

10 KEYS TO

TEAMWORK

**IN YOUR
MARTIAL
ARTS
SCHOOL**

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INTRODUCTION



As a professional martial artist, I see building teamwork is the #1 strategy for creating a strong instructor team and staff within the modern martial arts training center. We cannot expect that our team will magically have all of the skills and knowledge necessary. It is up to each school owner as well as each individual instructor to continually educate and train themselves and their teams in order to consistently deliver top notch training sessions to members. As you read through these 10 keys, it is recommended to do so as a team. That way, all of you are “on the same page” when it comes to implementing the strategies within.

Another suggestion, is to take **1 chapter at a time** and not read through the entire book all at once. Then take 1-2 weeks to focus and complete the ACTION POINTS at the end of each chapter. This may be a short read, but the concepts held in each chapter can be very powerful if you stop, make some notes, and decide exactly how you are going to apply the knowledge you receive. I hope you enjoy this and I hope that it helps take your studio to the next level! -Michael Mershad

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KEY #1: VISION



Visionary: Steve Jobs was known for many things, from launching the personal computer revolution to introducing us to the mouse and graphical user interface. But the one thing he is most known for is his vision and his ability to share it with those on his team. "*We started out to get a computer in the hands of everyday people, and we succeeded beyond our wildest dreams.*", Steve Jobs. Would you agree that he had vision? I believe you also agree that he was very successful in delivering his vision. I would estimate that over 75% of the people who read this, are doing so on an Apple product. As a side note, this was written on an Apple Product. Here are the 4 qualities that fueled the success of Jobs' vision:

1. Passion
2. Leadership
3. Clarity
4. Excellence

What happens when people on a team don't have a common vision? It can lead to a lot of chaos when each member is working hard toward a different destination. What is the vision of your studio? If you don't have one, rest assured, you won't ever reach it. The vision of a business or organization should be actionable, inspiring and on the outer limit of realistic. The vision is something that the entire team must see and be 100% committed to. The vision of your school is the foundation of

everything else that goes into and comes out of your program. Make your studio's vision the last thing that goes into your mind as you start each class and the first thing that you think about then you arrive are the studio. As an example, the vision of our school is 200BB. Very easy to remember. 200 Black Belts is the vision of ULMAHQ. Why 200 Black Belts? Simple. 200 actively training Black Belt students means that the curriculum is challenging, fun and realistic. 200 Black Belts means that we have created a community and family atmosphere. I know that when our studio comes close to this vision being a reality, that it will be time to recast a new and innovative vision on my academy. I'm not saying that 200BB should be your vision. That is for the academy owner to decide and then for the team to get on board with. Here are 2 golden tips for vision creation: 1. Make the vision easy to remember. 2. Do not make the vision simply financially driven.

If you are on an instructor team and you know what the vision of your studio is, here are some action points:

ACTION POINT #1:

Have the studio's vision written out where the team can see it. This is a powerful and sometimes scary action to take. What will everyone think? What if it's too lofty? What if we never reach it? Don't worry about that now. The main thing is that you have a roadmap to a more productive martial arts studio.

ACTION POINT #2:

Periodically network with the instructors on your team and see what their thoughts are as to the progress toward the vision. Are we still on track to make our vision a reality? Are there things we have thrown in the way of us achieving our vision?

ACTION POINT #3:

Recast. If you have a rusty or dusty vision that was set in the past and is no longer relevant... Trash it! Start over and you will feel a new energy and a new motivation to achieve. This energy will be contagious!

KEY #2: ENERGIZING



Energizing Example: Jack Welch's goal was to make GE "the world's most competitive enterprise." He went to work everyday looking for ways to be a live-wire to all those he worked with. He could have sat in his nice corner office and demanded that everyone just does their jobs. Instead he was known for blowing up bureaucracy and having a "boundless" leadership style. He never lead by intimidation. In fact, he was quick to point out the efforts of others. "We have found that by reaching for what appears to be the impossible, we often actually do the impossible; and even when we don't quite make it, we inevitably wind up doing much better than we would have done", Jack Welch.

What does it mean to be an energizing element on your instructor team?

