

Examining and Describing Professional Development and Continuing Education in the  
Personal Training and Fitness Industry: Sites and Issues of Disconnect

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## Abstract

The following phenomenologically oriented study examines and describes the relevance and effectiveness of professional development and continuing education programs for real-world situations of personal trainers. The participants were personal trainers, facility managers, and persons involved in the accreditation process. Data collection took place in 3 phases. The first phase consisted of the participants completing the PUMP Questionnaire, followed by focus groups with personal trainers and interviews with managers. The study's 3 data sets required reduction via a content analysis by question, content analysis by existential categories, and further thematic analysis using the lived relation existential dimension. The discussion contains the salient sites and issues of disconnect between clients, personal trainers, and facility managers and how they might affect the personal training experience. The intergenerational disconnect emphasized between Boomers as clients and Millennials as personal trainers requires further exploration and dialogue and underscores the need for different approaches to content and delivery of professional development and continuing education experiences for personal trainers and managers of fitness facilities.

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## CHAPTER ONE: INTRODUCTION

### In the Beginning...

The genesis for this present project began as a devious plot in the mind of my supervisor in mid-2007. She and I had been discussing the burgeoning discontent we sensed at the previous year's Certified Professional Trainers Network conference (CPTN, July 2006) and the swell of interest among audience members-the majority of whom were personal trainers and fitness professionals-for more relevant continuing education courses (CEC). At the time our conversation involved some conjecturing around the points raised by the personal trainers at that 2006 conference: difficult clients, irrelevant activities, unimaginative program design, customizing for a retiring Boomer cohort, and a sense of disconnect from other trainers. This early conjecturing lead to an independent study encouraged by this same supervisor which explored issues and challenges associated with Boomer-aged clients. We decided that a case study approach would be beneficial, especially since I was working as a personal trainer.

A case study design allows the researcher to examine a specific individual in detail. In the beginning, the researcher is not as concerned with how the case will fit into previous research. The researcher is also not interested in generalizing to other populations or persons merely what is happening in this specific case. If the case fits into other cases or can be applied to other situations, then that is an extra bonus of the research. My directed study was also designed with another two purposes in mind: my professional development as a personal trainer and relevance to my Master's thesis. As a personal trainer it is important to be prepared to deal with a variety of clients. As a trainer, I need to provide the clients with a tailored workout program for their unique

goals. In meeting a variety of clients, personal trainers will often need further education and training than what is provided in the basic certification courses. Continuing education courses are available to personal trainers through their various certifying bodies. CEC are there to support personal trainers and provide clients with professional and knowledgeable trainers. When a trainer runs into difficulty with clients, workout routines or business matters, she turns to CEC to provided answers or strategies for dealing with situations. As a personal trainer, working with this particular client as a focused case study allowed me a unique occasion to widen my client base as well as examine if there were CEC to support the difficulties that I encountered with my client. It was an opportunity to see how well my education as a personal trainer prepared me for this specific client.

I feel that there is a large gap between what the certifying bodies thinks personal trainers need in their jobs and what personal trainers actually need in order to overcome obstacles in the workplace. This case study allowed me to experience a situation not uncommon to personal trainers and to document the situation to find out if there were CEC to provide me with support.

At this point, I offer a summary of my case study experience in order to set the context for my current thesis project. The client was a 55-year-old female; she was 5' 2.5" and 143 lbs. The client was an administration professional and certified in another fitness modality; she also enjoyed running. She was concerned about her overall health and understood the importance of fitness in regards to her health. The client seemed highly motivated and eager to begin training. The client wanted to meet two times a week for a one-hour session, Monday and Wednesday at noon, for resistance training. The



client had had a previous resistance training routine and was familiar with the training facility. The client's goals were to lose 10 pounds and make her stomach flat. The client did not want to get "big" and wanted to make training a routine in her life. The client felt that her legs were strong due to her other fitness modality and running and wanted an upper body to match. Given the restrictions that the client had placed on me, the challenges at the outset were: Noon is a busy time in the training facility because that is when everyone is on lunch break, and Monday, Wednesday, and Friday are typically busy because people tend to get stuck in a three times a week routine and want their weekends free. She wanted to meet twice a week, which means from a design standpoint that her program would consist of two whole body days because each muscle group must be targeted twice in a 7-day period order to adhere to the training principle of FITT and to maintain a current fitness level. A one-hour session is not atypical, but considering the day and time she wanted to meet it was hardly enough time to get a well-rounded workout completed. The program was designed with an upstairs and downstairs day to minimize the travelling time during the workout. The client was also given exercises that would target more than one muscle group. During the 4 months of training the client had three programs, but all of the programs followed the same basic design. Usually, a personal trainer has the client make SMART goals, which stand for Specific, Measurable, Achievable, Realistic, and Trackable (CPTN, 1999). The first challenge was enlisting the client in an interest in SMART goals.

