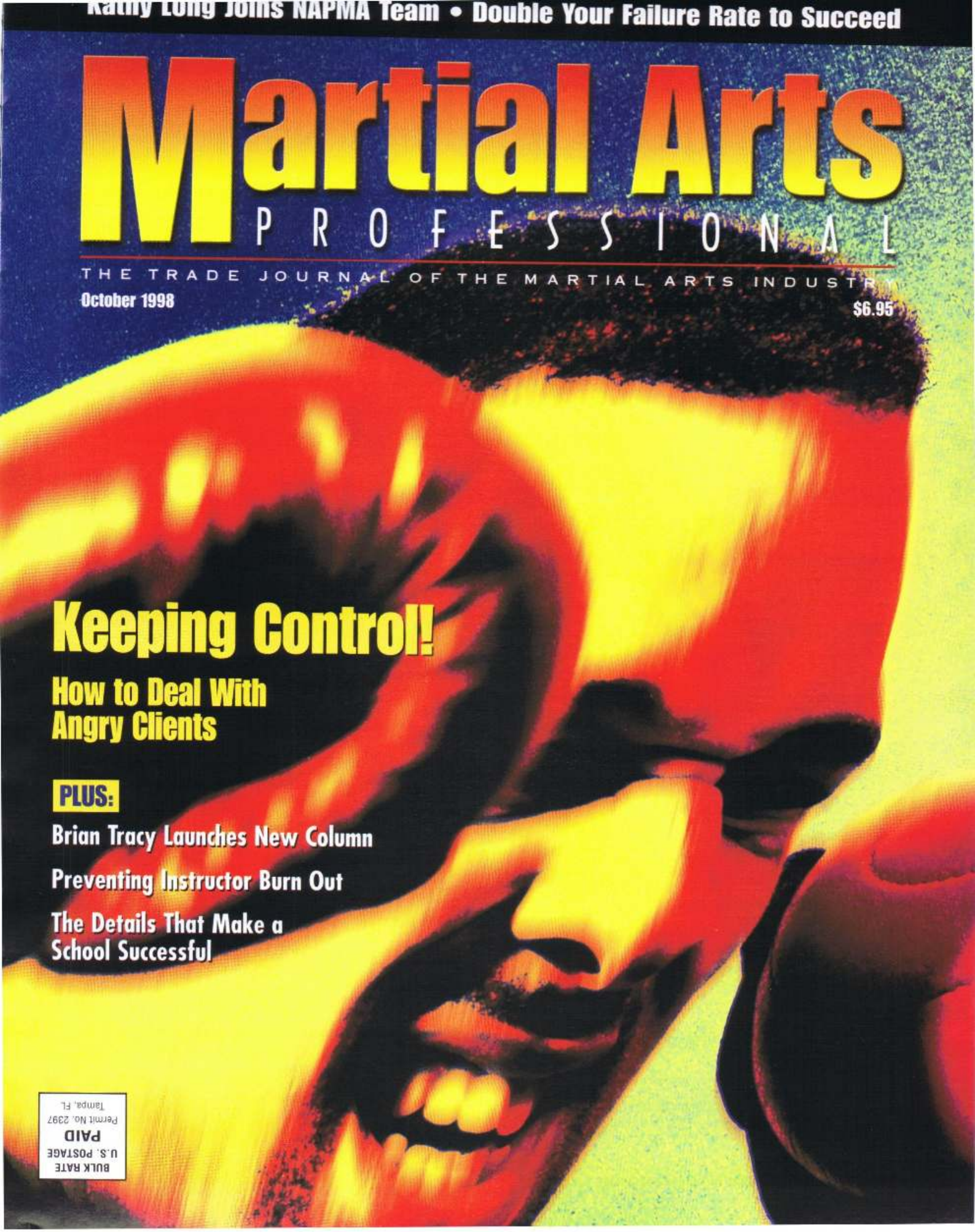
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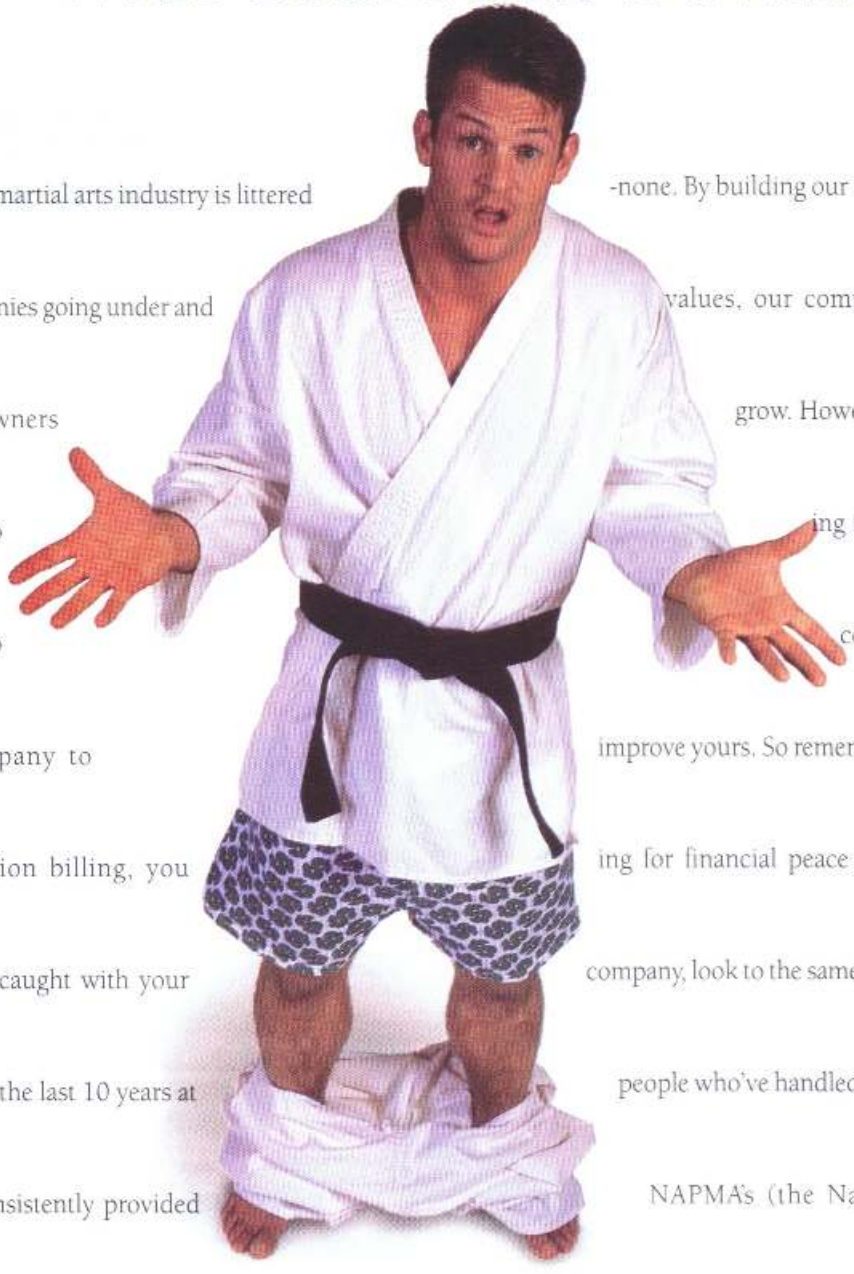
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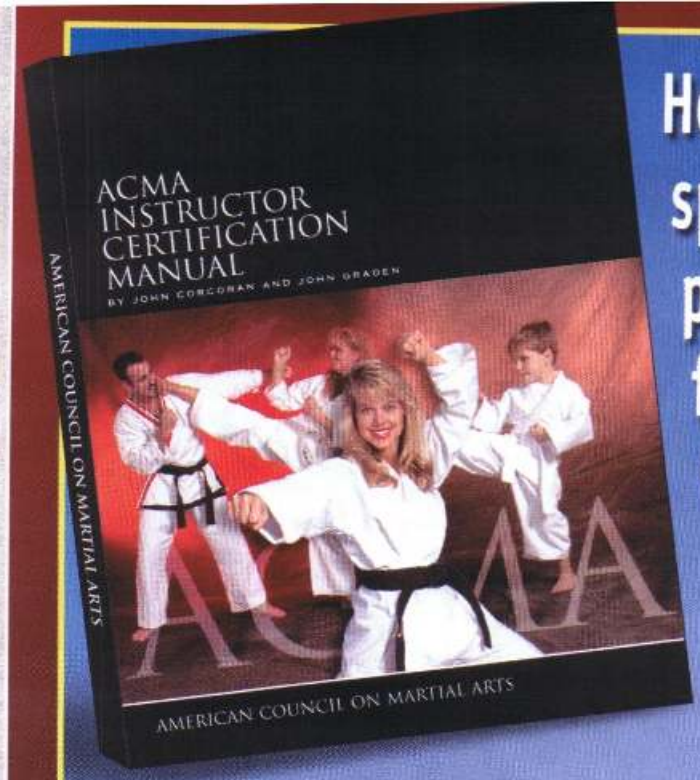


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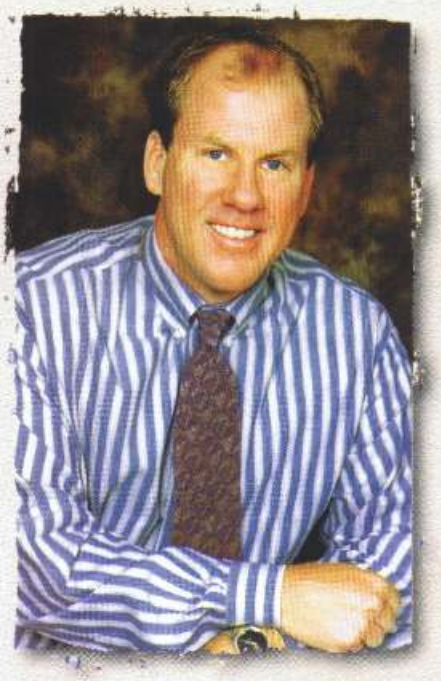
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As I See It



Pain Is Part Of The Training

By John Graden

In the martial arts, we accept that "Pain is part of the training." You must endure some discomfort, even some physical pain, in order to earn your black belt. However, many of us do not have the same attitude when it comes to achieving the success that we deserve.

"Often, we spend so much time analyzing something we know we should do, that we end up with "analysis paralysis." Double your failure rate means get on with it. Use the experience of launching and the feedback you get to correct the problems."

Most people hope and dream for success, but are not willing to pay the price of pain and sacrifice that success demands day-in and day-out. Much of the pain of success is directly related to the ability to change and adapt. One, of many, attitudes of success I learned from ACMA board member Brian Tracy (see his new column in this issue) is, "Double Your Failure Rate." Tracy attributes the quote to Thomas J. Watson, the founder of IBM. This is a key attitude that I've used all my professional life.

Double your failure rate does not mean open and close twice as many schools. It means simply — to try. Don't be controlled by fear. Accept that, even as omnipotent black belts, we will make mistakes. The key is to make them quickly, fix them and push forward.

For instance, I wanted to institute some applause in between drills to raise the energy level of the class. After executing a form, the class would applaud for about three seconds and then I would call them back to attention in preparation for the next drill. Simple, right? Wrong.

As many of you can relate, this is not as easy as it may sound. I was raised in a strict martial arts environment where clapping could be construed as weakness. However, it was in studying the practice habits of other athletes, such as football players, that I noticed players clapping hands, high-fiving and slapping each other on the butt in between plays. While the last one didn't appeal to me, the other two made sense. If a 6-foot-8, 300-pound football player could clap, so could we.

Still, the thought of asking my class to do this was very scary for me. I had visions of them all thinking I'd turned sissy. On the night I decided I was going to do this, I made a strategical error. I tried to implement this new process with my advanced students. Big mistake. Never, ever start something new with people who are used to and prefer the old way. Always start with the beginners so the new process can become their tradition. (This is probably why most of the nasty-grams I receive from "MAPro" readers are from veterans.)

In the above case, because it was a Thursday night and the last class of the week, if my clapping initiative went badly, I pondered, I had the weekend to recover from the fallout. Are you starting to get a sense of how fear was holding me back?

As the "all-powerful sensei," I was used to controlling every movement a class made. Clapping was a little more free-form than I was used to. So, in classic control-freak mode, I barked, "Attention! Extend your left hand!" Snap, their left hand shot out. "Extend your right hand!" Pow, out goes the right, so both hands are now extended in front. "Clap!" I yelled. And they did! It turned out to be so easy! They liked it and said it added energy and enthusiasm to the class.

Can you see how fear created this huge obstacle in front of me for something as simple as hand-clapping? Double your failure rate means not to be controlled by this fear. I also call it, "Fire! Ready! Aim!" Often, we spend so much time analyzing (Aiming) something we know we should do, that we end up with analysis paralysis. Double your failure rate means get on with it. Use the experience of launching and the feedback you get (Fire, Ready) to correct the problems (Aim). In most cases, it's minor adjustments, but at least the program is up and running.

