



# Snapshot Survey Results Report

— *A Look at Today's ISPA Member* —

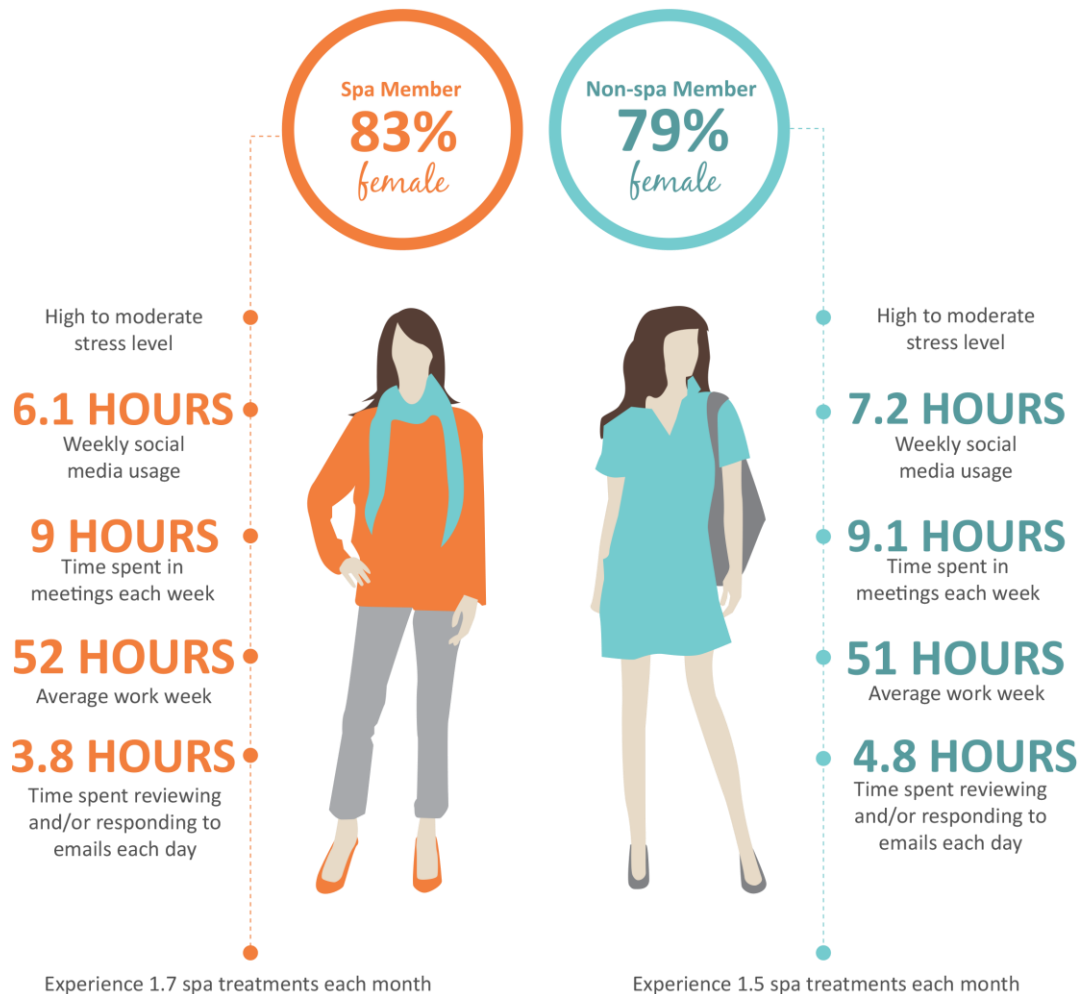
May 2014



## A Look at Today's ISPA Member

ISPA Snapshot Survey | May 2014

Monthly Snapshot Surveys provide ISPA members with a valuable look into the state of the spa industry, spa industry trends and also help to identify the needs of spa professionals. Snapshot Surveys are conducted on the third Friday of each month, with full results provided only to respondents two weeks from the release date of the survey. The May Snapshot Survey provides a glimpse at today's ISPA member.



The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, May 16, 2014 to Friday, May 23, 2014. During this time, 439 ISPA members responded to the survey. "ISPA Spa Members," referred to within this report, include data from all spa respondents (day, resort/hotel, medical, destination spas, corporate spa headquarters and spas under development). "ISPA Non-spa Members," referred to within this report, include data from all resource partners, educators and travel agent members.

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## JOB TITLE

Spa members were asked to identify their current job title to help identify the role they play within their company. An overwhelming 99 percent of spa members hold a manager level position or higher within their company. The eight percent who selected “other” all held a manager level or above position including everything from Marketing Manager to Director of Retail & Procurement.

Seven out of every 10 (70 percent) resort/hotel spa members hold the title of Spa Director. This same title is less common in the day spa market, with only 23 percent with a title of Spa Director. More than half of day spa members (53 percent) are executives within their company, i.e. CEO, owner, president, and run the day-to-day operations of the spa.

