



CULTURE MODULE





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PET SALON

LESSON 1: OUR MISSION AND TEAM VISION

- Our Mission
- Rethinking Pet Styling
- Our Culture
- Team Vision
- Our Terminology
- Create Magic!



Our Mission

We model our service and our training program around our mission statement: “When pets come first, success will follow.” Everything we learn during the training and certification process is to help us deliver the best service possible to our beloved Pet Guests and to lift grooming standards for pets around the world.

We strive to attract and hire Paul Mitchell graduates who have learned and lived the culture of kindness, philanthropy, and giving back throughout their education. Many Paul Mitchell students have a huge passion for animal health and rescue. A career at Salty Dawg lets them continue that connection, because our team works and volunteers with local charities where they can practice and perfect their skills and give back to our pet community, showing our goodwill doesn't stop at the doors of the salons.

Rethinking Pet Styling

Clients choose Salty Dawg Pet Salons because they love the grooming experience we provide, and they believe in our mission.

We know an amazing hair experience can transform your mood and feelings. Salty Dawg gives our Pet Guests the same great experience. We don't take our Pet Guests to a scary back room and leave clients wondering what might be happening behind closed doors. Our layout is wide open, with glass walls and windows so clients can see the entire grooming experience. This offers a comforting transparency and holds our Pet Stylists to the highest standards.

Joining our team means learning to “pet differently.” Our training and certification program includes dog anatomy, safety, “fear-free” certification, and the Salty Dawg process. This is an exciting opportunity to push the industry to a higher standard for professional groomers.

Our Culture

At Salty Dawg, a fundamental point of difference is the “Be Nice” culture created by Winn Claybaugh for Paul Mitchell Schools. Hiring licensed cosmetologists and barbers who first train on humans and then complete our exclusive training and certification program means that our Pet Stylists have been trained in the art of creating an “extraordinary service.” They know how to listen and provide desired results.

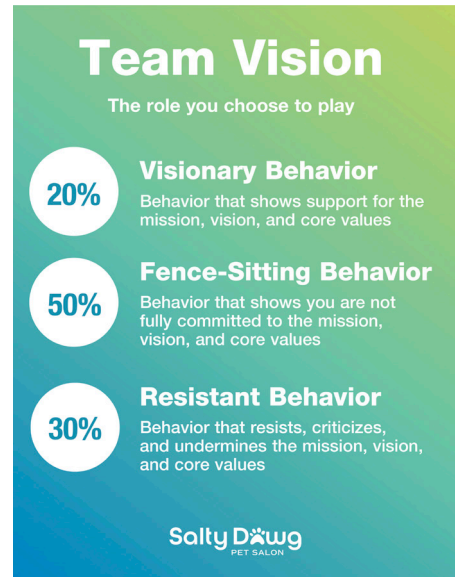
Most importantly, they have a passion for both humans and animals—and Salty Dawg lets them merge both of those passions into a career.

Team Vision

The behaviors of people in a workplace community often fall into three different categories:

- 1 Visionary behavior (“visionaries”)
- 2 Fence-sitting behavior (“fence-sitters”)
- 3 Resistant behavior (“resisters”)

Team vision is our system for observing and remaining neutral as we interact with our community members. As a leader, it’s important to know how to recognize and work with all three behaviors.



Our Terminology

We think the best of each other, our salons, and the people and animals we service—and our language reflects our high opinions. We use terminology like:

Pet Guest — The Pet Guest is our priority, and the reason why we love our jobs!

Pet Parent/client — The client is our human connection and source of critical feedback to *improve the groom, every time*.

Lifestyle Maintenance Groom — This signature groom is a one-length all-over groom offered in every Salty Dawg location.

Pet Stylist/Pet Stylist Assistants — Salty Dawg employees are hired as Pet Stylists Assistants and shadow their certified peers until they achieve their own certification. “Pet Stylist” is also our general term for employees of the Salty Dawg salon, regardless of certification level.

Level 1 Bather — A Bather has certified in Level 1 and is qualified to perform a full bath service, including pre-work, drying, and brushing, without supervision.