How many strategies or changes have you been thinking about but haven't moved on yet? Have you started a Leadership Team? A fitness program? Altered the curriculum to reflect your vision? Many of these programs never get launched because of the fears that come with change.

Remember, fear is False Expectations Appearing Real. You didn't earn your black belt to be controlled by fear. Use the power you've gained from your hard work and double your failure rate. As Brian Tracy also taught me, "If your heart is not in your throat at least once a day, you're not trying hard enough! ◆

JOHN GRADEN
Publisher

Martial Arts PROFESSIONAL

October 1998 • Vol. 3 - No. 10

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Telephone (800)973-6734
Outside U.S. (727)895-0409
Fax (727)895-1235
email: NAPMA@aol.com
www.avaloncity.com/NAPMA

Publisher / Editor-in-Chief
John Graden

Senior Editor
John Corcoran

Contributing Writers
Rick Bell
Tom Callos
Rob Colasanti
Scot Conway
Don Korzekwa, Ph.D
Jhoon Rhee
Brian Tracy

Marketing Director
Rob Colasanti

Creative Director
Randall Hall

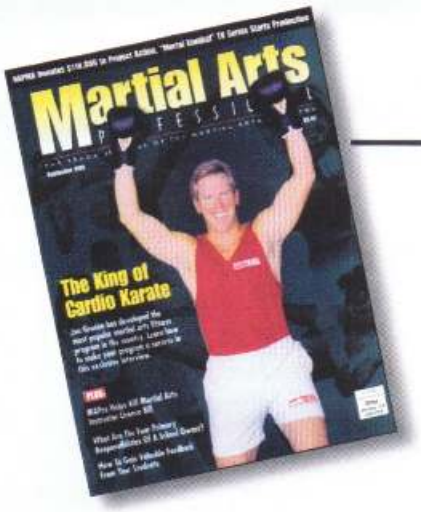
Photographer
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About the Cover
Dealing with Angry Students

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Letters To The Editor



What You Suggest Is Not Martial or Artistic

Your recent publisher's statement (July, '98: "Who Cares What You Think?") was rather disturbing.

You imply that the traditions and etiquette systems in place in martial arts schools are demeaning and obsolete.

First, I think it is terribly important that you look at the very name of your publication. "Martial" is a key figure in the title of your magazine. So is "art." The calculus you suggest in your barbs at the martial arts traditions suggests nothing artful nor martial.

A martial art is a military art. And whether or not we teach our students and train our teachers with a military intent, we do train in accordance with the methodology prescribed by our martial arts forefathers. An art requires a high degree of discipline. What you propose is nothing more than a feel-good aerobic workout. I envision everyone calling each other by first names and wearing sweat pants in such an environment.

You suggest that addressing teachers as "master," is belittling to the student. For the same reason one addresses a Ph.D. as "Doctor," teachers in this discipline deserve the same respect, and if the teacher-student relationship is cultivated properly, no air of superiority is apparent.

I also find your criticism of the martial arts uniform rather unsettling. Do you not wear a basketball uniform when you play basketball, or a business suit in the office, or, better yet, do you, yourself, not wear a gi in your school? Students know they are beginners, and most welcome the status. If you place students in the situation of letting them choose their own uniform, are you not also removing a vertical learning process from your equation?

What you are suggesting is not a better environment for a martial arts place of learning but a social atmosphere of equals.

THOMAS P. CAMPBELL
Matsumura Seito

Column was Close To Home

Your "As I See It" column (July, '98: "Who Cares What You Think?") had a refreshing and thought-provoking hilarity to it. It certainly made some very good points in what the majority of the adult market probably deals with in our schools. The column made me laugh out loud since some of my own exact feelings that you were describing came to mind, feelings I even expressed to my program director in the past. Things like, "You must bow to all the higher-ranking (senior) students when you see them" hit home.

You and I had a conversation months ago about the changes in the market and how some of the things we are doing are really outdated, and I have to admit that some of the things you suggested made my head spin. However, by writing this "example" as you did, you really put it into a perspective we as school owners could truly "see."

I think every martial arts school owner needs to step back, as I did, and evaluate his/her programs — children's as well as adult's — to find out if you have some "Dr. Jane" students close to doing what she did.

MICHAEL KANE
Destin Taekwondo
Destin, FL

My Thoughts on the MAPro Convention

I really liked the atmosphere of unity at your Martial Arts Professional Convention.

The variety of workshops was great. The party was the best! And the "Blood-'n'-Guts" tape [the 1968 World Professional Karate Championships] was exciting to watch.

I was disappointed that each presentation was held only once, making it extremely difficult to make choices, and obviously missing out on lots of good stuff. And the ACMA Forum was way too short. It was obvious much more time could have been devoted to that one. People had so many questions.

The Cardio Karate workouts with Jim Graden: FUN, of course. Jim has a great style in leading the cardio workouts and getting people pumped up and excited.

Keynote Speech/John Graden: I have almost always agreed on everything he has written in his "As I See It" columns. His illustration of improperly carrying around old baggage was right on the money.

Stephen Hayes: He seemed like the perfect person for his subject. He was a perfect follow-up to Mr. Graden's presentation.

Dr. Estwanik/Preventing Injuries: I enjoyed Dr. Estwanik's presentation. Since he has sat ringside as attending physician for so many fights [over 10,000 bouts], I feel he knows what he's talking about.

Dr. Gianine Rosenblum/Discipline & Punishment: What a great presenter! She was alive and exciting in her presentation style. She had excellent information.

John Graden/Future Trends: Wow, what a courageous man! I especially like that he tempered his presentation by telling people that these were just some things to think about. John has an excellent presentation style. He easily engages an audience with a very clear message. It was obvious that he knew what he wanted to say, even though he may not have rehearsed any of it.

CLARA E. MINOR
Kemposilama Self-Defense Institute
Santa Cruz, CA

Accolades for Efforts

I just wanted to tell you I think you're doing a bang up job. Please keep up the good work.

Also, congratulations on the launching of the ACMA (American Council on Martial Arts). I didn't grasp its full meaning until I saw your video tape. I'm sure it will succeed, and I will support it fully. I will be purchasing the ACMA Instructor Certification Manual.

Thanks for quality work.

PAUL A. via
AMERIKADO@ AOL.com

INDUSTRY UPDATE


ERNIE REYES JR.

ECLIPSE SIGNS MARTIAL ARTS FILM STAR ERNIE REYES, JR. TO THREE-PICTURE DEAL

LOS ANGELES, CALIFORNIA — Eclipse Entertainment Group, Inc. has signed a three-picture pact with martial arts action star Ernie Reyes, Jr. The deal includes a minimum of three pictures over the next four years. Formerly the youngest black belt in North America to compete in and win adult martial arts tournaments, Reyes has gone on to star in such films as "Teenage Mutant Ninja Turtles II" and "Surf Ninjas." Eclipse execs believes that coupling Reyes with his father's celebrated martial arts performance troupe will quickly enable them to be the leader in martial arts action-genre films.

The pact was announced at the official opening of Westar Entertainment's, Eclipses' subsidiary, new offices in Los Angeles, followed by a dinner party attended by Ernie Reyes Jr. and Sr.; Arnold Schwarzenegger and his wife Maria Shriver; bodybuilding guru Joe Weider and his wife Betty; "Conan" TV star Ralph Muller; Rae Dawn Chong; Corin Nemec; and William Smith. Reyes Jr. and Schwarzenegger worked together in the 1986 film "Red Sonja."

Franco Columbu, Westar's president, is former Mr. Olympia body-building champion. ◆

HOLLYWOOD HITS & MISSES

"BLADE" DRAWS BOX-OFFICE BLOOD; SEAGAL'S LATEST GOES STRAIGHT TO VIDEO!

By John Corcoran

HOLLYWOOD, CALIFORNIA — The high kicking supernatural actioner *"Blade"* swung into first place in its opening weekend of August 21-23, slicing off an estimated $17 million and pushing Steven Spielberg's *"Saving Private Ryan"* out of the top spot after four consecutive weeks at number one. The Wesley Snipes-Stephen Dorff starrer was released by New Line Cinema.

"Blade," a vampire-slaying pic based on a nearly 30-year-old Marvel-comic character, appealed to a wider audience than studio executives had expected. Rather than just the traditional action audience of young males, the film also attracted a significant number of women and audiences in the 25-49 year old group, according to the company.

The muscular debut was particularly impressive given *"Blade's"* late August release date. In recent years, New Line has staked out late August as a launching pad for effects-laden, youth-oriented action movies. The studio now lays claim to three of the top-10 August openers, all with heavy martial arts action: *"Mortal Kombat"* bowed to $23.3 million in 1995, eventually reaching $70.5 million domestically; and last year, the comic-book inspired *"Spawn"* hatched at $21.2 million on its way to $54.9 million.

SEAGAL'S SLIDE

The big surprise was the news that Steven Seagal's latest film is going straight to video instead of a theatrical release! According to *"Daily Variety,"* Seagal's action-adventure *"The Patriot,"* after failing to arouse movie-studio interest, is headed for a cable premiere on HBO.

The independent picture cost between $25 and $30 million to make. The lack of a theatrical release, which will likely result in red ink for the film's backers, highlights the risks of financing a big-budget, or even a moderately budgeted, independent picture without domestic distribution in place.

Although HBO has not yet signed a deal to buy the film for its HBO World Premiere Films slot, sources close to the cable network said they did not anticipate any roadblocks. No information was available on the price tag. HBO, which typically pays a maximum of $1.75 million for a ``busted theatrical," reportedly would not comment to *"Variety's"* inquiries. Out of that sum, the producers would have to pay residuals to talent.

Co-starring L.Q. Jones, Gailard Sartain and Camilla Belle, *"Patriot"* tells of a doctor-turned-survivalist who must save his family and local townspeople from a deadly virus. It was based on the book *"The Last Canadian"* by William Heine Prince.

Seagal, who started his Hollywood career as former talent-agent Michael Ovitz's aikido instructor before making it big in such pictures as *"Under Siege"* and *"Above the Law,"* has seen his fortunes slide in recent years. Moviegoers stayed away from such fare as 1997's *"Fire Down Below"* and 1996's *"The Glimmer Man."*

Jean-Claude Van Damme's next film, *"Knock Off,"* is opening September 4th with little publicity fanfare. At press time (just two weeks before the pic's scheduled release), the only promotions were TV ads.

Jackie Chan's upcoming *"Rush Hour,"* costarring comedian Chris Tucker, was pushed back to a mid-September theatrical release. ◆

INDUSTRY UPDATE

THOUSANDS OF ILLEGAL SWITCHBLADES HEADED FOR MIAMI MARTIAL ARTS STORE SEIZED

MIAMI, FLORIDA — U.S. Customs agents here seized 5,000 switchblade knives that were illegally imported from Taiwan and destined for a martial arts store in Miami, the agency said. Charges were pending against the owners of the store, where 29 additional switchblades were seized. The owners and the store were not named.

The large spring-loaded knives open when a button is pushed, and their import is strictly controlled, Customs officials said.

"The importation or possession of switchblades in the United States is strictly limited to military contracts and to handicapped people with only one arm," a Customs report on the seizure noted.

Twenty-nine cases of the knives, valued at $100,000, were shipped to Miami International Airport from Taiwan via the San Francisco airport. The shipping manifests falsely labeled the contents as pocket knives, Raphael Lopez, special agent in charge of Customs' Miami office, said. ◆

GET A BLACK BELT IN BUSINESS HUMOR; SUCCESSFUL CORPORATIONS ARE FINDING THE HUMOR SOLUTION

SAN DIEGO, CALIFORNIA — What if your company is grappling with a difficult problem, say, how to promote a new product or service, enhance its image or deal with irate customers? And then, suppose that your CEO suggested everyone "think funny." Is he out of touch? Absolutely not. There is a trend in the new corporate world for successful CEOs to use their humor skills.

In a new book, "Funny Business: The Art of Using Humor Constructively," (to be released in October) author Bob Ross, a former judo instructor, describes hundreds of cases where using "comic vision" led to extraordinary results. Ross applies the principles of judo to utilizing humor as a method of dealing with various business activities. Accordingly, he explains how to defeat an argument by embracing it and the dynamics of capitalizing on your shortcomings. He promises readers a "black belt in business humor."

His book, while amusing and sometimes downright hilarious, is not a collection of water cooler gags; it's a deftly laid-out look at humor used seriously to solve business problems.

Ross makes a strong connection between the punch line and the bottomline. He details how a company jumped on a negative comment by football coach Mike Ditka and ballyhooed it into quarter-million-dollar publicity coup. He describes how a British dairy farmer converted the "Mad Cow Scare" to his advantage, and how the writer of the "X-Files" got his job — all by thinking funny.

Describing 457 examples of what he calls the "humor solution," Ross analyzes the techniques used and provides tips and suggestions as to how one might adopt these ideas for themselves.

