



ProMACSM

Professional Martial Arts College

Session 10A, Section # 4

Pro-MAC National Section #4 Business Management

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TOPIC 1 – POOR INSTRUCTOR PERFORMANCE

Confronting the Instructor Whose Performance is Poor

One can eliminate many, if not most, instructor challenges by being careful when hiring. Just because a person is a good Martial artist, or a good tournament competitor, it doesn't mean that they will make a good instructor. The three things to keep in mind when hiring anyone are:

1. Is the person Intelligent?
2. Is the person Dependable?
3. Does the person have a great Attitude (which includes character traits like honesty and a high moral code)?

If the person you are contemplating to hire has these traits, then they can be taught everything else. If, however, they are lacking any of these traits, then they'll just be one big headache for you.

With all this said, we still find it necessary to work with our instructors on a daily basis. This is because, prior to becoming instructors, they were first students. One of the best indicators we use to predict if we are going to have a problem with one of our staff members is their attendance or training habits. Like students, the ones who have stopped training for one reason or another, are quitting.

You have heard the saying, "Everyday our students are closer to either of two things: quitting or earning their Black Belt." This also works for instructors. Every day our instructors are closer to either one of two things: quitting or becoming a Master Instructor (a lead instructor, school manager, or owner). Our policy is that if a student quits, it's not because they're at fault (weak, simple minded, lazy, etc.) but we, the owners, failed to impact their lives in a meaningful way.



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A wise man once said, “Prophylactics vs. therapeutics.” It’s much easier to keep in touch with your students and instructors needs and desires and take steps to fill them, than it is to develop new ones.

When it comes to an instructor who is training and whose attitude is great, but they don’t do things the way you want them to and need to be corrected, we recommend you use the PCP method the same way you would use it on a student. PCP stands for Praise, Correct, Praise. An excerpt from our “Instructor Certification Manual.”

*It is **never** beneficial to be un-constructively critical.*

*Example: “Your stances are terrible”
“Your kicks are sloppy”
“You’re always late”*

This only creates resentment and causes people to concentrate on their weaknesses rather than on their strengths. It is much better to be constructively helpful. Using the PCP method allows you to do just that. When correcting students, always praise them first. This puts them at ease and allows them to feel better about themselves. Secondly, correct what is being done incorrectly. Finally, praise them after they have made the appropriate adjustments. Always make sure that your praises are specific and not general.

*Example: A student is doing a sloppy front kick: “I like how you keep your guard up. Next time make sure to lift your knee up high, OK...and recoil more.”
Next kick: “Good...knee was much higher that time...”*

If the instructor is discouraged, distracted, or preoccupied, they need more than PCP.

One of the best ways to “pick up” a discouraged instructor is to show them that they are making a difference in their students’ lives. One more than one occasion we have approached a parent (one with whom we already have good rapport) and asked her to write a quick note about the instructor and what a difference they have made in her child’s life. We will then read the letter out loud at the next staff meeting. We circulate the

letter among the staff and make sure the instructor in question gets a pat on the back. We will do this several times if necessary. At one point, we put a bunch of instructors in the back of a Suburban and drove them down Sacramento's "Auto Alley". As we drove by all of the car dealers, we asked them what they thought of being a car salesman or mechanic. We asked how much meaning they had in their lives, etc. We let them do much of the talking. We then drove by a construction site and asked much of the same questions...In doing this, a good contrast was made.

For the instructor who is distracted or preoccupied, his also requires some homework on your part. Try to figure out what has them so perplexed. Then take steps to help them remedy it. It could be as simple as helping them buy a new car. (helping to pick out a car, negotiate the sale, or helping them get a loan – we've even helped our key people buy their own homes).

It gets tougher for the instructor who has personal problems like a pending divorce or unplanned pregnancy. We recommend that you help the best you can. Be very careful, domestic issues are the most dangerous situations that a cop or employer can get involved in. It may come to a point where you must cut your losses and "romance them out the door". (Helping them find another job is much more pleasant than firing them).

Lastly, the best solution to staff challenges is to have a strong bench. It is amazing how having two people eagerly awaiting for the next instructor position to come open motivates the existing instructors!