### Job Title | By Spa Type

	All Spa Members	Day Spa Members	Resort/Hotel Spa Members
Executive (i.e. CEO, owner, president)	21%	53%	5%
Spa Director	53%	23%	70%
Assistant Spa Director	1%	0%	2%
Spa Manager	16%	11%	19%
Service provider (i.e. therapist, esthetician, etc.)	1%	5%	0%
Other	8%	9%	5%

## LEVEL OF DECISION-MAKING AUTHORITY

Decision-making authority is highly prevalent among all ISPA member types. This is one of the characteristics that makes ISPA such a unique spa industry community. Members don't just peruse the latest products in *Pulse* or on the Expo floor, they make purchasing and marketing decisions for their company. Ninety-eight percent of spa members either make or influence retail purchases and 97 percent impact their brand's marketing strategy.

Both spa members and non-spa members heavily shape the makeup of their organizations with 99 percent of spa members and 94 percent of non-spa members influencing or making hiring decisions. Day spa members have slightly more autonomy in certain areas when it comes to holding decision-making authority in comparison to resort/hotel spa members. That's to be expected with a majority of day spa members holding an executive or ownership role within their company. For example, 85 percent of day spa members make decisions on community partnerships compared to 58 percent of their resort/hotel spa member peers.

### Level of Decision-making Authority | All Spa Members

	Have decision-making authority	Influence decisions made by others	Do not have decision-making authority
Budget development	66%	31%	3%
Community partnerships	65%	31%	3%
Hiring of employees	91%	8%	1%
Marketing strategies	68%	30%	3%
Retail purchases	82%	16%	2%
Spa menu offerings	81%	15%	4%

### Level of Decision-making Authority | Non-spa Members

	Have decision-making authority	Influence decisions made by others	Do not have decision-making authority
Budget development	75%	18%	7%
Community partnerships	77%	16%	7%
Hiring of employees	76%	19%	6%
Marketing strategies	84%	11%	6%

## Level of Decision-making Authority | Day Spa Members

	Have decision-making authority	Influence decisions made by others	Do not have decision-making authority
Budget development	77%	18%	5%
Community partnerships	85%	14%	2%
Hiring of employees	85%	14%	2%
Marketing strategies	78%	20%	2%
Retail purchases	72%	28%	0%
Spa menu offerings	69%	22%	9%

## Level of Decision-making Authority | Resort/Hotel Spa Members

	Have decision-making authority	Influence decisions made by others	Do not have decision-making authority
Budget development	64%	34%	2%
Community partnerships	58%	38%	4%
Hiring of employees	96%	2%	2%
Marketing strategies	64%	33%	3%
Retail purchases	90%	8%	2%
Spa menu offerings	90%	9%	1%

## A LOOK AT THE AVERAGE ISPA MEMBER



How many employees do you manage in your current position?

All Spa Members	50
Day Spa Members	42
Resort/Hotel Spa Members	52
Non-spa Members	9



On average, how many hours do you use social media each week?

All Spa Members	6.1
Day Spa Members	6.4
Resort/Hotel Spa Members	6.1
Non-spa Members	7.2



On average, how many hours do you review and/or respond to emails during a work day?

All Spa Members	3.8
Day Spa Members	4.1
Resort/Hotel Spa Members	4.0
Non-spa Members	4.8



On average, how many new emails arrive in your inbox each day?

All Spa Members	84
Day Spa Members	80
Resort/Hotel Spa Members	85
Non-spa Members	87



On average, how many hours do you work each week?

All Spa Members	52
Day Spa Members	48
Resort/Hotel Spa Members	52
Non-spa Members	51



On average, how many hours do you spend in meetings at work each week?

All Spa Members	9.0
Day Spa Members	8.7
Resort/Hotel Spa Members	9.2
Non-spa Members	9.1



On average, how many spa treatments do you have each month?

All Spa Members	1.7
Day Spa Members	2.4
Resort/Hotel Spa Members	1.4
Non-spa Members	1.5

## LICENSES AND CERTIFICATIONS

ISPA spa members consist of a very talented group of individuals. Forty-five percent of spa members currently hold a license or certification beyond a degree from a post-secondary educational institution. This allows some to step in and fill a therapist void when needed. A slightly higher percentage of resort/hotel spa members are licensed massage therapists compared to day spa members (29 and 20 percent respectively).

Respondents who indicated they currently hold a spa-related license not listed below (“other spa-related license”) shared various designations held. The majority revolved around yoga and various fitness certifications.

### Active License or Certification | By Spa Type

	All Spa Members	Day Spa Members	Resort/Hotel Spa Members
Aesthetics	17%	22%	16%
Certified Spa Supervisor (CSS)	7%	11%	4%
Cosmetology	9%	9%	9%
Massage therapy	26%	20%	29%
Nail technician	7%	5%	8%
Other spa-related license	11%	11%	13%
None of the above	55%	52%	54%

## PREVIOUS EMPLOYMENT

Spa members were asked to identify how many spas they have worked at and non-spa members were asked to identify how many companies they have worked at during their career. Four out of every 10 (40 percent) day spa members have only worked at one spa; whereas, four out of every 10 resort/hotel spa members have worked at five or more spas. There is only a small group (11 percent) of non-spa members who have worked for one company during their entire career and almost half (47 percent) have worked for five or more companies.

