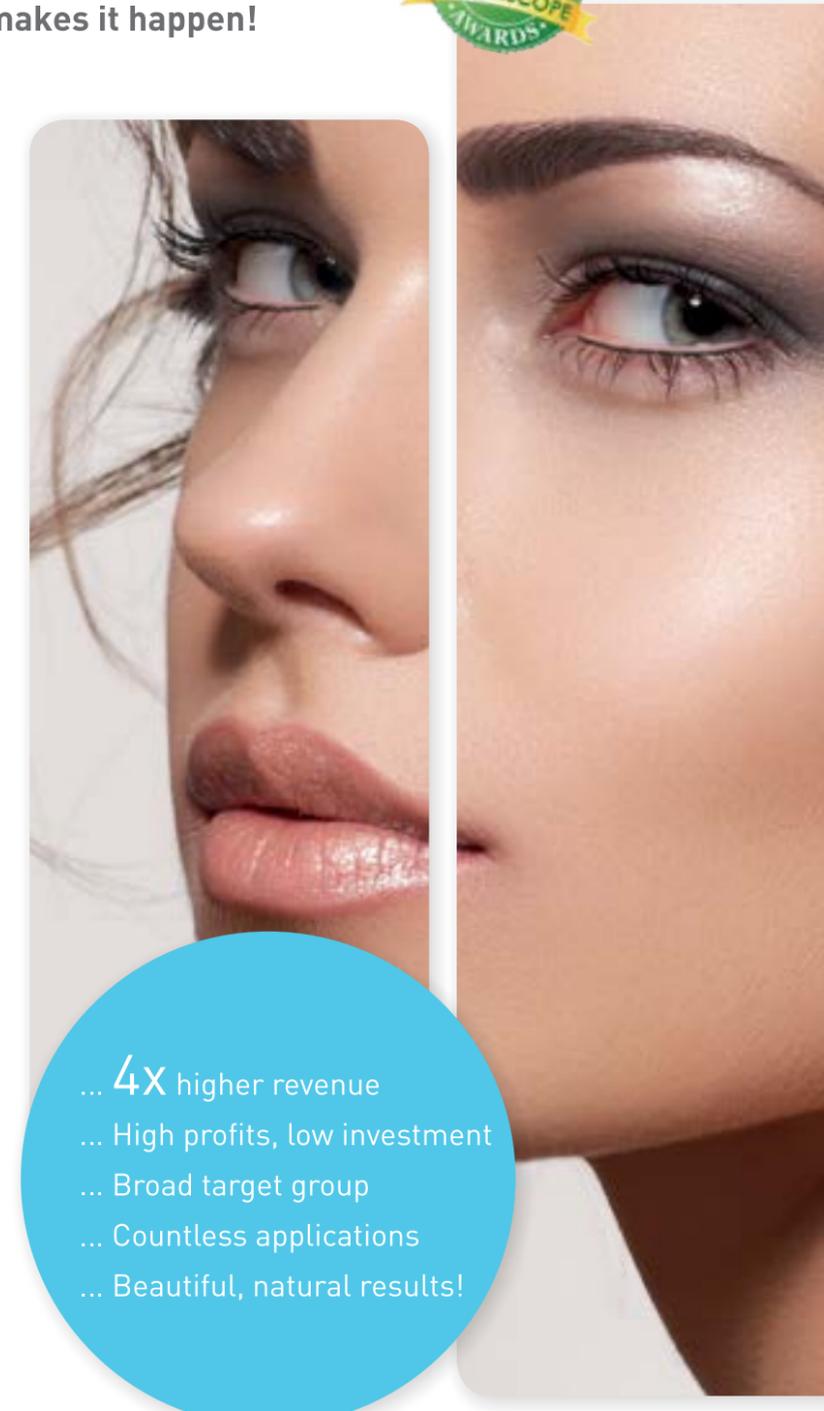
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5. KNOWING YOUR FINANCIALS

Numbers are not everyone's favorite topic, yet they should be. A great manager is one who pays attention to financial ratios. You need to monitor:

- ✓ Department profit and expenses
- ✓ Product cost
- ✓ Team compensation rate
- ✓ Space capacity
- ✓ Team utilization and capacity

You should look at your department's Profit and Loss Statement and make sure it's financially healthy, meaning profitable!

6. OVERCOMING CHALLENGES

As a new manager, you will no doubt come across challenges. But the manner in which you handle these challenges will build your reputation and determine how you will be viewed by your teammates and leaders. Some of the most common challenges include:

- ✓ Going from teammate to manager, gaining respect from your team.
- ✓ Learning new responsibilities.
- ✓ Feeling overwhelmed.
- ✓ Handling conflict, guest relation issues.

An important thing to keep in mind is to not take things too personally. Realize that making mistakes is okay as long as

you learn from them and do not repeat them. You should remember that you are now on a learning journey to professional growth. Keep an open mind to learning new strategies, being flexible and being part of the solution.

Set short-term and long-term goals for your career, staying focused and positive at all times. If you are serious about your management and leadership career, the best advice I can give you is to find a great mentor to guide you on your path. Be a great student, and never stop learning!



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.



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