Ross spent 20 years designing and managing urban revitalization programs until, in 1986, he began speaking to business executives about the use of humor in management. He is the author of "Laugh, Lead & Profit: Building Productive Workplaces with Humor" and "That's A Good One! Humor in Corporate Leadership," and has promised to donate 12% of the book's proceeds to a new organization dedicated to aiding the humor-impaired. ◆

SOURCE Bob Ross & Associates

ACMA UPDATE

NEW CASES ON SEXUAL HARASSMENT

By Scot Conway, Esq., ACMA Board Member

UNITED STATES — The U.S. Supreme Court has decided in the cases Farager v. City of Boca and Burlington Industries v. Ellereth that employers may be held liable for sexual harassment by supervisors. This may seem like nothing new to most people, but it is a significant step in sexual-harassment liability.

When an employee is sexually harassed, the employee typically must complain to management and give management an opportunity to do something about the problem. However, when the person who commits the act is a supervisor who should be told if fellow employees commit harassment, then the business is considered on notice.

The employer is liable if the victim suffers tangible harm such as loss of job or reduction in pay (which, in martial arts schools, could only apply to employees). If the victim does not suffer tangible loss, then the employer may defend the case by proving that it acted reasonably to prevent sexual harassment and that the employee unreasonably failed to use available remedial mechanisms.

For martial arts school owners, that means that if a black belt instructor harasses a student, some reasonable means must be available for the student to register a complaint and to have the problem dealt with, and the students must be reasonably aware of this option. Also, owners must take steps to prevent sexual harassment, either through policies, training, or both.

The American Council on Martial Arts (ACMA) Instructor Certification Manual contains a complete chapter on sexual harassment and related issues. To be ACMA-certified, instructors must study this book and pass the ACMA Instructor Certification Examination. These steps would constitute taking reasonable steps to prevent sexual harassment in a martial arts school.

Then all you have to do is initiate a complaint procedure available to students and you should be protected under the new law — even if a black belt instructor does behave inappropriately toward students. ◆



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INDUSTRY UPDATE

KATHY LONG TO JOIN FORCES WITH NAPMA



NAPMA is pleased to announce that five time World Kickboxing Champion Kathy Long has agreed to provide NAPMA members with exciting classroom drills for both adults and children. Kathy is enthused to be NAPMA's newest video consultant and will start recording segments soon.

Kathy will also be available to NAPMA member schools for special event appearances such as grand openings, open houses and a variety of seminars. In fact, active NAPMA members will receive a significant discount on all Kathy Long promotions. ◆

TOM FOX, NFL FITNESS CONSULTANT, APPOINTED TO ACMA BOARD

ST. PETERSBURG, FLORIDA — Thomas Fox has been named to the Board of Advisors of the American Council on Martial Arts (ACMA). Fox will be involved in the examination and revision process for the manual's second edition. As a martial art's school owner, National Football League (NFL) fitness consultant with a background in kinesiology, he is uniquely qualified to contribute to the ACMA.

Mr. Fox received his Masters Degree in Exercise physiology from the University of Maryland in 1984; he also holds degrees in Kinesiology and Physical Education. While at Maryland University, Mr. Fox implemented a flexibility routine for the Varsity Football Team, worked extensively with hydrostatic weighing (underwater weighing) — designed to establish percent of body fat for specific athletes — and designed numerous fitness programs for a variety of collegiate teams and individual athletes.

The author of "The Logical Approach to Diet and Weight Control," Mr. Fox has served as assistant strength coach for the Washington Redskins and flexibility consultant for the Seattle Seahawks, two NFL teams. He is currently CEO of Athletic Adventures, Inc., which provides consulting, lectures and instruction in a variety of fitness-related topics.

Mr. Fox has been actively involved in the martial arts since 1972 as an instructor and a professional competitor. In addition to his responsibilities with Athletic Adventures, Inc., he owns and operates a martial arts center in Stevensville, Maryland, with an active student count of over 270. ◆

ESPN2 TO TELEVISE TWO MARTIAL ARTS FIGHT CARDS

NEW YORK, NY - Corporate Entertainment Promotions and ESPN today announced an agreement that will launch a new partnership for television and the martial arts. This deal calls for ESPN2 to televise two half-hour programs, one featuring Judo, airing on October 9th, and the other, Taekwondo, airing on October 30th.

Each program will consist of three competitive martial arts bouts, which will incorporate entertaining appearances by R&B superstar Ed Lover, music mix master DJ Skribble and Black Entertainment Television's on air talent Leslie 'Big Lez' Segar.

Taekwondo and Judo were chosen based on their credibility as the only two styles of martial arts sanctioned by the International Olympic Committee. Judo has been an Olympic sport since 1964, and Taekwondo will make its full medal debut in the 2000 games in Sydney, Australia. Taekwondo was presented as a demonstration sport at the 1988 Olympic Games in Seoul, South Korea.

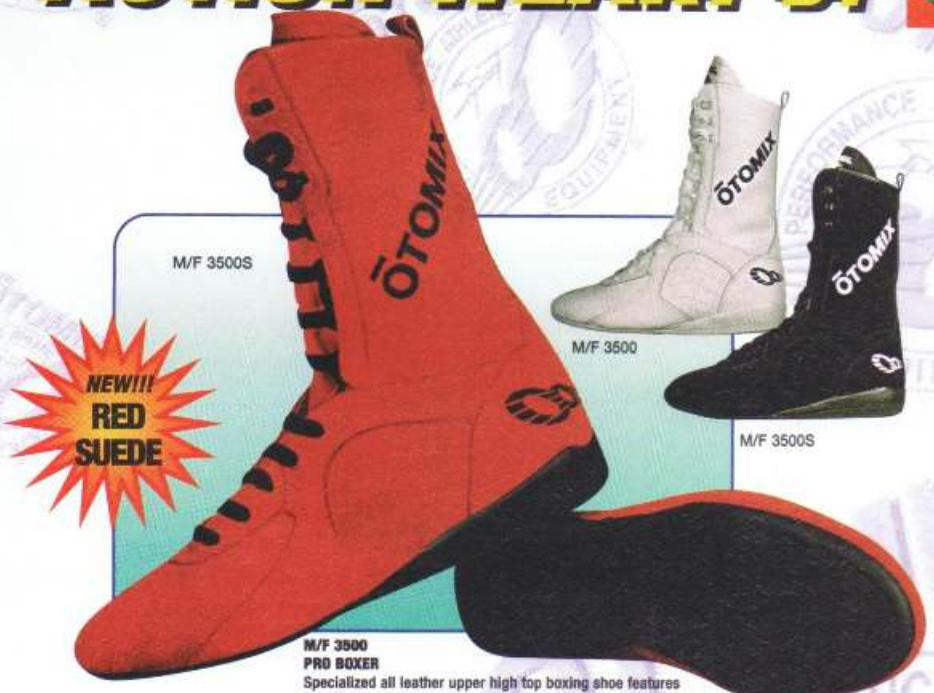
"We are very excited to bring these two sports and their brightest stars together in this format," said Executive Producer Harry Krebs. "The martial arts, particularly Taekwondo and Judo, have been some of the most popular forms of competition for more than a century. Now, through our- association with ESPN, we will be able to show the nation what true martial arts fighting is all about."

Corporate Entertainment Promotions is the production and marketing arm for the Pro Taekwondo and Pro Judo series. Corporate Entertainment Promotions is a full-scale and highly innovative marketing company that develops, conceives and markets creative sports and entertainment programming for Pay-Per-View and Cable television.

ESPN2, which launched October 1 1993, serves today's fans interested in a range of sports programming, both traditional and emerging. Seen in nearly 60 million homes, ESPN2 is the fastest growing cable network in the 1990's. ◆



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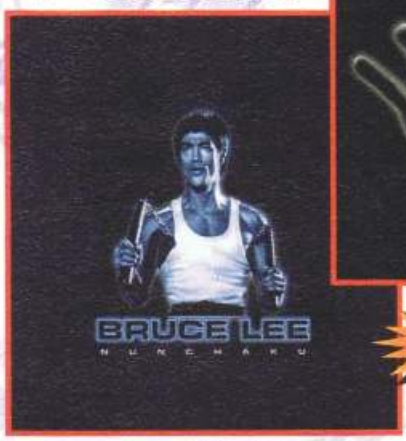
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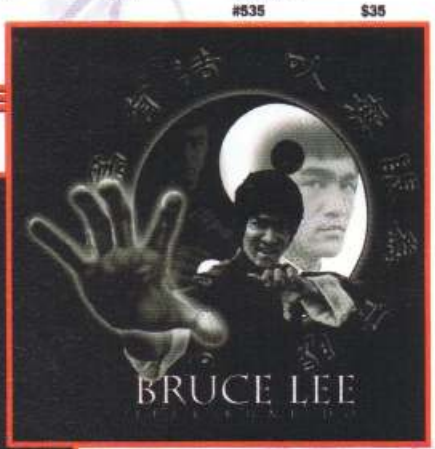




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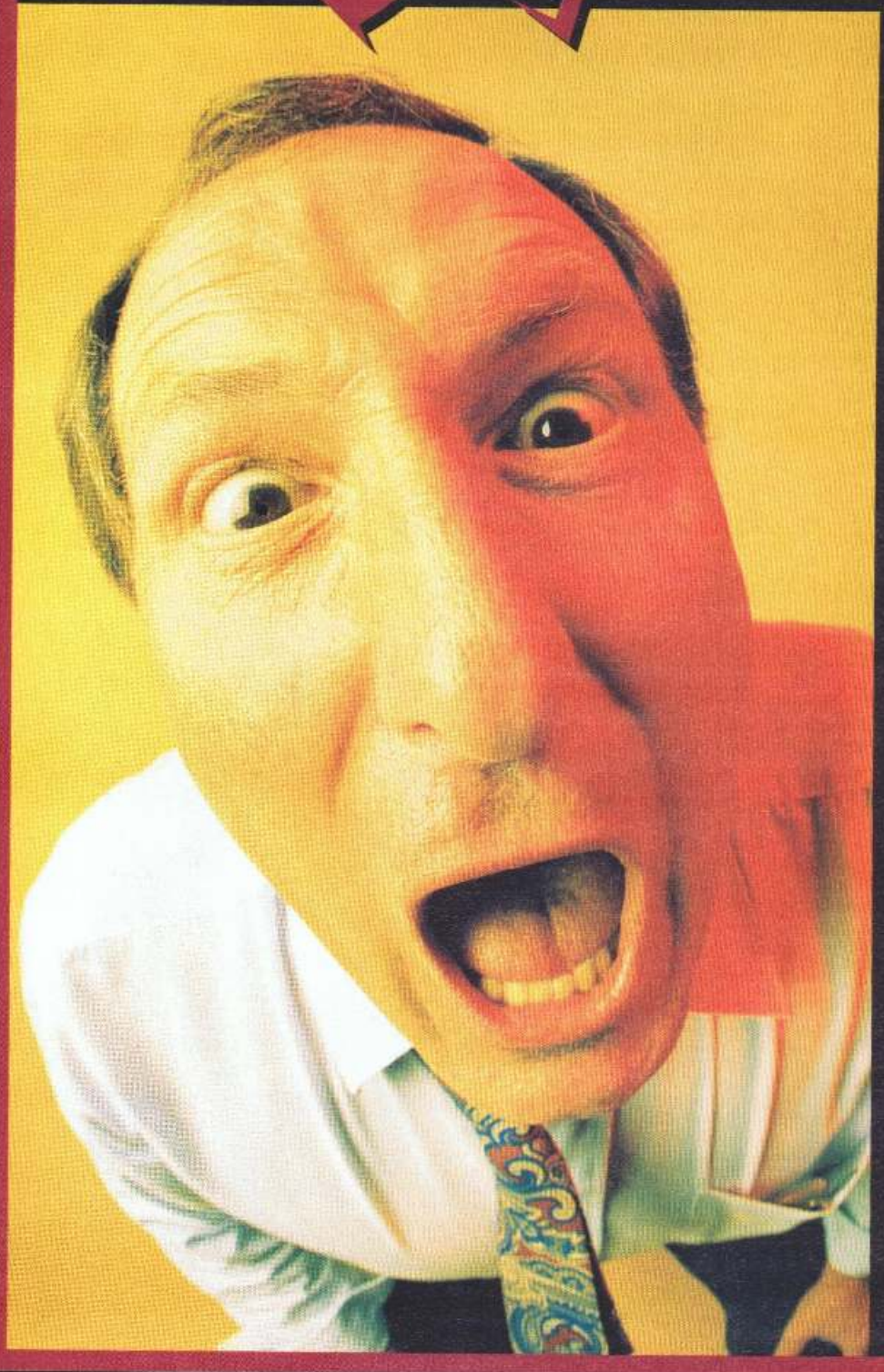
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Dealing With Angry Clients



By Scot A. Conway, Esq. ACMA Board Member

One problem faced all too often by martial arts instructors is a student who's unable to control anger. Often, it's younger students that have the most trouble controlling it, but adults sometimes exhibit this problem as well. Obviously, a skilled martial artist who cannot control his or her temper can be a danger to other people.

