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Lawrence Neal: Dana, welcome.

Dana Wiltshire: Hi, thanks for having me on, Lawrence. I appreciate it.

Lawrence Neal: No, you're most welcome. And it's great to have you on. I really appreciate you giving the time to talk about the subject today, which is about driving results through team and also motivating your team and your business too, to, again, maximize results in your high-intensity training business.

This is something, which as you know, I've spoken with before with the likes of Brandon Jonker who was previously operations director for Discover Strength. He did some great content with me on management, [how to run meetings and manage meetings](#), and [how to communicate effectively](#), which I know you've listened to some of that. And in terms of trying to come up with stuff, or not necessarily come up with it, but I'm sure you've already got some different approaches or some things to add that are separate to what Brandon said in terms of driving results through people.

So with that, start off talking about it. So, I'd love to hear you just talk about what you do in your organization to drive results. Of your people generally.

Dana Wiltshire: Sure, sure. Brandon talked about the meeting structure and the platform, and we obviously do something extremely similar. But before we even start to follow results and follow the trends, and correct behaviors, the first thing that I do and that we teach our management team to do is to truly build the foundation from the beginning with the trainers or the employees by discovering what their why is.

And that might sound a little woo-woo, but just like we do with our clients, when they come in we dig deep and we discover what is truly motivating them to get in shape, for example. Well, we do the same thing with our staff. What's your purpose? What is the legacy, and the why? The reason you get out of bed and come to this job versus the next job. Or what is big, big picture, what do you want to leave behind and be known for?

And so that's the first thing that we do. Is to dig really deep to find out what is motivating them themselves, not us trying to find ways to motivate them. And so to me, it's every time you're ever trying to correct behavior or get results, the first thing you need to do to do that successfully, and a lot easier, in my opinion, than other avenues. Because of course there's more ways to get results out of people. But the easier way to do it is to find out what's motivating them to begin with. What their purpose and why is. That's kind of step one.

Lawrence Neal: That's excellent. And obviously, pretty critical. Now, I'd love to hear how you actually, and maybe this is coming up in some of your points, but how you actually execute on that. I've heard that [Discover Strength](#) do something similar in terms of the interview process. Are you addressing

this in the interview process? Are you addressing it afterwards? How do you execute on that within [The Perfect Workout](#)?

Dana Wiltshire: It comes after the interview process. We definitely dig a little bit and ask questions in the interview process that we ask. But the true digging deep moment is when they've been onboarded. So in the onboarding process, the regional manager will sit down with the new hire, or myself as the regional manager, for example, and we call it a foundation sheet. And that foundation sheet literally starts with the conversation of the purpose and the legacy and the reason why this trainer, or this regional manager, or whoever it may be ... What their why is. Why do you get out of bed?

And it's big picture kind of conversation. But that's kind of the beginning of the foundation sheet and then it flows into the step two of getting results, which is creating goals, three months, six months, a year.

But it always happens, to answer your question, the first meeting. Because you really can't, to me, you can't drive results and get people to perform, or want to perform easily if you don't have their why.

Lawrence Neal: I completely agree. And I think you were alluding to kind of the next steps there. It sounded like goal-setting and what comes next?

Dana Wiltshire: So, the next step is to set goals. And they need to be personal and professional. So at The Perfect Workout we don't focus on just professional goals. We want to develop people, not employees. So, we set three-month, six-month, and a year personal and professional goals. And their why is normally naturally aligned with these goals. Or at least used to drive reaching these specific markers.

But people need to know what they're aiming at. They have to have something to aim at. So we develop those straight off the bat as well.

Lawrence Neal: It can be quite different to help someone with their personal goals and I imagine sometimes it can be difficult to interfere with that domain in someone's life as it can be quite private. How do you influence that side and how do you manage that aspect?

Dana Wiltshire: Sure. We share our own goals, for example. So when I sit down with this new manager, they're gonna know what I'm working on as well, personally and professionally. It doesn't have to be crazy deep and super intimate. People have some generic goals in their personal life as well. And so however much they're willing to share, we don't prod and pry and get in too far with that.

