



Pro-MAC National Section #1

Business Philosophy...Mindset For Success

TOPIC 1 – VALUES & PRIORITIES2

TOPIC 2 – THE MARRIOTT WAY3

TOPIC 3 – STAFF MEETING OUTLINES3

Staff meeting number One3

Staff meeting number Two3

Staff meeting number Three3

Staff meeting number Four3

Staff meeting number Five3

Staff meeting number Six3

Staff meeting number Seven3

Staff meeting number Eight3

TOPIC 4 – TEAM BUILDING AND STAFF DEVELOPMENT3

Compare Yourself, Not With Others, But With Your Own Potential3

Keep Your Appointments and Be Prepared3

Keep Your Emotions In Check3

TOPIC 1 – VALUES & PRIORITIES

In the hustle and bustle of trying to grow a Martial Art organization, it is easy to lose track of one's priorities. I believe that the key to long-term success lies in staying true to your values and priorities

Although everyone's priorities are probably a little different, the following guidelines should work well for the aspiring Professional Martial Artist.

First and foremost, we should never forget that we are Martial Artists. Therefore, we must make a conscious effort to live a Martial Arts lifestyle. What does that mean exactly? Several things:

It means having good posture and being aware of your surroundings. It means demonstrating emotional self-control on a regular basis; being calm but not wimpy; being confident but not cocky. It means doing the right thing, regardless of whether it is popular or not. It means staying healthy and fit. It means holding yourself to a higher standard in all aspects of your life. Finally, it means continuing to grow as a Martial Artist.

After being a Martial Artist, our next priority is being a teacher. What does that mean? Whether they know it or not, a good teacher follows the principles of the Instructor's creed.

“I will teach this class because it's the most important class I'll ever teach. I'm patient and enthusiastic. I lead by example”

As Martial Arts teachers, we must believe in our students' potential.



Session 8A, Section # 1

Finally, we must be conscious of proper business practices. Remember, the only way to do good business is to do good business. It's really about the basics. Be open when you are supposed to. Teach classes when you are supposed to. Charge a fair price. Market your school. And always think of long-term benefit verses instant gratification.

TOPIC 2 – THE MARRIOTT WAY

Bill Marriott Sr.'s "Fifteen guideposts" given to Bill Jr. as he took command of the Marriott empire.

1. Keep physically fit, mentally and spiritually strong.
2. Guard your habits; bad ones will destroy you.
3. Pray about every problem.
4. Study and follow professional management principles. Apply them logically to your organization.
5. People are number one – their growth, loyalty, and spirit develops managers in every area. This is your prime responsibility.
6. Decisions: Men grow making decisions and assuming responsibility for them.
 - a. Make crystal clear what decision each manager is responsible for and what decisions you reserve for yourself.
 - b. Have all facts and counsel necessary – then decide and stick to it.
7. Criticism: Don't criticize people, but make a fair appraisal of their qualifications with their supervisor only (or someone assigned to do this). Remember, anything you say about someone may (and usually does) get back to them. There are few secrets.
8. See the good in people and try to develop those qualities.
9. Inefficiency; If it cannot be overcome and an employee is obviously incapable of the job, find a job he can do or terminate **now**. Don't wait.
10. Manage your time.
 - a. Keep conversations short and to the point.
 - b. Make every minute count.
 - c. Work fewer hours; some of waste half of our time.
11. Delegate and hold accountable for results.

12. Details:
 - a. Let your staff take care of them.
 - b. Save your energy for planning, thinking, working with department heads, promoting new ideas.
 - c. Don't do anything someone else can do for you.
13. Ideas and competition:
 - a. Ideas keep the business alive.
 - b. Know what your competitors are doing and planning.
 - c. Encourage all management to think about better ways and give suggestions on anything that will improve business.
 - d. Spend time and money on research and development.
14. Don't try to do an employee's job for him; counsel and suggest.
15. Think objectively and keep a sense of humor. Make the business fun for you and others.

TOPIC 3 – STAFF MEETING OUTLINES

The following staff meeting outlines are to be used in any way that is appropriate to your school. Whether you use the script verbatim or just use pieces is up to you. Either way, they should be a useful addition to your school.

