



wynne business

grow. delight. profit.

Finding and Nurturing 5 Star Employees

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Wynne Business



Getting the “right people on the bus” is your most compelling responsibility

- You can't do everything yourself
- You're not touching all of the clients
- You're only as strong as your weakest link
- Clients are attracted to a calm, professional atmosphere for personal care services
- Trust



Creating “A” Players Overview

- Recruitment
- Application
- Telephone Screen
- Interview Process
- Personality Profiles
- Practical Skills Assessment
- Language issues
- The Offer
- Company Orientation
- Support Documentation
- Training & Education
- Career Management



Recruitment & Application

- **Market your business as an “employer of choice”**
 - **Renowned training program**
 - **Excellent career opportunities**
- **Word of mouth generates the most leads**
- **Applicants should have a c.v. and fill out an application**
- **Detail is important, not just “relevant” experience**



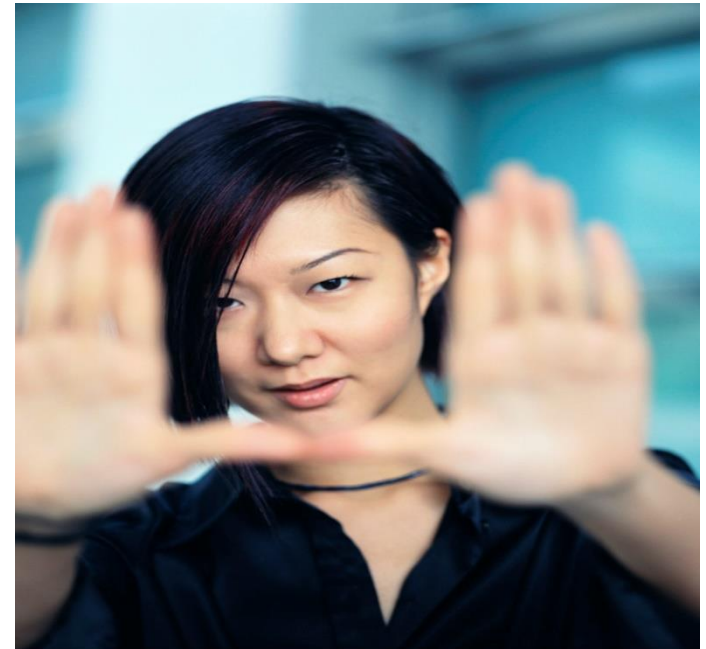
The A Player Job Description

- **Job activities/responsibilities**
 - **Basis Position responsibilities for technical staff include meeting attendance, sidework, client communication, daily work station prep and cleanup, team/staff meetings and meetings with supervisor.**
- **Team member responsibilities**
- **Qualifications and experience required**
- **Desired behavioral characteristics**



You're never in too much of a hurry to hire right.

- Job turnover destroys profit
 - Trainer wages
 - Trainee wages
 - Trainee errors
 - Customer dissatisfaction
 - Operations Disruption
 - Management time wasted
 - Recruiting costs





Stop wasting time: Screen!!

- **Initial review of application and resume determines the “first cut”**
 - Share this with department heads
- **Spend more time on the phone and less time in “dead end” in-person interviews**
- **Don’t overcommit!**
 - “I’d like to get back to you as we begin to schedule our in-person meetings.”



Personality Survey

- Needs to take place *early* in the interview process
- Different strokes!
- We use the DISC survey, measuring:
 - Dominance
 - Influence
 - Steadiness
 - Conformity

Examples:

High Dominance people won't last in line positions.

High Influence people sell and retain but may talk too much in the treatment room.



Let's sit down!

- Interview environment must be comfortable, private, with no interruptions.
- Allow ample time
- Orient candidate to the entire process
- Write down notes on separate sheet, not app
- Help them do their best!





Be a good interviewer

- Shut up and listen!
- Don't jump in after a question if there's a long silence.
- Take notes.
- Drill down.
- This is not the time to "sell" the job to the applicant
- Don't "telegraph" your desired response!
 - WRONG: "Are you a team player?"
 - RIGHT: "Give me an example of a time your teamwork abilities helped out a co-worker."



