



*– Antony Whitaker presents*

# MANAGEMENT

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**The goal is not to be perfect  
by the end; the goal is to be better today.**



## Antony Whitaker

Antony Whitaker is the ultimate educator and motivator, with a worldwide reputation based on more than 30 years experience in the hairdressing industry. He is internationally acclaimed as a gifted, multi award-winning stylist-turned-educator, seminar presenter, motivator, business coach, podcaster and best-selling author.

From being a former creative director of Sassoon Salons and schools in the UK, to becoming a multiple salon and school owner in Sydney. As well as twice being named Australian hairdresser of the year and being awarded the much coveted 'Grand Trophy of the 'Association International Professional Press' in Paris.

Antony is now recognised and respected worldwide as one of the industry's leading educators and motivational speakers. Having taken his message on management, money, marketing, team-building and retailing to hairdressers in more than 50 countries.

His series of inspirational GROW books for salon owners and managers sets a new benchmark of business excellence for hairdressers.

The Grow My Salon Business podcast is one of the industries leading podcasts featuring a wide range of experts all with one goal in mind, "to help 'you' to grow your salon business!"

In the fast moving world of hairdressing Antony Whitaker has remained at the top and continues to train, lead and inspire many of the hairdressing world's biggest names. His unrivalled reputation as an educator across the industry ensures he is respected, admired and in much in demand.

“  
**Continuous effort, not strength  
or intelligence, is the key to  
unlocking our potential...**

Sir Winston Churchill

# Introduction Management course

Welcome to the 'Management' course, a personal and business development online course specifically for salon owners and managers in the hair and beauty industry.

The hair and beauty sector is a major contributor to economies everywhere, with salons of all shapes and sizes in every city, town, village, mall and high street across the world.

Hair and beauty salons are significant employers, providing career paths that typically start in either a beauty school or an apprenticeship and from there opportunities branch off in many directions.

Most salons are small businesses with less than five employees and are owned and managed by a hairdresser who also works behind the chair servicing clients.

Compared to many other industries, setting up a salon business of your own is a comparatively low cost entry point that enables many young hairdressers with an entrepreneurial spirit to start their own business.

That is one of the things that makes the industry so vibrant but is also one reason why there is often a lack of business acumen and management experience.

The often hard learnt lesson is that the skills that make you a successful hairdresser behind the chair are not the same skills that you need to build and manage a business. And as an industry although there is an abundance of technical and creative training there is very little in the way of practical business management education. Until now.

Whether you are just starting out in the hair and beauty business as an owner or manager or perhaps you have years of experience behind you the 'Management' course is the key to making you more successful. In this course are the tools and understanding needed to put you on the fast track to becoming a 'highly productive and successful salon manager'.

And if you're a salon owner, wanting to develop your own management team then this course will be an invaluable tool in helping you achieve that.

Regardless, of whether you're a salon owner, or a manager "welcome and thank you" for letting me have this opportunity to have an influence on you and 'your career' in this great industry.

'Management' is a course that forms the 'Foundations of a successful salon business' Study it, use it, work at it. And I promise you 'it will make a positive difference.'

So welcome to the world of hairdressing and welcome to 'Management.'

I wish you the very best of success on your journey in what can be an amazing career.

Best wishes



# How to use this workbook

This workbook is designed to be used with the online 'Management' course.

The 'Management' course is made up of 8 modules and within each module there are a series of videos or lessons. The lessons vary in length from 10 minutes to approximately 50 minutes.

At the end of each video there is a lesson summary and when relevant there are some 'Action Steps' for you to complete, ideally before you move onto the next video lesson. The purpose of the 'Action Steps' is to get you to integrate 'the lesson' into your current business practices.

As with any learning the real benefit is not just in acquiring more knowledge, that's just the first stage. The real benefit comes from the implementation of knowledge and making the skills 'a part of who you are', as opposed to being just theory.

Remember, like most things in life, you don't just do the 'course' and get processed and then come out the other end magically transformed! You need to DO the course and 'DO THE WORK' too! Momentum, consistency and implementation are essential if you want the results you are capable of!

To keep you on track I have included a calendar for you to track your progress. The calendar lists each module and the lessons contained within it.

I suggest that after completing each lesson and the action steps, that you schedule a date to watch the next lesson and 'tick' each lesson off when completed.

Remember, momentum is important! So committing to another date and time after you have finished each lesson and the action steps will keep you motivated and moving forward.

As you work through this course my goal is for you to feel empowered about taking control of your finances and maximising your business potential.

I know that the people taking this course will be at varying stages of their personal and professional development.

Inevitably some of the exercises and 'Action Steps' will be more relevant to one person than the next. But I encourage you not to dismiss something without first giving it a try. In fact I encourage you to try everything and to adapt the ideas in the course to suit your goals and ambitions.

As I am based in the United Kingdom the spelling is 'British English'.

When referring to currency I use the term 'Dollars' and the numbers I use are purely to illustrate an example. You adapt the numbers and currency to suit depending on whether you use Euros, Pounds, or US, Canadian, Australian or New Zealand dollars or whatever your currency is.

Likewise, adapt the content in the 'Management' course to suit your culture, your salon, your clients and your own goals and objectives.

“

**It's never too late to be what you might have been.**

George Eliot

# Management Course Calendar

Module	Lesson	Length	Date Scheduled	Done <input checked="" type="checkbox"/>
<b>Course Introduction</b>	<b>Lesson 1</b> Course content overview	10:23		
	<b>Lesson 2</b> How to use this course	15:13		
	<b>Lesson 3</b> How we learn	10:57		
	<b>Lesson 4</b> Look for the nuggets	13:05		
	<b>Lesson 5</b> Legislation compliance	12:17		
<b>Module 1:</b> Getting Focused	<b>Lesson 1</b> What would you like to get from this course	17:13		
	<b>Lesson 2</b> Create it on paper first	20:36		
	<b>Lesson 3</b> The top 3 challenges	12:21		
	<b>Lesson 4</b> Managing the cycle of business	22:19		
	<b>Lesson 5</b> S.W.O.T. Analysis	11:24		
<b>Module 2:</b> Systems and Processes management	<b>Lesson 1</b> The tools of management	23:18		
	<b>Lesson 2</b> The systems and processes of management	17:57		
	<b>Lesson 3</b> The leadership and people skills of management	49:58		

# Management Course Calendar

Module	Lesson	Length	Date Scheduled	Done <input checked="" type="checkbox"/>
<b>Module 3:</b> Culture Management	<b>Lesson 1</b> Getting clarity on you and your business	<b>25:42</b>		
	<b>Lesson 2</b> What is your business model?	<b>25:49</b>		
	<b>Lesson 3</b> What is your business vision?	<b>37:48</b>		
	<b>Lesson 4</b> What is your business mission?	<b>23:34</b>		
	<b>Lesson 5</b> Taking over an existing business	<b>20:45</b>		
<b>Module 4:</b> Self Management	<b>Lesson 1</b> Intentional goal setting	<b>21:33</b>		
	<b>Lesson 2</b> Action Plans	<b>16:19</b>		
	<b>Lesson 3</b> Leadership 1.01	<b>15:39</b>		
	<b>Lesson 4</b> Self motivation	<b>24:41</b>		
<b>Module 5:</b> Time Management	<b>Lesson 1</b> Time management	<b>35:25</b>		
	<b>Lesson 2</b> Make meetings work	<b>17:07</b>		
	<b>Lesson 3</b> Managing team meetings	<b>18:27</b>		
	<b>Lesson 4</b> Delegation	<b>15:18</b>		
	<b>Lesson 5</b> Outsourcing	<b>18:28</b>		
	<b>Lesson 6</b> Juggling the role of stylist/manager	<b>11:38</b>		
	<b>Lesson 7</b> Stepping away from behind the chair	<b>15:55</b>		