Level 2 Pet Stylist — A Level 2 Pet Stylist has completed Level 2 certification and is qualified to perform the full bath service and the Lifestyle Maintenance Groom without supervision.

Level 3 Star Pet Stylist — A Level 3 Star Pet Stylist is certified to perform modifications beyond the Lifestyle Maintenance Groom, including some breed-specific grooms.

Level 4 Master Pet Stylist — A Master Pet Stylist is certified to perform breed-specific cuts according to the American Kennel Club standards.

Instructor — The Instructor is a certified Pet Stylist who guides the lessons and certification process.

Create Magic!

Create Magic! is our system for giving people the dose of fun, love, and positive energy they need to perform their jobs each day and to feel good about the commitment they have made to our Salty Dawg team. Creating magic is about being present and being with people—valuing and working at creating great relationships.

How To Create Magic!

Follow these five basic steps to be in the present moment and “be” with people every day:

- Step 1:** Always be in a great mood.
- Step 2:** Make people feel important.
- Step 3:** Be present and “play.”
- Step 4:** Make the ordinary... extraordinary.
- Step 5:** Communicate and celebrate victories.

Create Magic! supports our vision and mission. It helps us to act in accordance with what we value—our relationships—and to create happy team members.

Creating Magic!

How to be in the present and be with people

- STEP 1** Always be in a great mood.
- STEP 2** Make people feel important.
- STEP 3** Be present and “play.”
- STEP 4** Make the ordinary... extraordinary.
- STEP 5** Communicate and celebrate victories.

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LESSON 2: FORWARD FOCUS

- Forward Focus
- Three Laws of the Mind
- Forward-Focused Questions



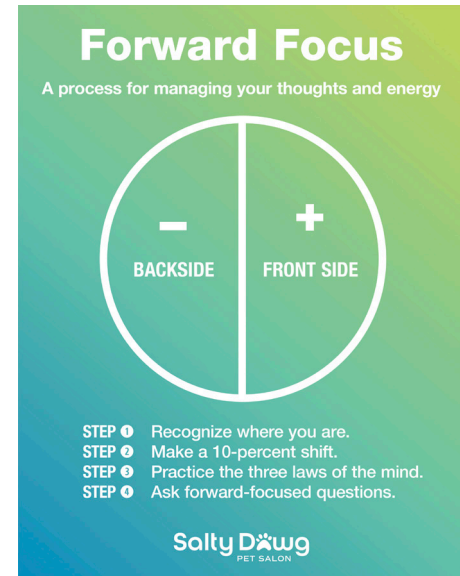
Forward Focus

Forward focus is a system of energy management and a pattern of thinking in which you choose your focus and search for solutions to your challenges by asking forward-focused questions. Forward-focused Pet Stylists concentrate on creating happy Pet Guests and Pet Parents, and they seek to empower, energize, and inspire people to establish positive values.

We use forward focus to move us toward our goals and to inspire solutions. We also use this system to assist Pet Stylist in taking the steps to make things better.

Forward-focused thinking creates open communities of coachable people who are committed to growing and learning. We inundate each pet service, conversation, training, coaching session, and client interaction with forward-focused thinking and questions to move our team members on the path toward solutions and positive change. We ask what and how questions that we positively frame and phrase to help to discover solutions.

Source: Forward-focused philosophy adapted from Steven W. Vannoy's *The 10 Greatest Gifts I Give My Children: Parenting from the Heart*. Simon & Schuster, 1994.



Three Laws of the Mind

We use the three laws of the mind to sustain lasting growth and change.

Law 1 — You can only focus on one thing at a time.

When you focus on problems, you can't think about the solutions. Your mind can only focus on one thing at a time. Focusing on a problem distracts you from what you want, which is a solution. Forward-focused thinkers identify the challenge, recognizing where they are, and quickly move to focus on the solutions. They are focused on the "front side" of the situation.

Law 2 — You can't avoid a "don't."

Don't think about a ripe, juicy orange! Most likely, you thought of an orange and now your mouth is watering. Our minds are programmed to focus on negatives. When we were kids, our parents warned us, "Don't spill your milk" or "Don't get hurt." This way of coaching and directing moves our focus to the "don'ts."

