



ORIENTATION

PART



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HISTORY & CHAPTER OPPORTUNITIES

chapter outline

Brief History of Cosmetology

Career Paths for a Cosmetologist

A Bright Future



Learning Objectives

After completing this chapter, you will be able to:

- Describe the origins of appearance enhancement.
- Describe the advancements made in cosmetology during the 19th, 20th, and early 21st centuries.
- List the career opportunities available to a licensed beauty practitioner.

Key Terms

Page number indicates where in the chapter the term is used.

cosmetology
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BRIEF HISTORY OF COSMETOLOGY

Cosmetology is a term used to encompass a broad range of specialty areas, including hairstyling, nail technology, and esthetics. Cosmetology defined is “the art and science of beautifying and improving the skin, nails, and hair, and the study of cosmetics and their application.” The term comes from the Greek word *kosmetikos*, meaning “skilled in the use of cosmetics.” Archaeological studies reveal that haircutting and hairstyling were practiced in some form as early as the Ice Age.

The simple but effective implements used at the dawn of history were shaped from sharpened flints, oyster shells, or bone. Animal sinew or strips of hide were used to tie the hair back or as adornment. Ancient people around the world used coloring matter on their hair, skin, and nails, and practiced tattooing. Pigments were made from berries, tree bark, minerals, insects, nuts, herbs, leaves, and other materials. Many of these colorants are still used today.

THE EGYPTIANS

The Egyptians were the first to cultivate beauty in an extravagant fashion, and to use cosmetics as part of their personal beautification habits, religious ceremonies, and preparing the deceased for burial.

As early as 3000 B.C., Egyptians used minerals, insects and berries to create makeup for their eyes, lips and skin, and henna to stain their hair and nails a rich, warm red. They were also the first civilization to infuse essential oils from the leaves, bark and blossoms of plants for use as perfumes and for purification purposes. Queen Nefertiti (1400 B.C.) stained her nails red by dipping her fingertips in henna, wore lavish makeup designs and used custom-blended essential oils as signature scents. Queen Cleopatra (50 B.C.) took this dedication to beauty to an entirely new level by erecting a personal cosmetics factory next to the Dead Sea.

Ancient Egyptians are also credited with creating kohl makeup—originally made from a mixture of ground galena (a black mineral), sulfur and animal fat—to heavily line the eyes, alleviate eye inflammations and protect the eyes from the glare of the sun.

In both ancient Egypt and Rome, military commanders stained their nails and lips in matching colors before important battles (Figure 1-1).

CHINESE

History also shows that during the Shang Dynasty (1600 B.C.), Chinese aristocrats rubbed a tinted mixture of gum arabic, gelatin, beeswax and egg whites onto their nails to turn them crimson or ebony. Throughout the Chou Dynasty, (1100 B.C.) gold and silver were the royal colors. During this early period in Chinese history, nail tinting was so closely tied to social status that commoners caught wearing a royal nail color faced a punishment of death.



Figure 1-1 The Egyptians wore elaborate hairstyles and cosmetics.

THE GREEKS

During the golden age of Greece (500 B.C.), hairstyling became a highly developed art. The ancient Greeks made lavish use of perfumes and cosmetics in their religious rites, in grooming, and for medicinal purposes. They built elaborate baths and developed excellent methods of dressing the hair and caring for the skin and nails. Greek women applied preparations of white lead on their faces, kohl on their eyes, and vermilion on their cheeks and lips. The brilliant red pigment was made by grinding cinnabar, a mineral that is the chief source of mercury, to a fine powder. It was mixed with ointment or dusted on the skin in the same way as modern cosmetics are applied today.

THE ROMANS

Roman women made lavish use of fragrances and cosmetics. Facials made of milk and bread or fine wine were popular. Other facials were made of corn, flour, and milk, or flour and fresh butter. A mixture of chalk and white lead was used as a facial cosmetic. Women used hair color to indicate their class in society. Noblewomen tinted their hair red, middle-class women colored their hair blond, and poor women colored their hair black.

MIDDLE AGES

The Middle Ages is the period of European history between classical antiquity and the Renaissance, beginning with the downfall of Rome in 476 A.D., and lasting until about 1450. Beauty culture is evidenced by tapestries, sculptures, and other artifacts from this period. All show towering headdresses, intricate hairstyles, and the use of cosmetics on skin and hair. Women wore colored makeup on their cheeks and lips, but not on their eyes. Around 1000 A.D., a Persian physician and alchemist named Avicenna refined the process of steam distillation. This ushered in the modern era of steam distilled essential oils that we use today.

RENAISSANCE

This is the period in history during which Western civilization made the transition from medieval to modern history. Paintings and written records tell us a great deal about the grooming practices of the time. One

The barber pole—symbol of the barber surgeon—has its roots in a medical procedure called bloodletting that was once thought to strengthen the immune system. The pole is believed to represent the staff that patients held tightly to make the veins in their arms stand out during the procedure. The bottom-end cap represents the basin used to catch the blood. The white bandages that stopped the bleeding were hung on the pole to dry. As the wind blew, these bandages would become twisted around the pole, forming a red-and-white pattern. Up until the 19th century, many barbers also performed minor surgeries and practiced dentistry.

The modern barber pole, then, was originally the symbol of the barber surgeon, and is believed to represent the bandages (white), blood (red), and veins (blue) involved in bloodletting (Figure 1-2).



Figure 1-2 A traditional barber pole.

of the most unusual practices was the shaving of the eyebrows and the hairline to show a greater expanse of forehead. A bare brow was thought to give women a look of greater intelligence. During this period, both men and women took great pride in their physical appearance and wore elaborate elegant clothing. Fragrances and cosmetics were used, although highly colored preparations of lips, cheeks, and eyes were discouraged.

VICTORIAN AGE

The reign of Queen Victoria of England between 1837 and 1901 was known as the Victorian Age. Fashions in dress and personal grooming were drastically influenced by the social mores of this austere and restrictive period in history. To preserve the health and beauty of the skin, women used beauty masks and packs made from honey, eggs, milk, oatmeal, fruits, vegetables, and other natural ingredients. Victorian women are said to have pinched their cheeks and bitten their lips to induce natural color rather than use cosmetics such as rouge or lip color.

20TH CENTURY

In the early 20th century, the invention of motion pictures coincided with an abrupt shift in American attitudes. As viewers saw pictures of celebrities with flawless complexions, beautiful hairstyles, and manicured nails, standards of feminine beauty began to change. This era also signaled the onset of industrialization, which brought a new prosperity to the United States, and all forms of beauty began to follow trends.

1901-1910

In 1904 Max Faktor emigrated from Lodz, Poland to the United States. By 1908, he had Americanized his name to Max Factor and moved to Los Angeles, where he began by making and selling to movie stars makeup that wouldn't cake or crack, even under hot studio lights.

On October 8, 1906, Charles Nessler invented a heavily wired machine that supplied electrical current to metal rods around which hair strands were wrapped. These heavy units were heated during the waving process. They were kept away from the scalp by a complex system of counterbalancing weights, suspended from an overhead chandelier mounted on a stand.

Two methods were used to wind hair strands around the metal units. Long hair was wound from the scalp to the ends in a technique called spiral wrapping. After World War I, when women cut their hair into the short bobbed style, the croquignole wrapping technique was introduced. In this method, shorter hair was wound from the ends toward the scalp. The hair was then styled into deep waves with loose end curls.

One of the most notable success stories of the cosmetology industry is that of Sarah Breedlove. She was the daughter of former slaves and was orphaned at age seven when she went to work in the cotton fields of the Mississippi delta. In 1906, Sarah married her third husband, C. J. Walker, and became known as Madame C. J. Walker. Sarah had suffered from a scalp condition and began to lose her hair which caused her to experiment with store-bought products and homemade remedies. She began to sell

her scalp conditioning and healing treatment called “Madam Walker’s Wonderful Hair Grower.” Devising sophisticated sales and marketing strategies, she traveled extensively giving product demonstrations. In 1910, she moved her company to Indianapolis where she built a factory, hair salon, and training school. As she developed new products, her empire grew. She devoted much time and money to a variety of causes including the National Association of the Advancement of Colored People (NAACP) and the YMCA in Indianapolis. In 1917, she organized a convention for her Madam C. J. Walker Hair Culturists Union of America. This was one of the first national meetings for businesswomen ever held. By the time of her death, she had established herself as a pioneer of the modern black hair care and cosmetics industry.

1920’S

The cosmetics industry grew rapidly during the 1920s. Advertising expenditures in radio alone went from \$390,000.00 to \$3.2 million between 1927 and 1930. At first, many women’s magazines refused advertisements for cosmetics—deeming them improper—but by the end of the 1920s, cosmetics provided one of their largest sources of advertising revenue.

1930’S

In 1931, the preheat perm method was introduced. Hair was wrapped using the croquignole method. Then clamps, preheated by a separate electrical unit, were placed over the wound curls. An alternative to the machine perm was introduced in 1932 when chemists Ralph L. Evans and Everett G. McDonough pioneered a method that used external heat generated by chemical reaction. Small, flexible pads containing a chemical mixture were wound around hair strands. When the pads were moistened with water, a chemical heat was released that created long-lasting curls. Thus the first, machineless permanent wave was born. Salon clients were no longer subjected to the dangers and discomforts of the Nessler machine.

In 1932—nearly 4,000 years after the first recorded nail color craze—Charles Revson of Revlon fame marketed the first nail polish—as opposed to a nail stain—using formulas that were borrowed from the automobile paint industry. This milestone marked a dramatic shift in nail cosmetics, as women finally had an array of nail lacquers available to them. Early screen sirens, Jean Harlow and Gloria Swanson glamorized this hip new nail fashion in silent pictures and early talkies by appearing in films wearing matching polish on their fingers and toes.

Also in 1932, Lawrence Gelb, a New York Chemist, introduced the first permanent haircolor product and founded a company called Clairol. In 1935, Max Factor created pancake makeup to make actors’ skin look natural on color film. In 1938, Arnold F. Willatt invented the cold wave that used no machines or heat. The cold wave is considered to be the precursor to the modern perm.