In conclusion, hire only those who are intelligent, dependable, and have a great attitude. Then keep them on the cutting edge by continuously training them. Train them in your school, with videotapes, and with visiting instructors. Help them reach their goals; professionally, financially, and socially. The more involved you are with them, the more loyal they'll be with you. Lastly, have a strong bench.

TOPIC 2 – GOOD CUSTOMER SERVICE MADE SIMPLE

Good customer service is the lifeblood of any business. You can offer promotions and slash prices to bring in as many new customers as you want, but unless you can get some of those customers to come back, your business won't be profitable for long.

Good customer service is all about bringing customers back. And about sending them away happy – happy enough to pass positive feedback about your business along to others, who may then try the product or service you offer for themselves and in their turn become repeat customers.

If you're a good salesperson, you can sell anything to anyone once. But it will be your approach to customer service that determines whether or not you'll ever be able to sell that person anything else. The essence of good customer service is forming a relationship with customers – a relationship that that individual customer feels that he would like to pursue.

How do you go about forming such a relationship? By remembering the one true secret of good customer service and acting accordingly; "You will be judged by what you do, not what you say."

I know this verges on the kind of statement that's often seen on a sampler, but providing good customer service IS a simple thing.

1. Answer your phone.

Get call forwarding. Or an answering service. Hire staff if you need to. But make sure that someone is picking up the phone when someone calls your business. (Notice I say "someone". People who call want to talk to a live person, not a "fake recorded robot".)

2. Don't make promises unless you WILL keep them.

Not plan to keep them. Will keep them. Reliability is one of the keys to any good relationship, and good customer service is no exception. If you say,

“Your new bedroom furniture will be delivered on Tuesday”, make sure it is delivered on Tuesday. Otherwise, don’t say it. The same rule applies to client appointments, deadlines, etc.. Think before you give any promise – because nothing annoys customers more than a broken one.

3. Listen to your customers.

Is there anything more exasperating than telling someone what you want or what your problem is and then discovering that that person hasn’t been paying attention and needs to have it explained again? From a customer’s point of view, I doubt it. Can the sales pitches and the product babble. Let your customer talk and show him that you are listening by making the appropriate responses, such as suggesting how to solve the problem.

4. Deal with complaints.

No one likes hearing complaints, and many of us have developed a reflex shrug, saying, “You can’t please all the people all the time”. Maybe not, but if you give the complaint your attention, you may be able to please this one person this one time - and position your business to reap the benefits of good customer service.

5. Be helpful - even if there’s no immediate profit in it.

The other day I popped into a local watch shop because I had lost the small piece that clips the pieces of my watch band together. When I explained the problem, the proprietor said that he thought he might have one lying around. He found it, attached it to my watch band – and charged me nothing! Where do you think I’ll go when I need a new watch band or even a new watch? And how many people do you think I’ve told this story to?

6. Train your staff (if you have any) to be ALWAYS helpful, courteous, and knowledgeable.

Do it yourself or hire someone to train them. Talk to them about good customer service and what it is (and isn’t) regularly. Most importantly, give every member of your staff enough information and power to make those

small customer-pleasing decisions, so he never has to say, “I don’t know, but so-and-so will be back at...”

7. Take the extra step.

For instance, if someone walks into your store and asks you to help them find something, don’t just say, “It’s in Aisle 3.” Lead the customer to the item. Better yet, wait and see if he has questions about it, or further needs. Whatever the extra step may be, if you want to provide good customer service, take it. They may not say so to you, but people notice when people make an extra effort and will tell other people.

8. Throw in something extra.

Whether it’s a coupon for a future discount, additional information on how to use the product, or a genuine smile, people love to get more than they thought they were getting. And don’t think that a gesture has to be large to be effective. The local art framer that we use attaches a package of picture hangers to every picture he frames. A small thing, but so appreciated.

If you apply these eight simple rules consistently, your business will become known for its good customer service. And the best part? The irony of good customer service is that over time it will bring in more new customers than promotions and price slashing ever did!

Are Customers Worth It?

By Anne M. Obarski

A Great Attitude Is Your Best Insurance

I remember years ago there was a hair color commercial on TV that had a memorable line, “I’m worth it!” The company used different actresses over the years, but each one had to say the line, “I’m worth it”. I think that line was used many times by many people in different situations merely to state the fact that, we ARE worth it! Worth what?