It is always good to start the meetings with a series of questions designed to let you know what your team is thinking and where you need to focus your attention. Here are some good questions to start your meeting with:

1. Tell me about any success you had last week. (It could be the number of new or renewal contracts, a positive teaching story, fellow teammate going above and beyond, etc).
2. Ask what challenges they ran into this week (what objections-problems-reasons people used to avoid enrolling). Discuss ways to avoid or overcome objections – your goal is to empower your staff with ways to be more successful.
3. Have the program Director/School Manager read off the statistic sheet.
4. Then have them interpret the percentages. Ask questions. If the percentages are above 80%, ask how that happened and how the success can be repeated. If they are below 80%, ask how that happened and how it can be improved upon.
5. Ask how they promoted the school last week, what and how many flyers were handed out, how many demonstrations/shows were scheduled, etc. (The more you can get your staff to take responsibility for promotion, the more successful everybody will be).



Session 8A, Section # 1

After “every week stuff” is covered, the remaining staff meeting is broken into three sections:

Section 1 – Team Building. Themes designed to keep the staff motivated, inspired, and supportive of each other.

Section 2 – Business Bits. Miscellaneous subjects designed to sharpen the staff, Program Directors, and owners general business skill and work ethic.

Section 3 –Teaching Tips. Covering a variety of information designed to help the teachers to be continuously perfecting their craft.

Staff meeting number One

Team Building Section #1

Theme -- It's amazing how much gets done if nobody cares who gets the credit. - If you are wondering whose turn it is to straighten up the equipment corner -- just do it.

Discuss with your staff that it is human nature to see a task that needs to be done but by pass it thinking "that's not my job" or "wow, Joe is falling down on his job" or "I did it last time." If each of us can get in the habit of doing the job that needs to be done when we see it - success will surely follow. By going the extra mile for our teammates and students, regardless of who is/was supposed to do it, you will be setting an example. Chances are high that our teammates are more likely to do the same.

Tell your staff a parable or experience from your life that exemplifies the above. For example:

"The other day I went to ACE hardware looking for some light bulbs for the school. Out in the parking lot in was some wind blown trash (papers) that had obviously been there all night. Two ACE employees were on their way into work. One of them stopped and picked up the trash. I didn't think much of it until I realized that the person who picked up the trash was the manager! I wondered if what I just saw was indicative of the work ethic that got him to the level of manager."

Ask your staff to make a list of things they can do when they have a free moment. Something that will help the team be more effective. (It is much more effective to have the staff make a list than have the owner/manager hand a list to the staff.) If the lists they come up with don't include some



Session 8A, Section # 1

of the things you would like to see -- ask what about _____ ? and you will be pleasantly Surprised at how someone will volunteer.

Section #2 Business Bits

Theme -- You never get a second chance to make a first impression.

Ask the staff what makes a “good first impression?” Have them discuss their ideas and comments. You can expect answers like “The cleanliness of the school”, “the odor”, “the friendliness of the staff and students”, “the way the staff pays attention to the needs of the student” etc.

Have the staff do a “mach” walk through of the school, starting from outside. Have them look for ways to improve a potential students “first impression”. Instruct them to point out areas that could be improved. Then have them go through the whole school -- again looking for areas that could be improved.

Re-group the staff to the meeting area and ask each staff member to recall their impression of the school when they first entered it. What were they impressed with? What were they concerned about? What finally “sold” them on your school? This exercise is great for reminding the staff of the importance of first impressions and to rally the team to consciously strive to make a good one.

Section #3 Teaching Tips

Theme -- People don't care how much you know until they know how much you care.

Everybody likes to be appreciated. Ask your instructors “What can you do to make sure each student in your class know you care about them?”

Ask “What things can you do to make sure the students feel appreciated?” Some possible answers may be:

Know their name



Session 8A, Section # 1

Remember something personal about them

Notice and point out improvement

If you haven't seen them in class for a while let them know that you missed them.

Personally thank them for coming to class

Spend a couple of extra minutes helping them individually when ever you can.

End the instructors portion with a work out -- one where you, BY EXAMPLE, make your staff feel that you care about them.