But the big thing is, the purpose in why you work and what you work for can easily, and should easily, assist some of the goals that you have in your own life. If we have a trainer who wants to pay off their car, well then we can align some of the work goals that will help achieve that goal. It should all be serving the trainer and the employee in both work and play as far as I'm concerned. We don't really try to pit one against

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the other. We want to fulfill their lives and get them fulfilled in hitting those goals on both avenues. At home and at work.

Lawrence Neal: How do you ensure that-

Dana Wiltshire: Does that answer your question?

Lawrence Neal: No, it does. Sorry, it does, for sure. And I can see the value in it. It's the kind of approach that I would have certainly thrived in earlier on in my career before I started my own business.

But how do you ensure that people make progress towards their goals? It's one thing setting goals, another thing entirely to actually achieving them. I've found goal-setting to be, even for me, quite difficult to execute on successfully. So how do you ensure that? Cuz I'm guessing that goes hand-in-hand with their fulfillment and joy experience working with you. So how do you ensure that they do make progress and achieve those goals? And do they always achieve those goals?

Dana Wiltshire: They don't always. Some of them are really long-term goals. So we just look for the trend. Trend is your friend. So, progress toward these goals. And so there's always an actionable item, whether that's more than two, preferably, of what comes next to help you achieve this goal. As long as it's still your goal. So every quarter we check in on that. Where are we on these items that we were striving to hit? If it's a three-month goal, it's a constant conversation in our weekly meetings, as far as how they're progressing toward those things.

We have in-depth one-hour meetings every week. I do with all of my direct reports, aside from our [structured meetings that Brandon had brought up](#), too. The coaching meetings, we call them. So it's an accountability factor, and it's getting creative on the next steps. It doesn't necessarily mean that if it's a personal goal, we're not over here diving into their finances, but we're definitely giving them tools to learn things. For example, a book to read that will help them budget better or such things like that. It's action steps always and then following up on those action steps. And they can [inaudible 00:08:10] their goals. Just like you would do if it was a client.

I'm a big believer in our employees ... I no longer get to train clients, which it was sad, but I do have very important clients. My most important customers are my trainers and my own staff. And so you have to hold them accountable towards the things that they want and then that's how you can drive results more easily. Because it's what they want. And you're just now serving them instead of micromanaging them or nagging them. It's really easy to correct behaviors when you have their goals and you have their why. And so it's kind of step three, if I were to go through the process.

Lawrence Neal: Cool, so, I know you were going for the steps there, do you want to just continue on that theme?

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Dana Wiltshire: Sure, yeah. I always draw the parallel because I teach this to my regional manager team, but it is very similar to the clients. So if the client comes in and they have a powerful why, a powerful goal, to lose, let's say 50 pounds so they can be at their granddaughter's wedding, life-changing things so they can be there alive and healthy, and that's their goal. And when they decide to falter from that, like decide to eat chocolate cake over an apple, for example, it's not that we ridicule them or punish them, it's that we remind them of their why and why they're doing this to begin with. And that it's something they want. And then we help remove the obstacle and set them up for the success in the future.

And so, the same would go for an employee. If I were to ask you what's your purpose, what's your why, maybe you could just answer that. Because that might help me explain it. What is your reason and your why? What gets you fired up to do these podcasts and what are you trying to create and leave behind?

Lawrence Neal: Oh, you've really put me on the spot with that, Dana.

Dana Wiltshire: Well, yeah.

Lawrence Neal: It's a good question. I probably am not as good, I'm not like the model example of this type of goal-setting. I'll tell you I have a mission statement. Which is, I'll try to keep this as succinct as possible and narrow it down to the fewest words, and that is just get everyone strength training. And no, I have not set a timeline on that, and that's-

Dana Wiltshire: Sure, but why is that important to you? And that's how you can uncover that. Why is it important to you to get everybody strength training?