# Management Course Calendar

Module	Lesson	Length	Date Scheduled	Done <input checked="" type="checkbox"/>
<b>Module 6:</b> People Management	<b>Lesson 1</b> Partnerships	18:15		
	<b>Lesson 2</b> Family business	24:55		
	<b>Lesson 3</b> New Manager Challenges	13:57		
	<b>Lesson 4</b> Managing as a non-hairdresser	12:23		
	<b>Lesson 5</b> Managing your external team	21:32		
	<b>Lesson 6</b> Communication systems	15:57		
	<b>Lesson 7</b> Setting a new manager up to succeed	09:14		
<b>Module 7:</b> Operations Management	<b>Lesson 1</b> Organisation chart	30:57		
	<b>Lesson 2</b> Why you need systems	14:30		
	<b>Lesson 3</b> Policy & Procedures Manual	33:00		
	<b>Lesson 4</b> Operations manual	16:26		
	<b>Lesson 5</b> Facilities management	27:02		
	<b>Lesson 6</b> Inventory management	25:43		
	<b>Lesson 7</b> The onboarding process	09:26		
	<b>Lesson 8</b> Human resources	31:47		
<b>Module 8:</b> Client Management	<b>Lesson 1</b> The client journey	42:00		
	<b>Lesson 2</b> Dealing with Complaints	16:15		
	<b>Lesson 3</b> Managing your online reputation	12:08		
	<b>Lesson 4</b> Cancellation Policy	17:19		
	<b>Lesson 5</b> Customer relationship management	12:03		







# Module 1

# **Getting Focused**

## Summary

- Crisis management is a temporary fix at best.
- To fix the problem you need to focus on the cause of the problem and not just the effect.
- You need to put systems and processes in place to prevent the same problems from reoccurring.
- Creating and building a business of your own can be the greatest education you will ever get.

## Your action steps

Your action step is to write down a few points, or sentences that are your answer to the following questions. Remember, you can't get them wrong, if it's your answer it is the right answer. And don't worry, you are entitled to change it, or add to it as time goes by.

Do this exercise now or at least do it before the next lesson.

**What are the 3 main objectives that you would you like to get from this course?**

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Identify a management problem that you are currently faced with and write down what is the real cause of that problem and what is the effect?

**Problem.**

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**Cause.**

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**Effect.**

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“  
**Continuous effort, not strength  
or intelligence, is the key to  
unlocking our potential**

Sir Winston Churchill





## Summary

- The top 3 challenges you will experience as an owner or manager will typically revolve around your people
- You didn't open a salon, you opened a business that happens to do hair.
- Take ownership of your management responsibilities, or ask yourself why you opened a salon in the first place.

## Your action steps

Your action step is to write down a few points, or sentences that are your answer to the following questions. Remember, you can't get them wrong, if it's your answer it is the right answer. And don't worry, you are entitled to change it, or add to it as time goes by.

Identify what phase you think your business is on the business life cycle and get specific with what you think you need to be focusing on at this point.

### The phase is

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### I need to be focusing on

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“  
**Failure is an option here.  
If things are not failing,  
you are not innovating enough.**

Elon Musk

## Summary

- A S.W.O.T analysis is an acronym that stands for Strengths, Weaknesses, Opportunities and Threats
- 'Strengths' and 'Weaknesses' are about the 'past'. Whereas Opportunities and threats' are about the future.
- The S.W.O.T analysis is a framework of 4 very focused questions that give a snapshot summary of your current situation and can be a very effective tool in planning your own personal and business direction.

## Your action steps

On the the following page do a S.W.O.T analysis on your business.

- List at least 2-3 points under strengths, weaknesses, opportunities and threats for the business.
- Which of those strengths should you focus your efforts on?
- Are there ways to turn weaknesses into opportunities or strengths?
- Are there opportunities that you should capitalise on?
- What can you do to limit potential threats to the business?

## Your notes

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“  
**Concentrate on your strengths,  
instead of your weaknesses...  
on your powers, instead of your problems.**

Paul J. Meyer

## S.W.O.T Analysis

**Strengths:** Past and Present - What are you good at? What assets do you have?  
What is working well?

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**Weaknesses:** Past and Present - What shortcomings are there? Where are you vulnerable? What are you not doing well?

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**Opportunities:** Present and Future - May or may not be related to weaknesses. What opportunities are open to you? What trends could you take advantage of?

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**Threats:** Present and Future - What might happen if the is issue not addressed?

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# Module 2

# **Systems and Processes Management**

# Summary

- Management is about getting consistent RESULTS through structure, systems and other people”
- We need to create a salon culture that reflects the attitudes, actions and behaviours needed to drive the results that we want.
- As managers, we need to have both the communication skills and the structure and organisational resources or ‘tools’ to help us to influence the attitudes actions and behaviours of our team in a positive way.

# Your action steps

**List 3-5 ‘results’ that you want from your team.**

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**List what the attitudes actions and behaviours are from your team that will most likely lead to those results.**

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**List what the attitudes actions and behaviours are that ‘you’ as a manager need to demonstrate if you are to give yourself and your team the best chance of achieving those results.**

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# Summary

- To operate a business to consistent standards and produce predictable long term results, you need to have systems and processes in place.
- A system needs to be written down as a step by step process so that others can be trained to repeat the steps and achieve a consistent result.
- When you have the the Systems and Processes working together with the Leadership and People skills, that’s the sweet spot of being an effective leader and manager.

## Your notes

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**“**  
**A business does not give you freedom.**  
**The structure you put into it gives you freedom**

James Wedmore

## Summary

- As a leader and manager, building and nurturing relationships requires many skills that will not only make you a more effective manager, but also a better person in every way.
- Effective managers are also people so its important to remember to cut yourself a bit of slack because you wont always get it right.
- Leadership and People skills and the Systems and processes overlap and support each other all the time.

## Your action steps

Write down 3 words that would best describe how you want be perceived as a manager

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**You don't build a business,  
you build people,  
then people build the business.**

Zig Ziglar



## Personal audit

The personal audit exercise is done in conjunction with Module 2, Lesson 3, titled 'The leadership and people skills of management'.

The personal 'audit' exercise is a self-examination of some of the traits that go towards making a successful salon manager.

The objective of a 'Personal Audit' is for you to do a self-assessment.

It's for you to acknowledge what you are good at. And to acknowledge what you need to 'work on' to be the success you want to be.

This is just you asking questions of yourself about "Who you need to be?" But remember to get the most out of this exercise, it's important that you're honest and objective with yourself.

So, using the questions below mark yourself out of '10'. With '0' being the lowest, meaning that you've got some work to do! And '10' being the highest. Meaning that you are already an absolute 'Super Star!'

And anything between '0' and '10', to indicate that 'maybe' there are some areas that you could get better at.

I have gone into complete overkill with this exercise! Because I have listed over 50 different criteria to rate yourself on! Perhaps, some of them could possibly be combined. And some of them will be 'more' or 'less' relevant to different people, and different salon situations.

Please 'don't over think it!' And definitely don't get too worked up about it!

<b>The Leadership and People Skills of Managers</b>	<b>Rate 0-10</b>
They engage	
They coach	
They involve the team in making decisions	
They know it's all about the relationships	
They nurture relationships	
They have fun	
They give open honest feedback	
They have the tough conversations	
They know when to let someone go	
They give positive reinforcement	
They catch people doing something right	
They give acknowledgement	
They congratulate	
They have good organisation skills	
They're consistent	
They are, and hold other accountable	
They're optimistic	
They own it	
They admit when they're wrong and apologise	
They learn from their mistakes	
They have empathy	
They show compassion	
They know when to cut you some slack	
They are there when you need them	
They are good listeners	

<b>The Leadership and People Skills of Managers</b>	<b>Rate 0-10</b>
They respect confidentiality	
They build trust and rapport	
They encourage others to believe in themselves	
They create opportunities for others	
They tell stories that educate and inspire	
They put the team first	
They know when to stop pushing	
They set the team achievable goals	
They celebrate	
They have energy	
They do more than expected	
They're proactive	
They know they can't be good at everything	
They know how to delegate	
They trust	
They manage their time well	
They don't get drunk or stoned with the team	
They lead by example	
They make things happen	
They don't lose their temper	
They don't blame everyone else	
They don't hold a grudge	
They invest in their own development	
They embrace change	
They understand the ultimate goal	

<b>The Leadership and People Skills of Managers</b>	<b>Rate 0-10</b>
They manage performance	
They show leadership	
They wear many hats	
They keep evolving	

## Your notes

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# The first thing I want to improve.

