

THE FC EMPLOYEE HANDBOOK



20 minutes

As an Operations Manager, it's important to know the basic rules and policies that help keep the club running smoothly. You are a leader, and your team will look to you for answers when it comes to following the rules, consistency in applying them and demonstrating what good looks like.

- **FC Handbook:** All the important rules and policies you need to know are in the **Fitness Connection Employee Handbook**. This handbook is a great resource for both you and your team.
- **Where to Find It:** You and your teammates can find a copy of the **Employee Handbook** in **Paycom** by following these steps:

Go to Documents > Completed > Fitness Connection Employee Handbook

We will review portions of the handbook throughout your training as they related to different topics. The Handbook is your guide post to making fair and consistent teammate decisions. Let's look at the Cell Phone/Mobile Device Use/Recordings policy to see how that works!

ACTIVITY: EMPLOYEE HANDBOOK

1. Log into Paycom and navigate to your copy of the Fitness Connection Employee Handbook
2. Review the Cell Phone/Mobile Device Use/Recording policy on page 10
3. Answer the questions below

You have a teammate, Jake, who has disclosed a potentially urgent situation to you as the manager. They are repeatedly on their cell phone texting or talking behind the front desk throughout the shift. Based on the Employee Handbook, is this acceptable behavior according to FitCo guidelines? Why or why not (use specific wording in the policy to defend)?

POSITIVE SPECIFIC FEEDBACK



30 minutes

Give great feedback is the cornerstone of leading a shift, leading a team, and ultimately leading your club. Every behavior, action, and interaction of every teammate is a chance for you to provide feedback.

Learning to seize those opportunities takes practice. During your ClubWork shifts, you'll practice providing meaningful feedback when teammates are performing well and focused on achieving their goals and honest, constructive feedback when teammates need to improve.

Positive, specific feedback is the first element of great coaching. Tell the teammate, in-the-moment, specifically what they did well. *"Amazing job asking the right questions to match that member with a new supplement to help him out!"* or *"Thank you for following up with that member to get her past due amount collected while getting her re-energized about our new GX class!"* or *"Thank you for leading the charge on Team Cleans today, your energy to get the team rallied made a big difference in club cleanliness and energy in the whole club!"*

Vague feedback, like *"Great Job!"* or *"Nice Teamwork"* or *"Good job hitting your goals today"* doesn't really tell your team WHAT you liked about WHAT they did. People are more likely to repeat and action if they are recognized for it, so go ahead. Tell them WHY they rock and they will do it again and again!

ACTIVITY: POSITIVE SPECIFIC FEEDBACK

Take a few minutes to 'upgrade' the feedback statements below: The first one is done for you.

Positive Vague Feedback	Positive Specific Feedback
1. Thanks for the great shift today!	<i>"Thank you for going above and beyond with training Corey today, you were really patient with questions and still hit every EPIC greet!"</i>
2. Great job with ProShop!	
3. Good work hitting your target today	
4. Really good member interaction!	
5. Nice teamwork!	

HR BASICS FOR MANAGERS



120 minutes

Creating a safe, consistent, and fair workplace is the job of every manager in your club. Fitness Connection provides several tools and resources to ensure great People practices.

Labor Law Posters and other required postings

These aren't just for looks! We'll talk about why labor law posters are important and how to find them and keep them updated in your club.

Do you know where these labor law posters are? Let's take a walk to find them and make sure our club is following the rules.

DISCUSSION: BUSINESS ETHICS AND CODE OF CONDUCT

As a manager in your Club, there are certain guidelines that you must follow in order to ensure a safe, consistent, and fair workplace. Access the Employee Handbook in Paycom. Search for the Business Ethics and Code of Conduct Section. Review the Special Responsibilities of Managers and discuss the questions below:

You witness one of your club's Fitness Consultants acting inappropriately towards a new hire, asking personal questions and joking somewhat flirtatiously. She is a top producer at your club and is known for being over-the-top and a big personality. The new hire seems uncomfortable.

What are all of the steps you should take in this situation?

Your Sales Manager hears about the steps you took with the Fitness Consultant and new hire and expresses that you should not be involved in a situation with one of his teammates. He tells you he will handle it.

What are your next steps?