Lawrence Neal: Good question. And I guess you'd BHAG, right? A big, hairy, audacious goal. I suppose for me, it's like leaving a mark. Because things like financial success, and recognition and all of that is great. And I really obviously enjoy that and appreciate it. But, it's not the thing that's always gonna drive me forward or give me the most fulfillment. And so leaving my mark or, I don't want to say legacy ... It's more about having the most positive and biggest impact I can have on the grandest scale possible is to get everyone strength training and that's very much, actually, how I ended up starting the membership. It was kind of two-fold. It was the membership was fulfilling a need in the market, which didn't really exist, in my opinion, from a kind of online, digital coaching training content perspective, specific to HIIT. But then secondly, it's the Archimedes Lever for having the greatest impact on the public internationally is adding value and training all of these HIIT businesses to be more successful. Because the more successful and profitable they are, the more people are strength training. So that's the logic there.

Dana Wiltshire: And that is a strong why. To me, it's okay to call it a legacy. [crosstalk 00:12:10]. But so it's powerful and then, that's the point of, let's say you decide one day to do behaviors that are not aligned with that. If let's say, we're working together and I'm your leader and you just start not showing up to your podcast on time. Or not even strength training yourself, which is behaviors that are not aligned with that, it's just a

simple conversation to check in to make sure that that is still your why, that's still your purpose, that's still the legacy you want to leave 'cause that's important. Maybe your goals changed somewhere along the way. Doubtful.

So then, it's like, there's a few obstacles in our way right now of you being successful in that space and in that area and really fulfilling it. And one of them is you not showing up on time. So would you agree? And it simply becomes me serving you and helping you remove these problems out of your way so you can hit the result that you're after.

And then I would simply ask you, which is always step four for me, is how do you remove those? And get you to tell me how to help yourself. Because people fight for their own ideas. So, if you're telling me, I need to do this, this, this and this. Okay, let's put those action plans in place and I'll follow up with you if that works for you. And it's a [inaudible 00:13:22] a service that I'm providing for you and kind of a coaching moment versus micromanaging, managing style. Because I think that could work in the short-term, but we're looking for long-term team members and employee [inaudible 00:13:43]. You do have a why, by the way. That's a good one.

Lawrence Neal:

Thank you. I appreciate that. I certainly do. It's just I've never been good personally at long-term goal-setting in terms of milestones. I tend to have the BHAG if you will. And they why. And then I have very short-term goals. So right now I have a 12-week goal, which is just a revenue goal for the membership which is connected to bringing on businesses and more individuals to the membership.

We're digressing a little bit, but it's all related. I guess, for me, I've never been good at managing and working towards multiple goals at the same time. And so I'm very singular. So right now I have one goal. It's a 12-week goal and it was to meet a specific revenue target by the 25th of November. So I have one month. And I'm about 54% of the way there.

And you can tell I'm on it because I can say the stats off my head. But I wouldn't be able to do that if I had multiple goals. And I have a soft goal which is setting up a small studio here in Galway in Ireland. I then have values that aren't really goals. So I have things like, for instance, my values for 2018 were to make sure I make more time for relationships and social. Because I've been a little bit of a hermit working away lately. And it's just trying to strike a balance. And I'm very much one of these people, if I don't schedule fun and relaxation, I just work. Which is not healthy, certainly not for me, anyway.

So anyway, I digressed enormously there. But I thought it was maybe quite helpful.

Dana Wiltshire:

No, that's great. And the why to me is the big picture stuff, and the goals are the steps. And they're normally aligned. So if my life goal, if you will, my why, my purpose is for myself to be better, do better, and get better. But my purpose and legacy is to turn that goal around on others and help them be better, do better, and get better just by knowing me. And so that's kind of my true north. And so my action and

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behaviors and goals that I set up should fulfill that in some fashion. And you can normally relate them very easily, in my opinion.

But then you're working toward something that is purposeful and meaningful. Not just a paycheck or a sale target or things like that. So, it brings [inaudible 00:16:26] from it at the end of the day.

Lawrence Neal: Yeah, it's incredibly-

Dana Wiltshire: ... is my mission.

Lawrence Neal: I love that. To your point, it's incredibly simple but so overlooked. So overlooked. So few organizations do this stuff with their teams. So, do you wanna just go from there in terms of how you ... 'Cause I, at the end of the day, clearly we want our staff and our teams to succeed for their own benefit, but we also want this to translate into greater retention in terms of holding on to staff for a long term. And also driving results in terms of them becoming excellent trainers/ excellent team members. They might be in marketing or sales or fill in the blank. So, I'd love for you to elaborate. Correct me if we're going off course. You may have a different course in mind on your prep, but I'd love to get into how you use this method and other methods to drive greater retention and also results from a performance point of view.