### Spas Worked At During Career | By Spa Type

	All Spa Members	Day Spa Members	Resort/Hotel Spa Members
1	26%	40%	18%
2	15%	21%	14%
3	13%	15%	14%
4	14%	11%	15%
5	10%	5%	12%
6	8%	0%	11%
More than 6	14%	8%	17%

### Companies Worked At During Career | Non-spa Members

1	11%
2	14%
3	11%
4	17%
5	11%
6	9%
More than 6	27%



## PREVIOUS EMPLOYMENT

The majority of spa members (82 percent) have professional work experience outside of the spa industry. Two out of every 10 spa members have only worked with the spa community during their career. A large majority of day spa members (94 percent) have held a job outside of the spa industry compared to a slightly lower 77 percent of resort/hotel spa members.

### Held Job Outside of Spa Industry | All Spa Members



### Held Job Outside of Spa Industry | By Spa Type

#### Day Spa Members

Yes: 94%  
No: 6%

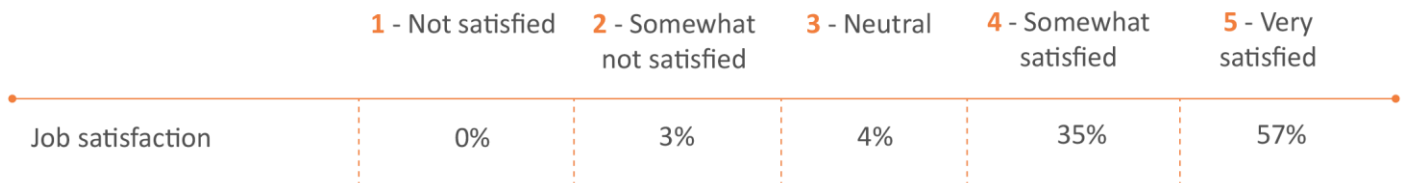
#### Resort/Hotel Spa Members

Yes: 77%  
No: 24%

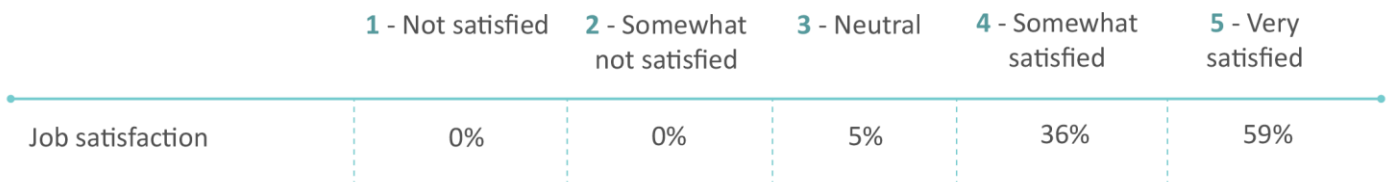
## JOB SATISFACTION

Most members expressed they are satisfied with their current job. Only three percent of spa members and two percent of non-spa members indicated they are dissatisfied with their jobs. Non-spa members expressed a high level of satisfaction as 67 percent said they are “very satisfied” at this time.

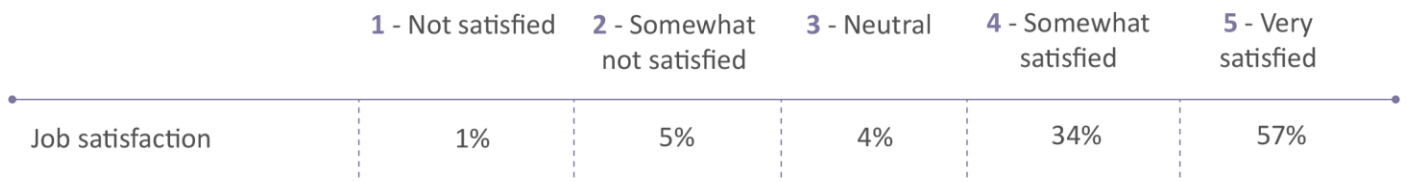
### Current Job Satisfaction Level | All Spa Members



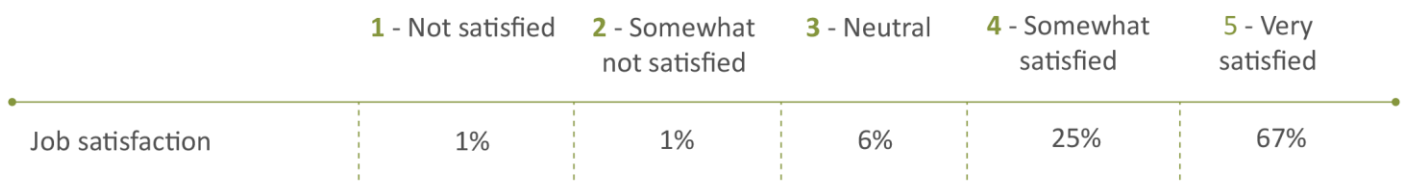
### Current Job Satisfaction Level | Day Spa Members



### Current Job Satisfaction Level | Resort/Hotel Spa Members



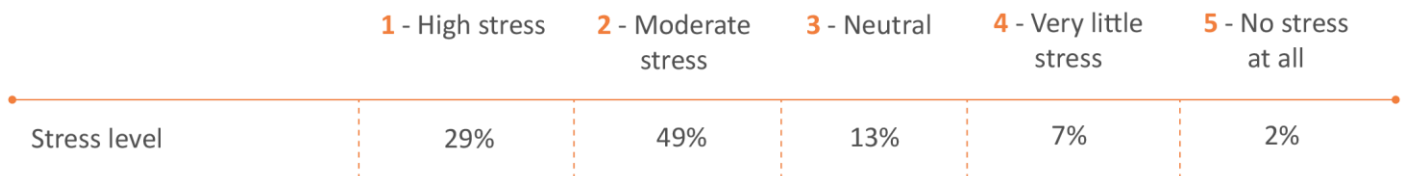
### Current Job Satisfaction Level | Non-spa Members