When we tell people that we teach discipline and self-control, they expect us to be able to handle the problem of anger. Many people come to martial arts classes for precisely that purpose. Their son is prone to destructive behavior, to cite a common example, and the parents think the martial arts master can fix the problem. Their daughter is easily angered and constantly fights with her parents, but martial arts should teach her to control herself.

The expectation is there. Many of us market our martial arts classes as an avenue toward self-control. But at the Martial Arts Professional Magazine Convention last June, one of the first questions posed to the ACMA Board at the open forum was, "How do you handle anger from a student?" Once asked, it was apparent that many instructors have faced this problem.

So what do you do?

These are some answers I use at my school, the Guardian Kempo Academy of Christian Martial Arts.

First Considerations

Remember that we are not therapists, and even if we were, we still could not instantly fix the problem. We can't open up a student's head and turn a dial to make the anger go away. As much as we might like the quick fix, in reality it will take time, patience and understanding.

Consider also that you only see the student two or three times a week for an hour or two at a time. You have other students to work with and can't invest all your time in one

student. That means you have very limited resources to change this student's behavior.

Also, remember that you are battling a lifetime of conditioning. Adult students with anger problems are often the worst because they have many, many years of angry behavior conditioned as an automatic response to many things. It seems some people are as skilled at feeling angry as they are at walking. It's that natural to them.

To make matters worse, they may be in an environment that fosters anger. While parents may not even realize it, they may be teaching their children to behave in an angry fashion. They may discipline their children in anger, teaching the children to use anger to get others to do what they want. Parents may be prone to fighting or losing their temper at home, so the children pick it up.

Often, parents are blind to this. They have a log in their eye that they do not see, and they want to fix the speck in their child's eye before it becomes a serious problem. As martial arts teachers, we absolutely can not undermine the parent's authority or the child's respect for their parents, and it is nearly impossible to teach parents new behaviors unless they are taking classes as well. A recommendation that the child may benefit from having a parent in the class might help get a parent in class, if you believe the parent may be the problem.

Remember: Never blame the parent. That never works. If you can get the parent to realize the core of the problem for him/herself, then the parent can make a change.

There are many other influences in a student's life, and we are only one, but often we are expected to fix the problem.

Dealing with Anger

When there's an angry outburst in class, the first step is to find out what the student is actually feeling. What may look like anger may be something different. It may be frustration, confusion, a sense of being overwhelmed, or even fear. Men and boys, especially, are conditioned to display many "negative" emotions as anger. (A "negative" emotion is actually there for a purpose. The purpose of "negative" emotions is to spark us to action, but you have to understand the feeling. We think of them as negative because we prefer not to experience them.)

What the emotion really is can help you figure out how to address it. If it's anger, you find out what kind, and you address it. If it is something different, then you address that problem.

Anger for Different Reasons

Basically, anger manifests for two reasons: 1) Response to a threat that makes someone want to destroy the threat; and 2) a reaction to someone breaking a personally-held rule.

If someone is responding to a perceived threat, then you need to ascertain whether or not a real threat exists, and if so, what kind is it? If someone thinks that another student is out to get them and they want to hurt that student, then you need to see if the other student is actually doing anything wrong. Sometimes egos cause problems, and we need to check. It may be a misinterpretation of inadequate sparring control, or someone may be purposely trying to hurt the other person. Either way, if someone is getting hit, stop the match and put the fighters with someone else or pull them from sparring completely.

More often, anger is the result of a broken, personally-held rule. Often, the situation can be diffused by helping the student realize that his rule does not apply to the situation.

For example, recently a five-year-old student started throwing a tantrum because he wanted to be with his mother, who was busy practicing her own material with one of the instructors. The child cried and whined and wrestled with the instructor who was holding him, trying to get back to his mother.

The instructor helped calm him down, kept him in view of his mother, and managed to explain to the child that his mother needed to practice right now and that he could be with her in a minute. The child understood, but kept fighting to get his way. Then the instructor explained to him that it was against the rules to let him have his way if he was fighting with grown-ups, even if we wanted to let him go. Once he understood that, he waited calmly until he was told he could go. No one had to hold him back and as soon as his mother was free, he scampered over to her.

This was a case of a personal rule being broken, and that generated anger. The student was given a new rule to follow that made sense to him, so he followed it. More important than forcing compliance with a behavior standard is getting students to understand the rule, and the reason for the rule. The younger they are, the more simplistic the explanation: "We can't let you learn that you get your way by whining or you'll just learn to whine more." The older they are, the more you discuss and inquire rather than simply lecture: "When you look at it from the other side, can you see what their perspective might be? What do you think someone else might see?"

Cover Story

A Firm Policy Against an Angry Approach

One policy I have is that no one ever gets their way if they try to do it angrily. Period.

I do not want anyone conditioned to that behavior. If I give in to angry students, angry parents, angry anyone, then I am teaching them that if they shout, scream, strike or threaten, then they will get their way. I want them to learn that diplomacy and respect work better, so I only respond to diplomacy and tact. I've even gone as far as saying, "I'm happy to discuss this if you want to fix the problem, but arguing isn't going to get you anywhere. I have students who need to see that anger gets you nowhere, and I have to stay firm on my policy of denying anyone who makes an angry approach."

It's amazing how quickly they calm down. They want their way, after all, and once they see clearly and firmly that anger is not going to get it, they change their behavior so they can get what they want.

Other Emotions That Pose As Anger

Frustration

Sometimes "anger" is really frustration. Frustration means that your student thinks he or she should be doing better. Often, it happens when students aren't as good at something as they want to be. They think they are doing everything right, but it isn't coming out right. They think it should work, but it isn't. Sometimes they are perfectionists (or nearly so) who think they should have something down pat by now; after all, they've been doing that spinning kick for almost ten minutes!

If you recognize frustration, talk to the student. Help him relax, slow down, and explain that not everything is going to come easy. Congratulate him on stretching beyond his current skill, and let him know that if everything came too easily, it would only show that he isn't reaching beyond his current ability.

I tell my students that frustration is a good sign. It shows that you think you have all the pieces, you just can't make them



Sparring, particularly in tournaments, is a common source of frustration and anger among students and parents.

work. If they really do have all the pieces, they'll get it. If not, I tell them to slow down and work on the individual pieces until they can put them together in a slow, relaxed fashion, and then they can gradually speed up.

Confusion

Sometimes confusion appears as anger. Confusion is when students think they have all the pieces, but they keep getting the pieces mixed up or lost when they try to put them together. I tell my students that confusion is a good sign, too. Like frustration, it tells you that your brain has the pieces, it's just having trouble putting them together. All they need is practice.

I tell them frustration is a good sign, and that confusion is a good sign, and the frustrated and confused students go home, practice, and come back knowing it! It's amazing. The one feeling I tell them to never leave with is "lost." Then I direct them to get help from an instructor or senior student before leaving.

Miscellaneous "False Angers"

The feeling of being overwhelmed can manifest as anger. Just help the student pick something to work on and get one thing going at a time.

Disappointment is another emotion that can appear to be anger. It means that someone didn't get something he wanted or he thinks he'll miss out forever. Help the student set a more reasonable, achievable standard, or help him see that he won't miss out forever.

Inadequacy is a common emotion we see in new students, which means they don't think they are good enough for something or they are not up to a challenge. Just assure them that they can do it and help them see what they've already done. For new students, just let them know that you know they can do it, and if they will trust you enough to believe that, they will be amazed by what they might be able to accomplish.

Inside Discipline/Outside Rage

Sometimes students are disciplined in your class, but they throw tantrums and lose their temper outside, when you're not around. If it's a child, and you have control in class, then you may be able to share with the parents what you are doing in class — that is, if they "would like to reinforce the lesson at home." Never imply that the parents don't know what they are doing.

Also, allow for in-class consequences for home behavior, such as not allowing a student to earn a belt unless his behavior at home is respectful. (Do you have the National Association of Professional Martial Artists (NAPMA) Intent to Promote forms?)

If it's an older student, you can usually talk to him or her. Talk about anger being a personal responsibility. Talk about anger as an act of giving up personal power and letting others decide what emotions you will feel. Do any of us want to feel controlled and manipulated? If we are prone to anger, we may be handing an emotional remote control to everyone around us. All they have to do is push the right buttons and we will react accordingly. Do we want others to have that control? Getting control of our emotions is accomplished, in part, through accepting responsibility for our responses and attitudes, no matter what someone else does.

Emotional control is different than suppression. Suppressing emotions will cause long-term harm, while controlling them will help us be effective in accomplishing our goals. Controlling our emotions will help us maintain personal power and control in any situation, at least as much as the situation may allow. If we lose control, we give the situation or the other person any power we might have left.

Deep Problems

Sometimes anger is deeply rooted in something well beyond the ordinary and there will be little or nothing we can do about it. Do not be the least bit hesitant to suggest counseling for a student that appears to have deeply-rooted issues. If the family cannot afford a therapist, refer them to their clergy, or, if they do not have clergy, perhaps your clergy. If there are no other resources, then recommend even someone else who has successfully dealt with the problem, or a good book on the subject might be in order.

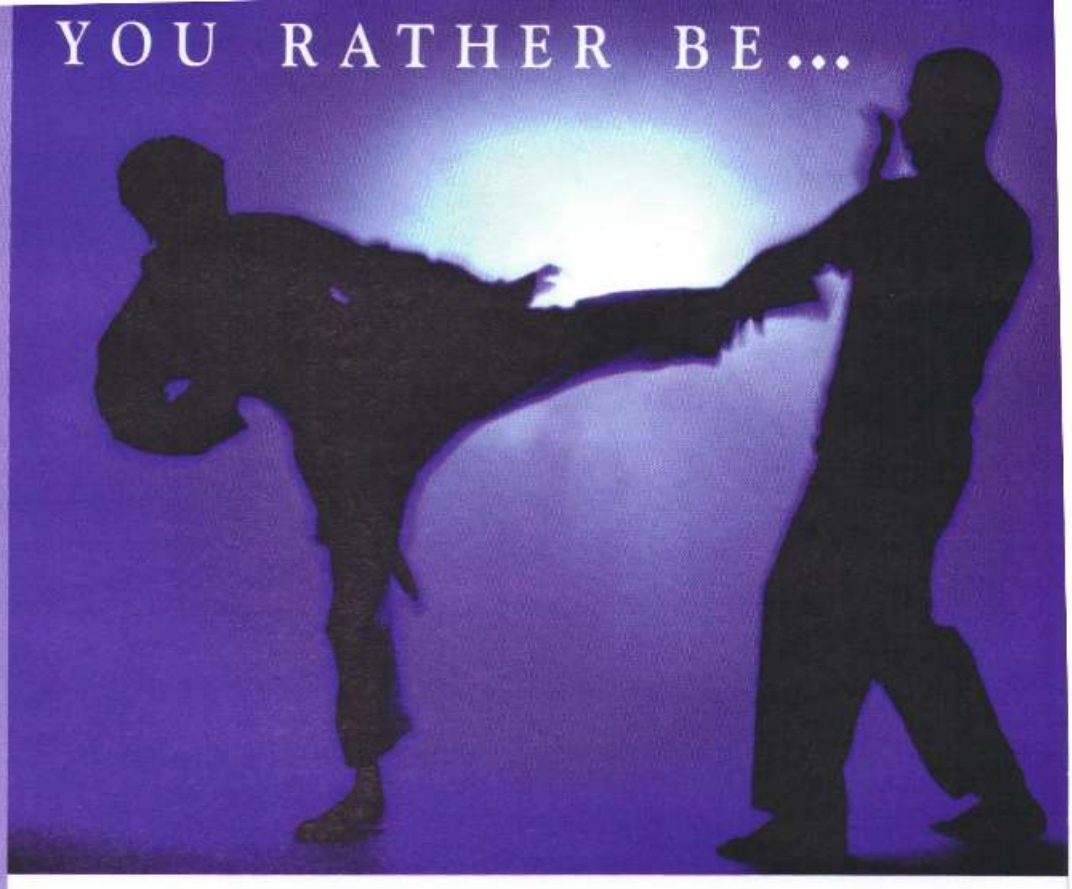
Lead by Example

My students see me control my anger. I don't just stifle it, since that isn't healthy, but I reframe events and take a different perspective on things than many people do. The students have seen things happen that would anger most people, whereas I was calm and forgiving. It makes a difference. Students and parents have commented on it. It has changed lives through leading them, not just teaching them.

No matter what we think we are teaching, it is our example that makes the most difference. In our physical technique or in our mastery of our own emotions, the students will follow where we lead even if they don't do what we tell them to do. So lead by example. And be the best!