Dana Wiltshire: Sure. Not off-track. I always say you have to build the foundation first, and have the why and have the goals, and where are we aiming, and things like this to start the conversation. And when they develop their business goals, especially in the beginning, you have to help them with that if they're new. They might not really even know where to start and they might be really generic. So you do help shape those goals that you're after. Whether it be, have every single one of your employees get a referral every single month, for the whole year. You could break that down into three months. This quarter I want one employee to get one referral every month. And so in some regions that's 48 referrals a month, which would be great.

Breaking it down and then, for me, if you're not achieving and you're not hitting it, then we have that conversation. It's not like you're being reprimanded or you're off course or you don't know how to do your job. It's, okay, let's talk about we're not hitting this goal so what's getting in our way? What is the obstacle? And a lot of times you'll find, or I have found in that conversation, that in that coaching moment, that the obstacles are [inaudible 00:18:42]. And through the trainers that they're trying to get results through someone else.

And so then you just create action plans from there to correct it. But the biggest thing when I talk about how to get results from other people in a very simple way is that it's all about serving them. And so, there's never this pushback. There's never this ugh, they're making me do this. You're simply serving them, so it makes it very, very easy.

I've done the opposite. I've done the how to get results to people in a different way. I was in the Marine Corps for seven years and so there are different ways to get results from people. And I don't recommend some

of those things. Trying lots of different management styles, I feel like this one has served me the best. You can take a complete under-performer, have a sit down actual person-to-person conversation with them, because they are people, right? They're not employees, they're people. And ask them what they want and what their goals are to get there. And then just help them.

I don't work in numbers. I'm more of the big picture stuff and deal with people in a relationship setting versus just numbers. Because I think that is something that's missing everywhere in organizations, at least.

Lawrence Neal: You mentioned generating referrals just now, which is interesting. Do you incentivize your staff financially to generate referrals? So, do they get rewarded for each referral or something like that?

Dana Wiltshire: They do. They get rewarded and they get recognized and then they also get a client. It's interesting, though. Because this goes a little bit into the [inaudible 00:20:36] rewarding system that we'll talk about in your other podcast of servant leadership. But what I have found is the monetary reward of getting a referral is actually not as powerful as the you're changing another life approach. We got better results focusing on just helping and serving other people, versus, this is what you get from that bonus standpoint.

And I've watched it change over the whole company. When we changed that strategy it was pretty interesting. They still get bonused. But when you focus on the actual, what it really means, that you're helping another person, which speaks to most of our trainers why. They become trainers to help people. And we focused only on that. Changing lives and changing the way people work out, revolutionize the way they work out instead of just if they sign up as a client.

Lawrence Neal: I totally agree. But for those that are number crunching, looking at this like, okay, how do we make more money? I appreciate it, if that's the perspective you're coming into this with. This is very win-win. 'Cause I'm just trying to give a scenario here. So someone says I wanna buy a new car in six months. That's their goal. And then you can say, well this is your base salary, or this is what your pay commission per workout, whatever your conversation model is. But then you can say, hey, you get \$100, \$200, whatever it is per referral, therefore in order to meet your target and buy your car, you will need to generate X referrals. So you're meeting their needs, their goals, their why, their milestones, but also you're generating more referrals in your business. Am I kind of on the right track?

Dana Wiltshire: Exactly. Exactly. You're 100% right. Everything you can tie it in. You can literally tie in any result you actually want into one of their goals you really can. Whether it's they wanna change their lives, well that's easy. This is how many more clients you need for that and these are the steps we're gonna do to help you get them. Or if it's money, which is fine. I'm completely fine with people being motivated to hit financial targets. That's great. So how much do you want to make extra a month? Or even go a year and then six months and three months, then a month, then okay, that translates to a week, and that means this many more clients

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we need. And it's quite surprising because people aren't as far away from their goal as they think they are.