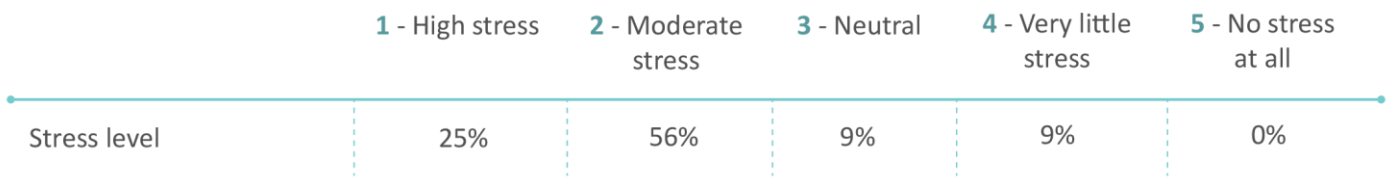
## STRESS LEVELS

Stress is very prevalent among ISPA members. Seventy-eight percent of spa members and 72 percent of non-spa members identified their current stress levels at a high or moderate level. Only nine percent of spa members and 14 percent of non-spa members said they currently have very little to no stress. Interestingly, the high stress category is lowest among the non-spa members with 21 percent indicating they have a high level of stress compared to 29 percent of spa members who are immersed in a spa environment each day.

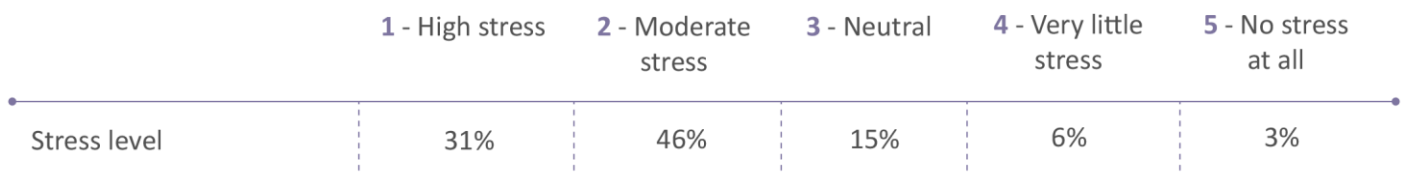
### Current Stress Level | All Spa Members



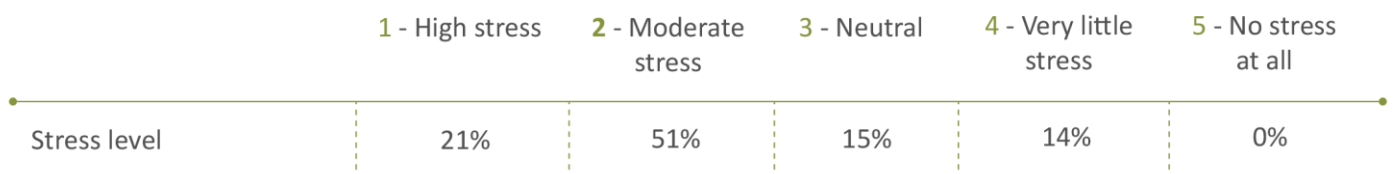
### Current Stress Level | Day Spa Members



### Current Stress Level | Resort/Hotel Spa Members



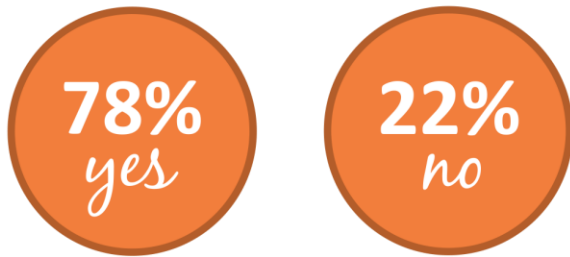
### Current Stress Level | Non-spa Members



## SPA VISITS

All members were asked if they received a spa treatment within the past 30 days. A large majority of spa members managed to fit in a spa treatment (78 percent) and 58 percent of non-spa members ventured to a spa and received a treatment. Day spa members were more likely to have received a spa treatment than resort/hotel spa members within this time period (91 and 73 percent respectively).

