



ProMACSM

Professional Martial Arts College

Session 10A, Section # 1

Pro-MAC National Section #1

Business Philosophy...Mindset For Success

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TOPIC 1 – 8 KEYS TO LEADERSHIP GREATNESS

To reach your full potential as a leader apply these eight laws identified by retired Air Force Reserve Maj. Gen. William A. Cohen, now a professor of leadership at California State University:

1. **Maintain Absolute Integrity.** When Leonard Roberts became CEO of Arby's, the fast-food chain was struggling. He turned it around by promising more service, support, and money to his franchisees. When Arby's owner disagreed and refused to pay bonuses, Roberts resigned in protest and was eventually fired. He survived that firing – and a subsequent firing as CEO of Shoney's for a similar stand – to take the reins of Tandy Corp., largely because of his renown in the franchise world. "You cannot maintain your integrity 90 percent and be a leader," Roberts says. "It's got to be 100 percent."
2. **Know Your Stuff.** Not yet 30 by the time he directed "Jaws," Steven Spielberg already was a self-made man. Rejected twice by the University Of Southern California's film school, Spielberg simply took over an abandoned trailer at Universal Studios, started making contacts, and cranked out a short film. The studio president signed him to a seven-year contract because Spielberg proved that he knew his stuff.
3. **Declare Your Vision.** In fewer than 25 words, can you recite to yourself how your organization makes money and where you plan to be in five years? "Most companies fail in their growth because they don't have a vision," says former Southwest Airlines CEO Howard Putnam. "When you have a vision and someone comes to you with some convoluted idea, you can hold it up to the vision and ask, 'Does it fit? Does it fly? If not, don't bother me.'"



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4. **Show Uncommon Commitment.** Dell Computer Corp. rose from nowhere to No. 1 in six months because of Michael Dell's commitment to speed. He also saved money through assembly and distribution deals that saved even more time. Is Michael Dell uncommonly focused on faster, smarter, better? Says former Intel CEO Andrew Grove: "I have bruises on my back from Mr. Dell when we can't keep up with them."
5. **Expect Positive Results.** Start by turning disadvantages into advantages. In the early 1900's, steel magnate Andrew Carnegie commissioned a reporter named Napoleon Hill to research success. One of Hill's discoveries: Hidden within every disadvantage or obstacle lay an equally powerful opportunity. Successful leaders look for those opportunities.
6. **Take Care Of Your People.** Mark Peters worked as director of operations at a Florida fire alarm company. Peters oversaw five managers, of which four held college degrees. The one who didn't, Irv, became Peters' go-to man, but he earned far less than the other four because of the company's bias toward degreed employees. Peters wound up pleading Irv's case to the company president. And ultimately, he won the raise and Irv's loyalty.
7. **Put Duty Before Self.** Homer Laughlin China Co. survived the Great Depression but, by the late 1970's, cheap imports almost did him in. Laughlin's owners were well-positioned to call it quits, but they knew that liquidating the firm would destroy their community. So they stuck it out for the good of their fourth- and fifth-generation workers. They invested in a new kiln and revived an old design called Fiesta. Bloomingdale's launched the revived brand, and Homer Laughlin is now the largest U.S. Pottery Company.

8. **Stand Out In Front.** When Peter Ueberroth agreed to run the 1984 Olympic Games in Los Angeles, he promised they'd make \$15 million in profit. Ueberroth plunged in and personally negotiated sponsorship contracts worth millions. During the Games, Ueberroth led the way by wearing the uniform of a different Olympic worker each day. By the time the Games ended, they'd made \$215 million in profit.

Adapted from *The Stuff of Heroes: The Eight Universal Laws of Leadership*, William A. Cohen, Longstreet.

TOPIC 2 – TALK LIKE A LEADER

Stop speaking the language of weakness. Overdosing on qualifiers, inserting needless filler phrases and giving wimpy opinions will destroy your authority. Add muscle to your word with these tips:

Cut the constant “I”. Starting with “I” undermines your power because you imply that whatever faults you describe are your problems, not theirs.

For example, “I have a problem with the tech support manager, who doesn't organize time well” sounds as if you're talking about you. Saying, “The tech support manager doesn't organize time well” keeps the focus where it needs to be.

Talk Tough. Always say what you mean and don't habitually hedge your comments.

For example, if the CEO asks you for your opinion about a business deal, don't say, "I feel it was a winner," or "I really like how we handled it." Instead, make a specific observation: "It worked because we negotiated several key concessions," or "We won by forcing his hand."