And so when you break it down into really manageable bite size pieces, one client at a time, or on extra training session here, one referral here, then they're striving, they're moving, and like you said it's a win-win. It's obviously a win for the business and for us and for the purpose and it's a win for them because they're hitting their goals. It just all flows together. It's not, hey, you need to get referrals but we haven't talked about that being aligned with anything to do with your goals. Or you need to retain your clients, but it's not in their mind aligned with anything to do with their goals. You have to align them. If that makes sense.

Lawrence Neal: It does. This is really resonating with me. I'd just like to know, you mentioned, I think you kind of hinted at it earlier, maybe you didn't, maybe I'm imagining this, but have you had any examples where you've had someone who wasn't performing well in their role and perhaps didn't really have a strong why or a strong set of goals which you turned around? Are there any examples that come to mind. You don't have to name, obviously, individuals, but is there anything like that which comes to mind?

Dana Wiltshire: Yeah. A few. And some in higher-level positions too. Regional manager levels.

Lawrence Neal: Like Kyle, hahaha

Dana Wiltshire: Yes, exactly. We did work together and we do learn from each other, which is beautiful. Some people, they're just doing the job and sometimes drowning in the job. And not even knowing what they're aiming for. So they're kind of out there lost and just whacking moles without any true direction or any of that. So, I've definitely been able to, on a peer-to-peer level and then also as their leader and mentor to help turn people's performance around just by simply finding their why to begin with and then making steps from there. You'll be so tired of me talking about the why and the purpose, because it means a lot to getting results from people. Just like it would with your clients.

If I'm your client and I don't feel like I'm working toward something that's actually meaningful and value for me, when the going gets tough, it'll help push me through. Then when the going gets tough, I'm going to quit as your client. And same with the trainer. They'll quit and/or be a low performer. I didn't get overly specific because my teams are still listening.

Lawrence Neal: It's cool. I sort of called you out with that one. I completely respect that. I'm just thinking, is there any further steps that you've got noted down that you wanted to go through on that?

Dana Wiltshire: Not specifically. Well, I guess the last thing I'd probably stress that I kind of glossed over it a little quickly is, if you want a result or even your employees want a result, and they're not getting it, it's to get them to brainstorm how to correct it, how to generate it.

Let's say you have a studio that is lower with referrals than what you would like. So bring them together and do an individual first accumulation of what they think they could do and steps they could do to fix that. And then come together in a team setting to share it all. And then write all the ideas on the board and then as a team choose the ones that are most viable. The ones that you can do easily without extra permission from above, type thing. And let them decide how to drive their business. Because that's what it is.

As a personal trainer, it's your own business. And so I like to sponsor that entrepreneurial spirit, but the biggest thing is that the difference is, if I came in and said, hey, I need you guys to do x, y, and z to get more referrals, now it's me telling them what to do with this push. Versus, if they tell me that this is what they're gonna do for x, y, and z, then it's just organic and natural and again, people fight for their ideas. So they're not gonna not do it, that would be weird. Because it was their idea. So I like to use that often to change behaviors, or to generate results, or to get new ideas. Let it be their idea.

And if it doesn't work, then we come back to the drawing board and we do it again and we do something else. Or I could suggest ideas. On an off-hand to some people that I think of that I've seen work before. But then in a group setting, they come with those ideas as if it's their own, which is fine. And then they run with it. So yeah, people fight for their own ideas, and so that's kind of a big thing when it comes to correcting behaviors or getting results is get it to be their idea.

Lawrence Neal:

Love that. And think this has been an excellent chat in terms of talking about how to motivate people, which ultimately drives results and retention and certainly makes your team very happy to be working for your organization. I'm also thinking, and you're obviously the market leader, certainly from what I understand, in high-intensity training in the US in terms of number of locations and revenue. So, it'd be really fascinating to learn how you manage this stuff over scale like that. What systems and processes do you guys have in place to make sure that you keep on top of this stuff?

Dana Wiltshire:

Well, we do have, obviously, in-depth training at every level of management. I think we have 67 facility managers. And I have 10 regional managers. And so, each manager oversees their small group of people. So, we have the training, and then we do use the [Traction](#) the EOS level 10 meetings weekly. And then with me, with my team, I obviously get to go around to all the regions and sit down with facility managers and pick their brains and hear how their regional managers are performing and there's a lot of dialogue, a lot of communication.