### Received a Spa Treatment | All Spa Members



### Received a Spa Treatment | By Spa Type

#### Day Spa Members

Yes: 91%  
No: 9%

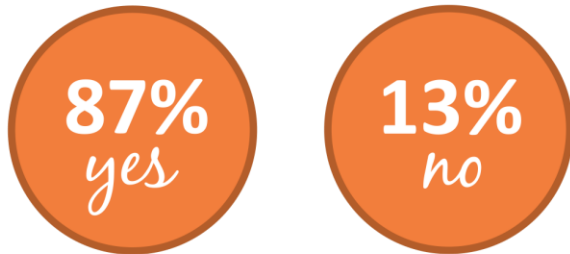
#### Resort/Hotel Spa Members

Yes: 73%  
No: 27%

#### Non-spa Members

Yes: 58%  
No: 43%

### Visited a Different Spa | All Spa Members



### Visited a Different Spa | By Spa Type

#### Day Spa Members

Yes: 84%  
No: 16%

#### Resort/Hotel Spa Members

Yes: 90%  
No: 10%

## PROFESSIONAL DEVELOPMENT

It's often hard to find enough hours in the day for personal professional development, but it's usually well worth the investment of time. ISPA members identified their educational topic of choice if they had one hour to devote to any professional development topic. A sample of the responses is provided below.

### Spa Members

- Alternatives for how to: recognize, motivate, and show appreciation for staff (other than money/raises).
- Anything insightful and inspiring.
- Architecture for spa design.
- Associate engagement.
- Ayurveda.
- Balancing professional with personal time motivational - how to motivate your staff.
- Balancing work priorities, home, and family. (6)
- Brainstorming with my peers and talking about creativity.
- Branding and strategy innovation.
- Budgeting.
- Building retail sales with massage services.
- Business development strategies for members and resort guests and perfecting people management.
- Business management.
- Business trends.
- Calculating ROI on future projects.
- Career development.
- Changing the culture of the team and re-engaging the team.
- Coaching staff.
- Communicating effectively.
- Communications and technology/software.
- Compensation for service providers.
- Continuing to build business.
- Creating a staff environment that encourages personal mastery and goodwill towards fellow teammates.
- Creativity and emotional intelligence.
- Current treatments and ingredient technologies.
- Customer satisfaction.
- Customer service.
- Delegating practices and organizational structures.
- Developing massage therapists' professionalism.
- Developing spa concepts.
- Developing teams on retail sales.
- Diet and wellness.
- Digital and social media marketing for spas.
- Driving retail revenue.
- Educate your trainer in guest service.
- Effective training techniques for employees.
- Employee care.
- Employee engagement.
- Engaging with spa team and listening to their needs.
- Ethics.
- Evidence in support of implementing a retail commission incentive for employees.
- Excel knowledge.
- Expense control.
- Finance.
- Finding time for training.
- Giving back to cancer patients/survivors along with how to prevent cancer with massage therapy.
- Graphic or web design.
- Health and sanitation standards for salons and spas.
- Healthy living.
- High-performance leadership.
- Hiring trends in the industry. Expectations and hiring best practices.
- How the resort spa industry can become more relevant to consumer needs instead of luxury, pampering, and a vacation once a year.

- How to climb the professional ladder within the company and within the country wellness industry.
- How to deal with difficult employees.
- How to deal with difficult guests without having to give away the kitchen sink.
- How to effectively navigate through corporate business in the spa world.
- How to get involved in charity work.
- How to get our employees to understand and care about spa financials.
- How to lobby for the environment within the spa industry.
- How to say no to a guest "scammer". You know, the one that complains only for the sake of getting something for free or a discount and they sometimes threaten by extortion to write about you on TripAdvisor. Now that would be an interesting topic.
- How to see a therapist as a doctor.
- How to start your own business.
- How we need to educate our guest that receiving frequent spa services is an act of wellness to maintain their overall wellbeing.
- Human resources.
- I work in a male-dominated environment (resort). I would like support/development on how to work with mostly male colleagues...and how to get ahead of them.
- Ideas and strategies to incorporate wellness into the spa experience.
- Improve employee communication.
- Improving room utilization.
- Industry trends.
- Ingredients.
- Innovation - brainstorming and creativity.
- Innovation in the spa and hospitality Industry.
- Innovative ways to market your spa and grow your existing customer base.
- Inspirational leadership.
- Information technology as it relates to spas.
- Keeping technicians enthusiastic about their job.
- Keeping the balance of structure and team satisfaction.
- Labor management.
- Leadership development.
- Leadership for today's younger employees.
- Leadership skills focused primarily on how to develop a devoted, engaged, loyal, energetic, enthusiastic, and productive company-wide culture.
- Learning esthetics.
- Managing emails.
- Managing employees effectively.
- Market research on hospitality/spa trends.
- Marketing and advertising.
- Marketing oneself inside the spa, as an owner I market to entice clients to come in; massage therapists and estheticians need training on marketing their skills to the new clients.
- Mentorship.
- Menu development.
- Microsoft Office.
- Motivating and inspiring staff.
- Multi-unit management.
- Negotiation skills.
- New technology and how to optimize use of programs.
- Non-financial motivation for the retail staff to increase sales.
- Not taking things personally.
- Nutrition.
- Online marketing and SEO.
- Organizational psychology.
- Platform skills.
- Positive collaborative models.
- Positive psychology.
- Private label brands and manufacturers.
- Project development for more knowledge in the architecture and engineering elements of spas.
- Project management.
- Promoting the spa lifestyle to our staff and our guests.