1940’S

In 1941, scientists developed another method of permanent waving that used waving lotion. Because this perm did not use heat, it was called a



cold wave. Cold waves replaced virtually all predecessors and competitors, and the terms cold waving and permanent waving became almost synonymous. Modern versions of cold waves, usually referred to as alkaline perms, are very popular today. The term *texture services* is used today to refer to the variety of permanent wave services available for different hair types and conditions.

1951-2000

The second half of the 20th century saw the introduction of tube mascara, improved hair care and nail products, and the boom and then death of the weekly salon appointment. In the late 1960's, Vidal Sassoon turned the hairstyling world on its ear with his revolutionary geometric cuts. The 1970's saw a new era in highlighting when French hairdressers introduced the art of "hair weaving," using aluminum foil. In the 1980's makeup went full circle, from being barely there to cat-eyes and the heavy use of eye shadows and blush. In the 1990's hair color became gentler, allowing all ethnicities to enjoy being blonds, brunettes, or redheads. In 1998, Creative Nail Design introduced the first spa pedicure system to the professional beauty industry.



Figure 1-3 Spas are increasing in number and popularity.

21ST CENTURY

Today, hairstylists have far gentler, no-fade hair color, and estheticians can noticeably rejuvenate the face, as well as keep disorders such as sunspots and mild acne at bay. The beauty industry has also entered the age of specialization, where cosmetologists frequently specialize in either hair color or haircutting; estheticians specialize in esthetic or medical-esthetic services; and nail technicians can either offer a full array of services, or specialize in artificial nail enhancements, natural nail care, or even pedicures.

Since the late 1980's, the salon industry has evolved to include day spas, a name that was first coined by beauty legend Noel DeCaprio. Day spas now represent an excellent employment opportunity for beauty practitioners (Figure 1-3).

Men's-only specialty spas and barber spas have also grown in popularity, providing new opportunities for men's nail care specialists.

CAREER PATHS FOR A COSMETOLOGIST

Once you have completed your schooling and are licensed, you will be amazed at how many career opportunities will open up for you. The possibilities can be endless for a hard-working professional cosmetologist who approaches her or his career with a strong sense of personal integrity. Within the industry there are numerous areas you may wish to specialize in, such as the following:

- **Haircolor specialist.** This may include training yourself or others to perform color services in the salon or working for a product manufacturer, where you will be expected to train others in how best to perform color services according to the company's guidelines and product instructions (Figure 1-4).
- **Texture specialist.** This may include training yourself or others to perform texture services in the salon, or working for a manufacturer where you will be expected to train others on how best to perform texture services according to your company's guidelines and product instructions.
- **Cutting specialist.** This type of position requires a dedicated interest in learning various cutting styles and techniques. After perfecting your own skills and developing your own method of cutting (everyone develops their own unique way of cutting hair), you may want to study with other reputable haircutters in the business to learn and adopt their systems and techniques. This training will allow you to perform top-quality haircutting in your own salon as well as coach those around you how to hone their skills (Figure 1-5).
- **Salon trainer.** Many companies such as manufacturers and salon chains hire experienced salon professionals and train them to train others. This kind of training can take many forms, from technical training to management and interpersonal relationship training. A salon trainer can work with small salons as well as large organizations and trade associations to help develop the beauty industry's most valuable resource—salon staff and personnel.
- **Distributor sales consultant.** The salon industry depends heavily on its relationships with its product distributors to learn about new products, new trends, and new techniques to stay abreast of what is occurring in the marketplace. This relationship provides an excellent opportunity for a highly skilled and trained cosmetology professional to become a distributor sales consultant (DSC). The DSC is the salon and salon staff's link with the rest of the industry, and this person is the most efficient method outside companies have to reach the salon stylist.



Figure 1-4 Haircolor specialists are in great demand.



Figure 1-5 Cutting hair in a salon is one of the many choices open to you.

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- **Cosmetology instructor.** Have you ever wondered how your instructor decided to start teaching? Many instructors had fantastic careers in the salon before they decided to dedicate themselves to teaching new professionals the tricks of the trade. If this career path interests you, spend some time with your school's instructors and ask them why they felt the call to go into education. Educating new cosmetologists can be very trying, but it can also be some of the most rewarding work a person can do.

These are but a few opportunities for career paths that await you on the road to a life-long cosmetology career. The wonderful thing about the professional beauty industry is that there are truly no limits to what you can do if you have a sincere interest in learning and giving back to your industry. Keep developing your skills in whatever way that interests you and soon you'll be coupling your skills and building a most creative and unique career.

SALON MANAGEMENT

If business is your calling, you will find that management opportunities in the salon and spa environment are quite diverse. They include being an inventory manager, department head, educator, special events manager (promotions), assistant manager and general manager. With experience, you can also add "salon owner" to this list of career possibilities. To ensure your success, it is wise to enroll in business classes to learn more about managing products, departments, and, above all, people.

Beyond defining your area of expertise, you must also decide whether you want to work in a:

- Specialty salon
- Full-service salon (hair, skin and nail services)
- Day spa (skin, body, nail, and hair services that emphasize beauty and wellness) (Figure 1-6)



Figure 1-6 A day spa may offer nail, hair, body, and skin services.

To learn more about the various types of salon business models, see Chapter 32. There you will find a wealth of choices including national and regional chains, and low- and high-end salon opportunities.

A BRIGHT FUTURE

Clearly the field of cosmetology has broadened to encompass areas of specialization including esthetics and nail technology. As the cosmetology industry continues to grow, opportunities for professionals also increase. To make each day in school positively impact your future, focus on your studies, read trade publications cover to cover, become a member of relevant trade associations, and attend workshops outside of school. Remember, your license will unlock countless doors, but it is your personal dedication and passion that will fuel your career.

REVIEW QUESTIONS

1. What are the origins of appearance enhancement?
2. Name the advancements made in cosmetology during the 19th, 20th, and earlier centuries.
3. List some of the career opportunities available to licensed beauty practitioners.

CHAPTER GLOSSARY

cosmetology

The art and science of beautifying and improving the skin, nails, and hair, and the study of cosmetics and their applications.

2

CHAPTER

LIFE SKILLS

chapter outline

- The Psychology of Success
- Managing Your Career
- Goal Setting
- Time Management
- Study Skills
- Ethics
- Personality Development and Attitude



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Learning Objectives

After completing this chapter, you will be able to:

- List the principles that contribute to personal and professional success.
- Explain the concept of self-management.
- Create a mission statement.
- Explain how to set long- and short-term goals.
- Discuss the most effective ways to manage time.
- Describe good study habits.
- Define ethics.
- List the characteristics of a healthy, positive attitude.

Key Terms

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ethics
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game plan
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goal setting
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mission statement
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perfectionism
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prioritize
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procrastination
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While going through cosmetology school has its own set of challenges, staying on course for your entire career can be difficult without having great life skills. This is particularly true of cosmetology since the hard-and-fast rules that apply to more structured industries are frequently absent in the salon business. By its nature, the salon is a creative workplace where you are expected to exercise your artistic talent. It is also a highly social atmosphere that requires strong self-discipline and excellent people skills. Besides making a solid connection with each client, you must always stay focused, and feel both competent and enthusiastic about taking care of every client's needs—no matter how you feel, or how many hours you have already worked. Your livelihood, as well as your own personal feelings of success, depend on how well you do this.

There are a great many life skills that can lead to a more satisfying and productive beauty career. Some of the most important life skills include:

- Being genuinely caring and helpful to others.
- Successfully adapting to different situations.
- Sticking to a goal and seeing a job to completion.
- Being consistent in your work.
- Developing a deep reservoir of common sense.
- Making good friends.
- Feeling good about yourself.
- Maintaining a cooperative attitude.
- Defining your own code of ethics, and living within your definition.
- Approaching all your work with a strong sense of responsibility.
- Mastering techniques that will help you become more organized.
- Having a sense of humor to bring you through difficult situations.
- Acquiring one of the greatest virtues: patience.
- Always striving for excellence.

RULES FOR SUCCESS

To be successful, you must take ownership of your education. While your instructors can create motivational circumstances and an environment to assist you in the learning process, the ultimate responsibility for learning is *yours*. To get the greatest benefits from your education, commit yourself to the following “rules” that will take you a long way down the road of success:

- Attend all classes.
- Arrive for class early.
- Have all necessary materials ready.
- Listen attentively to your instructor.
- Highlight important points.
- Take notes for later review.
- Pay close attention during summary and review sessions.
- When something is not clear, ask, ask, ask.

Continually seek further education. Never stop learning. The cosmetology industry is always changing. There are always new trends, techniques, products, and information. Read industry magazines, books, and attend trade shows and advanced educational classes throughout your career.

THE PSYCHOLOGY OF SUCCESS

Are you passionate about studying? Do you see yourself sustaining this passion 1 year, 5 years, or even 10 years from now? While cosmetology school is definitely challenging, it becomes much easier when you put that extra amount of effort, enthusiasm, and excitement into your studies. If your talent is not fueled by the passion necessary to sustain you over the course of your career, you can have all the talent in the world and still not be successful (Figure 2-1).

GUIDELINES FOR SUCCESS

Defining success is a very personal thing. There are some basic principles, however, that form the foundation of all personal and business success. You can begin your path to success right now by examining and putting these principles into practice.

Build self-esteem. Self-esteem is based on inner strength and begins with trusting your ability to reach your goals. It is essential that you begin working on improving your self-esteem while you are still a student.

Visualize. Imagine yourself working in your dream salon, competently handling clients, and feeling at ease and happy with your situation. The more you practice visualization, the easier you can turn the possibilities in your life into realities.



Figure 2-1 Loving your work is critical to your success.



Figure 2-2 Spend time on the things you do well.

Build on your strengths. Practice doing whatever it is that helps you maintain a positive self-image. If you are good at doing something (e.g., playing the guitar, running, cooking, gardening, or singing), the time you invest in this activity will allow you to feel good about yourself (Figure 2-2). Also remember that there may be things you are good at that you cannot see. You could be a good listener, for instance, or a caring and considerate friend.

Be kind to yourself. Put a stop to self-critical or negative thoughts that can work against you. If you make a mistake, tell yourself that it is okay and you will do your best next time.

Define success for yourself. Do not depend on other people's definitions of success; be a success in your own eyes. What is right for your father or sister, for instance, may not be right for you.