Staff meeting number Two

Section #1 Team Building

Theme -- Be loyal to those that are not present

Discuss with your staff that it is a lowly human nature to get into the habit of talking about someone else when they are not around. Except, of course, if what you say is positive, however, it is extremely harmful if the comments are derogatory.

Remind your staff that there are few secrets. Be careful what you say about others because it almost always gets back to them. Ask your staff what the old saying "if you don't have something nice to say -- say nothing at all" means and why. Ask who all this should include. Expect to get answers like "Students, Staff members, teachers, members of the owner's/staff's family, the competition etc.". Ask your staff to share experiences in dealing with this subject. If there is too much silence ask if they have ever had an experience where one salesman "badmouthed" the competition and how it made them feel. You may even give them two examples from your life.

1. Where somebody spoke ill of another in your presence and how it broke the sense of trust. For example. "I was at the chamber of commerce meeting and there was this restaurant owner really talking bad about one of his clients. Not only was he talking about this other guys company he started belittling his children and wife. I thought how petty this guy was and how much I could never trust him. In fact I have stopped going to that restaurant!"
2. Where somebody spoke positively about you behind your back and it got back to you and how it made you feel. For example "Years ago when I was a green belt my instructor told one of my fellow students that I was a "Tiger" and it got back to me... Wow, my feet didn't touch the floor for a week."

Stress the importance of being above petty gossip -- especially as a Black Belt (or instructor - or team member of your school, as the case may be)

Section #2 Business Bits

Theme -- A sure fire formula for success is to “Under promise and Over Deliver”

During the course of enticing the potential student into taking lessons many things are promised. Ask your staff what are some of the things that the public is expecting to get from the Martial Arts. Ask them individually to share what they were expecting to get when they first decided to check out martial arts.

Stress the importance of teaching a quality first lesson and during the lesson to point out the many benefits the future student is going to get from training at your school. Be sure, however, that your staff are willing and capable to back up what those promises plus. Remind your staff that it is not the enrollment it self that makes for a thriving and profitable school. It is what happens after the initial enrollment that counts. Once you feel that they are in agreement with you -- ask your staff what are they doing to insure those processes are kept. What extra things are they doing to “over deliver”? What extra things could the school do to over deliver? Once this subject has been discussed to your satisfaction ask “where are the ‘holes in the bucket?’ (Areas that may cause the student to feel ‘under delivered’ and drop out). What can we do to plug the holes?

Section #3 Teaching Tips

Theme -- “Public Praise, Private Reprimand”

There are very few things that feel better than a compliment given in the presence of peers. On the other hand one of the most humiliating



Session 8A, Section # 1

experiences one could face is being chewed out in front of those same peers.

Remind you instructors that they should take advantage of every opportunity to give public praise so that the classmates can hear. On the other hand, when a correction or reprimand is in order the best instructors will make sure it is done in such a way as to save the students face - out of ear shot or line of sight. (By this is a great tool for owners to use with staff members.)

Ask your staff to give some examples of "Public Praise" and what effect they had. (These examples could be personal or observed.) Now ask your staff to give some examples of "Public Reprimand" and what effect they had. (These examples could be personal or observed.) End by having them give examples of how they would give (or have given) public praise in the class room. Push for lots of participation - if necessary have each come up with 2 to 3 examples.



Session 8A, Section # 1

Staff meeting number Three

Section #1 Team Building

Theme -- Attitude is contagious! Is yours worth catching?

Talk to your staff about how on a maturity scale it is normal for emotional "White Belts" to have rather substantial mood/attitude swings and get stuck on the negative. Ask your staff what is expected of some one who is an emotional "Black Belt"?

Explain to your staff that "As leaders in the community, as motivators it is imperative that we are emotional Black Belts. That we take control our attitudes and emotions. In fact attitude is probably the single most important ingredient in becoming and staying successful." Ask and discuss with them what steps can be taken to improve one's own attitude. Ask what steps can be taken to begin each day with the best possible attitude - as an emotional Black Belt?

Here are some possibilities: Read Mr. Cokino's story on the Guru (humility, gratitude, and joy). Read positive literature. Begin each day thinking of all the reasons you have to be thankful. Focus on your goals - the ones that will inspire you.