After you have completed the 'audit on yourself. The next step is to choose the top 3 -5 criteria that you want to focus on improving.

**1**

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Step 1. Based on the personal audit that you gave yourself choose one of your 'leadership and people skills' that you would like to improve.

Step 2. Rate yourself on a scale of 0-10

Step 3. Come up with 5 practical things that you could do to move it towards a 10.

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**2**

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**3**

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**4**

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**5**

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# The second thing I want to improve.

After you have completed the 'audit on yourself. The next step is to choose the top 3 -5 criteria that you want to focus on improving.

**2**

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Step 1. Based on the personal audit that you gave yourself choose one of your 'leadership and people skills' that you would like to improve.

Step 2. Rate yourself on a scale of 0-10

Step 3. Come up with 5 practical things that you could do to move it towards a 10.

**1**

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**2**

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**3**

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**4**

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**5**

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# The third thing I want to improve.

After you have completed the 'audit on yourself. The next step is to choose the top 3 -5 criteria that you want to focus on improving.

**3**

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Step 1. Based on the personal audit that you gave yourself choose one of your 'leadership and people skills' that you would like to improve.

Step 2. Rate yourself on a scale of 0-10

Step 3. Come up with 5 practical things that you could do to move it towards a 10.

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**4**

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**5**

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# The fourth thing I want to improve.

After you have completed the 'audit on yourself. The next step is to choose the top 3 -5 criteria that you want to focus on improving.

**4**

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Step 1. Based on the personal audit that you gave yourself choose one of your 'leadership and people skills' that you would like to improve.

Step 2. Rate yourself on a scale of 0-10

Step 3. Come up with 5 practical things that you could do to move it towards a 10.

**1**

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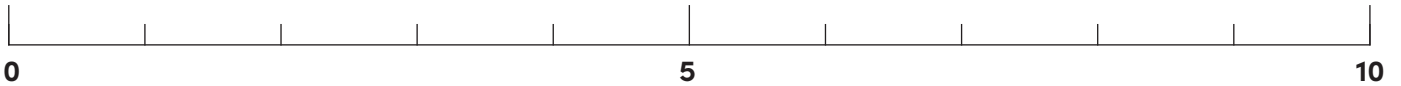
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# The fifth thing I want to improve.

After you have completed the 'audit on yourself. The next step is to choose the top 3 -5 criteria that you want to focus on improving.

**5**

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Step 1. Based on the personal audit that you gave yourself choose one of your 'leadership and people skills' that you would like to improve.

Step 2. Rate yourself on a scale of 0-10

Step 3. Come up with 5 practical things that you could do to move it towards a 10.

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**2**

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**3**

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**4**

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**5**

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# Module 3

# **Culture Management**

## Summary

- Inside every business owner there is the technician, the entrepreneur and the manager.
- Being clear about 'the life you want to live' will help you define 'the business that you want to build'.
- We don't all want the same things in life, and we don't all measure success the same way.

## Your action steps

• **How do you want to live?**

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• **Who do you want to be?**

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• **What do you want to achieve?**

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• What do you want to have?

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• What do you want to create?

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• What do you want to give?

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“  
**The quality of your life has a direct relationship  
to the quality of the questions you ask yourself.**

Anthony Robbins



## Summary

- A business model is a description of how will your business make money
- The two most popular business models are either an employee/employer model or variations of a self employed rental model
- It's essential to be clear about your business model at the outset as it will impact on every other decision you make
- There are advantages and disadvantages with every model so you need to decide what business model best fits your goals and objectives

## Your action steps

- **What is the primary role you would like to play within your business?**

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- **What are your strengths?**

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- **Do you like working alone or part of a team?**

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- **Do you want the responsibility to lead and manage a team?**

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- How would you define the culture you want to create in the salon?

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- Are you comfortable with handling the 'business' side of running a salon?

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“  
**You cannot make progress  
without making decisions.**

Jim Rohn

## Summary

- Having a vision is imagining the future. And the clearer you can imagine it, the more likely you are to achieve it.
- You need to build your vision around 4 core components, Marketing, Financial Standards, Products and Services and your Team
- Your 3-5 year vision keeps you on track and enables you to develop an annual plan, quarterly goals, weekly objectives and daily tasks.

## Your action steps

- On the following pages answer the list of questions around the 4 core components of developing your salon vision statement. We have also included a separate PDF download of this vision statement in the resources section
- Take the time to answer what you can and identify the areas that you can't currently answer.
- Make a start on it now but don't feel that you have to have this perfected at this point as it will evolve over time.
- Have you defined a clear and inspiring vision for yourself as the owner of the salon?
- Are your team aware of the vision for the business, is it encapsulated in a statement or series of bullet point measurable goals?
- Have you identified ways that you can get your team involved in contributing to the development of the vision?
- Have you developed ways that you can display and promote your business vision?

“

**If you are working on something that you really care about, you don't have to be pushed. The vision pulls you.**

Steve Jobs



# Developing your salon vision statement

There are many phrases used in business that sometimes overlap and often leave the salon owner confused about what they need and don't need.

So what is a vision statement? Why would you need one? And how do you go about creating a vision for your business?

The purpose of this exercise is to answer those three questions.

## **What exactly is a vision statement?**

There are two phrases which are similar but different. The first is 'Mission statement', and the second is 'Vision statement'.

Depending on what you read, the definitions will vary. However, I think the excessive jargon often alienates small business owners right from the beginning, making them wonder if it's relevant or necessary.

The 'Vision' is the 'What', meaning "What do you want your business to be like?"

The 'Mission' is the 'Why and the How', meaning "Why and how are you going to do it?"

And the statement part of it is purely saying that you need to consolidate the 'What you are going to do' and the 'Why and how you are going to do it' into two separate written statements of intent.

Once written down, they are no longer a vague definition of what you may or may not do. But instead, they are a clearly defined outcome and an expression of the values that you as a business will be guided by to make it a reality.

Now, you can choose to make it more complicated than that if you want to, but I like simple, and "What you are going to do" and "Why and how you are going to do it" is simple and effective and an essential starting point for anyone in business.

From here on, this document is purely focused on the 'Vision Statement'.

## **Why does your business need a vision statement?**

Having a vision is imagining the future. And the clearer you can imagine it, the more likely you are to achieve it.

The more clarity you and your team have, the more focused and unified you will be around making the vision a reality.

The vision becomes a 'guide' or a 'point of reference' for everything the business and the individuals who work there do on a daily basis.

Some people will make a vision for their business 10 or 20 years into the future.

Personally, I think that's unnecessary because it's so far into the future it becomes easy to lose connection and relevance with your current reality.

Whereas, when you have a vision for the next 3-5 years, it's tangible, real, and relevant to your decision-making and actions every day.

Having a vision for the next 3-5 years keeps you on track. It enables you to develop an annual plan, quarterly goals, weekly objectives and daily tasks that are all connected to achieving the ultimate outcome of the vision.

Having a vision will keep you inspired. It lifts you up when you are feeling down and gives your life and your business a sense of purpose and meaning.

### **Creating a vision for your business?**

So, how do you create a vision for your business?

Defining your vision is not about coming up with some catchy slogan for your website and business cards. And the vision is not just about what the salon 'looks like'. Although that's a part of the vision, it is just the beginning.

Remember, the vision is what you want your business to be like in 3-5 years; it needs to be practical and address how your business will operate in every way.

