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With more than 40 years of spa and hospitality experience Spaformation brings a straightforward and honest approach to making positive change in business. Taking their experience of operating award winning businesses such as one of "Canada's 50 Best Managed Private Companies" Rob and Julie will direct and energize your team to greater results.

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Forming the links to positive change.

The Spirit to Grow

“The art of progress is to preserve order amid change and to preserve change amid order”

— Alfred North Whitehead —

BY ROBERT AND JULIA CASS

The spirit to grow your spa may well be strong and thriving. But look at any successful business and you will find the person at the top who will quickly agree that the daily grind of business is largely thousands of tiny, arduous, yet ever so important details. How many of these little details are ever seen by the customer, or often other members of the team? Seldom do they ever see the light of day. Well it simply is not that thrilling, special or often, fun. What we are really talking about here is hard work. In fact let's call it grunt work and in most cases, no grunt work means no growth. No growth means no hope.

Let me give you an example of what type of work we are talking about. In a highly successful spa operation we worked with the owner of the spa to set monthly standards of operational review. This review for the team members has consequences and rewards but most of all it has the laborious task of looking at the details of the business, intently, and often. Each month the manager of the spa has to prepare labour reports, inventory reports, sales reports, and services reports. What does that mean to the manager? Well each day the manager has to be "aware" of what is happening in the business by looking at each one of these facets of the spa. Looking at a sales summary from the computer to looking at guest evaluations on the service levels to being aware of what products are out of stock or overstocked. Are the appointments being booked efficiently and are the therapists helping out when they are not performing as service? Sounds boring. It probably is, but how else can she be properly prepared and know her business since not only does she need to prepare the report but know what the reports are saying. This orderly approach is a fundamental to know your business and be proactive.

What does this mean to the spa team? Well after the manager has prepared the reports she meets with her supervisors to discuss the results. How and why did they get those results this month? Where did they win, where were the challenges. How did they do compared to last month and last year? What needs to happen to keep up the wins and what needs to happen to change the challenges to wins? Yes, there is more.

The manager and the supervisors then attend a monthly, scheduled, meeting with the owner. There they review the reports talk about the wins, and the challenges. Collectively they decide the strategy to continue to make positive change. Who has to do what, and what needs to happen. Of course this also includes a review of the notes from last months meeting to see how they made out accomplishing the goals they agreed to. Still, yet more.

Well, the people who perform many, if not most, of those countless laborious details, the team, have to be brought in to the loop. So *after* the meeting with the owner the manager has a scheduled meeting with all members of the team. Here the manager shares how the spa performed, where were the wins, where were the challenges. What needs to happen this month to continue to change and grow? The meeting would never be complete unless the manager also *receives* some input from the team on what *they think* needs to happen to continue the growth. The loop is now complete and ready to start again.

Is this glamorous work? Not really. Would you prefer this work or schmoozing with Celine Dion who just



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