Section #2 Business Bits

Theme --"ABP" Always Be Promoting

As ambassadors of the school it is up to each of us to always be promoting the school. The need for promotion is obvious when the white belt classes are small. When the phone is ringing off the hook and new students are popping up everywhere it is easy to think that business will always continue on like this. The real successful business men know this is not true and that continued promotion is critical to long term success. Ask the staff what little things they can do to promote the school. What is

one more thing that they could do to make the phone ring just one more time? What are some promotional ideas that would take little to no additional time but can produce new students?

Some possibilities are:

1. Be generous with your business cards - write on the back of them good for X # of free lessons.
2. Offer a free month of lessons to someone who served/treated you well
3. Ask students for referrals
4. Ask people who tell you that they are not interested in lessons if they know of someone who is?
5. _____ etc.

Section #3 Teaching Tips

Theme -- Three Touch Rule

Tell your instructors that there are three ways to touch a student. Ask them if they know what they are.

1. Appropriate physical touch. Ask them what this means (hands, shoulders, arms and back only) Ask you instructors to visualize being 8 years old and trying real hard to be older - say 10. Then their karate instructor comes up and rubs them on the head messing up their hair - how does that make them feel? Discuss the results - in most cases you will find it to be a humiliating experience.
2. Eye contact Ask your staff if they have ever had a person talk to them and not look at them? How did that make them feel? (if you have time break them into groups of two - have one of them tell the

Session 8A, Section # 1

other something while looking at their shoulder - then switch so every body gets a chance. Now have them tell the other something while holding good eye contact. Discuss the results. Ask how they can apply what we just learned to teaching?

3. Name, It has been said that the sweetest sound is the sound on one's own name.

By touching each student in each class these three ways you will create a more personal bond with them making it harder to quit.



Staff meeting number Four

Section #1 Team Building

Theme -- Flexibility

Talk to your staff about “We all know the value of flexibility in Martial Arts training. It allows more options because the body is less restricted. Because of less resistance we move faster (therefore more powerful) and use less energy. Most importantly, flexibility reduces the risk of injury and less injury makes for a more productive, safer, and enjoyable training.

Being flexible in character is also important. What I mean about that is not always having to do things your way - being able to easily adjust when circumstances unexpectedly change while keeping a good attitude.”

Give an example of a time when you or someone you know (preferably a staff member) demonstrated flexibility when they were thrown a curve. For example “For example I remember the time during belt testing we needed another partner for one of the gold belts - and before I knew it Mr. Caswell jumped up and went out to be the partner. Another time was when Mr. Langley was flexible enough to give up a planned day off because one of the staff members couldn’t make it in. He did it with out grumbling he with out question I remember another time when the UPS driver made an unexpected delivery and Mr. Caswell needed help and Ms. Warrenner, with out being asked, was flexible enough to stop her workout to help.”

Discuss with the staff hypothetical situations that might occur where quick adjustments need to be made and how to properly handle them.

1. A student or intro comes in at the wrong time.
2. The class has unusually low energy.
3. The class is unusually unruly.

Session 8A, Section # 1

4. A student is sick and needs assistance in the bathroom.
5. (come up with your own unique situations)

Discuss with your staff hypothetical situations where flexibility would not be appropriate. For example, in situations involving morals (drugs, alcohol, promiscuity, safety etc).

Section # 2 Business Bits

Theme -- Be prepared.

Whoever thought up the boy scout motto “Be Prepared” was a wise person. Being prepared is such a basic yet often overlooked quality.

Discuss with your staff ways they could be better prepared for their various duties.

For Example:

1. Knowing the name of your intro student when they walk in.
2. Having not only the paper work (new student application) and the paperwork.
3. Making sure the retail and beverage bar is adequately stocked and straightened.
4. Having a game plan for each class before it begins
5. Have a “things to do” project list ready so when free time happens we are prepared.

Section # 3 Teaching Tips

Theme --“Look for the good in people and tell them about it.

Explain to your staff that “Often times when teaching we think we are being helpful by picking a part (find fault with) our students form, techniques and movements etc. Obviously constructive criticism can be beneficial, but it needs to be counter balanced with finding and complimenting the students’ strengths. In fact a good phrase to think of



Session 8A, Section # 1

when teaching is “Over compliment - Under criticize” We all like to be “patted on the back” our students are no different.”