Worth being treated by the golden rule. Do unto others, as you would have them do unto you, period. I know there are other “rules” that are

spin-offs of this one but I like the old one best. For business owners, this rule represents sort of an insurance policy. Insurance bills are one of those things I hate to pay. I don't seem to have anything tangible after I pay it. I may never have to use it, and it would be just my luck if I let the bill slide for even a day, something terrible would happen and I would need that insurance in a hurry.

I have insurance because I am worth it. I am worth protecting. I am a wife and a mother and a business owner. I have worked hard and I think I deserve the "comfort zone" that insurance brings me. One of the insurance plans I have is the American Automobile Association, better known as AAA for my cars. I haven't had to use it very often but it is nice to know if anything should happen, help is a phone call away. Living in Pennsylvania, winters can be treacherous and who knows when you could get stuck in an awful snowstorm.

I do remember needing to be towed once. But it wasn't in the winter; it was in late spring. I was at my sons' baseball practice. I had driven my car up to the field and parked in a line with all of the other parents. To make room so that others could pass us, we all had the passenger side tires off the road in the dirt. Well it was a very wet spring and the area my car was in had just been seeded. I never noticed that when I got out of the car. Two hours later I returned to find my passenger side tires submerged in the mud and my car tilted at what looked to be a 45 degree angle. Worse yet, mine was the only car that looked like that!

I can't tell you how many "comments" I got from other parents walking past my car! Luckily, when I called the number on my AAA card, they didn't laugh and they sent someone out very quickly. How busy could AAA be on a sunny May afternoon? The tow truck driver was polite, snickered when I couldn't see him, and pulled my muddy car safely out of the oozing mud.

My insurance was worth it that day. Insurance is always worth it. It is worth it because we are worth it. It is a comfort zone!

Our businesses should offer the same comfort zone. That comfort zone can't be purchased but it can be developed. Every day our employees show customers that they are worth our time and our attention. The following are three areas to focus on to maintain a AAA rating for your company:

A= Attitude

Sometimes customers receive the "I have had a bad day" attitude from employees. Three out of four customers leave a store because of impolite, inattentive salespeople. The customer doesn't deserve that treatment. Your store is like a stage and the employees are the actors. Everyday is "opening night". Leave your problems outside the door and polish your performance. It's time to WOW the audience.

A=Aware

Always be aware of what is going on around you. Sometimes sales associates feel that they are in a bubble behind the service desk, never to move or approach a customer. That may have been true years ago, but not now. Employees have to perform many tasks and take care of the customers. The old saying, "You need eyes in the back of your head" has never been truer. Be on alert, you customer is watching!

A=Audience

Actors can tell whether they have the audiences attention. All eyes are on them. The audience is riveted to their every word. There is nothing else happening that is more important than that relationship between the audience and the actor. That is no different than the relationship between the customer and the sales associate. Greeting the customer, making eye contact, listening to their needs and finding a way to satisfy their wants is part of being a good audience.

These three words are the basis for good employee training. Have a positive attitude, always be aware of your customer whether in your store or on the phone and most importantly, be the audience that is sensitive to

your customers needs. This is your retail insurance. And you can bank on the fact that your customers are worth it!

Part 1: The Actors

I never realized how much “theater” is really in retailing! I was in a management meeting the other day and one of the store managers said when he is working with a customer he makes sure that his back is never facing the front of the store where he might miss a customer coming through the door. He went further on to say that is a way to keep watch over the whole store when scheduling is tight but also helps to be more observant of possible shoplifters!

He was so right! This is a basic “staging” technique that whenever you are on stage your body should be facing the audience as much as possible at all times. The audience needs to hear you as well as have you make eye contact with them. This is where true communication begins.

Retail sales people are turning into “task” employees. With payroll being trimmed right and left, employees are expected to do more than wait on customers. They are expected to “run the show.” So if this is the future of retailing then here are some more tips to help you “break a leg!”

The Actors

I think the casting job must be the hardest for any director. They have to deal with egos, and personalities and demands. So does any good store manager or Human Resource manager! With the pool of potential employees dwindling it is very important to do the best when you hire but also to train, train, train.

