ORIGYM

Level 3 Certificate In Personal Training

MODULE 4: THE CONSULTATION PROCESS AND BUSINESS FOR PERSONAL TRAINING

CONTENTS

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Collecting Client Information For Programming Personal Training With Clients Exercise

MODULE 4:
CLIENT CONSULTATION AND PROGRAMME PREPARATION

Introduction

The Planning Process

The planning of a session is necessary in order to ensure that all has been done to make it as safe and effective as possible. Most people who wish to begin exercising are 'apparently healthy' individuals looking to realise the many benefits associated with structured exercise activities. Individuals who are physically active are less likely to develop major chronic conditions such as obesity, diabetes and heart disease.

However, some individuals are not as healthy as they may believe or are already aware of a medical risk or condition that may affect their ability to exercise. Consequently, this can increase the risks of engaging in exercise, which could exacerbate any symptoms of a current condition.

The instructor can minimise the risk associated with exercise participation by consulting the client with a view to assessing their suitability for activity in a gym environment. A fitness professional is not qualified to diagnose any medical conditions or rehabilitate from injury, surgery or disease, and may need to obtain medical clearance from a General Practitioner (GP) before exercise can begin.

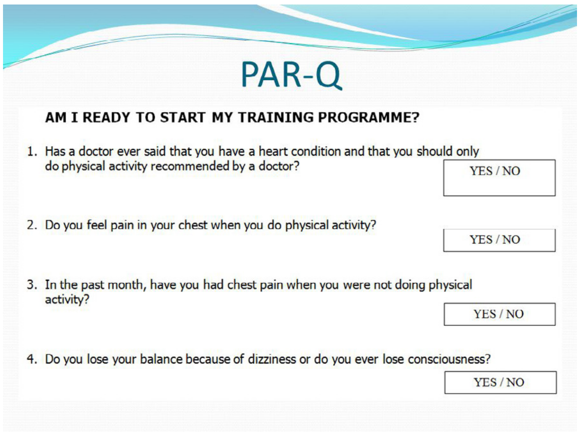
There are various stages involved in the planning of gym-based exercise, many of which are performed during a consultation.

The Consultation

Where possible, a consultation should be carried out face-to-face with a client. This is usually the quickest and most effective way of gathering all the information needed by the instructor, in order to assess the client suitability for exercise and to prepare an exercise program which will meet their needs and objectives.

THERE ARE 4 STAGES IN THE CONSULTATION PROCESS:

Stage 1: Screening the Client



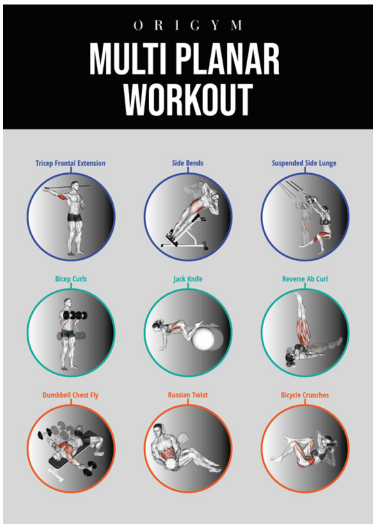
PAR-Q

AM I READY TO START MY TRAINING PROGRAMME?

1. Has a doctor ever said that you have a heart condition and that you should only do physical activity recommended by a doctor? YES / NO
2. Do you feel pain in your chest when you do physical activity? YES / NO
3. In the past month, have you had chest pain when you were not doing physical activity? YES / NO
4. Do you lose your balance because of dizziness or do you ever lose consciousness? YES / NO

Stage 2: Gathering Information

Stage 3: Pre-exercise testing



Stage 4: Programme design (later in the course)

Stage 1: Screening the Client

Reasons for Screening

Screening is a vital part of the initial process when taking on any new personal training clients. Health screening questionnaires as well as initial consultations not only help you find out if there are any health risks to be aware of but also helps you understand what your client's goals are and how you can build a plan for them to achieve those goals based on their current health status or any past injuries. Any personal trainer worth their salt should have a bespoke client consultation form that they ask their new clients to fill out, so today we're going to look at what questions you should ask and why.

IN BRIEF, THE PURPOSE OF PRE-EXERCISE SCREENING IS TO:

- **Assess the client's readiness for exercise.**
- **Identify high-risk clients who need clearance from their GP in order to participate.**
- **Inform the design and planning of the programme.**
- **Maximise the benefits of exercise participation for the client.**
- **Protect the instructor and organisation from litigation.**
- **Fulfil professional, legal and ethical requirements.**

NB: All clients should be screened before taking part in exercise, it is a legal and ethical requirement.

Lifestyle Questions

You need to establish just how healthy your client already is by taking in to account a variety of different aspects, as this will help you build a workout plan for them.

These questions should include:

- **Occupation:** They may lift heavy objects all day or they may be sat in an office so you need to create a workout based on these factors
- **Lifestyle:** Do they have an active or fairly inactive lifestyle?
- **Diet:** Do they eat healthy or are they stuffing their face with junk all day?
- **Drink alcohol:** Does your client drink? This may affect their ability to lose or gain weight.
- **Stress levels:** Are they stressed out at work or in their daily life? Do they need a more relaxing workout or should they work their fury out on the pads with you?
- **Hours of sleep:** Sleep will affect energy levels and a person's ability to recover from injuries or workouts. Finding out how much someone sleeps every day will help you craft an appropriate plan – not everyone gets 8 hours a night so be realistic when creating a plan.

Medical History

Asking your client to state as to whether they have any existing or previous medical problems is a vital part of the screening process. Failure to ask clients about this could result in legal action if they are injured whilst in your care. Aside from legal ramifications, you need to know whether your client has had something like a knee reconstruction, so, therefore, would not be able to squat as much, or suffer from asthma or heart problems so you know to go easy on the cardio. It is also vital that you are aware of whether or not your client has diabetes, and whether or not they are taking any medication, for legal and safety reasons.

Physical Activity Readiness Questionnaire

There is a need to identify whether an individual may embark on an exercise programme immediately, or if the client is at a higher health risk status and further action must be taken. A physical activity readiness questionnaire (PAR-Q) will do this.

Typically a PAR-Q will be completed by the client but may be completed by the instructor with consent from the client. The YES/NO answers required by a multiple question PAR-Q allow simple identification of medical contraindications to exercise. Any question answered 'YES' will result in the need for medical clearance from a GP before the client can begin exercising.

PAR-Q Form

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PAR - Q Form

If you are between the ages of 15 and 69, the PAR-Q will tell you if you should check with your doctor before you significantly change your physical activity patterns.

If you are over 69 years of age and are not used to being very active, check with your doctor. Common sense is your best guide when answering these questions. Please read carefully and answer each one honestly: Select YES or NO.

Name:		Date:	
Doctors:		Date of Birth:	

Questions

Question	Yes	No
Has your doctor ever said that you have a heart condition and that you should only perform physical activity recommended by a doctor?	☐	☐
Do you feel pain in your chest when performing physical activity?	☐	☐
Have you experienced chest pain when **NOT** performing physical activity in the last month?	☐	☐
Do you lose your balance because of dizziness or have you lost consciousness recently?	☐	☐
Do you have any bone or joint problems such as arthritis, which could be aggravated through physical activity?	☐	☐
Is your doctor currently prescribing you medications for high blood pressure or a heart condition?	☐	☐
Has your doctor ever told you to NOT exercise?	☐	☐
Is there any reason why you should **NOT** participate in physical activity?	☐	☐
IF answered YES to the final question please reason here:		

If you answered YES:

If you answered yes to one or more questions, are older than age 40 and have been inactive or are concerned about your health, consult a physician before taking a fitness test or substantially increasing your physical activity. You should ask for a medical clearance along with information about specific exercise limitations you may have.

In most cases, you will still be able to do any type of activity you want as long as you adhere to some guidelines.

When to delay the start of an exercise program:

If you are not feeling well because of a temporary illness, such as a cold or a fever, wait until you feel better to begin exercising. If you are or may be pregnant, talk with your doctor before you start becoming more active.

If you answered NO:

If you answered no to all the PAR-Q questions, you can be reasonably sure that you can exercise safely and have low risk of having any medical complications from exercise. It is still important to start slowing and increase gradually. It may also be helpful to have a fitness assessment with a fitness instructor or personal trainer in order to determine where to begin.

PLEASE NOTE: If your health changes so that subsequently you answer YES to any of the above questions, inform your fitness or health professional immediately. Ask whether you should change your physical activity or exercise plan.

Declaration

I have read, understood and accurately completed this questionnaire. I confirm that I am voluntarily engaging in an acceptable level of exercise, and my participation involves a risk of injury.

Client Name:		Date:	
Instructor Name:		Date:	

Having answered YES to one of the above, I have sought medical advice and my GP has agreed that I may exercise.

Client Name:		Date:	
Instructor Name:		Date:	

Please note: This physical activity clearance is valid for a maximum of 12 months from the date it is completed.

O R I G Y M

Informed Consent

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A gym instructor must obtain consent prior to involving the client in any testing procedure or participation in a gym-based exercise programme. This will involve the instructor giving explanations for all procedures involved in testing and what the client can expect from a planned session. Once the client has been informed and understands the facts, only then can the instructor proceed, with their consent. Most gyms will use informed consent documents for clients to complete and a client signature should be obtained as well as verbal consent.

Purpose: To provide the client with the information they need to make an informed decision regarding their participation, to provide the client with the opportunity to reflect on verbal and written information provided, to check the client's understanding legally admissible evidence.

Process: explain the reasons for informed consent, inform clients of the session aims and objectives, physical and technical demands (including the types of activities planned and their relevance to goals), the benefits and risks of the assessments and exercise sessions, respond to client questions, recording signed consent, secure and confidential storage of written informed consent.

Informed consent record: Aims, benefits, risks, responsibilities of client and instructor, a record of questions and answers, date and signatures of client and instructor

Referral

THERE ARE FOUR CRITERIA FOR THE REFERRAL OF A CLIENT TO THEIR GP:

1. Instant medical referral	2. Special attention categories and temporary deferral	3. Doubt or uncertainty	4. Client preference or doubt
Any diagnosed metabolic, pulmonary or cardiovascular disease	Several fitness testing results are in the special attention category	The instructor should act with caution and refer	The client may prefer to obtain medical clearance for peace of mind
Signs or symptoms of pulmonary or cardiovascular disease	Minor illness or minor injury		

These four criteria may cause concern among clients, and even distress if they believe that information provided in a PAR-Q or from results of a fitness test will have an imminent detrimental effect on their wellbeing. It is important that the instructor reassures a client and follows up any referral. It can take a great deal of courage for an individual to enter a fitness environment and such a perceived setback could prevent their return.

Reasons for temporary deferral of exercise include:

- Any recent injuries including fractures, strains, sprains, ruptures or tears
- Heart conditions or any history of heart disease
- High blood pressure unless medical permission has been granted
- Any acute fevers including influenza, glandular fever, common cold, etc.
- Any inflammatory joint conditions including arthritis, rheumatoid arthritis, osteoarthritis
- Any neurological disorders including strokes, multiple sclerosis unless medically supervised
- Any undiagnosed illness
- Any musculo-skeletal problems including joint or back pain
- Any pain and soreness in muscles caused by trauma or injury
- Pregnancy – medical permission must be sought before continuing
- After a heavy meal or under the influence of alcohol
- If over-tired or exhausted
- If under the influence of pain-killing drugs
- If there has been any difficulty with exercise in the past

For people over the age of 50 a medical check up should be sought before starting an exercise programme or anybody with the following conditions:

- Obesity
- History of heart problems in the immediate family
- Hypertensives
- Diabetics unless medical permission is sought
- Any history of lung problems including asthma, bronchitis, emphysema
- Smokers
- Skin infections or open wounds

CLIENTS WHO NEED TO BE SIGNPOSTED OR REFERRED TO OTHER PROFESSIONALS ARE CLIENTS THAT:

- Have a 'yes' response to one or more PAR-Q questions – clients are to be signposted to their GP
- Contra-indications for exercise, for example, high blood pressure or an irregular heart rate – clients are to be signposted to their GP
- If the client presents with multiple cardiovascular disease risk factors (CVD) - clients are to be signposted to their GP
- If a client complains or shows any injuries – signpost to GP, physiotherapist, sports therapist
- If the clients needs fall outside the limits of professional responsibility or competence at level 2 – refer to more experienced/specialist instructor, specific populations instructor – level 3 or level 4

BASED ON CLIENT SCREENING THE FOLLOWING MAY AFFECT SAFE EXERCISE PARTICIPATION:

- The exercise appropriateness to individual's needs
- The participant's fitness goals
- The ability of the participant
- The health of the individual

Stage 2: Gathering Information

Gathering Information

Client information can be gathered in a number of different ways. There are advantages and disadvantages of each and it is the job of the instructor to identify the method which is most suitable for each client. More than one method can be used to gather information.

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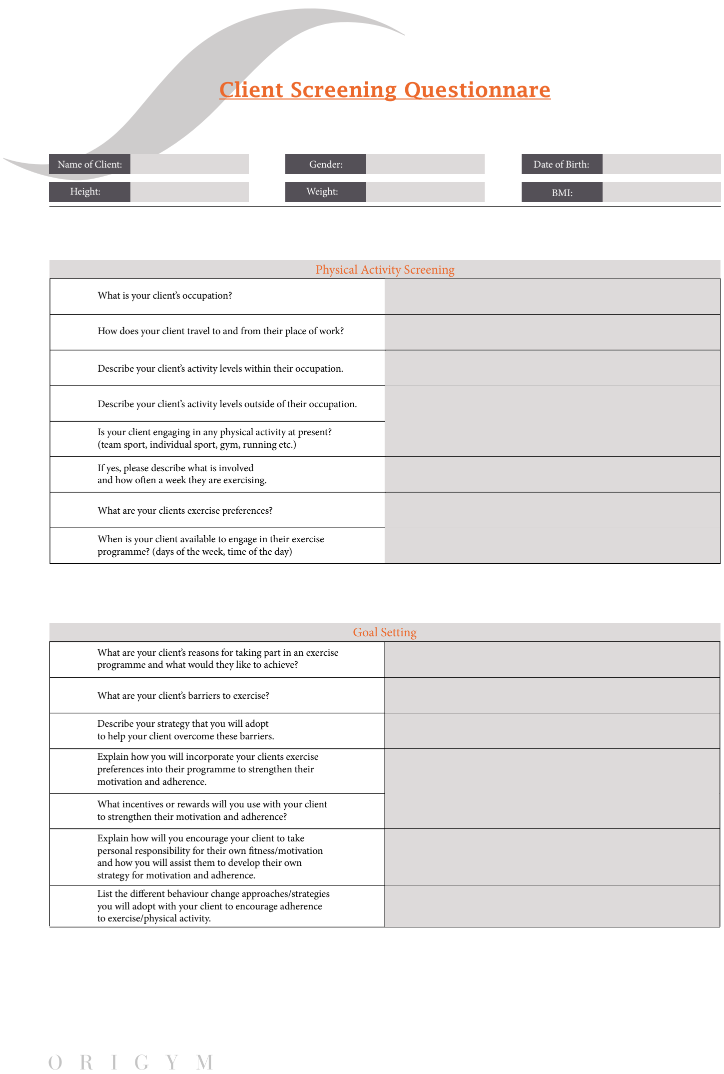
Questionnaire

The use of questionnaires is an excellent way of accumulating lots of information in a relatively short time and can be completed face to face or given to the client to fill in and return at a later date. They provide a consistent format for the instructor to follow in the pursuit of information relevant to programme design. A perceived negative can be that some questions may be confusing or misunderstood, leading to an incomplete document or one that needs further explanation from the instructor.


Client Screening Questionnare

Name of Client:		Gender:		Date of Birth:	
Height:		Weight:		BMI:	

Physical Activity Screening	
What is your client's occupation?	
How does your client travel to and from their place of work?	
Describe your client's activity levels within their occupation.	
Describe your client's activity levels outside of their occupation.	
Is your client engaging in any physical activity at present? (team sport, individual sport, gym, running etc.)	
If yes, please describe what is involved and how often a week they are exercising.	
What are your clients exercise preferences?	
When is your client available to engage in their exercise programme? (days of the week, time of the day)	

Goal Setting	
What are your client's reasons for taking part in an exercise programme and what would they like to achieve?	
What are your client's barriers to exercise?	
Describe your strategy that you will adopt to help your client overcome these barriers.	
Explain how you will incorporate your clients exercise preferences into their programme to strengthen their motivation and adherence.	
What incentives or rewards will you use with your client to strengthen their motivation and adherence?	
Explain how will you encourage your client to take personal responsibility for their own fitness/motivation and how you will assist them to develop their own strategy for motivation and adherence.	
List the different behaviour change approaches/strategies you will adopt with your client to encourage adherence to exercise/physical activity.	

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Interviewing

This method can be quicker than using a questionnaire, although there is scope for deviation from the subject which can be time-consuming. A client can be interviewed by phone but is more likely to be in the company of a member of staff. Interviewing can provide an opportunity for both parties to strike a rapport with each other and the technique of the instructor will improve with practice. It is important for an interview not to come across as an interrogation which can lead to information being withheld by the client.

Observation

General observation can identify if the client suffers from signs of postural abnormally. It will take a relatively experienced instructor to be able to take such information and incorporate it effectively into programme design. Observation which reveals any serious deviations from normal posture may prove to be outside the level of qualification of a fitness instructor and may need to be referred to another fitness or medical professional.

Lifestyle Considerations

- Occupation: hours of work, manual or sedentary
- Repetitive movements
- Leisure: Active or Inactive
- Activity: Frequency, Intensity and Type
- Nutrition: types of food and drink
- Alcohol: consumption, frequency, type, volume
- Smoking history, frequency
- Available time

Clients may have restrictions on the amount of time they can or are willing to devote to gym-based exercise. The instructor must try to incorporate the exercise programming within these boundaries. Both client and instructor must be realistic about what is attainable in the time scheduled for exercise.

A client who has never been involved in gym-based exercise will respond very differently to one who has been or is a regular gym user. The training status of a client can be determined by obtaining specific information such as details of previous training programmes including types of exercise, frequency of participation and intensity of workouts. This information will help the instructor to design a programme which may involve aspects of familiarity or be completely different, depending on the preferences of the client.

Generally, clients are categorised as beginner, intermediate or advanced training status.

Beginner

A client who does not recognise basic exercises or has poor technique.

Intermediate

Has sound exercise technique and has retained benefits consistent with regular exercise.

Advanced

Excellent knowledge and exercise technique which has resulted in elite performance. Know the limits of their bodies and have learned to overcome challenges.

It is common to encounter those who have been gym users for years but have not progressed significantly, and therefore could not be considered as having advanced training status. Very few exercisers genuinely deserve to be regarded as holding such a status. This can be a delicate subject and it is important not to offend a client, therefore it may be prudent to use terms such as “experienced beginner” for someone who has been a regular gym-user but has had a period of non-exercise.

Likes And Dislikes (Preferences)

Clients may be drawn to certain forms of exercise or shy away from others. There can be many reasons for this and the instructor cannot always deliver a perfect programme. Over time and the experience of working with a client, the instructor may be able to help overcome barriers to certain types of exercise and encourage the client to try new techniques. It is important to be able to deliver a balanced programme and if the client can be educated on the merits of exercises which have been traditionally avoided, then there is a greater chance of providing a workout to ascertain their goals. Gym instructors often negotiate in the form of "a little of what you want, and a little of what you need" when coming to an acceptable compromise with a client.

- Muscular strength
- Muscular endurance
- Muscular size
- Aerobic fitness
- Fat loss
- Posture
- General health

The above is not an exhaustive list, but are a selection of the more common objectives desired by clients. It is common for a client to desire certain goals which are not fully understood in technical terms or dedication in order to succeed. Again, the instructor may be wise to negotiate a compromise whereby the client feels satisfied that their interests and preferences are being considered.

Gathering Information - Nutritional

The Information That Is Needed From Clients

Personal trainers do not possess the ability to make nutritional plans for clients. What they can do is advise best nutritional intake based on the client's current food habits.

The easiest way to do this is to provide closed questions, so that they are easily scored and calculated.

The following is an example and can be altered with any questions that you see fit.

Client Diet Assessment (FORM)

NB: Ask your client the following closed questions. Score 1 = YES and 0 = NO

- Do you add sugar to food or drink almost every day?
- Do you eat foods with added sugars almost every day?
- Do you use large amounts of salt in your food?
- Do you drink more than one cup of coffee on most days?
- Do you have caffeinated drinks after 4 pm?
- Do you smoke more than five cigarettes a day?
- Do you take recreational drugs?
- Do you drink more than 10 Oz (28g) of alcohol (1 glass of wine, 1 pint or 600ml of beer, or 1 measure of spirits) a day?
- Do you eat fried food more than twice a week?
- Do you eat processed 'fast food' more than twice a week?
- Do you eat processed meats (such as sausages, ham or smoked salmon) more than twice a week?
- Do you often eat foods containing additives and preservatives?
- Do you eat chocolate, pastries or sweets more than twice a week?
- Does less than a third of your diet consist of fruit and vegetables?
- Do you drink less than ½ pint (300ml) of plain water each day?
- Do you normally eat white rice, flour or bread rather than wholegrain?
- Do you have less than a pint (approx.0.6litres) of milk or yoghurt a week?
- Do you eat more than four slices of bread a day, on average?
- Are there some foods you feel 'addicted' to?
- Do you eat oily fish less than twice a week and/or seeds less than daily?

Total Score:________

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Calculating and discussing results

- **0-4:** Your client is a health-conscious individual and the minor indiscretions are unlikely to affect his or her health. Provided your client supports his or her diet with the essential vitamins and minerals, together with the advice that you will learn throughout this course, he or she can look forward to a long and healthy life.

- **5-9:** Your client is on the right track, but should now try to be more aware of what they are eating. Rather than giving up bad habits all at once, help your client set short-term goals. Aim to have your client's score below 5 within three months.

- **10-14:** Your client's diet is not good and you will need to help them make some changes in order to be able to enjoy better health. Encourage your client to take one step at a time. You should aim to help your client reduce their score down to 5 within six months. Start to motivate your client with healthy eating tips. You will find that some of your client's bad dietary habits will change for the better as he or she receives your encouragement. The bad habits that remain should be dealt with one at a time. Make sure you remind your client that sugar, coffee, pastries, sweets, chocolate, tobacco and alcohol are all addictive. Your client's cravings for them will dramatically decrease
or go away altogether after one month without them.

- **15-20**: There is no way your client can continue to eat like this and remain in good health. Your client is consuming far too great a quantity of fat, refined foods and artificial stimulants. Encourage your client to follow healthy eating tips. This client needs your support and motivation for a longer period of time to make gradual and permanent changes to his or her lifestyle. Your client may feel worse for the first two weeks, but within a month he or she will begin to feel the positive effects of healthy eating.

N.B: The client consultation form used for the case study has a modified version of this to show the variability of the method. Rather than yes/no options it uses 'red, amber & green', the grading not being a numerical score but a visual representation of colour. The intention is to have the client have more greens than anything else.

Stage 3: Pre-exercise Testing

Physical Measurements

Physical measurements can be taken in order to calculate current health status and also act as a reference point for measurements taken in the future. This can cause apprehension among clients who may feel embarrassed by certain tests and so it is important for the instructor to take a sensitive approach or use an alternative, less invasive practice.

WHEN TESTING, ENSURE YOU KEEP THE FOLLOWING IN MIND:

APPROPRIATENESS OF TESTING

Tests should be selected that are appropriate to the needs, goals and capabilities of the client to perform. This also applies to the instructor, who should only attempt to administer a test in which they are confident of the protocol and their ability to evaluate results.

VALIDITY OF TESTS

There are many tests available to determine an individual's level of health and fitness. There is also a growing trend for applications to be used in conjunction with personal phones and computers. Many such tests and calculations are not regarded as valid, reliable or objective and the instructor must use only tests and procedures which are provided by the employer.

EQUIPMENT AND ENVIRONMENT

All equipment used in conjunction with measurements and tests should be in good working order, serviced regularly, and stored correctly. The environment should be appropriate for testing procedures to be carried out. Lighting, temperature and security are all factors which should be addressed to make the experience as comfortable and professional as possible for the client.

TIMING

The time of the day should be recorded and remain constant for future tests. Any changes should be noted and taken into account when evaluating results. Measurements and tests may be repeated after a period where any modifications to lifestyle and activity have had a chance to take effect. Four to eight weeks is generally regarded as sufficient time between tests.

The Client

A client who is scheduled to undertake any form of measurement or test should follow a standard protocol in order to allow the greatest accuracy of test results. Any deviation from the protocol can result in temporary deferral of testing at the discretion of the instructor.

Such pre-testing procedures may include:

CONSUMPTION

Avoid heavy meals less than three hours prior to testing. Avoid excessive alcohol intake on the day before testing and no alcohol should be taken during the day of the test. Avoid caffeinated drinks and smoking for two hours before testing.

LIFESTYLE

The day before testing should not involve strenuous physical activity and the client should endeavour to have a good nights sleep. Avoid the use of equipment that stimulates the systems of the body, such as jacuzzi or sauna, for two hours prior to testing.

CLOTHING

Wear clothing that will allow ease of testing and will not adversely affect the testing protocol. For continuity, wear the same or similar clothing for repeat measurements and tests.

MEDICAL

Bring any current medication which may become relevant in a physical exercise environment, such as inhalers. Do not attempt testing if feeling unwell. Defer or cancel the assessment if there is any doubt in the ability to perform a test.

NB: Indications for termination of an exercise test.

Testing can cause stress to the body and the instructor must be vigilant at all times.

Tests should be stopped immediately and the client referred under the following circumstances:

- Chest pain that is increasing, suspicion of heart attack or unusual heart rhythms
- Drop in systolic blood pressure (SBP) below standing resting pressure
- Drop in SBP with increasing workload accompanied by signs or symptoms
- Signs of poor circulation, blood flow, cold or clammy skin
- Pale appearance or blueish skin colour
- Unusual breathing patterns, shortness of breath or signs of severe fatigue
- Central Nervous Systems (CNS) symptoms
- Failure of equipment
- Client request
- Anthropometric testing

Anthropometric Tests

Tests of anthropometry include measurements of body size, structure and composition. It is important to be aware of any changes and the effects of those changes to such measurements.

There are common measurements and tests used in the fitness industry. They are used in order to assess the current health or fitness status of an individual. Subsequent testing should be performed at similar times of the day for continuity.

The following tests are suitable for an instructor to administer:

- Weight
- Height
- Body mass index
- Circumferential measurements
- Waist to hip ratio
- Resting heart rate
- Cardiovascular fitness
- Muscular endurance
- Flexibility

Body Mass Index (BMI)

BMI is a measure of height to weight ratio. It is calculated by taking a person's weight and dividing it by their height squared. The results can give an indication of whether a client is overweight or not.

It must be noted that BMI does not take account of an individual's body composition and may prove inaccurate for those who have a higher than normal amount of muscle mass.

$$\textit{BMI (kg/m}^2\textit{) = weight (kg) / height (m}^2\textit{)}$$

Classification and Health Risk by Body Mass Index

BMI	Classification	Level of health risk
under 18.5	underweight	minimal
18.5 - 24.9	normal weight	minimal
25 - 29.9	overweight	increased
30 - 34.9	obese	high
35 - 35.9	severely obese	very high
40 and above	morbidly obese	extremely high

Classification for BMI can appear worrying or offensive and may come as a shock to some clients. It is therefore essential for the instructor to evaluate whether this test is appropriate for use on a particular client.

- **Circumferential measurements**
- **Use tape measure at exact location**
- **Keep tape measure horizontal and not overly loose or tight**
- **Take measurements on the skin and not over clothing if possible**
- **Take the average of three readings per site**

Waist:Hip Ratio

The ratio of the waist circumference to hip circumference is considered to be an indicator of a risk factor for Coronary Heart Disease (CHD). Health risk increases with waist:hip ratio and classification varies between males and females.

Classification	Male	Female
high risk	>1.0	>0.85
moderate risk	0.90 – 1.0	0.80 – 0.85
low risk	< 0.90	<0.80

Alternatively the following classification can be used to identify risk of morbidity:

Gender	Lowered risk	Higher risk
Male	< 94cm	>102cm
Female	< 80cm	>88cm

Waist Circumference (lower table)

The 7 Sites

1. Triceps
2. Biceps
3. Subscapular
4. Suprilliac
5. Abdominal
6. Anterior Quadriceps
7. Medial Calf

1. Triceps

Landmark: Mid way point between the posterior acromion process (shoulder) and the olecranon process (elbow) and bisected by a vertical line at half the arm width.

Measure: A vertical fold is taken at the centre width of the arm.

2. Biceps

Landmark: The height of the triceps is transferred to the front with a vertical line drawn at half the width of the arm.

Measure: A vertical fold is taken at the centre width of the arm.

3. Subscapular

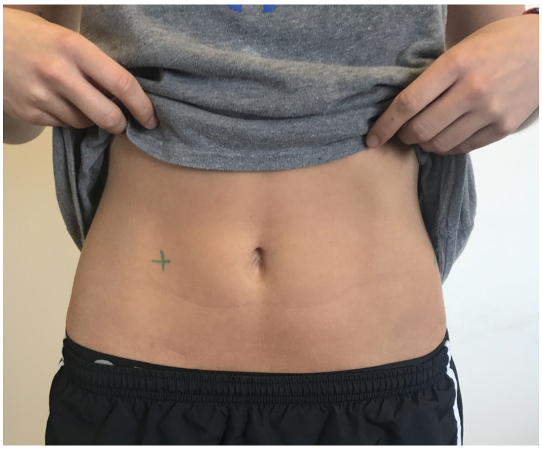
Landmark: Using the bony scapula locate the inferior angle of the scapula and measure 2cm below this point and mark an X.

Measure: This is a 45 degree skin-fold taken with the angle rising upwards towards the spine.

4. Supriliac

Landmark: Found parallel with the crest of the illium with an intersecting line dropped vertically from the anterior axilla (armpit).

Measure: Taken parallel with the angle of the illium.



5. Abdominal

Landmark: Found level with and exactly 5cm to the left of the umbilicus or naval.

Measure: A vertical fold is taken.

6. Anterior quadriceps

Landmark: Located halfway between the uppermost edge of the patella and the inguinal fold C(crease between leg and hip).

Measure: A vertical fold is taken at half the width of the leg.

7. Medial calf

Landmark: Located on the medial side of the gastrocnemius at the visually widest point of the calf.

Measure: A vertical fold is taken at half the width of the leg on the medial side.

Calculations

Calculations were also created to convert the total of all 7 skin fold sites into an estimate of body fat % (Yuhasz, 1974).

Males:

Body Fat % = (0.1051 x total skin folds) + 2.585

Females:

Body Fat % = (0.1584 x total skin folds) + 3.580

Case Study

Subject: Female

Triceps = 28mm

Biceps = 22mm

Subscapular = 23mm

Supriliac = 36mm

Abdominal = 31mm

Anterior quadriceps = 29mm

Medial calf = 19mm

TOTAL = 188mm

Females:

Body Fat % = (0.1584 x total skin folds) + 3.580

ACSM PROVIDES THE FOLLOWING CLASSIFICATIONS

Class	Women	Men
Essential Fat	10 - 13%	2 - 5%
Athletic	14 - 20%	6 - 13%
Fitness	21 - 24%	14 - 17%
Overweight	25 - 31%	18 - 24%
Obese	32% +	25% +

Cardiovascular Fitness Testing

Research suggests that aerobically fit adults enjoy a better quality of life and live longer than those who are not aerobically trained. There are many tests that can be used to evaluate cardiovascular fitness and it makes sense to use tests that will be appropriate for beginners to perform in a fitness environment. Those who have not exercised aerobically for some time may have unrealistic expectations of their aerobic capacity, based on what they were able to achieve in the past. It can be disappointing for a client to learn that they aren't as fit as they believed.

Resting Heart Rate (RHR)

RHR is the number of times the heart beats every minute when an individual is at rest. It is measured in beats per minute (BPM). Generally, lower readings indicate a higher level of aerobic fitness, although the RHR test alone cannot guarantee this.

Bradycardia is a RHR of less than 60 BPM.

Causes include:

- High fitness levels
- Hypothermia (low body temperature)
- Hypothyroidism (low thyroid function)
- Hyperkalaemia (high potassium levels in bloodstream)
- Heart Disease
- Certain drugs for treatment of high blood pressure
- Genetics

Tachycardia is a RHR of greater than 100 BPM.

