

OPERATIONS & DELIVERY
MODULE 13

Daily Operations & SOP Development

Consistency isn't boring. It's the foundation of everything brilliant.

COMMERCIAL LEADERSHIP PROGRAMME
Spa Director & Spa Manager Development

Module Overview

Consistency isn't boring. It's the foundation of everything brilliant.

LESSON	TOPIC
Lesson 1	Building Your Operational Rhythm
Lesson 2	Creating SOPs That Are Actually Followed

Lesson 1: Building Your Operational Rhythm

Every great spa runs on rhythm — a predictable, repeatable cadence that keeps standards high and surprises low. The daily rhythm: pre-opening walkround (15 mins), morning briefing (10 mins), midday checkpoint (5 mins), end-of-day review (10 mins). That's 40 minutes of structured management that prevents hours of reactive firefighting.

The weekly rhythm: Monday reviews last week's KPIs and sets this week's priorities. Wednesday is a mid-week trading check — are we on track? Friday ensures operational readiness for the weekend peak. The monthly rhythm: financial review, KPI deep-dive, stock take, team one-to-ones, training session, maintenance audit.

KEY POINTS

- Design a daily rhythm: walkround, briefing, checkpoint, review
- Build a weekly rhythm: Monday KPIs, Wednesday check, Friday prep
- Establish a monthly rhythm: finance, stock, one-to-ones, training
- Make the rhythm automatic, not aspirational

Lesson 2: Creating SOPs That Are Actually Followed

An SOP nobody reads is worse than no SOP at all. The difference between SOPs that transform and SOPs that gather dust comes down to three things: simple, accessible, and co-created.

Simple: one page maximum, active voice, numbered steps, each step is one action. If a step contains 'and,' it's two steps. Include photos where possible.

Accessible: if your team can't find the SOP in under 30 seconds, it doesn't exist. Laminated cards in treatment rooms. QR codes in back-of-house. Digital tablets at reception.

Co-created: the people who do the job know the shortcuts, problems, and reality. Involve them. When a therapist helps write the treatment room setup SOP, they own it.

KEY POINTS

- Write SOPs that are one page, active voice, numbered steps
- Make SOPs findable in under 30 seconds
- Co-create with the team for ownership and accuracy
- Use laminated cards, QR codes, and digital access

Key Concept

“The best SOP in the world is useless if your team can't find it in 30 seconds, can't understand it in 60 seconds, and didn't help write it.”

Practical Exercise

Map your complete daily, weekly, and monthly operational rhythm with ownership for each activity. Identify gaps — activities that should happen but don't. Write one SOP using the simple/accessible/co-created framework. Implement the rhythm for 30 days and log results.

YOUR NOTES

Learning Outcomes

By completing this module, you will be able to:

1. Design a daily, weekly, and monthly operational rhythm
2. Write concise, accessible SOPs that teams will actually follow
3. Facilitate SOP development workshops with team members
4. Implement accountability systems for operational standards

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 a daily, weekly, and monthly operational rhythm					
Write concise, accessible SOPs that teams will actually follow					
Facilitate SOP development workshops with team members					
Implement accountability systems for operational standards					

Assessment

Complete the following submissions to demonstrate your learning:

Submission 1: Operational Calendar

Complete rhythm document with ownership assignments.

Submission 2: SOP Portfolio

Three SOPs using the framework, at least one co-created with a team member.

MODULE COMPLETION

Name:	
Date:	
Assessor:	