Practice new behaviors. Because creating success is a skill, you can help develop it by practicing positive new behaviors such as speaking with confidence, standing tall, or using good grammar.

Keep your personal life separate from your work. Talking about yourself and others at work is personally counterproductive, and causes the whole salon to suffer.

Keep your energy up. Successful cosmetologists do not run themselves ragged, nor do they eat, sleep, and drink beauty. They take care of their personal needs by spending time with family and friends, having hobbies, enjoying recreational activities, and so on.

Respect others. Make a point of relating to everyone you know with a conscious feeling of respect. Exercise good manners with others by using words like "please," "thank you," and "excuse me." Do not interrupt people and practice being a good listener.

Stay productive. There are three bad habits that can keep you from maintaining peak performance: (1) procrastination, (2) perfectionism, and (3) lack of a game plan. You will see an almost instant improvement when you work on eliminating these troublesome habits.

Procrastination is putting off until tomorrow what you can do today. This destructive, yet common habit is a characteristic of poor study habits ("I'll study tomorrow"). It may also be a symptom of taking on too much, which, in turn, is a symptom of faulty organization.

Perfectionism is the unhealthy compulsion to do things perfectly. Success is not measured by always doing things right. In fact, someone who never makes a mistake may not be trying hard enough. A better definition of success is to not give up, even when things get really tough.

Lacking a game plan. Having a **game plan** is the conscious act of planning your life, instead of just letting things happen. While an overall game plan is usually organized into large blocks of time (5 or 10 years ahead), it is just as important to set daily, monthly, and yearly goals. Where do you want to be in your career 5 years from now? What do you have to do this week, this month, and this year to get closer to your goal?

MOTIVATION AND SELF-MANAGEMENT

Motivation propels you to do something; self-management is a well-thought-out process for the long haul. When you are hungry, for example, you are motivated to eat. But it is self-management that helps you to decide how you will get food. A motivated student finds it much easier to learn. The best motivation for you to learn comes from an inner desire to grow your skills as a professional—a lifelong pursuit that is motivated by the ever-changing world of professional beauty.

If you are personally drawn to cosmetology, then you are likely to be interested in the material you will be studying in school. If your motivation comes from some external source—for instance, your parents, friends, or a vocational counselor—you will have a difficult time finishing school and jump-starting your beauty career. To achieve success, you need more than an external push; you must feel a sense of personal excitement and a good reason for staying the course. You are the one in charge of managing your own life and learning. To do this successfully, you need good self-management skills.

YOUR CREATIVE CAPABILITY

One self-management skill we can draw on is creativity. Creativity means having a talent such as painting, acting, cutting hair, applying makeup, or doing artificial nails. Creativity is also an unlimited inner resource of ideas and solutions. To enhance your creativity, keep these guidelines in mind:

Do not be self-critical. Criticism blocks the creative mind from exploring ideas and discovering solutions to challenges.

Do not look to others for motivation. Tapping into your own creativity will be the best way to manage your own success.

Change your vocabulary. Build a positive vocabulary by using active problem solving words like “explore,” “analyze,” “determine,” and so on.

Do not try to go it alone. In today’s hectic and pressured world, many talented people find that they are more creative in an environment where people work together and share ideas. This is where the value of a strong salon team comes into play (Figure 2-3).



Figure 2-3 Build strong relationships for support.

MANAGING YOUR CAREER



Figure 2-4 An example of a personal mission statement.

No matter how creative, talented, or motivated you are, as you navigate your beauty career, you will come up against shallow spots, rocks, swift currents, and even an occasional iceberg. Knowing how to manage your career will make all the difference in staying afloat.

DESIGN A MISSION STATEMENT

Every successful business has a business plan. An essential part of this plan is the **mission statement** that establishes the values the business wants to live by, as well as future goals (Figure 2-4). If you are going to succeed in life, you also need a well thought-out sense of purpose and a reason for being.

Try to prepare a mission statement in one or two sentences that communicates who you are, and what you want for your life. One example of a simple, yet thoughtful mission statement is: “I am dedicated to pursuing a successful career with dignity, honesty, and integrity.” Whatever you want for your future will be based on the mission statement you make now. It will point you in a solid direction, and help you feel secure when things are temporarily not working out as planned. For reinforcement, keep a copy of your mission statement where you can see it and read it every day.

GOAL SETTING

Some people never have a fixed goal in their minds. They go through life one day at a time without really deciding what they want, where they can find it, or how they are going to live their lives once they get it. They drift from one activity to the next with no direction. Does this describe you? Or do you have drive, desire, and a dream? If so, do you have a reasonable idea of how to go about meeting your goal?

Goal setting helps you decide what you want out of your life. When you know what you want, you can draw a circle around your destination and chart the best course to get you there. By mapping out your goal, you will see where you need to focus your attention, and what you need to learn in order to fulfill your dreams.

HOW GOAL SETTING WORKS

There are two types of goals: short term and long term. An example of a short-term goal is to get through a competency exam successfully. Another

short-term goal would be your graduation from cosmetology school. Short-term goals are usually those you wish to accomplish in a year or less.

Long-term goals are measured in larger sections of time such as 5 years, 10 years, or even longer. An example of a long-term goal is telling yourself that in 5 years you will own your own salon.

Once you have organized your thinking around your goals and written them down in “short-term” and “long-term” columns, divide each set of goals into workable segments. In this way, reaching your goals will not seem out of sight or overwhelming. For example, one of your biggest goals at the moment should be getting your license to practice your chosen career path. At first, the prospect of getting this license might seem to require a huge amount of time and effort. When you separate this goal into short-term goals (such as going to class on time, completing homework assignments, and mastering techniques), you begin to see how you can accomplish each one without too much difficulty.

The important thing to remember about goal setting is to have a plan and re-examine it often to make sure that you are staying on track. Even after successful people have accumulated fame, fortune, and respect, they still set goals for themselves. While they may adjust their goals and action plans as they go along, they never lose sight of the fact that their goals are what keep them going.

TIME MANAGEMENT

Many experts have researched how to make time more manageable. One thing they all agree on is that each of us has an “inner organizer.” When we pay attention to our natural rhythms, we can learn how to manage our time most efficiently and reach our goals faster and with less frustration. Here are some tips from the experts.

- Learn to **prioritize** by making a list of tasks that need to be done in the order of most-to-least important.
- When designing your own time management system, make sure it will work for you. For example, if you are a person who needs a fair amount of flexibility, schedule in some blocks of unstructured time.
- Never take on more than you can handle. Learn to say “no” firmly but kindly, and mean it. You will find it easier to complete your tasks if you limit your activities, and do not spread yourself too thin.
- Learn problem-solving techniques that will save you time and needless frustration.
- Give yourself some down time whenever you are frustrated, overwhelmed, worried, or feeling guilty about something. You lose valuable time and energy when you are in a negative state of mind. Unfortunately, there may be situations—like being in the classroom—when you cannot get



Figure 2-5 Keep a schedule for yourself and be sure to refer to it on a frequent basis.



Figure 2-6 An example of a to-do list.



Figure 2-7 Studying with a friend can be effective and fun.

up and walk away. To handle these difficult times, try practicing the technique of deep breathing. Just fill your lungs as much as you can and exhale slowly. After about 5 to 10 breaths, you will find that you have calmed down, and your inner balance has been restored.

- Carry a notepad or an organizer with you at all times. You never know when a good idea might strike. Write it down before it slips your mind!
- Make daily, weekly, and monthly schedules for study and exam times, and any other regular commitments. Plan your leisure time around these commitments, and not the other way around (Figure 2-5).
- Identify the times of day when you are highly energetic, and when you just want to relax. Plan your schedule accordingly.
- Reward yourself with a special treat or activity for work well done and time managed efficiently.
- Do not neglect physical activity. Remember that exercise and recreation stimulate clear thinking and planning.
- Schedule at least one additional block of free time each day. This will be your hedge against events that come up unexpectedly like car trouble, baby-sitting problems, a friend in need, and so on.
- Understand the value of to-do lists for the day and week. They can help you prioritize your tasks and activities, which is key to organizing your time efficiently (Figure 2-6).
- Make time management a habit.

STUDY SKILLS

If you find studying overwhelming, focus on small tasks at a time. For example, instead of trying to study for 3 hours at a stretch and suffering a personal defeat when you fold after 40 minutes, set the bar lower by studying in smaller chunks of time. If your mind tends to wander in class, try writing down key words or phrases as your instructor discusses them. Any time you lose your focus, you can stay after class and ask questions based on your notes.

Another way to get a better handle on studying is to find other students who are open to being helpful and supportive. The more you discuss new material with others, the more comfortable you will become with it, and the more successful you will be. If possible, study together (Figure 2-7).

ESTABLISHING GOOD STUDY HABITS

Part of developing consistently good study habits is knowing where, when, and how to study.

WHERE

Establish a comfortable, quiet spot where you can study uninterrupted.

Have everything you need—books, pens, paper, proper lighting, and so on—before you begin studying.

Remain as alert as possible by sitting upright. Reclining will make you sleepy!

WHEN

- Start out by estimating how much study time you need.
- Study when you feel most energetic and motivated.
- Make good use of your time by planning to study while you are waiting in the doctor's office, taking a bus across town, and so on.

HOW

- Study a section of a chapter at a time, instead of the entire chapter at once.
- Make a note of key words and phrases as you go along.
- Test yourself on each section to ensure that you understand and remember the key points of each chapter.

Remember that every effort you make to follow through on your education is an investment in your future. The progress you make with your learning will increase your confidence and self-esteem across the board. In fact, when you have mastered a range of information and techniques, your self-esteem will soar right along with your grades.

ETHICS

Ethics are the moral principles by which we live and work. In cosmetology, each state board sets the ethical standards for sanitation and safety that all professionals working in that state must follow. In the salon setting, ethics also entail the role you assume with your clients and fellow employees. When your actions show that you are respectful, courteous, and helpful, you are behaving in an ethical manner.

Here are five ways to show that you are an ethical person:

1. Provide skilled and competent services.
2. Be honest, courteous, and sincere.
3. Never share what clients have told you privately with others—even your closest friend.
4. Participate in ongoing education and stay on track with new information, techniques, and skills.
5. Always give correct information to clients about treatments and any products that they may want to purchase.