Remind your staff that this next week they need to concentrate on going out of their way to look for the good in their students (family, friends, and staff) and tell them!



Session 8A, Section # 1

Staff meeting number Five

Section #1 Team Building

Theme -- Choose your battles wisely.

We all know somebody that has to be right all the time, even in unimportant matters. Eventually, those around this person start to resent and possibly dislike him or her. More importantly, when he or she feels strongly about an issue that is important to him or her, people will probably not be receptive to his or her views because it will appear as if he or she is just trying to be right again.

If we are able to develop the habit of not having to be “right” all the time, when something important comes up that is worth fighting for, people will be more receptive to our input.

Discuss with your staff how the concept of “Choosing your battles wisely” relates to the classroom and to their teammates.

Section #2 Business Bits

Theme -- Never miss a chance to say “Thank You”.

In order to thrive in the modern business world, your school has to be extremely service oriented. Today, more than ever, people have a great deal of choices as to how they spend their time and money. One way we can let our students know that we appreciate them is to say “Thank You.”

Example: Postcards, Phone calls, notes on their role cards, etc.

What other ways are there to say “thank you” to our students?

Section # 3 Teaching Tips

Theme -- Everyday on the mat is a great day.



Session 8A, Section # 1

“Everyday on the mat is a great day” is an excellent slogan to discuss with your students. Everybody experiences some days that everything seems to work great and other days where everything seems to go wrong. It is important for your students to remember that a “bad” training day is just as important as a “good” training day. Common sense tells us that if we train hard, on a regular basis we are going to eventually get better and not everyday is going to be as good as the next.

Remind your staff of the value of sharing this lesson with their students, especially when they appear down or frustrated.



Session 8A, Section # 1

Staff meeting number Six

Section #1 Team Building

Theme -- Walk the Walk

Ralph Waldo Emerson once said “What you are thunders so loudly, I can’t hear what you’re saying.” What he meant was that it is not enough to talk the talk, you have to walk the walk.

Discuss with your team what they think it means to “walk the walk.” Remind them that if they want people to respect and trust them that this is the most important ingredient.

Section #2 Business Bits

Theme -- Distractions come with the job.

It was once said “the secret of concentration lies in the acceptance of endless distractions.” An effective Program Director and Martial Arts Professional is aware that throughout the day everyday distractions will occur. They don’t, however, let themselves get sidetracked from their goals of the day. Discuss with your staff the fine art of prioritizing. Talk about how to handle distractions (ie; important phone calls, questions from parents and students, etc.)

Section #3 Teaching Tips

Theme -- Make the Most of What You’ve Got

Not every student has world class potential. As a matter of fact, very few students do. Expecting every student to reach the highest standard is like squeezing blood out of a rock; it’s not going to happen. As an instructor, it is important to that we set high but realistically attainable goals for our students. It takes a lot more skill to take someone with very little natural talent and turn them into a solid student than it does to take a student with



Session 8A, Section # 1

tons of talent and turn them into a superstar. Randomly discuss a sample group of individual students' potential. Make sure all the instructors are on the same page regarding what to expect out of them.



Session 8A, Section # 1

Staff meeting number Seven

Section #1 Team Building

Theme -- Leaders Listen

(Q) Why do we have two ears and only one mouth?

(A) So we can listen twice as much as we talk.

In order to fully understand another's point of view, it is important that we do more than just hear them talk. We need to listen closely to the meaning behind the words. Discuss with your staff the three main reasons why we all should learn to listen better.

1. The person speaking will be more apt to hear your point of view if they know you heard theirs.
2. They might have a good point!
3. Szun Tzu say "To know your opponent is the first step to victory."

When you know where the other guy is coming from you can be better prepared to counter if necessary.

Section #2 Business Bits

Theme -- Pay Attention to Details

It is often said that it is the little things that make a big difference. Paying attention to the details can be the difference between mediocrity and success. Discuss with your staff the important, often overlooked details of your particular job description. (ie; follow-up phone calls, mat chats, student progress reports, etc.)

Section #3 Teaching Tips

Theme -- Fear No Student. Respect Every Student.

We might often find ourselves out on the mat teaching "important" people, such as doctors, lawyers, athletes, etc. As an instructor, it is important that we try not to be intimidated by them. We are beneath no one.