Random Wisdom – "In business and in life, the best solution isn't necessarily the most expensive one, but it's almost always the most creative one." – Kenneth Cole

TOPIC 3 – FOUR LESSONS FROM BILL GATES

Apply these leadership tips from Bill Gates:

1. Take two "retreats" every year. Leave your office to develop long-range strategies.
2. Read books on topics that don't pertain strictly to your business or industry. It's the best way to maintain a broad perspective.
3. Identify problems early by tracking "exceptions," such as sales figures that suddenly sag for a particular project. Jump on them right away.
4. Stop at the end of the day to analyze how well you used it. If you wasted time on things you didn't need to do, eliminate them tomorrow.

Adapted from *Business @ the Speed of Thought*, Bill Gates, Warner Books.

TOPIC 4 – MEET THE LEADERSHIP CHALLENGE

Answer these four questions to assess how well you lead in certain circumstances.

1. If you're angry or disappointed with an employee's actions, you're likely to:
 - a. Express your disappointment or displeasure.
 - b. Let the person discover the consequences of his or her actions.
 - c. Think about the message you want to convey, then act accordingly.
 - d. Eat a carton of Twinkies to bury your disappointment.

2. The most important trait for you to display when leading a team is:
 - a. The wisdom of Solomon.
 - b. The inspirational power of Dr. Martin Luther King.
 - c. The patience of Job.
 - d. The restraint of Adam Sandler in "Anger Management."

3. When you lead a department meeting, you:
 - a. Sum up the meeting's purpose – and warm up the crowd – with a quick, 15-minute monologue.
 - b. Ask open-ended questions and lead discussions.
 - c. Place a staff member in charge and observe the group dynamic.
 - d. Fall asleep during "Old business."



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4. When one of your people admits a mistake, the first thing you do is:
 - a. Show support. (“It’s great that you can admit your mistake.”)
 - b. Downplay the mistake’s impact. (“Don’t worry about it.”)
 - c. Gently chastise the person. (Let’s make sure it doesn’t happen again.”)
 - d. Ask follow-up questions. (“What else have you screwed up?”)

Answers:

1. C. Leaders think before they speak, especially when negative emotions are involved...but D is tempting.
2. B. All are valuable, but leaders who can’t inspire people aren’t leaders.
3. B. Leaders ask piercing questions and encourage free-flowing discussions...at least while they are awake.
4. A. Leaders support people who acknowledge their errors.

TOPIC 5 – BENJAMIN FRANKLIN’S 13 VIRTUES

The names of the Virtues with their Precepts are:

1. **TEMPERANCE.** Eat not to Dullness. Drink not to Elevation.
2. **SILENCE.** Speak not but what may benefit others or yourself. Avoid trifling Conversation.
3. **ORDER.** Let all your Things have their Places. Let each Part of your Business have its Time.
4. **RESOLUTION.** Resolve to perform what you ought. Perform without fail what you resolve.
5. **FRUGALITY.** Make no Expense but to do good to others or yourself: i.e. Waste nothing.
6. **INDUSTRY.** Lose no Time. Be always employed in something useful. Cut out all unnecessary Actions.
7. **SINCERITY.** Use no hurtful Deceit. Think innocently and justly; and, if you speak, speak accordingly.
8. **JUSTICE.** Wrong none, by doing Injuries or omitting the Benefits that are your Duty.
9. **MODERATION.** Avoid Extremes. Forbear resenting Injuries so much as you think they deserve.
10. **CLEANILINESS.** Tolerate no Uncleaness in Body, Clothes or Habitation.



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11. TRANQUILITY. Be not disturbed at Trifles, or at Accidents common or unavoidable.
12. CHASTITY. Rarely use Venerly but for Health or Offspring; Never to Dullness, Weakness, or the Injury of your own or another's Peace or Reputation.
13. HUMILITY. Imitate Jesus and Socrates.

-The Founding Fathers



TOPIC 6 – STAFF MEETINGS

We are often asked about different topics we cover in our staff meeting, so this month we decided to give an outline of eight different staff meetings.

STAFF MEETING #1

Start your staff meeting by explaining that every company, regardless of size or product, has at least two universally common challenges.

“Let’s pretend that there was this company that only concentrated on developing new customers – to the point that it took its existing customers for granted – almost ignored them. What are its long-term consequences?” (Expect answers like – churning through new customers will be easy at first and harder as the company builds a bad customer service reputation – or that the company won’t grow – that the company spends lots of time and money developing new customers, etc).