Scot Conway, Esq., is a licensed California attorney, an American Council on Martial Arts (ACMA) Board Member, and the owner of Guardian Kempo Academy of Christian Martial Arts in San Diego, California. ◆

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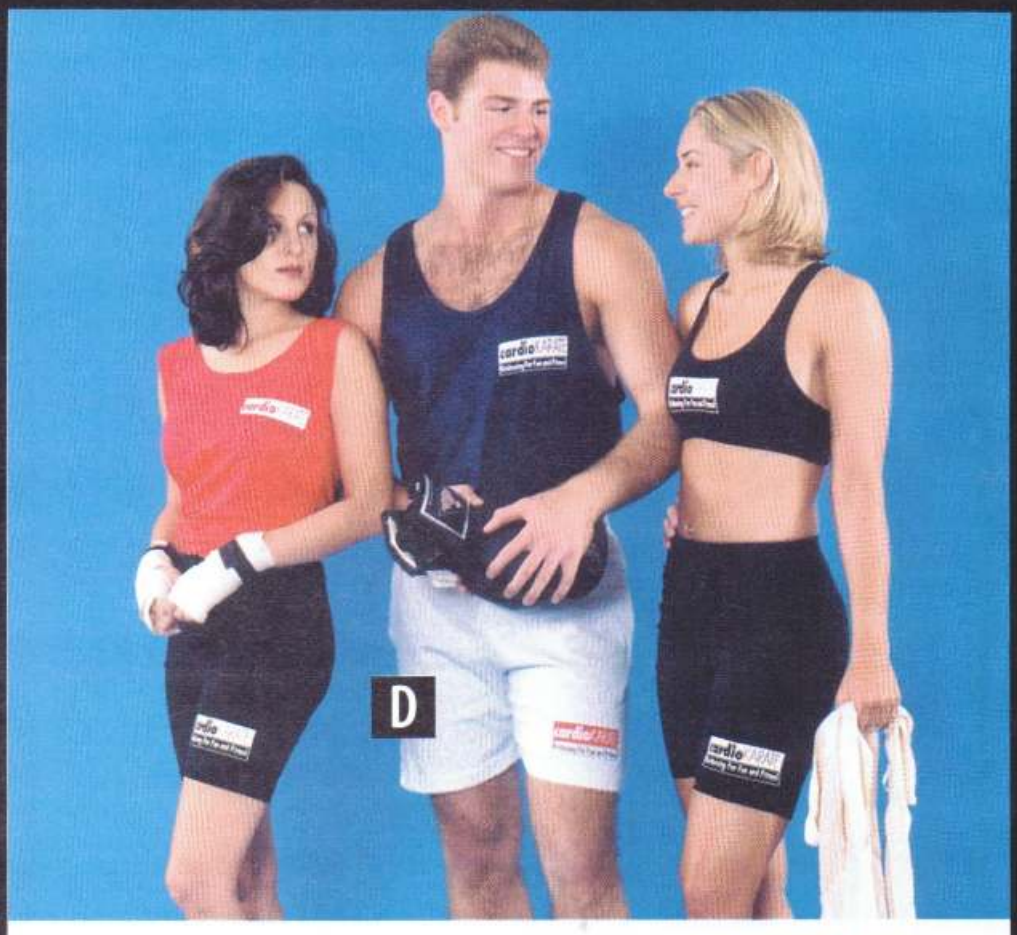
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PRINCIPLES OF SUCCESS



motivation and success

by Brian Tracy

Zero Based Thinking

The system I will teach you through this column can change your life. When "MAPro" publisher John Graden asked me to get involved with the American Council on Martial Arts (ACMA), I immediately agreed. My first love has always been in the martial arts and I'm excited to be a part of this program. The ACMA is very important to the martial arts, so I'm glad to be aboard. Now, I'm equally excited about working with you each month to help you, and through you your students, reach your full potential.

This, of course, is what the martial arts is all about — reaching our potential. Like learning an intricate kata, success is a matter of learning the right techniques and then executing them in the correct sequence. It's not a miracle, nor does it depend on luck. This magazine and the ACMA program present you with techniques and sequences. Your job is to follow through with urgency on learning the material and applying it.

It doesn't matter if you're young or old, male or female, black or white. Nature is neutral. She plays no favorites. She gives you back what you put in, no more and no less. Only you can determine what you put in.

This is the Age of Achievement for the martial arts. Never have more people accomplished more things in the martial arts than they are doing today. There has never been a better time than now for you to achieve success, happiness and financial independence as a martial arts professional. All you need to do is to learn how, and then put what you learn into action.

Everything I will teach you has been tested and proven in the crucible of real life. My own experience has made me a sort of guinea pig for these ideas. I started so far behind that no one could have blamed me for not amounting to anything.

I was born in Canada in 1944. My parents were good people and hard-working, but we never seemed to have enough money. I still remember my parents saying over and over, "We can't afford it." No matter what it was, we couldn't afford it. They had been through the Great Depression and they had never fully recovered from the experience of worrying about money all the time.

As a kid, I was what was called a "loser." I fooled around in class. I was always shooting my mouth off. When I was 16, it first dawned on me that if I ever wanted things to change for me, then it was up to me to change. If I didn't like being unhappy and unpopular, and in trouble all the time, then it was up to me to do something about it. Thus began my lifelong search to answer the question, "Why are some people more successful than others?"

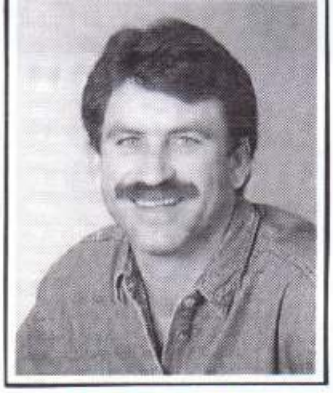
After dropping out of high school and working as a laborer, I went off to see the world. I have since traveled to more than 80 countries on six continents. I have had experiences that most people could not imagine. I have been dirt poor, hungry and sleeping on the ground countless times in foreign lands. I have also stayed in beautiful hotels in the great cities of the world. In time, I became a senior executive of a $265-million development company. I've met four presidents and three prime ministers. My wife and I even had dinner with the president of the United States less than six months after setting it as a goal.

One of the most important lessons I've learned is this: You can't hit a target you can't see. You can't accomplish wonderful things with your life if you have no idea of what they are. You must first become absolutely clear about what you want.

It is essential to making this system work that you decide exactly what "success" means to you. This is your first assignment. Using "zero-based thinking," imagine you could go back to the beginning in every situation in your life and start over. Ask this question: "If I had this decision to make today, knowing what I now know, what would I do?"

Refuse to compromise on your answers. Be perfectly honest with yourself. Define your ideal in each situation before you allow yourself to get bogged down with all the reasons it isn't possible for you. All great achievement begins with your deciding what it is you really want and then dedicating yourself wholeheartedly to attaining it.

ACMA Board member Brian Tracy is one of the world's leading experts in the field of human development and motivation. A martial artist since 1964, Brian is the author of many of the best selling audio albums in the world on these subjects.



I've Just Got To Get This Off My Chest Before I Explode!!!

How Does a First Degree Black Belt Teach His Instructor To Fill Up His School With New Students And Then Go Open His Own School, And Have It Full In 11 Months?

Let Me Tell You How! If You Do Not Read This Page At Least I've Done My Part.

You see one day this guy comes up to me and says "hey" you are spending all this money every month on ***advertising that gets you about 7 students a month if your lucky*** *Then he said* ***if I could show you a way that could spend about 250.00 to 350.00 per month and at least double this*** *with hard work and would eliminate the need for an advertising budget, would you be interested? Well obviously I said yes. I Knew that one newspaper ad cost that, and if I only signed up 15 new students per month, I would generate much more than he was asking and I was already spending about 800 to 1200 per month and only getting 3,4,5, new ones each month. I certainly wasn't scared to work, I'd been busting my tail and not doing jack. Well* ***to make a long story short, they came out, trained us ,installed the system and taught my staff how to close. We received marketing and operational training manuals with on screen movies and video. It was so easy I was extremely surprised! I've got two schools now and this guy has got schools across the country doing the same thing.*** *He gave me a little flyer one day, that is what you are about to read, however I just want to be the first to tell you that you're making a big, big mistake if you don't check into this one. Now that I've got this off my chest, I want you to read the flyer I received from him.*

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Don't miss out on this. At least give yourself the opportunity to see for yourself how incredible this turn-key program will work in your business. We would be happy to prove what we claim! You owe it to yourself, your family, and your employees to see how this amazing advertising system will give you an almost unfair advantage over your competitors!

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WORDS FROM MARTIAL ARTS SCHOOL OWNERS

I just got this thing and it blows me away! ***The first day I got 20 leads in 3 hours and they are coming in like crazy!*** *I have been in this business for 30 years and have never seen anything like it. If you are willing to do the work, it will sure produce the leads. Call me or come by my school and I will show you what it does. These guys really made it happen. My hat is off to you TNG-Systems.*
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"I was also skeptical at first, until I saw it work, and then I couldn't believe it. We get 50-70 leads every time we use it! ***They even showed me how to earn money on it outside the martial arts industry and it worked every time!***
Ronald Harris Success Martial Arts 919-220-4028

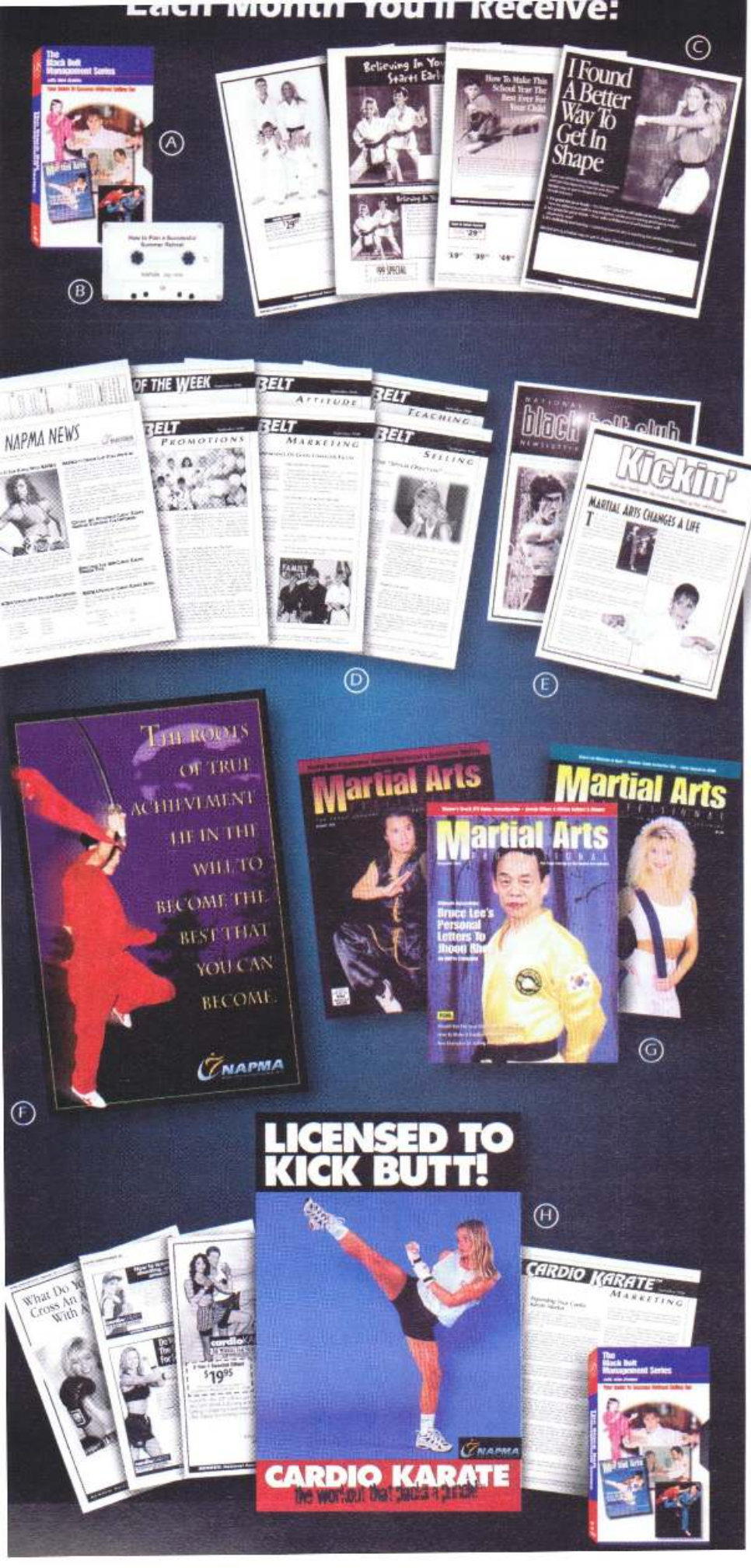
I use the system for several of my locations now, our growth has doubled in the last year. *I don't care what anyone says, this is everyth[illegible]g they say and 10 times more!* Thanks Guys!
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Jhoon Rhee's Contribution to the Congressional Record



Jhoon Rhee, seen here with former president George Bush, is a member of the American Council on Martial Arts (ACMA).