Causes include:

- Heart attack or disease
- Fever
- Forms of medication or misuse of drugs
- Poor fitness levels
- Excessive caffeine, alcohol or nicotine
- Physical fatigue
- Stress, anxiety or stimulation
- Pulmonary embolism (blockage of the arteries from heart to lungs)
- Hypervolaemia (too much fluid in the blood)

Resting Heart Rate Assessment

- Rested client seated or in a supine position.
- Locate a site of carotid artery either:

  1. Side and front of neck

  2. Locate radial artery (thumb side of the forearm)
- Apply light pressure to site with index and middle finger (not thumb).
- Allow client time to relax before beginning test.
- Count pulse for 60 seconds and repeat test.
- Repeat a third time if first two tests produce vastly different readings.

EVALUATE RESULTS BY USING THE RHR CLASSIFICATION CHART BELOW:

Resting Heart Rate	Men (BPM)	Women (BPM)
Normal	60 - 80	60 - 80
Average	70	75
Special attention	90 or above	90 or above
Medical referral	100 or above	100 or above

Rockport Walking Test

This test uses calculations to reach a value called VO2max. VO2max is the maximum volume of oxygen that can be utilised by the body in one minute during maximal exercise. It is measured as millilitres of oxygen used in one minute per kilogram of body weight.

For the duration of the test, the client should walk as fast as possible for one mile. As soon as they have completed the mile, their heart rate should be taken. This can be done with the use of a heart rate monitor or manually using a stopwatch by counting the number of beats for one minute whilst holding the wrist at the site of the radial artery. The time taken to complete the distance should be recorded.

Before using the calculation to determine VO2max, the instructor will need to know the client age and body weight in pounds (lbs).

THEREFORE THE VITAL INFORMATION NEEDED FOR CALCULATION IS AS FOLLOWS:

- The time needed to complete one mile walking as fast as possible.
- Heart rate taken immediately after the distance has been completed.
- Client age.
- Client body weight in pounds (lbs).

The following calculation can be used to determine the clients VO2max:

132.853 – (0.0769 x weight) – (0.3877 x age) + (6.315 x gender) – (3.2649 x time) – (0.1565 x heart rate)

Use the following where:

- Weight is in pounds (lbs)
- Gender: male = 1 and female =0
- Time is expressed in minutes
- Heart rate is in beats per minute
- Age is in years

The score can then be measured against the normative data in the chart below:

Fitness categories for males based on VO2max expressed in ml-kg-1-min-1

Age (years)	Low	Fair	Average	Good	High
20 - 29	<24	25 - 33	34 - 42	43 - 52	>53
30 - 39	<22	23 - 30	31 - 38	39- 48	>49
40 - 49	<19	20 - 26	27 - 35	36 - 44	>45
50 - 59	<17	18 - 24	25 - 33	34 - 42	>43
60 - 69	<15	16 - 22	23 - 30	31 - 40	>41

Fitness categories for females based on VO2max expressed in ml-kg-1-min-1

Age (years)	Low	Fair	Average	Good	High
20 - 29	<23	24 - 30	31 - 37	38 - 48	>49
30 - 39	<19	20 - 27	28 - 33	34 - 44	>45
40 - 49	<16	17 - 23	24 - 30	31 - 41	>42
50 - 59	<14	15 - 20	21 - 27	28 - 37	>38
60 - 69	<12	13 - 17	18 - 23	24 - 34	>35

Muscular Endurance Testing

There are many muscular endurance tests available for use by the fitness instructor. Tests that are suitable for a client who has limited experience of resistance exercise training should be used. Safety is a great consideration as the client may be working hard and reach a stage where they cannot continue through fatigue. This will increase the risk of injury which is to be avoided. Emphasis should be placed on technique, which is more valuable than results in the early stages of resistance training and maximal effort may result in muscle fatigue or discomfort in the days after testing. Severe after-effects of training may discourage the client from returning to exercise.

Press Up Test

1. The client adopts the start position for a full press up (alternatives also apply).
2. The client lowers to 90 degrees of elbow flexion and returns to the start position.
3. The test aims for the total number of completed press ups before failure.

Male results					
Age (years)	Excellent	Good	Average	Fair	Poor
20 - 29	>54	45 - 54	35 - 44	20 - 34	<20
30 - 39	>44	35 - 44	25 - 34	15 - 24	<15
40 - 49	>39	30 - 39	20 - 29	12 - 19	<12
50 - 59	>34	25 - 34	15 - 24	8 - 14	<8
60+	>29	20 - 29	10 - 19	5 - 9	<5

Female results					
Age (years)	Excellent	Good	Average	Fair	Poor
20 - 29	>48	34 - 38	17 - 33	6 - 16	<6
30 - 39	>39	25 - 39	12 - 24	4 -11	<4
40 - 49	>34	20 - 34	8 - 19	3 - 7	<3
50 - 59	>29	15 - 29	6 - 14	2 - 5	<2
60+	>19	5 - 19	3 - 4	1- 2	<1

Abdominal Curl Test

- Provide a mat for comfort during test
- The client lies supine with knees bent to 90 degrees
- Straight arms by side with palms facing down
- A line marked three inches away from tips of fingers in resting position
- The test aims for the total number of completed abdominal curls where fingers reach the line or beyond

Male results			
Classification	**<35 years**	**35-45 years**	**>45 years**
Excellent	60	50	40
Good	45	40	25
Fair	30	25	15
Poor	15	10	5

Female results			
Classification	**<35 years**	**35-45 years**	**>45 years**
Excellent	50	40	30
Good	40	25	15
Fair	25	15	10
Poor	10	6	4

Flexibility Testing

Flexibility is defined as the range of motion in a joint or group of joints. It is also the ability to move joints effectively. There are a number of ways in which the instructor can test flexibility and the most common within the fitness industry is the sit and reach test.

As with all fitness tests, the ability of the client to perform should be evaluated before the test is carried out. This particular test will involve a significant amount of spinal flexion, therefore if a client has experienced a back condition in the past, the test should be administered with caution.

Sit And Reach Test

This test predominately assesses the flexibility of the hamstrings and lower back, however there can be a significant amount of movement through the shoulders as the client leans further forward and stretches the arms along the surface of the sit and reach box.

1. The client should warm-up before attempting the test

2. The client removes shoes and any clothing that will restrict their joint movement

3. Their feet should be placed against the vertical board with straight legs and back

4. The client slowly reaches forward maintaining a straight back for as long as possible

5. Instructor records the distance at the point where the client starts to flex their spine.

6. This is a measure of hamstring flexibility.

Client continues to reach forward as far as possible stretching fingers to the furthest point on the sit and reach box. This is a measure of hamstring and lower back flexibility. Please see the normative sit and reach data below:

	Males		Females	
Rating	**(inches)**	**(cm)**	**(inches)**	**(cm)**
Excellent	> 28	> 70	> 24	> 60
Very good	24 - 28	61 - 70	20-24	51 - 60
Above average	20 - 24	51 - 60	16 - 20	41 - 50
Average	16 - 20	41 - 50	12 -16	31 - 40
Below average	12 - 16	31 - 40	8 - 12	21 - 30
Poor	8 -12	21 - 30	4 - 8	11 - 20
Very poor	< 8	< 21	< 4	< 11

General Training Practice

Communicating Clearly And Effectively

Communication is a key skill that all instructors need to master. During any working day, an instructor can expect to communicate with a host of people regarding any number of subjects and he will be judged on his ability to communicate effectively. There are several aspects to consider if communication is going to be effective:

- **Listening:** Effective communicators must be good listeners. Listening is a skill and while most people can hear, not everybody listens! Instructors should engage in "active listening" which means doing more than just hearing but also looking for the meaning behind the words being spoken so that the message can be clearly understood. Active listening should also be accompanied by good observation as much of the information we communicate is non-verbal. In the gym environment, this means watching exercise technique, facial expressions, paying attention to the tone of voice, observing posture and maintaining an appropriate amount of eye contact. As gyms can be noisy places, these non-verbal forms of communication are even more important. Non-verbal communication is often considered un-censored which means an observant instructor can obtain valuable information about a client that exceeds the words they are hearing.

- **Building rapport:** People like people that are like themselves. That tongue-twister helps to explain the importance of building rapport with a client. Building rapport will make communication much easier as both parties will be more engaged and attentive. To build rapport, consider the following:

  Body language: body language should communicate attention and interest and not boredom or lethargy. For example, an instructor should maintain appropriate amounts of eye contact, use nods and gestures to show understanding, lean toward a client to show attentiveness while all the time respecting and maintaining an appropriate distance so as not to invade the client's personal space. Crossed, arms, slouching, looking away and not making eye contact are all examples of poor body language.

- **Show empathy:** empathy should not be confused with sympathy; where sympathy means feeling sorry for someone, empathy means seeing something from someone else's perspective or point of view. This will make it easier to make sense of what the client is saying and make the relationship more positive and supportive.

- **Be accepting**: it is important not to judge a client's point of view but, instead, accept it even if you do not agree with it. Being judgemental will only place a strain on the working relationship.

- **Provide support:** an instructor should show a willingness to help the client to achieve their goals by offering praise and support. This will help the client feel as though they are not "going it alone". Ideally, the client and instructor should feel they are part of a team, both of whom have the same goals.

- **Facilitating responses:** In order to get the most out of communicating with clients, an instructor will sometimes need to facilitate responses. This basically means encouraging a client to share information pertinent to their goals and lifestyles by using specific communications strategies.

- **Paraphrasing and summing up:** this means using your own words to repeat what the client has said. This shows understanding and also gives the opportunity for clarification. Summarising salient points is another way of showing understanding. The client should then be given the opportunity to agree or disagree with the information being summarised.

- **Clarifying:** rather than simply assume they have understood, instructors should clarify the information they receive from the client and also check if the client needs clarification of anything said by the instructor. For example, if the instructor tells their client to "maintain neutral spine", does the client know what that means or does the instructor need to clarify?

- **Silence:** not saying anything puts the onus for communication on the client. This is especially useful when asking questions. Additionally, silence gives the client an opportunity to speak, ask questions or express concerns, something they cannot do if they are not given the opportunity to speak. The expression "We have two ears and one mouth so that we can listen twice as much as we speak" is especially relevant to fitness instructors.

- **Explaining the reasons behind questions:** when discussing sensitive issues, instructors should always be prepared to explain their line of questioning. If you are unable to justify your question, you probably shouldn't be asking it.

HOWEVER, INSTRUCTORS SHOULD AVOID:

- **Using jargon:** the fitness industry is littered with jargon, slang and abbreviations which mean very little to non-instructors and especially beginner clients. Avoid using terms that the client will be unfamiliar with so as not to exclude them in any way. They may not feel comfortable asking for an explanation.

- **Jumping to conclusions:** while it is tempting to make deductions based on incomplete information, it is never a good idea to "jump the gun" and give information or advice until all the facts have been revealed. Avoid making assumptions and, instead, get all the relevant information before acting.

- **Giving input that exceeds their level of qualification:** because of health and safety, ethics, and the code of professional conduct, it is essential that instructors do not exceed their level of qualification. For example, a fitness instructor – no matter how well-meaning – is not qualified to give advice on the management of medical conditions. Doing so would be unethical and could harm the instructor's and the organisation's reputation and even harm the client.

Good Personal Conduct

Good personal conduct covers several concepts and means different things to different people. At the root of personal conduct is the concept of behaving in a way that will not bring the instructor or the organisation into disrepute or, in other words, behaving professionally.

Professional appearance: The clothes you wear and your personal grooming should be consistent with the image you want to portray or that of the organisation. A professional appearance presents a professional first impression and includes things like wearing a uniform, making sure the uniform is clean and pressed, wearing a name badge and otherwise being clean and tidy.

Punctuality: Turning up on time is a sign of professionalism and shows that you care enough to make an effort. Lack of punctuality suggests that you believe your time is more important than the people who are waiting for you. Lateness looks bad on behalf of the instructor and organisation and strategies should be developed to ensure punctuality such as getting up earlier or catching an earlier bus.

Integrity: Having good integrity means having and living by a high moral code, being honest and reliable. People of good integrity are trustworthy, law-abiding and professional. Dishonesty, gossiping, treating people differently because of their race or beliefs are all examples of behaviour that lacks integrity.

Walking the walk: While instructors do not have to be champion athletes or fitness models, they should at least practise what they preach if they are to be taken seriously. That means that they should exercise regularly and follow a healthy diet if, for no other reason, it makes it easier to empathise with clients.

Developing A Customer-Friendly Attitude

Placing the customer at the centre of any organisation or business is the key to developing a customer-friendly attitude. Too many organisations see customers as “a necessary evil” rather than their sole reason for existence.

Developing a customer-friendly attitude must start with initial contact as first impressions are usually very long-lasting impressions. A smile and a warm, sincere greeting will go much further than a scowl and a grunt.

If you have to deal with a complaint, make sure you:

- Listen to the complaint and take ownership of it
- Always be polite
- Keep calm and do not enter into an argument
- Record the complaint and inform the relevant persons or services
- Offer to be a point of contact for the client
- Advise the client of possible solutions or available alternatives if possible
- Provide reassurance to the client that their complaint is being investigated
- Feed back to the client once the complaint has been dealt with

All complaints should be dealt with in a timely fashion and any delays in processing the complaint should be communicated to the client as soon as possible. Keeping the client “in the loop” can go a long way to demonstrating a high standard of customer care and turning an otherwise negative situation into a positive one.

Dealing with complaints can be hard, especially if the client becomes angry. In this situation it is essential that you remain calm, do not match their angry language or behaviour, avoid being confrontational and use assertive rather than aggressive language.

Aggressive language

- “Don’t speak to me like that.”
- “With an attitude like that, how can I help you?”
- “Stop swearing at me or I will put the phone down.”

Assertive language

- “I would prefer it if you did not speak to me that way.”
- “I understand your frustration. Please calm down so that I can help you.”
- “If you continue to swear I will not be able to continue this conversation.”

Every organisation should have a pre-set procedure for handling complaints which all members of staff are aware of, are trained in and should use if they have to deal with one. Of course, the best way to avoid complaints is to practice a very high level of customer care in the first place.

Despite doing this, things can and do go wrong so it is essential that complaints are dealt with properly and professionally and to both parties satisfaction. Treat every complaint as an opportunity to go the extra mile for your customers.

Respect Of Personal Barriers And Boundaries

Relationships exist within a framework of boundaries that both parties must respect and while legal boundaries are clear cut and so too are the rules of Sport, relationship boundaries are harder to discern.

Boundaries within the role of a fitness instructor include touching and when it is justified i.e. when spotting, discussing things that are outside of the instructor's professional remit i.e. the client's personal life, either party making unwanted sexual advances or any other behaviour that either party finds uncomfortable or upsetting.

Situations that may violate boundaries include giving a client a hug when they meet a fitness goal or accepting a gift from a client.

When considering professional boundaries, an instructor should use the following phrases and create your own code of conduct by completing these phrases:

- A professional fitness instructor always...
- A professional fitness instructor never...
- The limit of a professional fitness instructor's role is determined by...
- When working with a client, it is a professional fitness instructor's business to...
- When working with a client, it is a professional fitness instructor's business not too...
- Good rules for a professional fitness instructor to follow to ensure they do not allow clients to step over professional barriers are...

Instructional Skills

While fitness instruction is a rewarding and enjoyable job, instructors can make a much greater impact and form more lasting, positive relationships if they hone their instructional skills.

Instructional skills include knowledge of all things pertaining to fitness and exercise within the confines of their level of qualification but also include several other factors. Like knowledge can be gained, these other skills can also be practised and developed.

- **Be professional:** By adopting high standards in conduct and ethics, an instructor will enhance his professional standing and reputation and that of the organisation he represents.
- **Be patient:** Working with beginners and those less skilled requires patience as progress can be slow. Impatience can be off-putting for a client.
- **Be compassionate:** understand a client's needs, wants and expectations.

- **Be sensitive:** Understand that others have a valid point of view and opinions and preferences that should be respected.
- **Be punctual:** Frequent lateness does nothing to enhance professionalism and shows a distinct "don't care" attitude.
- **Be honest:** Not telling the truth is not an acceptable aspect of any code of professional practice.
- **Be reliable:** Make sure that all commitments are met.
- **Be motivational:** Never fail to provide encouragement and positive feedback.
- **Be enthusiastic:** It might be your fifth session of the day but the client still needs to be made to feel motivated. Enthusiasm is contagious but so too is lethargy.
- **Have a sense of humour:** Have fun while doing your job; maintaining a light-hearted approach will often achieve the best results but make sure that professionalism is always maintained.

- **Be approachable:** Customers, who are all potential clients, should feel comfortable coming to you to ask questions.
- **Become a role model:** Practice what you preach if you want to be seen as a professional and so clients are comfortable looking to you for guidance.
- **Be self-confident:** Good leaders and teachers are always self-confident; something that develops over time. Do not be over-confident though as that can turn many people off.
- **Maintain client confidentiality:** Never discuss the personal details of your clients with third parties unless you have the express permission of the client, preferably in writing.
- **Develop good communication skills:** Without good communication skills you will be unable to effectively instruct or build solid working relationships with clients and colleagues.
- **Be organised:** Plan exercise sessions in advance, keep a day-to-day diary, arrive early to set up, prepare your uniform the night before; being organised means thinking ahead.
- **Be adaptable:** While being organised is essential, even the best plans can go awry. Develop plans and systems so you are always prepared for the unexpected, for example, have alternative exercises is mind in case the gym is very busy.
- **Be empowering:** Educate your clients so they can become self-sufficient if they want to.

Ethics

A code of ethics is designed to ensure that no harm is done to a client. Harm can mean physical or emotional. This means that a code of ethics governs professional behaviour and ensures high standards are set and met for all aspects of a professional's responsibilities.

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- A code of ethics will guide professionals in their day-to-day work and help them make the right decisions and breaking these codes will result in a disciplinary measure being taken against said professional. A professional who breaks the code of ethics of his or her organisation can expect a reprimand or even dismissal even if no laws have been broken.

MOST ETHICAL CODES CAN BE SUMMARISED BY SEVEN PRIMARY PRINCIPLES:

- Professionals will cause no harm to clients
- Clients have the right to choose their own direction
- Professionals should be faithful to their clients, their profession, their organisation and themselves
- Professionals should be fair and just to all clients and be non- discriminatory in all their actions
- Professionals should promote their client's welfare and be of benefit to them
- Professionals should treat all clients with fairness, dignity and respect
- Professionals should maintain clear and unwavering professional boundaries

The Register of Exercise Professionals

REPs state that:

"Exercise professionals will be respectful of their customers and their rights as individuals".

The Chartered Institute for the Management of Sport and Physical Activity

CIMSPA state that they are:

"Shaping a recognised and respected sport and physical activity sector that everyone wants to be part of.".

ADHERING TO THIS PRINCIPLE MEANS THAT INSTRUCTORS MUST:

- Respect individual differences and diversity.
- Challenge discrimination and unfairness.
- Practice discretion when dealing with confidential client information.

In summary, when dealing with clients, a professional instructor should treat all clients and customers equally, fairly and with the highest standard of customer care irrespective of race, colour, religion, age, nationality, ethnic origin, educational achievement, sex or sexual orientation, marital or parental status, disability, political views or socio-economic class.

Doing so ensures the instructor and the organisation are operating within the legal framework of the Sex Discrimination Act of 1975, Race Relations act of 1976 and amendment of 2000, the Disability Discrimination Act of 1995, the Sexual Orientation Regulations of 2003 and the Religion or Belief Regulations of 2003.

Developing Change

Supporting Clients to Adhere to Exercise/Physical Activity

While a not insignificant percentage of the exercising population is self-motivated, a large number of people find maintaining or even starting a program of exercise or physical activity very difficult. Established exercisers can also suffer periods of low motivation and may drop out of exercise.

Adhering or sticking with an exercise program can be challenging however it is important to understand that fitness instructors can and must support their clients so that they maintain their fitness regime.

For many exercisers, enthusiasm is highest when starting a new fitness routine or regime; the novelty aspect of going to the gym or starting a new exercise class is all the stimulus they need. However, as time passes and the novelty effect wears off, self-motivation can wane.

Self-motivation can come from several sources:

- Persuasion by respected authority e.g. directed to exercise by doctor
- Observation of others e.g. seeing positive changes in an exercising spouse
- Physiological feedback e.g.clothes feel tight, unflattering photos, feel unfit
- Successful performance e.g. seeing weight loss goals realised
- Enjoyment e.g. the feelings of wellbeing associated with exercise

People with low levels of self-motivation will often seek guidance from fitness instructors and personal trainers; however, it is important that clients also take personal responsibility for their own fitness and motivation.

While skilled fitness professional can develop effective training strategies and give good dietary advice, the client has to put this information into action; not just for the two or three hours they spend with the instructor but for days, weeks, months and years.

If the client is overly reliant on the instructor, they are much less likely to develop independence and adhere to the exercise program. They may even blame the instructor for lack of progress when, in fact, it is their own lack of personal responsibility that is the issue.

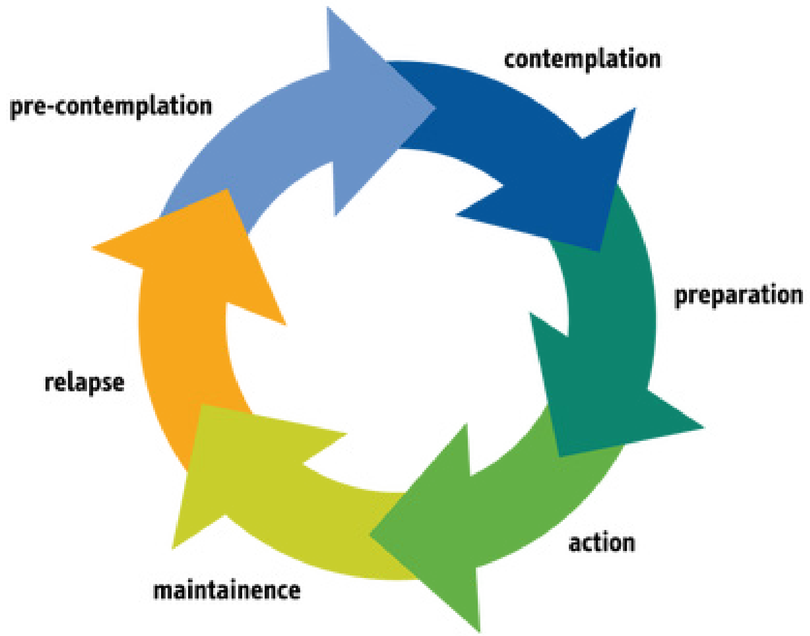
For example, the best workout in the world will be ineffective if the client does not get enough sleep. If they are under too much stress or if they participate frequently in activities outside of the gym that are counter-productive to their goals. However, despite their lack of personal responsibility, the instructor still may be the one who is blamed for the lack of progress.

Ultimately, an instructor can only show a client the way; the client has to do the work and the decision to change must lie with them.

The Stages of Change Model

(A.K.A The Transtheoretical Model of Change)

Making the move from non-exerciser to self-motivated exerciser can be challenging, as can any significant change in behaviour. The stage of change model illustrates the process a person goes through when looking to modify their current behaviour or adopt new behaviours. It is important that an instructor can identify which stage of change their client is in so that they can provide the right level of support at the right time.



Transtheoretical Model of Change
Prochaska & DiClemente

Pre-Contemplation

This stage describes a client who is not actively thinking about making a change i.e. they have no meaningful thoughts about starting an exercise program of changing their diet. At this juncture, an instructor should be prepared to provide educational information on the benefits of exercise and a healthy diet and answer any questions that may arise. The instructor should also be a suitable role model.

Contemplation

This stage describes when an individual gives serious consideration to starting an exercise program or diet in the next six-months but who is currently inactive. At this stage, an instructor should help the client identify suitable goals, activity options and try to stimulate interest to encourage the client to make a start. During this stage, clients usually know that exercise is “good for them” or that they “need to lose weight” but are often unsure how to move forward.

Preparation

During this stage, plans are made to facilitate change e.g. checking out gyms in the local area, joining a gym, buying new workout clothing, writing shopping lists for healthy, nutritious food or booking an appointment with a personal trainer. At this stage of change, an instructor should give more advice on the options available and work to keep the client enthused.

Action

This stage describes a client who is actively involved in exercising. After a few weeks they will start to see changes in their fitness, performance and/or appearance but, after these initial changes, may reach a plateau. At this stage, because of the novelty factor, motivational levels are normally very high but the "exercise habit" may yet to have become firmly established. It is important an instructor not only focuses on results at this stage of change but also client enjoyment.

Maintenance

An instructor's job at this stage is to maintain client enthusiasm by reinforcing goals and monitoring exercise adherence. The instructor may also use one or several motivational strategies such as fitness diaries and progress checks. It is during this stage that a client may drop out of exercising as self-motivation can be difficult to maintain.

Relapse

Hopefully, most exercisers will remain in the "maintenance" stage but some will drop out of exercise and revert to their previously inactive lifestyle. At this juncture, an instructor must be supportive, non-judgemental and also investigate the cause of the relapse. A relapse can be temporary i.e. a few days or weeks of missed exercise, or permanent. The instructor should offer encouragement to the client to get back into exercise while avoiding the cause of the relapse.

Reasons For Exercising

People exercise for a wide variety of reasons and knowing why your client is exercising means that an instructor will:

- Be able to design an appropriate program of exercise.
- Know what makes the client "tick"; information that can be used in maintaining motivational levels.

EXAMPLES OF WHY PEOPLE EXERCISE INCLUDE:

- **Enjoyment –** Some people simply enjoy exercise. Exercise results in an increase in endorphin production; endorphins being the body's natural feel-good hormone. People with otherwise sedentary jobs often enjoy the opportunity to be physically active.
- **Health and well-being –** More and more people are becoming aware of the health benefits of exercise and that exercising can help ward off many of the medical conditions associated with modern living. People who exercise also tend to have more energy and, in the case of older people, retain or regain strength, balance, coordination, mobility and fitness.
- **Appearance –** Gaining muscle, increasing muscle tone, improving posture, improving body composition; many people exercise specifically to look better. An improved appearance is frequently linked to improved self-image and better self-esteem.
- **Weight control –** With a very large and ever-growing percentage of the population overweight or even obsess, many people exercise to lose weight or to prevent weight gain.
- **Social/fashion status –** Some people exercise simply because "it's the in-thing to do". It may be a social status to work with a particular trainer, follow a certain workout, play a certain sport or be a member of a specific fitness club.

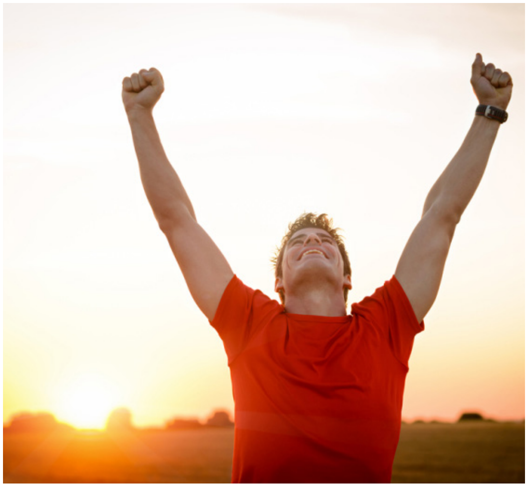
- **Rehabilitation –** Following an illness or injury, exercise can help restore full fitness and is normally an important part of the recovery process e.g. after a back injury. Once the rehabilitation process is complete, some participants may continue with their exercise program to prevent a recurrence of the initial medical issue.

- **General fitness –** Some people take up exercise simply because they want to develop a basic level of strength, cardiovascular endurance and flexibility or to lose some fat. Other than “looking better and feeling fit” they have no specific fitness or performance goals.

- **Improved sports performance –** Anyone involved in sport will probably engage in a fitness routine designed to improve their sporting performance. Any such program must specifically address the demands of the sport.

- **Personal satisfaction –** For many people, the process of exercising and reaching fitness goals can be very rewarding. They are motivated by personal challenges but have no desire to compare their performance to anyone else and, as such, are not involved in any formal sports.

- **Job requirement –** Several forms of employment require a basic, good or even advanced level of fitness including working in the fire service or military or working as a manual labourer. Like training for sport, programming must specifically address the demands of the job.



Drop Outs

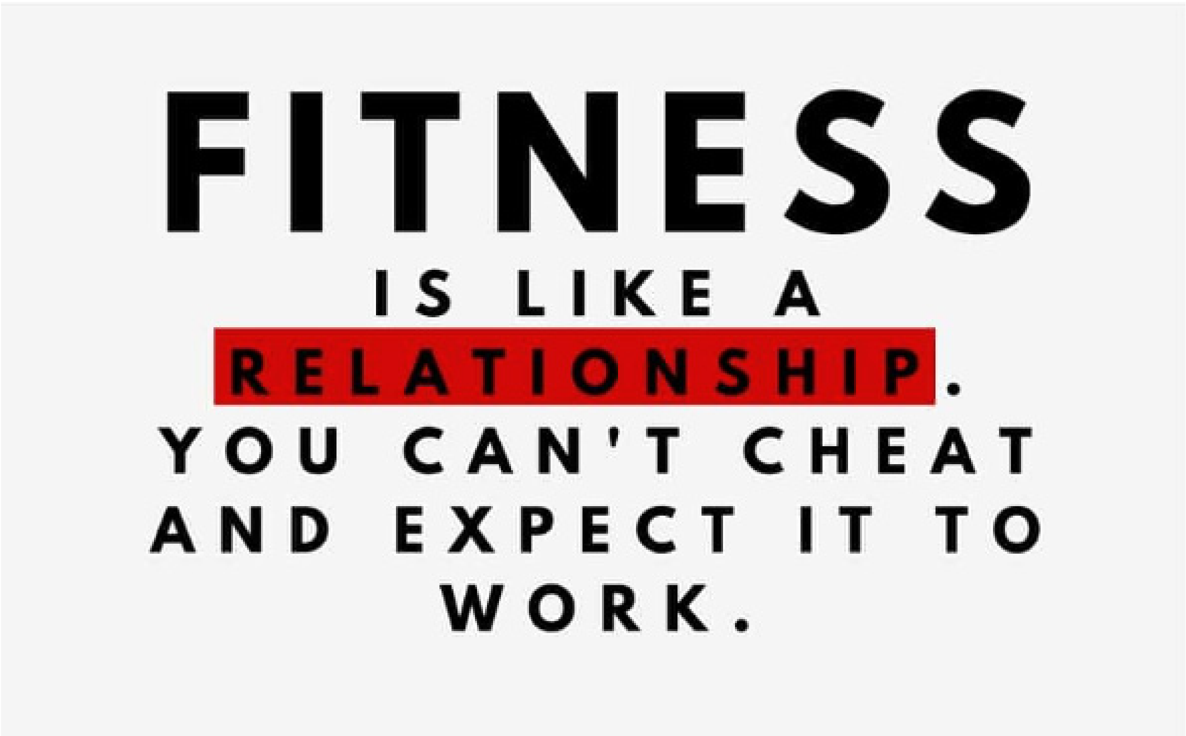
Why Do People Drop Out Of Exercise?

Despite their best intentions, a percentage of exercisers all too quickly drop out of doing exercise. In fact, many gyms have large memberships made up of paying but inactive members. Go to any gym early in the New Year and you will see lots of new, enthusiastic members exercising hard. However, revisit that same gym three-months later and as many as 70% will have dropped out.

There are several often-quoted reasons why people drop out of exercise:

- Boredom.
- Lack of improvements.
- Weight loss is slow or plateaus.
- Poor instruction.
- Lack of support.
- Loss of motivation.
- Poor facilities.
- Expense.
- Lack of time.
- Unable to break old, unhealthy habits such as smoking.

While all of these reasons are valid, many can be overcome and need not be the cause of exercise dropout. A good instructor should, given the opportunity, be able to pre-empt or address these and most other reasons for exercise dropout.



Encouraging Exercise Adherence Through Goal Setting

One of the most effective tools available for encouraging exercise adherence is goal setting. Ideally, goal setting should be used as a preventative measure before motivation begins to wane. Goal setting is an excellent strategy that helps enhance motivation and adherence by establishing targets and then working toward them. Goal setting is used in business, in sports, for behavioural change and in exercise and fitness.

> **SETTING GOALS IS THE FIRST STEP IN TURNING THE INVISIBLE INTO THE VISIBLE.**

GOAL SETTING WILL:

- **Develop persistence –** sustain effort until the goal is reached
- **Focus attention –** keep the individual's thoughts focused on what they are trying to achieve
- **Mobilise effort –** direct the intensity of effort toward certain tasks or outcomes
- **Promote strategic planning –** reaching a goal requires long-term planning and organisation

DESPITE BEING VERY EFFECTIVE, MANY PEOPLE FAIL TO SET GOALS. REASONS FOR NOT SETTING GOALS INCLUDE:

- Some people do not see the value of goal setting
- They do not know how to set goals
- There is a fear of failing to reach goals
- They do not know what they want to achieve or have so many or such lofty goals they don't know where to start

The Consultation Process and Business for Personal Training

Consut and Communicate
What is GDPR?