“Ask how this applies to us in the Martial Arts?” Then in your own words explain; “Obviously when students are in school we should be concentrating on providing outstanding student service, since it’s only through student service that we can retain our existing students. Remind you staff that, without exception, every one of your students are just one class closer to either quitting or obtaining the Black Belt.”

Take a few moment s with your staff and brainstorm with them in ways that you can improve your customer service:

In class: Example of some fun answers may be to use students’ names more, teach a fun class, disguise repetition better, etc. Guide the discussion to where each and every one of your staff feels that it’s their



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personal and sole responsibility to make sure that in every class; every student is closer to their Black Belt.

Out of class: Example of some answers may be to make “missed you in class” phone calls, send out postcards and personalized letters emphasizing positive things about the students, etc. Guide the discussion to where each and every one of your staff feels that it’s their personal and sole responsibility to make sure that students don’t slip through the cracks, get forgotten, or allowed to quietly drift away.

Then shift gears and start talking about new customers. The goal of this section is to challenge your staff to personally take the responsibility of adding prospective students to your school. I’m not sure about your school, but in our schools, the only way we have ever been able to add students is one at a time (with the exception of an occasional family).

Imagine where your school could be if each staff member made a diligent effort to add just one more student every day. Take a few moments with your staff and brainstorm with them about ways they can personally invite more prospective students into the school.

Ask your staff, “Let’s pretend that there was this company that only concentrated on providing exceptionally excellent customer service to it’s existing customers and didn’t bother with seeking new customers (to the point of ignoring them or even making it difficult for new customers to start doing business with them). What are it’s long-term consequences? Guide the conversation toward the fact that this company has limited its growth and, due to natural attrition (moving, illness, death, loss of interest or need, that this company will not only not grow; it will eventually die).

Explain: The advantage large corporations have is that they can dedicate whole divisions to each customer type. As a small Martial arts school, we do



not have that luxury. Therefore we must balance, juggle, and jockey in order to grow our schools.

Now take a few moments to brainstorm with your staff ways that each staff member can add just one more student to the school. Ask, "What are a few ways that we can get more referrals?" "What ways can each of you personally invite someone you have met to the school?" etc.

Impress upon your staff that it is everyone's equal responsibility to work on retention and to develop new students.

STAFF MEETING #2

The purpose of this staff meeting is to impress upon your staff just how important it is to always represent your school in a good way. Not only does this reflect on you, the school owner, but upon the rest of the staff and students as well. Build a little word picture for your staff; something like this:

Suppose that you are working on the thesis project for your final college grade. You have gone to your professor and asked if you could have some other people help you with your paper. He gave you permission given the following conditions are met:

- They are to work independent of you (without your close supervision).
- You will not have the ability to go back and correct their work.
- Finally, in the end, it is your name on the paper and ultimately your grade.

What kind of work would you want these people to do on your behalf? You should expect an answer like "excellent," very good," or "the best."

Explain to your staff that this little story is closer to the truth than one might realize. In fact, this is taking place every day you are in the school. You are the people that are helping me, and the project is to help the students be the best Martial Artists they can be.



It gets even more complicated... As Martial Arts instructors we are public figures. Maybe not as public as the movie stars in the tabloids, but in our junior students' eyes...we are even more real and we have a stronger effect in terms of being role models and leaders in our community. Ask your staff if they have any examples of meeting or seeing or being seen by a student in a public place that is not the school?

Build upon the examples they give you. Ask the other staff members "What if staff members name was smoking a cigar and drinking a beer?" How would that reflect on the rest of you? Pick the most positive example and ask "How does staff members name's example make the rest of you feel – proud or embarrassed?"

So, please be aware of your actions, comments, and interactions with students. Be an excellent representative of the school, the Martial Arts, and me.

STAFF MEETING #3

The purpose of this staff meeting is to teach your staff how to handle an upset or angry student or parent.

Tell your staff a story like, "The other day I was in a department store and there was an upset customer speaking very loudly at the manager. The manager, obviously very frustrated, was talking really fast while attempting to explain the store's position amid the barrage of insults and expletives. The more this manager talked, the angrier the customer became." (give an example out of your life)

Explain, "Years ago I learned that when a customer is angry, the best thing to do is shut up and listen. Especially if you disagree with what the customer is saying. I figure that is why God gave us two ears and only one mouth. He



wants us to listen twice as much as we speak. In his book *Seven Habits of Highly Effective People*, Stephen Covey stated it best; "Seek first to understand and then to be understood."