- Proper investment strategies in this new economy.
- Protocol development.
- Psychology.
- Public speaking.
- Recognizing burnout and how to navigate through it.
- Resilience.
- Retail management.
- Retail shop vendor knowledge and cost of retail average.
- Revenue generation ideas.
- Sales and negotiation.
- Selling and motivating.
- Service booking strategies.
- Skin-care ingredients.
- Social media. Software that would produce all the reports I need to pace and forecast.
- Something in retail or finance.
- Something inspirational! I look to Conference to revive my old bones.
- Spa and well-being for the modern crowd.
- Spa architecture and design.
- Spa director training.
- Spa director profession. Are you compatible with the task?
- Spa financial planning.
- Spa trends and treatments.
- Staff compensation data by license and geographic area.
- Staff development and management.
- Strategic planning.
- Teaching staff (especially massage therapists) how to sell retail.
- Team building.
- Team morale and the various tools/incentives to keep it positive on a consistent basis.
- Teamwork.
- The art of juggling high demand deadlines with daily operational deadlines and all the other tasks throughout my day.
- The benefit of massage for breast health and post-surgical conditions of the breast.
- The exit strategy.
- Time management for spa directors.
- Time management and inspirational speaking.
- Training employees efficiently and effectively.
- Training staff to handle situations in a consistent manner, regardless of the various situations.
- Trending and forecasting.
- Ways to educate hospitality industry on complexity of spa operations.
- Wellness development.

### Non-spa Members

- Best way to break into new industries.
- Board strategies.
- Branding or marketing.
- Business coaching to improve time management, goal setting, or project management via tools or timelines to stay on track and to better delegate.
- Business development.
- Business management.
- Change not my world, change me.
- Cold calling spas - how spa owners and directors like to be approached with new products or new ideas.
- Computer skills.
- Continue to learn about having a cohesive team, and learning how to manage a multi-generation staff.
- Corporate takeovers.
- Creating partnerships.
- Creative ideas to drive business.
- Creativity.
- Customer service.
- Developing leadership skills.
- Finance.
- Financial analysis.
- Financial investing.
- Functional design of spa and leisure facilities.

- Hiring and managing strategies of your employees.
- How to help my employees maximize their potential and perform better.
- How to recognize synthetic fragrance in a product and why it is not good for you to breathe.
- Hygiene.
- Import/export strategy introducing our products into a global marketplace.
- Increase information technology systems knowledge, social media, and project management.
- Industry benchmarks.
- Keeping up with changing social media landscape. Learning what is essential, what is just trendy, and doesn't really impact business.
- Latest industry research.
- Leadership development.
- Leadership strategies- setting my team up to succeed!
- Managing informational flow.
- Management skills and leadership.
- Marketing.
- Marketing circadian in your facility.
- Massage and spa modalities.
- Mindful dance training, integrating, workshops, retreats conducted at spa and resort properties.
- Not sure but based on wellness and natural medicine trends.
- Organization.
- OSHA.
- Personal development and finding work/personal balance.
- Product design.
- Public speaking.
- Research.
- Retail buying and merchandising.
- Retail display design.
- Retailing.
- Sales.
- Sales and/or business development.
- Sales management.
- Sales strategies.
- Skin cancer awareness.
- Social and digital media.
- Social media.
- Social media and mobile applications.
- Software development.
- Specialization in health, nutrition, and physical activity.
- Strategic brand and sales development.
- Streamline my day to reduce activities and become more results oriented.
- Talent management and real incorporation into a business where the sales force is consistently on the road (indirect support).
- The importance of retailing to spa clients.
- The quality of education in the spa industry.
- Trends in social media and the effect on business.
- Would love to see an equipment manufacturer survey! What equipment do you love and why? Does it hold up? Can you get it serviced? What does your staff complain about most regarding equipment?



## VALUABLE LESSONS LEARNED

One of the most valuable benefits of being an ISPA member is being part of a community of spa professionals who are always willing to share insights and expertise with their peers. In this survey, ISPA members were asked to share the most valuable lesson they have learned during their career. Below you will find a sample of responses provided.

### Spa Members

- Always be open to learning and growing.
- Always be present and in the moment when you are dealing with people - whether it be a guest or an associate. You MUST listen to them and process what they are saying before you open your mouth.
- Always keep a work/life balance.
- Always put people before money.
- Always treat your fellow teammates as if they were your best guest.
- As you climb the executive ladder, be sure to honor and hold space for personal well-being.
- Assume the best and ask questions.
- Be able to ask for help when you need it, and don't be afraid to admit you don't know how to do something - life is about learning, and you cannot learn when you are prideful.
- Be authentic, people respect authenticity. With that comes candid honesty, even during difficult conversations and times.
- Be cool under pressure.
- Be fair, kind and consistent.
- Be honest.
- Be kind to everyone. You never know who you will cross paths with and who you will need for support along your career path.
- Be knowledgeable, be prepared, and know all aspects of your business.
- Be neutral in all decisions being made.
- Be patient, this industry is very trendy...watch what you jump on board with.
- Be yourself. Accept who you are and be happy with that by being honest to yourself.
- Breathe.
- Choose a career you LOVE, work with integrity, set and uphold the highest standards, be kind and fair, and have a great sense of humor!
- Communication is key to everything.
- Compartmentalize everything.
- Continually focus on your own professional and academic development - never stop learning!
- Cultivate relationships with other Spa Directors and vendors...these relationships are invaluable during so many times of your career.
- Delegate.
- Develop relationships.
- Do what you can and value your associates. Delegate to those who can/will handle assignments!
- Do what you love.
- Do what you love with passion and enjoyment and strive to keep learning. Success will inevitably follow.
- Don't be afraid of mistakes! Make them and make them BIG, learn from them and move on...and try not to make the same mistake again.
- Don't be afraid to blaze your own trail.