By Tom Callos

In 1983, I was a locksmith. I had been working for my older brother in his lock and safe company for nine years. For three years, I had been running a small martial arts school in the evenings, teaching about 30 students. It was located in a 1,000 square-foot industrial warehouse with a garage door for an entrance. I shared the rent with another instructor. He used the school on Mondays, Wednesdays and Fridays, I used it on the other days. We each paid about $150 a month for rent and utilities — and at the time it was a lot of money.

While I was making a good income as a locksmith, I was incredibly bored with it. My real passion was for the martial arts. I wanted to be a professional instructor, but it didn't seem like a wise career move since most of the instructors I knew where having a hard time supporting themselves. So, in the search for a more satisfying career, I left the lock and safe business and went back to college.

I remember well the month I made that decision. Within a period of 30 days I had quit my job, relocated my studio, bought my first house, returned to school, got a dog, and sent in a deposit for my first Jhoon Rhee Martial Arts Business Seminar.

It was a good friend, Soo Gin Lee (now a successful school owner in Cupertino, California), that recommended me to Rhee's seminar. He had attended one a few months earlier. In fact, I'd given him $100 to help pay the $500 fee for the seminar, and asked him to "bring back all the good stuff."

Afterwards, he insisted that I go to the next one, and that he'd go again with me. I was reluctant. Five hundred dollars was a big chunk of money, and with the seminar being held in Ft. Worth, Texas, there were additional costs for transportation. Nevertheless, my friend talked me into it.

The seminar was grueling. It went three days without a break. Ft. Worth was hot, the school was even hotter — and we never left it. Jhoon Rhee could lecture for hours on end. We slept in sleeping bags on the mats. There were no showers and the food was awful. And if that wasn't enough, Rhee woke us up everyday at 6:00 a.m. for the "Jhoon Rhee Daily Dozen," a series of exercises he had been doing every morning for decades. Despite all that, I rate the experience as one of the most profound events of my life.

Jhoon Rhee spoke with a confidence that I had rarely witnessed. He talked of honor, respect and integrity with such eloquent conviction that I was inspired and moved at the very core of my being. Rhee didn't talk much about business, he had a protégé there who did, Jose Santamaria. Jose covered the financial aspects of running a school as he knew it. But honestly, I was so interested in what Jhoon Rhee was saying that I hardly remember what Santamaria was teaching.

In contrast, I remember many of the lessons Rhee taught me in his seminar — as if I had heard them only a few minutes ago. Rhee's ideas of the martial arts, life and philosophy weren't totally unique to me, but it was his passion and sincerity in explaining his beliefs that somehow touched me — and changed my life.

The month after I attended his seminar, I grossed $10,000. Prior to that, I had never grossed more than $2,500 in a single month. My gross never again dropped below $10,000, and eventually topped the $40,000 mark.

The funny thing was, I hadn't really learned that much about business at Rhee's seminar. What I brought back with me was some of Rhee's purpose and conviction. It was as if he had put the do back in my martial arts teaching and training. I was inspired, and it lit a fire in my business.

Jhoon Rhee has been teaching congressmen and senators at the Congressional Gym in Washington, D.C., for more than 33 years. One of his students, the Honorary Bob Livingston of Louisiana, recently submitted the following Jhoon Rhee essay, "A Vision for the 3rd Millennium," for the Congressional Record. In it you will find the bulk of what I learned from Master Rhee. It is the essence of my success — more powerful and effective than any sales technique, student enrollment procedure or introductory course.

However, it wouldn't surprise me if some people read Rhee's essay and don't see its value. It was Jhoon Rhee who introduced me to the saying, "When the student is ready, the teacher appears" — a line of dialogue used in the current hit film "The Mask of Zorro." Some things cannot be understood until you're ready to learn them.

As an adult — and a martial arts school owner — I'm often forced to deal with a very material world. The pursuit of payroll money and new income, and thestruggle to make ends meet, often occupy a good deal of my time and energy. I guess that Jhoon Rhee has his bills to pay, too. But what he has that I aspire to, is a noble and grand purpose. His life is dedicated to the pursuit of the perfect mind, body and character. I hope that when I'm 67 — like Jhoon Rhee — I'm motivated by similar goals.

Read "A Vision for the 3rd Millennium" carefully. (You can find it in the Congessional Record, which can be accessed by the public.) In the martial arts world today, there is a trend to move away from philosophy — and that's a shame. No form of physical exercise can motivate and inspire the way ideas can.

Lead By Example *By Tom Callos*

Jhoon Rhee's message: Lead by example. Three simple words. Simple, but profound. Profound because they make you take responsibility, they make you walk the talk. He once told me, *"Tom, man doesn't suffer from lack of knowledge. He suffers from not doing the things he already knows."* Touche. Yes, Master Rhee's message is simple, and he simply delivers it better than any other martial artist on the planet, in my opinion. It's a philosophy so true and right that it becomes a part of you, accepted, like the idea of gravity and a rotating earth. Lead by example. No matter how good my side kick is, or how many stripes I wear on my belt, the idea of leading by example will always give me something to work for.

Congressional Record

A VISION FOR THE THIRD MILLENNIUM

HON. BOB LIVINGSTON
OF LOUISIANA
IN THE HOUSE OF REPRESENTATIVES

Wednesday, March 25, 1998

Mr. Livingston. Mr. Speaker, I submit to the RECORD "A Vision for the 3rd Millennium" by Martial Arts Grandmaster Jhoon Rhee. Grandmaster Jhoon Rhee has been employing his "Lead by Example Action Philosophy" for over 50 years as a martial artist, goodwill ambassador, businessman, citizen, husband, father and most of all as a teacher of young people.

His philosophy seeks as its goal a healthier, happier society. His tenets of "Knowledge in the mind, honesty in the heart and strength in the body" are important values that adults should seek to instill in children. And the best way to do that is by being a living example of those important virtues — leading by example.

I encourage all Americans to follow Jhoon Rhee's example of strength, honesty and leadership.

A VISION FOR THE 3RD MILLENNIUM

We, the Martial Artists, citizens of the world, hereby declare the "Lead By Example Action Philosophy" to the world. We all know that a picture is worth a 1000 words, but we also must know that action is worth a 1000 pictures. The "Lead By Example Action Philosophy" is designed to inspire all people to be more enlightened; to ensure effective children's education for family unity; and to promote cultural diversity for universal harmony. The "Lead By Example Action Philosophy" can be achieved through "Joy of Discipline" — a mental and physical exercise program that can lead us to achieve "100 Years of Wisdom in a Body of 21 Year old", the foundation for a happy global society.

The "Lead By Example Action Philosophy" is a new social awakening campaign for a perfect global society in the 3rd Millennium. It is not a religion but recognizes a Supreme Intelligence as the origin of life and happiness. People constantly move to avoid pain or to seek joy and comfort. Therefore, the universal purpose of life, unquestionably, is happiness. The ultimate value for happiness is Love; only Beauty triggers the love emotion; and only Truth beautifies human heart.

Therefore, When I am truthful, I am beautiful in heart; When I am beautiful in heart, everyone loves me; When everyone loves me, I am happy.

Conversely, When I lie, I am ugly in heart; When I am ugly in heart, everyone hates me; When everyone hates me, I am unhappy.

Therefore, a truthful way of life is not only good, but also wise; a false way is not only wrong, but also foolish. Truth, Beauty, and Love are three basic elements of Good that we must live by daily. Deceit, ugliness, and hatred are three basic elements of evil that we must recognize but never practice. All thoughts of Truth, Beauty, and Love secrete a positive brain substance, Beta Endorphin, for our better health and happiness, but thoughts of deceit, ugliness, and hatred secrete a natural negative brain substance, adrenaline, which leads to stress that can cause fatal diseases. Everyone is born to be happy with each breath of life. We all deserve the most joyful social environment for absolute global happiness. The foundation for a happy society is perfect human character, exercising true freedom approved by the one's conscience, and never practicing false freedom licensed by selfish animal instinct. People of the 3rd Millennium must be perfect human beings, defined by never making mistakes knowingly, harmful to none, and beneficial to all. Therefore, as a martial artist, I must first develop a perfect body as the temple for a perfect mind.

An ideal human being is one who has achieved a balanced education consisting of three basic human qualities — Knowledge in the mind, Honesty in the heart, and Strength in the body. The purpose of knowledge is to take action, for knowing does not make things happen, but actions always do. All parents of the 3rd Millennium must become teachers for their children, not by words alone but also by their actions, for children are born to learn not only by listening but more by watching deeds of adults. Consistent good behaviour and spontaneous action come only from skills and good habits.

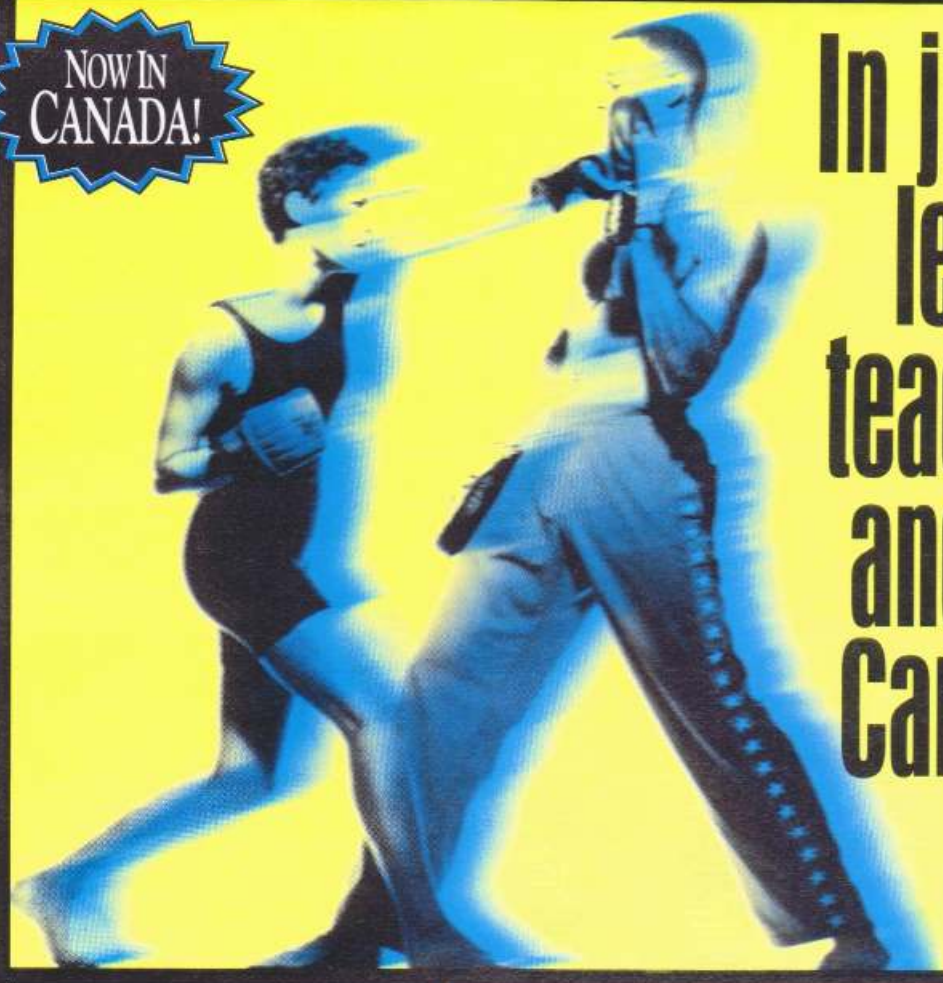
Three Golden Rules for parents and teachers to help children develop many good skills and habits are: (1) Lead By Example. (2) Never fail to correct their mistakes with a smile until good habits are formed. (3) Lead By Example.

Therefore, I will recite My Four Daily Affirmations to reaffirm my daily commitment to achieve 100 years of wisdom in a body of 21 year old, as follows: (1) I am wise because I always learn something good everyday. (2) I am humanly perfect because I never make mistakes knowingly. (3) I like myself because I always take action to make good things happen. (4) I am happy that I am me because I always choose to be happy.

Therefore, I am a wise, perfect, active, and happy center of the universe.

To Contact
Grand Master Jhoon Rhee
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MASTER'S DEGREE

instructions for instructors



by Tom Callos

How To Beat The Teacher's Rut

Rut (rut), n. 1. a furrow or track in the ground, especially one made by the passage of a vehicle or vehicles. 2. a fixed or dull way of life: "to fall into a rut." 3. A state of being that martial arts instructors occasionally fall into when teaching their classes.

No doubt you've heard the saying, "Variety is the spice of life." It's so true! Seeing or doing the same things day after day, without variation, can take the shine off your shoes, the spring out of your step. When it comes to the martial arts, variety makes your classes fun, keeps you from getting bored with teaching, helps get better results from students and keeps you out of the dreaded teacher's rut.