You might be asking yourself, "How does this apply to a karate school?" Well, the other day I overheard a frustrated student tell his instructor, "That's not the way it was taught to me." I could see that the instructor was equally frustrated and maybe even a little angry at the students' belligerence.

If the instructor were to put his/her indignation aside and take a moment to understand how frustrating it is to learn something wrong, regardless of whose fault it is, would he/she be more or less likely to keep that student active and happy? In almost every case where the instructor empathizes with the student, the situation is much more pleasant for the student and the instructor!

Often people think they must only listen with their ears. Let me ask, if a person were to listen with their eyes, what would it look like? If they could listen with their body language, what would it look like? What would happen if someone listened with his or her ears, eyes, and body language?

Prior to responding, say to the customer, "Let me see if I understand you, what you said is (repeat what the customer said)." At this point, the customer usually calms down enough to hear your side of the story and become more reasonable. Let's practice our listening skills.

STAFF MEETING #4

What you do off the job affects what you do on the job. Once there were two auto mechanics. The first mechanic felt that when he was off the job, his time was his and there was no way he was going to do anything related to work. The second mechanic, on his day off, would go to the library and check out books related to auto repair. The second mechanic would volunteer to go to



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clinics, schools, and classes off the clock in order to become a better mechanic. Which of these two mechanics would you want to work on your car? A few years later, the position of shop foreman came available- who do you think was the best candidate for the job? What you do off the job affects you more than what you do on the job – it affects your entire life.

Discuss with your staff thing that you have done off the clock to help you in your profession. Then share with them steps they can take to do the same.

STAFF MEETING #5

What would happen if a company only concentrated on one customer type? Let's say for example, that this company only concentrated on developing new customers. What are all of its long-term consequences? On the other hand, let's say a different company only concentrates on existing customer service. What are its long-term consequences?

The advantage large corporations have is that they can dedicate whole divisions to each customer type. As a small martial arts school we do not have that luxury. Therefore we must balance, juggle, and jockey in order to grow our schools. Obviously when students are in the school we should be concentrating on providing outstanding student service, since it is only through student service that we can retain our existing students.

Take a few moments with your staff and brainstorm ways that you can improve your student service. Remind your staff that every class, your students are closer to either quitting or obtaining their Black Belt. It is your staff's sole responsibility to make sure that with every class, every student is one class closer to their Black Belt.

When it comes to new customers, the only way we have ever been able to add students is one at a time (with the exception of families). If each staff member



makes a diligent effort to add just one more student every week or every day, imagine what your school could be. Now take a few moments to brainstorm with your staff ways that each staff member can add just one more student to the school. Impress upon your staff that when it comes to students, it is everyone's equal responsibility to work on retention and addition.

STAFF MEETING #6

The Purpose of this staff meeting is to consistently talk up your teammates.

As a Martial Arts instructor, we know the value of public praise. Virtually every successful school in the nation uses this concept when teaching. Often overlooked, however, is the importance of praising your teammates. There are so many reasons why this is valuable. To begin with, it is the right thing to do. Secondly, your teammates will appreciate this dramatically. Finally, it is a great way to boast of each member's strengths without seeming arrogant.

Example: if instructor A tells the class of his own strengths and then instructor B does the same thing, they will both seem a bit boastful. However, if instructor A tells the class about instructor B's strengths, and then vice versa, then it is just taken as fact. Have your team practice amongst each other with this exercise.

STAFF MEETING #7

Professionalism breeds trust

Ever wonder why a successful restaurant takes so much time to get their menu and décor just right? Or why Amway spends so much time making sure their brochures are perfect? It's because they know that professionalism breeds trust.



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Once we understand this concept, it is important that we apply it to our schools. Ask your staff what things your school currently does to present itself in a professional fashion and what things they feel your school could do better.

Examples: instructors wearing clean uniforms, spotless bathrooms, organized equipment, professional looking retail display, etc.

STAFF MEETING #8

Keep an open mind

We've all heard the phrase "the mind is like a parachute. It only works when it's open".

Although most people would agree with this, we usually think it refers to those around us and not ourselves. Remind your staff the value of keeping an open mind. Try not to let the old adage "that's not how we've always done it" or "that won't work for us

Because....." Enter into your mind. Remember, since the dawn of time every significant breakthrough has been a break with. Every great advancement; whether it be in business, music, theology, or martial arts; began with someone open minded enough to try something new. Discuss with your team various ways that an open mind has helped to get your school to where it is today. Give examples. Ask for input.