

## EPISODE 2

# LEAN INTO LEADERSHIP



### Leadership in Branding

Identify and then broadcast your brand's core values and mission-vision. Here are some questions to help you define your direction:

#### VISION

Where are you going?

#### MISSION

What are you doing to accomplish your purpose?

#### VALUES

What do you value in your team, company, and self?

### Communicating Your Brand's Core Values

- Attract and hire the right people to work for and represent the brand
- Have the right questions in the interview process
- Review your vision, mission and values during every meeting
- You Live It!

### Keeping Staff Motivated Through Partnership

- Support education
- Expand their roles & responsibilities
- Provide in compensation plans
- Provide profit-sharing
- Foster an ownership mentality

### Effective Interviewing Tips to Support the Brand

1. Screen resumes, cover letters, emails
2. Conduct a phone Interview
3. Film a 10-20 minute video of candidate training
4. Provide a teaching/training or other follow-up project
5. Host a ZOOM interview
6. Conduct a live interview #1
7. Have an observation at your gym or studio
8. Train a staff member or role-play a tour for "Director of First Impression"
9. Check social media footprint
10. Review references
11. Final Interview with company leader

### Todd's Leadership "Best Practices"

Use this guidance as a framework to create your own vision in today's adverse environment

✓  
Passionately COMMITTED to the VISION

✓  
Leaders COMMUNICATE

✓  
Leaders make GUT decisions

✓  
Leaders make good hires & cultivate greatness

✓  
Leaders set high expectations, walk their talk, and raise people up

✓  
Leaders provide feedback in a "caring & compassionate" way

✓  
Leaders LISTEN

✓  
Leaders show EMOTION

✓  
Leaders aren't afraid to CHANGE if it's going to help the organization

✓  
Leaders can show the way in the darkest hours

✓  
Leaders LEAD people through change or tough times

✓  
Leaders DEVELOP other leaders and provide growth opportunities

✓  
Leaders exemplify LOVE

## Sample Interview Questions

1. Give me the 2-minute highlight, CNN version of yourself.
2. What do you know about this opportunity?
3. What makes you want to apply for a position here?
4. What environment do you best thrive in?
5. What are you most looking for in a job today?
6. Tell me about your ideal day.
7. What makes your soul sing?
8. Share with me one experience you had at a previous job where a customer was not happy about a service or situation. What happened and how did you handle it?
9. Share with me another example of how you went out of your way to create great customer service for a client or customer.
10. Describe your strongest communication skills.
11. What are you most proud of in your life?
12. What responsibilities do you feel are critical to the success of your position when it comes to dealing with a customer?
13. Do you work better with supervision or independently?
14. How would your colleagues or supervisor describe you?
15. What motivates your best work?
16. Give me an example of a time when you motivated someone to create change in their life (either client or co-worker).
17. Have you ever TRANSFORMED someone's life? Tell me about it.
18. What do you feel are your greatest strengths?
19. What areas do you feel you need most improvement on?
20. What area of this position would be the most difficult for you?
21. What are your short term goals (1 year)?
22. What are your goals in 3-5 years?
23. Give me an example of a time when you set a goal and were able to meet or exceed it.
24. Do you have plans for continued study?
25. Share one experience in your life that has had a profound impact on who you are today?
26. What stand-out qualities do you possess and how will you apply them to be the best in this position?
27. What was the best job you ever had and why?
28. If I asked your best friend about you, what would they say?
29. What was the worst job you had and why?
30. Do you enjoy routine? Why? Why not?
31. What do you think it takes to be successful in a company like ours?
32. What are some of your best practices you do on a daily basis?
33. What is one of the toughest times you went through in your life that helped mold you to the person you are today?
34. What is the last book you read?
35. What are you reading now?
36. What types of books do you like to read?
37. When was the last conference you attended? Tell me about it.
38. If you could have dinner with one person living or dead, who would it be and why?
39. What motivates you in life?
40. Who do you learn from today when it comes to "Mastering Your Craft?"
41. Tell me about the last "team" you played on (sports or business). What was it like? What did you like? What did you not like?
42. How about the BEST team you ever played for? What did you love about it?
43. What are your top 3 or 4 CORE VALUES?
44. What's your purpose in life?
45. We live and work by the words PASSION... PURPOSE...IMPACT. What do those 3 words mean to you?
46. At this gym, "We GUARANTEE to make a client's life better." What would you personally do to make sure YOU fulfill this commitment?
47. Hypothetically if I was to choose between training at this gym or another local gym, tell me how you would sell me on choosing Fitness Quest 10?
48. What can you offer us that other people cannot?
49. If you were hired, what would you expect from me as a leader to best help you do your job successfully.
50. Is there anything that we haven't talked about that I should know about you?
51. Is there anything else you would like to share with me that is important as we make a decision for this position?
52. Why should I hire you?

