The One-Way Audit

Ten control points that decide whether clients are visiting a brand — or whoever happens to be on shift.

Here's the idea. Nobody is loyal to an address. Clients come back to places that feel like something — on purpose, every visit, every chair. That feeling isn't luck; it's control, exercised through documentation and training. In my salon that meant a uniform, a no-muddy-magazines waiting area, and exactly **one way** a pedicure got done. Not one way per stylist. One way, period.

> **Control → Consistency → Culture → Belonging → Recurring revenue**

The audit on the next page lists ten places where your client experience is either decided by you or improvised by your team. For each one, ask three questions:

Documented — is it written down, in exact words or exact steps?
Trained — has every team member actually been taught it, not just handed it?
Consistent — if you secret-shopped your own business this week, would you see it every time?

Check a box only when the honest answer is yes. Unchecked boxes aren't failures — they're your to-do list, in priority order of what clients notice most.

A note if you have renters: every renter chair is a square on this map where none of this applies — you can't control what isn't your staff. That's not a reason to panic-convert anyone (see the classification flag in No. 4 — talk to your accountant first). It's a reason to be honest about which business you're building.

POWER IN NUMBERS · DECIDED, NOT DEFAULTED

My One-Way Audit

CONTROL POINT	DOCUMENTED	TRAINED	CONSISTENT
Appearance — uniform or dress standard, decided not defaulted	☐	☐	☐
The greeting — how every client is welcomed, by name where possible	☐	☐	☐
The phone — exact answering words, booking language	☐	☐	☐
Signature service protocols — steps, in order, for your top 3 services	☐	☐	☐
Timing standards — how long each service takes, including turnover (No. 1!)	☐	☐	☐
Products used — what's used on clients, no substitutions from home	☐	☐	☐
The environment — music, scent, waiting area, and what never appears in it	☐	☐	☐
Complaint recovery — the script and authority ceiling (No. 3)	☐	☐	☐
The rebooking ask — how and when every client is invited to book the next visit	☐	☐	☐
The goodbye — checkout, retail mention, thank-you — the last thing she remembers	☐	☐	☐

Scoring yourself honestly

- **Mostly unchecked?** Normal — most owners have never written any of this down. Start with the three rows clients notice most: the greeting, your #1 service protocol, and the goodbye.
- **Documented but not trained?** A binder nobody opens is décor. Pick one row per week and train it in your team meeting.
- **Trained but not consistent?** That's a leadership conversation, not a documentation problem — and it's exactly the kind of owner work we get to in No. 7.

Belonging is the raw material of recurring revenue. Tomorrow, No. 6 of 7: **memberships** — done wrong, they discount your best hours. Done right, they sell your dead ones. Bring your calendar; we're going hunting for your slowest hours.

The policies referenced reflect the author's own salon and medi-spa. This is business education, not advice specific to your business.

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