

# 10 ideas for handling

## RAPID EXPANSION

This is what you've been waiting for. You have a full book and clients waiting. So, what's the problem? The problem is you need more space for nail tables, a way to manage a heavier workload, and capital to fund the expansion. Fortunately, solutions are near at hand.

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### 1 Take Advantage of Systems

Systems include everything from how you handle laundry to what you use during services. Think of systems as the gears that keep the salon business moving. You will have many different systems functioning at any one time. The trick is to periodically examine how things are done and look for opportunities to improve.

"Structure is critical," says salon consultant Bryan Durocher. "As the salon grows, it needs to be able to rely on these systems. Employee manuals and job descriptions are a must for every position, along with performance evaluations and regular meetings with team members."



Providing consistent, uniform services is more important as business increases.



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## Make More Of Meetings

Establish ground rules early on. Team members should feel unthreatened and welcome to share ideas. Bryan Durocher of Durocher Enterprises encourages salons to create "clear expectations of how members should speak with one another" in their employee manuals. To be successful in creating an environment of open communication, "there should be zero tolerance for verbal abuse or disrespect," he adds.

Tammi Regan, director of business development at American Male, says, "Be sure to recognize and acknowledge creative ideas. When you recognize people effectively, it reinforces the actions and behaviors you most want them to repeat."

Carder uses one-on-one meetings to generate ideas centered in individual performance. She asks, "What three things do you like about the salon? What one thing would you improve about the salon? What are three things you feel you are doing well? What is one thing you personally would improve upon?" This method of probing emphasizes the positive while giving the employee an opportunity to offer up ideas for improvement.

"You would be amazed how this simple technique solves 95% of communication breakdown. The thing they offer up for improvement is usually the thing that drives you crazy about the team member," she says. "Also, if you are getting consistent feedback about needs for improvement in the salon, you can discern what the real issue is."

Questioning in a balanced, safe, and positive manner is a great way to get staff to share ideas in a more private setting.



Salon owner Millie Haynam (left) uses off-site meeting to encourage meaningful communication between staff members.

## Managing Up

Managing up should never be confused with empty flattery or "kissing up." Managing up is a delicate balance of making yourself indispensable, while making your boss or the team look good as a whole. It's a way of navigating the business waters and knowing when to offer solutions, and much less often, complaints. It is the art of developing a fruitful relationship at work. While most of the actions on the surface appear to be shouldered by the employee, salons can play a role in allowing staff members to take a more proactive role.

Regan encourages staff-members to commit to the team process, add energy and enthusiasm, and have a willingness to take responsibility. This is done through one-on-one coaching, group meetings, and interoffice communications/newsletters. In her article "What Makes a Good Team Member?" she guides staff at American Male in the intricate nuances of managing up, or making yourself pleasantly indispensable. She advises that "team members provide systems that improve overall team service," taking groups that work together and turning them into teams. "If you are to be fully valued by owners and every member on the team, you must be committed to the success of the team," she writes. "If you agree to take specific actions, there is an automatic expectation that these actions will be implemented. If the team notices you are not following through with your commitment, there is a danger they will lose trust in you."

If team members and management know you deliver more than you promise and can be trusted to make the organization look good, you will always have their ear and your ideas will surely be taken seriously.