Let's say that you are chosen to be on 2 professional sports teams. One is "old school", run down, worn, and out dated. The other team is forward thinking, energetic, and innovative. Which team would you choose to be on? Obviously, team 2! To be a great team, we must individually be energetic. Your energy level, high or low, is contagious. What is the "energy climate" of your team? Should this be addressed in your studio? I know there are "those days" when, for one reason or another, we are worn out. As I often tell my instructor team, the students don't care if you are tired. All they care about is having a fun, challenging lesson. For this

reason, we have the responsibility to monitor our energy level and adjust it based on needs of the classes ahead. Energizers are focused on the vision of the studio as well as possibilities and not on past or current failures. They are also goal focused and disciplined when it comes to accomplishing personal goals. An energizing person looks at his/her opportunities and not constraints when it comes to furthering him/herself as well as the team. There are several obvious and not so obvious benefits to being an ENERGIZING team member!

The benefits of having a high energy level are:

1. You set the bar: No matter if you are the Master Instructor or a brand new Student Instructor you have the ability to set the bar as to what the energy level should be as a good instructor.
2. You make other instructors want to be better. Remember that we should always lead by example.
3. You will feel better. At the end of the day, you will know that you worked hard and you will feel a certain pride that only a hard working teacher will ever know.
4. You will be looked at as a passionate go getter! When your clients talk about you to their friends, they will have to use words like passion, focused, energy packed, hard working, fun, and maybe even crazy when describing you.

ACTION POINT #1:

Smile throughout your lessons. Maybe not non-stop, but when you look happy, you subconsciously feel more awake and alert. This will result in your having and showing more energy in your class.

ACTION POINT #2:

Try having high energy music in the background as you teach. And yes, for many people that goes against the “traditional class structure”. Sometimes it is that structure that is holding us back from going to the next level as a teacher.

ACTION POINT #3:

Spread the energy around. Encourage your instructor teammates to step up their energy level as well when they are teaching. In this way you are leading alongside your teammates and not just telling them what to do!

KEY #3: COMMUNICATION



Clear Communication: Ronald Reagan is known for being the great communicator. Good communication does not just happen. It takes internality and for many it takes practice. It was said, that at 22, future President Reagan would do full speeches for friends with a broomstick for a microphone. Whether you agree or disagree politically with President Reagan isn't the issue. He connected with "the people" because he stood for something and he was consistent with his message. If he was hopeful, you were hopeful. If he was angry, you felt angry. If he was excited, you could feel his excitement. We can all train ourselves to be great communicators!

When opening a business, it's LOCATION, LOCATION, LOCATION.... but when you are on a team, it's COMMUNICATION, COMMUNICATION, COMMUNICATION! Never assume that you and your team are on the same page. Make sure of it with clear communication. Think of the last 5 bad things that happened in your studio. I would bet that at least 4 of them, if not all 5, were due to poor communication on someone's part. So what are the important things to communicate?

Everything!

- Who is teaching class
- The class topic
- The goal of the class

- When and where you will need help
- What the proper uniform is
- Behavior expectations
- Schedule requirements
- Testing requirements
- And of course various other areas based on the set up of your studio

There are many dangers to poor communication. A few years ago, I was teaching a class and I had a student who was out of control. After correcting him several times, the behavior continued. I then took his belt and told him that he would have to write me a paragraph on why I took his belt from him in order to get the belt back. This is a very effective method when working with “high energy” students. However, I had a new instructor who watched this happen. About a week later, it was brought to my attention that this new teen instructor was taking belts from kids who were acting out and telling them to write a paper to get it back. He simply followed my example. Unfortunately, he was not to the level yet where he could make the judgment of when it is and is not appropriate to take a student’s belt and he somewhat abused this power in his capacity of a beginner instructor. I then had to be clear with my team on things that I can do, and my senior staff can do, because we have been teaching for so long and that we would never do anything mean-spirited.

You will find, when you take a close look, that the things that bug you about the other instructors on your team boil down to poor communication

and the BIG WINS that your team experiences is because of good communication tools that you have used.

ACTION POINT #1:

If you are the lead instructor, have a quick huddle before class and cover anything that you think will make the class better before the class starts. If you are an assistant teacher, ask the head instructor what you can do for that class/day to help make classes better.

ACTION POINT #2:

Hold/Attend regular instructor training seminars to keep everyone on the same page. I would say that 1-2 monthly would do the trick!