Session 8A, Section # 1

On the other hand, we often find ourselves working with the small children, overweight housewives or klutzy teenagers. As an instructor, it is also important that we don't act superior to anyone. We must respect all our students.

Discuss with your staff students that might fall into either side of the spectrum and how they can combat their potential feelings of inadequacy or superiority.

Staff meeting number Eight

Section #1 Team Building

Theme -- Instead of Criticizing Others, Improve Yourself.

We all know someone that likes to spend their time gossiping about others. As we all know, non-constructive criticism is a waste of time and energy and helps no one. How can you get rid of the habit? Spend so much time improving yourself that you have no time to criticize others.

Ask your staff what they are doing in the area of self-improvement. Discuss with them the difference between being non-constructively critical and constructively helpful.

Section #2 Business Bits

Theme -- Don't Be Too Quick To Judge.

Have you ever done an extension conference with someone that you were sure couldn't pay for the program only to have them write a check immediately and maybe even offer to pay it off in full? Or have you ever been convinced that was loaded only to find out they couldn't afford their down payment?

As a program director and Martial Arts Professional it is important that we never prejudge anyone. Discuss with your staff the value of not prejudging any potential or existing student.

Section #3 Teaching Tips

Theme -- Take responsibility for your students' success.

As Martial Arts instructors we deal with a variety of different students. It can be easy to justify why someone quit, or why someone didn't look sharp come testing. It is interesting to note, however, that once we



Session 8A, Section # 1

assume responsibility for our students progress, they seem to stay students longer and develop a higher skill level.

Discuss with your staff the value of being proactive on the mat. Make sure your instructors know that the more responsibility they feel for their students progress, the better they will become.

TOPIC 4 – TEAM BUILDING AND STAFF DEVELOPMENT

Compare Yourself, Not With Others, But With Your Own Potential

Open your staff meeting with a discussion – make the statement “A wise man once said, ‘Compare yourself, not with others, but with your own potential.’ – what did he mean?” Urge your staff to discuss this in detail. Ideally, they will come up with the following conclusions; if not guide them toward the correct conclusion.

Comparison of self to others can make one feel either incompetent or over confident – even arrogant. Not every Black Belt is equal in Martial Arts skill. Not every teacher is equal in teaching skills either. Each person must find the particular style of teaching that reflects their best qualities. Watching and learning from other people’s style is important. Just remember to set realistic goals by comparing yourself to your potential and not expect too much or too little of yourself.

Discuss with your staff what they feel their strengths and weaknesses are as a teacher. This will give you a good idea as to where and how you can help them develop a game plan for their improvement.

Business Bits

Keep Your Appointments and Be Prepared

Reliability is one of the backbones of success and is a sign of self-discipline and integrity. If you say you are going to be somewhere, be sure you are there. Arthur Harvey McKay sums up the formula for success in one sentence. “Show up on time with a plan and a commitment to carry it out and then do it.” Have your staff share examples of how keeping an appointment and being prepared has helped

them. Have them share examples of when they were kept waiting by someone else who wasn't on time or prepared. Ask them how that made them feel about the person, and the company. Have the staff discuss ways your school could be better prepared.

Teaching Tips

Keep Your Emotions In Check

It was once said that a mighty person is one that has control over their emotions. Ask your staff what that means to us as Professional Martial Arts Instructors. You want them to come to the conclusion that every time they step out on the mat they need to be at their best. Our students are counting on us. Of course, everyone has an occasional bad day. It is important, however, that we put it behind us. As Black Belts, we are setting the example of control, maturity, and discipline. If we can't live up to our own advertising claims and expectations, how can we expect our students to?

Acknowledge with your staff that everyone has a bad day. Discuss with your staff ways that they can put on their game face and/or keep their emotions in check. Give examples of instances where emotions need to be in check. For example, how would you handle: the student that is hyperactive to work with, or the parent that is obnoxious, or the fellow staff person that does something annoying.

End by acknowledging that an amazing phenomenon occurs when we quit thinking about our own situation and start concentrating on our students needs. Our moods always change for the better. Have your staff share times that this happened to them (this will reaffirm the phenomenon).