Focus on . . . The Goal

Determine whether your goal-setting plan is a good one by asking yourself these key questions:

- Are there specific skills I will need to learn in order to meet my goals?
- Is the information I need to reach my goals readily available?
- Would I be willing to seek out a mentor or a coach to enhance my learning?
- What is the best method or approach that will allow me to accomplish my goals?
- Am I always open to finding better ways of putting my plan into practice?



Focus on . . . Professional Ethics

Ethical people often embody the following qualities:

Self-care. Many service providers suffer from stress and eventual burnout because they focus most of their energy and time on other people and very little on themselves. If you are to be truly helpful to others, it is essential to take care of yourself. Try the self-care test to see how you rate (Figure 2-8).

Integrity. Maintain your integrity by making sure that your behavior and actions match your values. For example, if you believe that it is unethical to sell products just to make money, then do not do so. On the other hand, if you feel that a client needs products and additional services, it would be unethical *not* to give the client that information.

Discretion. Do not share your personal problems with clients. Likewise, never *breach confidentiality* by repeating personal information that clients have shared with you.

Communication. Your responsibility and ethical behavior extend to your communication with your customers and the other people with whom you work.

The Self-Care Test

Some people know intuitively when they need to stop, take a break, or even take a day off. Other people forget when to eat. You can judge how well you take care of yourself by noting how you feel physically, emotionally, and mentally. Here are some questions to ask yourself to see how you rate on the self-care scale.

1. Do you wait until you are exhausted before you stop working?
2. Do you forget to eat nutritious food and substitute junk food on the fly?
3. Do you say you will exercise and then put off starting a program?
4. Do you have poor sleep habits?
5. Are you constantly nagging yourself about not being good enough?
6. Are your relationships with people filled with conflict?
7. When you think about the future are you unclear about the direction you will take?
8. Do you spend most of your spare time watching TV?
9. Have you been told you are too stressed and yet you ignore these concerns?
10. Do you waste time and then get angry with yourself?

Score 5 points for each yes. A score of 0-15 says that you take pretty good care of yourself, but you would be wise to examine those questions you answered yes to. A score of 15-30 indicates that you need to rethink your priorities. A score of 30-50 is a strong statement that you are neglecting yourself and may be headed for high stress and burnout. Reviewing the suggestions in these chapters will help you get back on track.

Figure 2-8 Self-care test.

PERSONALITY DEVELOPMENT AND ATTITUDE

Some occupations require less interaction with people than others. For example, if you are a computer programmer, you may not be exposed to all different sorts of people every day. As a cosmetologist however, dealing with people from all walks of life is a major aspect of your work. It is useful, therefore, to have some sense of how different personalities and attitudes can affect your performance.

Refer often to the following ingredients of a healthy, well-developed attitude to see if they match your recipe.

Diplomacy. Being assertive is a good thing because it helps people know where you are coming from. However, it is a short step from being assertive to becoming aggressive, and even bullying. Take your attitude temperature to see how well you practice the art of tact. Being tactful means being straightforward, not critical. This is called “diplomacy.”

Tone of voice. Here is a good example of an inborn personality trait that you can modify by softening the sound of your voice and speaking clearly. Also, if you have a positive attitude, you can deliver your words more pleasantly.

Emotional stability. Our emotions are important. Some people, though, have no control over their feelings, and may express themselves excessively or inappropriately. When they are happy, they get almost frantic; when they are angry, they fly into a rage. Learning how to handle a confrontation, as well as sharing how you feel without going overboard, are important indicators of maturity.

Sensitivity. Sensitivity is a combination of understanding, empathy, and acceptance. Being sensitive means being compassionate and responsive to other people.

Values and goals. Neither values nor goals are inborn characteristics; we acquire them as we move through life. They show us how to behave, and what to aim toward.

Receptivity. To be receptive means to be interested in other people, and to be responsive to their opinions, feelings, and ideas. Receptivity involves taking the time to really listen, instead of pretending to do so (Figure 2-9).

Communication skills. People with a warm, caring personality have an easy time talking about themselves and listening to what others have to say. When they want something, they can ask for it clearly and directly.



Focus on . . . the Whole Person

An individual's personality is the sum total of her or his inborn characteristics, attitudes, and behavioral traits. While you may not be able to alter most of your inborn characteristics, you certainly can work on your attitude. This is a process that continues throughout your life. In both your business and personal life, a pleasing attitude gains more associates, clients, and friends.



Figure 2-9 Being receptive is an important personal skill.

REVIEW QUESTIONS

1. How do you personally define success?
2. List and explain 10 basic guidelines for personal and professional success.
3. What are three common habits that can prevent people from being productive?
4. List at least three steps that you can take to enhance your creativity.
5. In one to five sentences, write a mission statement for yourself.
6. List three short-term and three long-term goals you have set for yourself.
7. Define "game plan" and how it can keep your career on target.
8. Why is it so important to learn how to manage your time?
9. List seven characteristics of a healthy, well-developed attitude.
10. List the qualities and characteristics of professional ethics.

CHAPTER GLOSSARY

<i>ethics</i>	Principles of good character, proper conduct, and moral judgment, expressed through personality, human relations skills, and professional image.
<i>game plan</i>	The conscious act of planning your life rather than just letting things happen.
<i>goal setting</i>	The identification of long- and short-term goals.
<i>mission statement</i>	A statement that sets forth the values that an individual or institution lives by and that establishes future goals.
<i>perfectionism</i>	A compulsion to do things perfectly.
<i>prioritize</i>	To make a list of tasks that need to be done in the order of most to least important.
<i>procrastination</i>	Putting off until tomorrow what you can do today.

YOUR PROFESSIONAL

IMAGE CHAPTER

3

chapter outline

Beauty and Wellness

Looking Good

Your Physical Presentation



Learning Objectives

After completing this chapter, you will be able to:

- Understand professional hygiene.
- Explain the concept of dressing for success.
- Use appropriate methods to ensure personal health and well-being.
- Demonstrate an understanding of ergonomic principles and ergonomically correct postures and movement.

Key Terms

Page number indicates where in the chapter the term is used.

ergonomics
pg. 30

personal hygiene
pg. 27

physical presentation
pg. 29

professional image
pg. 28

stress
pg. 29

Because you are in the image business, how you look and present yourself has a big influence on whether you will be successful working in your chosen career path within the field of cosmetology. If you are talking style, then you need to look stylish; if you are advising your clients about makeup, then your makeup must be current and beautifully applied. If you are recommending hand care services, it is critical that your hands and nails are well manicured. When your appearance and the way that you conduct yourself are in harmony with the beauty business, your chances of being successful in any area of cosmetology increase by as much as 100 percent! After all, when you look great, your clients will assume that you can make them look great, too (Figure 3-1).

BEAUTY AND WELLNESS

PERSONAL HYGIENE

Being well groomed begins with looking and smelling fresh. This is especially important in the beauty business where practitioners are frequently only inches away from their clients during services. It is a given that you should shower or bathe every day, use deodorant before going to work, and generally be neat and clean. Beyond that, though, there are special considerations when working in a salon.

One weak moment of drinking coffee right before performing a service, for instance, or wearing something that needs laundering because you did not plan ahead, could spell disaster. Rather than telling you that you smell offensive, most clients will simply not return for another service. Equally distressing, they will typically tell three of their friends about the bad experience they had while sitting in your chair.

Personal hygiene is the daily maintenance of cleanliness by practicing good sanitary habits (Figure 3-2). Working as a stylist behind the chair, or doing makeup, nail care, or skin care means that you must be extremely meticulous about your hygiene.

One of the best ways to ensure that you always smell fresh and clean is to create a hygiene pack to keep in your station or locker. Your hygiene pack should include:

- Toothbrush and toothpaste
- Mouthwash
- Sanitizing hand wipes or liquid to freshen your hands between clients
- Floss
- Deodorant or antiperspirant



Figure 3-1 Project a professional image.



Figure 3-2 Practice meticulous personal hygiene every day.

Your hygiene pack will be useful in following these guidelines:

- Wash your hands throughout the day as required, including at the beginning of each service.
- Use deodorant or antiperspirant.
- Brush and floss your teeth, and use mouthwash or breath mints throughout the day as needed.
- Do self-checks periodically to ensure that you smell and look fresh.
- If you smoke cigarettes, *do not* smoke during work hours. If you cannot wait until after work, make sure to smoke in a well-ventilated area at least 30 minutes before seeing your next client. Always brush your teeth, use mouthwash, and wash your hands after smoking if you are still servicing clients!

LOOKING GOOD

Naturally, in the line of work that you have chosen, an extremely important element of your image is having well-groomed hair, skin, and nails that serve as an advertisement for your commitment to professional beauty. Make sure that you:

- Put thought into your appearance every day.
- Keep your haircut and color in tip-top shape.
- Keep your skin well groomed.
- Determine the best length and grooming for your nails and meticulously maintain their appearance.
- Change your style frequently, or as often as you feel comfortable, to keep up with trends.

PERSONAL GROOMING

Many salon owners and managers view appearance, personality, and poise as being just as important as technical knowledge and skills. One of the most vital aspects of good personal grooming is the careful maintenance of your wardrobe. First and foremost, your clothes must be clean—not simply free of the dirt that you can see, but stain free, a feat that is sometimes difficult to achieve in a salon environment. Because you are constantly coming into contact with products and chemicals that can stain fabric in a nanosecond, it is a good idea to invest in an apron or smock to wear while handling such products. Be mindful about spills and drips when using chemicals, and avoid leaning on counters in the work area—particularly in the dispensary.

DRESS FOR SUCCESS

If you want to go out on the weekend and wear something wild and crazy, this is your choice. But while you are at your place of employment, you will need to consider whether your wardrobe selection expresses a **professional image** that is consistent with the image of the salon.



CAUTION

PERFUME

Many salons have a no-fragrance policy for staff members during work hours because a significant number of people are sensitive or allergic to a variety of chemicals, including perfume oils. Whether or not your salon has a no-fragrance policy, perfume should be saved for after work.

Common sense as well should rule when it comes to choosing clothes to wear at work. When shopping for work clothes, you should always visualize how you would look in them while performing professional client services. Is the image you present one that is acceptable to your clients?