ACTION POINT #3:

When something happens that you don't like/understand, politely discuss it with the instructor that made it happen. This can get sticky with all of the rank politics and egos sometimes, so use good judgment and also be open to it when and if you are approached by a teammate for something they perceive that you may have done wrong.

KEY #4: FLEXIBILITY



Master Adapter: Robert “Bob” McDonald, the now retired Procter and Gamble Chairman, President, and CEO once commented in an interview that the world was changing, so he must also change. He forced himself outside of his own comfort zone as a way to grow. Robert built in continual education as a way of life. He never counted on spending 15 years abroad working for P&G, but he made the necessary changes and learned how to adapt. This also meant learning new languages. Despite global economic turmoil, Robert was able to deliver higher sales each year that he was at the helm of the P&G ship.

The more flexible you are as a martial artist, the higher and cleaner your kicks are.... The more flexible you are as a teammate, the more you will be counted on for your ability to make any situation better. There are so many times when things don't go right and it is in those times that we have a choice, go with it, fight it. Most times, we have to go with it and just make the best out of it. Mr. Dave Kovar always says that if being angry makes the situation better, then be really angry. The point is, that being angry or frustrated usually just adds more frustration and slows the process of making the situation better. There for, make the best of a bad situation with your team.

Here are times when you will have to be flexible as a teammate:

- When another instructor doesn't show up

- When a teammate or you get sick or injured during classes
- When you have a super small class
- When you have a super big class
- When your class seems to be unfocused
- When your class is restless
- When other instructors seem to be unfocused or unmotivated
- And I'm sure you can add about 10 more to the list

The point is that if I have an instructor/teammate not show up, it is frustrating. If I let the frustration turn into anger, I teach a much worse class and the students suffer because I was unable to “get over it”. The other problem is that if I make a mistake and don't make it in when I am supposed to be there, the other instructors will treat it the same as I did when they didn't show up.

ACTION POINT #1:

Look out for the next situation/issue that “doesn't go your way” when it comes to your team, and force yourself to make the choice to go with it and make it work.

ACTION POINT #2:

Be willing to adjust your classes based on who shows up. If it's a big class, you may need to cut drills that you had planned to teach in order to make the class fun for the students. Likewise, if you have a small class, have fun with it by adding in drills that will make them glad they came.

ACTION POINT #3:

Be willing to do what it takes to make classes awesome. This may mean that you have to do something that a “lower belt” should have to do. Maybe it means cleaning a mess that you didn’t make. Don’t just be willing to delegate, be flexible!

KEY #5: HUMILITY



Walking the Talk: Mother Teresa changed the world. She appeared or was mentioned on countless news shows, newspapers, and radio stations, however, she never really sought the attention. With world renowned fame, she was still known for her humility. Here is Mother Teresa's "humility list", I think it speaks for itself:

1. Speak as little as possible about yourself.
2. Keep busy with your own affairs and not those of others.
3. Avoid curiosity.
4. Do not interfere in the affairs of others.
5. Accept small irritations with good humor.
6. Do not dwell on the faults of others.
7. Accept censures even if unmerited.
8. Give in to the will of others.
9. Accept insults and injuries.
10. Accept contempt, being forgotten and disregarded.
11. Be courteous and delicate even when provoked by someone.
12. Do not seek to be admired and loved.
13. Do not protect yourself behind your own dignity.
14. Give in, in discussions, even when you are right.
15. Choose always the more difficult task.

Pride precedes the fall! This is and has always been a huge issue in the martial arts industry. Nothing will kill your team faster than egos. It's completely okay to have a competitive spirit and healthy competitions. When people start the trash talk or become poor losers, it's time for, as Zig

Ziglar called it “a check-up from the neck-up”! We have to, as martial artists, have a certain confidence, however, never confuse being confident with having an ego.

Here are the dangers of having teammates with egos:

- We don't want to work with them
- We don't trust them
- We are always looking to knock them down a notch
- We talk badly about them to others
- We eventually have a confrontation with them

Here are the dangers when YOU are the one with the ego issue:

- Others don't want to work with you
- Your reputation becomes tainted
- Other teammates will not trust your advise because you are always pointing out others mistakes
- Your team will get bigger and smaller but never really grow
- You will wonder why you can't seem to get your instructors to listen to you

ACTION POINT #1:

Point out your own mistakes. Like I teach my kids, OWN IT and then learn from it. Never make excuses even if you believe them... If you messed up because of someone else, the fact remains that YOU MESSED UP! Let them own it if they feel they are ready to do so.