Like every business, your salon, whether it's large or small, is built around four core components, Marketing, Financial Standards, Products and Services and your Human Resources or Team.

On the following pages, there is a list of questions around the four core components of developing your business vision.

Working through the questions will get you to think about your business and where you would like it to be in the future.

These questions are not a finite list but a series of prompts to get you to really think about your future business. Feel free to add to the list of questions.

Take the time to answer what you can, and identify the areas you can't currently answer.

Make a start on it now, but don't feel that you have to have this perfected at this point, as it will evolve over time.

The objective is first to have defined a clear and inspiring vision for yourself as the salon owner.

It won't look pretty at the moment; it's not meant to.

What it's meant to do, is to give you some clarity about what you want to do! And once you have that, you can start thinking about what needs to happen and what you will do to make it a reality.

As you work through this, it will be obvious that some of these points are personal and only for you as the owner. Whereas there will be other points that everyone on your team needs to know about.

Think of this exercise as creating your 'master list' of bullet points summarising the business you want to build.

Later on, parts of it will find their way into a list for your team as they will need to be aware of the vision for the business.

You may eventually develop a series of bullet points that are a list of standards or measurable objectives for your team.

You may even get your team involved in contributing to the development of the vision. You may come up with different ways to display and promote your business vision, whether as words, actions or even a mood board.

I think the following quote by the late Steve Jobs [co-founder of Apple] is the perfect beginning for you to start creating your own business vision.

***"If you are working on something that you really care about, you don't have to be pushed.  
The vision pulls you."***

Steve Jobs

### **What is your Business Vision?**

Over the following four pages are a series of questions addressing the four main business pillars.

This exercise aims to get you to think about what you want your business to be like 3-5 years from now.

The more clarity you have, the better, as it will lead towards the next step, which is asking, "What do I need to do this year, this quarter, this week and today to take me towards achieving the vision?"

## My Salon Marketing Vision is...

- What is the concept?

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- Who is your target market?

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- What brand values will you have?

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- Who will your product partners be?

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- Where will the salon be located?

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- What will the salon look like?

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- What is your social media strategy?

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- How will you grow?

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## My Salon Financial Vision is...

- What business model - Commission, rental or other?

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- How will you generate revenue?

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- What price point will you be at?

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- Will you have a level system?

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- What software will you use?

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- What sales targets do you have?

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- What KPI's will you monitor and what measurable standards would you expect?

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- How much will you pay yourself?

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- What is your profit target?

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## My Salon Products and Services Vision is...

- What products will you offer?

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- What services will you offer?

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- What do you want to be known for?

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- Is it by appointment or a walk-in business model?

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- How long will haircut appointments be?

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- What is your vision for the client journey?

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- How will you create and maintain a consistent brand standard?

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## My Salon H.R. or Team Vision is...

- How many people do you want on your team?

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- How will you recruit new team members?

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- What positions and titles will there be?

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- What will your training program include?

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- What career opportunities will you offer?

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- What criteria must team members meet to be eligible for promotion?

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- What flexibility can you offer to the work schedule?

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- Will there be a dress code or uniform?

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- What benefits will you offer?

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## Summary

- Listing your most important values is the first step to establishing the salon culture you want.
- Listing your values alone is not enough, the next step is to define what those values look like in terms of daily actions and behaviours.
- A good mission statement is brief in length, communicates your key values, is memorable, realistic and achievable.
- You don't have to call it a mission statement.

## Your action steps

- On the following pages I've created a guide to walk you through creating your own mission statement.

## Your notes

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# Developing your salon mission statement

## **The 5 steps to writing your mission Statement.**

A mission statement is a simple but effective tool to help lead and guide your team and your business to success.

Do not become overwhelmed with the task and think that you have to create a catchy slogan.

The following is a 5 Step plan to help you find the right wording that will articulate your vision, values and mission for yourself, your team and your ideal client.

So, let's get started and review what makes an effective mission statement and how to write one for your salon.

Please 'don't over think it!' And definitely don't get too worked up about it!

## **What exactly is a mission statement?**

As covered in Module 3 Lesson 4, a mission statement encapsulates the 'why' of what you do and consolidates it into one to two focused sentences.

The ultimate purpose of this summary of your values is to help everyone who interacts with your business to immediately understand what you're all about.

The mission statement serves to remind you and your employees why you continue walking in the door each morning and acts as a guide for everything you do. I like to call it your North Star.

## **Why your business needs a mission statement**

Like anything, the 'mission statement' on its own isn't going to revolutionise your business, but it is another component of what will make a successful business.

There are both inward-facing and outward-facing reasons why creating a mission statement adds meaning to your business.

Internally the values expressed in the mission statement act as a guide in the decision making process. As the owner or manager it's an easy reference whenever you need to be reminded of what the values of the company are and the ultimate vision that you have whenever you are making big picture decisions.

From your teams perspective 'the mission statement' gives a sense of focus to the culture, expresses purpose of the company and serves as a guide for their daily attitudes actions and behaviours.

Externally, the mission statement is an essential part of your brand identity. Anyone reading it will immediately understand the values you express and why they underpin what you do as a business.

The mission statement communicates to outsiders 'who you are' and 'what you do' and why your salon is the right one for them to choose.

## The 5 steps to writing your mission Statement.

### Step 1.

#### Ask yourself 3 fundamental questions.

1. What does your business do?

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2. How does it do it?

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3. Why do you do it?

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When answering these 3 questions go deeper than the obvious and superficial, and instead think about the answer from the perspective of your clients, your team, your community and obviously for yourself and maybe your family.

The purpose of answering these 3 questions is to get you to 'tease out' your purpose and understand the value you offer on a wider scale while connecting to your passion and the reason for being in business.

### Step 2.

#### What's important to you?

Hold a brainstorming session either by yourself or with your team.

The question you are asking is "What are my/our values?" Remember 'Values' simply means "What's important to you?"

So ask the question and throw some answers around and see what happens. There are no wrong answers, at this point everything is acceptable.

Inevitably the answer to, "What's important to you?" can turn into paragraphs or pages. But ultimately it needs to be summarised into a few words that encapsulates your key values.

If you are stuck for ideas use the following list of 'values' to choose from or feel free to add your own.

- Accountability
- Accuracy
- Achievement
- Adventurousness
- Ambition
- Assertiveness
- Balance
- Being the best
- Belonging
- Boldness
- Calmness
- Care
- Challenge
- Cheerfulness
- Clear-mindedness
- Commitment
- Community
- Compassion
- Competitiveness
- Consistency
- Contentment
- Continuous Improvement
- Contribution
- Control
- Cooperation
- Courtesy
- Creativity
- Curiosity
- Decisiveness
- Dependability
- Determination
- Diligence
- Discipline
- Discretion
- Diversity
- Dynamism
- Effectiveness
- Efficiency
- Elegance
- Empathy
- Enjoyment
- Enthusiasm
- Equality
- Excellence
- Excitement
- Expertise
- Exploration
- Fairness
- Faith
- Family
- Focus
- Freedom
- Fun
- Generosity
- Goodness
- Grace
- Growth
- Happiness
- Hard
- Work
- Health
- Helping Society
- Honesty
- Honour
- Humility
- Independence
- Ingenuity
- Inner Harmony
- Insightfulness
- Intelligence
- Intuition
- Joy
- Justice
- Leadership
- Legacy
- Love
- Loyalty
- Making a difference
- Mastery
- Merit
- Openness
- Order
- Originality
- Perfection
- Positivity
- Practicality
- Preparedness
- Professionalism
- Prudence
- Quality-orientation
- Reliability
- Resourcefulness
- Results-oriented
- Security
- Self-actualisation
- Self-control
- Selflessness
- Self-reliance
- Sensitivity
- Serenity
- Service
- Shrewdness
- Speed
- Spontaneity
- Stability
- Strategic
- Strength
- Structure
- Success
- Support
- Teamwork
- Thankfulness
- Thoroughness
- Timeliness
- Traditionalism
- Trustworthiness
- Truth-seeking
- Understanding
- Uniqueness
- Unity
- Usefulness
- Vision
- Vitality

### Step 3.

#### **Prioritise your top 3-5 values.**

When you do this exercise as a group you will often end up with a list of 10 or more values. So now, through a process of discussion, or maybe even a vote, the idea is to narrow the list down to key words or phrases that truly reflect your brand.

