

COMMERCIAL LEADERSHIP PROGRAMME

Participant Welcome Pack

Your guide to getting the most from this programme

Welcome

Congratulations on your place in the Commercial Leadership Programme. Over the coming weeks, you will undertake a transformative development journey that covers every dimension of modern spa leadership: from personal leadership and emotional intelligence through to financial mastery, operational excellence, and strategic growth.

This programme has been designed specifically for the luxury spa and wellness industry. Every lesson, exercise, and template is built around real scenarios you face every day. This is not generic management training adapted for spa. It is spa leadership training, built from the ground up.

What you put in is what you will take out. The participants who gain the most are those who engage fully with the exercises, complete the self-assessments honestly, and apply the tools to their own spa from day one.

Programme Structure

The programme comprises 21 modules across four progressive tracks. Each track builds on the previous one:

Track 1: Leadership Foundation (Modules 1-5)

Builds your personal leadership identity. Covers leadership styles, communication, emotional intelligence, time management, and coaching skills.

Track 2: Financial & Commercial Mastery (Modules 6-12)

Develops your commercial acumen. Covers P&L analysis, KPIs, pricing strategy, budgeting, retail, menu design, and revenue optimisation.

Track 3: Operations & Delivery (Modules 13-18)

Strengthens your operational capability. Covers SOPs, capacity management, guest experience, recruitment, supplier management, and health & safety.

Track 4: Growth & Strategy (Modules 19-21)

Expands your strategic thinking. Covers brand identity, marketing, innovation, and your personal 90-day execution plan.

What to Expect

Each module follows a consistent structure: a facilitator-led lesson introducing key concepts, practical exercises using professional templates and tools, group discussion and peer learning, and a module assessment that applies the learning to your own spa context.

You will receive a workbook for each module, plus practical templates and spreadsheets that become your permanent toolkit. These are not theoretical documents to file away. They are operational tools you will use throughout your career.

How to Prepare

Before the programme begins, please:

- Gather your spa's most recent financial data (P&L, revenue reports) if available. You will use real figures in several modules.
- Reflect on your biggest current challenges as a manager. Write down your top three. This will guide your focus throughout.
- Think about one team member you find easy to manage and one you find challenging. You will explore both dynamics.
- Review your treatment menu and retail offering. Note anything you feel could be improved.
- Come with an open mind. Some modules will stretch your comfort zone. That is where the growth happens.

Assessment & Certification

Each module includes an assessment, typically a practical deliverable such as a completed template, a written plan, or an observed skill practice. Assessments are graded on a four-level rubric: Developing, Competent, Proficient, and Exemplary. To achieve certification, you must demonstrate at least Competent level across all 21 modules.

Certification is not a tick-box exercise. It represents genuine professional development and a body of practical work that directly improves your spa's performance.

We look forward to working with you. This programme will change how you lead, how your team performs, and how your spa operates. Let's begin.