The General Data Protection Regulation, more commonly referred to as GDPR, is a legal framework set by the European Union (EU) which sets the guidelines for the way that businesses collect and process personal information.

Even if you don't think you're 'processing' data, under this law any storage or transfer or data counts as processing.

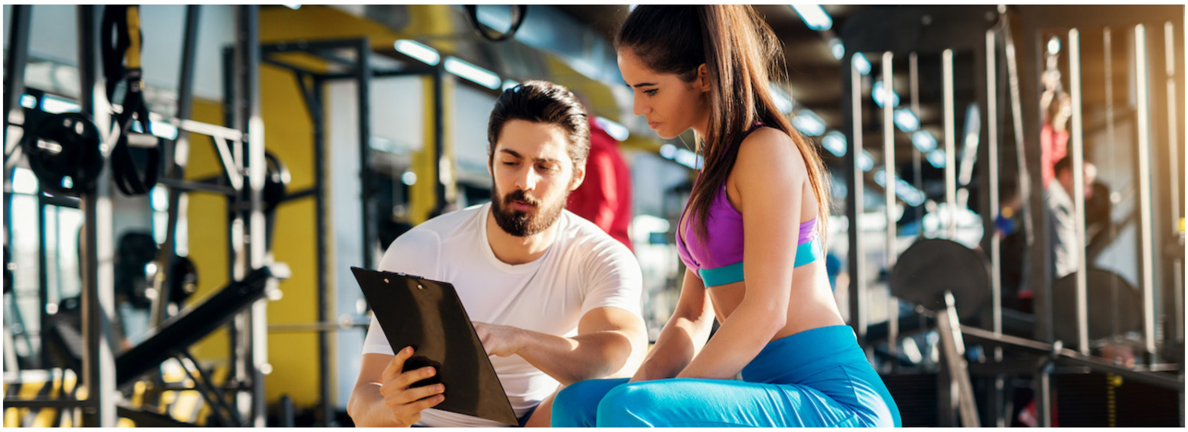
Although GDPR is an EU law, understanding GDPR is still important for anybody with a personal training business, even if that business is outside of the EU. So if you're thinking that this won't be relevant to you post-Brexit, unfortunately, that's not the case. Confused about why GDPR still applies to businesses based outside of the EU? Don't worry, all will be explained.

We're also going to discuss more regarding exactly what GDPR is and how it affects your personal training business, so stick with us!

But before we get into GDPR for fitness professionals properly, here are a couple of important definitions:

- **Controller:** The ICO defines a controller as the person(s) who determines the purposes and means of processing personal data.
- **Processor:** A person(s) responsible for processing personal • data on behalf of a controller.
- **Data Subject:** According to eugdprcompliant.com, a data subject is any person whose personal data is being collected, held or processed. When we're discussing GDPR for personal trainers, the data subject will usually be a client.
- **Personal Data:** Any piece of information that can be used to identify an individual.

GDPR For Fitness Professionals Explained



GDPR came into place in May 2018. It was introduced to update the laws and regulations around data privacy, and it was intended to deal with long-standing legal questions around the collection of personal data, particularly data collected online, and how that data is used.

The Data Protection Act 2018 is the UK's implementation of the General Data Protection Regulation (GDPR). It controls how personal information is used by organisations, businesses or the government.

When the GDPR was put into place, the definition of 'personal data' was expanded. This change means that 'online identifiers', like IP addresses and cookie identifiers, are now considered as personal data.

Personal data includes the following:

- **Full name**
- **Email address**
- **An identification number, e.g. National Insurance**
- **Location data, e.g. your address or mobile GPS data**
- **Online identifiers**
- **This is not a definitive list because the GDPR defines personal data as any piece of 'Personally Identifiable Information'. Basically, any information that can be used to identify an individual should be collected, stored, and processed in a way that complies with GDPR.**

Everyone responsible for using personal data has to follow strict rules called 'data protection principles'. They must make sure the information is:

- **Used fairly, lawfully and transparently**
- **Used for specified, explicit purposes**
- **Used in a way that is adequate, relevant and limited to only what is necessary**
- **Accurate and, where necessary, kept up to date**
- **Kept for no longer than is necessary**
- **Handled in a way that ensures appropriate security, including protection against unlawful or unauthorised processing, access, loss, destruction or damage**

DOWNLOADABLE RESOURCE AVAILABLE

ON LEARNING PLATFORM

This guide explains the General Data Protection Regulation (GDPR) to help organisations comply with its requirements.

Under the Data Protection Act 2018, people have the right to find out what information the government and other organisations store about them. These include the right to:

- **Be informed about how personal data is being used**
- **Access personal data**
- **have incorrect data updated**
- **Have data erased**
- **Stop or restrict the processing of your data**
- **Data portability (allowing people to get and reuse their data for different services)**
- **Object to how personal data is processed in certain circumstances**

There are also rights when an organisation is using personal data for:

- **Automated decision-making processes (without human involvement)**
- **Profiling, for example, to predict a person's behaviour or interests**

Collecting Nutritional Information

Nutrition is a sensitive subject for many people because many attitudes to nutrition are based on familial traditions and are likely to have had a major impact in the client's health and appearance. Because of this, any discussions about nutrition have to be conducted on a very open, honest, professional, non-judgemental and empathetic basis.

Unlike exercise which happens in front of the personal trainer's eyes, nutrition happens outside of the trainer's supervision and so the client must be encouraged to be 100-percent honest about the food they eat and they will only do this if they feel they are in a safe environment.

Personal trainers have several methods at their disposal for gathering information about their client's eating habits but before using any of these methods, the trainer should obtain written and signed "informed consent" stating that the client is happy to share what is often personal information. Once informed consent has been obtained, the trainer may then use some or all of the following:

- **Questionnaires e.g. lifestyle, nutritional, medical PAR-Q**
- **Completed food diary**
- **Interview/consultation**
- **Short and long-term observation**
- **Goal-setting**
- **Assessments/tests**

To be able to give well-developed information and advice, it is essential that the trainer gets "the full picture" from their client so that no incorrect assumptions are made. This will also ensure all advice given is individualised to the client's wants and needs. This is often best done in an interview/consultation during which all relevant information can be collected.

When gathering information through the interview the personal trainer should:

- **Communicate clearly so that information shared is understood by the client.**
- **Generate enthusiasm and motivation for change**
- **Avoid being judgemental and be aware that the trainers beliefs and opinions might not be the same as the client's.**
- **Understand the constraints placed on the client by familial commitments, religious practices, employment and cultural practices.**
- **Try to foresee any obstacles that may reduce adherence to nutritional changes and investigate potential obstacles tactfully using appropriate questioning.**
- **Provide a variety of options so that the client is free to choose the option they prefer the most and ensure all information is aligned to the goals of the client.**

Using Questionnaires

Questionnaires provide a convenient way to gather information and can serve as the "springboard" for a subsequent consultation during which answers can be more fully explored.

Questionnaires can help identify:

- Time available for purchasing food and preparing meals
- Perceived barriers to behavioural
- Employment, social and familial commitments
- Level of client commitment
- Any potential support network
- Social habits and activities that may help or hinder
- Any health or dietary problems that may require more specialist help

Using Food Diaries

Food diaries are arguably the most effective way for a trainer to gain information about their client's nutritional habits. Time should be spent explaining the importance of the food diary and how to use it so that the information gathered is as useful as possible. Consider these points when using a food diary:

NB: For accuracy, complete the food diary after each meal rather than the end of the day

- **Record accurately what was eaten**
- **Identify amounts eaten**
- **Identify food brands wherever possible**
- **Note time of intake**
- **Note fluid intake**
- **Note what/when exercise or physical activity was done**
- **Assess energy, mood and mental clarity 1-2 hours after each meal**

Once the information has been collected, it needs to be analysed and interpreted so that feedback can be given.

The following information is amongst the most important:

- **Amount of fat in the daily diet**
- **Quality and types of fat consumed**
- **Sources and ratio of omega threes and omega sixes**
- **Timings of meals throughout the day**
- **Quantity and quality of fluid intake per day**
- **How food fits in with exercise, work and familial commitments**
- **Conscious or subconscious eating patterns**
- **Alcohol habits and intake**
- **Sources of trans fats**
- **Supplement use**
- **Amount of carbohydrates consumed per day**
- **Frequency of carbohydrate consumption**
- **Types of carbohydrate consumed i.e. refined vs unrefined**
- **Energy, mood and mental clarity in response to carbohydrate intake**
- **Amount of fruit and vegetables consumed**
- **Variety of fruit and vegetables**
- **Amount of protein consumed per day**
- **Quality of protein consumed**
- **Frequency of protein consumption**
- **Energy, mood and mental clarity in response to protein intake**

Consultation Conditions

Communication

The key to a good consultation is communication. Without good communication is very difficult to establish a professional relationship which will undermine not just the initial consultation but the changes that need to be implemented over the coming weeks and months.

Good communication means different things to different people and as there are several forms of communication for the trainer to use, he/she must endeavour to use the one that is most suited to the client's needs

Nutritional principles can often be very complex and the trainer must be able to convey these principles to the client so that they can understand how these principles are to be implemented. It's all well and good the trainer knowing the principles, if they cannot convey them to the client then the information is all but wasted.

Good communication is essential for getting new clients and keeping current ones as it is vital for building rapport. With rapport established, the trainer will be much better able to enthuse, educate, coach, encourage, correct, understand, question and enjoying spending time with a client.

Good relationships go hand-in-hand with good communication. A solid, professional relationship is one of mutual respect and can only be built with good communication.

Conditions That Promote An Effective Consultation/Interview

To facilitate an effective consultation, a trainer must pay attention to the following:

The Room

- **Comfortable, bright, airy, appropriate temperature**
- **No barriers i.e. both sit on the same side of a table/desk**
- **No prominent clocks**
- **No loud noises or distractions, the conversation should not be overheard**
- **Comfortable chairs that are angled slightly for easy eye contact but not directly facing – 45-degrees is ideal**

The Consultant

- **Genuine, interested, open minded, knowledgeable**
- **Have unconditional regard and respect for the client**
- **Posture and body language should be open, friendly and welcoming**
- **Use active listening skills to show he is fully engaged in the process**
- **Encourage the client to "open up"**
- **Be prepared to facilitate the consultation by asking relevant questions but leaving gaps for the client to answer**

The Consultation

- **Should be organised but unhurried**
- **Follow a structure and be led by the trainer**
- **Relevant responses recorded**
- **Considered confidential**

Insurance for Personal Trainers

Insurance

It is an essential part of setting up your business as a personal trainer to have appropriate insurance. Whether you are free-lancing and working in someone's home or working for a gym chain, we have you covered, pun intended!

If you are unsure why personal trainers need insurance, it would be like driving without having insurance, it will leave you financially vulnerable and depending on the type of insurance you opt to get, the policy can protect in the following instances:

1. Injury / Illness to you and against clients

2. Damage or loss of gym equipment / property

3. Claims of harassment

4. Claims of professional negligence

Not all insurance is the same, you must ensure the type of insurance you choose is suitable for your circumstances. You want to ensure that you are adequately covered whilst paying a reasonable amount.

Personal Trainer Liability Insurance

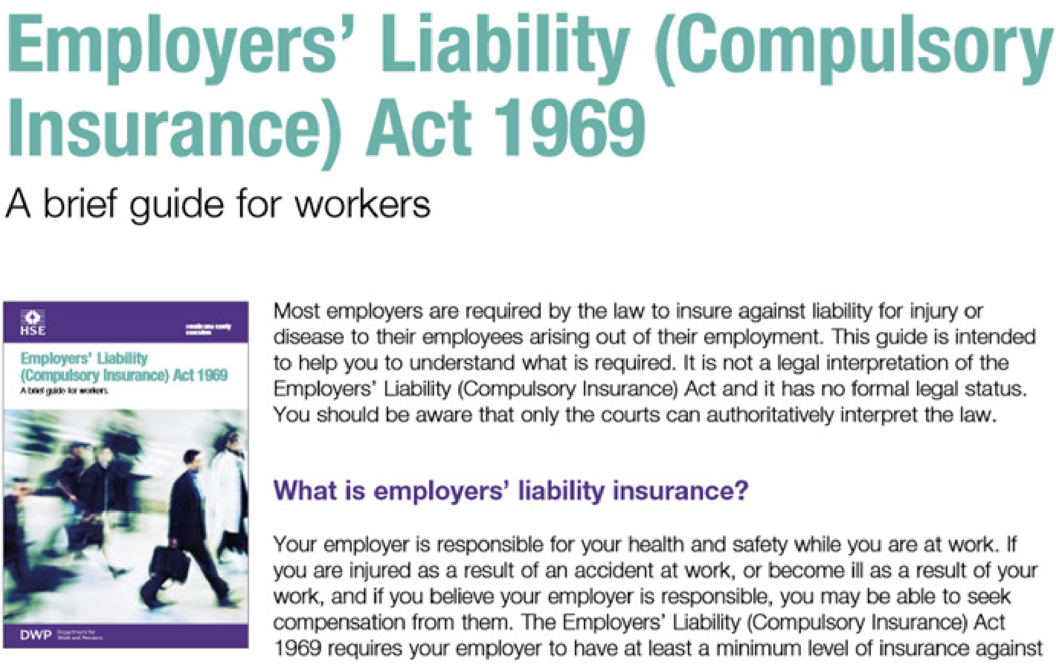
Personal Trainer liability insurance is a must! Liability insurance covers the personal trainer against claims made against them. This could be for a whole series of events such as equipment failure, harassment or poor nutritional advice to name a few.

Personal Trainer liability insurance is the absolute bare minimum required to operate as a personal trainer.

Liability insurance is broken down into two categories:

- **Employer**
- **Public liability**

Employer Liability Insurance



Employers' Liability (Compulsory Insurance) Act 1969

A brief guide for workers

Most employers are required by the law to insure against liability for injury or disease to their employees arising out of their employment. This guide is intended to help you to understand what is required. It is not a legal interpretation of the Employers' Liability (Compulsory Insurance) Act and it has no formal legal status. You should be aware that only the courts can authoritatively interpret the law.

What is employers' liability insurance?

Your employer is responsible for your health and safety while you are at work. If you are injured as a result of an accident at work, or become ill as a result of your work, and if you believe your employer is responsible, you may be able to seek compensation from them. The Employers' Liability (Compulsory Insurance) Act 1969 requires your employer to have at least a minimum level of insurance against

When evaluating what insurance is required as a personal trainer, you must consider the source!

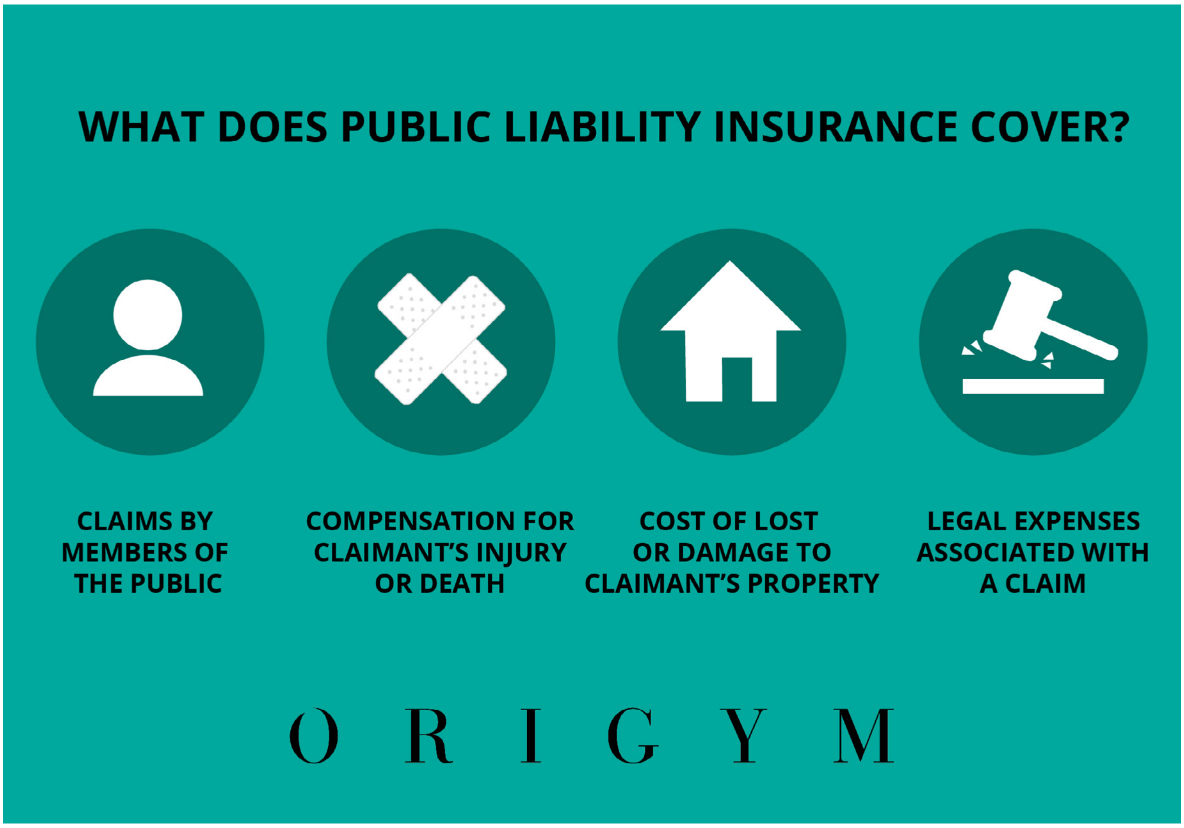
Many insurance websites promote employer liability insurance to personal trainers as they see you as a "business owner". In most instances this is not the case as personal trainers tend to be sole traders and do not employ anybody else.

Employer liability insurance is for businesses to protect the employer from claims made against them if their employees sustain illness or injury as a consequence of working for you.

Employer liability insurance for personal trainers is required however if you decide to employ another member of staff, even if they are voluntary, start your own studio or gym. It then becomes a legal requirement for you to have employer liability insurance as a gym owner for example.

Public Liability Insurance

Public liability insurance for personal trainers is what we recommend to all our graduates. It covers you for claims in relation to third parties. This could be a claim made against you by a client for giving them incorrect nutritional advice that caused an adverse effect on their health, or by a gym for damaging their leg press machine when you were using it with a client.



Professional Indemnity Insurance

Professional indemnity insurance for personal trainers covers you if a client feels they received poor advice or guidance and wants to make a claim. Even if you have done nothing wrong and you have operated in a professional manner, there is still a chance that someone may make a claim against you. Defending yourself in court can be a costly affair, even when you are in the right. Having professional indemnity insurance will protect you from this.

When asking yourself what insurance you need as a personal trainer (UK), you should select a package that includes professional indemnity insurance.

Should I declare extra fitness qualifications I gain?

Yes!

Let's say you recently qualified as a personal trainer and then purchased a development course such as a 'Kettlebell Training' CPD. You must ensure that your insurance covers you for this newly acquired qualification.

You will notice that most demographics and types of training are covered within your insurance package, but it is always advisable to check prior to engaging with the general public.

Does my Personal Trainer Insurance Cover Classes?

Most personal trainer insurance packages will cover the majority of mainstream classes such as Zumba, spin, bootcamps etc. Normally, the insurance company can provide you with a list of classes that your package will cover so that you can make sure that you are sticking within the remits of your policy. Always check your policy cover.

Does my Personal Trainer Insurance Cover Me Overseas?

If you are thinking about operating online or offering face to face personal training overseas, then you need to specifically add 'personal trainer insurance overseas' into your insurance package. Most Insurance providers will not stretch outside of the UK, unless you specifically request it. Additionally, bear in mind that many do not have the reach of the USA and Canada.

Can I get insurance without being qualified?

No!

Fitness Insurance companies will always ask you to submit your fitness certificates to check authenticity and level of accreditation. In some instances, they double check with awarding bodies and training providers to ensure that you are certified to the level you are claiming to be.

Am I protected if my clients have signed a waiver exempting me from blame?

Am I protected if my clients have signed a waiver exempting me from blame?

Not entirely!

Waiver forms are a very useful tool and should be in your arsenal of litigation to getting started as a personal trainer. Waiver forms are not however a direct replacement for covering yourself if an incident occurs and should simply compliment your PT insurance.

If a claim was made against you and accelerated to court, your Personal trainer waiver form can be easily negated by a client claiming they were unaware at the time of signing that a piece of apparatus that you instructed them on was faulty.

When contemplating what type of personal trainer insurance you need, do not think a waiver form will do the trick, it should be treated as an extra level of protection, nothing more.

Do Online Personal Trainers Need Insurance?

Absolutely,

But if you are planning to offer online personal training then you need to find an insurance company that will cover you through an online platform.

Many fitness insurance companies will not include online personal training within their policies for two major reasons:

You have no control how an exercise is being executed by a client.

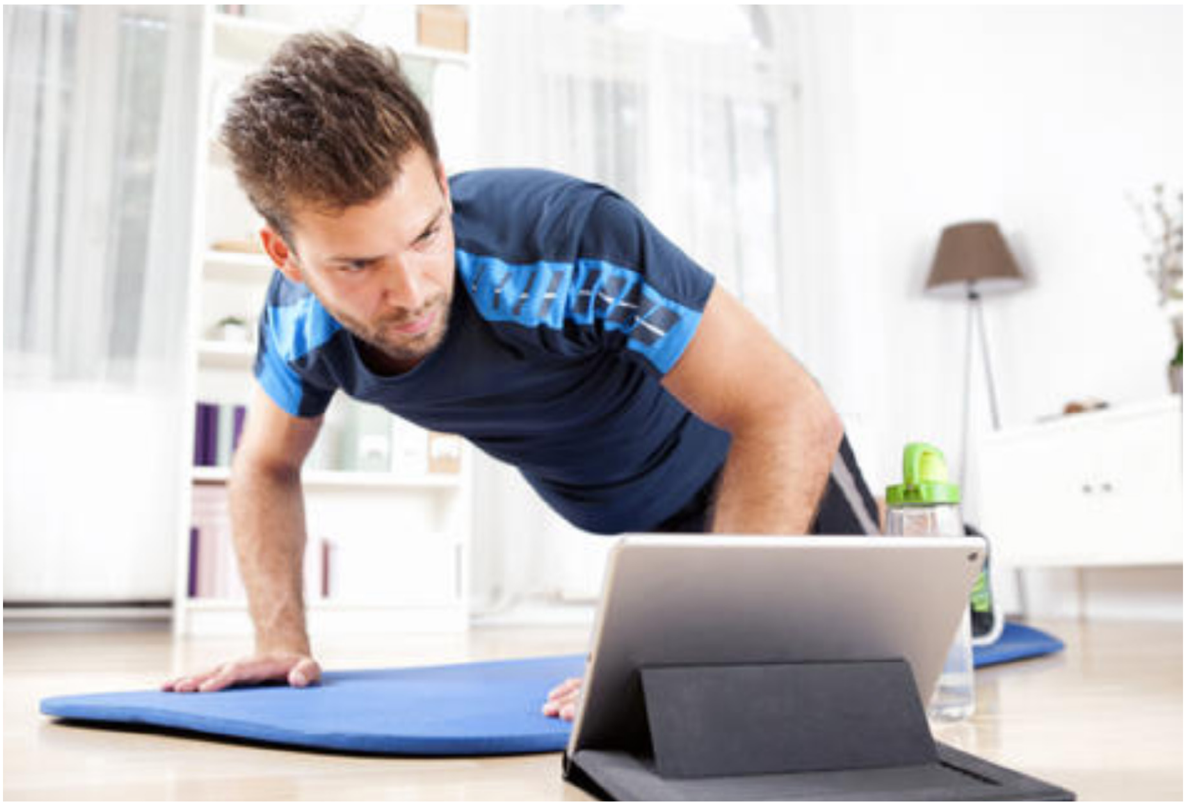
The reason online personal training insurance is often exempt from policies is that you as the trainer are not physically present to make these amendments for your clients, leaving you potentially exposed to a law suit if they injure themselves whilst following your advice.

Anybody may get access to your demonstration video who lie outside of your policy cover.

As soon as you share a physical or nutritional plan online, it can end up anywhere on the world wide web. Including in the hands of people who are not your clients, children and people from abroad, where your policy may not extend.

Should a member of the public attempt an exercise you have demonstrated in an online video who is based outside of your policy, with particular reference to outside of the UK and injures themselves, you could be on the wrong side of a lawsuit.

If you intend to utilise an online platform, getting online personal trainer insurance cover with overseas insurance is a must.



Personal Accident Insurance

Ever wondered what would happen if you injured yourself and were unable to train clients? This could lead to significant financial loss.

Example: I damaged my patella tendon whilst demonstrating a leg press to a client in the gym and did not have personal accident insurance as a personal trainer and was unable to work for 8 weeks. This resulted in me losing 8 clients, 6 of which never returned and as I was a freelance trainer and not covered for personal injury, I did not get any compensation during my time away from work. It is therefore essential to have personal accident cover!

Many of the big fitness insurance companies only cover accidents whilst fulfilling your role as a personal trainer, this would therefore exclude injuries sustained from extracurricular activities.

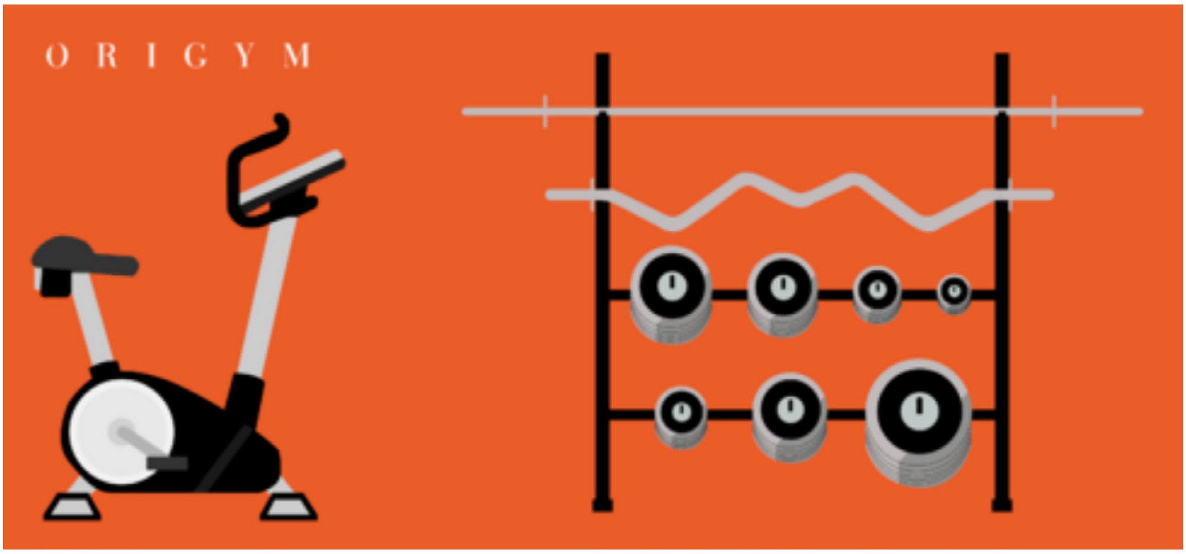
Personal Trainer Equipment Insurance

Whether you work for a gym and bring equipment to utilise with clients or freelance at people's homes, getting your gym equipment insured is important. If your business relies upon your fitness equipment, such as suspension cords or kettlebells for example, that can be costly to replace, getting them insured from theft or damage would be advisable.

It is important to note that when adding fitness equipment into your insurance policy, it will certainly have a minimum security contingency that generally involves ensuring that your fitness equipment has been locked in a secure environment at the time of theft. For example, if you leave your new kettlebells lying around the gym and they go missing, that will breach your policy and can leave you without any form of compensation.

Are there restrictions to where I can train my clients?

Most insurance policies do not place restrictions on where you can train clients, but it can vary from company to company. If you intend to personal train individuals in a public domain such as a park or the beach, you must obtain a license from the council, which is sepate to your personal trainer liability insurance.



How Much does Personal Trainer Insurance Cost?

As you may have probably gathered, there are many contributing factors to personal trainer insurance costs as this entirely depends on what you wish to be covered for. Similar to personal training itself, insurance needs to be tailored to your individual needs and requirements based on how you intend to deliver your sessions, what you want to be protected from or for, the amount within your policy you wish to be insured up to and many other variables. Getting a customised personal trainer insurance quote from a plethora of companies is the best way to evaluate and contrast personal trainer insurance costs.

Personal Trainer Insurance Monthly Payments

Most companies allow you to spread the cost of your personal trainer insurance via monthly payments, but there are a couple of aspects to be aware of before jumping in:

1. Contract Length

When deciding what insurance do personal trainers need, you need to check the policy length. Depending on the company, policies tend to range from 6 months through to 24 months in duration. If you have no intention of leaving the industry or changing roles going for a longer contract can reduce your personal trainer insurance monthly payments significantly. Like most things in life, the longer you commit, the better the rate you receive.

2. Interest Rates

When evaluating personal trainer insurance costs, you need to check the small print and finer details. Some companies (not all) have hidden APR rates to make your personal trainer insurance monthly payments, as opposed to paying annually. This is not always visible or easy to spot, thus always read the small print before signing up.

Will I pay a higher rate if I have just qualified as a personal trainer?

Personal trainer insurance does not reflect how many years of experience you have in the industry.

The risk for insurance companies is minimal from a new trainer to an experienced one, thus the monthly personal trainer insurance costs tend to be the same. This being said, your premium will change if you make a claim.

Personal Trainer Insurance Compared

When deciding which is the best personal trainer insurance provider for your needs, you must to do your due diligence, the same as you should when buying any product or service. Check credible review platforms, where there are verified reviews from real paying customers on the likes of Trustpilot, Feefo or Review Centre.

Comparing Insurance Providers

OriGym has collated the most popular personal trainer insurance reviews below for you to evaluate which company is best for you:

Companies	Review Score	Number of Reviews
Insure4Sport	9.3/10 Trustpilot	1,532
Fitness Gold	Reviews not external	2,095
REPs	No online reviews	0
Protectivity	4.8/5 Feefo	458
Hiscox	4.7/5 Feefo	670
Axa	4.6/5	156,789
Fit Pro	No online reviews	0
Simply Business	4.6/5 Feefo	35,972

I work for a gym, do I need separate insurance?

A common misconception is that you do not need to get personal insurance if you are employed by a gym or leisure centre.

Firstly, even if the gym covers their trainers, it will be minimal cover and may exempt from indemnity or sexual harassment and many other polices you may need. Additionally, if you have just one client outside of the gym environment, such as park, beach or another gym, you are not covered to be operating in those environments.

Secondly, most fitness-based roles within gyms are freelance, thus it will be your responsibility to ensure that you are fully insured to the range of what you are aiming to deliver to clients.

S.W.O.T Analysis

What is a S.W.O.T Analysis?

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats and is utilised by businesses large and small to find out where they sit in their respective market places.

It is an incredibly effective tool used to evaluate the market. To get started, create a mini table or 2:2 grid, with strengths in the top right hand corner, weakness in the bottom left, opportunities in the bottom right and threats in the top left.

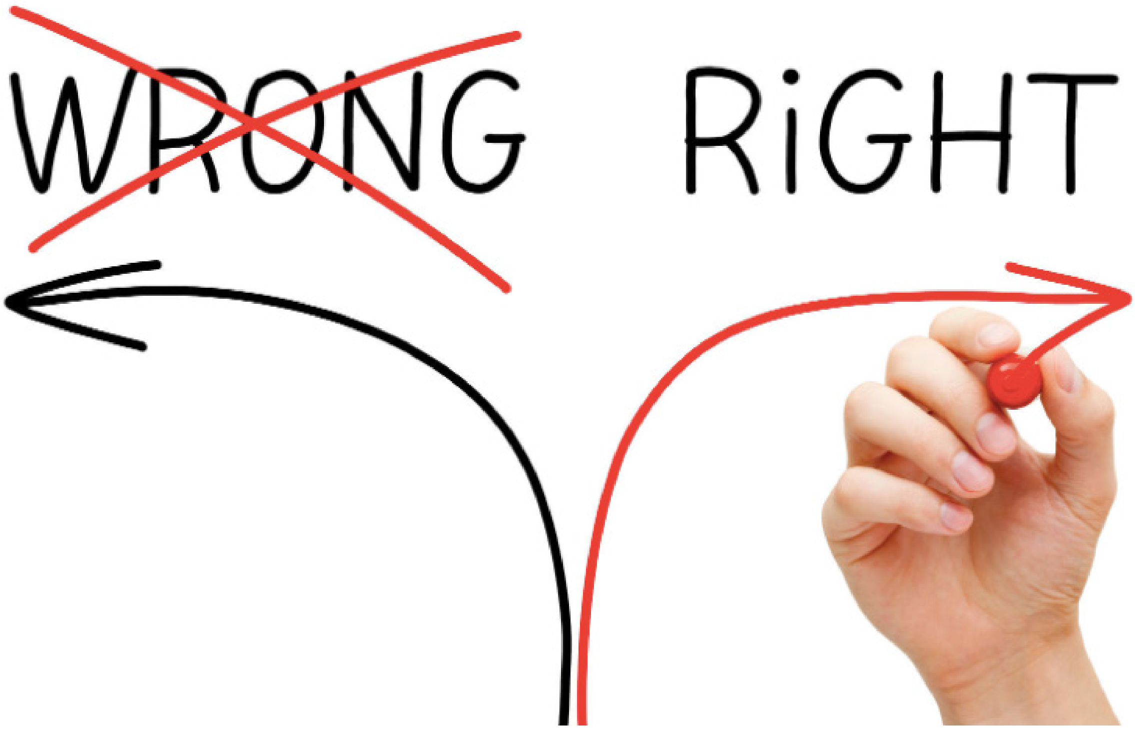
Opportunities and threats are external to you, such as your competition e.g. other trainers or market growth and economic climate. Basically, aspects that are outside of your reasonable control.