ACTION POINT #2:

Don't be overly critical of others on your team. Make sure to give more positive comments to your team than criticisms.

ACTION POINT #3:

When someone points out a problem/mistake that you had nothing to do with, DON'T COMMENT. You don't have to point out that "it wasn't my fault" or "I didn't do it!". This just makes the person who is responsible feel even worse and this drives an ego wedge into your team.

KEY #6: COMMITTED



Truly Committed: Mr. Dave Kovar, 8th Degree Black Belt, is an inspiring example of commitment. Although he has been a Martial Artist for over 4 decades, Mr. Kovar has never stopped being a student of the arts he has learned. Where some martial artists earn their masters and take a step back in their training, Dave Kovar has stuck to his commitment to always be a student first. This commitment has led to him being the “Instructor to the instructors”. Mr. Kovar has literally taught thousands of instructors how to better themselves as teachers. In doing that, he leaves no question as to his own values when it comes to being a life long student. Mr. Kovar stands as an awesome example of what it is to be committed to one’s vision.

Commitment isn’t a feeling. Many times we don’t “feel like” following through with our commitments, but as a leader on the team, we push through those feelings and finish what we started or said we were going to do. Remember when you were young and didn’t want to do something that was a commitment (i.e. school, soccer or even martial arts)? Most of us are glad that a parent made us stick to it and work hard even when we didn’t “want to”. Personally, I tried to quit martial arts when I was a 12 year old yellow belt. I wasn’t able to test because I didn’t have enough classes due to football season. I saw my classmates pass me in rank. My father quickly reminded me about my commitment (1 year) that I made to him

when I joined 4 months earlier. I can't imagine what life would be like if he had allowed me to quit.

Before you can really commit, you must have a vision and a mission to commit to. What kind of martial artist do you want to be? What kind of instructor do you hope to become? We cannot commit to something unless we have a mental picture of what we are hoping to eventually achieve.

Being committed to your team, means being committed to your training as well. As a martial arts instructor, you must be a committed martial artist. You must have goals and skills that you are working in as an athlete in your art. Train as often as you require your students to train and you will show your commitment. As a teammate, you show commitment when you are dependable (see next chapter), when you follow the systems that are in place and when you follow through with what you are supposed to do or say you will do. We also show our commitment by investing in continuing education opportunities. This means reading books on teaching, attending local seminars and looking for seminars to travel to that will increase your effectiveness as a teacher. In most cases, these are the times that you re-commit to your vision and mission of the martial artist and instructor that you want to be.

ACTION POINT #1:

Take 10 minutes and write out what your goals are as a martial artist and as an instructor. Write a short vision statement as to what that looks like. (i.e. I commit to be a fit and effective martial artist)

ACTION POINT #2:

Write out your training plan and stick to it for 1 month. You will find that your classes you teach are much more fun and effective. Also, after the month is up, you won't want to stop.

ACTION POINT #3:

Look for 2-3 travel seminars to attend annually. When you put yourself out there and go to seminars that are geared to make you a better instructor, you see major personal growth no matter how new or seasoned you are as an instructor!

KEY #7: DEPENDABLE



Serving Dependability: If you are traveling across the country and happen to stop at a Chick-fil-a you can count on one thing; consistency. From the food to the customer service, you always receive the same great experience. S. Truett Cathy, Chick-fil-a founder, demands the highest quality service from his people. There is a security going somewhere that you can depend on. This quote sums up how Mr. Cathy is able to deliver on dependability, "We evaluate each person as an individual and the importance of honesty and integrity is understood by them up front. Because of our company benefits, one of which is being off on Sundays, Chick-fil-a is able to attract hundreds of good, honorable employees and, by having good people, our problems are kept to a minimum."

Be dependable.... It should be that simple right? Many times, however, it isn't. So, first, what does it look like to be a dependable team member?

- You are where you are supposed to be when you are supposed to be there
- You have the necessary tools, uniform, items required to do your job on the mat
- You do what you say you are going to do
- You can be counted on to help others
- You can take up the slack when others can't

- You never brag about the extra you do
- You enjoy the extra because you like people counting on you
- You go above and beyond, especially when you don't "feel like it"

I have had literally hundreds of people teaching as instructor under me over the past 20 years. I have had instructors that range from the laziest slackers to the most amazing athletes you have ever seen. Out of every type of person out there, I'll take the one who I can depend on! And since that is what I want in a staff member/instructor, I believe that I too should be dependable for and to my team!