This step is usually the most difficult, because I want you to narrow it down to minimum of 3 and a maximum of 5 core 'values'.

Once you have done that, choose the most important of the 3-5 values you have agreed on as your number 1 value.

Remember you can't get this wrong, 'your' values' are just that, they are 'yours' and should you choose to you can change them at any time.

In fact it's inevitable that there may be some changes as you and your business evolve.

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### Step 4.

#### **What do those word actually mean?**

This is the bit where you have to start to define what do those 3-5 words or phrases even mean, and how can you express them in a sentence or two?

Sometimes but not always a mission statement starts with words such as...

"Our mission is..."

"At ABC our mission is..."

"The mission of ABC is..."

"To provide..."

"At ABC we seek to..."

"It's ABC's ongoing mission to..."

Remember to review the examples in Module 3 lesson 4 and search online some of your favourite brands for inspiration.

This process takes time, and you'll probably start with way too much content. So once you have completed the first draft don't be afraid to take a break and come back at it again and review and edit until you're happy.

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## **Step 5.**

### **Review and refine...**

Give yourself a couple of days before you come back and look at what you've written.

Ask yourself, how can you tighten up on the text? How can you refine it? Who else can you run it by?

Don't be disillusioned by constructive feedback, that's all part of the process.

Cut out the fluff, cut out the words that sound important but are meaningless.

Remember to write it in the present tense. This is meant to be an active declaration of what you do and how you do it, not what you hope to do some day.

Don't feel that it has to be a literary masterpiece, if it's easier to capture as 4 or 5 bullet points that's perfectly okay.

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### **Finally, ask yourself;**

- Is it inspiring? Do people want to be part of this?
- Is it plausible? Is it realistic and achievable?
- Does it offer guidance for your daily attitudes, actions and behaviours?
- Is it clear and specific? Or is it vague meaningless waffle?
- Will the essence of it stand the test of time as your business evolves?
- Is it memorable? Can everyone on your team easily recite it and be able to explain exactly what it means?

### **Where should you display your mission statement?**

The decision as to where you display your mission statement is entirely up to you and who it's aimed at.

I suggest that at the very least that it is sign written or printed out framed and displayed somewhere in the salon where you and the team will see it as a reminder and source of guidance and inspiration.

### **It could also go...**

- In your office
- As a screen saver
- On your business card



- On the wall in the salon for clients to see
- On your website
- On all marketing materials
- On your social media assets
- On your social media banners
- In your training manual
- Policy and procedure manuals
- Operations manual

One final note. Make a list of all the places that you display your mission statement because if you do update it you will want it updated everywhere.

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## Summary

- When you take over an existing business, changing the culture is where you will come up against resistance.
- Take the time to build trust. Get to know the people who work there, and what they currently do, and how things currently work, before you start making changes.
- Not everyone on the team you inherit will be a fit for the vision that you have, and the culture you want to create for the business.

## Your action steps

- Spend the time to get to know the team and to build trust with them.
- Meet with the team either individually or as a team and listen to their ideas as to how the business can be improved. If you are doing this as a team get them to contribute to a S.W.O.T analysis.
- If you have unofficial leaders that are undermining everything you do have a 1-1 with them and suggest that it's time that they left to pursue their own dream. If they don't either change or leave then manage them out of the business.

## Your notes

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“  
**Seek first to understand, then to be understood.**

Dr Stephen Covey



# Module 4

# **Self Management**

# Summary

- A written goal, forces you to define exactly what you want out of life, and provides a reference to the progress that you make along the way.
- The acronym S.M.A.R.T.E.R. stands for Specific, Meaningful, Actionable, Realistic, Time bound, Evaluate and Readjust.
- Once you have defined your goal the next step is to develop a plan because goals need to be broken down into bite size pieces if you want to create momentum and achievable actions and results.

# Your notes

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“  
**Without dreams and goals there is no living, only merely existing, and that is not why we are here.**

Mark Twain

## Summary

- Now you know that an 'Action Plan' is breaking a S.M.A.R.T.E.R goal down into exactly what the steps are, who else needs to be involved, and a date for completion.
- Now you know that using an 'Action Plan' helps keep everyone on track and on time.
- Now you know that 'accountability' and 'momentum' increases when you use an Action Plan, even if there is just one person involved.

## Your action steps

- Choose any project that is relevant to you, and either by your self or with a co- worker use the 'Action Plan' on the next page to state it as a S.M.A.R.T.E.R. goal. Then break it down into a series of clearly defined tasks. Delegate who is responsible for each task and a date by which each task is due to be completed.

## Your notes

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“  
**Effective time management begins with planning.**

Tom Greening

# Action Plan - Goal setting form

**The Goal:**  
Specific  
Meaningful  
Actionable  
Realistic  
Time bound  
Evaluate  
Readjust

<b>How</b> Break down into tasks exactly what the steps are that need to be done.	<b>Who</b> Is reponsible	<b>When</b> Completed
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## Summary

- 'Manager' is a title that you are given. Leadership is a way of being.
- Just like you can learn to be a better manager. You can also learn to be a better leader.
- As the leader you will make mistakes, but it is that human quality of recognising you aren't perfect, and that you won't always get it right, and that you are vulnerable, that will make you a better leader.

## Your action steps

- Review the list of 15 leadership focus points we discussed in this lesson and identify and write down 3 that you feel you most need to focus on.
  1. Defining the vision for the business
  2. Setting the goals for the business
  3. Attracting and selecting the right people
  4. Building strong relationships with the team
  5. Establishing trust and rapport
  6. Being the eternal optimist
  7. Being passionate, and having ability to inspire & motivate
  8. Having the courage to take risk
  9. Servant leadership
  10. Acknowledging others, giving recognition
  11. Delegating, helping other individuals grow
  12. Making mistakes and learning from them
  13. Provide opportunities for regular feedback and communication
  14. Having integrity [doing what you say]
  15. Strong, firm but fair

**Identify the 3 that you need to focus on... and write down some practical steps in the space below that you will do to improve in each of those areas**

**1**

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**2**

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**3**

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**“  
Leadership and learning are indispensable  
to each other.**

John F. Kennedy



## Summary

- Self motivation isn't something that you get, or something that happens to you. It's something that you choose.
- The fastest way to change how you feel, is to change what you do with your body.
- Even when things are tough you must choose to focus on what you CAN DO, and what you CAN CONTROL!

## Your action steps

- Identify at least 3 pieces of music that lift you up and motivate you.

1

2

3

- Identify at least 3 things you do with your body when you are feeling self motivated.

1

2

3

- Commit to listening to at least one regular podcast that you find inspiring.

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“  
**Life is all about the choices that you make.**

Anon



# Module 5

# **Time Management**

## Summary

- The key to getting more done isn't working longer hours it's learning to prioritise what you spend your time on.
- Time bandits are all the things that are stealing your time and until once you identify what they are you can develop strategies to eliminate to at least minimise them.
- Spend ten minutes at the end of everyday planning the next day.
- Taking regular breaks is not only good for you it's an important part of finding life balance.

## Your action steps

- Identify your top 3 time bandits and ways to eliminate or reduce them.
- Use a time management planner whether it's paper based or a digital app to plan your days.
- Use the Eisenhower matrix template on the next page of your workbook to come up with a list of 3 items under each section for what you are going to Plan, Do, Eliminate or Delegate.