A well-executed SWOT analysis will give you good indication of what aspects of your PT business you need to focus on to achieve the growth projections that you have forecasted.

A SWOT analysis will allow you to take a fresh look at your PT business, see how you compare to other trainers and highlight aspects for improvement.

How to effectively complete a S.W.O.T analysis

Performing a S.W.O.T Analysis



There are many ways to conduct a SWOT Analysis, but to do a personal training SWOT analysis in particular, we recommend doing both a face-to-face visit to gyms combined with online research. Many trainers forget to include the online components when conducting their SWOT Analysis.

Face-to-Face SWOT Analysis

Face to face SWOT analysis

- Other trainers experience
- How long have other trainers been operating there
- How many gym members are there per trainer
- How much is the gym rent?
- Where is the gym located?
- What are the transport links like nearby?
- How much do other trainers charge?
- Do any trainers work with local business' / initiatives?
- What is the genders percentage of trainers like at the gym?
- What is the age of trainers like?
- What areas of speciality do trainers at the gym focus on?
- What is the demographic like of the member base?
- What facilities does the gym have?
- How many Personal trainers are there at the gym?
- Were the trainers engaging on the gym floor?
- What was the internal marketing like around the gym for trainers?
- Are the trainers visible online? – social media / website
- What is the busiest time at that gym?
- What is the PT structure like?
- Is the economic climate good for personal training in that area?
- Do other trainers target more than one demographic?
- What is the business support like for trainers in the gym?
- What online tools are at your disposal for you to utilise to run your business?

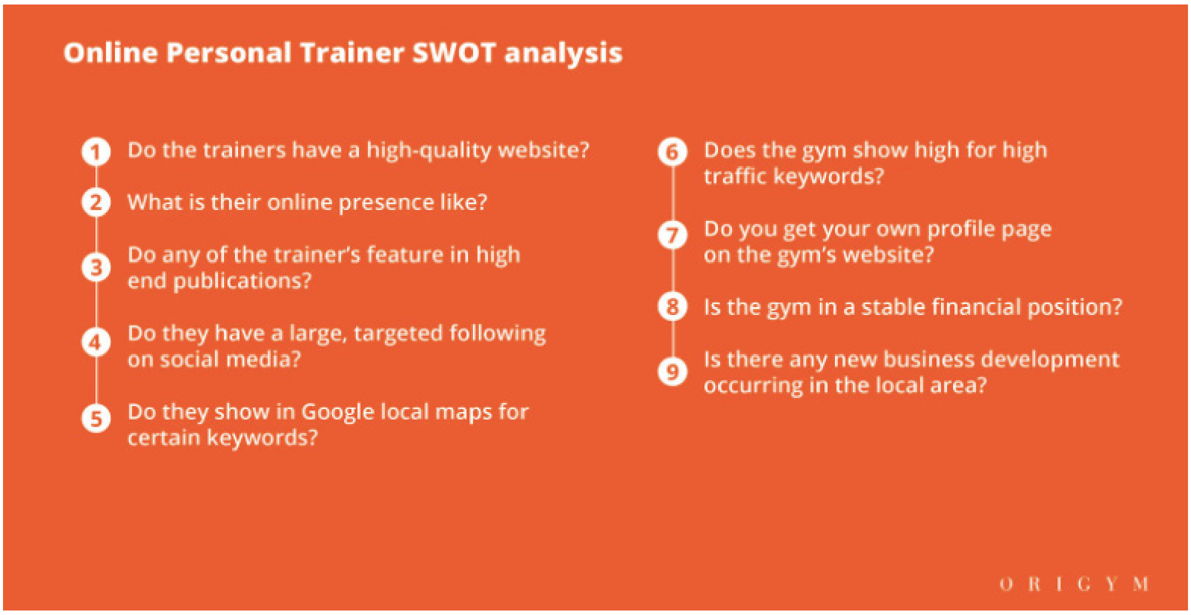
ORIGYM

Firstly, you must be organised and formulate a pre-determined list of agenda and areas of interest to focus on before visiting a gym or booking in with a rival trainer. This will help you prioritise what is important to you and your business.

Below are some examples of elements you may wish to consider before you go and mystery shop a gym to perform your analysis:

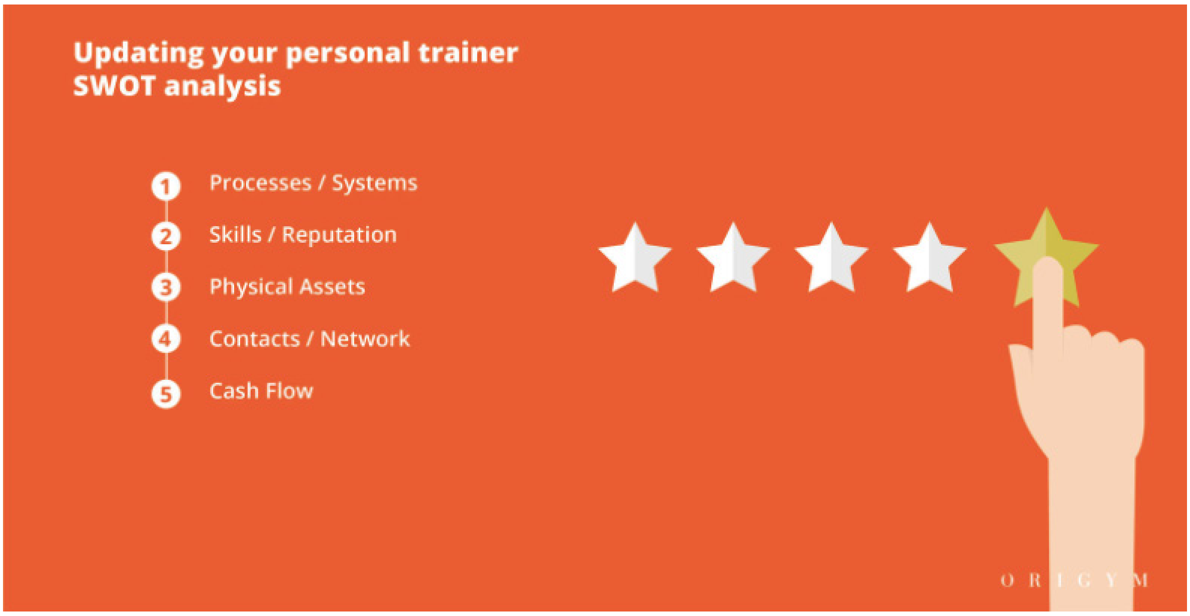
Online Analysis

The second part of the SWOT analysis can be completed online and from home. Here are some online points to consider:



Other things to consider

Other things to consider in your personal trainer SWOT analysis:

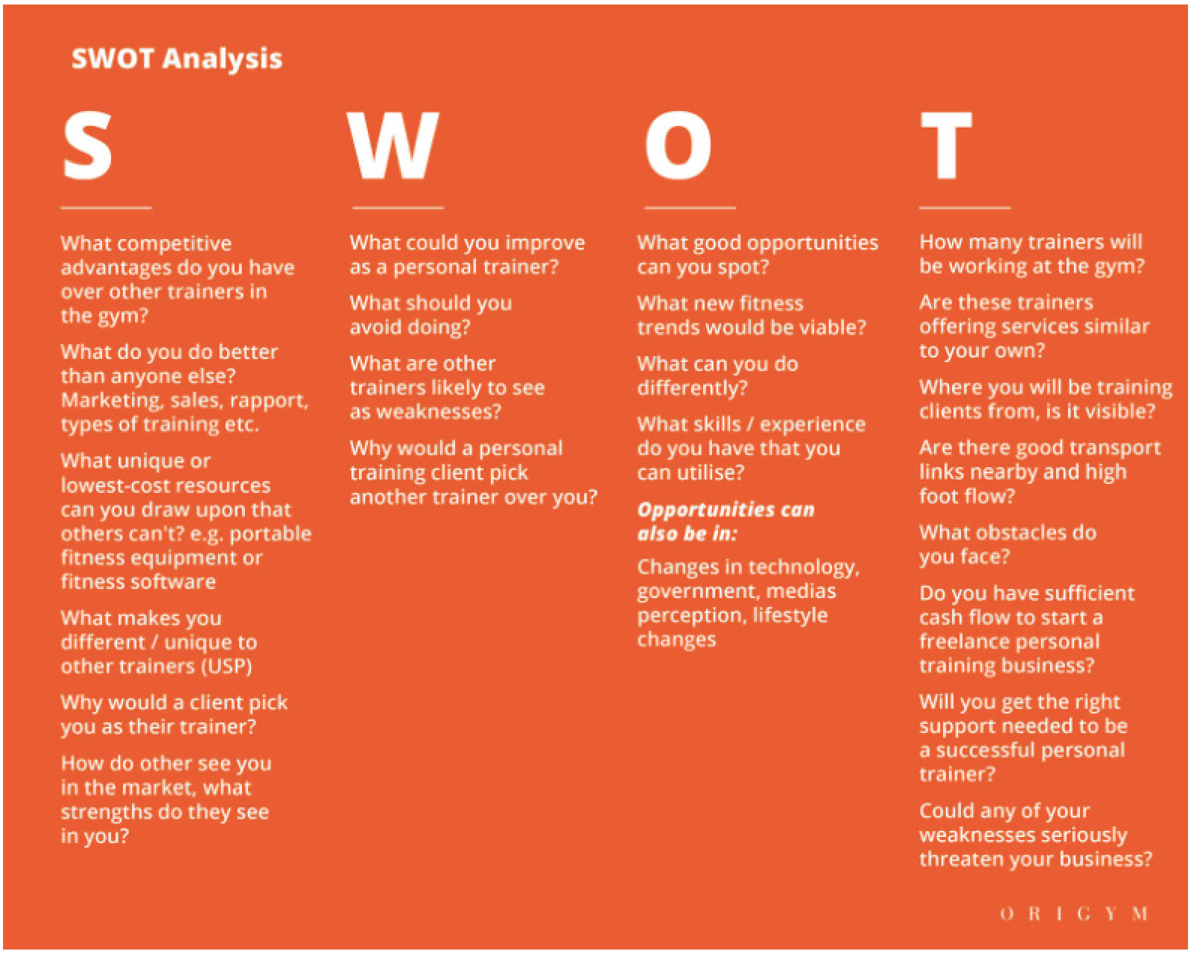


FILLING IN YOUR S.W.O.T ANALYSIS

Completing Your SWOT Analysis!

As you get more familiar with your competition and your own business, especially as a new personal trainer, you will be able to know and therefore review more hidden elements to execute a thorough SWOT analysis.

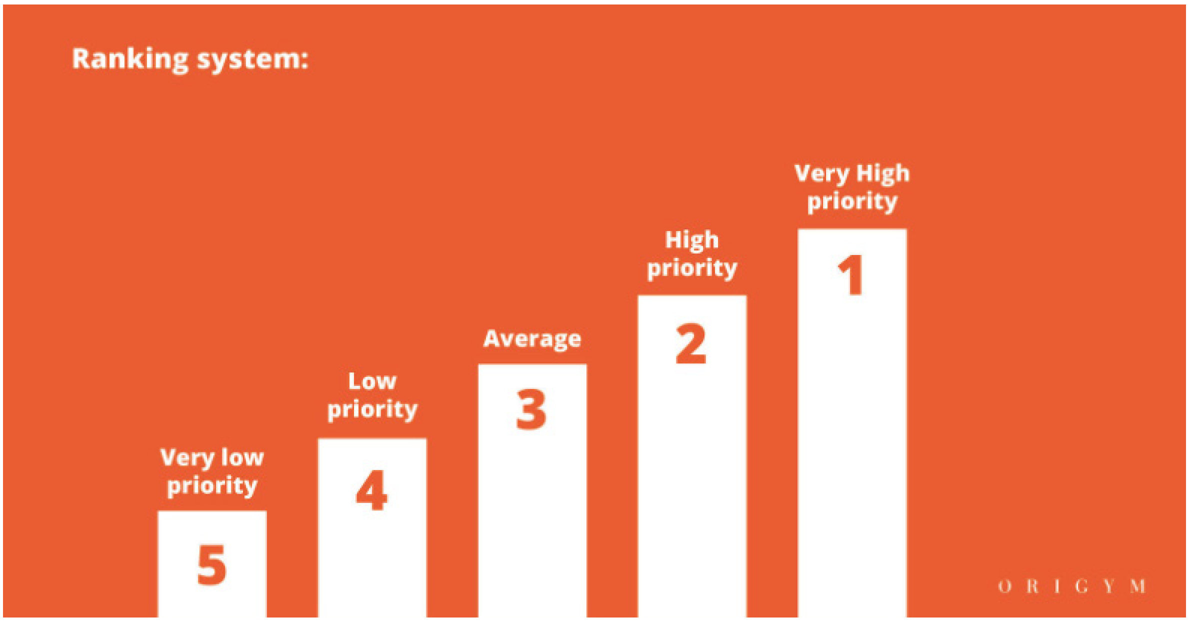
When filling in your fitness SWOT Analysis, you need to evaluate every component of the service you are offering. The best way to do this is to ask yourself a series of questions:



TIP: Often, weaknesses can fit into your opportunities section as they can be converted from a weakness to an opportunity.

Create a Ranking System of Priority

Once you have completed your SWOT analysis, you can now create a ranking system to determine what is most crucial to your success. Through creating a simple, yet effective ranking system, similar to lead scoring you can prioritise and strategize ways around key aspects of your personal training business. Here is an example of ranking system, you can attribute to your SWOT Analysis results:



Once we have labelled up what you determine as your areas to focus on as priority, then you can brainstorm the methods to achieving success in a chronological format.

An example of a Personal trainer SWOT analysis!

Here is an examples of a SWOT analysis:

(Remember consider both yourself & The Gym)

Personal training SWOT analysis example

S

- Has a military background and strength and conditioning qualification.
- 50 years old with plenty of business and relevant life experience
- Will supplement income with other fitness role that I will be only one qualified in.
- Have own portable gym equipment that the gym does not have
- Can identify with the older generation of members easier
- Have a huge passion for personal training

W

- Lack of experience as a new trainer
- No experience in selling or marketing
- Poor face to face communication
- Avoid not asking for help as in previous roles
- Age might be a factor with younger gym users

O

- Gym only has 3 other trainers, good trainer to member ratio
- Will get on a sales and marketing course when role starts
- Will use the mentoring scheme to learn from the established trainers
- Add a speciality area of lower back pain as no other trainer specialises in this aspect
- Will target over 40s due to high age member base and no other trainers targeting that demographic
- Practice approaching different clientele to improve people skills
- Going to introduce bootcamps to the timetable as a new fitness trend
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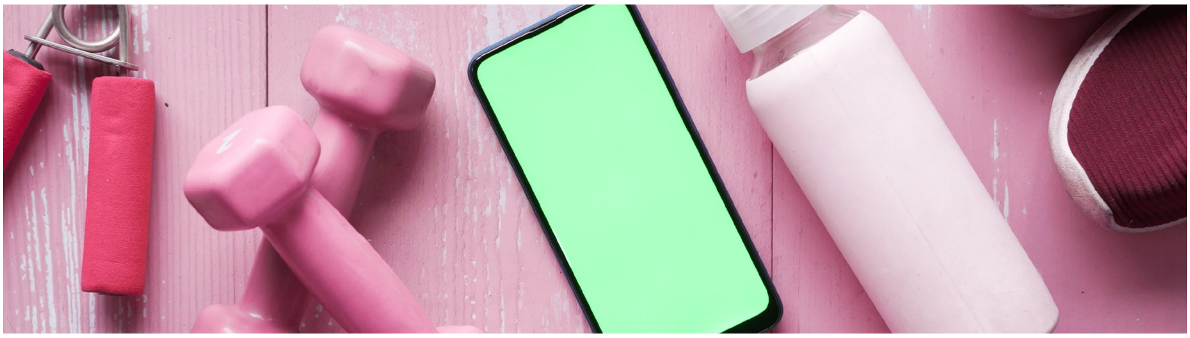
THE INS AND OUTS OF A PT BUSINESS PLAN

Reasons You Need a Business Plan



It is essential to have a solid business plan regardless of whether you intend on opening a gym, becoming a mobile personal trainer or free-lancing for a gym.

Benefits of a Business Plan for Personal Trainers:

- **Creates goals and objectives**
- **Generates structure and organisation**
- **Allows you to plan for success**
- **Helps you understand business concepts**
- **Know and engage with your target market**

Who will see your business plan?

Gyms

A business plan is a requirement for many national gym chains as part of the interview process. Personal trainer business plans for JD Gyms, Virgin Active, The Gym Group and many more are imbedded in their extensive interview process to find out which trainers have the right business acumen, marketing nous and inter-personal skills to become a successful self-employed trainer.

Banks & Investors

Ambition is always a good thing!

Even if you have a huge passion for personal training and an innovative fitness concept, a bank or investor will not consider putting their money into your business without a business plan in place. Banks and investors want to see attention to detail, evidence of clear strategic thinking and financial forecasting.

Yourself

You will undoubtedly fail without a well thought out business plan and of course that is not what you want. It will be your weekly go-to guide that keeps you on track and drives you to achieve your ultimate career goals, whether the aim is to have 40 clients, starting a personal training studio, or launching your own brand.

Business Plan: Summary and Pitch

Create your pitch or your plan summary

What is it you are looking to achieve?

Your summary should include the following:

- **Aims and Objectives**
- **Financial targets**
- **A summary of your personal training business plan ideas and USPS**

Setting Goals

Creating clear SMART goals and objectives in your business plan is essential for a reader to know exactly what you do, what you want to achieve and how you intend to get there.

Your Background and Credentials

Your credential profile should include the following:

- **Your relevant and transferrable experience**
- **Relevant certifications**
- **Positive personality traits that would facilitate the personal training business**
- **Aspects of weakness or missing skill-sets that you will address. i.e. Marketing**

Define Your Product

Be specific - what is it you are selling? How is it being delivered? Who will buy the product and how will it benefit the end user?

Below is a list of potential products and services you could offer and include within your personal trainer business plan:

- **Online personal training services**
- **Group personal training**
- **One-to-one personal training**
- **Nutrition consultations**
- **Seminars**
- **Affiliate marketing with brands (sportswear)**
- **Supplements**
- **Tutoring for a fitness training provider**
- **Bio-print analysis**
- **Indoor/outdoor fitness classes**
- **Event speaking**
- **Workout guides**
- **E-books**

Established personal trainers rarely have just one form of income. They tend to incorporate multiple revenue streams so they are not placing all their eggs in one basket so to speak.

Your Target Market

Who are you trying to target with your personal training services? Try to be precise. “Gym goers” for example is NOT a target market. A target market would be your ideal customer and should link to the services you have outlined in the previous step.

Here are some target market examples for you to consider:

When isolating a niche, that does not mean that you have to exclusively work within that parameter. It just shows that you are identifying a possible opportunity within the market that you are going to try and exploit and resonate with.

You also want to demonstrate that you have researched and evidenced your target market with quantifiable data. Provide statistics or testimonials to back-up your reasoning including why that particular audience will want to buy your service or buy specifically from you as an individual.

This is where you want to link your skill sets and USPs (unique selling points) to your target market.

Below are sample USPs. These should provide you with a structure that you can adapt for your own plan:

35 – 45 Executive Women for fat loss

As a 43 year old women who has been on her own personal fitness journey to losing 5 stone over the past 2 years, I believe I will really relate to this market. This is the largest target market in the UK and I aim to complete a specialist fat loss qualification to stand out from other trainers.

50 and overs for general wellbeing and prevention

I have a degree in healthcare and dietetics, in addition to my certificate in personal training. With less than 1% of trainers possessing this combination of accreditations and my past experience in working with over 50s in a neighbouring industry, I feel I could thrive within this market.

Children 16 and under for weight loss & fitness

I have two children myself and understand some parents concerns for their children’s overall health and wellbeing in an ever evolving technological society. I have enrolled onto a personal training for children course and already sought the relevant insurance to ensure I am covered for delivery. Through offering fun, interactive and engaging sessions mainly focused on outdoor training I feel I can distinguish myself as a personal trainer that specialises in children’s training.

Training for aspiring athletes

I want to specialise as a strength and conditioning coach for both aspiring and professional athletes. I have 8 years worth of experience having used this form of training myself. I completed my level 4 strength and conditioning with a 98% pass rate.

Market Trends

Adding a section in relation to market trends or predicted marketing trends is always a good idea, especially if you have a ground breaking or innovative idea. It is strongly advisable to back up your claims with statistics from credible sources.

Your Target Market (continued)

Let's take a quick look at some examples of market trends that can be included within a personal trainer business plan:

"I plan to target my online personal training and spin class business to young women. A growing number of females aged between 19 and 35 in the UK each year are using online personal trainers more often as opposed to face-to face personal trainers which has been backed by the UK Active Report of 2019".

DISCLAIMER: That is a hypothetical statistic and scenario.

Advertising & Marketing Strategy

Firstly, you need to know the difference between marketing and advertising.

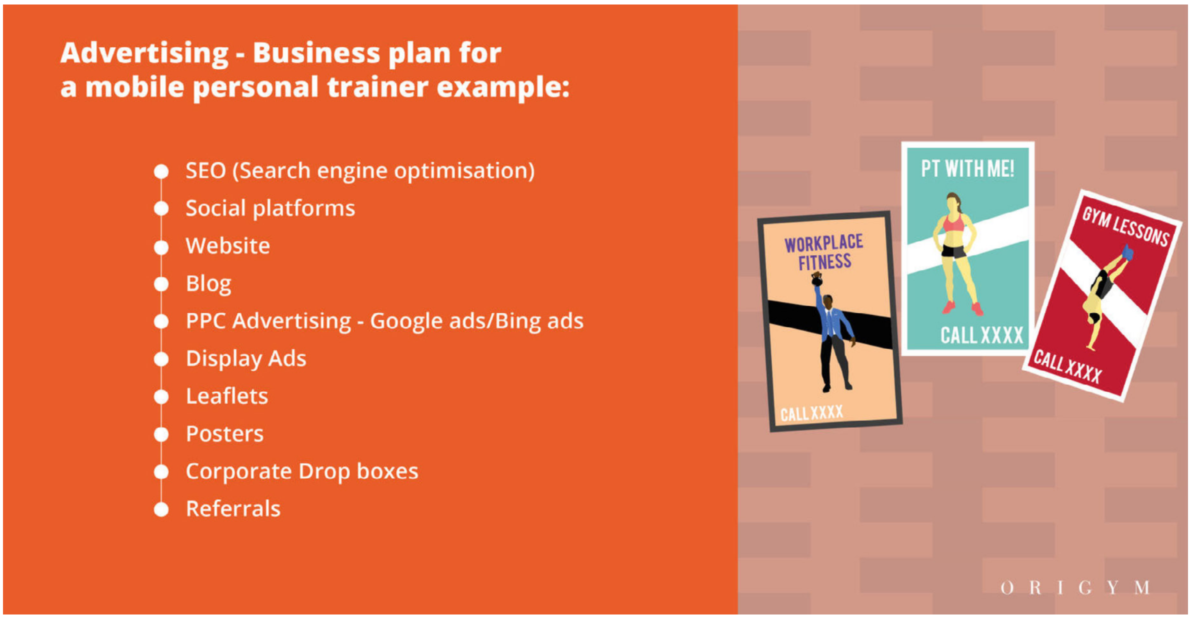
In a nutshell, advertisement is when you spend your money for the placement of your marketing. A business card for example is used for advertisement purposes - the information on the business card is the marketing. This is why it is important to segregate one from the other.

In the context of your personal training business plan, you should only include your advertisement strategy.

Advertising and marketing are key elements for any business and its success rate.

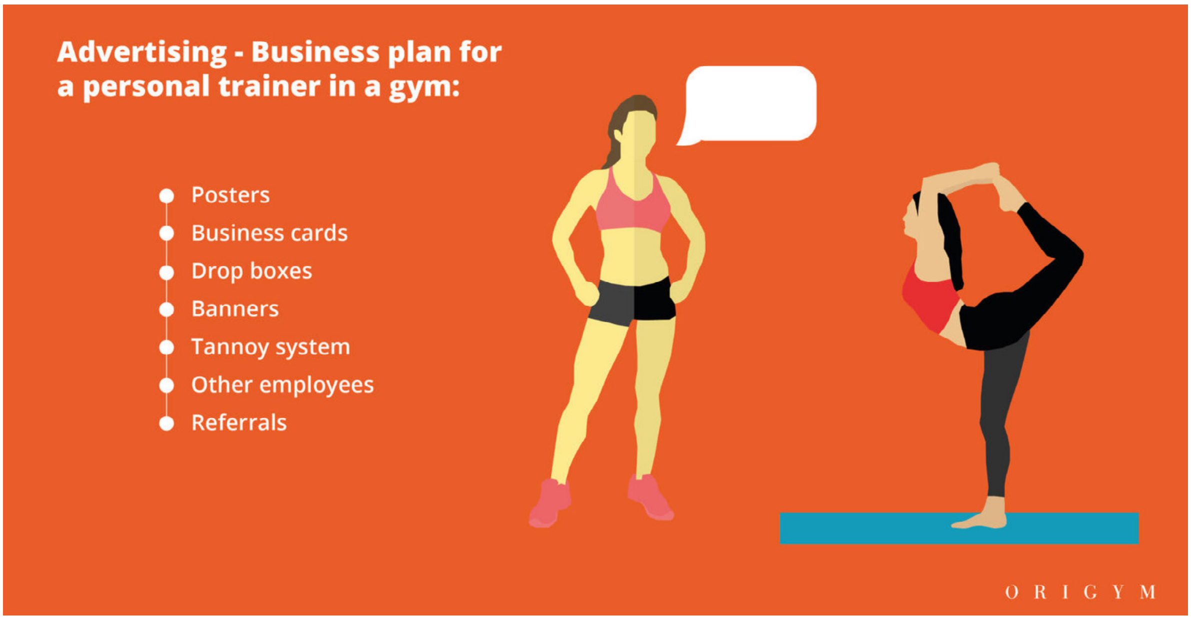
You might love training people and helping them achieve their fitness goals, but without a solid marketing plan, you will not have anyone to train.

Advertising - Business plan for a mobile personal trainer example:



Advertising & Marketing Strategy (Continued)

Advertising - Business plan for a personal trainer in a gym



It is up to the individual how specific they are in their marketing plans however, specificity will always work in your favour.

Your marketing business plan will naturally adapt over time with changes in trends, new revenue streams and advancements in technology amongst many other things.

The marketing plan is to give outsiders who know nothing about the fitness sector a clear idea of strategic thinking allowing you to best express your business acumen.

Virtually all successful and profitable business' will spend more money on advertising and developing new marketing strategies than they will on any other component of their business. Personal training should be no different.

Getting new people interested in your personal training services is what you want right?

It is important for you to spend money through some of the avenues previously mentioned in order to generate interest with potential clients. Without people to sell to, how can you grow your business? The more people you can potentially sell to, the bigger your business will become. This is why having a clear advertising spend outline and marketing business plan is equally as important as having a plan for delivering your PT sessions each week.

Let's see an example of this theory in action:

"Greg is a personal trainer and he decide to put £500 into a Facebook ad campaign for 1 month to try and generate interest in his group personal training service in Leeds. Greg generates 52 enquiries from his £500 spend, he then converts 12 of those into appointments and manages to convert 6 of them into paying clients based on an average of 2 sessions per week at £30 per hour on 16 week packages earning him a total of £5,760 from his £500 spend."

Competition

Advertising - Business plan for a personal trainer in a gym

When writing your business plan you need to consider alternatives to your service and how those alternatives influence your target market's buying decisions.

If you are planning to work within a gym-based environment, your business plan should hone in on other other personal trainers as they are your competition.

To demonstrate competitor research, it's a good idea to go and visit the gym you intend to work for and mystery shop some of the personal trainers there, taking a detailed look at their credentials and specialisations. Something as simple as looking at the board used by the personal trainers to advertise their services will provide you with this information.

Put together a SWOT analysis table for yourself detailing your Strengths, Weaknesses, Opportunities and Threats. This will allow you to identify gaps in the market and see how your services differ.

Here is an example:

Personal training SWOT analysis example

S

- Has a military background and strength and conditioning qualification.
- 50 years old with plenty of business and relevant life experience
- Will supplement income with other fitness role that I will be only one qualified in.
- Have own portable gym equipment that the gym does not have
- Can identify with the older generation of members easier
- Have a huge passion for personal training

W

- Lack of experience as a new trainer
- No experience in selling or marketing
- Poor face to face communication
- Avoid not asking for help as in previous roles
- Age might be a factor with younger gym users

O

- Gym only has 3 other trainers, good trainer to member ratio
- Will get on a sales and marketing course when role starts
- Will use the mentoring scheme to learn from the established trainers
- Add a speciality area of lower back pain as no other trainer specialises in this aspect
- Will target over 40s due to high age member base and no other trainers targeting that demographic
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ORIGYM

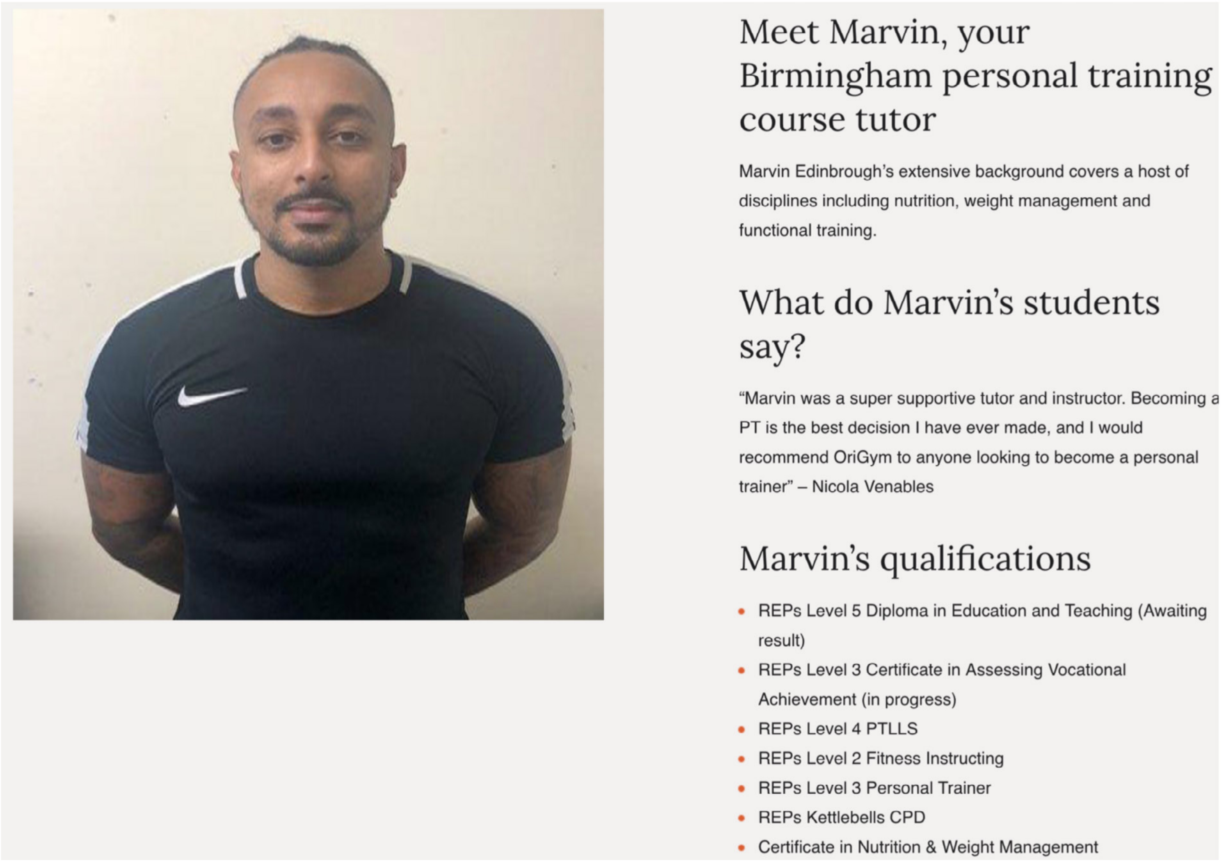
Your SWOT analysis should demonstrate how and why you stand out from the crowd, what makes you different, what service you offer that have a unique twist, why a client should be buying more from you than the other 10 trainers on the market, and what are your unique selling points (UPS) are.