I am finding that more and more companies are abandoning their training departments. They are putting that responsibility on either a store manager or a regional manager. Many times that job just doesn't get done and it turns into OTJT or on the job training. But who trains the manager? You can't be in a play unless you know the script. The same should be in any business. All employees should know the following:

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- The company mission and vision statement. What do you stand for?
- All company procedures and policies.
- The company “non-negotiables.” These are the things that every employee should be able to do. Specific ways to greet the customer, answer the phone, transfer calls or handle complaints. They should know when to call for a manager and when they can make their own decisions or do “improv!”
- Whatever they are trained to-do, they should be able to be tested on it and be held accountable for it.

I don't know a person who goes to the theater and doesn't come out saying to someone else, “Did you like it?” Most of the time that question really refers to what the audience thought about the performance of the actors.

Were they able to draw you in, develop a relationship with you and make you feel like you truly knew them by the end of the play? Sometimes that means watching them change roles! That is what a good retail employee can do.

They greet the customer, maybe while doing other tasks. They follow-up while they are walking past the customer on their way to do another duty. They polish mirrors, fold clothes, check fitting rooms, put out inventory, train new associates and yes, ring up sales. What is their performance like? Can you evaluate it?

All in all, did they make their audience feel special? The challenge of multi-tasking is not letting the customer feel like an interruption to their day. The days of having a large staff in any business are gone. So it is so important to never turn your back on a customer, no matter how busy you are. Your audience is watching!

Part 2: The Stage and The Script

The Stage

There is something about going to a Broadway show that is mesmerizing! The props, the costumes, the orchestra, the set design all create the excitement that you go to the theater for. Retail stores are not much different. Merchandising has really gone high tech! Fixturing, flooring, lighting and floor layout all contribute to the ambiance of the store. Customers expect that. It is not unusual to see headsets on Old Navy employees so they can quickly respond to a customer's needs.

When was the last time you looked at your store as a stage? How is the lighting? Is it old and inadequate? What about the fixtures? Do they feature merchandise or have they become another place to "house" merchandise? Is there music playing in the store or is there dead silence? Have you really looked at "who" your customer is and then decided what music you would like to have on in your store to attract them?

Pretend you are coming to your store like you would to the theater. Look at everything from the glass on the front door, to the smell in the store, to the staging within the store. Would you pay for front row seats or does it look like an afternoon matinee?

The Script

I have always wondered how actors can do the same play night after night and still make it look like it is opening night! Inside I know they must be tired of saying the same lines, over and over again. But I bet if you would talk to an actor they would say that it is not the lines but the audience that makes it fresh every time. I would also imagine that if an actor could see the people in the audience and recognize repeat attendees that would be an added encouragement!

So it is with people in any sales position. It is exciting the first day on the job! But each day has to be like "opening night" even when you just don't feel like it. I am sure you can relate to the following story.

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The other day I walked into a golf shop to look for a pair of shorts. I was “greeted” by a man standing next to the cash wrap with his arms folded in front of him. He looked like a statue! He said, “Hi, how are you?” with about as much excitement as someone who had just had a root canal! I walked all around the store, picked out a pair of shorts, tried them on and came back to the wrap desk. He never moved. It was amazing! He looked like a store prop. Luckily a gal from the ladies area came to suggest a top to go with the shorts I was buying. She then said, “did you get a chance to see the new fall group we got in?” She then said, “Well you just HAVE to see it,” and I followed her all around the clothing section like a puppy.

The entire time the other associate stayed planted in that one spot as other customers came and went. The gal I was working with recognized another male customer and caught his attention as he was walking out the door. “Tell your wife we have two new Tahama groups that just came in,” she said with a big smile. He said, “Thanks for letting me know, I’ll send her in!”

You see, Annette didn’t have a “script” or canned questions to ask customers. She was able to build relationships and carry on conversations that made you want to spend time and eventually money with her. She also did something else. Through her sincere personality, she built trust.

I didn’t spend very much money that day, but you can bet I just shared this story with millions of readers who have had the same experience. Sales associates who are merely, on stage ready for the day to be over and then the true “actors” who love their job and want to perform at their best, every day, in front of every audience. You can be I’ll be back in her “audience” many more times and I’ll be sure to tell everyone I know, “You have to go see Annette!”

Who are your actors? What does your stage look like? Are their scripts more than just memorized? Curtain going up! It’s show time!

