

LEADERSHIP FOUNDATION
MODULE 2

Building & Leading High-Performing Teams

A spa is only as good as the team that delivers it.

COMMERCIAL LEADERSHIP PROGRAMME
Spa Director & Spa Manager Development

Module Overview

A spa is only as good as the team that delivers it.

LESSON	TOPIC
Lesson 1	Team Dynamics & Culture
Lesson 2	Communication That Drives Performance

Lesson 1: Team Dynamics & Culture

High-performing spa teams share five hallmarks: trust, clarity, accountability, energy, and pride. Trust means therapists feel safe admitting mistakes without fear. Clarity means everyone knows what's expected — today, this week, this month. Accountability means the team self-corrects before management needs to intervene. Energy means people arrive wanting to be there. Pride means the work matters to them personally.

Psychological safety is the foundation. If your team is afraid to speak up, you'll never hear about problems until they become crises. Create an environment where questions are welcomed, ideas are heard, and mistakes are treated as learning opportunities rather than failures.

KEY POINTS

- Build trust and psychological safety as the foundation
- Create clarity through consistent expectations
- Develop accountability that runs peer-to-peer, not just top-down
- Nurture energy and pride through recognition and purpose

Lesson 2: Communication That Drives Performance

Daily briefings are your most underrated tool. Ten minutes every morning: today's bookings, VIPs, special requirements, targets, and one piece of recognition. Keep it standing, keep it focused, keep it energising. This isn't an email — it's a team moment.

One-to-one conversations build the relationship infrastructure that holds your team together. Monthly minimum. Not a tick-box — a genuine conversation about how they're doing, what they need, and where they want to develop.

Feedback is a skill most managers never master. The SBI model (Situation, Behaviour, Impact) gives you a framework: 'During the 10am check-in today [Situation], you interrupted Sarah twice [Behaviour], which made her reluctant to contribute [Impact].' Specific. Observable. Actionable.

KEY POINTS

- Run daily briefings that energise rather than bore
- Conduct one-to-ones that build trust and accountability
- Apply the SBI model for feedback that people act on
- Navigate difficult conversations with scripts, timing, and framing

Key Concept

“A great team doesn't happen by accident. It's designed, developed, and deliberately nurtured every single day.”

Practical Exercise

Design a team communication calendar covering daily briefings, weekly check-ins, and monthly one-to-ones. Include templates for each. Write three feedback scripts using the SBI model: one positive, one developmental, one corrective.

YOUR NOTES

Learning Outcomes

By completing this module, you will be able to:

1. Design and implement a team communication rhythm
2. Apply the SBI feedback model in real scenarios
3. Build a culture of psychological safety and accountability
4. Conduct effective one-to-one development conversations

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
Design and implement a team communication rhythm					
Apply the SBI feedback model in real scenarios					
Build a culture of psychological safety and accountability					
Conduct effective one-to-one development conversations					

Assessment

Complete the following submissions to demonstrate your learning:

Submission 1: Team Communication Calendar

Fully mapped rhythm with templates for each touchpoint.

Submission 2: Feedback Scripts

Three SBI feedback scripts covering positive, developmental, and corrective scenarios.

MODULE COMPLETION

Name:	
Date:	
Assessor:	