If you're like me, sometimes you're so hellbent on teaching your required curriculum that you forget to spice your classes up with variety. Assistant instructors and volunteer helpers — people who have fewer teaching resources and experience than you and I — can find themselves in an even deeper rut. They're often under the gun — our gun — to get the students ready for the next exam, variety be damned.

As for me, I've been teaching the martial arts for about 20 years. I think I've seen and done just about every training drill created by man. But despite my experience, over the past couple of months I doubt that I've used more than a dozen different training drills. What I need is some more variety in my variety. Are you with me here?

So, if you know the kind of teaching rut I'm talking about, or if you're looking for new ideas to keep your staff on their teaching-toes, the following exercise may be just what the doctor ordered:

Get Out of a Rut Exercise #1

At your next staff meeting or instructor get-together, organize an exercise/game where you collectively make a list of every single workout drill you can think of. Or, if that seems like too much, narrow the field down by choosing one aspect of training, like kicks or pad drills. For example, a partial list of pad drills might look like this:

- Partner pad kicking (one-on-one).
- Partner moves forward, backwards or side ways with pad.
- Three-person pad drills where one holds while the other two kick.
- Six pad-holders hold for one kicker at a time as they kick down the line.
- Pad-holders make a circle and one student steps in the center.
- Holder has shield and blocker.
- Holder drops pad, student tries to strike before it hits the ground, etc.

With little effort your list of variations should go on for several pages.

Step #2

Just for fun, take a highlighter pen and mark all the drills that you or your staff have done in the last 30 days. Chances are it will be very few of the total list.

Step #3

After accumulating your long list of drills, go over them with your staff and decide which ones are safe and practical, and which ones ought to be avoided. Don't take for granted that your teaching staff knows which class drills are best for different age groups and ranks. It's been my experience that the drills my teaching staff implement in their classes are often derived from what I'm teaching in my classes.

I can't count the number of times I've seen new instructors doing, in the adult classes, the drills I'd been teaching a few hours before in the kid's classes. I remember one class in particular where my well-meaning but inexperienced instructor was having my adults jump through a Hula-Hoop and then duck-walk around the school quacking like a duck — a drill I'd been doing in the four- and five-year-old's class earlier that day. That one almost sent me to that Big Dojo in the sky!

Nor is it any better for your instructors to teach your kid's classes by modeling what you do in your adult or advanced classes. In addition, there are some drills that, for safety, need to have more than one instructor involved. These are all issues that need to be addressed in your meeting.

Step #4

Make a two-month, class-plan calender and decide what days you're going to implement specific drills. Be sure to train your SWAT Team how to do the drills in your next meeting.

Step #5

Mark a date two months from now in your day-planner to do it all over again.

Keep it fresh, keep it fun and stay out of the "rut." ◆

Tom Callos is a school owner in Hilo, Hawii, a NAPMA video instructor, and a former EFC Board member.

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GOOD QUESTION

answers to our readers questions



by Don Korzekwa, Ph.D

How Can I Mesh Special Parent Needs With School Operational Policies?

Dear Dr. Korzekwa,

I just recently moved my school to a bigger location which allowed me to isolate my class from the parents. I don't want anyone to think that I'm not allowing parents to see their children, we just have the parents sitting in the next room, but where they can still see the class.

There is one parent who decided to make his way inside and sit in the training area. I asked him if he could please sit in a chair in the designated area to watch his children. He said no, he likes to see his kids practice and sitting in a chair away from them is not what he wants to do. I informed him that we are going to install a large one-way mirror/window in the wall that divides the training area from the parents, and he said that he still wants to be in the same area as his children. He said that if I have him sit with the other parents, then we are going to have a problem.

I don't want to lose his kids, but at the same time, I don't want anyone to walk over me and ignore the school rules that other parents are willing to follow. However, there are probably two other parents who feel the way he does. What should I do?

William Slovak

Dear William,

Your letter clearly depicts a dilemma in which many school owners find themselves: Attempting to mesh what you see as best for student training with the expectations of those who come to your school. Although your action has a distinct advantage in removing certain distractions during training, some parents may be concerned or irritated by the sense of isolation from the training area. Although it is not your intent to upset these parents, the impact of that sense of isolation remains the same.

Parents have certain needs and expectations when they enroll their children at your school. It appears that this parent has a need to watch his children train in a way which is comfortable for him. He expects that you will allow him to do so. If his needs and expectations are not met, there is a high probability that he will remove his children from training at your school.

In order to resolve this problem, it is essential that you understand the perspective of this parent, and appreciate his obvious interest in his children's training. What appears to be an attempt to "walk over" you and the rules, may be a matter of this parent expressing his strong need to be part of his children's martial arts training. Invite him for a discussion. Show a genuine interest in why he has decided to sit in the training area. What is it that he likes about sitting in that area? What does he dislike about the new viewing area?

In your discussion with this parent, you may gain some insight into remedies or acceptable compromises which were previously not apparent. Your interest in this parent, and willingness to be flexible, will increase the chances that he will accept an appropriate compromise.

If you know of two other parents who feel the same as this father, it is quite possible that there may be more. Some parents derive tremendous satisfaction from being able to watch and hear everything which is going on during the class. The more removed they are from the class (particularly by a one-way mirror/window), the less they may feel that they can enjoy, and be a part of, what their children are doing. They may also believe it is important that they are easily seen by their children during training. This may be their way of providing encouragement and support.

Take an informal poll by asking some other parents what they think of the new viewing area. If you find a number of parents who are not in favor of this move, reconsider the decision to isolate the viewing area. Your efforts to make the environment more "parent friendly" can improve student-retention rates.

If you choose to follow your present course of action, explain to concerned parents your reasons for requiring persons to sit in the new viewing area. Be prepared, however, that this parent, and others, may not be satisfied regardless of your explanation. This can result in the loss of students.

The question for you is, "Is it worth the cost in lost students to not find a compromise acceptable to both you and the parents?" ◆

Dr. Don Korzekwa is a Licensed Psychologist, an advisory board member of the ACMA, and holds the rank of black belt in tae kwon do. He is the owner of Core Research and Consulting, providing business consultation and moderating focus groups.

He can be reached at 1-972-492-6293, or e-mail address core1dk@aol.com. Please submit all questions in writing to core1dk@aol.com, or Core Research and Consulting, 3044 Old Denton Road, Suite 111-112, Carrollton, TX 75007.

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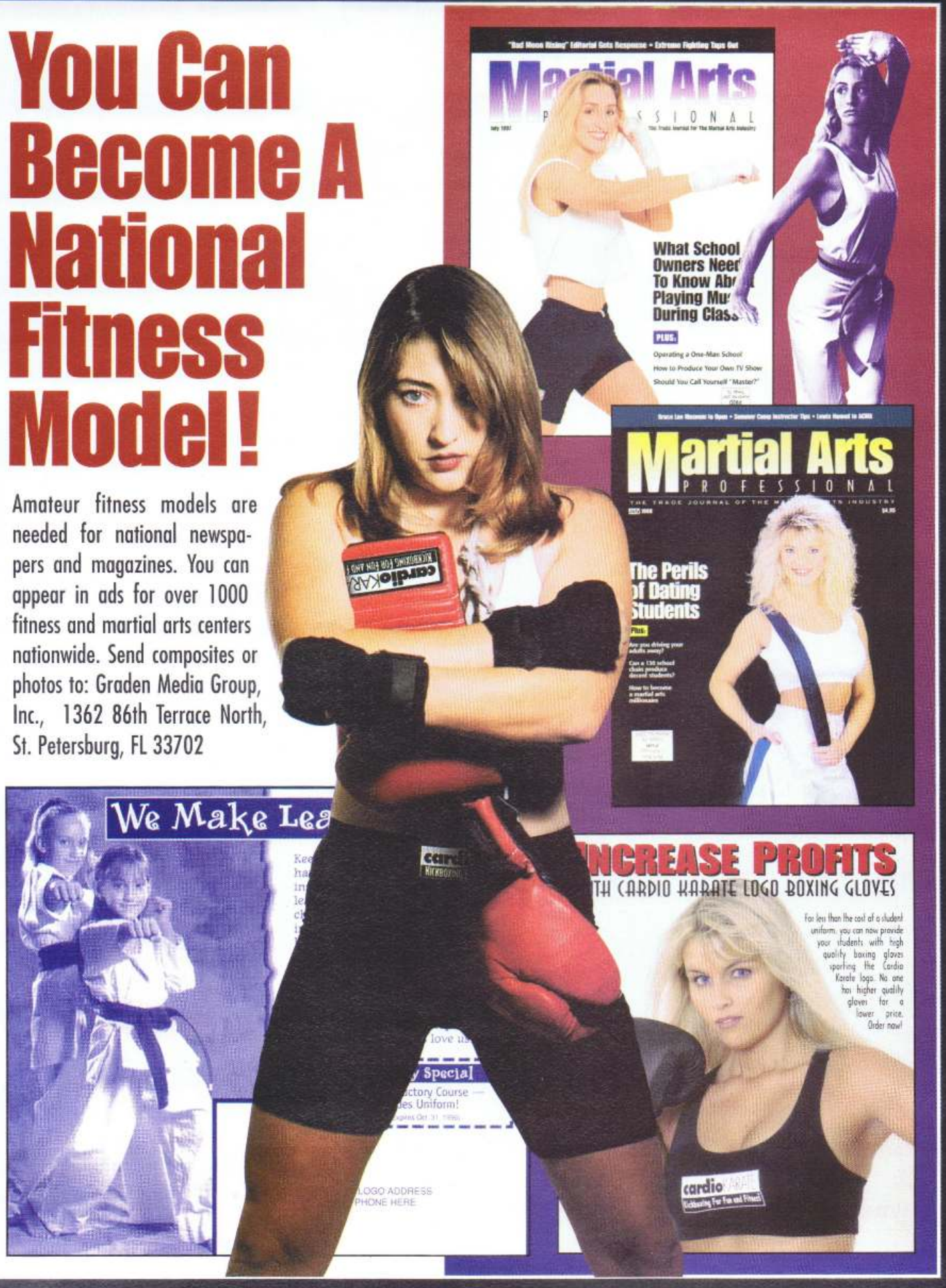
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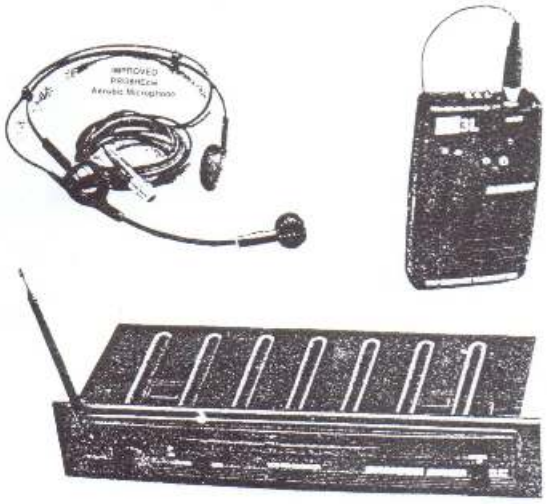
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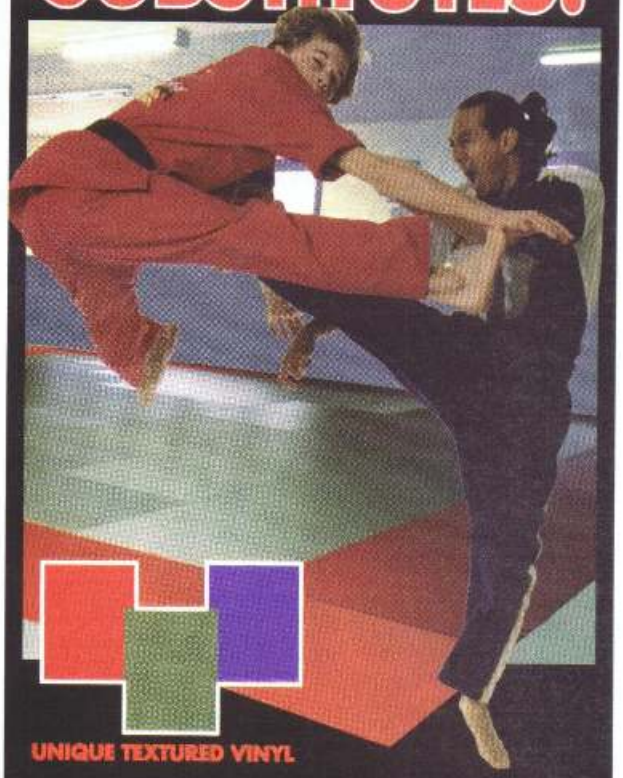
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sales and marketing

by Rick Bell

Details May Be Your Only Distinction

If you were to ask the average person if they thought all martial arts schools were essentially the same, their answer would probably be yes. In the mind of the public, most schools look the same and are the same.

