

The Communication Toolkit for Managers and Leaders

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Who am I?

- 27+ year spa operator, with staff of 50
- Consultant and educator 18 years
- American Spa Professionals Choice Award Honoree
- Author and spa business blogger

You're wasting your time.

- 60% of the American workday consists of rework: doing something over that wasn't done right the first time
- 80% of rework is **communication** that wasn't effective the first time



Four tools for your kit

- Influence
- Delegation
- Problem solving
- Coaching



It all starts here.



- 90+% of your ability to influence another is based on **rappor**t
- Rapport is unconscious
- Almost entirely based on social style/
communication style

Social Styles

DRIVEN BY RESULTS

<p>DRIVER</p> 	<p>ANALYTICAL</p> 
<p>EXPRESSIVE</p> 	<p>AMIABLE</p> 

RISK TAKER

RISK AVERSE

DRIVEN BY RELATIONSHIPS

We like people who are *like* us.

- When you understand their social style, you can flex your own to become more compatible/simpatico
- “Mirroring and matching”
 - Body language
 - Vocal characteristics
 - All primates do this!



There are only two questions we ask ourselves when we consider changing our behavior:

- “Is it worth it?”
- “Can I do it?”

- *Influencer, The Power to Change Anything*



The most
common
behavior
changing tool:
**verbal
persuasion**

- It's darned convenient
- It often works
- It works best for making simple changes:
 - “Please refill the supplies in your treatment room at the end of your shift.”

But verbal
persuasion
doesn't work
when...

...You're trying to change **resistant**
behaviors

- Can be perceived as an attack
- Can feel like nagging
- Can feel manipulative
- Is boring and repetitive



Personal
experience is
the most
powerful
persuader

- You can't **talk** them into doing it your way
 - “There she goes again...yadda yadda yadda.”
- Watching someone else do it may not work, either
 - “Oh, she's a *natural* salesperson. That's not me.”
- They need to have the new experience themselves
 - “Wow, that worked.”



COACHING
TACTIC:
Focus on
how to
perform the
new
behavior:

- Have them try out the new behavior in a safe environment (rehearsal)
- Help them get comfortable with the words they'll use
- Have them practice
- Small, early successes are important but they must quickly build to something bigger (like a bigger paycheck!) for the behavior to “take”

COACHING TACTIC: Motivational Interviewing

- Don't "tell." Ask questions!
 - Coaches who try to **control** reduce motivation/willingness
- Focus on the "why" rather than specific behaviors
 - Talk about your core values
- Ask what *they* need in order to do what you're asking
 - "What do you need from me to enable you to extend a self care invitation to every guest?"
 - Ask them to visualize the future: "how full do you envision your schedule next year?"

COACHING TACTIC: Help them learn how to learn

- Practice doesn't make perfect.
Perfect practice makes perfect.
 - Deliberate and mindful practice, not mindless repetition, creates mastery
- Train frequently
 - Train for no more than one hour at a time
- Test frequently: one hour of training followed by a test
- Short feedback loop
 - “Let’s talk about an alternative way to offer them the service upgrade.”
NOT “You’re not recommending our service upgrades right.”



What Coaching is—and isn't

*-Mark McGuinness, from his blog **Wishful Thinking***

- Collaborating instead of controlling
- Delegating more responsibility
- Talking less, listening more
- Giving fewer orders, asking more questions
- Giving specific feedback instead of making judgements



INFLUENCE
TACTIC:
Find the
“opinion
leaders” in
your spa

- Influencers/Opinion leaders are respected team members that others listen to
 - Only 1 person out of 10 is an Influencer/Opinion Leader
 - OL’s are not necessarily your top performers (or your “favorites”)
- Opinion leaders provide “natural” influence within a team
 - They re-language your message and disseminate it in a way that gets their peers to listen

The two non negotiable steps of delegation

1. Understanding

“can you do it?”

2. Agreement

“will you do it?”