## Your notes

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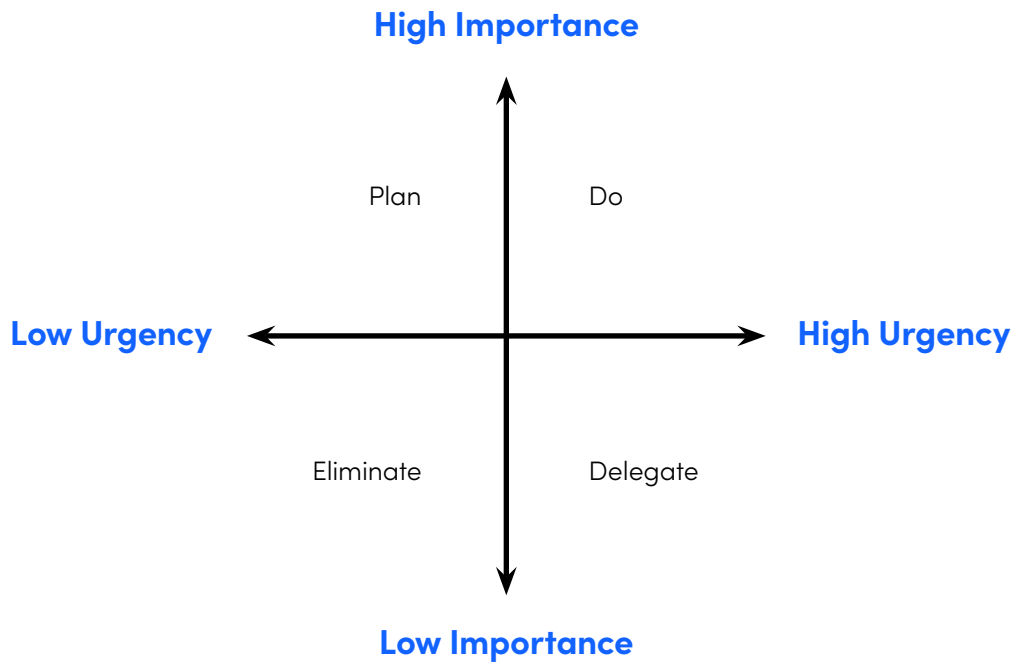
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“  
**Either you run the day or the day runs you.**

Jim Rohn

# Eisenhower Decision Matrix



## Summary

- Meetings can be a complete waste of time but some meetings are definitely necessary.
- When managed properly meetings can be extremely productive, positive and even fun.
- With a little forethought and forward planning you can make every meeting effective.

## Your action steps

- Identify, out of the seven types of meetings, which are the three that you have most frequently?

1

2

3

- What are at least 4 steps you will now do to make them more effective?

1

2

3

4

“  
**Inaction breeds doubt and fear. Action breeds confidence and courage. Go out and get busy.**

Dale Carnegie

## Summary

- Now you know that regular team meetings are an essential part of a vibrant salon culture of open communication. The key to ensure a successful meeting is the preparation that happens before the meeting starts.
- Now you know that during the meeting it is your job to manage the meeting so that agreements are made, and next steps are agreed and put in place.
- Now you know that having a written meeting agenda that records what was discussed what was agreed and who is responsible for the next steps is an essential part of team meetings.

## Your action steps

- Print out the blank meeting agenda pdf form from the downloads section. Make any changes to it that you think are necessary for your team meetings and use it as a template for your all your future team meetings.
- Review the 'before during and after' steps to creating a successful meeting and create a simple checklist for your team meetings.

## Your notes

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“  
**Let us all be the leaders we wish we had.**

Simon Sinek

## Summary

- The 'do everything yourself' mentality will get you started but will eventually limit the businesses growth.
- There is a 7 step process to follow if you want to delegate effectively.
- Delegating effectively takes a little time and usually the need to create a system, but if you do it correctly it frees you up forever.

## Your action steps

- Choose one thing that is currently on the overwhelming list of things you currently need to do on a regular basis and follow the 7 step delegation process to get it being done consistently and to the standards that you want by someone else on your team.

## Your notes

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**“  
Are you focusing on the right thing, right now to get  
the right results?**

Bev James

## Summary

- You can choose to outsource both work and personal tasks to find the balance that works for you, your business and your family.
- When outsourcing you need to have a written agreement that specifies exactly what the agreed deliverables are, in what time frame and what budget.
- You can delegate or outsource but as the owner or manager you can't abdicate ultimate responsibility.

## Your action steps

- Identify at least 1 task, job, or role that you want to outsource.
- Write a bullet point description of what the deliverables are... And include...
- The total budget, payment terms and delivery or completion dates.

## Your notes

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“  
**Do what you do best, outsource the rest.**

Peter Drucker



## Summary

- Focus on doing one thing at a time, because if you try to do two things at once, neither of them will be done properly.
- How to structure your time so that you can be as effective as possible in multiple roles without getting overly stressed.
- Juggling multiple roles means that there will be times when you need to stop, breathe and let go of everything, even if it's just for 30 seconds.

## Your action steps

- Look at your current schedule working with clients on the floor as a stylist.
- Itemise all the other tasks that you have over and above what you need to be doing behind the chair.
- Where are the opportunities to get a better balance that allows you to fulfil both roles to the best of your ability?
- Repeat this exercise at least every 12 months.

## Your notes

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“  
**Life is the sum of all your choices.**

Albert Camus

## Summary

- The most common reasons to step away from behind the chair are either to start winding down or to focus on growing the business.
- In small salons there simply isn't enough revenue being produced to allow the owner to step away from the chair completely and still take a proper salary.
- The key to successfully stepping away from behind the chair is to make the business work without you. It all comes down to the systems and the people that you have in place.

## Your action steps

- Make a bullet point list of the things that the business is currently dependent on you doing.

## Your notes

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“  
**Bigger does not mean better. But better is  
how we get bigger.**

Simon Sinek



# Module 6

# **People Management**

## Summary

- With a little bit of time and a small expense you can set up a legal partnership agreement to protect both partners.
- It's inevitable that sooner or later a partnership will face challenges, so preparing in advance creates an easier way forward for everyone.
- Communication and trust are essential for a successful partnership

## Your action steps

- Review all the 'What if scenarios' in this lesson and discuss ...each of them until you get an agreement.
- Get a simple legal partnership agreement drawn up to reflect the partners wishes.
- Go out for lunch to celebrate your official partnership and start planning the next steps for the business.

## Your notes

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“  
**Alone we can do so little; together we can do so much.**

Helen Keller

## Summary

- Conflict is not always a bad thing. It can be a positive driver for change if it gets people to challenge their own thinking and beliefs and sometimes change their viewpoint.
- Disagreements and conflict within any business is going to happen so prepare for it by having a 'family business charter'.
- Misunderstandings and potential areas for dispute that can be avoided as long as there are good communication practices in place.

## Your action steps

- If you don't already have it, write up a 'Family Business Charter'. Remember it should be a collaborative process that involves everybody with a stake in the business. Use a separate sheet of paper and reference the 6 bullet points below as a checklist to ensure you cover the main points.
  1. Start by listing the business goals, vision and values.
  2. Outline what the Leadership and Management structure of the business is. I recommend this is where an organisation chart comes in.
  3. List the rights and responsibilities of all the shareholders.
  4. Define the training and education standards and remuneration package for both family and non-family members.
  5. Business valuation formula. Outline a formula for how the business would be valued in the event the business is sold or how any individuals shareholding is valued.
  6. Outline the dispute-resolution process.

This might all sound like a lot of work, but it isn't as complicated as it might sound. I would fully expect that you get independent legal advice, and that you adapt or discard everything that isn't relevant to your situation. But when it's done it will take your business up a notch in terms of professionalism, as well as give everyone concerned clarity and a degree of comfort and security.

“

**Great things in business are never done by one person; they're done by a team of people.**

Steve Jobs

# Summary

- Have the mindset of asking, “What do you need from me, to enable you to do your job better?”  
And when it’s possible try and make it happen.
- As salon manager most of your responsibility will usually be focused on the ‘soft skills’ or the ‘people skills’ of management.
- Becoming a successful manager of others doesn’t happen overnight, but day by day you build the trust and respect with everything you do and say.