What if i'm a free-lance personal trainer?

Completing market research for your free-lance personal trainer business can be tricky, but there are some simple solutions. A good free-lance or mobile personal trainer will have a website which they use as the main tool to attract prospective client. A good website will have an about me which outlines the trainer's qualifications.

When compiling your SWOT analysis you can use research information like this to identify which aspects of the market your competitors are accommodating for. If that fails, a good old fashioned mystery shop phone call should do the trick!

See an example we use to show off our tutors:



Meet Marvin, your Birmingham personal training course tutor

Marvin Edinbrough's extensive background covers a host of disciplines including nutrition, weight management and functional training.

What do Marvin's students say?

"Marvin was a super supportive tutor and instructor. Becoming a PT is the best decision I have ever made, and I would recommend OriGym to anyone looking to become a personal trainer" – Nicola Venables

Marvin's qualifications

- REPs Level 5 Diploma in Education and Teaching (Awaiting result)
- REPs Level 3 Certificate in Assessing Vocational Achievement (in progress)
- REPs Level 4 PTLLS
- REPs Level 2 Fitness Instructing
- REPs Level 3 Personal Trainer
- REPs Kettlebells CPD
- Certificate in Nutrition & Weight Management

KPI’s

KPI stands for Key Performance Indicators. The data and metrics recorded by a company or organisation to keep record of progression within their business. KPIs provide targets for the business to aim for milestones to gauge progress, and insights that will help you to make better decisions for your business and its promotion.

Three important KPIs to begin with:

- **Customer Satisfaction,**
- **Internal Process Quality,**
- **Financial Performance Index**

1. Customer Satisfaction

Without customers your personal training business would be non-existant! Keeping your clientele satisfied with the services provided is essential to the success and growth of your business.

2. Internal Process Quality

Companies need to make sure their services and products are to the expected standards and that they optimise the way their services are delivered.

3. Financial Performance Index

Money matters to Apple as much as it matters to the FBI or a shared services team. Apple needs to ensure it satisfies shareholders by delivering turnover growth and healthy profits, the FBI has to demonstrate it delivers value for money to the tax payer and the internal IT function has to ensure it controls costs and generates efficiency savings.

Costs and Cashflow Forecast

Cashflow Forecast

A cashflow forecast is a plan outlining how much money you expect your business to receive and pay out over a set period of time. It can help you plan how much you expect to make in sales and spend in costs. It can also help you understand when money will enter and leave your bank account.

Once you have completed a thorough competitor analysis, you can calculate your costs and outline them within your business plan. The reason is logical, how can you price your services if you do not know what those services are in competition with?

If every trainer at a gym is charging £35 per hour, you might want to charge £25 per hour and undercut the market. You might even want to venture into the higher end bracket with your pricing and charge £50 per hour! However, if you choose to do so, be sure to add increased value or specialities within your personal trainer packages.

The cost section of your business plan will justify your price based on your competition and market needs, as well as demonstrate that it is a viable pricing system that will work. A good place to start is by calculating your margins. This can be done per hour or (more advisable) per month.

Be specific with your margins and pricing point.

Culture & Philosophy

A few lines detailing the culture and philosophy of your ideology can often elevate your business plan.

Identify the principles of your company. What are your objectives, mission statement, values, ethos' etc?

This part is important if you are thinking about getting investment from a bank or investor as it gives the reader a true sense of what you are all about and what you are trying to achieve.

Sales Forecast + Income

Sales Forecast

A sales forecast is an estimate of the quantity of goods and services you can realistically sell over the forecast period, the cost of the goods and services, and the estimated profit. Typically this is done by: Making a list of the goods and services and estimating the number of each to be sold.

Multiply the number of service units or billable personal training hours in order to calculate the gross revenue for each projected month.

The table below outlines examples of this. We have multiplied the price by the anticipated number of unit sales in order to give us our projections.

Revenue Streams	January (Number of billing hours)	February (Number of billing hours)	March (Number of billing hours)	April (Number of billing hours)
1-2-1 Personal Training	32 (£960)	41 (£1230)	45 (£1350)	50 (£1500)
Group Personal Training	18 (£360)	22 (£440)	26 (£520)	30 (£600)
Online Personal Training	10 (£200)	13 (£260)	15 (£300)	20 (£400)
Total Income	£1520	£1930	£2170	£2500

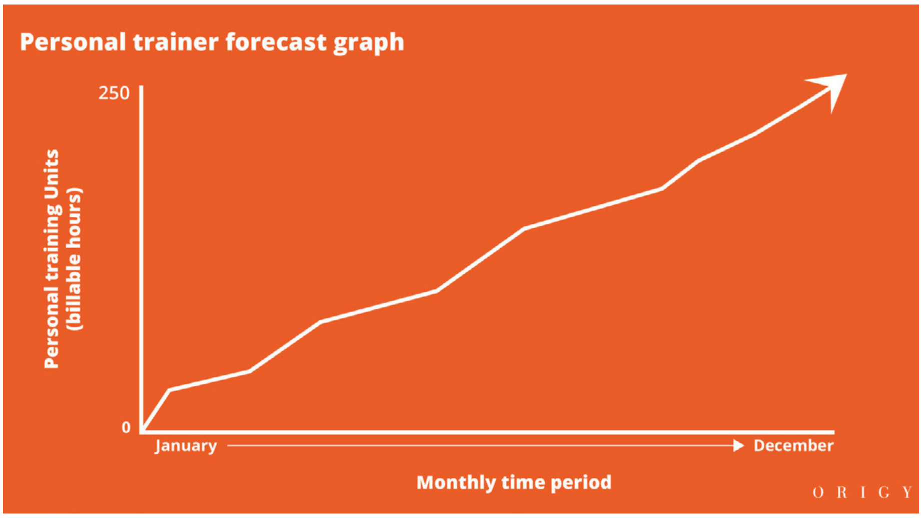
ORIGYM

Sales forecasts can hone in on a number of aspects within your business plan some of which include revenue, unit sales or recurring charges. As a personal trainer, a sales forecast with a focus on service units will probably be the best option for you as you are selling billable hours to your clients.

Although more complex businesses can forecast up to 5 years in advance, month to month projections for your first 12 months in business as a personal trainer will be more than sufficient.

Collate this data in a format which again, is quick and easy for the reader to digest. Tables and line graphs are always recommended.

See the example graph below which forecasts for 12 months worth of forecast projections:



A visual guide such a the graph above demonstrates in a clear and concise manner where your client growth will come from month on month. This example works perfectly in this scenario as opposed to a table format of numbers which would require your reader to decipher and pull apart the data.

Something as simple as placing your months on the “X” axis and billable hours (service units) on the “Y axis” will help you visually see your projected growth.

Expenditures

Here are some potential expenditures that you may need to include in your business plan:

- **Gym Rent**
- **Personal training insurance**
- **Portable fitness equipment**
- **Uniform**
- **Advertising/marketing costs and spend**
- **Software**
- **Legal costs**

Income

When completing the income section of your sales forecast it is best to tackle each revenue stream individually. Write out your list of services and products in separate rows in a table.

Many trainers go wrong by being too detailed at this stage - an income report does not require the same amount of detail as accounting report.

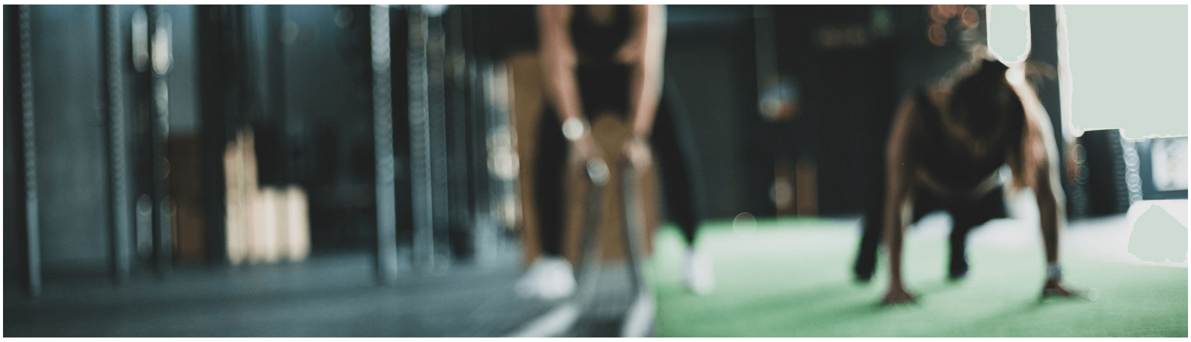
Revenue Streams

See below an example of possible revenue streams:

- **1 - 1 Personal Training**
- **Group Personal Training**
- **Online Personal Training**
- **Supplements**
- **Workout Guides**
- **Training Gear**

Business Accounting and Taxes

Working in the fitness industry is very rewarding and often times the route of working for yourself is a key factor driving people into the industry. It is therefore extremely important to understand the importance of keeping your accounts in order and filing your taxes. Failing to do so can cause big problems for your business. You must let the HMRC know your employment status by registering with them and filing a self-assessment each year.



What Expenses Can the Fitness & Wellbeing Industry Claim?

Claiming expenses is one of the most important aspects of accounting for fitness and wellbeing professionals. It allows you to recoup some of the money that you have invested into your business.

There are a number of allowable expenses that may give you an idea of what claims you can put through:

Training Equipment

Essential items such as skipping ropes, stop watches, boxing gloves and balls are all allowable expenses if you are using them for your business.

Training/Educational Materials

Materials used for your clients AND yourself can be claimed as a business expense. For example, if you provide a training course for a client, or if you enlist in a training course for yourself as a personal trainer.

Automotive/Travel

If you have to travel to meet clients, you can claim back on mileage. Keeping an accurate record of your travel can allow you to claim up to 45p per mile.

Computer/Printer

It is likely you are using a computer or laptop to allow you to keep on top of your bookings and client communications. If so, you can offset the cost of this against your income if you can prove it is exclusively for your business. Likewise, if you are printing anything such as invoices or marketing materials, you can also claim costs for these back.

Supplements/Protein Shakes

If you provide these items to your clientele you can deduct the costs of everything you buy.

Clothing/Uniform

Exercise clothing or uniforms for the purpose of your business are all claimable expenses.

In order to claim for any of the above, you must keep hold of receipts, contracts and invoices. Consider making digital copies with your phone to help keep everything in order.

Additional Factors

It is important to consider the possibility of signing up a client, but then they request a refund or they cancel their direct debit without notifying you first! This may happen on occasion and it would directly influence your cash intake for the month. It is important to take these scenarios into consideration when designing a cashflow or sales forecast. Things can change, be prepared for this!

Consider the following when analysing your income:

- **Are you selling PT Packages or Memberships?**
- **What retention of clients are you expecting?**
- **Are you doing introductory pricing with aims to increase it?**
- **Cancellations/refunds**
- **Are you allowing for a small percentage of clients that may not pay at all?**

Inventory

This is targeted at those who intend to set-up their own studio or gym and will have their own training equipment.

Your business plan should detail where you will be delivering your personal training sessions - mention physical locations, facilities needed in order to deliver your services, and suppliers if you intend on buying software or gym equipment regularly to sustain your services.

An inventory list will keep you organised and on top of your business, but do remember to factor in different home environments that you might have to to cater for with your sessions.

If you plan on selling any additional products for example, include the supplier and and any details that will help to keep your business running.

Item: Battle Rope

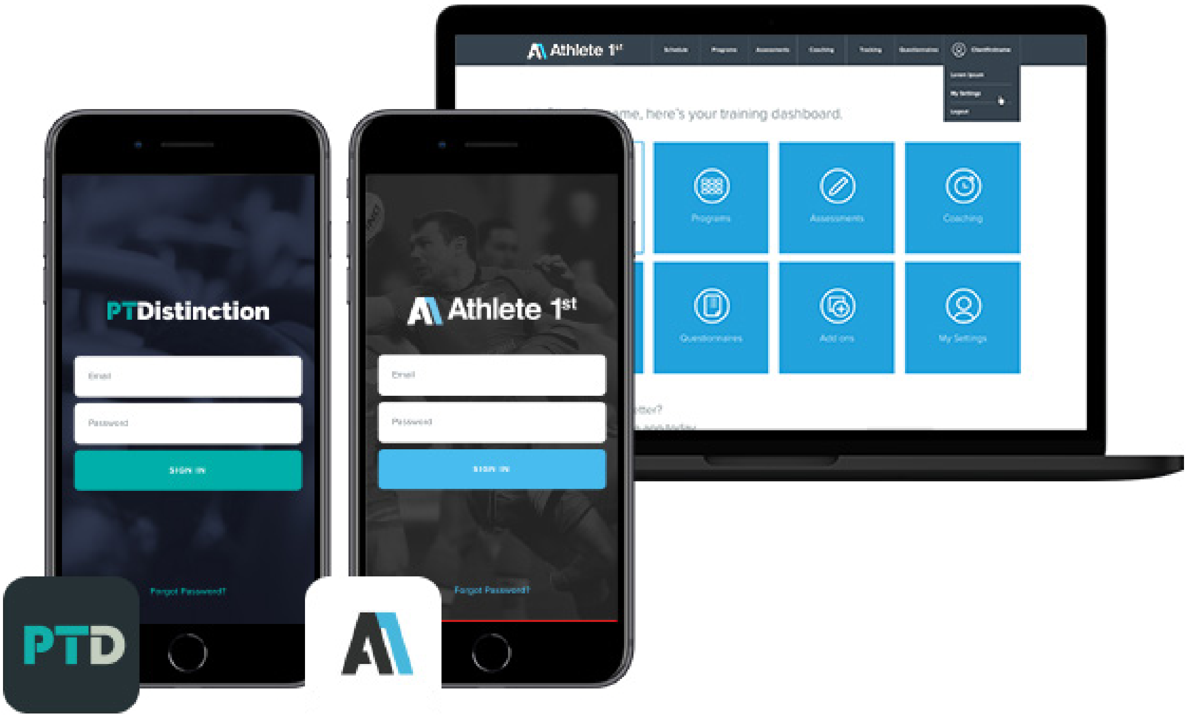
Duration: 4 Years

Cost: £60

Sourced: www.gymequipment.com

Delivery: Postage (free delivery)

Introduction to Personal Training Software



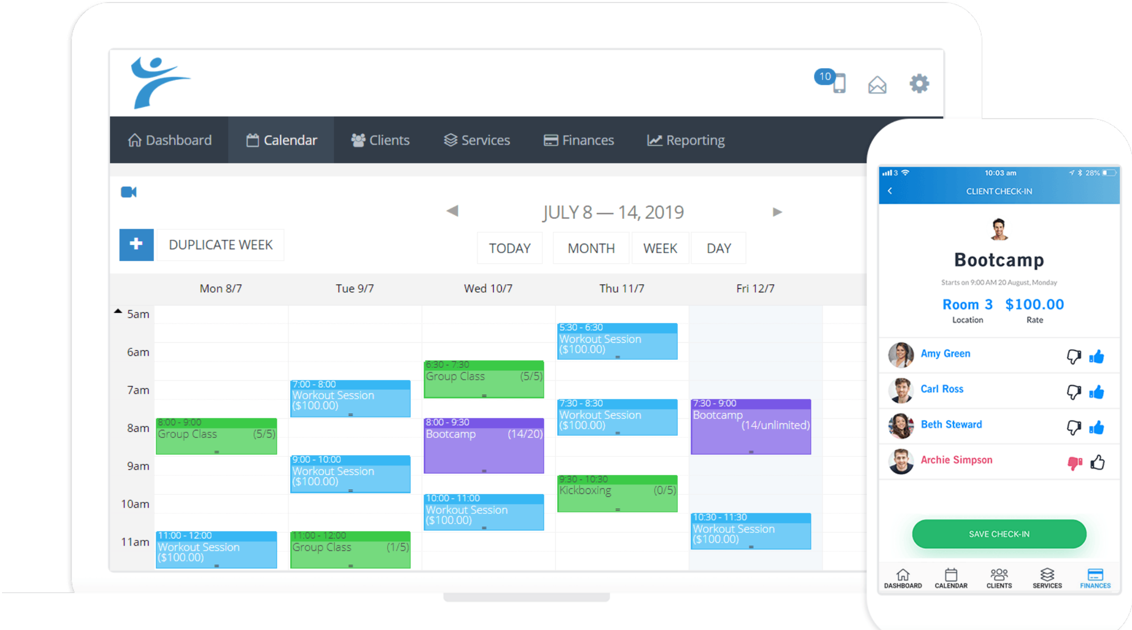
The recent popularity of fitness blogging has resulted in an explosion of interest for home workout routines. As such, personal trainers and fitness professionals understand that they must divide their efforts between training clients in the gym, and offering advice using online digital platforms. With the added opportunity of online personal training comes added confusion. Fortunately, a whole host of digital designers have developed a multitude of personal training software platforms. These allow personal trainers to effectively deal with their hectic workloads, without having to worry about the internal workings of coding a new website for their digital business.

Personal training software massively benefits the efficiency of online personal training, in the following ways:

- **Balancing schedules**
- **Offering workout plans to clients**
- **Automating marketing emails**
- **Improving customer retention**
- **Implementing payment plans**

Furthermore, most personal trainer software platforms enable trainers to employ a range of applications in tandem with each other, meaning a trainer can tailor their digital interface according to their exact requirements and needs.What we're saying is, when it comes to finding the right software for you, you are spoilt for choice.

In fact, this might actually throw up another problem: you may find that the market is somewhat oversaturated for your personal needs. Often, it can be hard for personal trainers to choose the software that best suits their business requirements, and bigger name market leaders regularly overshadow their smaller named counterparts, even if the latter is a better option than the former.



Popular Personal Training Software on the Market

- 1. Virtuagym
- 2. PT Minder
- 3. PT Flow
- 4. PT Scope
- 5. Trainer Workout
- 6. Trainer Sync
- 7. Zenfit
- 8. 10 to 8

Personal Trainer Software

Mindbody

'MINDBODY' is a smart and effective way to market yourself as a personal trainer. The software helps trainers to organise their day, from warm-up to cool down.

- **The 'MINDBODY' application allows your clients to book their sessions online.**
- **Clients who are paired with your application can use the software in real-time to confirm their attendance as well as track their progress.**
- **You can have a 20-minute demo before you decide to pay. Only after the 20 minute free demo are subscriptions options available.**
- **The application allows the user to make payments either in or out of the primary account.**
- **The service prides itself on its accessible banking. This means that you can sell them from your laptop, tablet or phone.**
- **The application allows personal trainers to use pre-determined promotional materials or automation software to increase their client outreach.**
- **These applications are all available through one piece of downloadable software and they are all instrumental to the economic and sociological success of a PT.**
- **The app currently has over 250,000 users.**

Vagaro

- Vagaro software includes a customisable calendar. This digital schedule will help you and your clients to have quickly organise dates and times for training sessions. The app also gives the ability to view other service provider's schedules and compare them to your own.

- You are able to use marketing tools such as automated emails, follow-ups and reminders. The more effectively you use these tools the higher you will be on the 'Vagaro' stream. The higher the feature the more marketable your brand can become. With this you will be able to promote your daily deals to other 'Vagaro' users.

- One of the most impressive services that 'Vagaro' offer is the ability to use the app on any device. Clients can also book through Google, Facebook or Yelp.

- The app is fully customisable meaning that you can implement your branding to enhance your users' experience. You can do this easily by creating custom memberships, packages and classes. This is all included with additional tools such as emailed reports, push notifications and additional equipment for physical transactions.

Depending on the amount of users or service providers you will be able to purchase the app for:

- $25.00 per month.

- If you want to purchase the app with a partner you will only have to pay $35.00 per month.

A free trial is also included.

OneFitStop

- **'OneFitStop' is an all-in-one personal trainer software that features various applications that can help a PT to effectively market, finance and organise their brand and business.**

- **'OneFitStop' enables users to organise themselves effectively with features such as scheduling. Their online calendar not only tracks your client's attendance and payments but it also enables clients to requests sessions in your available time slots. You can embed this calendar into your website or Facebook page. You can also sync your calendar with your phone or computer so it can be accessed anywhere, anytime.**

- **With this software, you can track your client's assessments, goals and progress.**

- **You can collect client feedback that will help improve your business while simultaneously communicating with your clients through an already included messaging system. Clients will also be able to view their progress history from their client portal.**

- **'OneFitStop' has implemented a hassle-free payment engine. This payment system enables you to create single sessions packs (e.g. 10 packs) or membership packages (recurring payments e.g. 1/ week) that will automate billing and management of the services clients can book into. All of your payment admin will be in one place. This makes it easier to administrate.**

- **'OneFitStop' provides you with the opportunity to use a public directory that your business will be listed on to generate leads. Their lead management module will help you keep track of all incoming leads and assist in converting those sales. You can also develop PR releases such as articles and sessions for users to view. This can increase your brand identity and awareness.**

Jarron from 'OneFitStop' says:

OneFitStop is guaranteed to enhance your client experience and save you time, money and energy with a complete client management system that's agile, easy to use and cutting edge.

'OneFitStop' is available to download for a free 14-day trial. If you are a solo trainer it costs $29.95/ month and if you have a team working for you, pricing starts at $89.95/month.

Trainerize

- 'Trainerize' is a software that is designed to help PT's better connect with their clients. The software facilitates your businesses growth with tools that will optimise aspects of your business such as: online personal training, online meal planning and in-app communication.

- 'Trainerize' emphasises the need for personal trainers to focus on client engagement because client engagement directly results in client retention. You can easily do this by managing your client's progress, automating client tasks and safely securing client information.

This personal trainer software is one of the best sources of online service and communication for contemporary personal trainers. For example:

- Users can send workout and nutritional plans to clients through a multitude of media formats such as videos, calendars and graphs. The software relies on a shared platform for it to be really effective. Therefore, clients can activate the platform at any time and see what you have made available.

- On the other hand personal trainers can use the software to sell products or services.

- Personal trainers can develop a nutritional or workout plan and send them directly to their clients. They can also sell additional services to their clients through the software and develop a substantial economic foothold while further utilising the other services that are available through 'Trainerize'.

This all-in-one fitness solution has over 35,000 users and you could join this community by creating an account and subjecting yourself to a free 30-day trial. There is no credit card required so you can choose whether to sign up after the duration of the demo.

PT Distinction

PT Distinction claim that, “If you decide to grow a really big online personal training business and want to go all in, the PT Distinction is no longer just your best option, its your only solution. Unless you want combine 3-4 different software or apps”.

In reference to this you can take a one-month demo that will let you test the software and its different tools that allow you to improve your personal trainer business by:

- **Creating online fitness challenges that you build once then deliver on auto- pilot.**
- **You can check your clients exercise technique inside the app.**
- **Provide nutrition and lifestyle coaching and track adherence and habits.**
- **The ability to integrate your app into your website and turn it in to a powerful tool your members.**
- **Organised interface that will enable you to handle anywhere from 1 to 1000 clients at no extra cost or hassle.**
- **The schematics to develop and sell your own individual flagship programs.**
- **You can also run online bespoke online coaching through the software.**

The personal training software also comes with a six-months risk-free guarantee. They state that if you do not become a successful personal trainer after six months of following the guidelines you will be paid back. In the meantime you get a month free trial and then pay a subscription to the following five months, the price is disclosed until you apply for the trial period.

My PT Hub

'My PT Hub' is an online web and mobile application that enables personal trainers and fitness professionals to manage their clients by creating customisable training and nutrition programmes, whilst tracking their progress and achievements. The personal training software is compatible with IOS and Android so clients can always access a log of their workouts, nutrition and progress. This makes it easier for clients to track their progress and achievements.

Some of My PT Hub's defining features include:

- **The 'Find A Plan' option that allows the user to select from over 370 workouts and nutrition plan templates. From here you can copy them into your own app and use them when you want. The application also facilitates bookings by synchronising My PT Hub with a leading calendar provider such as Google, ICloud, Outlook or Yahoo.**

- **Industry professional Rachel Hobbs uses My PT Hub and has only positive words about the software: The feedback I have received is a testament to what My PT Hub can deliver. Easy to use, in and out of the gym, Happy Clients = Happy Me.**

There is currently 45,000 fitness professionals using the app and you could join them by applying for a free trial. If you are a member of Origym you can purchase the app with 40% off. You can do this by including the following promo code that is ' ORIGYM40'.

PT Minder

'PTminder' is a cloud-based website and mobile app that manages the day-to-day running of Personal Training businesses. It aims to save you time while also increasing revenue. The software can be accessed anywhere, anytime from any device. 'PTminder' offers everything you need to run your Personal Training business from one simple platform. The main features of the software include:

- **Easily manage your busy schedule and bookings with the Calendar.**
- **Integrates with payment processors so your clients can pay you online.**
- **Your clients can book into your classes & sessions online and through mobile apps.**
- **Manage clients progress, fitness assessments and sessions.**
- **Develop individual packages and memberships for your clients.**
- **Set up reminders so your clients receive SMS text messages before their sessions/classes to help reduce no-shows.**
- **Customise your own Workout & Nutrition plans which can then be assigned to your clients.**
- **Integration with your existing website, custom branding.**
- **PTminder also offers multiple trainer accounts. This makes it a good option for any growing business that wishes to distribute an increased workload.**

'PTminder' has currently made over 2.5 million bookings and processed over $50m in payments. These numbers are still growing and it does not just gratify success, it also gratifies the reliability of the software. Joanna from LesMills earned gratification from the software. She said;

As a PT this Software is just the best thing. I have found the Finance side a real savior, as clients can log in and track payments, plus I can see exactly what sessions have been completed, and what has been paid for – great for avoiding any discrepancies with unpaid sessions. Being paper-free is a huge bonus! Weeks are easy to plan and clients love the flexibility of choosing their own session times. Time-saving, easy to use and great value for money. I wouldn't run my business without PTminder.

There are a few different subscription options available:

- **The Free Plan includes all features except you are limited to just creating 2 clients.**
- **The Premium Plan is £30 per month and allows unlimited clients.**
- **The Platinum Plan is £60 per month which also gives you your own custom-branded Mobile Apps for your business.**
- **As an Origym member, you are entitled to a discount code that gives you 20% off any PTMinder products. When purchasing the PTMinder app you CAN use this discount code: 'save'.**

PTminder
Personal Trainer Software

Total Coaching

You can apply for a free trial with 'TotalCoaching' immediately and experience the benefits of what is described as a concise personal trainer software. Like most personal software applications you can develop a training plan for your clients and let them access it through a number of platforms. These platforms include smartphones. Both Apple and Android devices can be paired with TotalCoaching software.

Once you have the software you will be able to get to grip with the features of the software. These include:

- **The ability to use a bank of 3D exercises. You can use these to develop your exercises and add these to a bank of custom pictures and video. This creates a more visceral experience for the client and will help with your client retention.**

'TotalCoaching' also claims to add more value to its online coaching service. It does this in four different ways:

- **Firstly, the software allows clients to access a training log that memorises their progress both inside and outside the gym as well as their progression. Their progression is calculated and presented through graphs and charts so they can be simply understood.**

- **Secondly, there is also a nutritional log that has records of over 20,000 different food types. 'TotalCoaching' goes that much further by including a virtual fridge that enables your clients to select ingredients and create recipes. The 20,000 different food types also take micronutrient and macronutrient analysis into account. You are able to access this food database from anywhere in the world so you and your clients can be sure to keep your nutritional plan consistent.**

- **Thirdly, the platform creates additional value is the communication tool. 'TotalCoaching' has developed and gifted users with access to online forums that allow users such as clients and trainers, to message each other directly. Furthermore, a personal trainer or client can publish feedback on sessions and maintain frequent communication. This will support aspects of a PT's brand such as retention and service.**

- **Finally, as a fitness professional, you are always trying to outperform their clients it is important to understand the strengths of your brand and some points of improvement. You are able to do this effectively through 'TotalCoaching'. You can create and share questionnaires or assessments so you engage with your customer and further improve your brand.**

There are two different options plans for personal trainers to choose from when subscribing to a 'TotalCoaching' membership. There is:

- **The Personal Trainer plan is USD$49 per month. This plan is great for any one who has up to 20 clients. 3 different trainers can use it at the same time.**

- **However, if you have a large number of clients or more than three trainers using the software at once, you should consider subscribing for the studio version. The subscription price has to be discussed with the company itself.**

Either way, you are able to apply for a free trial before you choose your subscription. Origym users are also able to gain 10% of with this unique promo code: ORIG10

Omnify

'Omnify' is an e-commerce and scheduling performance platform for sports, wellness and fitness ventures. The software can be deployed on Cloud, SaaS and Web. It can also be used on Android and iOS platforms. 'Onminfy' offer training through resources such as documentation, webinars and live online.

The main resources that 'Omnify' offer includes:

- **Being able to schedule appointments.**
- **Track your client's attendance.**
- **Add billings and invoices.**
- **Manage client's records and work.**

Apart from this 'Omnify' does not list any other additional resources. It is a fairly new platform without much media. The prices are not disclosed but it is currently running in the beta phase and gaining a lot of positive reviews.

Jason Conelly says the application is great for scheduling classes. He even goes as far to say:

Omnify is a great class scheduling software. Their class pack features help me manage my fitness studio well. The Omnify GO mobile app lets me check my class schedules and attendances on the go. Overall, I am happy with what I have seen so far.

Origym students will receive 30% of any 'Omnify' products be receiving this code: omnify30

The Fundamentals of your Website Design

Call To Action (CTA)

Having a basic knowledge of what works online in terms of attracting readers, converting leads to clients, and increasing website traffic, is essential if you are going to succeed in the fitness industry.

Having a fundamental understanding of personal trainer website ideas, and how they might affect your business is only going to expand your reach and your influence in your local area, and potentially, to a national audience.

Call to Action

If you have done any amount of research when it comes to online marketing you may have noticed the letters CTA written on blogs and forums.

But what exactly does it mean?

CTA, stands for 'Call to Action', and while it is easy to get your head around, getting it right could literally be make or break for your personal trainer website ideas.

Let's take a look at a couple of examples:

Notice how you can have really clean and neat copy (text) on your website, but still fall short of success?

Example two succeeds in terms of website copy because it has a clear and easy-to-grasp CTA at the end.

By inserting this simple command, you can start to lead readers to your most important pieces of content and, if you have planned this correctly, these pieces of content should be geared towards converting readers into paying clients!

Email Capture

When it comes to personal trainer website ideas, in order to turn your planning into a successful website you need data.

You must ensure your clients are willing to let you contact them, you need to have their preferred means of contact, and you need to make sure you aren't using their data in ways that they have not given permission for.

The easiest form of data to get started with, is an email address!

Now, you can just outright ask for their email addresses via your website, and some readers might subscribe to your website of their own volition (particularly if they're already committed to becoming a paying client). However, these are not the readers you have to convince. You have to convince the ones who aren't committed.

Below are examples of how to begin collecting email addresses for potential clients.

Email Capture 101 - Some Ideas!

Newsletters:

The easiest and cleanest way to capture your clients' emails is through newsletters. If you have great newsletter content, word will quickly spread, and in return you can start building a database of clients to market to.

Leverage:

Another method from marketing 101, and it's as easy as: got something valuable? Offer it for free in return for client's data! Select a random winner and for the price of a few free sessions, you have yourself a whole load of new clients.

Additional Content:

This requires a few more hours of work, but if you have a successful blog it's an opportunity you can't miss out on. Try getting some additional content of real value to supplement your blog content. For example if you've done a blog on Paleo Diets, offer a PDF download of a Paleo Diet Food list and Nutrition Diary. All a reader has to do to access such content is input their email in return for a free download.

ORIGYM

Social Proof and Client Testimonials

Social proofing is another aspect that you probably have already thought about. In fact, you're most likely already doing it in your print and face-to-face advertising without even noticing.

