

Chapter 10 Outline

Management: Building Blocks for Leaders
Management Functions
Management Skills
The Importance of Leadership
Strategy I: Attention Through Vision
Strategy II: Meaning Through Communication
Strategy III: Trust Through Positioning
Strategy IV: Self-Development
Good to Great
Levels of Leadership
Fiscal Leadership
Becoming a Leader
Disciplined People
Disciplined Thought
Disciplined Action
The Eighth Habit
Find Your Voice
Inspire Others to Find Their Voices
Spa Leadership
Managing Healers
Strategic Intent and Transformational Experiences
Authenticity
Communication
Spa Ethics
Ethics Defined
Theories and Approaches to Ethics
Social Responsibility and Business Ethics
Implementing Ethics
Code of Conduct
Ethical Issues in Spas
Finding Success

Competencies

1. Outline the evolution of management theories and traditional management functions and skills. (pp. 383–386)
2. Describe the importance of leadership and the strategies that ensure its success. (pp. 386–391)
3. Explain how intense and humble leadership skills can take a spa from good to great. (pp. 391–401)
4. Define the eighth habit of effective leaders and how they can develop it. (pp. 401–403)
5. Identify specific leadership needs experienced in spas. (pp. 403–411)
6. Explain why ethical leadership is essential and the specific issues that affect a spa. (pp. 411–423)