PERFORMANCE IMPROVING FEEDBACK



45 minutes

Performance improving feedback given during the shift, in-the-moment, is the best way to adjust skills and correct behaviors as they happen. Your team will be open to performance improving feedback from you as long as you practice these FOUR things:

1. **Keep giving them positive specific feedback for the things they do well separate from the performance improving feedback**
2. **When you deliver performance improving feedback, be specific, honest, and direct**
3. **Focus on the skill or behavior, never the person**
4. **The feedback is from YOU, not your boss, not corporate, not "other people", just you**

ACTIVITY: PERFORMANCE IMPROVING FEEDBACK

Review the Performance Improving Feedback below. Next to each statement, write 1, 2, 3 or 4 (or multiple numbers) for the number of the practice above that was NOT followed.

Performance Improving Feedback	Practice NOT followed
You did a great job on collecting dues today, however, you need to pay more attention to members. You did have a great attitude today, though!	#1 and #2
If you weren't so preoccupied all the time, you might be able to catch more red screens	
I think you are really great a the front desk, but I need to you really step up with other parts of your job.	
Corporate is making us stick to our dress code, so you can't wear those Crocs again after today	
I think maybe you could do a little more suggesting when people check in for their workouts, that might help get your numbers up. What do you think?	
I don't like it either, but (insert GM name) says you have to sell more ProShop or you will get written up.	

MANAGING VS. LEADING



30 minutes

As an Operations Manager, it's important to understand the difference between being a manager and being a leader. Both roles are important, but being a leader goes beyond just managing tasks—it's about inspiring and guiding your team to success.

A manager focuses on making sure tasks get done, while a leader motivates and inspires the team to do their best.

Managers	Leaders
<p>A manager is responsible for overseeing daily operations and making sure tasks are completed efficiently. They focus on the details of how the work gets done and ensure the team meets goals and deadlines.</p>	<p>A leader doesn't just ensure that tasks get done; they motivate and inspire their team to excel. Leaders focus on building relationships, guiding their team toward shared goals, and creating an environment where everyone feels empowered to contribute.</p>
<p>Assign tasks and delegate work</p> <p>Managers ensure that tasks are given to the right people and that work is given out fairly and effectively.</p>	<p>Inspire and motivate the team</p> <p>Leaders set the vision and help the team see how their work contributes to the bigger picture.</p>
<p>Monitor and evaluate progress</p> <p>Managers track how well tasks are being completed and step in when adjustments are needed.</p>	<p>Plan for the Future</p> <p>Leaders focus on where the team is going in the future, not just what needs to be done today.</p>
<p>Train and onboard new teammates</p> <p>Managers ensure that new team members are trained properly and understand their roles.</p>	<p>Empower teammates</p> <p>Leaders give their teammates the tools and support they need to grow and take ownership of their work.</p>
<p>Make executive decisions</p> <p>Managers make choices that impact everyday tasks and make sure goals and deadlines are achieved.</p>	<p>Create a positive culture</p> <p>Leaders build a culture of trust, respect, and open communication, where everyone feels valued and heard.</p>
<p>Solve problems and manage conflict</p> <p>Managers handle issues as they come up and work to resolve conflicts within the team.</p>	
<p>Respond to emergencies</p> <p>Managers act quickly when unexpected situations occur, keeping the club running smoothly.</p>	

G.R.O.W. CONVERSATIONS



45 minutes

In-the-Moment feedback, like the positive specific and performance improving feedback you have been working on is the first, best way to recognize and correct teammate behaviors and actions. Sometimes, however, that in-the-moment feedback does not lead to sustained improvement. As a manager, the next tool in your toolbox is a G.R.O.W. conversation.

Goal - What is our goal? State the desired result you expect the teammate to achieve. Be specific.

*One thing at a time, stay focused
Focus on the topic, not the person
Ensure clarity around goal/standard/behavior*

Reality - What is actually happening? Describe behaviors & actions you observed from the teammate. Provide specific examples.

*Be ready with one or two specific examples
Refer back to the goal/standard/behavior as needed*

Obstacle - Ask the teammate what they believe is getting in the way of the desired result. Ask them what they can do to remove the obstacle(s). Do not give them the answers!

*Ask open-ended questions
Focus them toward obstacles that are in their control (or that you can help remove)
Ask, 'what else?'*

Way Forward - What is our way forward? Ask the teammate to tell you what they will commit to moving forward. Let them know when you will be checking in.

*The Way Forward needs to be their plan, not yours
Is it realistic based on the starting point?
How will you follow up and check in and how often?*

MOTIVATION



30 minutes

In your current role, earlier role, earlier job (different company) or even back in school, think about some times you felt motivated? How about de-motivated.