Social Proof is the process of showing the world that people recognise your brand. By people, we mean influencers, celebrities, magazines, and companies in your industry that could readily be described as an "authority".

An Example:

As part of an article on the obesity crisis in the UK, a national newspaper reached out to you for comment and for your expertise. Great! This is amazing publicity for you and your brand. But the hard work is not done yet, now you need to show off that you've been covered in this newspaper.

On the homepage of your website, you decide to stick a big banner that says "as featured in NATIONAL NEWSPAPER" with a link to the article. Your readers are impressed, your current clients are reassured that they have made the right decision, and your email capture is inundated with new data. That's the power of social proofing!

To get started, these are some of the brands and kinds of content you might want to show off as social proof:

To get started, these are some of the brands and kinds of content you might want to show off as social proof:

Social Proof

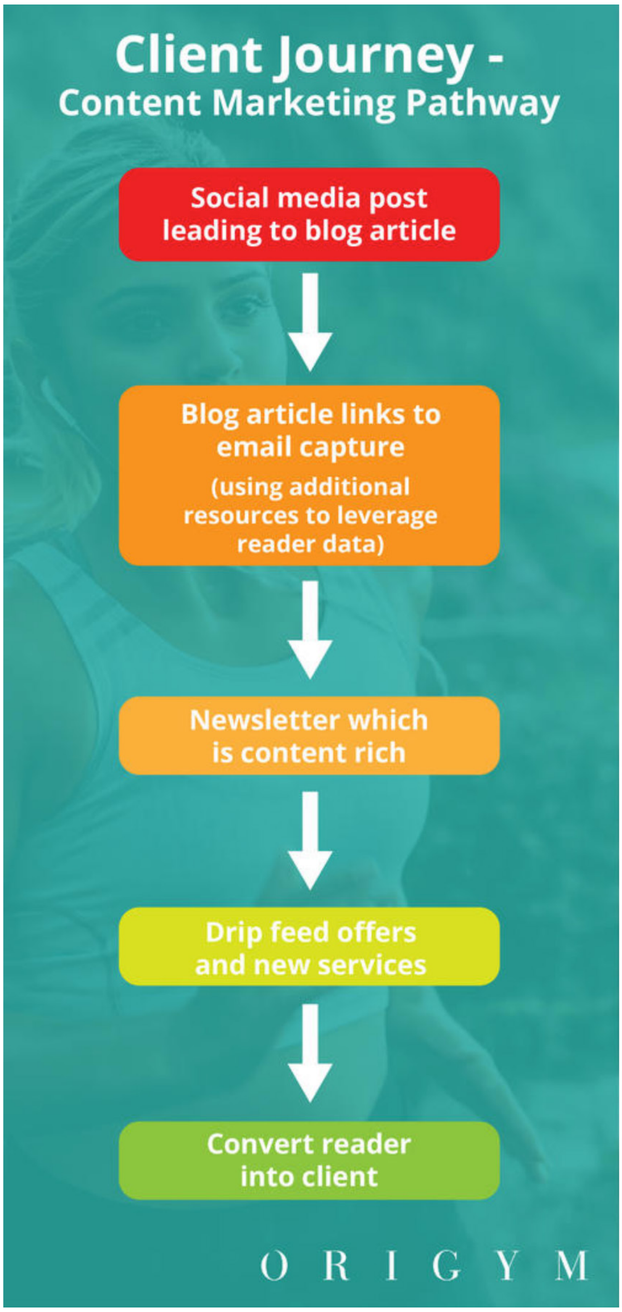
What connections are worth advertising?

- **Interview in magazines.**
- **Social Media influencerse using and recommending your services.**
- **Comments and expertise provided in an article.**

Client Journey

Defining your client journey is crucial with regard to designing and figuring out the purpose of your website.

Gone are the days where you could just buy a domain and leave it stationary, expecting the clients to come to you. You must justify every page of your website, and be able to confidently outline the pathways a user might take to navigate through your site.



Above, you can see how each piece of online content justifies its purpose, with the ultimate goal of converting readers to clients.

Without planning how your online content is going to improve your business, your website will come across as scattered and disorganised.

Website Ideas

1. PT Website or Landing Page

This is your most obvious function in terms of personal trainer website ideas. The scenario is typically that a personal trainer is having a good degree of success with their local business, and decides that they could expand with some online marketing.

And suddenly, as if by magic, they have a website!

While these websites tend to be quite basic, they do serve a really important function for start-up fitness businesses, and therefore need to cover the basics:

What you need:

- **A clear brand and message**
- **Well-advertised offers to draw potential clients in (leverage)**
- **PT Bio - Who are you? How can you help?**
- **Success stories and social proof**
- **Links to your business profiles on social media platforms**
- **Prominent email capture**

2. Online Personal Trainer Platform

The next step up from advertising your services via a landing page or website is actually offering your services via an online platform. As far as personal trainer website ideas are concerned, online personal trainer platform is the best way to expand your business. The even better news is that this can happen fast. Often, personal trainers will turn to this form of training when their client lists have become saturated.

It can save you time, energy, and with the right level of investment, can transform you from a local personal trainer to a national one. The main thing to keep in mind is focusing on what your service is going to offer, and how that's going to stand out above the competition.

In other words, what is your USP?
Are you offering video tutorials, or are you tailoring workout plans to clients?

Are you keeping in touch via skype, or text message?

Make sure to ask yourself these questions, before setting up your online personal trainer platform using our toolkit below!

What you need:

- **A clear brand and message**
- **A clear and easy to navigate interface**
- **Prominent client success stories to generate trust**
- **Contact form and direct lines of enquiry**
- **Clear and easy-to-read price plans**

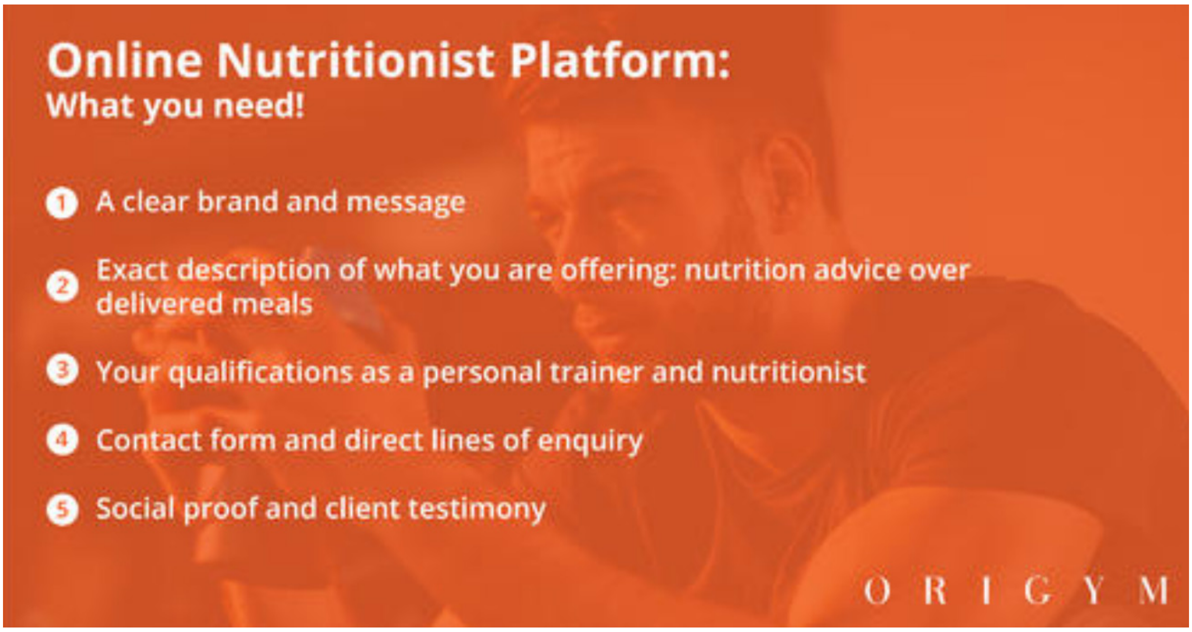
3. Online Nutritionist Platform

Where to go when you've conquered the online personal training sphere?

Online nutrition coaching of course!

These days, fitness is more about what people are doing in and out of the gym to stay fit and healthy. People are now taking a more well-rounded approach to fitness, incorporating mindfulness, fitness, and perhaps more than anything else; nutrition.

Personal trainers are now capitalising on this market by offering both fitness advice and nutrition coaching, so your online platform has to stand out if it has any chance of turning from a personal trainer business idea, to a viable business strategy.



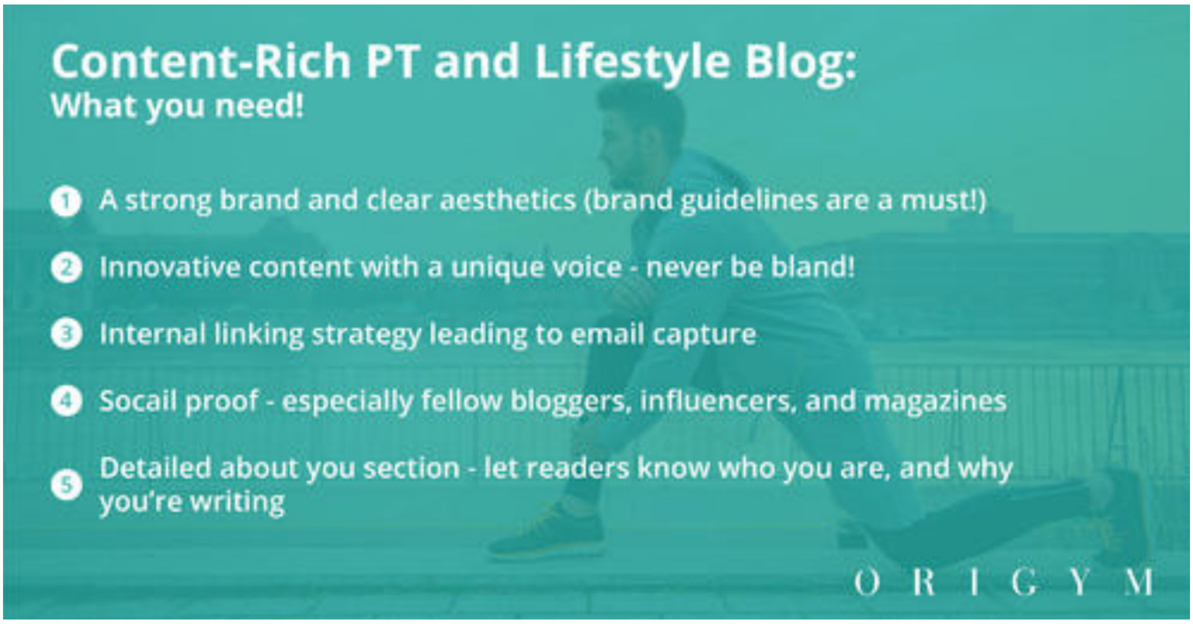
4) Content-Rich PT and Lifestyle Blog

You don't necessarily have to advertise your services or offer online services to new clients in order to make it as a successful personal trainer on the internet.

As opposed to offering fitness services, why not use your expertise to host a popular lifestyle and / or personal training blogs?

Such blogs can be a high revenue stream, and you can attract big advertising income if you prove that you have a committed and loyal following who listen to your advice.

Of course, you also have to have your ear to the ground in terms of content and trends, and you have to have a unique voice that will capture the attention of online readers.



5) Social Media Influencer

Last, but certainly not least, is the hugely exciting but ultra-competitive profession of becoming a social media influencer.

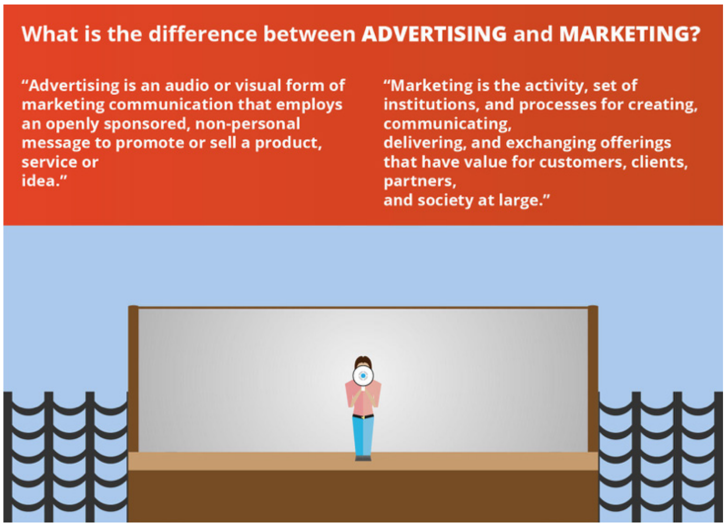
The great thing about influencers is that they are almost always practising fitness professionals.This means you can combine your thriving PT business with gaining followers online.

The slightly less great thing is that you really need to be an expert at branding, visual marketing, and content production to stand any chance of succeeding in the long term.

But if you already have a loyal following on social media sites, and find yourself spending more and more time catering to your online audience, you may want to consider looking into some of the below.

Advertising and Marketing

Marketing and advertising are two areas that are often confused as being the same thing, when in fact they are very different.



Advertising describes the tools you invest in to promote your product or company. Examples include buying posters, or paying for an advertising slot on social media platforms. The information that you put on the posters or in the advertisments is known as 'marketing'.

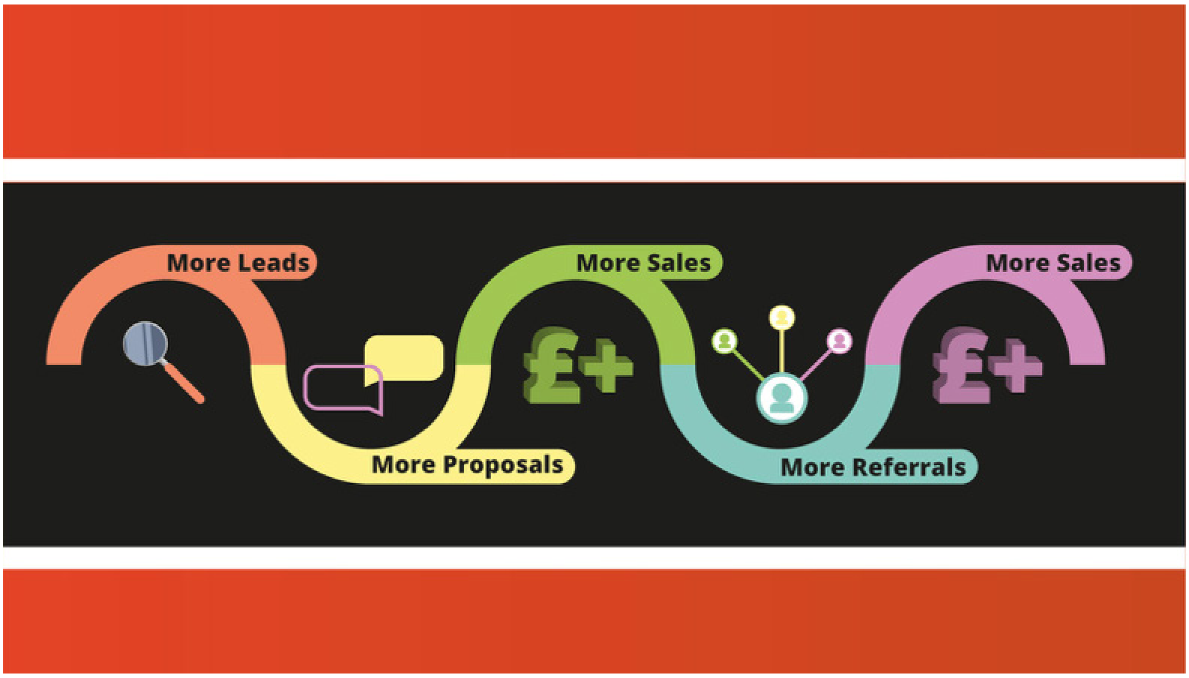
Let's start at the top of the sales funnel

Lead generation: In order to generate leads, we must have advertisement and marketing in place.

When someone enquiries (submits their personal details) in response to an advertisement, this becomes a 'lead'. Attaining an email address is classed as a lead.

Leads come as a consequence of advertising and marketing. Leads vary in quality based on where you are advertising, what you are marketing and how much detail you have on that lead. E.g. Referral leads from existing clients are far stronger than leads from a free nutrition seminar someone has signed up to just with their email address.

The more leads we have as a personal trainer, the more appointments we will set and ultimately the more sales we will make.


More Leads
More Proposals
More Sales
£+
More Referrals
More Sales
£+

How Market Research Can Grow Your Personal Training Business

By doing regular market research, you can improve the quality of your business decisions and be intentional about any spending you do. You must ensure that your efforts are focused on your target audience. Once you have conducted your market research, the collected data will provide you with information on how to plan your business strategy around the services you offer, how to deliver them and what content would work best to market yourself online.

Be Clear On What You Want To Know

To help you to define the problem clearly, know what you're trying to figure out with the data you collect and how you intend to use it. By knowing this before you begin, you can ensure that the questions on your surveys are relevant and worded in way that will allow you to collect valuable data.

As an example:

"How many times a week do you work out?" is a better question than "Do you work out regularly?" if you need to know how many days to write a training programme split for.

Examples of primary market research include:

- **Interviews. Interviews are a common type of primary market research that can be either in-depth or as simple as asking a question.**
- **Focus groups**
- **Questionnaires**
- **Surveys**

Target Your Audience

Once you have built a client base, you can continue to liase with them via your existing mailing list and social media networks. However, in order to grow your business, you will need to reach a wider audience. If for example, you intend to conduct a survey, you could ask a specific demographic to share your survey (if you're a woman living with knee pain and over 55, please send this survey to a friend) and incentivise it for them so they're more likely to help.

Set Your Parameters

You may want to consider:

- **How you will send it (email, social media)**
- **How many times can you send it without annoying your audience**
- **When will you "close" the survey and stop collecting data**
- **When will you send your survey out?**

These are all considerations which may impact the quality and quantity of the responses you receive.

Analyse The Data

Allot yourself time to review the responses you have received. There are export options that allow you to see the range of data presented in a spreadsheet that can highlight patterns within the data or answers which come up time and again that could be addressed in your content or services. When closing the study, be sure to thank your respondents and explain how the data will be used.

Wrapping Up

When you use surveys to improve your personal training business, you are responding to the needs of the market. You are demonstrating that you are attentive to customer experiences, and your clients will feel that their opinions are valued.

You can use surveys every few months to ensure that you are addressing the needs of your audience and this might form the basis of your content planning moving forwards. Additionally, it can help to uncover demands for features and products that you might not have otherwise considered.

Marketing Tools

Using online surveys to determine what your audience wants to learn more about and get more support with is an effective way to make sure that you are giving your clients what they want. This can help you to offer programmes, packages and services that are in demand which will ultimately build a successful business.

Software + Surveys

One of the most accessible methods to conduct market research for personal trainers is a survey. Some good free software choices include:

- Google Forms
- Facebook polls
- Survey Monkey

Surveys directly ask your audience what they need help in achieving! This information is useful for a personal trainer because sometimes it isn't what you would have first expected.

Social Media

Facebook, Instagram and Twitter all have an in-built facility to post polls. Posting similar surveys across each platform can give you a good idea of how to re-purpose content to suit the demographics on each platform.

Market Research How-To for Personal Trainers

Once you have decided how you intend to conduct your survey, you must then understand how to design the questionnaire and what principles to keep in mind so you are able to collect useful and valuable information. What to do with the data will be an equally crucial point so you can get the best out of your market research project.

Reactive Lead Generation

There are two types of leads as a personal trainer working within a gym, reactive and engagement leads. You should have a mix of both.

Reactive leads are leads where the leads come to you. Engagment leads are leads that you have generated through personal intercation.

Reactive lead generation

Reactive leads will generate you visibility and enquiries whilst your delivering sessions, on lunch and generally around the clock.

The reason they are called reactive leads as that once the personal trainer advertisement is set-up, you can generally just leave it for members to “react” to.

Here are some examples of reactive personal training advertisement and lead generation you should be doing as bread and butter of being a personal trainer in a gym:

Gym posters

Posters in every locker, on reception, in every café table, bar, back of doors, above urinals and multiple places on the gym floor. It is your responsibility to ensure these posters are visible.

Posters must be eye catching with a clear action you want prospective clients to take. Here are a few calls to action you can place on there:

Your call to action (CTA) should be big enough to read from a distance. CTA is what your asking someone to do as a consequence of seeing your marketing. Are you asking them to ring you, email, text or sign up for example.

Posters should be at eye level and use colours that are opposite to their background.

Once you have paid for poster production, which is minimal, you can leave them for a month whilst leads come to you. Then you can change your poster with a new offer and expiry date, keeping it fresh and creating urgency.

Competition Drop Boxes

Placed on reception, café tables, local business, gym floor table, on the bar. Drop boxes are just boxes that you can leave around that have a pen and a contact form that offer an incentive for users to submit their details to gain something of value. They should be checked often and have urgency with defined cut off dates to incentivise someone to submit their details

Drop boxes should be updated at least once per month and checked daily for lead submitions so you can act upon a lead whilst they are “hot”.

Other employees

Other employees referring gym members are one of the strongest lead sources and enable you to sell personal training with minimal effort. Although you should treat everyone you work with kindly, there are a few positions within your company you should treat with extra care:

Receptionists get the first point of contact with any prospective member that walks through the door as they have to speak to them before speaking with a sales advisor to join the gym. This creates rapport between the receptionist and the gym member.

Sales advisors get the most exposure to a new member, from performing their own sales rapport through to showing them around, helping them get booked in for inductions and classes when they first sign up. For anyone to hand over money to someone else means there is some form of rapport and trust.

When the new gym member asks who they should speak with in regards to personal training, you want that member of staff who the customer trusts and believes is impartial to give your name and details or in some cases even comes and gets you off the gym floor to close the immediate sale. This is why this form of personal trainer selling is one of the highest converting.

There are two things leading that make people refer more than anything else.

1. YOU'RE GOING TO BE EXTRA NICE TO THEM – This includes but is not limited to:

2. OFFER THEM A REFERRAL PRIZE THEY CAN'T SAY NO TO - This includes but is not limited to:

When you get these personal trainer sale referrals from other employees, always say thank you and always pay or give your referral offer on time, every time.

Roll out posters.

Very similar to posters are roll-up banners. They can cost as little as £30 and are hard to miss!

As with all forms of personal traienr advertising, ensure you have a clear CTA and place them in highly visible area e.g. near reception and the entry to the gym floor. This way every member must walk past it to access the building and gym floor and then walk back past them to leave.

Engagement Lead Generation

On top of reactive lead generation, we have engagement leads. Engagement leads are another mechanism we can use to increase the leads generated on the top end of our sales funnel.

RULE OF SALES

"Never try to sell unless you have earned the right to do so."

It is important to note that "cold selling" to people on the gym-floor without having had any previous interaction with that person is criminal in sales.

This is where enagagement leads come into play. Engagement leads have been acquired through genuine interaction with gym members on the gym floor. This could be something small like helping them to set-up a machine they were struggling with and afterwards giving them your business card and asking for their name. This is known as reciprocal marketing.

Here is an example of reciprocal marketing being done by www.sampletemplates.com. They allow the end user to download their free certified trainer resume, but in exchange they want your email address.

This same principle can be applied to getting personal training clients on the gym floor. Instead of giving a prospective client a sales pitch, give them a sample of your training and expertise.

Here are some ways to generating continuous engagement leads through reciprocal marketing, step by step on the gym floor:

Free Workshops

1. Against your PT diary schedule half an hour workshops against your diary at different times of the day, three times a day minimum to attract different members. Morning, day time and evening.

2. Advertise your workshops via poster holdings, pin boards, café tables and bar. Anywhere it is appropriate for them to fill in their details.

3. There should be a sign up card with a secure box for members to leave their personal information for data protection.

4. The advertisement should have urgency on there to get people to fill in their details and sign up right away, as shown below.

5. Approach gym members on the gym floor asking them if they would like to participate in your free workshop

Sales Script

“Hi there,

Really sorry to disturb your workout, but I thought I would just let you know I am running a free Upper-body Kettlebells workshop in the core area in 20 minutes time, its only for 15 minutes and we will be covering some great techniques that you can use in your training. Would you like to attend?”

This gives the gym member a simple yes or no decision, therefore it is not time consuming whilst they are on rest gaps or for you to ask. Additionally, as you are offering something of your time and expertise for free, you come across really well to the member, even the people that say no.

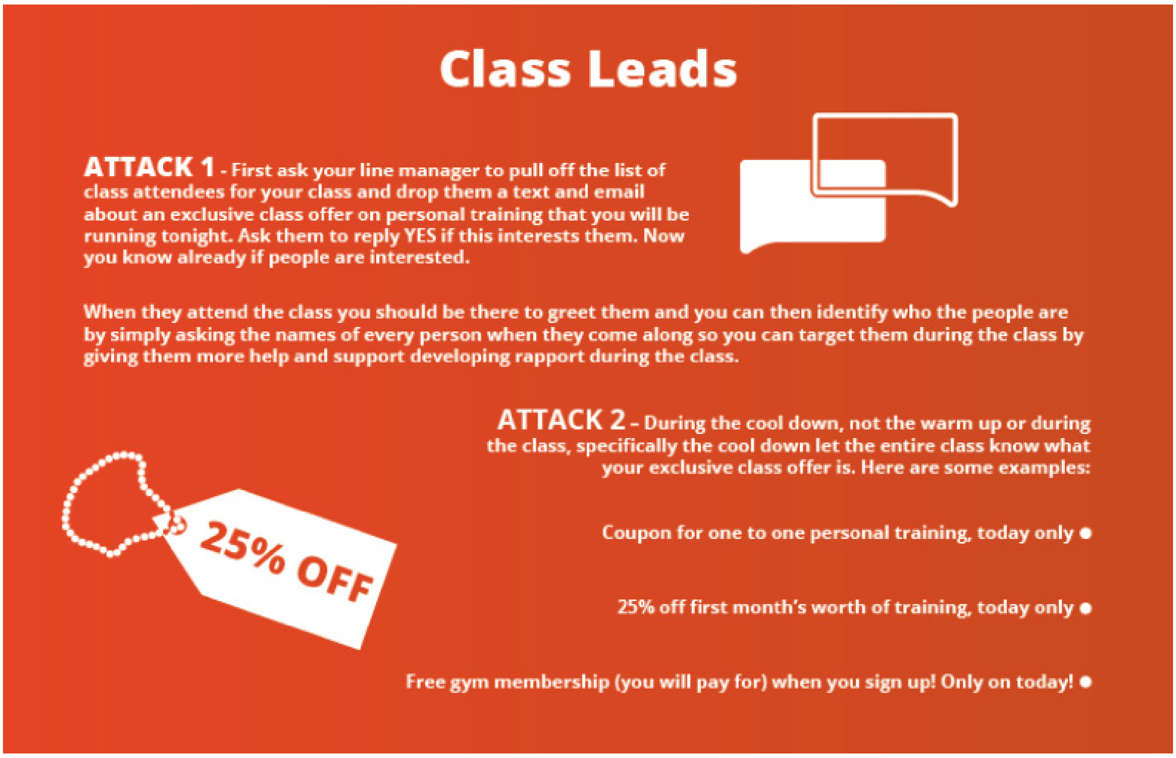
What workshops can you offer?

To get more attendees you can use the tannoy system to let people know when it's starting and where to go.

Educational Seminars

Class Leads

You actually get two bites of the cherry with this perosnal training sales technique:



Now go and target your YES replies people to close perform the needs analysis and close the sale in coherence to the personal training sales process discussed later in this article, so stick around!

New joiner lists

New joiner lists are an untapped and powerful lead generation tool for you to sell personal training packages to. New joiners are a prime target for personal training as they have fresh goals, might be new to exercise needing of your assistance, want to meet friendly staff and unlike seasoned trainers, likely to pay you for your services. Using the new joiner list technique, you can get in front of those new joiners right away and really sell yourself as a personal trainer.

- **Ask the sales manager or equivalent position for the new joiner list.**
- **Ask for this list on precisely the 2nd of the month. This is because more sales and therefore more new joiners occur at the end of the month than any other time (4 times as many as any other week). The 2nd of the month as opposed to the 1st as normally there is lots going on in relation to sorting paperwork from sales closeout, sorting targets for the new month and conducting meetings around those targets. The 2nd is the quietest time, with the most amount of fresh data.**
- **Ensure the email and phone numbers you get from your sales manager are GDPR opted in for other related services, otherwise you will not legally be able to market to them. It is YOUR responsibility to ensure this. Messaging people who are not GDPR opted could leave you liable, I can't stress that enough. You should also include an opt out option and ALWAYS opt them out when they asked to not be contacted or opt out.**
- **Send all the new joiners, a welcome email AND text, welcoming them to the gym and offering something of value.**

Script- Email or Text.

Recipient XXXXX@email.com Cc Bcc

Subject Ab Master Gym Challenge

Hi (Recipient name here),

I hope you're well.

My name is (Sender name here), I am on of the personal trainers here at (Gym Name Here) and I wanted to be the first to officially welcome you to the gym as a new member :)

I am always on hand if you have any questions in relation to training or want any nutritional advice. In fact I am holding a (Insert free event) on (Date Here) at (time) and it would be great if you are able to make it?

It's completely free and just a great way to meet other gym goers and learn some new (________) techniques.

Text / Email me back if you would like to attend and I'll reserve your space for you. Please let me know by (End Date Here) if possible.

Either way, welcome to the gym and I hope you enjoy the facilities.

Best Regards

XXXXXX

Public Address System Announcements (Tannoy)

How long do you think it takes to say a sentence over a tannoy? Ask yourself, have you ever heard a personal trainer do an announcement using a tannoy in your gym? – Probably not!

They are all missing a trick to getting personal trainer sales. Here is how you should use the tannoy to your benefit:

YOU: “Evening All, my name is XXXXX and just to let you know I am running a XXXXX in the studio at XXXX. If you would like to join in, just pop on over and ask for myself, but spaces are limited. Have a great evening.”

Gym challenges

Creating gym challenges is a fantastic way to get to know members and more importantly them getting to know you. They build rapport as a personal trainer, finding common ground and allow you to capture leads.

Gym Challenges should be monthly.

You should have different categories for the gym challenges, such as beginners, immediate and advanced trainers. This should then be split again by age and gender. Not just is it unfair to compete people who have different physiological advantages, but you will engage more people and have more winners.

Gym Challenges should have leader boards that are visible, but just of the top 5 people for each category, we are not here to embarrass anyone.
You should schedule daily times to run the gym challenge each day you are working at different times of the day across the month.
Prizes should be given to the top 5 people for each category at the end of the gym challenge.

Get people to sing up through the same strategy as the workshops and seminars.
Again use the tannoy to let members know about the gym challenge, how to enter and where to go.

Health MOTs / Health Checks

Running health checks and MOTs give you a great way to personal trainer rapport building and generate engagement with potential clients.

Set-up a table in a visible but non-invasive aspect of the gym e.g. area in reception or on the gym floor out of the way of equipment.

Offer members the opportunity to get their blood pressure measured, find their postural alignment and body fat percentage. Ensure all results are confidential.

This should take between 15 and 20 minutes.

Group Inductions

Not Personal trainer selling through inductions is an oversight for many trainers. Although inductions are not compulsory for gym members as they once were, but they are still a great way of generating leads. People who want an induction are the exact people who need our help as trainers, thus we should be using inductions to create rapport and convert to clients. Here is how:

Selling Personal Training: Targeting Previous Members & Non-Members

When thinking of new ways to sell personal training, targeting previous members is a creative way of obtaining some extra clients. Former members are club familiar and very often just out of the habit of physical exercise.

- Ask for the previous-members list from the sales manager or equivalent position within your branch. Ask for members of the past 6 months.
- Those opted in for marketing and consent in coherence to GDPR you can email or text.
- Offer to pay for their first two months gym membership when they sign up for personal training on two sessions per week or more for a minimum commitment of two months (to you) to come back to the gym.
- Cycle variations of this offer once per month around payday.
- Give the sales team the gym sale and you collect the personal training session fee.

Free Invite to Group Training

Group personal training is the future of PT......Why?

Both parties get the best of both worlds. You can make more per hour and the client gets to save money as they are sharing their session with a couple of other people, but more on the ins and outs of group training when we come to close sales later in this article.