Much of this comes back to being committed to our personal visions and the vision of the studio. There are always going to be times that we make a mistake or show up late. However, when we minimize those things, give better notice, apologize and own the mistake we move closed to being 100% dependable.

I always tell my team that the #1 thing that a good staff provides to me (the studio owner) is peace of mind. I need to know that if I am not personally doing something, that my team has it under control. That takes communication, trust, and time to build that into a relationship. Start now!

ACTION POINT #1:

Write down the last 3 things you did that let someone down. Now go back to them and apologize specifically for whatever it was that you were responsible for.

ACTION POINT #2:

Work on being more punctual. I know this is hard in our GO GO GO industry, but we could all do a better job at being on time (myself included).

ACTION POINT #3:

Without overextending yourself, look for opportunities to take up the slack for other people. Don't have an "I'm the master" mindset. You only got to be the Master because you were dependable "back in the day". Step it up and be dependable for you team.

KEY #8: DISCIPLINED



Dribbling with Discipline: “Pistol” Pete Maravich was not a basketball prodigy. He was the result of, past the point of obsessive, pure, hardcore discipline. He handled the basketball unlike anyone before him had ever seen. From age 7, he was rarely if ever seen without a basketball attached to him. He mastered dribbling, passing, long shots, fakes, and so much more through hours of daily practice. In college, he averaged 43.6 points per game his freshman year at LSU. As people watched him play, they were awed at his precision, grace, and how easily he manipulated the ball as he played. Would he have been as good had he been 1/2 as disciplined? No way. His focus and daily training made him a legend.

Being disciplined can sometimes conflict with being flexible so be cautious in deciding which to show. When it comes to being a disciplined team member, it means staying focused on the most important thing at any given time. Our #1 job as instructors is to teach or assist with high level exciting classes. Sometimes we get distracted by other things that come up like talking to friends, getting other chores/tasks done around the school, thinking about things that have nothing to do with classes... DURING CLASSES! I have to laugh at myself sometimes when students start arriving as I am finishing a project and I am frustrated that I have to stop and go teach. Then I quickly remind myself that teaching is my job,

not the other 500 projects that I could be doing. So what does it look like to be a disciplined team member?

- You get your mind in the right frame of mind well before classes start
- You walk out on the mat with a class planner (no matter how good you think you are at winging it)
- You stay on the mat throughout the entire class
- As an assistant instructor you are focused on the needs of the teaching instructor
- You have good “mat vision” which means that you are always scanning with your eyes to be able to identify student issues

ACTION POINT #1:

For 1 week, Get into uniform and be on the training floor 30 minutes before classes start. See what it does to the lessons that you teach/assist with that week.

ACTION POINT #2:

Write/type out class planners for that same week. Teach every class with a fully thought out lesson with drills, conditioning, and activities all written out.

ACTION POINT #3:

Work on keeping your eyes focused on students during drills. Make yourself stand where you can see most or all of the students and scan side to side as they are training.

KEY #9: COMPLEMENTARY



Master Motivator: Zig Ziglar will be known forever as one of the best motivational speakers in the 20th century. When I think of Mr. Ziglar's leadership, I don't think about the thousands of people who showed up at his conferences, bought his books, or went through his training programs. What has always stuck out to me about him, is how he always went the extra mile to build value into people in 1 on 1 situations. He especially made this effort with people who not in power positions. He always made a point to connect with and complement secretaries of people he was going to meet with or the janitor, or the mailman, etc. People looked up to him and will forever because of how he made them feel. His famous quote still rings true, "You can get everything in life that you want, if you just help enough other people get what they want" and everyone wants to be valued.

I can tell you that the instructors that I have trained under, who make a point to complement my skills in addition to critiquing them, are the ones I had the most respect for. As teammates, sometimes we don't bring positive praise to each other as much as we should. It is easy to see each other's flaws and sometimes equally easy to point those flaws out. We want to be intentional about looking for positive traits and actions of our teammates and be quick to point them out. Is someone on your team always punctual? Point that out to them and let them know you respect

that. Does someone on your team show high level skill when teaching or working with a group of students? Let them know that you noticed and appreciate it. The next thing we want to do is be complementary of teammates to other teammates. Nothing breaks down a team faster than gossip and griping about others that you work with.