Over many years, we might form a habit of focusing on the "don'ts" and forget to ask ourselves what we *do* want. Successful and happy people know what they want. They minimize their focus on what they don't want because it drains their energy. Asking yourself questions that uncover what you do want helps you to become more forward focused.

Law 3 — You move toward what you focus on.

The final law of the mind illustrates how powerful your thinking really is. The third law states that you

move toward what you focus on. Think about the last big purchase you made or project you completed. You may have bought a car, purchased a home, started a new career, or entered a learning path.

To accomplish your goal, you needed to focus on what you wanted and then take steps toward creating it. An interesting fact is that the speed with which you reach your goals is usually based on how clearly you visualize them and how much time you spend focusing on them.

When you focus on problems, you move toward more problems and miss the opportunities to resolve them. Imagine if you limited your attention to focus primarily on the steps to meeting one of your goals. What do you think the result would be? What you focus on is what you will create around you. Your focus and attention are very powerful!

Forward-Focused Questions

Asking positive or neutral questions initiates open communication and exposes patterns of thinking that result in mental blocks. We use forward-focused questions to help us and others to find solutions to challenges so that we can meet our goals.

- 1 Ask open-ended questions that invite a collaborative response and begin with words like who, what, where, why, when, or how. Avoid closed-ended questions that can be answered with yes or no and comments that shut down the conversation.
- 2 Link positive or neutral words and phrases intended to focus on solutions.

Non-Productive Communication	Forward-Focused Questions
<i>Will you complete the project?</i>	<i>How can I help to move this project forward?</i>
<i>Can you fix this problem?</i>	<i>What is your vision for our team?</i>
<i>There is a communication breakdown.</i>	<i>What can we do to fine-tune our communication skills?</i>
<i>This is not the way we do things around here.</i>	<i>What systems can help us resolve?</i>



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LESSON 3:

GATHERING GUIDELINES

- Gathering Guidelines
- Team Huddle
- Golden Rules
- F.A.C.E.



Gathering Guidelines

The Gathering Guidelines are the communication guidelines we use in every meeting. Each team member promises to practice them when participating in our group meetings and sessions. We follow the Gathering Guidelines during every meeting. To create better relationships and minimize conflict, our team commits to regular, open dialogue and quality time for team sharing in our meetings.

Gathering Guidelines

- 1 Sit in a circle.
- 2 There are no “problems,” only challenges and opportunities.
- 3 There is no such thing as a “complaint,” only suggestions with (at least two) solutions.
- 4 There are no dumb questions or dumb answers.
- 5 Criticizing, teasing, put-downs, and sarcasm are the only taboos.
- 6 It’s okay to say “I don’t know” or “I changed my mind.”
- 7 If you don’t agree, say so and explain your thoughts.
- 8 It’s good to have a mind of your own. Use it when it matters.
- 9 Keep asking until you really understand.
- 10 Failure is not fatal!

Team Huddle

All team members begin each day by gathering for a 30-minute Team Huddle. During this meeting, the team acknowledges victories, sets daily goals, creates daily focuses, and reviews the calendar and day’s events. This system keeps everyone informed and focused on supporting each other as we work toward our goals.

Tips for Team Huddle:

- Assign a creative master in advance.
- The creative master should arrive 15 minutes before Team Huddle begins to prepare the service and retail goals from the Meevo reports.
- Have Team Huddle forms available for each team member.
- Come prepared with an energizer to inspire and motivate your team.
- Keep it positive and forward focused.
- Stay on schedule.

Be sure to complete the Team Huddle form during each meeting and post in the break room for the team members to review throughout the day and night.

Gathering Guidelines

Guidelines for creating effective staff meetings

- 1 Sit in a circle.
- 2 There are no “problems,” only challenges and opportunities.
- 3 There is no such thing as a “complaint,” only suggestions with (at least two) solutions.
- 4 There are no dumb questions or dumb answers.
- 5 Criticizing, teasing, put-downs, and sarcasm are the only taboos.
- 6 It’s okay to say “I don’t know” or “I changed my mind.”
- 7 If you don’t agree, say so and explain your thoughts.
- 8 It’s good to have a mind of your own. Use it when it matters.
- 9 Keep asking until you really understand.
- 10 Failure is not fatal!