To a large degree, your clothing should reflect the fashions of the season by embodying current styles, colors, textures, and so forth. Depending on where you work, you may be encouraged to wear stylish torn jeans and faded tees, or they may be expressly forbidden. Just remember to “tune in” to your salon’s energy and clientele so that you can make the best clothing choices that promote your career as a promising stylist.

You should always be guided by your salon’s dress code with regard to these matters, but the following guidelines are generally appropriate (Figure 3-3).

- Make sure that your clothing is clean, fresh, and in step with fashion.
- Choose clothing that is functional, as well as stylish.
- Accessorize your outfits, but make sure that your jewelry does not clank and jingle while working. This can be irritating to fellow professionals and drive clients to distraction.

Wear shoes that are comfortable, have a low heel, and good support. Ill-fitting shoes, and any type with high heels, are not the best choices to wear when performing services within the salon (Figure 3-4).

THE ART OF MAKEUP

Makeup is an exciting category for beauty professionals. It helps promote your professional image, and is an area where some of your most lucrative sales can be made. You should always use makeup to accentuate your best features, and mask your less flattering ones. With that said, it is vital to always wear makeup at work. A freshly scrubbed face may look great for a leisurely day at the beach, but it does nothing to promote your image as a beauty professional while at work. Likewise, unless you are working in a trendy urban salon, things like heavily blackened eyes are generally best left to the club scene. Let the salon’s image be your guide on the right makeup choices to wear for work (Figure 3-5).

YOUR PHYSICAL PRESENTATION

POSTURE

Good posture is a very important part of your **physical presentation**. It shows off your figure to its best advantage, and conveys an image of confidence. From a health standpoint, it can also prevent fatigue and many other physical problems. When you work within the field of cosmetology, sitting improperly can put a great deal of **stress** on your neck, shoulders,



Figure 3-3 Be guided by your salon’s dress code.



Figure 3-4 Working in high heels can throw off the body’s balance.



Figure 3-5 Expertly applied makeup is part of having a professional image.



Figure 3-6 Good physical presentation.

back, and legs. Having good posture, on the other hand, allows you to get through your day feeling good, and doing your best work.

Some guidelines for achieving and maintaining good work posture follow:

- Keep the neck elongated and balanced directly above the shoulders.
- Lift your upper body so that your chest is out and up (do not slouch).
- Hold your shoulders level and relaxed, not scrunched up.
- Sit with your back straight.
- Pull your abdomen in so that it is flat (Figure 3-6).

ERGONOMICS

Each year, hundreds of cosmetology professionals report musculoskeletal disorders, including carpal tunnel syndrome and back injuries. Beauty professionals expose their bodies to potential injury on a daily basis. Many have to stand or sit all day and hold their bodies in unnatural positions for long periods of time. They are susceptible to problems of the hands, wrists, shoulders, neck, back, feet, and legs. If not attended to, these problems can become career threatening.

Prevention is the key to alleviating these problems. An awareness of your body posture and movements, coupled with better work habits and proper tools and equipment, will enhance your health and comfort (Figure 3-7). An understanding of ergonomics is useful as well. **Ergonomics** is the study of how a workplace can best be designed for comfort, safety, efficiency, and productivity. It attempts to fit the job to the person, rather than the other way around. One example is a hydraulic chair that can be raised or lowered to accommodate different heights. Another is having ergonomically designed cutting shears and blow-dryers.

Stressful repetitive motions have a cumulative effect on the muscles and joints. Monitor yourself as you work to see if you are:

- Gripping or squeezing implements too tightly.
- Bending the wrist up or down constantly when using the tools of your profession.
- Holding your arms away from your body as you work.
- Holding your elbows more than a 60-degree angle away from your body for extended periods of time.
- Bending forward and/or twisting your body to get closer to your client.

Try the following measures to avoid some of the problems discussed above (Figure 3-8).



Figure 3-7 Proper positioning of the client on the facial bed.

- Keep your wrists in a straight or neutral position as much as possible (Figure 3-9).
- When giving a manicure, do not reach across the table; have the client extend her hand across the table to you (Figure 3-10).
- Use ergonomically designed implements.
- Keep your back and neck straight.

If you work in an environment that has any physical discomfort built into it, as most places do, try to counter the problem by including regular stretching intervals to break up the repetitiveness of the motions you use. And, in every aspect of your work, always put your health first and then the task at hand. It will serve you well in the beauty business, and ensure a long, injury-free career.



Figure 3-8 Improper haircutting position.



Figure 3-9 Correct wrist and hand position for haircutting.



Figure 3-10 Follow proper ergonomic techniques when giving nail services.

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REVIEW QUESTIONS

1. List the elements of professional image.
2. List three basic habits of personal hygiene.
3. Identify what is included in a "hygiene pack." Where is it kept?
4. How often should you freshen up throughout the day?
5. List the general guidelines of dressing for success.
6. What is the role of posture in good health?
7. Assess your own work posture. How can it be improved?
8. Define the term "ergonomics."
9. List equipment or tools with ergonomic features.
10. List steps you can take to prevent potential injury to yourself with regard to ergonomics.

CHAPTER GLOSSARY

<i>ergonomics</i>	Study of how a workplace can best be designed for comfort, safety, efficiency, and productivity.
<i>personal hygiene</i>	Daily maintenance of cleanliness by practicing good sanitary habits.
<i>physical presentation</i>	Person's physical posture, walk, and movements.
<i>professional image</i>	Impression projected by a person engaged in any profession, consisting of outward appearance and conduct exhibited in the workplace.
<i>stress</i>	Inability to cope with a threat, real or imagined, to our well-being, which results in a series of responses and adaptations by our minds and bodies; tension caused by a situation.

COMMUNICATING FOR SUCCESS CHAPTER

4

chapter outline

Human Relations

Communication Basics

The Client Consultation

Special Issues in

Communication

In-Salon Communication

Learning Objectives

After completing this chapter, you will be able to:

- List the golden rules of human relations.
- Explain the importance of effective communication.
- Conduct a successful client consultation.
- Handle delicate communications with your clients.
- Build open lines of communication with co-workers and salon managers.

Key Terms

Page number indicates where in the chapter the term is used.

client consultation
pg. 40

communication
pg. 37

reflective listening
pg. 43

Do you have outstanding technical skills? Artistic talents? If you do, you are definitely on your way to becoming successful in your chosen career path within the field of cosmetology. It is important to realize, though, that technical and artistic skills can only take you so far. In order to have a thriving clientele, you must also master the art of communication (Figure 4-1). Effective human relations and communication skills build lasting client relationships, aid in your growth as a salon practitioner, and help prevent misunderstandings and unnecessary tension in the workplace.

HUMAN RELATIONS

No matter where you work, you will not always get along with everyone. It is not possible to always understand what people need, even when you know them well. Even if you do think you understand what people want, you cannot always be sure that you will satisfy them. This can lead to tension and misunderstanding.

The ability to understand people is the key to operating effectively in many professions. It is especially important in cosmetology where customer service is central to success. Most of your interactions will depend on your ability to communicate successfully with a wide range of people: your boss, co-workers, clients, and the different vendors who come into the salon to sell products. When you clearly understand the motives and needs of others, you are in a better position to do your job professionally and easily.

The best way to understand others is to begin with a firm understanding of yourself. When you know what makes you tick, it is easier to appreciate others and to help them get what they need. Basically, we all have the same needs. When we are treated with respect and people listen to us, we feel good about them and ourselves. When we create an atmosphere where customers and staff have confidence in us, we will get the respect we deserve. Good relationships are built on mutual respect and understanding. Here is a brief look at the basics of human relations along with some practical tips for dealing with situations that you are likely to encounter.

- A fundamental factor in human relations has to do with how secure we are feeling. When we feel secure, we are happy, calm, and confident, and we act in a cooperative and trusting manner. When we feel insecure, we become worried, anxious, overwhelmed, perhaps angry



Figure 4-1 Communication is part of building lasting practitioner/client relationships.

and suspicious, and usually we do not behave very well. We might be uncooperative, hostile, or withdrawn.

- Human beings are social animals. When we feel secure, we like to interact with other people. We enjoy giving our opinions, we take pleasure from having people help us, and we take pride in our ability to help others. When people feel secure with us, they are a joy to be with. You can help people feel secure around you by being respectful, trustworthy, and honest.
- No matter how secure you are, there will be times when you will be faced with people and situations that are difficult to handle. You may already have had such experiences. There are always some people who create conflict wherever they go. They can be rude, insensitive, or so full of themselves that being considerate just does not enter their minds. Even though you may wonder how anyone could be so unfeeling, just try to remember that this person at this particular time feels insecure or he/she wouldn't be acting this way.

To become skilled in human relations, learn to make the best of situations that could otherwise drain both your time and your energy. Here are some good ways to handle the ups and downs of human relations.

Respond instead of reacting. A fellow was asked why he did not get angry when a driver cut him off. “Why should I let someone else dictate my emotions?” he replied. A wise fellow, don't you think? He might have even saved his own life by not reacting with “an eye for an eye” mentality.

Believe in yourself. When you do, you trust your judgment, uphold your own values, and stick to what you believe is right. It is easy to believe in yourself when you have a strong sense of self-worth. It comes with the knowledge that you are a good person and you deserve to be successful. Believing in yourself makes you feel strong enough to handle almost any situation in a calm, helpful manner.

Talk less, listen more. There is an old saying that we were given two ears and one mouth for a reason. You get a gold star in human relations when you listen more than you talk. When you are a good listener, you are fully attentive to what the other person is saying. If there is something you do not understand, ask a question to gain understanding.

Be attentive. Each client is different. Some are clear about what they want, others are aggressively demanding, while others may be hesitant. If you have an aggressive client, instead of trying to handle it by yourself, ask your manager for advice. You will likely be told that what usually calms difficult clients down is agreeing with them and then asking what you can do to make the service more to their liking. This approach is virtually guaranteed to work (Figure 4-2).

Take your own temperature. If you are tired or upset about a personal problem, or have had an argument with a fellow student, you may be feeling down about yourself and wish you were anywhere but in school. If this feeling lasts a short time, you will be able to get back on



Figure 4-2 Be attentive to your client's needs.



track easily enough and there is no cause for alarm. If, however, you begin to notice certain chronic behaviors about yourself once you are in a job, pay careful attention to what is happening. An important part of being in a service profession is taking care of yourself first and resolving whatever conflicts are going on so that you can take care of your clients. Trust can be lost in a second without even knowing it—and, once lost, trust is almost impossible to regain.