Reflecting on those times you felt motivated above, what types of things, activities or situations motivate you? (Think for a few minutes, then write down ALL of the things that motivate you.)

Ask that question to 10 different people and you are likely to get 10 different answers. WHY because motivation is a personal thing. So how do we as leaders motivate our team? Simple, we watch, we listen and most importantly, we ASK them. Then, we DO SOMETHING with that information.

There are two main categories of motivation, internal (intrinsic) and external (extrinsic). As leaders, we should do our best to understand our teams' internal motivators. Understanding them can help us maximize our opportunities to put our teammate in a situation where they are motivated. Internal motivators have the MOST long term impact and success.

Examples include: ability to contribute; opportunity to learn something new; a desire to help others

Which of the motivators that you wrote down earlier are internal?

What work situations make you feel those types of motivation?

External motivation, sometimes referred to as the carrot and the stick, are strategies that, as leaders, we can use to motivate our teams. External motivators generally drive short-term success, and are useful to kick start progress, or deter a certain behavior or outcome.

Examples of encouraging (carrot) external motivators include: monetary compensation; public recognition; gifts/prizes

Some examples of discouraging (stick) external motivators include: less desirable schedule; corrective actions/write ups; demotion or termination

COMMUNICATION



45 minutes

As an Operations Manager and leader in your club, communication is one of the most important tools you have as a leader. Effective communication isn't just about giving instructions. It's about building connections with your team, listening to their needs, and fostering an environment of trust and respect. Leaders communicate by being:

- Clear: Great leaders make sure their messages are clear and understood. Whether you're setting expectations, providing feedback, or explaining a new process, your team needs to understand what's expected of them.
 - » You have to ask follow up or clarifying questions to ensure you were clear - as the communicator it is YOUR responsibility to ensure your message is heard correctly.
- Consistent: Consistency in your communication helps avoid confusion and keeps everyone on the same page.
 - » Nothing will undermine what you are trying to accomplish faster than if you give different messages to different teammates - no one will know for sure what to believe or do.
- Open to a Dialogue: Leadership isn't just about talking—it's also about listening. Make sure your team feels heard by actively listening to their concerns, suggestions, and ideas. Having two-way conversations shows your team that their thoughts are important and helps them feel responsible for their work.
 - » Suppressing questions or concerns doesn't make them go away, it just makes your team trust you less
- Motivational and Supportive: Communication is one of the important ways leaders inspire their teams. Use your words to motivate your team, offering encouragement and recognition when they succeed. Support them when challenges arise by providing guidance and showing confidence in their abilities.
 - » You are the leader for a reason! Tell them what they are doing well (Positive, Specific) and work shoulder-to-shoulder to help them achieve success
- Transparent and Honest: Being open with your team builds trust. Whether you are communicating about the club's goals, performance expectations, or changes in operations. Honesty helps create an open and supportive environment. Your team will appreciate knowing they can rely on you for truthful and straightforward communication.
 - » This does NOT mean you share your concerns or doubts with them, as a leader, you share those up, not down. Even if they point out the same concerns, acknowledge and let them know you are working with your leader to find solutions - never commiserate or pile on.

DELEGATION



30 minutes

One of the hardest things to learn as you manage and lead others is how to let go of doing everything yourself and effectively handing over certain tasks to others. We have all had the bosses who only hand over the mundane grunt work (stuff everyone hates to do) and bosses who do everything themselves. This leads to a lack of productivity for the leader and a lack of development and engagement for the teammate. Both bad outcomes.

Delegation: Interactive, coaching, two-way communication, pride, big-picture, encouraging, ownership

Delegation increases the engagement of your team, especially high performers, not to mention it can take weight off your shoulders as you no longer have to closely manage every detail at your club

VS

Direction: top down, instructive, high one-way communication, detailed, to-the-point, checklist, black & white

Sometimes, especially with new or under performing teammates direction is a better path, but beware of only directing and not delegating. You will not really get any weight off of your to do list as you must constantly monitor and re-direct.

VS

Dumping: punitive, repetitive, low one-way communication, un-inspiring, unclear, gray in nature

Dumping is when a leader pawns off an unpleasant or annoying task ,with no real direction or clarity. Their only real goal is not to have to do it themselves. Sometimes leaders will dump tasks that they themselves are uncomfortable with or do not understand, leading to long-term issues.

What are some examples of each that you have experienced in your work past (or present)?