TOPIC 3 – THE IDEAL SCHOOL LEADER

Has a 3% (or less) quit rate

Enrolls 20 new students (or more) per month

Generate 4 (or more) new ProMAC CT students 4 times per year

Generates 27% IBITM (minimum)

Personally – Leads by example

- Hygiene is excellent
- Dress code
- Physical appearance
- Lives up to a “High Moral Code”
 - Excellence in Punctuality, Participation, & Execution
 - To the job
 - On the floor
 - In the reception area with students and parents
 - To staff meetings
 - Workouts
 - “No secrets” rule
 - Follow through
 - Creativity & ideas
 - Recruiting, guerilla marketing, offsite demos, booths, events, etc.
- Staff – Quality is high
- Moral
- Physically
- Knowledge of curriculum
- Scripts
- Interpersonal relations
 - Other staff
 - Students
 - Community
- Performance reviews completed timely



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- Career goals and objectives are understood by both staff and manager
- “Upward progression” path is well defined.

Students - Quality & Moral is high

- Knowledge of curriculum
- Spirit & energy
- Tests 25% of student population every month
- Participates in events, clinics, etc.
- Referrals, generation of

Campus – Disney Dojo

- Clean
- Well maintained
- Organized

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Being a manager of Kovar’s Satori Academy is both extremely challenging and incredibly rewarding.

Doing the job well requires tons of enthusiasm, commitment, and an over the top, whatever it takes attitude. The hours are long and the responsibilities are high. It is not for everyone, but those who rise to the challenge will have an incredibly fulfilling and profitable career.

Although each manager has team members to work with, the success of the school lies squarely on the shoulders of the manager.

In order for a school to become successful, the manager needs to put in an average of 45 to 50 hours per week minimum of quality time. Although hours may vary, here is a sample of the schedule that most of our managers follow.



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Monday	9:00am – 11:00pm Staff Meeting @ Corp Open school at 2:30pm until 9:00-9:30pm	9
Tuesday	1 to 2 hours external promotions Open school at 2:30pm until 9:00-9:30pm	8
Wednesday	9:00am – 11:00am Managers Meeting @ Corp Open school at 2:30pm until 9:00-9:30pm	8.5
Thursday	1 to 2 hours external promotions Open school at 2:30pm until 9:00-9:30pm	8.5
Friday	1 to 2 hours external promotions Open school at 2:30pm until 8:30pm	8
Saturday	Open school 8:00am – 4:00pm	8
TOTAL WEEKLY HOURS		45-50

A managers daily duties are:

5-week cyclic duties for Managers

Week #1

- ❖ Have new attendance cards completed and filed.
- ❖ Issue or Compile Perfect Attendance
- ❖ Issue of Compile Star Bars
- ❖ Make Up Belt Testing
- ❖ Make Up Tip Testing
- ❖ Recognize All The Newly Promoted Students
- ❖ Review The Curriculum Block #1/Cycle Topic With Beginning/Intermediate/Advanced Classes
- ❖ Start Orange/Brown Belt Orientation
- ❖ Pre-Frame Buddy Day



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Week #2

- ❖ Make sure Buddy Day and Self-Defense Clinics have been followed up on.

Week #3

- ❖ Identify Special Needs For Private Lessons (communicate with students and parents to determine if ready for Red Tip)
- ❖ Pre-Frame Those Not Ready For Red Tip Testing

Week #4

- ❖ Pre-Frame Those Who Are Not Ready For Red Tip Testing
- ❖ Start Red Tip Testing
- ❖ Hand Out Invitations And Intent To Promote Letters to Students Who Pass Test And Give Orientation About New Class Times, New Curriculum Sheets, Equipment Needed, As Well AS Scheduling A Goals Update Conference With New Orange/Brown Belts.
- ❖ Pre-Frame Students On Who They Plan To Bring To Their Test.