- Don't burn bridges.
- Don't sweat the small stuff. Everything tends to fall into place.
- Don't take things personal and keep breathing.
- Fail often.
- Find something positive in each person and each situation.
- Follow your passion.
- Good communication with the team is the key of success.
- Have a strict and excessively honest bookkeeper.
- Have fun.
- Having an MBA and non-industry business experience is helpful for innovation.
- Hire carefully - use a progressive employment discipline management scale to manage performance.
- Hold on for dear life because the road is bumpy at first. Eventually you figure things out, but it's still a challenge to manage 40+ people. If you can't handle the heat get out of the kitchen. Managing is not for everyone.
- I love my job, it is my passion. When you do something you love, you do it right with passion and you never get tired of it. The most important thing in a profession is to love what you do, that will make you feel happy and will make you successful, if you are happy and successful you can transmit that joy to others.
- I don't know the key to success, but the key to failure is trying to please everyone.
- If you are unsure of what to do ask for help.
- Inspect what you expect.
- It's a journey, not an event.
- Keep it in perspective.
- Know the goal...YOUR goal.
- Know your worth.
- Learn to be a strong leader instead of a manager. You have to be willing to get in the trenches and show your support.
- Learn to look past the small issues and focus on the big picture.
- Learn the motto "I'd rather be happy, than be right."
- Listen, communicate, take timely action...involve the employees in the work that affects them.
- Make a List! Have a to-do list every day and prioritize. Don't forget that the needs of employees need to be near the top.
- Make sure you surround yourself with a hardworking and trustworthy team.
- Managing spa employees requires compassion and empathy; they are very emotionally driven.
- Networking is very valuable. Your peers and your vendor partners will help you be successful.
- Never take things personally and always keep things in perspective before reacting.
- Never underestimate your employees' or peers' innovation potential.
- "No" is essential. If you believe that you must keep your promises, over-deliver, and treat every commitment as though it's an opportunity for a transformation, the only way you can do this is to turn down most opportunities. "No, I can't meet with you," "No, I can't sell it to you at this price," "No, I can't do this job justice," "No, I can't come to your party," "No, I can't help you," or "I'm sorry, but no, I can't." No is the foundation that we can build our yes on.
- Numbers do not lie. Measure what you can, and do not rely solely on intuition, but, give it its due, as well.

- Often times when working for large corporations, the executives make decisions for the spa, when they have little experience in this area. As a director, and someone who knows the industry, we are sometimes overlooked in our decisions because we are either not executives or not understood.
- Prepare for the crunch time/busy season in both your professional and personal life. I don't beat myself up if I fall short on my fitness/reading goals during season - stick to your plan, and do your best.
- Proactively plan ahead - it is easier to correct mistakes before they happen than to turn a disappointed guest around.
- Relax, you work in a spa. It's not brain surgery, it'll be okay. Roll with it and constantly learn.
- Say "yes" to any opportunity to learn a different skill or experience in the hospitality field. Your professional tool box is comprised of every single experience!
- Share your knowledge and teach others.
- Spa is a place for wellness to begin. Not a place to stress out.
- Start your day with gratitude for what you have, no matter how stressful.
- Stay faithful on your beliefs and work hard. Don't expect others act as you may.
- Stay positive. There isn't anything that can't be worked out.
- Support your team in every way possible.
- Surround yourself with the best and most capable people you can find!
- Tackle tasks immediately by keeping communication lines open. Those difficult conversations will not get easier with time.
- Take care of your staff.
- Take the time to have the difficult conversations.
- Take time to build strong relationships with your team- they will support you so much more when you invest time in them on an emotional level. Take a deep breath, think, and be calm before making assumptions and blaming others. It takes more time to recover from a bad interaction than it does to listen with patience.
- Teamwork.
- The work will still be there tomorrow.
- Think before you speak.
- Time management skills and consistency in leadership.
- To be a good leader you must be a good listener.
- To not lead by ego, but by heart or spirit. I see a lot of ego driven people in this industry.
- Together, we are strong, and we can go further!
- Treat your guests the way you would like to be treated.
- Vulnerability is the birthplace for change and innovation.
- Welcome all challenges. We will always have to solve problems because that is what we are paid to do. Respect what your staff does each day to make you look great.
- When recruiting, this is the best the person will ever be.
- Work smarter not harder.
- Work to live, do not live to work.
- Work will always be just work, learn to love yourself and trust in what you do and everything you do will always be PERFECT!
- You cannot please everyone.
- You cannot trust everyone. Ultimately, people have game face on to do what is necessary for business.

- You must take the time to learn what motivates each individual member of your staff in order to be the most successful. The higher your employee satisfaction, the better your guest experience will be.
- You never know where your path will lead you so stay open and receive what comes at you. Don't be afraid to reach beyond your comfort zone to grow, and always remember where you came from.
- Your operation is only as good as the weakest link of your team. You have to develop the strength of each individual member of your team to build a balanced and successful spa.