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Huddle

Daily communication and planning system

- 1 Celebrate victories.
- 2 Set daily goals.
- 3 Create daily focuses:
 - Customer service
 - Fun focus
 - Teamwork
- 4 Review the calendar and daily events.
- 5 Inspect the team checklist:
 - On time
 - Name tag
 - Dress code
 - Attitude
- 6 Do an energizer!

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Golden Rules

The Golden Rules is a system of conduct that outlines how we behave in our community.

The Golden Rules are:

- 1 Be on time or early. Always!
- 2 Present yourself in a positive manner. Always be in a great mood.
- 3 Come to work prepared.
- 4 Be informed. Read all e-blasts and guides.
- 5 Gossip is not allowed.
- 6 Hold each other accountable by the 24-hour rule.
- 7 Resolve all personal challenges with love.
- 8 Go to the decision-maker with any unsolvable challenges.

Use the "go in asking" rule.

- 9 Be knowledgeable, literate, and articulate.
- 10 Always look the part of an impeccable professional (classic, dramatic, or fashion forward).
- 11 Always be professional.
- 12 Personal lives remain personal.
- 13 Be authentic.
- 14 Be inclusive.

We use the Golden Rules to model the behaviors that exemplify our culture and help us to maintain a positive work environment. We can also use the Golden Rules as a coaching tool to create and sustain the same level of conduct in our salons.

F.A.C.E

Praising is our system for celebrating victories in learning and meeting goals. We praise with F.A.C.E.:

STEP 1: Find what is working.

STEP 2: Acknowledge it.

STEP 3: Celebrate it.

STEP 4: Enjoy your victory.

We use this system to celebrate our successes and build self-esteem. Praising creates a forward-focused team who will support and direct positive relationships.

Golden Rules

A code of conduct

- Be on time or early. Always!
- Present yourself in a positive manner. Always be in a great mood.
- Come to work prepared.
- Be informed. Read all e-blasts and guides.
- Gossip is not allowed.
- Hold each other accountable by the 24-hour rule.
- Resolve all personal challenges with love.
- Go to the decision-maker with any unsolvable challenges. Use the "go in asking" rule.
- Be knowledgeable, literate, and articulate.
- Always look the part of an impeccable professional (classic, dramatic, or fashion forward).
- Always be professional.
- Do not get personally involved with Future Professionals or service guests.
- Personal lives remain personal.
- Be authentic.
- Be inclusive.

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F.A.C.E

A praising process



Find what is working.

Acknowledge it.

Celebrate it.

Enjoy your victory.

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LESSON 4:

MULTIPLE INTELLIGENCE

- What Is Multiple Intelligence?
- Multiple Intelligence Test



What Is Multiple Intelligence?

We are able to offer extraordinary service to our clients and Pet Guests because our community of Pet Stylists is dedicated to our culture, our mission, and continuing education. If you have completed a Paul Mitchell program, you already know that Multiple Intelligence describes the unique ways we process, retain, and access information. As Howard Gardner teaches, "It's not how smart you are; it's how you are smart that counts." Your learning style shows how you are smart. Salty Dawg Instructors use objective-based education (O.B.E.), which is a hands-on learning process that engages all learning types. This is done by implementing peer tutoring, listening, presenting, and representing what you have learned to a peer partner.

We use awareness of these seven intelligences to create opportunities for better learning and communication:

- 1 Verbal/linguistic
- 2 Math/logic
- 3 Spatial
- 4 Body/kinesthetic
- 5 Musical/rhythmic
- 6 Interpersonal
- 7 Intrapersonal

As you enroll in our training and certification program, you can rest assured that Salty Dawg Instructors care about how you learn and will endeavor to cater the certification experience to all Multiple Intelligences. If you do not already know how you learn, take the Multiple Intelligence Test.

Multiple Intelligence and its theory were adapted from Howard Gardner's Multiple Intelligences: The Theory in Practice (BasicBooks, 1993). Additional information, resources, and support have been provided by IGI-MI3, a division of MI3.

