

LEADERSHIP FOUNDATION
MODULE 1

Your Leadership Identity

Who you are as a leader shapes everything — your team, your standards, your results.

COMMERCIAL LEADERSHIP PROGRAMME
Spa Director & Spa Manager Development

Module Overview

Who you are as a leader shapes everything — your team, your standards, your results.

LESSON	TOPIC
Lesson 1	Understanding Your Leadership Style
Lesson 2	Personal Standards & Non-Negotiables

Lesson 1: Understanding Your Leadership Style

Self-assessment is the starting point of every leadership journey. Are you naturally directive — clear, decisive, telling the team exactly what needs to happen? Or are you more coaching-oriented — asking questions, developing capability, drawing out potential? Perhaps you lean affiliative, prioritising harmony and relationships, or democratic, building consensus before acting.

The truth is, the best spa leaders are fluent in all four styles and know when to shift. A crisis demands directive leadership. A new therapist needs coaching. A demotivated team needs affiliative warmth. A strategic decision benefits from democratic input.

Emotional intelligence sits beneath all of this. Your ability to recognise your own emotions, manage your reactions, read the room, and respond with empathy determines whether your team trusts you, follows you, and performs for you.

KEY POINTS

- Complete a leadership style self-assessment
- Map your default style and identify when to shift
- Understand how your style impacts team morale and guest outcomes
- Build emotional intelligence as your leadership foundation

Lesson 2: Personal Standards & Non-Negotiables

Every effective leader has a clear set of non-negotiables — the standards they hold themselves to before they hold anyone else to them. These aren't aspirational statements pinned to a wall. They're daily behaviours: how you show up when you're tired, how you respond when something goes wrong, how you treat the newest member of the team.

Write your personal standards charter. Not a mission statement — a practical document that defines what you will and won't accept from yourself. 'I will walk the floor before every opening.' 'I will never have a difficult conversation by text.' 'I will acknowledge every team member by name every shift.'

Consistency is the most underrated leadership trait. Your team doesn't remember the one great speech. They remember whether you behave the same way on a stressful Saturday as you do on a quiet Tuesday.

KEY POINTS

- Define what you stand for as a leader
- Create a practical personal standards charter
- Close the gap between intention and daily behaviour
- Build consistency as your most powerful leadership tool

Key Concept

“You cannot lead a team to a standard you haven't defined for yourself. Write it down, live it daily, hold yourself to it first.”

Practical Exercise

Complete a leadership self-assessment using the framework provided. Write your personal standards charter — at least five non-negotiable behaviours. Ask three team members to describe your leadership style in three words each. Compare their answers to your self-assessment and reflect on the gaps.

YOUR NOTES

Learning Outcomes

By completing this module, you will be able to:

1. Identify personal leadership style and its impact on the team
2. Build a personal standards charter for daily reference
3. Conduct honest self-assessment against leadership benchmarks
4. Align personal values with operational leadership behaviours

SELF - A S S E S S M E N T

Rate your confidence in each outcome (1 = Not yet confident, 5 = Fully confident):

Outcome	1	2	3	4	5
Identify personal leadership style and its impact on the team					
Build a personal standards charter for daily reference					
Conduct honest self-assessment against leadership benchmarks					
Align personal values with operational leadership behaviours					

Assessment

Complete the following submissions to demonstrate your learning:

Submission 1: Leadership Self-Assessment

Completed analysis of your leadership style with evidence from real scenarios.

Submission 2: Personal Standards Charter

A living document defining your non-negotiables, signed and dated.

MODULE COMPLETION

Name:	
Date:	
Assessor:	