To conclude, human relations can be rewarding or demoralizing. It all depends on how willing you are to give.

THE GOLDEN RULES OF HUMAN RELATIONS

Keep the following guidelines in mind for a crash course in human relations that will always keep you in line and where you should be:

- Communicate from your heart; problem solve from your head.
- A smile is worth a million times more than a sneer.
- It is easy to make an enemy; it is harder to keep a friend.
- See what happens when you ask for help instead of just reacting.
- Show people you care by listening to them and trying to understand their point of view.
- Tell people how great they are (even when they are not acting so great).
- Being right is different from acting righteous.
- For every service you do for others, do not forget to do something for yourself.
- Laugh often.
- Show patience with other people's flaws.
- Build shared goals; be a team player and a partner to your clients.
- Always remember that listening is the best relationship builder.

COMMUNICATION BASICS

Communication is the act of successfully sharing information between two people, or groups of people so that it is effectively understood. You can communicate through words, voice inflections, facial expressions, body language, and visual tools (e.g., a portfolio of your work). When you and your client are both communicating clearly about an upcoming service, your chances of pleasing that person soar.

MEETING AND GREETING NEW CLIENTS

One of the most important communications you will have with a client is the first time you meet that person. Be polite, genuinely friendly and inviting (which you will continue to be in all your encounters), and remember that your clients are coming to you for services for which they are paying hard-earned cash (Figure 4-3). This means you need to court





Figure 4-3 Welcome your client to the salon.

them every time they come to see you; otherwise, you may lose them to another stylist or salon.

To earn clients' trust and loyalty, you need to:

- Always approach a new client with a smile on your face. If you are having a difficult day or have a problem of some sort, keep it to yourself. The time you are with your client is for her needs, not yours.
- Always introduce yourself. Names are powerful and they are meant to be used. Many clients have had the experience of being greeted by the receptionist, ushered back to the service area, and when the service has been performed and the appointment is over, they have not learned the name of a single person.
- Set aside a few minutes to take new clients on a quick tour of the salon.
- Introduce them to people they may have interactions with while in the salon, including potential service providers for other services such as skin care or nail services.
- Be yourself. Do not try to trick your clients into thinking you are someone or something that you are not. Just be who you are. You will be surprised at how well this will work for you.

INTAKE FORM

An intake form—also called a “client questionnaire” or “consultation card”—should be filled out by every new client prior to sitting at your station. Whether in the salon or in school, this form can prove to be extremely useful (Figure 4-4).

Some salon intake forms ask for a lot of detailed information, and some do not. In cosmetology school, the consultation form may be accompanied by a release statement in which the client acknowledges that the service is being provided by a student who is still learning. This helps protect the school and the student from any legal action by a client who may be unhappy with the service.

How to Use the Client Intake Form

The client intake form can be used from the moment a new client calls the salon to make an appointment. When scheduling the appointment, let her know that you and the salon will require some information before you can begin the service, and that it is important for her to arrive 15 minutes prior to her appointment time to fill out a brief form. You will also have to allow time in your schedule to do a 5 minute to 15 minute client consultation, depending on the type of service you will be performing and the needs of the client.

Client Intake Form

Dear Client,

Our sincerest hope is to serve you with the best hair care services you've ever received! We not only want you to be happy with today's visit, we also want to build a long-lasting relationship with you, the client. In order for us to do so, we would like to learn more about you, your hair care needs and your preferences. Please take a moment now to answer the questions below as completely and as accurately as possible.

Thank you, and we look forward to building a "beautiful" relationship!

Name: _____

Address: _____

Phone Number: (day) _____ (evening) _____ (cell) _____

Email address: _____

Sex: _____ Male _____ Female Age: _____

How did you hear about our salon? _____

If you were referred, who referred you? _____

Please answer the following questions in the space provided. Thanks!

1. Approximately when was your last salon visit? _____
2. In the past year have you had any of the following services either in or out of a salon?

<input type="checkbox"/> Haircut	<input type="checkbox"/> Manicure
<input type="checkbox"/> Haircolor	<input type="checkbox"/> Artificial nail services (please describe)
<input type="checkbox"/> Permanent Wave or Texturizing Treatment	<input type="checkbox"/> Pedicure
<input type="checkbox"/> Chemical Relaxing or Straightening Treatment	<input type="checkbox"/> Facial/Skin Treatment
<input type="checkbox"/> Highlighting or Lowlighting	<input type="checkbox"/> Other (please list any other services you've enjoyed at a salon that may not be listed here).
<input type="checkbox"/> Full head lightening	
3. What are your expectations for your hair service(s) today?
4. Are you now, or have you ever been, allergic to any of the products, treatments, or chemicals you've received during any salon service—hair, nails, or skin? (Please explain)

5. Are you currently taking any medications? (Please list)

6. Please list all of the products that you use on your hair on a regular basis.
7. What tools do you use at home to style your hair?
8. What is the one thing that you want your stylist to know about you/your hair?
9. Are you interested in receiving a skin care, nail care or makeup consultation?
10. Would you like to be contacted via email about upcoming promotions and special events?
Yes _____ No _____

Figure 4-4 The client intake form gives you an opportunity to build an excellent relationship with your clients.

Continued



NOTE: If this card were used in a cosmetology school setting, it would include a release form at the bottom such as the one below.

Statement of Release: I hereby understand that supervised cosmetology students render these services for the sole purpose of practice and learning, and that by signing this form, I recognize and agree not to hold the school, its employees or the student liable for my satisfaction or the service outcome.

Client signature _____ Date _____

Service Notes

Today's Date:
Today's Services:
Notes:

Today's Date:
Today's Services:
Notes:

Today's Date:
Today's Services:
Notes:

Today's Date:
Today's Services:
Notes:

Today's Date:
Today's Services:
Notes:

Figure 4-4 (continued)

THE CLIENT CONSULTATION

The **client consultation** is the verbal communication that determines the desired results. It is the single most important part of any service and should always be done *before* beginning any part of the service. Some professionals skip the client consultation altogether, or they make time for it only on a client's first visit to the salon. These professionals are making a serious mistake. A consultation should be performed, to some degree, as part of every single service and salon visit. It keeps good communication going, and allows you to keep your clients looking current and feeling satisfied with your services.

PREPARING FOR THE CLIENT CONSULTATION

In order for your time to be well spent during the client consultation, it is important to be prepared. To facilitate the consultation process, you should have certain important items on hand. These include styling books and hair swatches.

Have a variety of styling books that your clients can look through. There should be at least one that depicts short hair, one for medium-length hair, and one with longer styles, as well as an assortment of photos representing all hair color possibilities, such as blonds, reds, and darker colors.

In addition, it is always a good idea to have a portfolio of your own work on hand. Keep a camera at your station (a disposable or digital camera is fine) and take photos of whatever cuts, colors, perms, and other types of chemical or styling work you perform. A portfolio will help put new clients at ease about your abilities, and will help them decide what they want to have done. As you show the photos, explain why you performed the various services the way you did. This will help new clients understand why certain things can or cannot be achieved, and will also reassure them that you are knowledgeable and serious about their needs.

A handy tool, great for discussing haircolor, is a swatch book or ring. These are provided by the companies that manufacture hair color, and are generally packaged in a ring, book, or paper chart. Swatches are bundles of hair dyed to match a particular haircolor shade offered by the manufacturer. Usually made from a synthetic material, swatches are very durable and easy to use in consultations. If the swatch is long enough, it can be held up to the client's face or integrated into her own hair to see how it looks. Swatches are perfect "symbols" to help the stylist and client



Figure 4-5 A "classic" look.



Figure 4-6 A "dramatic" look.



Focus on . . . Understanding the Total Look Concept

While the enhancement of your client's image should always be your primary concern, it is important to remember that the nails, skin, and hair adorn the body and are reflective of an entire lifestyle. How can you help a client make choices that reflect a personal sense of style? Start the process by doing a little research. Look for books or articles that describe different fashion styles, and become familiar with them. This exercise is useful for developing a profile of the broad fashion categories that you can refer to when consulting with clients.

For example, a person may be categorized as having a "classic" style if simple and sophisticated clothing, monochromatic colors, and no bright patterns are preferred. A person who prefers classic styling in her clothing would likely want a simple, elegant, and sophisticated look with respect to her nails, makeup, and hair .

Someone who prefers a more dramatic look, on the other hand, will choose nail designs, hairstyles, clothing and accessories that demand greater attention and allow for more options. These clients are likely to be more willing to try a variety of new products and spend more time having additional services that will help achieve the desired look (figures 4-5 and 4-6).



Figure 4-7 Use a photo collection to help confirm your client's choice.

reach a working level of communication on the subject of haircolor (Figure 4-7).

Many times, you will find yourself consulting with a client who asks for a specific cutting technique or color that she may have heard about from a friend or a previous stylist. You know that not every technique or color will work for everyone, and just because her friend was happy with the results does not mean that she will be. (Guess who will catch the blame?) In this situation, it may be the time to take her step-by-step through the process, explaining why a certain color is either right or wrong for her hair color, skin type, and lifestyle factors.

THE CONSULTATION AREA

Presentation counts for a lot in a business that is concerned with style and appearance. Once you have brought the client to your station to begin the consultation process, make sure she is comfortable. You and she are about to begin an important conversation that will clue you in to her needs and preferences. Your work area needs to be freshly cleaned and uncluttered.

Have your photos, magazine clippings, and all other appropriate aids for the desired service available. You should read the intake form carefully, and refer to it often during the consultation process. Throughout the consultation, and especially once a course of action is decided on, make notes on the intake form. Record any formulations or products that you use and include any specific techniques you follow, or goals you are working toward, so that you can remember them for future visits.

10-STEP CONSULTATION METHOD

Every complete consultation needs to be structured in such a way that you cover all the key points that consistently lead to a successful conclusion. While this may seem like a lot of information to memorize, it will become second nature as you become more experienced and have many consultations under your belt. Depending on the service requested, the consultation will vary to some degree. For example, a full-head of high-lights will require a more detailed consultation than a haircut. To ensure that you always cover your bases, keep a list of the following 10 key points at your station for referral, and modify it as needed for the actual service.