# Your action steps

- Ask the individuals on your team “What do you need from me to enable you to do your job better?”

# Your notes

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“  
**We may encounter many defeats but we must not be defeated.**

Maya Angelou

## Summary

- As a salon manager, not being a hairdresser isn't a disadvantage, in fact it can be an advantage.
- It's important that you take the time to build trust and credibility.
- No matter who you are and what you do, 'you are not for everyone'.

## Your action steps

- List 3-5 things that you can do that will help build trust and credibility with the team.

1

2

3

4

5

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

Ken Blanchard

## Summary

- Establish an external team that bring skills and expertise that you don't have internally.
- It's important to establish clarity around the terms of your working relationship, the financial expectations and what the deliverables are.
- When the working relationship doesn't work out it's important that you look for the lesson to avoid repeating the same mistakes.

## Your action steps

- List the people and the positions that are currently on your external team.

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- Identify what additional positions you would like to create either now or when the time is right.

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- Make a list of what's worked with the external relationships you currently have and what lessons you have learnt [that you won't repeat] with any new hires.

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“

**If you want to go fast, go alone.  
If you want to go far, go together.**

African Proverb



## Summary

- Communication is something that ‘happens’ whether you ‘do’ something or not. Because, ‘You cannot not communicate’
- From a business perspective, in order to create consistency, standards, and the opportunity to grow, a lot of our communication becomes part of a system
- Having candid conversations means being open, honest and frank. But it doesn’t mean being rude, aggressive, cruel and obnoxious

## Your action steps

- Review your communication systems, look at what you currently have and what needs developing, and schedule time to make a start.
- Review the list of ‘Do’ and ‘Don’t’ for candid conversations and choose the 3 things that you most need to improve on and make a start.

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- Look for opportunities to be more human!

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“  
**Communication works for those who work at it.**

John Powell

## Summary

- The first thing you should do is define the roles goals and responsibilities that accompany the position and develop a written job description.
- The title has meaning so give careful thought as to what it should be.
- Define an affordable but fair compensation package that reflects the responsibility of the role.
- It's important that you train and support your new manager.

## Your action steps

- Download the managers job description from the resources section, and adapt it to reflect the roles, goals and responsibilities for a salon manager in your business.
- Define the compensation package that you feel is affordable for the business, fair for you and them, and adequately reflects the responsibilities that the position has.

## Your notes

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“  
**Businesses like people are supposed to grow  
and with growth comes change.**

Anon



# Module 7

# **Operations Management**

# Summary

- An organisation chart is the framework for all the people and functions that go on within your business.
- Operations, Finance, Sales & Marketing, and Human Resource are the 4 cornerstones of most businesses.
- An 'Organisation chart' shows you:
  - What you are doing.
  - What others in your business are doing.
  - What could others in your business do.
  - What's not getting done.

# Your action steps

- Using the Organisation Chart on the following page brainstorm all the positions and functions within your business
- Group them under either Operations, Financial, Sales & Marketing or Human Resources
- Identify who is currently responsible for the position and function.
- Are the right people doing the right jobs? What opportunities are there to train others in order to delegate responsibilities elsewhere?

# Your notes

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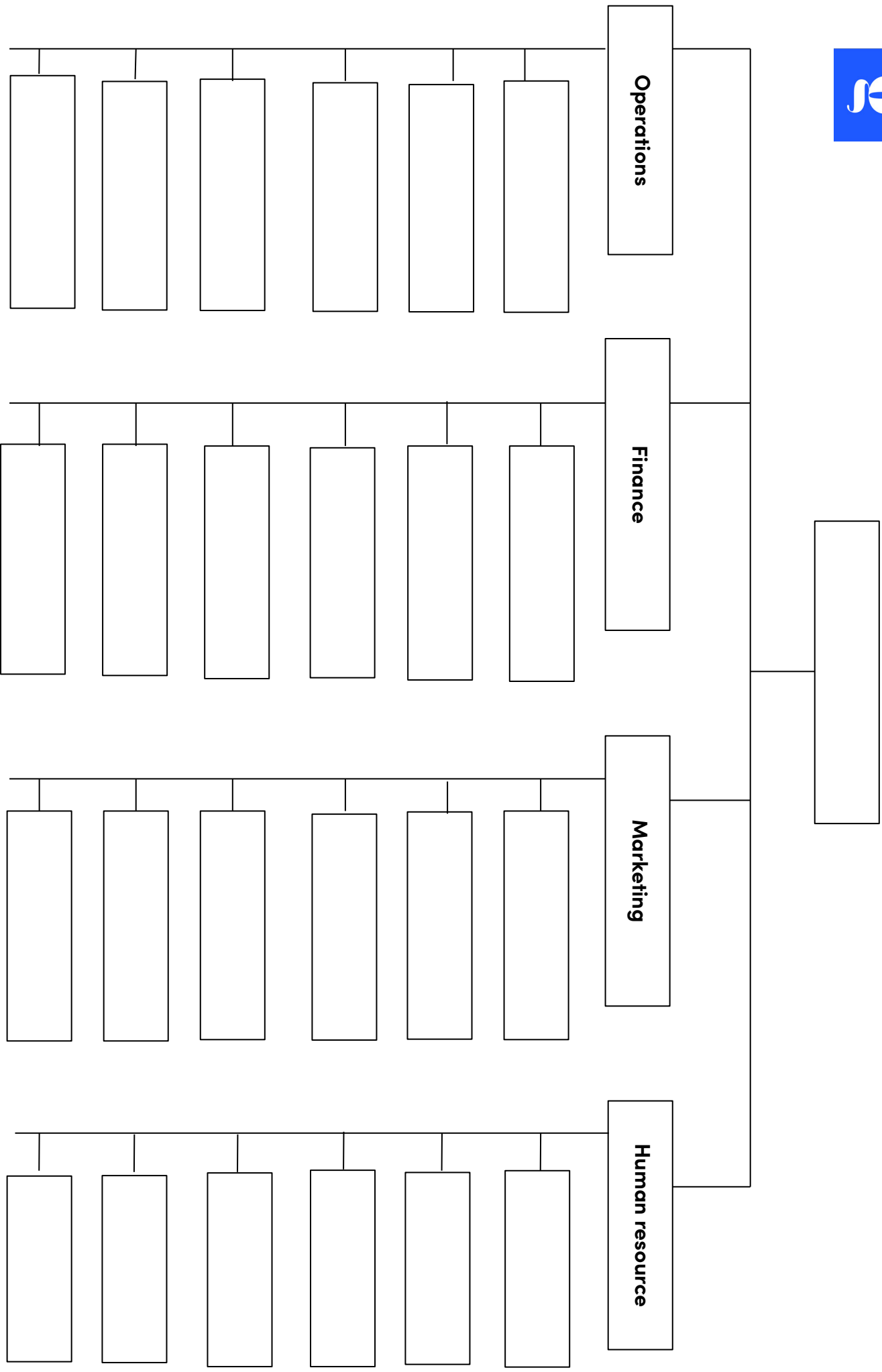
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“  
**With organisation comes empowerment.**

Lynda Peterson



## Summary

- The most successful businesses are built around a series of systems that allows them to produce a consistent product or service.
- Rather than taking away your creativity, salon systems allow you to focus on the clients needs without being distracted by the needs of running the business.
- The ultimate goal of systems isn't just about growth, but it is about giving you the freedom to choose.

## Your action steps

- Identify which of the 5 reasons for developing salon systems apply to you.
  - Expansion
  - Less stress
  - Consistency
  - Holiday or vacation
  - Unable to work

## Your notes

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**Systems run the business and people run the systems.**

Michael Gerber

# Summary

- The 3 core salon systems manuals are, Policy and Procedures, Operations management and Technical and creative training.
- There are 3 types of systems. 'Hard systems' meaning what something looks like. 'Soft Systems' meaning what something sounds like. And 'Information Systems' which are mostly reporting and training systems.
- The easiest way to create your own Policy & Procedures manual is to start by mapping out the structure first using post-it notes.