Multiple Intelligence Test

Place a check mark by each statement that applies to you. Compare the totals from all seven intelligences to determine your strongest aptitudes and to identify areas for development. The higher you score in one area, the more you favor that intelligence.

Verbal/Linguistic

- You talk through problems, ask questions, and explain solutions.
- You refer to information you have heard or read in your conversations.
- You read books, magazines, newspapers, and product labels.



- You enjoy tongue-twisters, rhymes, and making puns.
- You learn through listening via lecture, audio files, CDs, radio, etc.
- You are good at debating and winning arguments.
- You are a good storyteller. You express yourself well verbally and in writing.
- You like crosswords, Scrabble®, and other word puzzles.
- You sometimes have to explain a word you have used.
- In school, you preferred English, history, and social studies.

Total: _____ **Verbal/Linguistic**

Body/Kinesthetic

- You don't dislike dancing and may even enjoy it.
- You are known as a good do-it-yourselfer.
- You enjoy thrilling rides at the theme park.
- You enjoy sports or regular physical exercise.
- You prefer hands-on learning, rather than reading a book or manual.
- You enjoy roughhousing when playing with your children.
- Your comprehension is increased when you can physically handle an object.
- When communicating, you use gestures and body language to get your point across.
- You walk or pace when thinking problems or situations through.
- In school, you preferred physical education (PE) and handicraft, hands-on classes.



Total: _____ **Body/Kinesthetic**

Math/Logic

- You prefer the step-by-step and systematic approach to problem solving.
- When considering what people say and do, you look for logical flaws.
- You consider yourself a "numbers person" and enjoy doing mental calculations.
- It's helpful to quantify or categorize information to understand its relevance.
- You have a natural interest in new scientific discoveries and advances.
- You are good at finding specific examples to support a perspective or point of view.
- You love brain teasers and puzzles that tap into your logical thinking skills.
- Your vacations follow a preplanned itinerary.
- In school, math and science were your favorite subjects.



Total: _____ **Math/Logic**

Spatial

- You doodle when taking notes or thinking a matter through.
- When reading, you prefer subject matter filled with illustrations.
- You enjoy the arts: theater, film, art, music, etc.
- You are able to visualize how things appear from various perspectives.
- You record family gatherings or special events using camera or video-recording device for posterity.
- You support your position or point using drawings or diagrams.
- You find games, such as Pictionary®, or jigsaw puzzles and mazes appealing and enjoyable.
- You are skilled at taking things apart and putting them back together.
- You are an adept navigator and read maps well.
- In school, you preferred arts and crafts classes and geometry to algebra.



Total: _____ Spatial

Musical/Rhythmic

- You may manage to sing and carry a tune.
- You remember tunes after hearing them only a few times.
- You actually play at least one musical instrument.
- You prefer music in the background when working or studying.
- You are often caught humming or whistling.
- When you hear music, you tap in time.
- You can't visualize life without music.
- You can identify different musical instruments.
- You often listen to music at home and in your car.
- Commercial music or even theme music often pops into your head.



Total: _____ Musical/Rhythmic

Interpersonal

- You enjoy and are effective at mentoring others.
- Working with a group, team, or committee is preferable to working alone.
- When solving a problem, you tend to seek advice and input from others, rather than trying to solve it yourself.
- Others tend to come to you when they need advice or a good listener.
- For sports, you prefer team sports rather than individual sports.
- You don't hesitate to take the lead or show others how to accomplish a task.
- You have many friends.
- You are a good communicator and helpful in resolving disputes.
- You enjoy games that require participation with others, such as board games.
- You prefer to be at a party, rather than at home watching television.



Total: _____ Interpersonal

Intrapersonal

- You work independently or have contemplated doing so.
- You like to spend quiet time reflecting on important issues in your life or life itself.
- You keep a daily journal or log to record your innermost thoughts.
- You have established your personal goals and a plan of action for achieving them.
- You have a personal interest or hobby that you keep to yourself and don't share.
- Your ideal vacation is to an isolated mountain cabin or bungalow on the beach, rather than a busy resort.
- You like hiking or fishing alone. You are comfortable with yourself.
- You are an independent thinker and can make up your own mind.
- You have attended self-help seminars or read books to learn more about yourself.
- You know your own strengths and weaknesses.