1. **Review** the intake form that your client has filled out and feel free to make comments to break the ice and get the consultation going.

2. **Assess** your client's current style. Is it soft and unstructured? Carefully styled? Classic? Avant-garde? Is it in synch with her style of clothing and personal image?
3. **Preference.** Ask your client what she likes least and most about her current style. Is it too conservative? Does she love the fact that she only has to spend 10 minutes a day styling her hair? Was she happy with the style when it was first cut?
4. **Analyze.** Assess your client's thickness, texture, manageability, and condition. Is she particularly thin on top or at the temples? Check for strong hair growth patterns, including unruly cowlicks.
5. **Lifestyle.** Ask your client about her career and personal lifestyle.
 - Does she spend a great deal of time outdoors? Does she swim every day?
 - Is she a businesswoman? An artist? A stay-at-home mom?
 - Does she have a strong personal style that she wishes to project?
 - What are her styling habits? How often does she shampoo her hair?
 - How much time does she want to spend on her hair each day?
6. **Show and tell.** Encourage her to flip through your style books and point out styles, or even parts of styles, that she likes and why. This is a good time to get a real grasp on whether she not only understands, but accepts the limitations of her hair. Does she consistently point out thick, full hairstyles, for instance, when her own hair is quite thin? Is her hair curly, yet she consistently chooses smooth styles?

In addition, listen to how she describes hair length. If she says she wants her hair short, for instance, does she mean up to her shoulders? Her ears? One-inch all over her head? When her bangs are dry, does she want them to still touch her eyebrows? Reiterating what she tells you using specific terms like “chin length” or “resting on the shoulders”—as opposed to short or long—and reinforcing your words both with pictures and your hands by pointing to where the hair would fall, are critical to having a clear understanding of what both of you are really saying.

Listening to the client and then repeating, in your own words, what you think the client is telling you is known as **reflective listening**. Mastering this listening skill will help you to always be on target with your services, and to build a deep trust with your clients.

7. **Suggest.** Once you have enough information to make valid style suggestions, narrow your selections based on the following:
 - Lifestyle. The styles you choose must fit her styling parameters (time and effort), and meet her needs for business, personal, or both.
 - Hair type. You must base your recommendations on whether your client has (a) thick, medium, or thin hair; (b) fine, medium, or coarse hair; and (c) straight, wavy, curly, or extremely curly hair.
 - Face and body. Point out hairstyles that would look good with her face shape. Is she narrow across the temple area? If she is, you



should suggest styles that add a little fullness in this area. If she has a noticeably small head, then a hairstyle that closely hugs her scalp would not be the best choice.

When making suggestions, qualify them by referencing the above parameters. For example: “I think this hairstyle would work well with the texture of your hair.” Tactfully discuss any unreasonable expectations that she may have shared with you by picking out photos that are unrealistic based on her hair and personal needs. If her hair is damaged, you need to address intensive hair treatments, better home-care products, lifestyle changes, and the need to trim off damaged ends.

Never hesitate to suggest additional services to make her new haircut complete or better in some way. In addition to color, this could be a texture service for added movement or body, a relaxing to tame her curls, a makeup lesson to complement her new style, and so on.

8. **Color.** Unless she absolutely does not want to talk about color, color recommendations should be part of every consultation service. Everyone can use a glossing treatment, have their hair color enriched, or add some highlights or low lights to make their hair (and your work) even more attractive.

Ask if she has colored her hair in the past. If she already has haircolor, find out how long it has been since it was last applied. Has she had color challenges in the past? Does she color her hair at home? Would she like to make a subtle or dramatic hair color change?

When talking about color, be very careful to make sure you are both speaking the same language. Hairstylists are accustomed to the technical side of color and tend to use terms like “multidimensional highlighting,” or “no-ammonia semi-permanent tint.” This can be very confusing and misleading to clients. Make sure you explain yourself every step of the way, and use pictures whenever possible.

Another thing you have to be very careful about is not taking clients literally when they say things like, “I want to be blond,” or “I want to have red hair.” Blond to a stylist may be Gwen Stefani platinum, while blond to a client may mean a few thin streaks of medium blond around the hair line. Red is also a sensitive subject. You may be dreaming of turning her conservative brown hair into a screaming blue-red work of art, and she may be envisioning brown with just a hint of red. Be careful and let pictures be your guide. Take hair swatches and twist them with the client’s own hair strands so she can see the contrast.

9. **Upkeep.** Counsel every client on the salon maintenance, lifestyle limitations (blond hair and chlorine, for instance, are not a good match), and home maintenance that she will need to commit to in order to look her best.
10. **Repeat.** Reiterate everything that you have agreed upon. Make sure to speak in measured precise terms, and use visual tools to demonstrate



the end result. This is the most critical step of the consultation process because it determines the ultimate service(s). Take your time and be thorough.

CONCLUDING THE SERVICE

Once the service is finished and the client has let you know whether she is satisfied, take a few more minutes to record the results on the record card. Ask for her reactions and record them. Note anything you did that you might want to do again, as well as anything that does not bear repeating. Also, make note of the final results and any retail products that you recommended. Be sure to date your notes and file them in the proper place.

SPECIAL ISSUES IN COMMUNICATION

Although you may do everything in your power to communicate effectively, you will sometimes encounter situations that are beyond your control. The solution is not to try to control the circumstances, but to communicate past the issue. Your reactions to situations, and your ability to communicate in the face of problems, are critical to being successful in a “people” profession such as the beauty industry.

HANDLING TARDY CLIENTS

Tardy clients are a fact of life in every service industry. Because beauty professionals are so dependent on appointments and scheduling to maximize working hours, a client who is very late for an appointment, or one who is habitually late, can cause problems. One tardy client can make you late for every other client you service that day, and the pressure involved in making up for lost time can take its toll. You also risk inconveniencing the rest of your clients who are prompt for their appointments.

Here are a few guidelines for handling late clients.

- Know and abide by the salon’s tardy or late policy. Many salons set a limited amount of time they allow a client to be late before they require them to reschedule. Generally, if clients are more than 15 minutes late, they should be asked to reschedule. Most will accept responsibility and be understanding about the rule, but you may come across a few clients who insist on being serviced immediately. Explain that you have other appointments and are responsible to those clients as well. Also explain that rushing through the service is unacceptable to both of you.
- If your tardy client arrives and you have the time to take her without jeopardizing other clients’ appointments, let your client know why you are taking her even though she is late. You can deliver this information and still remain pleasant and upbeat. Say, “Oh, Ms. Lee, we’re in luck!

Even though you're a bit late, I can still take you because my next appointment isn't for two hours. Isn't it great that it worked out?" This lets her know that being late is not acceptable under normal circumstances, but that if you can accommodate her, you will.

- As you get to know your clients, you will learn who is habitually late. You may want to schedule such clients for the last appointment of the day or ask them to arrive earlier than their actual appointments. In other words, if a client is always 30 minutes late, schedule her for 2:30 but tell her to arrive at 2:00!

Imagine this scenario. In spite of your best efforts, you are running late. You realize that no matter what has happened in the salon that day, your clients want and deserve your promptness. If you have your clients' telephone numbers, call them and let them know about the delays. Give them the opportunity to reschedule, or to come a little later than their scheduled appointments. If you cannot reach them beforehand, be sure to approach them when they come into the salon and let them know that you are delayed. Tell them how long you think the wait will be, and give them the option of changing their appointment. Apologize for the inconvenience and show a little extra attention by personally offering them a beverage. Even if these clients are not happy about the delay, or they need to change their appointment, at least they will feel informed and respected.

HANDLING SCHEDULING MIX-UPS

We are all human, and we all make mistakes. Chances are you have gone to an appointment on a certain day, at a certain time, only to discover that you are in the wrong place, at the wrong time. The way you are treated at that moment will determine if you ever patronize that business again. The number-one thing to remember when you, as a professional, get involved with a scheduling mix-up is to be polite and never argue about who is correct. Being right may sound good, but this kind of situation is not about being right; it is about preserving your relationship with your client. If you handle the matter poorly, you run the risk of never seeing that client again.

Even if you know for sure that she is mistaken, tell yourself that the client is always right. Assume the blame if it helps keep her happy. *Do not, under any circumstances, argue the point with the client.*

Once you have the chance to consult your appointment book, you can say, "Oh, Mrs. Montez, I have you in my appointment book for 10:00, and unfortunately I have already scheduled other clients for 11:00 and 12:00. I'm so sorry about the mix-up. Can I reschedule you for tomorrow at 10:00?" Even though the client may be fuming, you need to stay disengaged. Your focus is to move the conversation away from who is at fault, and squarely in the direction of resolving the confusion. Make another appointment for the client and be sure to get her telephone number so that you can call and confirm the details of the appointment in advance (Figure 4-8).



Figure 4-8 Accommodate an unhappy client promptly and calmly.

HANDLING UNHAPPY CLIENTS

No matter how hard you try to provide excellent service to your clients, once in a while you will encounter a client who is dissatisfied with the service. The way you and the salon handle this difficult situation will have lasting effects on you, the client, and the salon, so you need to know how best to proceed.

Once again, it is important to remember the ultimate goal: make the client happy enough to pay for the service and return for more of the same.

Here are some guidelines to follow.

- Try to find out why the client is unhappy. Ask for specifics. If she has a difficult time expressing herself, break the service down for her piece by piece until you determine exactly what has caused the dissatisfaction.
- If it is possible to change what she dislikes, do so immediately. If that is not possible, look at your schedule to see how soon you can do it. You may need to enlist the help of the receptionist in rescheduling your other appointments. If the client seems open to the suggestion, ask her to return to the salon at a time when you are free. If this is not possible, explain that you will begin her service, but will need to take your next client and will be relying on help from another practitioner. Do whatever you have to do to make her happy, and explain along the way who will be working with her and what the other practitioner will be doing.





Focus on . . . Communication

At some point in your career you will no doubt have a disgruntled client who is unhappy about something that was done either during the service or in scheduling. No matter how well you communicate, handling a situation like this can be difficult. The best way to prepare is to practice. Role-play with a classmate, taking turns being the client and the practitioner. Role playing both sides of the issue will give you a better understanding of the entire situation.