The Mountain of Assumption



- We add meaning to everything we observe, especially others' behavior
- The meaning we add is based on our own experiences, fears and doubts
- Adding meaning means making **assumptions** about other's **intentions**
- Don't confuse your assumptions with intuition

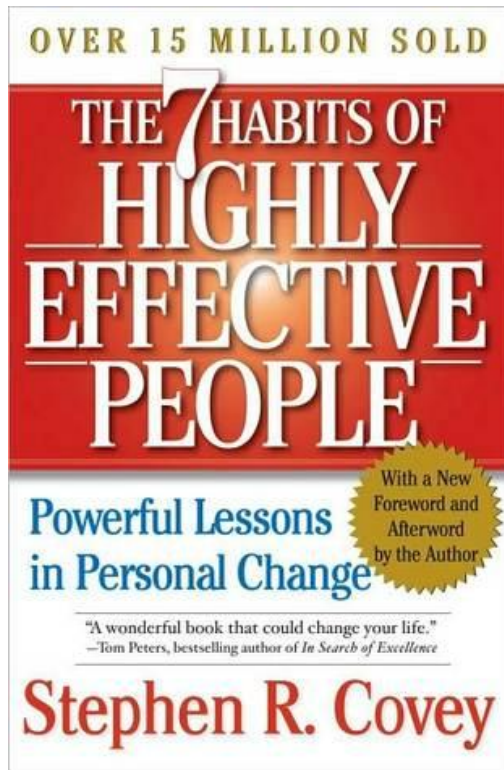
Mountain Climbing

- I'm at a team meeting
- When I speak, everyone but Betty looks at me
- Betty is not listening to what I'm saying
- Betty is ignoring me
- Betty is disrespecting me
- **I can't work with someone as disrespectful and negative as Betty !**

Stay off the Mountain

- **Own** your response. How did *you* add emotional intensity?
- “*What else could this mean?*”
- “*Do I have all the facts?*”
- Ask questions
- Share only your most objective observations.
 - “Betty, you looked preoccupied in the meeting today. Do you want to talk about it?”
- Avoid charged language that *increases* emotional intensity
- Choose words that *decrease* emotional intensity
 - “Disconcerted” vs. “Upset”
- Avoid the word “you” especially when followed by “are” or “always”!

If you can pick just one Habit



- *“Seek first to understand, then to be understood.”*
— Stephen Covey
- You don’t need to have all the answers
- Be willing to let your mind be changed.

Difficult conversations

“Being Right is the Booby Prize.”

- Holly Stiel



Problem solving with “Five Whys”

- Ask **Why?** 3-5 times before creating a solution
- Ensures you’re really addressing the root cause of a problem
- Goal: Preventing recurrence!

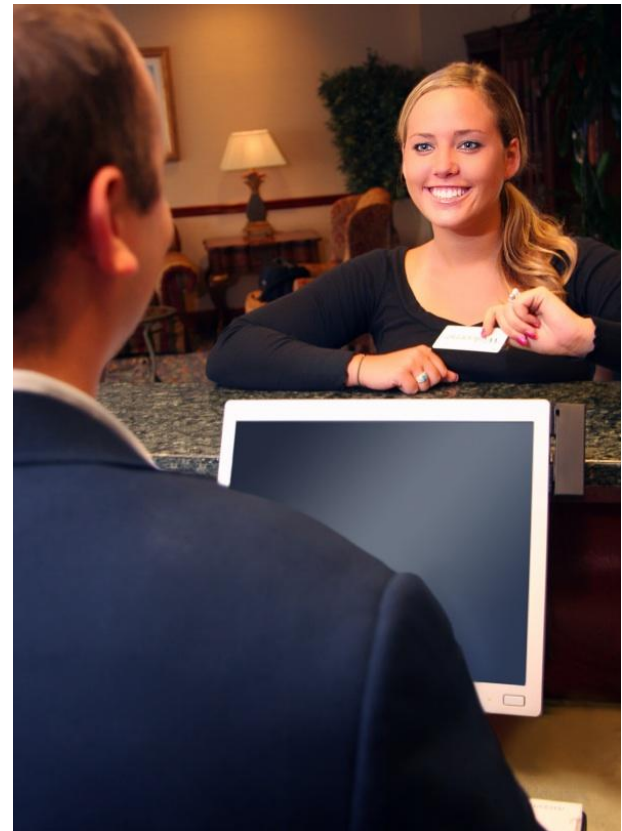


Problem solving: sticky note votes

- Brainstorm solutions to the problem in an discussion
- Record **all** ideas on post-it easel pads
- Group similar solutions and themes, and with group, refine to a clear idea
- Create a “gallery” of solutions
- Give everyone five sticky notes and let them vote for their favorite solution

Problem Solving: Spa Anthropology

- There is no substitute for firsthand observation
- Spend time watching and listening
- Look for Positive Deviants
- Apply their solutions



- Listen.
- Allow your mind to be changed.
- Let go of the need to be right.
- Listen some more!



Thank you for your attention!

Q & A Time

- Would you like a pdf copy of this presentation? Give me your business card (and write the tactic you're going to use first on the back)

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