But it's coaching sessions really is how I help develop my people. It's just time invested. 10 hours of one-on-one private with me every week to attack our goals. So the system, I would say, our core conversations, which again is EOS and a level 10, so that's kind of the structure. And I think that has made a big difference, I really do. So very similar to what [Brandon in your other episode was discussing](#). And it has been a game-

changer. It just drove productivity up because we were doing the numbers every week, versus every month.

And we do regional meetings every month as well. So the teams come together. So it's two to three hours, depending on the region and the size. And they work on problems. So it's not just a meeting where you relay information, it's a collaboration of the whole region coming together with new ideas and celebrating the wins, of course. Because that's important. But then diving into kind of a workshop setting of what that region specifically needs to work on. Does that help answer your question?

Lawrence Neal:

It does. It does. And just to elaborate, the book you mentioned, [Traction, by Gino Wickman](#), which has been enormous inspiration to your organization and also Discover Strength, I'm sure a number of successful health clubs and other businesses just generally. It's a fantastic book. I've not dived into it too much, but I've obviously had Brandon on, so just to underscore what you said, if people want to learn more about the specifics of exactly how to run those meetings very effectively, and it's quite incredible, and I can completely understand why they drive results very, very effectively, then I will link to those members podcast with Brandon so people can get a bit more detail on that. Because this has obviously been far more focused on identifying people's why and coaching people and driving results that way.

One last question I have for you on this, Dana, this specifically is, it sounds like, from what you're saying there that the best use of your time in the business is coaching your regional managers as best you can? And that kind of sounds like that kind of resolves or drives maximum results from an end-user perspective, so if you're coaching your regional managers really well, then they're gonna coach the facility managers well, and they're gonna coach the trainers well, and the trainers are going to get excellent results with their clients. So is that basically the kind of trickle-down effect that you have? Or is there anything else that you do specifically that helps drive results with people?

Dana Wiltshire:

Sure, so it is the trickle-down effect, which is great. But sometimes the coaching happens together in the moment in front of their team. So, I do travel around to every region. I'm gone about 50% of every month. And what we do is we sit in groups and work one-on-one, or small groups and try to have touch point in training with every trainer. When I'm visiting. And those look like workshops. We do sales training. We do actual training. Our craft, if you will, and our products. We do multiple different styles of workshops that I have developed that have been useful in every position I've held over the years. Whether that's retention workshops or goal-setting workshops. And then management workshops.

I do have a new regional management staff. So the more time I spend with them in action, is then learning by my example. But over time, that won't be able to continue. It's not a long-term solution. So the point is that they learn the training from me and then they implement. So I developed this last year, what I call my playbook. And so inside of

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the playbook is all how to run all the workshops that I run all the time. And so, they'll use that to teach their team.

Lawrence Neal: Clever.

Dana Wiltshire: A way to help the system. There's only one of me.

Lawrence Neal: Yeah, that's how you scale, isn't it? You have to systematize what works and take you out of the equation to an extent or as much as possible to leverage your time elsewhere. Interesting stuff. Well, this has been really useful, Dana. Thanks for contributing this.

Dana Wiltshire: Thank you.

Lawrence Neal: You're welcome. What's the best way for members to contact you or find out more about you?

Dana Wiltshire: A quick email. Danawiltshire, or Dana.wiltshire, W-I-L-T-S-H-I-R-E @thepperfectworkout.com. So, I'd be happy to help and answer any questions.

Lawrence Neal: And it's Dana D-A-N-A, isn't it?

Dana Wiltshire: Yes sir.

Lawrence Neal: I know that's a silly question, but I had no idea how to spell your name because I'm an ignorant British person. [inaudible 00:34:48] sort of struggle.

Dana Wiltshire: But you know how to spell Wiltshire, I bet. Because Wiltshire's very English.

Lawrence Neal: Yes. Yeah, exactly. It sounds very similar to every single county in the UK. It's got -shire on the end of it. So we're all too familiar with that. Thanks again, so much for joining me, Dana. I really appreciate it.

Dana Wiltshire: Of course, thank you. My pleasure.