The more generic this industry becomes, the more important subtle differences in schools become. When a potential student is choosing a martial arts class, he/she will make a decision based on perceived differentiation between schools, and that differentiation is often very small.

Contrary to popular belief, curriculum alone is not a differentiation to a beginner student. Unless a potential student is looking for a particular style, your curriculum will have little to do with a person's decision to enroll. Instead, people will judge your school against others based on the smallest of details because the larger overall aspects of most commercial schools are so similar.

Your competitive advantage in today's market will be found in the seemingly trivial aspects of your marketing, service and product components. In other words, people will choose your school over another based on some small difference that makes you look more trustworthy, more friendly, more professional, etc., than the other guy.

If you're designing your business for the first time, or redesigning it, you should pay special attention to the following:

1. Marketing differentiation. Every piece of printed material you produce should have the look and feel of quality. This is a service business with an intangible product, and because of that, everything you produce that can be seen and touched should be the best it can be.

Two marketing items that should get special attention are your business cards and your brochure. Your business card should be professionally designed, with a logo that looks non-threatening to the mother of an eight-year-old child. Any logo that features one person striking or kicking another should be redesigned to look more friendly. Don't try to design your logo yourself unless you are a professional marketing artist, and don't rely on your local print shop to "whip something together." Check with a reputable ad agency and ask for some sample work they have done for others.

Your brochure should follow the look of your business card and be professionally produced. Don't fall into the trap of trying to explain the history of your style or it's founder in your brochure. Instead, pack your brochure with benefits and testimonials from students.

2. Service differentiation. People now expect service from everyone they do business with. Besides the basic service requirements, if you will spend the time and effort to do extra little things for your students, you will go a long way towards positioning yours as the best school in town. If you provide a regular newsletter, make sure you tell prospective students about it. If you make absentee calls, let it be known that because you care about your students, you call them when they are absent. Anything you can do that your competition is not doing to provide more service to your students will help you.

3. Product differentiation. You may be surprised to learn that your classes are not your product; your school is your product. If you had the greatest classes in the history of the martial arts, but you taught those classes in an old, run-down building, with no air conditioning or heating, you would never be commercially successful.

In an industry like ours, where customers must spend extended periods of time in our business each week, atmosphere is everything. When students are considering joining or staying in your classes, they will be heavily influenced by the look and comfort of their learning environment.

If your school is dirty, clean it up. It's amazing what a good all-day-Saturday house cleaning can do for the appearance and morale of your school. Besides keeping your school clean, you should paint your interior and change the carpet every two years. Since first impressions are the most important, you should set up a pleasant entry way at your front door that looks inviting instead of threatening.

Although these are small differences, remember, in a market where schools look increasingly the same, it's the fine details where you can differentiate. ◆

Rick Bell is a well-known speaker and consultant to the martial arts industry and is President of EasyPay Automated Billing. He can be reached at 1-800-852-4005 or IFCEasy@aol.com.

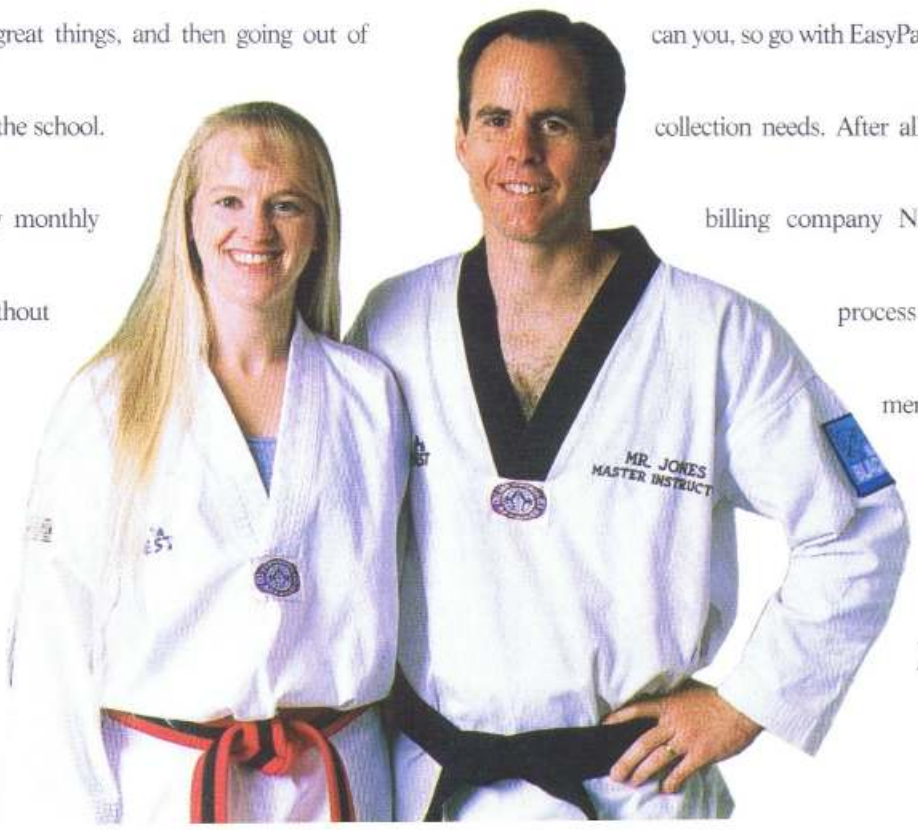
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EXECUTIVE DECISIONS



managing for success

by Rob Colasanti

Flexing The Fitness Muscle • Part I

A Statistical Comparison Between The Martial Arts And Fitness Fields

In the August 1998 issue of this magazine, a comparison was made between the top five single location fitness centers and martial arts schools in America. The article compared the 1997 annual gross revenues and active counts of the best clubs in both fields.

In review, the number one fitness center in the country grossed 33 million dollars with 9,000 members. The top martial arts school, however, only grossed 2 million dollars with 750 students. If you found those statistics interesting...check these out.

Were you aware that there are approximately twenty thousand health clubs and fitness facilities nationwide? Coincidentally, there is also about twenty thousand martial arts schools in the same marketplace. The difference is that an estimated 22.5 million people are working out in fitness centers while only about 2 million are training in martial arts schools. This means that even though there are approximately the same amount of facilities in both fields about eleven times as many people are getting their workouts from fitness related activities, other than martial arts.

These statistics fall right into place with the national averages for number of clients per facility reported in both fields. According to the International Health, Racquet and Sports Club Association (IHRSA), health clubs average about 1,200 adult members per facility. Martial arts schools, according to a recent survey conducted by the National Association of Professional Martial Artists, only report an average of about 110 students per school; 60-70% of which are children.

As a result, both fields are also miles apart financially. The health club business generates a whopping 9 billion dollars a year in pure membership tuition alone. Total combined fitness sales including exercise equipment, apparel, supplements etc. is somewhere around a 30 billion dollar a year industry. As for martial arts, no one is really sure what the annual revenues are since statistics are almost non-existent. But estimates are that the martial arts field brings in about 1.5 billion a year. If these figures are accurate, then the fitness industry is actually about twenty times more profitable than the martial arts.

These size differences become most obvious at the events that each holds. From experience, I can tell you that even the largest martial arts conventions with the biggest names are tiny compared to those held within the fitness realm. For example, it's not uncommon for a fitness trade show to have 2-300 companies vending in their exhibit area. Of course, with that many booths there's typically thousands of attendees too. Club industry had over 7,000 at their 1997 show. IHRSA averages about 8,000 guests at theirs.

At similar martial arts events, a huge turnout translates to about 500 attendees. You might even see 50 booths if you're lucky. And it's actually disheartening to see a "big-name" martial arts celebrity signing autographs underneath a handwritten cardboard sign promoting their name.

Even more, the fitness industry receives plenty of support from financial giants like shoe manufacturers, airlines, soft drink companies, automobile makers, etc. This translates to tens of millions of dollars that's pumped right back into fitness each year. Why don't these companies support martial arts? As the Marketing Director of this magazine I can tell you that these types of advertisers don't even consider our field. But don't take my word for it. Just open up any martial arts magazine and notice how many big companies like Coca-Cola you see running ads. Zero!

Okay, that's enough. By now it should be obvious that fitness is in a whole different league than martial arts. The statistics speak loud and clear. But simply knowing this won't change anything. What will, is if we determine why two similar recreational activities, in the same marketplace, are receiving such dramatically different levels of participation from the public. Indeed, something must be causing people to spend their time and money working out in health clubs instead of martial arts schools. So the $65,000 question becomes, why are people choosing them over us?

Next month, in part two of this article, we'll answer that question by discussing five key elements that have allowed the health club business to capture the adult market and become so gigantic. As martial arts professionals, we can learn a lot from their success. After all, they've already shown us how much potential really exists out there. Now we just have to figure how to get in on the action. So keep a close eye out for next month's issue. But in the meantime...get ready to make some more of those difficult, but necessary executive decisions! ◆

Rob Colasanti is a 3rd-degree black belt and, as Vice President for the National Association of Professional Martial Artists, speaks with hundreds of school owners across the country each week. Rob has a BA degree from the University of South Florida, and is the author of "How To Be A Black Belt."

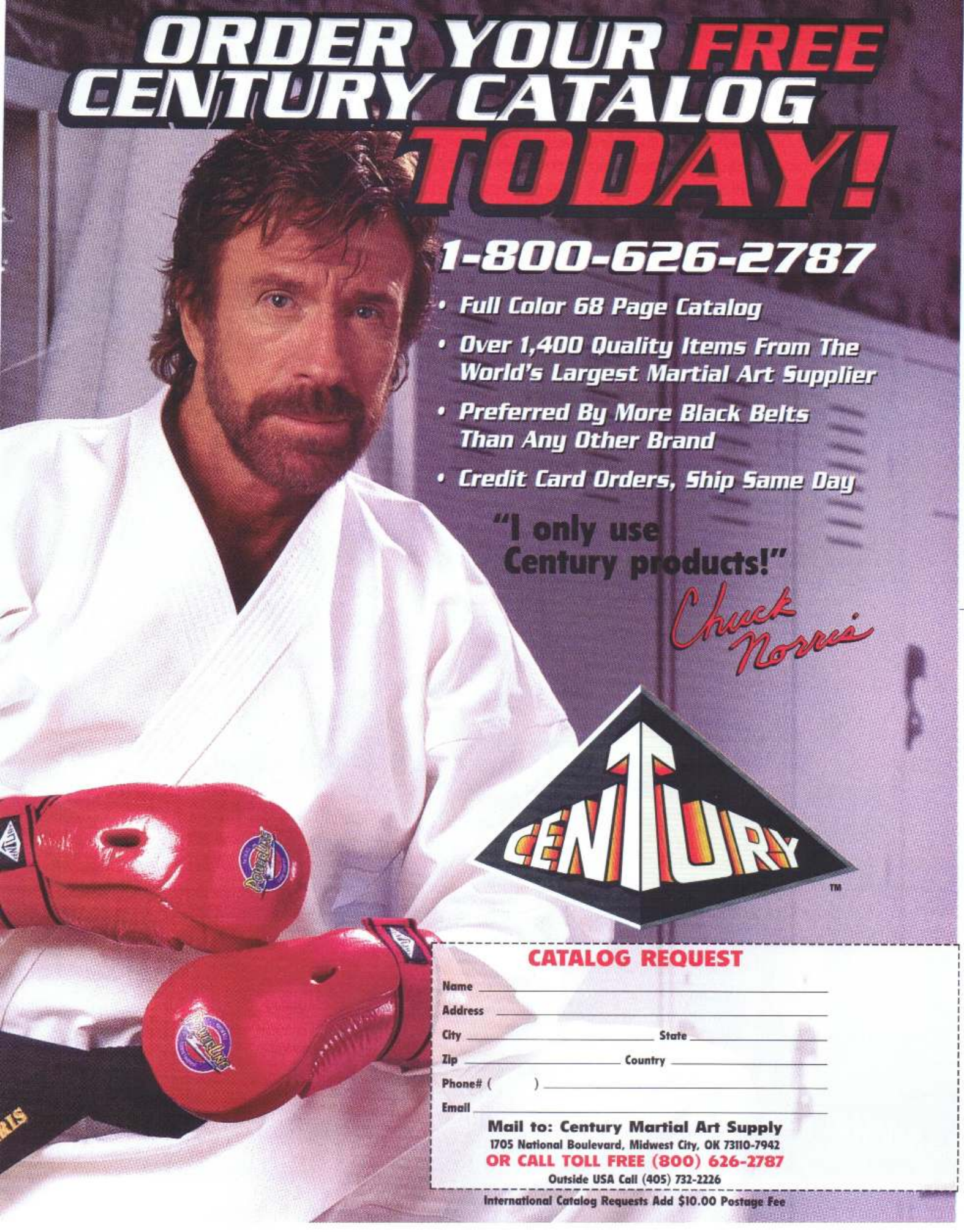
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