Week #5

- ❖ Start Black Tip Testing
- ❖ Make Report Cards And Discuss Results With Parents And Students (Pretest talks)
- ❖ Start To Make Up New Attendance Cards/Promote Them In Computer
- ❖ Make Up Red Tip Testing
- ❖ Gather Belts For promotion
- ❖ Make Sure Belt Testing Day Is Properly Staffed And Organized
- ❖ Schedule Orange Belt Conferences/Brown Belt Conferences
- ❖ Sign For Testing Day
- ❖ Belt Tying
- ❖ Pre-Frame Buddy Day
- ❖ Disney Dojo Inspection



Monthly Duties

- a. Payroll is to be faxed/hand delivered by 10:00 am every other Monday (unless otherwise noted due to holiday, etc).
- b. End-of-month inventory is to be faxed over on the last day of the month.
- c. Total number of new students, uniforms, and colored belt used each month to be faxed over the last day of the month.
- d. Video training review
- e. Statistics: prepare and review the end of the month stats with the Kovars, and at the staff meeting.

Weekly Duties

- a. Individual campus staff meetings/training
- b. Deposits (one per week minimum on Wednesday before 10:00am).
End of Month deposit due on first day of new month regardless of which day of the week it is. (See office for clarification).
- c. Having the proper handouts ready and review them with your staff on Monday
- d. Review curriculum, cycle topic, messages of the week, and any special announcements
- e. Statistics; prepare and review the end of week stats at staff meeting.
- f. DNS calls
- g. Properly stock the school (i.e. cleaning supplies, uniforms, sparring gear, office inventory, etc.). Marketing; identify your plans/Gorilla meeting.
- h. Meet with Mr. Tim Kovar by way of phone or in person.

Daily or Ongoing Duties

- a. Staffing
- b. Check email
- c. Call and remind next days orientations of their appointments
- d. Orientation office MUST be presentable

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- e. Orientation book must be clean with NO traces of expo pens
- f. Opening and closing
- g. Review daily appointments/know appointments names
- h. Check answering machine for messages/return info calls.
- i. Disney Dojo maintenance and repair; see attached sheet.
- j. Staff development and recruitment (i.e. instructors, program directors, receptionist, etc).
- k. Make sure the time cards are being filled out daily.
- l. Provide motivation/feedback/problem solving for staff and students alike.
- m. Daily appointments handled (i.e. 1st appointments, 2nd lessons, extensions, orange/red/brown belt orientations, private or tutoring lessons, etc.).
- n. Office Chats (i.e. remotivation, bully scenario, bad conduct, bad grades, etc.).

Duties to be Delegated

- a. Listening to messages
- b. Answering phones
- c. Cleaning of school
- d. Getting office supplies/cleaning supplies
- e. Call appointments for next day
- f. File new contracts/new student applications
- g. Ordering school stuff (special orders, reading forms, etc.)
- h. Entering new contracts

During prime time and premium time, a manager should never be in the office doing paperwork, phone calls, or planning. That is down time work. The manager should be visible and present-focused on making that school rock each evening.



TOPIC 4 – INSTRUCTOR EVALUATION

Name _____
Date _____
Class Reviewed _____
Number of Students _____
Leadership Team Members _____
Student/Instructor Ratio _____

Pre Class

Time Availability _____
Appearance _____
Greetings _____
Identification of Students Needing Special Attention _____
Professional Attitude _____
Leadership Team Conference _____

Warm Up

Total Time _____
Announcements _____
WOW Delivery _____
Attendance Tracking _____
Appropriate Warm-Ups _____
Stretching _____
Progression of Intensity _____
Rank Specific _____

Class Content

Time on Curriculum _____
Relevancy to all Ranks _____
Clarity of Explanations _____
Clarity of Demos _____
Sparring/Drill Match Ups _____
Safety _____
Personal Attention _____



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Post Class

Peak of Enthusiasm? _____
Feedback to Students Needing Special
Attention _____
Availability for Questions _____
Leadership Team Conference _____
Communication with Parents _____

Presentation Skills

Projection _____
Inflection _____
Pacing of Delivery _____
Enunciation _____
Use of Meaningless Words _____
Movement _____
Conciseness _____
Smiling/Gestures _____

Instructional Skills

Pacing of Class _____
Use of Leadership Team _____
Time Management _____
Adherence to Lesson Plan _____
Technical Skills _____
Organization _____

Motivational Qualities

Energy Level _____
Enthusiasm _____
Eye Contact _____
Positive Feedback _____
Attendance _____



Summary

Suggested Follow-Up

Reviewed by: _____

Employee: _____