Total: _____ Intrapersonal



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LESSON 5: LEARNING TYPES

- Learning Types



Learning Types

Your perceptions and beliefs affect your behavior and approach to learning. Learning types is a system for identifying your own learning style (or how you apply and perform what you learn) and the learning styles of those you teach, coach, and communicate with. We use the system to customize the learning process and adjust our coaching and communication style to meet the needs of others in our salon community.

This system outlines four types of learners: **feelers**, **thinkers**, **drivers**, and **inventors**.

Understanding these learning types helps us to learn how to learn. To be a successful educator, mentor, or coach, you must first be a successful learner. First, identify your learning type so that you can then stretch your style and practice other learning types to find new strategies that work for you.

As leaders and coaches, use this system to customize your coaching approach and communication style to ask target questions and guide others' learning through the coaching session.

LEARNING TYPE	CONNECT	ASK QUESTIONS	ACTION PLAN
FEELERS	<ul style="list-style-type: none"> Wants to know the <i>why</i> Finds personal meaning in communication and relationships Seeks to connect emotionally Likes to succeed in a team or group Learns through relationships and emotions Needs harmony and cooperation 	<ul style="list-style-type: none"> How would you feel about getting some feedback from me? How did it feel to be in that situation? What would you like to share with me? What are you afraid will happen? What do you sense is the best approach? What do you want to feel coming out of this? 	<ul style="list-style-type: none"> Listen and share empathetically. Provide support.
THINKERS	<ul style="list-style-type: none"> Wants to know the <i>what</i> Focuses on details and figures Likes to think and analyze Learns through logic Seeks to connect intellectually May strive for perfection Needs to understand the train of thought and reasoning behind a situation Shows a low level of emotion 	<ul style="list-style-type: none"> Are you open to discuss the details of this situation? Is now a good time? What has become clear since we last met? What approach do you think is best? What resources can you call upon? What obstacles must you address? What information do you need? What can we learn from this? 	<ul style="list-style-type: none"> Allow time to reflect and think through the solution.
DRIVERS	<ul style="list-style-type: none"> Wants to know the <i>how</i> Focuses on the action steps to make it work Likes to problem solve and take risks Learns by doing and trying it out Seeks to connect through action Acts with common sense Needs to understand how to perform the exercise or activity 	<ul style="list-style-type: none"> How did you face this challenge before that may help you this time? How would a person you admire act? How will you make this happen in the next three months? What do we have to do next time to get a better result? What will you be doing when you have achieved the goal? What do you want to do next? 	<ul style="list-style-type: none"> Give direct, concise, and action-oriented feedback.
INVENTORS	<ul style="list-style-type: none"> Wants to know the <i>what if</i> Wants to explore other ways to learn Likes to experiment and brainstorm Learns through innovation Seeks to connect creatively Likes to find new solutions Needs to understand how to change it to make it the person's own 	<ul style="list-style-type: none"> Are you open to brainstorming another approach to this situation? What is another way of looking at your challenge? What else could you do? If you were on course, what would it look like? What else do we need to discuss today? 	<ul style="list-style-type: none"> Collaborate and brainstorm creative solutions.



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LESSON 6: COMMUNICATION SUCCESS TIPS

- Communication Success Tips
- Verbal Communication
- Non-Verbal Communication
- Listening



Communication Success Tips

We believe strong relationships are built on great communication and that the lack of communication creates fear, conflict, and uncertainty. Successful team members in our organization continually use the communication success tips to improve their relationships with their team:

- TIP 1** Be open and available.
- TIP 2** Manage your intentions.
- TIP 3** Be clear. Be consistent.
- TIP 4** Share your knowledge.
- TIP 5** Ask forward-focused questions.
- TIP 6** Stay direct and focused.
- TIP 7** Choose words that are neutral or positive.
- TIP 8** Listen!
- TIP 9** Communicate through conflict.
- TIP 10** Participate in meetings.
- TIP 11** Create magic!