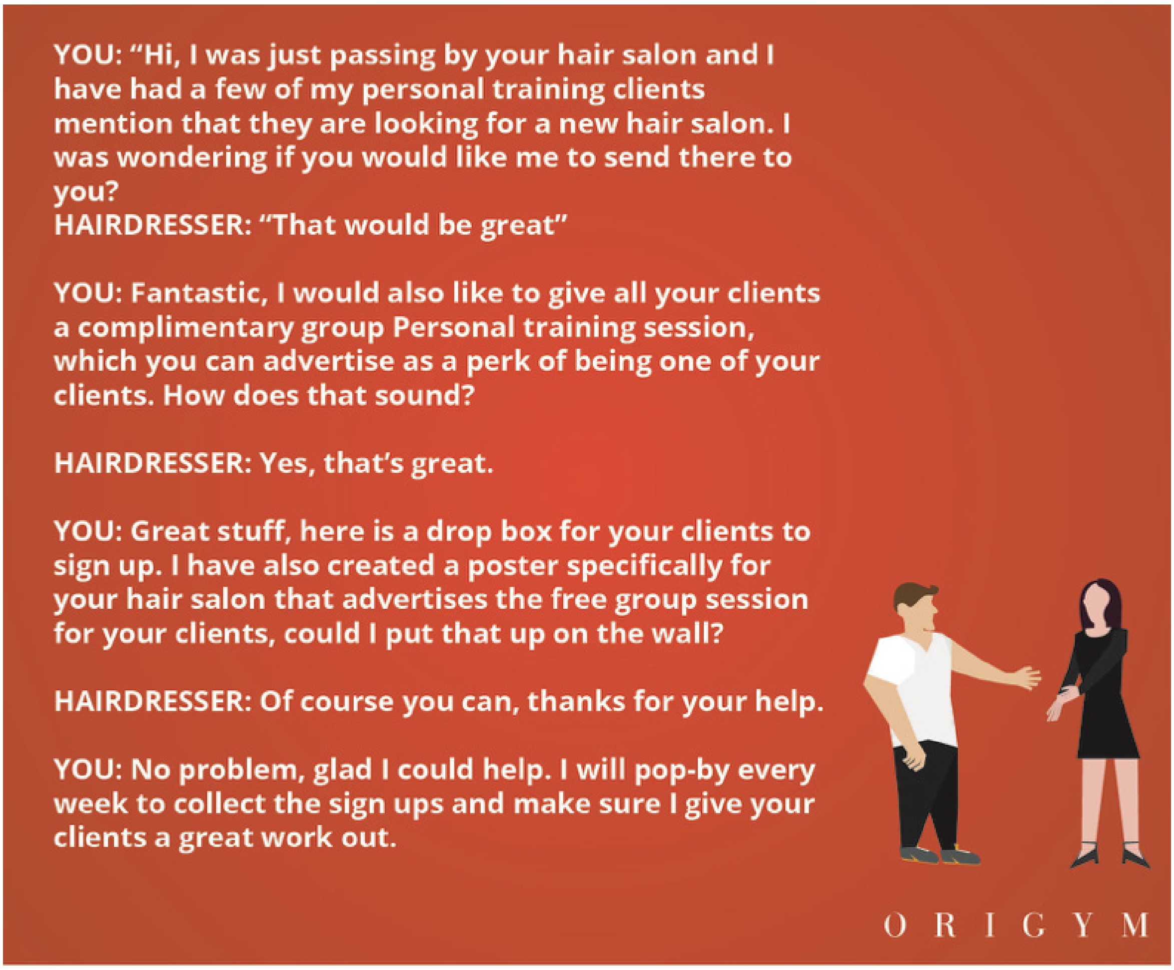
Personal Trainer Referrals

Getting personal trainer referrals is the strongest leads for any business. There is an entire section dedicated later in this article to show you how to get referrals, manage clients and client retention.

Exchange Business Referrals

When thin king of how to sell personal training, utilising other similar business on a give and take basis is a good place to start. Similar to using other employees, using other business' either ones that are in the gym or ones situated locally. The types of business' you should target are ones where it is individualised and customer facing, here are some examples:

When approaching these business' offer to help them first, before asking them to help you. Here is a script for you:



What do these types of Personal Training advertising, marketing and lead generation sources have in common?

Call to Action or CTA
All Marketing must have a clear call to action. What is it you want people to do as a consequence of seeing your advert? Text, email, call, sign up, book – these are all calls to action.

Urgency
Creating urgency is what prompts people to take action and makes them feel like they are missing out, this is a great toll when selling personal training. Here are a couple of examples of urgency - "Last two spaces available or "Offer ends Tuesday so be quick".

Giving to Receiving
We always give before we ask to get something back. This is what's called reciprocal marketing. We give, so they give.

Creating Common Ground & rapport
Every strategy is there to give you the common ground to approach a member, whether that's the workshops, seminars, group inductions etc, these all give you the common ground to approach a member successfully.

Time Efficient
Notice how all these marketing efforts are grouped. There is no blindly handing out free 1-2-1 sessions to every member that walks past. Your time is valuable and doing 12 hours of free sessions is madness.

We are targeting members on mass to be able to qualify them as potential leads and we are doing this on scale.

Clearly visible
All of the marketing is visible and is placed strategically to get the most amount of leads as possible.

when you do group inductions, workshops, seminars, this will also make you visible on the gym floor.

O R I G Y M

Where many personal trainers go wrong is not having multiple lead sources set-up to capture leads and they rely on luck to get personal training sales, instead of a proven system to get new sales month after month.

Do note, you should be taking down the email address at minimum for someone to attend your free workshop, class, induction etc. That is your payment for running it. You are going to be marketing to these email addresses later for those that you did not convert into a client.

DISCLAIMER: As you build your client base, the number of workshops, seminars, group inductions that you put on should naturally decrease as your diary fills with real paying clients. But what are you going to do with all these leads, how are you going to mange them effectively? you need to get organised! When I say organised, you might be thinking I have my diary for my clients and I have my schedule...... This is not sales organised!

S.M.A.R.T Goals

MODULE 4:
COLLECTING INFORMATION, SAFEGUARDING AND S.M.A.R.T GOAL SETTING

Communicating And Behaviour Change Strategies For Increasing Motivation And Commitment To Lifestyle Behavioural Change

In client-centred working, the nutritional advisor and the client work together. The nutritional advisor aims to facilitate and help the client make the changes they would like to make: the client leads and directs the process.

A Professional relationship is where both parties are perceived as equals need to be developed. In this relationship, the client is the expert on themselves and the nutritional advisor's role is to use specific communication and facilitating skills to help raise the client's awareness of their own power to choose, take responsibility and make their own decisions.

As such, all communication should:

- Be open and clear (with the opportunity for the person to ask questions and engage with the process).
- Use language that is appropriate for the client to understand (non-technical, e.g. 'sugar amount, instead of net carbohydrates').
- Reflect the core conditions – empathy, congruence and unconditional positive regard - which are central to the client-centred approach (Lawrence and Barnett, 2006).

Verbal And Non-Verbal Communication:

The ability to adapt communication to meet client needs is a vital skill. In the initial stages of working with nutritional clients, it can be challenging to determine which communication styles work best. Some clients might respond better to a style of communication that is more visual (e.g. images, gestures, body language, eye contact and demonstrations), whereas others might prefer an auditory approach (e.g. explanations, instructions and verbal guidance). In most cases, using a combination of communication styles is most effective.

Verbal communication skills include the choice of words and language, tone of voice and pace of speech.

- The language used should be clear, simple, precise and accessible to the client. Jargon and technical language should be avoided, as it can easily become confusing for those who do not understand certain terms or phrases and can present a barrier for effective communication.
- The tone of voice should sound interested, warm and welcoming and the pace of speech unhurried, to reflect that there is time for the person.

Non-verbal communication skills include gestures, eye contact, facial expressions and posture; they also extend to clothing and personal space. Nutritional advisors should gain an awareness of their own and their clients' non-verbal cues; these can provide vital clues about the quality of the interaction.

Appearance and attire can affect the client's perception of the nutritional advisor's ability and competence (e.g, if they are not wearing appropriate uniform or if they are very young and the client is older, it can shape the opinion the client forms). Body language and eye contact are important considerations. Presenting an open, positive and enthusiastic body language, facing the person as they speak and maintaining appropriate eye contact is essential; these tell the client that the instructor is genuinely interested. With regard to facial expressions, a neutral expression that reflects an open and non-judgemental attitude reflects maximal empathy.

One final point is that the nutritional advisor should also ensure that their body language and verbal communication are congruent (match). For example, if a client arrives late and the specialist exercise instructor finds this annoying, a statement of 'no worries, that's okay' would be incongruently matched with a grimacing smile or raised eyebrows, and the client would typically feel this at some level of consciousness.

Consulting Skills

During any consultation, it is important to make the client the most important person in the room. Focussing and attending skills can be demonstrated by:

- Removing any barriers or obstacles, such as desks, between the specialist exercise instructor and the client.
- Minimising potential distractions and interruptions by switching mobile phones off and placing 'do not disturb' signs on the door of a consulting room.
- Facing the person when they speak and leaning slightly forwards.
- Maintaining an open body language, upright posture, appropriate eye contact and not fidgeting.
- Actively listening and responding with affirmative gestures (e.g. nodding the head) or reflective statements (discussed later).
- Showing genuine interest in what the person is saying, smiling naturally and being there for the person.
- Being sensitive to your own reactions to what the person is describing, including non-verbal messages from facial expressions and body language.
- Reflecting warmth by demonstrating the core conditions (empathy, unconditional positive regard and congruence).
- Putting aside (or managing in advance) any other concerns (e.g. feeling hungry or needing a break).

The Core Conditions

The key to working with the client-centred approach is a demonstration of the three primary core conditions: unconditional positive regard, congruence and empathy.

Unconditional Positive Regard

This is about accepting and showing respect and warmth for the person. It is about valuing who they are without making judgements that they should be any other way. It means not passing judgement i.e. a lapse or relapse from their desired pathway for making changes.

Congruence

Congruence is about being 'real' and honest and living life according to one's own standards and values. It is believed that most people learn to behave in the ways they do in order to be accepted and gain approval within their social group. From a nutritional advisor's perspective, maintaining a non-judgemental stance and trusting the client to find their own right answers and solutions supports the development of congruence (Lawrence and Bolitho 2011).

Empathy

Empathy is seeing and experiencing life from the other person's perspective and being concerned about the challenges they face. To demonstrate empathy, the nutritional advisor needs to put aside any prejudices, closed-mindedness and the need to analyse and evaluate, as this only makes them view the client from their own perspective. It helps to understand the world from the other person's perspective (Lawrence and Bolitho 2011).

For a nutritional advisor, the most challenging time for demonstrating the core conditions happens when a client is ambivalent about making changes, or when they lapse or relapse. However, for a skilled nutritional advisor, ambivalence, resistance, lapses and relapses are perfect opportunities for exploring the person's world and finding out more about them.

- If a person is ambivalent the exercise instructor can sensitively question this, for example: "I notice that you say you're not really the exercise type", so I am wondering what has motivated you to come here today!
- If a person seems resistant to any activity options or suggestions being offered, then the specialist exercise can acknowledge that they are perhaps being too didactic (being expert) and can instead ask the person "what would you really like to achieve from our work?" (best hope) or "Perhaps we could explore different options for you to get what you would like."
- During a relapse, the specialist exercise instructor can help to minimise the stress the person might feel by remaining non-judgemental and normalising lapse and relapse as part of the process of making changes. They can also help the person to get back on track if this is what the person chooses.

A key consideration is that client-centred working does not provide a quick fix for helping people change; It is a way of working (an attitude) that has the potential to empower the client which, in the longer term, might enable effective change. Nutritional advisors may need to seek additional training to develop these skills.

Motivational Interviewing

Motivational interviewing (MI) is a relational, collaborative and conversational style of helping. It is a way of eliciting information from the client to explore both their readiness to make changes, what they want to achieve (their motivators) and the things that stop them from making changes (their barriers or reasons for staying the same). The core Skills used to facilitate this conversational style of helping are open questions, affirming statements, reflective listening and summarising (CARS). These are discussed later.

(William Miller and Stephen Rollnick)

To facilitate conversation effectively, the specialist exercise instructor needs to follow the RULE principle:

R - resist the righting reflex; this is feeling the need to "fix' the client's behaviour and dictate what they should do

U - understand and explore the person's motivations (what they want and their reasons for wanting to make changes or change talk) and the things that get in the way of them making changes (the barriers or sustain talk).

L - listen with empathy and acceptance (without judgement).

E - empower the person (be hopeful and optimistic with trust that the person knows what is right for them and will make their own best decision).

The Core Skills Of Motivational Interviewing (OARS)

Open questions create an opening for the flow of conversation. They invite the person to speak and offer a way of building rapport and engaging the person. **Open questions begin with the words, 'what,' 'who,' 'how,' 'where,' 'why and 'when.'**

Examples Of Open Questions:

- "What brings you here today?"
- "How come you are thinking about that now?"
- "How important is that for you?"
- "How would you do that, if you decided to?"
- "Where are you now in relation to making those changes?"
- "What do you think your life would be like if you did that?"
- "Would you tell me more about that?"

One key consideration is not to ask too many questions as this can feel like an interrogation. Overuse of questioning brings the focus to the agenda of the helper, not the person (so that it becomes instructor-centred, not client-centred this can present a barrier for effective communication. Information can be gathered, but the sacrifice could be me rapport and relationship established. It could stop the helper from really listening and hearing the story the person needs to tell, which would not help to engage them.

One issue is that, for many consultation assessments, the helper needs to gather information from the client. This can result in a series of closed questions being asked.

Closed questions tend to provide single-word or 'yes' or 'no' answers.

Examples of closed questions:

- "What is your name?"
- "Who is your GP?"
- "Do you smoke?"
- "Are you married?"
- "Do you have children?"
- "What age are you?"
- "Do you currently take part in any activity?"

Closed questions have value, in that they can gather specific information. The problem is that they can block rapport and engagement with the client. You need to strike a balance.

Change and Sustain Talk

When a conversation is opened, clients often reveal their reasons for wanting to make changes (change talk, i.e. their motivation) and their reasons for not making changes (sustain talk, i.e. their barriers).

As an example:

*"I know I should exercise more; my doctor says it will help me to feel better and I'd like to be fitter (**change talk**) but I don't have the time to be going to the gym every day - I feel so tired (**sustain talk**). I like the idea of being able to run and do the things I did when I was younger (**change talk**), but my life is different now. since the depression hit me, I just don't feel up for all that stuff (**sustain talk**). I'd love to feel different, feel happy and all that (**change talk**), but I don't! I feel like the life has been sucked out of me" (**sustain talk**).*

The temptation can be to jump in ('the righting reflex') and tell them all the reasons why they should make the change and how it will help. This is actually unhelpful. Most people dislike being told what they should do, as it can come across as blaming, shaming or patronising.

The art of MI is to listen to the client, reflect the core conditions and use reflective listening and summaries to facilitate the client's movement towards a state where they talk themselves into making a change (where their change talk outweighs their sustain talk).

Affirming statements are a way of recognising and acknowledging a positive quality a person has, or the positive steps a person is taking or making. They are also a way of reframing thinking for a person who only sees or notices what they don't do.

Example affirming statements:

- "It's good to see you again."
- "You feel tired, yet you have made a great effort to come today, that is an incredibly positive step, well done!"

An important and essential condition for using affirming statements is that they must be genuine expressions of gratitude, admiration or appreciation that reflect the positive regard the helper feels for the person. If they are given in this way, affirming statements can help establish a positive working alliance.

Reflective Listening

Reflective listening is listening to the speaker, paying full attention, hearing what they say and responding appropriately.

This can include:

Repeating the words the person uses, for example:

Client: I feel so tired today.

Advisor: You feel really tired.

Alternatively:

Client: I feel so tired today.

Advisor: You feel drained.

Using statements that reflect a person's understanding of the message, or reading between the lines and encoding what we person means from what they say, and presenting this back to the person (making a guess at what they mean).

Client: I feel so tired today.

Advisor: You are not really feeling in the mood for this today; you would prefer to be doing something else really.

Alternatively:

Client: I feel so tired today.

Advisor: You really had to push yourself to get here today.

Inaccurate reflective statements are usually met with a correction, where the person speaking clarifies what they mean. Accurate reflective statements build communication, as they demonstrate empathy and understanding.

Summarising

Summarising is a way of pulling together all the key information a person has shared. Summarising statements are similar to reflective statements, the main difference is that, rather than being a single statement about one point, they are a collection of reflective statements that summarise a number of points the person has discussed. Summaries are also a way of affirming and showing value for the person, as they reflect back what has been heard.

For example:

Client: Part of me really wants to stop eating fast food. I know it affects my health and I am concerned about this now I am getting older (change talk), but I have eaten fast food since my teens. I've only tried to give up a couple of times and have always gone back to fast food, so I gave up giving up (sustain talk).

Advisor: So one part of you wants to stop eating fast food because you care about your health and you don't want the negative health effects related to fast food consumption to affect you now you are getting older, but another part of you has given up on giving up because you have failed in the past.

Summaries that selectively reflect change talk without reflecting sustain talk are a key ingredient of motivational interviewing. Hearing back all of their own arguments for change without the negative sustain talk helps the person to move forward with the change they are discussing. This way of guiding a client towards a pre-defined outcome, such as becoming more physically active, must be ethical and not manipulative to reflect the spirit of motivational interviewing.

Determining Readiness to Make Lifestyle Change

The concept of evaluating readiness to make changes to lifestyle behaviour is a familiar one for specialist each instructor. There are two principal examples you might have encountered.

To continue with the theme of Motivational Interviewing and exploring these techniques further, one particular cool, developed by Stephen Rollnick, and sometimes referred to as 'Rollnick's ruler' is the readiness scale. This 1-10 Scale can be used in conjunction with a number of different questions. This can be as simple as asking the client to evaluate their own readiness to change the particular lifestyle behaviour being discussed, or a combination of an importance scale and a confidence scale can be used, which offers insight into their level of readiness and what the next steps the conversation might need to be to increase it.

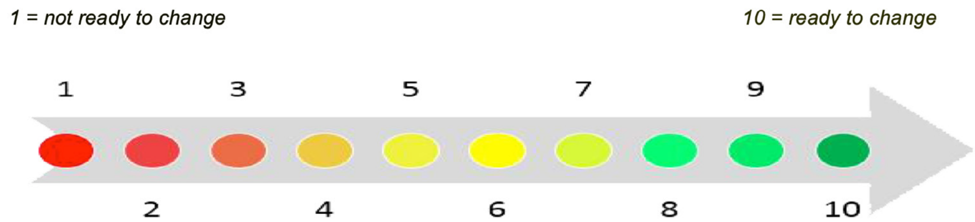
Psychological Readiness Scale

A psychological readiness scale below is a tool that can be used to help the person assess where they are in relation to their readiness to make changes, e.g. to be more active.

A client's readiness to change can be self-assessed using a 1-10 scale (with 1 meaning 'not ready to change and 10 meaning 'ready to change').

The specialist exercise instructor can ask the client open questions to engage them with a conversation, for example:

- "Where would you say you are now in relation to becoming more nutritionally healthy?"
- "Where would you like to be?"
- "How would it feel if you were there already?"
- "What help might you need to get you to where you would like to be?"



Alternatively, if 1 means 'not at all important and 10 means 'extremely important.' This gives a rating of importance to make a change to the lifestyle being discussed. The importance is only one factor in determining the likelihood of Change, so a second scale, where 1 means 'not at all confident' and 10 means 'extremely confident,' can be used to evaluate the client's confidence in their ability to make the change (also known as self-efficacy).

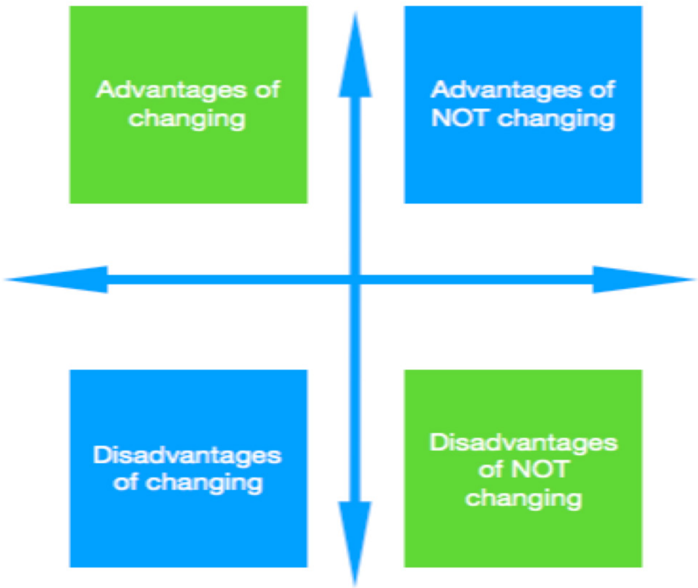
Asking questions on both of these scales gives the following additional information that cannot be obtained from a simple readiness scale:

- If a client scores high on importance but low on the confidence they have good reasons to change but lack the self-efficacy to carry good intentions through. Useful strategies include activities that help the client identify support, practical ways of doing things and techniques for building up their belief in their own ability.
- If a client scores high on confidence but low on the importance they have a reasonable level of self-efficacy but lack the motivation to act. Suitable next steps would be to discuss their reasons for making the change and use tools to resolve ambivalence and increase change talk.
- If a client scores low on both measures it is unlikely they are ready to make a lifestyle change. Techniques for increasing motivation and self-efficacy can be used although it is unlikely that they are prepared to change and it might be best to leave an open door for them to return when they are ready.
- If a client scores highly on both importance and confidence they are ready to make a commitment; this is a good predictor of success for making the lifestyle change.

Decisional Balance Grid

For clients scoring low on the importance scale, the decisional balance grid tool might be helpful.

This can be used to identify and explore areas of ambivalence – the motivators for changing and not changing. The client can list all the advantages and disadvantages of both changing and not changing, which provides a starting point for conversation.



Advantages of changing	Advantages of NOT changing
• I would be fitter than I am • It could help me to feel better • I could get my life back	• I can stay as I am. I don't have to do anything. • I dont have to find time or energy. • I dont have to try to find a way to motivate myself.
Disadvantages of changing	**Disadvantages of NOT changing**
• I would have to find a way to summon energy that I don't have.	• The depression might never go away. I could be stuck like this forever. • I could end up feeling worse than I do now. • My health could suffer.

Reflective statements and open questions can be used to encourage the client to explore the different areas, for example:

Advisor: So, a disadvantage of changing is that you would have to find a way to summon energy you don't have. (Reflective statement)

Client: That just feels like an impossible task for me right now.

Advisor: It feels impossible right now. (Reflective statement) How would it feel if it were possible? (Open question)

Client: It's the black hole, you know, finding a way out.

Advisor: You have to find a way out of the black hole first. (Reflective statement)

Alternatively:

Advisor: What would it feel like to find a way out of the black hole? (Open question)

Commonly Cited Barriers

1. **Physical barriers** – Physical barriers include perceived lack of nutritional knowledge, illnesses and injuries. Many people believe they are not knowledgeable enough to begin a healthy eating program and that, if they have to meet up in groups, they will be the most unhealthy person there. Where lack of knowledge is the perceived barrier, it is the instructor's role to educate the client and also ensure any advised food does not exceed the participant's current capabilities in terms of cooking; an overly-demanding program may put the unhealthy client off dietary changes forever so caution and common sense should dictate program design. In the case of illnesses and injuries, if the client does not "pass" the screening requirements for making nutritional changes, they should be referred to an appropriate medical professional. If, however, no specific condition exists, a basic, capacity-appropriate diet plan can be prescribed.

2. **Emotional barriers** – Lack of enjoyment, previous unpleasant dieting experiences, embarrassment, lack of confidence and poor results can all become emotional barriers to exercise participation. The role of the nutritional advisor in this instance is to ensure that they are empathetic and supportive and do not put the client in a position where the client experiences these responses again. If a client finds the kitchen a intimidating environment, creating videos to guide the client may be of a benefit. Cooking with friends may help make the cooking process more enjoyable and help bolster confidence. In a nutshell, the nutritional advisor should do all that they can to make dieting as emotionally comfortable as possible.

3. **Motivational barriers** – As previously discussed, not everyone is self-motivated to change food habits and some people simply have little or no motivation. Lack of enjoyment or not realising the benefits can contribute to lack of motivation. To enhance motivation, instructors should use strategies such as goal setting, be sure to include activities that clients will enjoy, include plenty of variety in the nutritional program to prevent boredom and be very supportive and encouraging.

4. **Time barriers** – One of the most often-cited reasons for not eating healthily is lack of time. However, in the majority of cases, this excuse is used to disguise other barriers such as lack of motivation. With 168-hours in the week, all but the busiest person can find three- hours if they prioritise and manage their time properly. By designating a day to cook and prepare meals ahead of time and identifying opportunities for increasing daily activities (to avoid fast food), a nutritional advisor should be able to remove this barrier. Advice on time management may also be beneficial. In many cases, lack of time actually means lack of energy for cooking; another barrier that can be addressed by the nutritional advisor.

5. **Facility/equipment/financial barriers** – Many people believe they must have a top line kitchen, have access to state-of-the-art cooking equipment or only eat the most expensive foods if they are going to start an nutritional program. This is completely untrue. A good level of nutrition can be developed using basic kitchen essentials and food items that do not cost the earth. There are several low-cost supermarkets in operation now and as for kitchen equipment, there are more and more online and high-street discount outlets to choose from to help reduce the cost. Getting healthy need not be an expensive pursuit and can be achieved using a very "no-frills"approach.

S.M.A.R.T Goals Presentation

VIDEO AVAILABLE ON LEARNING PLATFORM

S.M.A.R.T Goal Setting

Setting goals with clients is a familiar activity for nutritional advisors. This process can be particularly common at this level of operating, especially when working with clients with medical conditions. The approach needs to be more refined than the basic goal-setting interactions that might be sufficient for entry into the industry as a nutritional advisor.

An important and often overlooked consideration for discussing changing lifestyle behaviours with clients is determining when it becomes appropriate to start the planning phase. Miller and Rollnick (2013) suggest that planning should be the final stage of a motivational interviewing conversation and only progressed to once the client indicates clearly that they are ready to do so. This is based on research which shows that moving to a planning phase too soon during a client conversation can have a negative effect on change talk and is predictive of not changing. With this in mind, opening a conversation with a question like "What are your goals?" or "How many times a week are you able to cook? might well put a prospective client off starting the programme if they are not ready to discuss this level of detail. A good sign that someone is ready to proceed to set goals, for which they will be accountable, is the use of commitment language. A statement of "I will..." or "I am going to..." in regard to exercise or a dietary change is a clear statement of commitment, as long as it has been given freely and not coerced.

Another confounding factor when setting goals for people with very unhealthy diets is that many people do not have any particular goal, and can be very unrealistic in their expectations when determining what goals to set. If the nutritional advisor has been listening attentively and empathetically during the conversation, it might be possible to help the client identify some potential goals by reflecting back some of the things they have said in a summary.

By summarising key points about the things the client has said they want to change, this can prompt them to decide on the nature of their goals.

Useful information can be provided for setting goals, for example:

- A sugar reduction of 5% over 3-6 months is considered successful and would have a clinically significant impact on an overweight/obese client's health.
- Weight loss of 10% total body weight achieved by calorie reduction is considered the upper limit of what is safely expected and although this would be even more beneficial it is also much harder to achieve and only a few people manage to lose this much weight.
- A recent NICE guideline for weight management programmes identified that the average weight loss over a 3-6 month programme for those that adhered to it (60% of those who started the programme) was 3% of body weight, which can provide a realistic expectation for goal setting and wanting to combine nutrition with exercise.

By providing this information before asking the client to think about what they think is a realistic weight loss goal it gives a reference point, or framework, from which they can operate. It is important not to dishearten clients that might aspire to lose far greater amounts of weight and to reinforce that losing more weight is possible over a longer timeframe and would bring with it additional health benefits. It is important to help clients understand that maintaining a weight loss is, in itself, an achievement and that the lifestyle changes they make help with keeping the weight off much more effectively than a fad diet that would lead to the yo-yo effect they are trying to avoid.

Weight is an outcome goal, and although it is important, these are things over which the client has no direct control. Although it can be motivating to set outcome goals, particularly as long-term goals, they can often become disheartening in the short term.

One way of avoiding this disappointment is to encourage clients to set short and medium goals that are process goals, based on behaviours or activities that are under their direct control. This means the activity or behaviour itself can be monitored and a sense of achievement gained from adhering to the plan and meeting the goal.

Examples of process goals:

- I will go out for a 10-minute walk each lunchtime this week.
- I will prepare a salad to take to work for lunch every day this week.
- I will attend two supervised exercise sessions this week.
- I will shop online and not order any chocolate this week.
- I will not take cash to work with me, to stop me from using the vending machine.

Each of these are things that the client has absolute control over and can monitor their success at perhaps with a simple tick list or chart in a diary. One of the reasons this approach can be successful is that it reinforces the behaviours that can lead to the desired outcome. By strengthening and rewarding these habits, they are more likely to stick. It helps to build self-efficacy, as every tick is a small achievement. By reviewing these goals on a weekly basis and Providing praise and affirmation, the nutritional advisor further rewards the client on an emotional level and increases the chance of them doing the behaviour, even more, the next week. What's more, by monitoring these actions, it is easy to see if a client is struggling to implement a particular change in lifestyle. If so, a problem-solving approach can be applied to help me client identify ways around the barrier or, if this is proving too difficult, potentially change the goal for something else.

The SMART acronym should be familiar to all nutritional advisors. One point to consider when setting goals is how much attention is often paid to the 'realistic' aspect of the acronym.

You can usually write a goal that is specific, can be measured, could be achievable, is possible and has a time-frame associated with it. In many cases, this goal is then not achieved because 'possible' is not the same as 'realistic.' Just because it is possible to lose up to one kilogram of weight each week safely, does not mean it is realistic for most clients to achieve. Recent research has indicated that a goal of half that amount is more realistic and still challenging for most people. Remember, clients, do not know what is realistic and rely heavily on their nutritional advisor to provide guidance. If a client needs a big, exciting goal to get them motivated, by all means, set one as an overall target with a long associated timeframe. This can then be amended and adjusted as time goes on, without disheartening the client. Keep short- and medium-term goals very realistic to ensure achievement as success builds on success; achievement has a positive effect on self-efficacy.

Types of Goals

Process Goals vs Product Goals

Process Goals:

- Focus on the journey
- Build habits
- Stick to consistent routines
- Define success in the growth of skills

Example: Running goal - run 45 minutes per day

Product Goals:

- Focus on the destination
- Project orientated
- Stick to firm deadlines
- Define success in completion of great work

Example: Running goal - Complete a marathon

Behaviour vs Outcome Goals

Behavioural:

- Focuses on the individual alone
- Isolates an individual's actions from outside influences
- Based on individual actions

Example: Decrease calorific intake by 300 calories per day

Outcome Goals:

- Focuses on results
- Impacted by external factors
- Can be outside of the person's control

Example: an individual wants to lose 5lbs - set back = individual may retain water or gain muscle

Consider the types of goals that are set and combining the different types of goals will help to ensure goals are more achievable.

Time Frames

Short-term goals: These are set over a period of one day to one month. A short-term goal may be what your client aims to achieve in one session, one week or one month.

Medium-term goals: These tend to be set over a period of one to six months. Most commonly, these tend to be goals for one or three-month timeframes.