# Your action steps

- Using Post-it notes brainstorm what the main departments or categories are that will make up your salon manual.
- Using the Post-it notes map out the 'headings' under each category for the specific 'Policies and Procedures' that need to be written.
- Make a start! Block out two hours every week to work on developing the content.

# Your notes

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“  
**Make your business be apart from you,  
not a part of you.**

Antony Whitaker

# Summary

- The 'Operations Manual' isn't for everyone in the salon. It's for the salon management, and covers the entire business operating systems from banking and payroll to stock control etc.
- The key to freedom and expansion is to create the business management systems so that the business works without you, not because of you.
- Developing your 'Operations Manual' will continue to evolve over time just as your business does.

# Your action steps

- Using Post-it notes brainstorm what the core departments or categories are that will make up your 'Operations manual'.
- Use the Post-it notes to map out the 'headings' for the 'Operations Manual' that need to be documented or recorded.
- Block out a couple of hours every week to develop the content and make a start.

# Your notes

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**The more structure you have in your business the more freedom you get back in your life.**

James Wedmore



## Summary

- You need to put systems in place so that managing your salon facilities is not always dependent on you and how much you care about your business.
- Running a smooth salon operation requires everyone on the team working together towards a common goal. 'Checklists' create consistency and help team members make sure that no task, big or small, gets forgotten.
- The purpose of the checklists is to define what needs to be done. When and how often it needs to be done. And the standards it needs to be done to.

## Your action steps

- Review the systems and checklists you currently have in place in your salon and look for the opportunities to improve what you currently have.
- Start with a 'Brainstorming session' to come up with the tasks that need to be part of the checklists. Ask your team which tasks they think should be on the checklist as they're the ones on the front line and their insights will help.

## Your notes

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**It's the little details that are vital.  
Little things make big things happen.**

John Wooden

## Summary

- The 3 main objectives of having an effective inventory management system are; 1. to ensure you don't run out of product. 2. That you don't tie up your cash flow. 3. That you eliminate shrinkage.
- You need to monitor the selling history of each product at least 3 or 4 times a year and potentially review the order levels up or down depending on sales trends and seasonal fluctuations.
- Understand why a product isn't selling before you decide to delist it.

## Your action steps

- If you have a P.O.S. system familiarise yourself with the functions that your current system has and utilise that.
- Review the last 12 weeks of sales history of each product and establish what you think are realistic minimum and maximum levels and order based on that.
- Develop an effective Inventory management system for miscellaneous supplies using the template in the downloads section and adapt it to suit your business needs.

## Your notes

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**One learns from books and example only that certain things can be done. Actual learning requires that you do those things.**

Frank Herbert

# Summary

- It's essential to 'set new team members up for success' by giving them a proper 'onboarding' on day 1.
- Saying "I don't have time" isn't a valid excuse. As a manager you have to invest that time at the beginning if you want to get your new people to embrace the culture you have.
- You need to create a written checklist covering every aspect of your business so that the onboarding is consistent no matter who does it.

# Your action steps

- Use the 'Onboarding Checklist template' in the downloads section and adapt it to reflect your business needs and expectations.

# Your notes

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**Success breeds success.**

Mia Hamm

# Summary

- A well thought through HR strategy is essentially organising your culture and creating a professional and well structured work environment that enables the business and the individuals in it to grow and prosper.
- The role of HR is a thread that runs through every aspect of the employee life cycle within the business, from recruitment, to continuous education and career growth, right through to managing departures and the ongoing evolution of the business.

# Your action steps

Your action step is to review and audit where you are doing well, and where you need to focus your attention from an HR perspective, starting with...

- Recruitment. What are you currently doing and how could you improve your recruitment strategy with attention to 'diversity and inclusion'.

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- Continuous education. What existing continuous education programs do you have in place at every level of your business and how can it be improved?

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- Career growth opportunities. What career opportunities do you currently offer and how can you create next steps on the career ladder for your team?

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- Managing departures. As I said, it's not always a bad thing when someone leaves, but you need a strategy in place to ensure that the negative impact is reduced as much as possible, and that you create an opportunity to learn from exit interviews.

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- Ongoing evolution. I recognise that the longer you are in business, the more you can become resistant to change. But it's important to be constantly reimagining your business, and how it needs to evolve to meet the changing needs and expectations of both consumers and your team members. It doesn't mean that you are going to do it, but change begins in the mind.

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“  
**Bigger does not mean better.  
But better is how we get bigger..**

Simon Sinek



# Module 8

# **Client Management**

## Summary

- As a manager your role is to define what the steps are in the client journey and to define what best practice looks like at every step of the way.
- There isn't a 'client experience' that is the perfect scenario for every business. You need to develop that 'client experience' around your business model, your target market, your price point and the services that you offer.
- Service is a system!

## Your action steps

- With your team, first identify what the steps are in the client journey.
- Drill down into each step and identify a list of best practice bullet points.
- Turn that list of bullet points into a system.
- Remember, if you don't record or document that system using whatever combination of written text, photographs, diagrams or video... then it isn't a system. It's just a discussion that will quickly be forgotten.
- To make this action step an easy exercise to work through with your team, I have included a download in the resources section titled 'Creating the Client Experience Exercise'.

## Your notes

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**The Best marketing strategy ever: CARE.**

Gary Vaynerchuk

## Summary

- “The customer isn’t always right!” Because often they are wrong. But, “It’s not about being right, it’s about making the client happy”
- H.E.A.T is an acronym that guides you through dealing with a client complaint. H.E.A.T stands for Hear, Emphasise, Apologise and Take action.
- As a salon owner you must always have both general and professional liability insurance so that you protect your business from bigger problems.

## Your action steps

Brainstorm with your team...

- How do we currently handle complaints?
- Is there a specific area that as a salon we need more training in to reduce the amount of complaints?
- Role play complaint situations using the H.E.A.T. acronym.
- Come up with possible action steps for the most common complaints.
- Ensure there is a clear policy as to who has authority to offer refunds or credits.

## Your notes

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**Your most unhappy customers are your  
greatest source of learning**

Bill Gates



## Summary

- Some review sites have a global footprint. Others are local to specific cities, towns or neighbourhoods. You need to understand the ones that are most prominent in your location.
- In the majority of cases the first step is, 'to engage' with the reviewer and to take the discussion off line by inviting them into the salon to see you.
- Most people reading the review are your prospective clients. How you handle it will determine whether they choose to put their hair in your hands.

## Your action steps

- Find out what the most often used review sites are in your location, find your profile page on the site, click a 'claim this business' and make sure you get notifications whenever there is activity.
- Using the six steps we have covered in this lesson create a written bullet point plan for your business for how you will respond to any negative reviews. When you have done that print it out and put it into your salon operations manual.

## Your notes

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**Don't let your failures define you  
- Let them teach you.**

Barak Obama

## Summary

- Salons without a cancellation policy lose a significant amount of money through last minute cancellations, no shows & rescheduling appointments.
- There is a six step process to instigating a cancellation policy.
- You always need to get a deposit at the time of booking the appointment for the cancellation policy to be effective.
- Make sure that the policy you have is fair. Do unto others as you would have them do unto you.

## Your action steps

- Clarify what you are legally allowed to have in place.
- Follow the six step process to instigate your own cancellation policy.

## Your notes

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**What is one repeating problem you can automate or eliminate today?**

James Clear

## Summary

- You need a salon software system with a strong marketing function that allows you to manage and build on client relationships.
- You need to be clear about your business model and the business goals so that you can choose the P.O.S that has the features you need.
- Whatever system you choose, your Point of Sale System is the hub of your client management system...

## Your action steps

- Appraise your P.O.S system and the client management functions it has, and ask yourself, how can you better utilise the features and the data that is produced?

## Your notes

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**Without data you’re just another person with an opinion.**

W. Edwards Demming