Communication Success

Communication that builds relationships

- TIP 1** Be open and available.
- TIP 2** Manage your intentions.
- TIP 3** Be clear. Be consistent.
- TIP 4** Share your knowledge.
- TIP 5** Ask forward-focused questions.
- TIP 6** Stay direct and focused.
- TIP 7** Choose words that are neutral or positive.
- TIP 8** Listen!
- TIP 9** Communicate through conflict.
- TIP 10** Participate in meetings.
- TIP 11** Create Magic!

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Verbal Communication

Verbal communication provides the characteristics of speech to create an effective message. We use the system to improve and clarify the content of our message.

Verbal elements of communication include:

Volume — Speak loudly and clearly. Vary your volume to accent your message.

Inflection — Vary how you emphasize your words. Create interest and spark curiosity by varying your pitch and tone.

Pace — Vary your speaking pace. Speed up to engage listeners. Slow down or pause to make your point.

Content — Use simple, colorful, and interesting words to paint a visual picture.

Structure — Use an open, body, and close.

Inspiration — Share personal endorsements or stories.

Non-Verbal Communication

Nonverbal communication offers a way to communicate with your face, hands, and body.

Nonverbal communication can enhance your message when used appropriately in the following ways:

FACE	HANDS	BODY
<input type="checkbox"/> Keep your face relaxed. <input type="checkbox"/> Have “smiling” eyes. <input type="checkbox"/> Give varied expressions. <input type="checkbox"/> Smile frequently. <input type="checkbox"/> Always face the entire class.	<input type="checkbox"/> Keep your hands away from your face. <input type="checkbox"/> Keep your hands out of your pockets. <input type="checkbox"/> Touch appropriately. <input type="checkbox"/> Vary your gestures. <input type="checkbox"/> Avoid pointing.	<input type="checkbox"/> Stand comfortably and with good posture. <input type="checkbox"/> Walk in cadence with your speaking. <input type="checkbox"/> Pause. <input type="checkbox"/> Walk into the audience. <input type="checkbox"/> Kneel when helping a seated learner. <input type="checkbox"/> Avoid distracting or repetitive movements.

When presenting, remember to monitor these nonverbal elements:

Pace — Move at a pace that is fluid and not too fast or slow.

Position — Take a position at the center of the focal point of the audience.

Posture — Hold your body in a confident and relaxed posture.

Proximity — Use your body as a focusing tool for the audience. In moving toward a learner, you can place attention on that learner. In moving away from a learner, you can return the focus to your presentation. Proximity creates moments to personally connect with the audience.

Your body is always communicating. When you become aware of how to use it, you can communicate and enhance your message nonverbally. Use your body to connect with your learners and draw them into the learning process.

Listening

Listening is our system for really hearing each other with the intent to understand. Listening skills can be developed through practice.

We create a safe, responsive listening environment by following the listening tips:

LISTENING TIPS

Make a commitment.

- Listening means making a commitment to understand another’s reality and listen with a neutral frame of mind.

Show you are interested.

- Acknowledge the speaker by name.
- Gesture with a palm up or an open hand.
- Stand near or walk toward the speaker.
- Nod your head to acknowledge the speaker.
- Maintain a relaxed and interested facial expression.
- Maintain eye contact.

Confirm what you heard.

- Acknowledge the speaker's question or statement.
- Rephrase or repeat the question or statement to confirm.
- Avoid interrupting.

Look for clues.

- Observe body language and facial expressions.
- Sense strong emotions and acknowledge them, if necessary.
- Ask the speaker for clarification if you need it.
- Acknowledge the speaker with care.
- Respond with questions if you need more information.

We use this system to build our relationships and minimize conflict in our salons. We create a positive environment that centers on and connects with learners.



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CULTURE CERTIFICATION:

- [Our Culture Quiz](#)



Our Culture Quiz

1 What is our vision?

2 What is our mission?

3 What three behaviors are described in the Team Vision system?

4 What is Creating Magic?

5 What does F.A.C.E stand for?

6 What is forward-focused thinking?

7 What are the steps to becoming forward focused?

8 What is the system that supports our meetings?

9 What does "MI" stand for?

10 What are the four Learning Types?

11 Name three Communication Success Tips.

12 Name four of the Golden Rules.

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