Ideas on complementing your teammates:

- Tell them face to face
- Text them a quick message
- Put a post it on their locker or gear bag
- Facebook about them and tag them
- Facebook message them
- Openly point it out in class or at an event
- Send a postcard or letter
- E-mail them a note
- And in more extreme cases, have something sent to them as a big gesture

Also, when you are talking about someone on your instructor team, make sure to point out positive qualities or things that they have done to other people on your team. If you are the lead instructor on the team, you will find that as you do this, others will step up their performance as they see what makes you proud as a team leader.

ACTION POINT #1:

In the next 24 hours, complement 3 team members either publicly or privately. Everyone is different so you may need to approach each person differently.

ACTION POINT #2:

Positive Gossip: Over the next 2 weeks, talk positively about a different team member to as many of your instructor team members as possible (without being ridiculous).

ACTION POINT #3:

Complement yourself! Sit down at the end of the day for the next 2 weeks and write down 5 self complements. 5 things that you did that day that you should get a pat on the back for. I know this sounds funny, but sometimes we are the only one who sees different “wins” throughout the day.

KEY #10: MENTORSHIP



Coach: Coach John Wooden set records for as the most successful NCAA Basketball coach in history. He led the UCLA Bruins to 665 wins and 10 championships in the years before 1975. He is known and revered for a wide variety of leadership skills. The skill that has created the most ripples in this world is his ability to mentor. At 99 years old he said that his mission is to mentor and be mentored everyday. He had this “pay it forward” mentality that made him the kind of leader that people would fight to follow. He didn’t just coach basketball, he created responsible and honorable men who happened to win basketball games.

In order to leave a lasting impression on this world, we must work hard to mentor others and multiply our team. Mentorship has many levels and looks very different from one studio to another. This isn’t an exact science however, here are a few ingredients that you want when it comes to mentoring others:

- Talk to non instructors who look like they would make good instructors and plant seeds. Ask them if they have ever thought about being a Martial Arts Instructor. You can even do with as low as White Belt!
- If there are several levels of your instructor program, be intentional about having higher level instructors motivate lower level instructors in different ways (see Key 9).

- Train others to replace you... The best way to move up on a team is to help other instructors to be able to do what you do, the way you do it (or better).
- Communicate regularly with your team and ask questions to each individual. Questions like, “What is your next goal as an instructor?” or “Do you feel like you are connecting with the students?”

When mentoring, make it a point to do as much listening as you do talking. When you ask a question, really listen to see what they have to say. Many times, we can learn just as much from the people we mentor as they can from us! This is an ongoing process. You will never really be “done” mentoring. You should then, pursue it and look for more skilled and socially functional students to add to your team. And by the way, this is not just for lead instructors. Any instructor of any level is responsible and should be on the lookout to help find that next awesome instructor to add to your team!

ACTION POINT #1:

This week, seek out 2 students who are within their 1st year of training and ask them if they have ever thought of being an instructor. They should be people who you think would make great instructors. They can also be any age you see fit.

ACTION POINT #2:

Match higher level instructors with lower level instructors for a mentorship program. Have the higher level instructors just touch base every once and

a while to see how the team is progressing. They can also encourage and help the lower level instructors to work their way up to the next level.

ACTION POINT #3:

Set up and attend regular instructor team training sessions in which instructors can hone their skills and also mentor each other.

CLOSING



Thank you for reading “10 Keys to Teamwork in Your Martial Arts School”. I hope these 10 Keys help your team to go to the next level in what you provide for your students and your community. If you read straight through this all at once, I encourage you to go back and read 1 chapter every 1 or 2 weeks and for that time focus on the action points. Good luck and I look forward to hearing about your team successes!

Mr. Michael Mershad is a 6th Degree Black Belt in Blended TaeKwonDo and is a successful school owner. His studio, Ultimate Leadership Martial Arts HQ is located in Springboro, OH. and has been in business for 15 years.

Mr. Mershad has also launched Ultimate Leadership Martial Arts Association which provides vision, tools, curriculum, events, and consulting to school worldwide.

**We would love to help your school get to the next level.
Contact us with any feedback or questions.
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