Good interviews take time

- Too much rapport is as bad as not enough: you'll get distracted
- Thorough, methodical review of the work history. (It gets repetitive. That's when it gets interesting!)
- Explore tangents
- Provide refreshments, take a break if needed



Red flags!

● “I only use organic Tibetan yak milk products in my facials.”



- “My manager at Spa X was incompetent.”
- “There was too much backstabbing at Spa X”
- “I need to know where this is going.”



Turning up the heat...

- **Keep the applicant comfortable. They will open up more if they feel at home.**
- **Pursue interesting statements with additional questions. *“Tell me about the incompetence you had to deal with at Spa X.”***
- **Find out what they know about *you*. Good applicants do research. Great candidates will have been to your spa.**



The Practical Interview



- Conduct the hands-on interview under “real world” spa conditions
- Have candidate perform multiple services on different evaluators
- Evaluators fill out an appraisal afterward



Support Staff & Management

- **Have them shadow the reception area at a busy time before hiring**
- **Establish a plan to move qualified therapists into supervisory roles**
- **Provide business overview and training on a regular basis**



Second Manager Interview

- If you can, have more than one manager meet with the candidate.
 - Assign “sections” of the interview to each.
- Second impressions are as important as first ones.
- Discuss their practical candidly. How do they react to constructive criticism?
- Now’s the time to sell the opportunity.



The Offer

- **Confirm offer in writing**
- **Be specific about expectations**
- **Include detailed compensation information**
- **If no thanks, send a prompt, gracious “no thank you” note**
 - **...we’ve decided to select a candidate who is a closer match for our profile...**
 - **Your reputation among potential therapists is based on how you treat your “rejects”**
- **If they need additional skills, invite them to reapply**



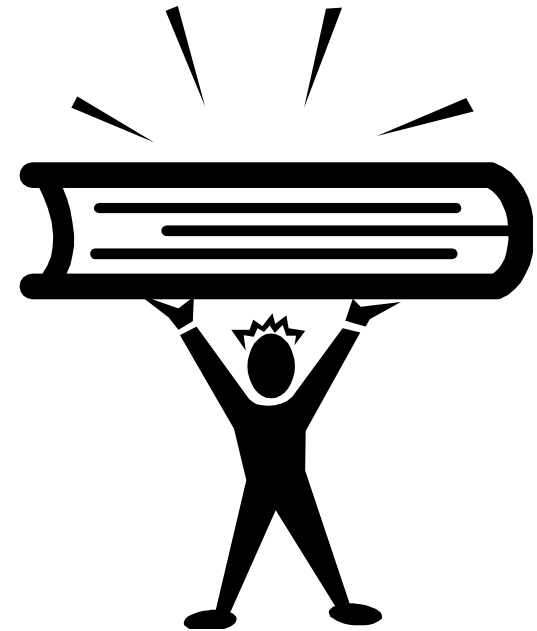
Company Orientation

- **Performed by a spiritual and passionate leader**
- **Welcoming and company overview, indoctrination**
- ***Not* reading to new hires!**
- **90-Day probationary period**
- **Assign a mentor or buddy**



Support Documentation

- **Policy Handbook**
 - Promotes fairness
- **Job Descriptions**
 - For all positions
- **Service Protocols**
- **Department Manuals**
 - Department specific info
- **Operations Manuals**
 - Front desk and customer service





Training Protocols

- **Don't overload them; spread it out**
- **Don't just train on technical duties**
- **Customer Service, Communications, Sales Skills**
- **Department Manuals should include space for note-taking**



Training Protocols cont'd

- **Develop a training grid for each department**
- **Training by both inside and outside personnel**
- **Demonstration and hands on**
- **Role play where appropriate**
- **Quizzes and games**



Career Management

- **Support their passion**
- **Annual education stipend**
- **Quarterly education events for each department**
- **Life Skills Training; sales, communications, stress-management**
- **Compensation plan that promotes career growth**



Career Management cont'd

- Magazine subscriptions
- Economics in the real world
- Contests and sales promotions
 - Trips to other salons and spas
 - Training
 - Motivational speakers
- Walk the walk



Nurturing 5 Star Employees

Q & A with Lisa Starr

THANK YOU FOR YOUR ATTENTION!

**A copy of this presentation will be posted on
www.wynnebusiness.com**

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