### Non-spa Members

- All experience, whether good or bad, easy or hard, fruitful or failure, prepares you for your "dream" job. You may not enjoy it all the time, but it's an important part of the ride.
- Always be confident in what you are doing.
- Always be prepared, but be open to discovering new information. Be a lifelong learner.
- Always finish projects on time.
- As spa directors our job is to be a liaison between the senior leadership and your staff - learn how to communicate with your team based on their personalities, most of us pass the given stress down when our main job is to keep the balance.
- Ask for feedback from everyone - direct reports, peers, and managers.
- Balance.
- Be authentic.
- Be honorable.
- Be observant and aware. Paying attention in this distracted world can be hard, but it is critical to success.
- Be "present" when doing anything.
- Build relationships. People will buy from you because they like you and/or the company.
- Choose the people you will work with.
- Choose your battles and be passionate about what you do.
- Complacency kills growth.
- Delegate! Find the right people. If they don't work out, fire them quickly so that they don't cost you too much.
- Details, details, details.
- Do what you've agreed to do. Always.
- Do your absolute best and let the chips fall where they may.
- Don't be afraid to make mistakes - learn from them!
- Don't sweat the small stuff. Keep things in perspective.
- Each one of us is learning and growing. Often times we are asked to take on a new project. My advice is to select projects and the work you take on carefully. Keep a tight hold on your gifts and attempt to keep 80 percent of your core work in your gifts.
- Every customer is different. Always feel them out to see how you need to respond!
- Find a field and enjoy what you do. Smile and look people in the eye.
- Find ways to balance your life between home/work so that you are in your position for the long term and so you can serve others.
- Get good mentors and listen closely to them.
- Grab every opportunity that comes your way.
- Help others become successful and you will become successful.

- Honesty, reliability, and authentic and thoughtful communication are key. Listen to your heart and love what you do. Hold compassion for those who frustrate you and breathe through situations that make your stomach turn. Smile and care for those you work with. Life is good!
- If you are not happy - leave!
- Interpersonal relationships are one of the most valuable assets you can have - don't kick the copy boy. Things come full circle.
- It's just a job. The petty in-house gossip and poor management don't matter at the end of your life. Quality time with family is the most important lesson.
- It's the little things that count.
- Keep learning and evolving - all businesses (and you) need to change with the times, help others do the same. Go with your gut. Align yourself with people you like and trust. Take risks. Under any circumstances do not mess with people's pay (check). Try to mentor - those who mentored me had great influence in my business and personal success. Admit when you are wrong - but do not repeat the same mistake.
- Kindness is key.
- Learn as much as you can whenever you have time for that.
- Learn from past mistakes and second chances.
- Learn to balance your career with personal time and healthy living. It gives you better perspective and experience.
- Life is short, don't work or misalign your priorities so much that you lose sight of what's important and who you are!
- Never give up on your dreams.
- Never let go of your dreams. You know where you want be in terms of your career. Just because others can see the light at the end of your tunnel doesn't mean you cannot reach that personal goal. Find like-minded people to connect with. Also seek a mentor in your field.
- Never take anything personal and go with the flow.
- Never take things too seriously.
- No matter how clever you are, you need to work as a team if you want your ideas to be supported.
- Patience. The ability to listen and understand your client is more important to your long-term success.
- People are always your number one resource. Treating employees well can pay great dividends in your business.
- Perseverance and belief in oneself - everything will be as it should.
- Put your faith first in your life, then your family, and then your career. In your career, serve those you are entrusted to you through mentoring and constructive criticism when necessary. Speak well of all people and avoid gossip. Be accountable for your actions. Be humble in your success. And lastly, save your money!
- Respect all employees from the CEO to the janitor. Exhibit kindness on a daily basis.
- Roll with the punches! Have a thick skin!
- Setting assessment dates at the beginning of the academic term.
- Slow down and enjoy the ride.
- Start closer to where you want to be and do not build a career in a non-conglomerate company. Build your career within companies who can support mentorship and growth. If you work for small independents, it is much more difficult to ultimately end up where you want to be, unless you find satisfaction in working for small companies only.
- Stay focused. Become an expert at what you do. Be happy!

- Take it one day at a time and be kind.
- Tenacity.
- The answers we seek are inside us, not outside us.
- The power of empathy.
- The power of working with everyone's strengths.
- Think before you respond/speak.
- This too will change.
- Time needs to be balanced between personal and work.
- Trust your instincts, and anything is possible with the support of a good team.
- Treat others how you would like to be treated and lead by example.
- Use facts and information to make decisions, but trust your instincts--they are usually right.
- Value mentors throughout your career so you can BE a mentor! Take advantage and recuperate during the slower periods, so that during the high season you can rock and roll!
- We are not performing brain surgery we are enhancing lives! Don't take yourself too seriously. Be sure to love, laugh, and show gratitude every day.
- When life hands you lemons, make spa products out of them!
- When you love what you do and do what you love your work becomes easy and your life is more rewarding.
- When someone capable offers you help, take it.
- When you have an opportunity to spend time learning, be fully present. There are so few times we have dedicated learning time, really enjoy it.
- You regret the things you don't do much more than the things you do!
- You spend most of your life working. You won't love everything you do, but you must love the underlying thing that you do.
- Your colleagues are NOT your competitors, there's no need to stab people in the back! There are plenty of customers for EVERYONE, so be nice.