Focus on . . . Professionalism

A long-time client reveals to you one day that she and her husband are going through a messy divorce. You care for her and try to be understanding as she reveals increasingly personal details. Other practitioners and their clients are soon listening to every word of this conversation. You want to be helpful and supportive, but this is not the right time or place. What can you do?

Try this: Tell her you understand the situation is very difficult, but while she is in the salon, you want to do everything in your power to give her a break from it. Let her know that while she is in your care, you should both concentrate on her enjoyment of the services and not on the things that are stressing her.

She will appreciate the suggestion, and you will have put her back on the track of her real reason for coming to see you.

- If you cannot change what the client does not like, or it is simply impossible to change, you must honestly and tactfully explain the reason why you cannot make any changes. The client will not be happy, but you can offer any options that may be available.
- Again, never argue with the client or try to force your opinion. Unless you can change what has caused the dissatisfaction, this will just fuel the fire.
- Do not hesitate to call on a more experienced stylist or your salon manager for help. They have encountered a similar situation at some point in their careers and have insights that can help you.
- If, after you have tried everything, you are unable to satisfy the client, defer to your manager's advice on how to proceed. The client may be too upset to handle the situation maturely, and it may be easier for her to deal with someone else. This does not mean that you have failed; it simply means that another approach is needed.
- Confer with your salon manager after the experience. A good manager will not hold the event against you, but view it instead as an inevitable fact of life from which you can learn. Follow your manager's advice and move on to your next client. Use whatever you may have learned from the experience to perform future client consultations and services better.

GETTING TOO PERSONAL

Sometimes when a client forms a bond of trust with her stylist she may have a hard time differentiating between a professional and a personal relationship. That will be *her* problem, but you must not make it *your* problem. Your job is to handle your client relationships tactfully and sensitively. You cannot become your clients' counselor, career guide, parental sounding board, or motivational coach. Your job and your relationship with your clients are very specific: the goal is to advise and service clients with their beauty needs, and nothing more.

IN-SALON COMMUNICATION

Behaving in a professional manner is the first step in making this meaningful communication possible. Unfortunately, many beauty professionals act immaturely and get overly involved in the salon rumor mill.

The salon community is usually a close-knit one in which people spend long hours working side by side. For this reason, it is important to maintain boundaries around what you will and will not do or say at the salon. Remember, the salon is your place of business and, as such, must be treated respectfully and carefully.

COMMUNICATING WITH CO-WORKERS

As with all communication, there are basic principles that must guide your interactions. In a work environment, you will not have the opportunity to handpick your colleagues. There will always be people you like or relate to better than others, and people whose behaviors or opinions you find yourself in conflict with. These people can try your patience and your nerves, but they are your colleagues and are deserving of your respect.

Here are some guidelines to keep in mind as you interact and communicate with fellow staffers.

Treat everyone with respect. Regardless of whether you like someone, your colleagues are professionals who service clients who bring revenue into the salon. And, as practicing professionals, they have information they can offer you. Look at these people as having something to teach you, and hone in on their talents and their techniques.

Remain objective. Different types of personalities working side by side over long and intense hours are likely to breed some degree of dissension and disagreement. In order to learn and grow, you must make every effort to remain objective and resist being pulled into spats and cliques. When one or two people in the salon behave disrespectfully toward one another, the entire team suffers because the atmosphere changes. Not only will this be unpleasant for you, but it will also be felt by the clients who may decide to take their business elsewhere if they find the atmosphere in your salon too tense.

Be honest and be sensitive. Many people use the excuse of being honest as a license to say anything to anyone. While honesty is always the best policy, using unkind words or actions with regard to your colleagues is never a good idea. Be sensitive. Put yourself in the other person's place and think through what you want to say before you say it. That way, any negative or hurtful words can be suppressed.

Remain neutral. Undoubtedly, there will come a time when you are called on to make a statement or to “pick a side.” Do whatever you can to avoid getting drawn into the conflict. If you have a problem with a colleague, the best way to resolve it is to speak with her or him directly and privately.

Speaking to, or gossiping with, others about someone never resolves a problem. It only makes it worse, and is often as damaging to you as it is to the object of your gossip.

Seek help from someone you respect. If you find yourself in a position where you are at odds with a co-worker, you may want to seek out a third party—someone who is not involved and who can remain objective—such as the manager or a more experienced practitioner. Ask for advice about how to proceed and really listen to what this mentor has to say. Since this person is not involved, he or she is more likely to see the situation as it truly is and can offer you valuable insights.

Do not take things personally. This is often easier said than done. How many times have you had a bad day, or been thinking about something totally unrelated, when a person asks you what's wrong, or wonders if you are mad at them? Just because someone is behaving in a certain





Focus on . . . Your Skills

Too much time spent on your personal life means time away from the task of perfecting your skills and artistry, and building up the business for yourself and the salon.

manner and you happen to be there, do not interpret the words or behaviors as being meant for you. If you are confused or concerned by someone's actions, find a quiet and private place to ask the person about it. The person may not even realize she was giving off any signals.

Keep your private life private. There is a time and a place for everything, but the salon is never the place to discuss your personal life and relationships. It may be tempting to engage in that kind of conversation, especially if others in the salon are doing so, and to solicit advice and opinions, but that is why you have friends. Co-workers can become friends, but those whom you selectively turn into friends are different from the ones whose chairs happen to be next to yours.

COMMUNICATING WITH MANAGERS

Another very important relationship for you within the salon is the one you will build with your manager. The salon manager is generally the person who has the most responsibility for how the salon is run in terms of daily maintenance and operations and client service. The manager's job is a very demanding one. Often, in addition to running a hectic salon, she also has a clientele that she personally services.

Your manager is likely to be the one who hired you and is responsible for your training and for how well you move into the salon culture. Therefore, your manager has a vested interest in your success. As a salon employee, you will see the manager as a powerful and influential person, but it is also important to remember that she is a human being. She isn't perfect, and she will not be able to do everything you think should be done in every instance. Whether she personally likes you or not, her job is to look beyond her personal feelings and make decisions that are best for the salon as a whole. The best thing you can do is to try to understand the decisions and rules that she makes whether you agree with them or not.

Many salon professionals utilize their salon managers in inappropriate ways by asking them to solve personal issues between staff members.

Inexperienced managers, hoping to keep everything flowing smoothly, may make the mistake of getting involved in petty issues. You and your manager must both understand that her job is to make sure the business is running smoothly, not to baby-sit temperamental practitioners.

Here are some guidelines for interacting and communicating with your salon manager.

Be a problem solver. When you need to speak with your manager about some issue or problem, think of some possible solutions beforehand. This will indicate that you are working in the salon's best interest and are trying to help, not make things worse.

Get your facts straight. Make sure that all your facts and information are accurate before you speak to your salon manager. This way you will avoid wasting time solving a "problem" that really does not exist.

Be open and honest. When you find yourself in a situation you do not understand or do not have the experience to deal with, tell your salon manager immediately and be willing to learn.

Do not gossip or complain about colleagues. Going to your manager with gossip or to “tattle” on a co-worker tells your manager that you are a troublemaker. If you are having a legitimate problem with someone and have tried everything in your power to handle the problem yourself, then it is appropriate to go to your manager. But you must approach her with a true desire to solve the problem, not just to vent.

Check your attitude. The salon environment, although fun and friendly, can also be stressful, so it is important to take a moment between clients to “take your temperature.” Ask yourself how you are feeling. Do you need an attitude adjustment? Be honest with yourself.

Be open to constructive criticism. It is never easy to hear that you need improvement in any area, but keep in mind that part of your manager’s job is to help you achieve your professional goals. She is supposed to evaluate your skills and offer suggestions on how to increase them. Keep an open mind and do not take her criticism personally.

COMMUNICATING DURING AN EMPLOYEE EVALUATION

Salons that are well run will make it a priority to conduct frequent and thorough employee evaluations. Sometime in the course of your first few days of work, your salon manager will tell you when you can expect your first evaluation. If she does not mention it, you might ask her about it and request a copy of the form she will use or the criteria on which you will be evaluated.

Take some time to look over this document. Be mindful that the behaviors and/or activities most important to the salon are likely to be the ones on which you will be evaluated. This is very useful information. You can begin to watch and rate yourself in the weeks and months ahead so you can assess how you are doing. Remember, everything you are being evaluated on is there for the purpose of helping you improve. Make the decision to approach these communications positively. As the time draws near for the evaluation, try filling out the form yourself. In other words, give yourself an evaluation, even if the salon has not asked you to do so. Be objective, and carefully think out your comments. Then, when you meet with the manager, show her your evaluation and tell her you are serious about your improvement and growth. She will appreciate your input and your desire. And, if you are being honest with yourself, there should be no surprises (Figure 4-9).

Before your evaluation meeting, write down any thoughts or questions you may have so you can share them with your manager. Do not be shy. If you want to know when you can take on more services, when your pay scale will be increased, or when you might be considered for promotion, this meeting is the appropriate time and place to ask. Many beauty professionals never take advantage of this crucial communication opportunity to discuss their future because they are too nervous, intimidated, or unprepared. Do not let that happen to you. Participate proactively in your career and in your success by communicating your desires and interests.

At the end of the meeting, thank your manager for taking the time to do an evaluation and for the feedback and guidance she has given you.



Figure 4-9 Your employee evaluation is a good time to discuss your progress with your manager.



REVIEW QUESTIONS

1. List the golden rules of human relations.
2. Define "communication."
3. How should you prepare for a client consultation?
4. What is the "total look" concept?
5. List and describe the 10 elements of a successful client consultation.
6. Name some types of information that should go on a client consultation card.
7. How should you handle tardy clients?
8. How should you handle a scheduling mix-up?
9. How should you handle an unhappy client?
10. List at least five things to remember when communicating with your co-workers.
11. List at least four guidelines for communicating with salon managers.

CHAPTER GLOSSARY

<i>client consultation</i>	Verbal communication with a client to determine desired results.
<i>communication</i>	The act of accurately sharing information between two people, or groups of people.
<i>reflective listening</i>	Listening to the client and then repeating, in your own words, what you think the client is telling you.