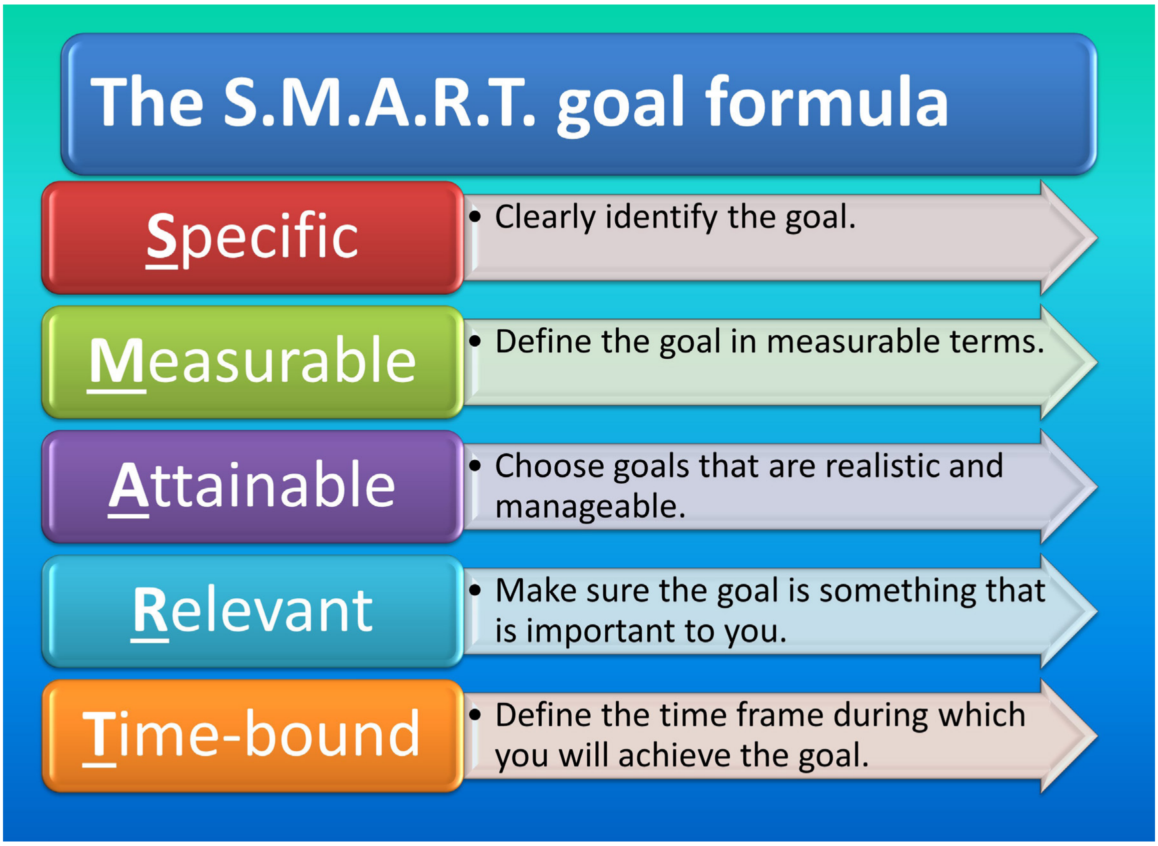
Long-term goals: These goals may be set over the next 6 months to several years. Although some people might set 'lifetime goals', these will much more often be what your client wants to achieve in the next year or competitive season. For example, a client who aims to run a marathon the following year.

TIME FRAME	APPROX DURATION
SHORT - TERM	1 week - 1 month
MEDIUM - TERM	1 month - 6 months
LONG - TERM	6 months - 1 year

Principles of Goal Setting

1. **Say what you want, not what you want to avoid:** Goals should be positive rather than negative. For example, rather than say "I won't get fatter", instead say "I will improve my body fat percentage."
2. **Make goals challenging but realistic:** The odds of success should be stacked in your favour so do not set goals that are so lofty that it is unlikely you will ever achieve them. In contrast, easy goals are seldom motivating and will diminish the achievement
3. **Choose goals that are under the individual's influence:** Achieving goals should not be influenced by the actions or inactions of others except in the case of outcome goals where competitive sports are involved. For most exercisers, performance goals are best.
4. **Measure progress:** Progress towards achieving goals should always be measurable and have a deadline. Open-ended and non-quantifiable goals have little value. "I want to lose weight" is not as good a goal as "I want to lose five-pounds in four-weeks."
5. **Check resources:** Make sure that any resources required for reaching goals are readily available. Also, look for additional resources that may help. Examples include exercise equipment, time, books, competent instruction, familial support and even motivation.
6. **Count the cost:** will achieving a goal leave you injured, cost more money than you can afford, resulting in social losses? Is the cost justifiable?
7. **Provide rewards:** The achievement of goals should be rewarded but avoid rewards that involve indulging in the previous bad habits e.g. don't give up sweets for a month and then reward yourself with a giant bar of chocolate!

SMART goals; What are they and why are they important?



Every client will have different needs, wants and requirements which is why goals need to be specific to them. If you understand why your client wants to achieve a particular outcome, you will be able to create a more efficient programme and know how to better motivate them to ensure they achieve the desired results.

S.M.A.R.T is an acronym you should always keep in mind when setting goals with your client. SMART goals are:

- **S - Specific**
- **M - Measurable**
- **A - Achievable / Attainable**
- **R - Realistic and Relevant**
- **T - Time-Bound**

Setting goals is hugely important in terms of persistence, attention, effort and strategies. Setting clear, defined goals to work towards will help increase your client's motivation and commitment to their training programme can provide a sense of accomplishment when goals are achieved.

Specific

Setting goals that are specific removes any confusion as to whether or not a goal has been achieved. If your client's goal is just to 'lose weight', it will be difficult to mark a point at which this goal has been accomplished which can lead to demotivation and a lack of commitment to the programme.

Rather than set a goal to 'lose weight', work with your client to specify how much weight they are looking to lose.

Your client's goal should be clear and specific, otherwise, they won't be able to focus their efforts or feel truly motivated to achieve it.

WHEN DRAFTING THE GOAL, TRY TO ANSWER THE FIVE "W" QUESTIONS:

- What **does my client want to accomplish?**
- Why **is this goal important?**
- Who **is involved?**
- Where **is it located?**
- Which **resources or limits are involved?**

Non-Specific Goal: To Lose Weight

After having a discussion with your client and deciding on what would be a safe amount of weight to lose, you can then set a specific goal.

Specific Goal: To lose ≥7lbs of overall body mass

Measurable

For a goal to be measurable it must be quantifiable, or in other words, you must be able to measure it. If your client's goal is to walk more, you can make this measurable by defining for how long your client will walk and how often they will do it. For example, instead of 'I will walk more', set a measurable goal of 'I will walk for 30 minutes on 3 days next week'.

It is important to have measurable goals so that you can track your client's progress and keep them motivated. Assessing progress helps them to stay focused, meet deadlines, and feel the excitement of getting closer to achieving their goal.

A MEASURABLE GOAL SHOULD ADDRESS QUESTIONS SUCH AS:

- How much?
- How many?
- How will we know when it is accomplished?

Non-Measurable: To run a 5k quicker

Measurable: Client is to reduce their 5k run time by at least 2 minutes. He currently runs 5km in 24:09 minutes.

ACHIEVABLE / ATTAINABLE

Setting goals that are achievable (i.e. humanly possible) is crucial to your client's adherence to their programme. If your client continues to fail to meet their goals, they are likely to become disheartened and lose motivation to train. It is good for goals to be challenging but they must be achievable!

The goal also needs to be realistic and attainable to be successful. In other words, it should stretch your client's abilities but still remain possible. When you set an achievable goal, you may be able to identify previously overlooked opportunities or resources that can bring you closer to it.

AN ACHIEVABLE GOAL WILL USUALLY ANSWER QUESTIONS SUCH AS:

- How can my client accomplish this goal?
- How realistic is the goal, based on other constraints (barriers), such as financial factors?

Setting an achievable goal takes more than simply asking your clients what they *think* is achievable.

Non-Attainable: Client is to gain 20kg of lean muscle in 4weeks by running 1 a week.

Attainable: Client is to gain ≥3kg lean muscle mass in 8 weeks by weight training 3-5 days a week and increasing his protein intake by 25g a day.

RELEVANT / REALISTIC

This relates to the likelihood of your client achieving their goal and whether or not the goal set is in line with your client's values, wants and needs.

If your client wants to run a marathon in a years time, setting a goal to increase their 1RM for a bench press by 25% from 20kg to 25kg in 'X' amount of weeks would not be a relevant goal.

This step is about ensuring that the goal matters to the client, and that it also aligns with other relevant goals. We all need support and assistance in achieving our goals, but it's important to retain control over them. So, make sure that your goals drive your client forward, but that they're still responsible for achieving their own goal.

A RELEVANT GOAL CAN ANSWER "YES" TO THESE QUESTIONS:

- **Does this seem worthwhile?**
- **Is this the right time?**
- **Does this match our other efforts/needs?**
- **Is my client the right person to reach this goal?**
- **Is it applicable in the current socio-economic environment?**

Non-relevant/realistic: Client is to wake up at 3 am each morning to exercise for 1hr and return to bed.

Relevant/realistic: Client is to training for >40 minutes after work (on the way home) at least 3 times a week.

TIME BOUND

T

This relates to the timeframe given to your client to reach their goal. It is important for goals to be time-bound to give a deadline to measure success by. Setting time-bound goals help to maintain client motivation and gives them a clear target to aim for. Time-frames drastically influence whether or not a goal is realistically achievable, so this needs to be taken into consideration.

Every goal needs a target date so that you have a deadline to focus on and something to work toward. This part of the SMART goal criteria helps to prevent everyday tasks from taking priority over your longer-term goals. It establishes a point of urgency/pressure.

A time-bound goal will usually answer these questions:

- When?
- What can my client achieve six months from now?
- What can my client achieve six weeks from now?
- What can my client achieve today?

Non-Time bound: Client is to fit in a size 32-inch waist pair of jeans.

Time-bound: Client is to fit in a size 32-inch waist pair of jeans within the next 3 months.

SMART Goal Summary

Example GOAL:

To reduce overall body mass by 1stone, from 14stone to 13stone, in 3 months.

S:
To lose 1 stone of weight, from 14 stone to 13 stone.

M:
Measure weight loss using the scales every 2 weeks.

A:
Will be achieved by client now going to the gym 3 times per week increasing caloric expenditure whilst decreasing calorie intake by switching unhealthy snacks for healthy alternatives.

R:
This is a realistic goal based on using the government guidelines for safe weight loss to decide upon an appropriate time-frame.

T:
Aims to achieve this goal within 3 months.

Additional Goal Setting Factors

- **Allow the client to set the goals:** Psychological research tells us that humans do not like being told what to do. Clients who set their own goals are much more likely to "buy-in" than a client who has goals set for them.

- **Instructors may need to facilitate goal-setting:** Clients with vague or unformed goals may need guidance from an instructor to form SMART goals. For example, if a client states that they want to get fitter, the instructor could ask "What do you want to be fit enough to do?" This should elicit a more specific response.

- **Goals should be recorded:** Write down goals and make sure the client keeps a copy. They should revisit this document whenever they need reminding of what they are trying to achieve. Putting goals somewhere easily accessible or visible can only enhance motivational levels.

- **Back up goals with imagery:** Clients should be encouraged to visualise how they will look and feel when they reach their goals. Mental imagery makes the process much more real.

- **Develop a plan to achieve the goals:** Exercise programs, diet and lifestyle should all be aligned to the goal being pursued. If the client's goal is to run 10km in 50-minutes, their workouts and diet should match this goal.

- **Back the plan with determination:** Goals will only be achieved if the client commits to the plan and is determined. It is not enough to hope for success; the client must work hard too. This needs to be explained at the outset to the client.

- **Have a support system in place:** To help clients through moments of weakness and/ or doubt, there should be a support system in place. For example, if a client's goal is giving up smoking but, due to stress, they are tempted to light up, what should they do to avoid reverting to old habits?

Develop and implement an action plan to prevent such incidences:

- **Keep a diary:** Clients should record all activities pertaining to their goals as well as any other information that may influence the outcome. This will help "keep them honest" and seeing how far they have come can also be very motivating.

- **Use reminders:** Anything that can be done to help in the achievement of goals is useful. Putting up pictures of the ideal self, putting motivational notes in a training diary and/ or posting progress reports on blogs can all enhance motivation and therefore progress. However, some of these methods will only work for a short period as clients soon learn to ignore things they see over and over again.

Rewards And Incentives

Rewards and incentives can be used to enhance motivation and promote exercise adherence. Regular attendance can be rewarded i.e. a free personal training session for every ten completed, and so to can the achievement of goals. The reward should be small enough to not impact negatively on the instructor's or organisation's profit margin but big enough to be meaningful. Examples of suitable rewards include T-shirts, water bottles, and discount vouchers for appropriate services or any other suitable means of recognition.

Careful consideration should be made before implementing any reward scheme to ensure it is fair and sustainable and that, if an element of competition is involved, participation will be fair and not lead to overtraining or overuse injuries. Reward schemes should also be fully inclusive so that less-fit participants are not left out.

It also goes without saying that any rewards should be healthy: a large bar of chocolate or vouchers for a beer at the member's bar are not appropriate.

Additional Strategies For Encouraging Exercise Adherence

In addition to goal setting and removing/pre-empting barriers to participation, there are several other strategies that an instructor or organisation can use to encourage exercise adherence and reduce exercise drop out.

These include:

- **Change workouts regularly:** Doing the same workouts over and over will probably result in boredom and also cause a plateau in fitness gains. Make sure that the exercise program is changed often enough to prevent this but not so often that the client doesn't get time to adapt to a workout. Every four to eight weeks is usually optimal.

- **Suggest exercising with a training partner or in a group:** Training with other people can provide support, company, an element of competition and otherwise enhance exercise adherence. It also adds a second layer of commitment as the individual's participation becomes answerable to the training partner or group.

- **Keep a training diary:** Recording workouts and progress will show that, over time, significant progress has been made and it is very motivating and satisfying to review this progress from time to time. All instructors should record their client's workouts.

- **Keep a nutrition diary:** For the same reason keeping a training diary is beneficial, a nutrition diary can also be motivating. It also helps keep clients "honest" and will also highlight unhealthy eating patterns and triggers that can be addressed and subsequently prevented.

- **Use a decision balance sheet:** Balancing the costs of exercise and eating healthily against the benefits is an effective way of demonstrating just how much participants get from exercise compared to what they have to invest. A competed decision balance sheet should be displayed prominently so that the participant is reminded of the rewards of their exercise and dietary changes. For example: (Next page)

BENEFITS:

- Will lose weight
- Will feel fitter
- Will be less tired
- Will have more energy
- May be ill less frequently
- Will meet new people
- Will look better in their swimsuit
- Will be stronger
- Will be more confident
- Will reduce risk of heart disease
- Will sleep better
- Will look better to spouse
- Will be more toned
- Will have fewer aches and pains
- Will look better in jeans

DRAWBACKS:

- May have to get up earlier
- Will have to cut back on sweets
- Will have to go to bed at a reasonable time
- Will have to commit to going to the gym three-times a week

Use Social Support Networks

Some people drop out of exercise because they think that no one else values or notices what they are trying to achieve. Social support networks are designed to provide a forum for telling others how they are progressing so that they will receive encouragement and support in return. A social support network might simply be a spouse or other family member, a friend or group of friends or one of the many internet support groups that are now available.

Providing Customer Care And Service

Customers are the lifeblood of any business as without customers there would be no one to buy the products and services on offer. Subsequently, the customer should be at the heart of every business but, sadly, this is not always the case. Tales of poor customer service are rife and unhappy customers will often go elsewhere, taking their money with them!

Getting customers on board initially is hard and can be expensive because of advertising costs so it makes sense that every effort should be made to ensure that customers are happy and become loyal to the organisation or business. And, as the saying goes, a happy customer will tell a few people about their experience but an unhappy customer will tell lots.

The ethos of good customer service should also be applied to all professional dealings including colleagues and other professionals. This “treat others as you would have them treat you” mentality can make any working environment more enjoyable and more profitable.

In the fitness industry, customers will ask questions, need information, want guidance, demand clean and well-maintained equipment and require support to reach their fitness and health goals. This is part and parcel of the job of an instructor and should never be seen as an inconvenience or annoyance.

Remember, your fifth client of the day may only see you for one hour a week so they should expect to receive your best service even if you are tired or they are asking you a question you have answered a dozen times before.

GOOD CUSTOMER SERVICE CONSISTS OF FOUR PRINCIPAL ELEMENTS:

- **Expanding the definition of service**
- **Knowing who the customer is**
- **Forming positive relationships**
- **Developing a customer-friendly attitude**

Expanding The Definition Of Service

Service can be good, bad or indifferent but should generally meet or exceed the customer’s expectations and requirements. For example, if an instructor is asked whether they can do personal training, rather than just say no, they could recommend a colleague who can provide this service without the customer having to find out for themselves. In this example, the instructor went above and beyond the original remit – to answer a question – and provided information that exceeded the customer’s request. This is generally known as “going the extra mile” and makes a huge difference in satisfying the needs of the customer. Going the extra mile reflects well on the individual and the organisation. Other examples of going the extra mile in a fitness environment include following up on client complaints or comments, emails, calls or texts to see how a client’s new workout is progressing, courtesy calls if a client has been unwell and cards for customers on their birthday.

Knowing Who The Customer Is

Customers can be defined as internal or external. Internal customers are people who, in the fitness environment, rely on the instructor for support, information or products and include managers, cleaners, maintenance staff, professional colleagues and receptionists while external clients are usually gym members who pay for products or services, Using these definitions, a customer is anyone which you have professional contact.

The relationship between the internal and external customers is called the customer chain and, like any chain, is only as strong as its weakest link. The people that make up these links must all “do their bit” for the chain to work.

For example, if a piece of gym equipment is broken, a member may tell the duty gym instructor. It is not the instructor’s job to fix the equipment but they need to notify the maintenance team, the gym receptionist and ultimately the facility manager to ensure a speedy rectification of the problem. Each party has a role to play in turning what could initially be a negative situation into a positive one by following the principles of good customer care.

Forming Positive Relationships

At the centre of good customer service is forming positive relationships with both internal and external customers. Positive relationships lead to happy, stress-free interactions both up and down the customer chain and happy customers are much more likely to become loyal customers that will remain loyal to the organisation.

Good relationships are built on rapport; the concept of rapport is that people like people that are like themselves. A relationship of mutual respect and influence, another definition of rapport, involves seeing things from the customer’s perspective or, in simpler terms, walking in their shoes.

Rapport is built on effective communication and effective communication requires:

- **Active listening:** Nodding, making eye contact, leaning toward the person speaking, paraphrasing, summarising, clarifying etc.
- **Positive body language:** Use of hand gestures, being aware of posture, smiling, avoiding crossing arms or slouching, avoiding standing over a client, being aware of a client’s personal space etc.
- **Tonality and use of language:** Speaking at an appropriate speed and volume, not using jargon or overly technical terms, avoiding monotones, expressing enthusiasm, not using inappropriate language, explaining concepts clearly and patiently etc.

Developing A Customer-Friendly Attitude

Placing the customer at the centre of any organisation or business is the key to developing a customer-friendly attitude. Too many organisations see customers as “a necessary evil” rather than their sole reason for existence.

Developing a customer-friendly attitude must start with initial contact as first impressions are usually very long-lasting impressions. A smile and a warm, sincere greeting will go much further than a scowl and a grunt.

If you have to deal with a complaint, make sure you:

- Listen to the complaint and take ownership of it
- Always be polite
- Keep calm and do not enter into an argument
- Record the complaint and inform the relevant persons or services
- Offer to be a point of contact for the client
- Advise the client of possible solutions or available alternatives if possible
- Provide reassurance to the client that their complaint is being investigated
- Feedback to the client once the complaint has been dealt with

All complaints should be dealt with in a timely fashion and any delays in processing the complaint should be communicated to the client as soon as possible. Keeping the client “in the loop” can go a long way to demonstrating a high standard of customer care and turning an otherwise negative situation into a positive one.

Dealing with complaints can be hard, especially if the client becomes angry. In this situation it is essential that you remain calm, do not match their angry language or behaviour, avoid being confrontational and use assertive rather than aggressive language.

Aggressive language

- “Don’t speak to me like that.”
- “With an attitude like that, how can I help you?”
- “Stop swearing at me or I will put the phone down.”

Assertive language

- “I would prefer it if you did not speak to me that way.”
- “I understand your frustration. Please calm down so that I can help you.”
- “If you continue to swear I will not be able to continue this conversation.”

Every organisation should have a pre-set procedure for handling complaints which all members of staff are aware of, are trained in and should use if they have to deal with one. Of course, the best way to avoid complaints is to practice a very high level of customer care in the first place.

Despite doing this, things can and do go wrong so it is essential that complaints are dealt with properly and professionally and to both parties satisfaction. Treat every complaint as an opportunity to go the extra mile for your customers.

Strategies for Goal Setting

When it comes to goals, there are a few strategies that can be used both during the initial setting of goals as well as throughout the training programme to maintain motivation and ensure your client stays on track to hit their targets.

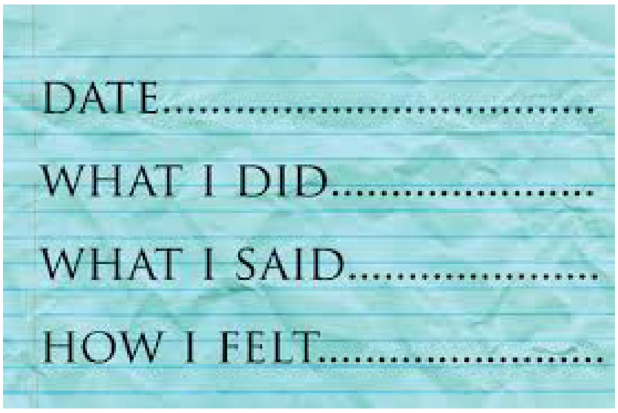
Write It Down

Both your client and yourself should have a written record of their goals. Your client should be encouraged to display their goals in a clearly visible place. Written reminders are also a great tactic to give your client boost throughout the day - a note on the fridge to pick a healthy snack or on their phone to encourage them to go to the gym that evening can go a long way!

Have A Support System

No matter what, your client will have times where they will doubt their ability to achieve their goals. This is almost inevitable but certainly doesn't mean there aren't things that can be done to help. Ensuring your client has a solid support system is essential to keeping them moving forward. This support can come from yourself offering encouragement or the client's friends and family, the more support your client has, the more likely it is that they will stay committed to their programme.

Keep A Diary



Keeping a diary is a great way to monitor progress and record any activity that your client has undertaken to achieve their goals.

If your client's goals require them to change their eating habits, food diaries will help your client to be mindful of what they are eating and can be reviewed weekly to ensure they are following any guidelines given.

Involving Clients with Programme Choices

Involving the client with their programme choices and design is also essential to increase their motivation, autonomy and promote adherence. There is no 'one size fits all' programme. It is important to know the things they like and dislike and generally avoid anything they dislike, as this will not promote adherence.

Some clients will not be interested in vegetarian based programmes, some may not like meat-based programmes, some will prefer to diet alone or others will prefer to be part of a group. For some clients any nutritional changes will need to fit in with their current lifestyle and commitments, it may not be as easy to implement as you would like.

Flexibility and variety in the programmes available with a nutritional advisor will help to accommodate a broader variety of tastes (including culturally appropriate and age-appropriate activities). In an ideal world clients would be able to select and try out a variety of diets to meet their specific goals and objectives; those that they find most pleasurable can be programmed and adapted to meet their needs. Finding a diet option that appeals to their taste and 'adds' to their life in some way (socialisation, new friends etc) is more likely to secure their long term commitment.

Reviewing Goals

Although setting goals is crucial to success, they have very little value if there is no follow up process. Regularly reviewing goals with your client creates accountability and helps motivate your client - if your client knows that their progress is going to be checked in 2 weeks time, they will be more likely to stay focused and adhere to their programme.

Regular reviews provide a great opportunity for feedback. You can discuss with your client what aspects of the programme are working and change any areas that aren't. If your client is progressing at a different rate than initially predicted, goals may need to be changed to ensure they are still realistic.

For long-term goals, setting review dates in advance help to break down long-term time periods into smaller, manageable time frames to help motivate and give the chance to make adjustments where appropriate. This, in turn, makes the long-term goal much more attainable.

Encouraging Dietary Adherence Through Goal Setting

One of the most effective tools available for encouraging dietary adherence is goal setting. Ideally, goal setting should be used as a preventative measure before motivation begins to wane. Goal setting is an excellent strategy that helps enhance motivation and adherence by establishing targets and then working toward them. Goal setting is used in business, in sports, for behavioural change and in exercise and nutrition.

Goal setting will:

- Develop persistence – **sustain effort until the goal is reached**
- Focus attention – **keep the individuals thoughts focused what is trying to be achieved**
- Mobilise effort – **direct the intensity of effort toward certain tasks or outcomes**
- Promote strategic planning – **reaching a goal requires long-term planning and organisation**

SETTING GOALS IS THE FIRST STEP IN TURNING THE INVISIBLE INTO THE VISIBLE.

Despite being very effective, many people fail to set goals.
Reasons for not setting goals include:

- **Some people do not see the value of goal setting**
- **They do not know how to set goals**
- **There is a fear of failing to reach goals**
- **They do not know what they want to achieve or have so many or such lofty goals they don't know where to start**

Reviewing progress with clients

It is important that clients understand the purpose of the reviewing process: to check their progress against personal goals and scheme outcomes, such as long-term changes in activity levels. Explaining it can also help their cooperation in providing information.

Reviews are generally monitored against the baseline client information that you gather at the initial consultation. This information needs to be recorded and updated so that we can evidence any changes. It can be shared with clients, to discuss their own progress, or with scheme managers and health professionals, to prove the effectiveness of the programme.

Reviewing goals gives clients an opportunity to share their own views and discuss any barriers with us, which we can try to help them overcome or revise objectives accordingly. It also gives us a chance to provide affirmative feedback and highlight all the positive steps they are taking. The key aim of feedback should be to strengthen their motivation and commitment, both in the short and long term. Actively involving the client also presents the programme in a collaborative light, which helps promote self-interest and enduring responsibility on their part.

- Monitor client's goals.
- Monitor scheme outcomes.
- Used in comparison with initial baseline information.
- Keep accurate records.
- Discuss client views
- Discuss barriers for goal achievement.
- Discuss ways to overcome barriers.
- Provide affirmative feedback.

Safeguarding

MODULE 4:
CLIENT CONSULTATION AND PROGRAMME PREPARATION

Safeguarding

Safeguarding is the action that is taken to promote the welfare of children and protect them from harm. Safeguarding means: protecting children from abuse and maltreatment. Preventing harm to children's health or development ensuring children grow up with the provision of safe and effective care.

Safeguarding Children

All those who work with children and young people are able to provide a link in the identification of a child who is at risk of or has been harmed. Review of working practice should reinforce the recognition and compliance of codes of conduct. The ability to recognise indicators of abuse, and take appropriate action, will be vital in the immediate welfare of a child.

The Criminal Records Bureau (CRB) and Independent Safeguarding Authority (ISA) have merged to become the Disclosure and Barring Service (DBS). CRB checks are now called DBS checks. A DBS check may be needed for jobs or voluntary work with children. An employer can ask for a DBS check if they are looking to employ staff in certain roles and there three types of criminal records check:

Spent and unspent convictions, cautions, reprimands and final warnings.

1. Basic

2. Standard

3. Enhanced

Enhanced check

Standard check plus any additional information held by local police that is reasonably considered relevant to the job.

Enhanced With List Checks

Similar to the enhanced check and includes a check of the DBS barred lists. There is a monetary charge for these checks if the employer is looking to employ paid staff, but the checks are free if looking to work with eligible volunteers who will not be paid. It is a criminal offence for an employer to knowingly appoint a person who is barred from working with children. Both the employer and the person applying for the job may face prosecution.

Recognising Abuse

Child abuse can be presented in many forms, but it can be broadly separated into five categories:

- Physical
- Emotional
- Neglect
- Sexual
- Bullying and harassment

Physical Abuse

When someone causes physical harm or injury to a child. Examples include:

- **Hitting or shaking a child.**
- **Scalding or burning a child.**
- **Providing access to inappropriate drugs or alcohol.**
- **Causing other forms of physical harm.**

Indicators and signs of physical absue:

- **Flinching.**
- **Withdrawn behaviour.**
- **Unexplained bruises, scalds, burns.**
- **Keeping arms and legs covered.**
- **Fear of going home.**
- **Fear of parent being contacted.**
- **Running away.**
- **Aggressive or angry outbursts.**
- **Depression.**

Emotional Abuse

Maltreatment that adversely affects the development of a child. Emotional abuse can also be a characteristic of other forms of abuse.

Examples of emotional abuse are:

- **Making a child feel unloved, unvalued or worthless**
- **Threatening, shouting at or taunting a child**
- **Making a child feel frightened or in danger**

Indicators and signs of emotional abuse:

- **Self-isolation**
- **Neurotic behaviour**
- **Self harm**
- **Sudden speech disorders**
- **Fear of making mistakes**
- **Fear of parent being contacted**
- **Delay in development of child**

Sexual Abuse

When adults or other young people use a child to satisfy their own sexual needs.

This can involve:

- **Touching children in a sexual manner**
- **Sexual acts or intercourse**
- **Involving children in the showing or production of pornographic material**

Indicators and signs of sexual abuse:

- **Pain, bruising or itching of genital area**
- **Discomfort in walking or sitting**
- **Stomach pains**
- **Pregnancy**
- **Sexually transmitted disease**
- **Advanced sexual knowledge**
- **Sexually explicit language or behaviour**
- **Sexual drawings**
- **Fear of oneperson**
- **Sudden behavioural change**
- **Self harm**
- **Suicidal thoughts**
- **Bedwetting**
- **Running away**

Neglect

When adults fail to meet the basic physical or psychological needs of a child, such as:

- **Failure to provide adequate shelter, food or clothing**
- **Regularly leaving child alone or unsupervised**
- **Failure to give access to appropriate medical care**
- **Regular refusal to give the child attention**

Indicator and signs of neglect:

- **Scruffy appearance**
- **Repeated hunger**
- **Unexplainable weight loss**
- **Truancy or poor time keeping**
- **Child doesn't want to go home**

Bullying and Harassment

Deliberate hurtful behaviour directed at a child which is repeated over a period of time. It can be verbal, physical, written or communicated using social media.

Examples include:

- **Threats, name-calling or gestures**
- **Physical assault**
- **Being ignored and outcast**
- **Racist or sexist taunts**

Indicators and signs of bullying and harrassment:

- Shyness
- Overly sensitive
- Insecurity

Safeguarding Vulnerable Adults

Instructors have a duty of care to vulnerable clients, who may be put at greater risk in an exercise-related environment. A vulnerable adult may be a person who is or may be in need of community care services by reason of mental or other disability, age or illness; and who is or may be unable to take care of him or herself or unable to protect him or herself against significant harm or exploitation.

There are 6 different types of abuse:

Physical

Include hitting, slapping, kicking, pushing, restraint, misuse of medication, inappropriate sanctions.

Sexual

Include rape and sexual assault, sexual acts to which the vulnerable adult has not consented, or could not consent to or was pressured into consenting.

Psychological

Include emotional abuse, threats of harm or abandonment, deprivation of contact, humiliation, blaming, controlling, intimidation, coercion, harassment, verbal abuse, isolation or withdrawal from services or support networks.

Financial or material

Include theft, fraud, exploitation, pressure in connection with wills, property or inheritance or financial transactions, or the misuse or misappropriation of property, possessions or benefits.

Neglect

Include ignoring medical or physical care needs, failure to provide access to appropriate health, social care or educational services, the withholding of the necessities of life, such as medication, adequate heating and nutrition.

Discriminatory

Include racist, sexist, based on a person's disability, and other forms of harassment, slurs or similar treatment.

Indicators And Signs Of Abuse

These can be similar to those presented by children who are suspected victims of abuse and may include:

- **Visible injury or not wanting to be touched**
- **Being withdrawn or very eager to do tasks asked of them**
- **Lack of concentration or focus, showing compulsive behaviour**
- **Lack of money, possessions, difficulty with finances or unpaid bills**
- **Being over-protective of money or possessions**
- **Pain, discomfort, failing health, changes in appearance**
- **Very hungry or thirsty**
- **No personal clothing or untidiness**
- **Regularly admitted to hospital**

Acting On Suspected Abuse

Abuse can be difficult to define as the ideas of what constitutes abuse can differ over time from person to person and place to place. Tangible evidence of abuse can be difficult to source and an abused person may withdraw explanations of abuse through fear and even love of the abuser. It is important to listen to a child or vulnerable adult if they approach you, record the information given and reassure the individual. This can be the first step in protecting them against further abuse. The instructor is not expected to be an expert and should never judge whether a person is being abused.

The instructor should follow the organisation's child or vulnerable adult protection policy if such guidelines exist. This may involve reporting to a senior manager who can then contact the relevant protection officer or emergency service. There is an obligation to act on sourced information whilst reassuring all concerned that the matter will be dealt with sensitively and appropriately.

- **Listen**
- **Record**
- **Reassure**
- **Report**
- **In an emergency dial 999**

INFORMATION ON SUSPECTED ABUSE MAY BE FORWARDED BY OTHER MEANS, SUCH AS:

- **A conversation with another person**
- **Direct observation**
- **Anonymous allegation**

Such information should be recorded in the same way as disclosures. Direct questioning of any of the parties involved must be avoided.

Statutory Agencies

The statutory agencies responsible for safeguarding children and vulnerable adults:

- **Police**
- **Crown prosecution service**
- **Probation service**
- **Child welfare agencies and officers**
- **Childline**
- **Child protection officer, senior manager or appointed person in the workplace**
- **Local authorities**
- **Social care services**
- **Carer support groups**
- **DSS benefit agencies**

Confidentiality of information relating to possible abuse:

- **All documents must be securely locked away**
- **Contact the child protection officer for help and support**
- **Contact a senior manager for help and support**
- **Inform anyone on a need to know basis only**