## 6 Months “Owners Mentality” Profit Sharing Review

1. I seek solutions to the problems I face before going to team leader
  - Problems with my schedule, problems a guest has, problems getting Mindbody to cooperate, not being competent in an area and seeking out a course/certification/mentor to get better! (i.e. sales, corrective exercise, etc.)
2. I think in terms of what is in the best interest of GUESTS, and OTHER TEAM MEMBERS before thinking about what is best for my own schedule, pay, or convenience. *Owners know that in the long run, doing so leads to more success, convenience, and joy for you and your family*
3. I succeed at finding or creating those solutions without even having to go to team leader? I seek the counsel or learning I need to get the ball across the goal line. (ownership of the final results/success)
4. I have a PARTY HOST mindset (event ownership- owning guest experience and how they feel)
  - I take action and am responsible for creating a magical, welcoming, hospitable, consistent experience for guests
  - I clean up well consistently as if I am hosting the president—bathrooms, busting out the vacuum, the office, etc.
  - I acknowledge and introduce myself to all guests just as if a new person was entering my home. I go out of my way to meet them at the minimum.
5. I demonstrate my gratitude and appreciation when facility upgrades are done, new equipment/furniture purchased, sacrifices of others are made to make things better for me and guests, etc.? Knowing that money and time invested into this gym is my own.
6. Treat the facility and equipment as if I purchased it (facility ownership)
  - I take care of the equipment and treat the facility as if I purchased it (the way I handle the computers, fitness equipment, etc)
  - I tighten up equipment as needed, assemble new furniture or equipment as it comes in (without someone asking me to). I regularly put the ladders, bands, balls, folders, clipboards, pens, front desk materials, etc. away in correct spots so that it is more convenient for the NEXT PERSON who uses them.
  - If I am the last to leave at night or at lunch time, I scan the floor and stay until the facility looks world class for next guests. Owners do not have the luxury of passing it off for someone else to do- owners get it done!
7. I own leads with extreme focus and attention (business ownership).
  - I QUICKLY and THOUGHTFULLY follow up with any lead and do not have to be reminded to do so
  - I go out of my way to help team members grow personally, professionally, spiritually, or in any other way I see that they need
8. I consistently help the team create greater profits. I understand the concept and own it.
9. Succeeding at Selling
  - I am successful at serving our current guests by getting them to invest in other services and products we offer.
  - I am consistent at turning leads into consultations and getting them in our doors. \*Coaches- I am successful at taking those consults and turning them into long term clients.
  - I am successful at upgrading contracts, saving contracts from dropping, getting former guests back in our doors (reactivations as a result of relationships)

\*This plan may change based on evolution of company

Team member signature \_\_\_\_\_ Date \_\_\_\_\_

Leader signature \_\_\_\_\_ Date \_\_\_\_\_

## Profit Sharing Plan Basics

Each employee is expected to complete an “Owner’s Mentality” review every six months to be eligible for profit sharing.

A team member’s CONTRIBUTION to the team, their execution of their roles on the team, and their overall PERFORMANCE is what earns them higher and higher levels of INCOME (normal, ongoing compensation). Length of service and loyalty place a small part in compensation increases as well.

With profit sharing, we win together and we lose together. The HOURS that you contribute (as a coach or off the floor team member) what earns more profit. Hours are calculated by taking average of the 1st 4 weeks of the month.

### SUBJECT TO CHANGE

Each month we will take 25% of total profits and place them into a retained earnings account for taxes, capital improvements, etc.

Let’s say profits for the month are \$10,000  
\$2,500 will go to R/E account to pay taxes\*\*\*  
\$7,500 remains

We will take that \$7,500 and 50% will be paid out in profit sharing

\$3,750 goes into the pool  
How many SHARES does each person get?

### HOURS WORKED

### SHARES EARNED

10-17.5	$\frac{1}{4}$ share
17.75-25	$\frac{1}{2}$ share
25.75-32.5	$\frac{3}{4}$ share
32.75+	1 share
10-17.5	.25%
17.75-25	.50%
25.75-32.5	.75%
32.75+	1%

Shares INCREASE past one as you begin leading people who are INCREASING their impact and INCREASING profits. A person who is leading a program, driving sales, retention, doing marketing, hiring, training team members, etc. has more responsibility and is likely INCREASING the amount of guests we have, revenue, and overseeing expenses. Therefore more shares is the result. The team member must STILL be performing at high level, and now is responsible for ensuring other team members are doing the same. Those in leadership position are held to an even higher standard and must continue increasing.

### EXAMPLE

- Total month profits: 15,000
- After 25% = \$11,250
- 50% goes into profit sharing pool leaving \$5,625 in the pool
  - Bob = 3 shares
  - Susan = 3 shares
  - Dave = 2 shares
  - Carl = 2 shares
  - Samantha = 1 share
  - Doug = 1 share
- \$5,625/12 shares = \$468.75/share

Monthly Profit Sharing Pool  
(\$5,625 total)