Upon the first meeting with the client, she appeared very highly motivated to train holistically, although she did not want to resistance train on a third day, which would certainly have helped her reach her goals (three versus two day frequency). She had

difficulty remembering the exercises and the order of her routine even after several weeks of training. She wanted to weigh in every 2 weeks to see if she had lost any weight and wanted supervision of each workout by the personal trainer. Since the client did not want to “get big” it was difficult to convince her that it was in her best interests to be progressive and adaptive with increases in the resistance load. The client also seemed to rely on many half-truths, or myths, of training. She had lots of questions about training; however it was difficult to dispel the myths and make sure that she was taking away accurate knowledge about our training sessions and information that I was giving her. Also, she continually asked me for information outside of the scope of my practice and realm of expertise. I tried to direct her to the proper channels to get that information and reminded her that it was outside my area of expertise. Overall, the client presented as being highly motivated and had just not found the right training program for her goals. On closer scrutiny, the client was challenging in many of the dimensions associated with progressive personal training-self-directed, outcome focused to the exclusion of technique, and nonadherent to design features.

This case study was a natural segue into my thesis topic. My thesis topic is examining continuing education courses for personal trainers and fitness professionals in terms of real-world relevance and, further, to determine if the CEC available to personal trainers and fitness professionals actually meet the demands that they are experiencing in their jobs. The client and the situation that I experienced were not atypical, and if informal reporting is any indication, most personal trainers will have similar clients in the course of their careers. Realizing that there are these types of clients, some personal trainers may not know how to handle the client in a professional manner. These personal

trainers may turn to their certifying body for help, through CEC. However, there were no CEC to provide this kind of support for this type of client. My case study was an object lesson in how there is a gap between what personal trainers need from CEC and what is typically provided in CEC, and my thesis focus became concrete for me.

### Research Question

The purpose of the study is to examine the relevance and effectiveness of professional development and continuing education for real-world situations of personal trainers.

### Background

Since the 1970s, there has been debate surrounding continuing education courses (CEC) across professions. The main topic was whether mandatory continuing education was necessary. CEC were born out of the “perception that professionals need to be committed to lifelong learning to maintain and improve their competence” (Cuppett, 2001, p. 388). However, when looking at an article from Rockhill (1983) the reader is presented with “I’m only too aware of the strong resentment that many feel against being required to take courses that they experience as expensive, time-consuming, and irrelevant to their particular work situation” (p. 110). This quote gives the reader the sense of great dissatisfaction towards mandatory CEC. However, Rockhill brings out some key issues that still plague CEC such as-how is this information going to help in my situation? Another major concern in Rockhill’s article is that of control. Rockhill suggests that making minimum standards means that people will perform only at the minimum. As one examines the CEC literature, Rockhill’s concerns are still evident but many organizations have tried to address these concerns.

Overall, the debate has shifted away from the necessity of CEC to making CEC meaningful to the professionals. Davis and Thomson (1998) suggest four criteria when choosing CEC strategies-relevance of the program, credibility of the information, format of the program, and logistics. These steps seem to be the format that most organizations follow. Even with the continued debate about how best to engage the professionals, the CEC process looks like it's here to stay and continuing to evolve to meet the needs of its participants.

### Research Paradigm

It is important when conducting qualitative research that as a researcher I understand which paradigm I am using because it helps frame my research strategy and methods. Also, it allows other researchers to understand why certain decisions were made and how those decisions may affect the findings of the study. In conducting a phenomenological study the research paradigm that is most suited to this type of research is constructivist. Patton (2002) describes constructivism as “study[ing] the multiple realities constructed by people and the implications of those constructions for their lives and interactions with others” (p. 96). Constructivist paradigm recognizes that “reality” is socially constructed by the people living in that reality. The constructivist paradigm suggests that truth is a matter of consensus among informed participants, not of correspondence with an assumed objective reality. Data are contextualized as meaningful within a particular framework; that is, phenomena can only be understood within the context in which they are studied. Further, how the participants construct their reality influences their interactions with other people. Constructivists also want to preserve the fluid multiple realities of the participants.

## Research Strategy

Phenomenology is interested in the lived experience of an individual. The focus is “on exploring how human beings make sense of experience and transform experience into meaning for consciousness, both individually and as shared meaning” (Patton, 2002, p. 104). This is based on the assumption that there are essential features (essences or eidetics) of a shared experience. The essence is the central part of the meanings that are mutually understood through a common experience (Patton). Phenomenology wants to understand the assigned essence, structure, and meaning of the lived experience of the phenomenon of an individual or group. In this study, the assumption is that a personal trainer will have similar lived experiences to other personal trainers. The similar lived experiences will connect them and give meanings to the shared phenomena in their lives as personal trainers.

## Social Location of the Researcher

Trustworthiness has five components: credibility, dependability, confirmability, reflexivity, and transferability (Marshall & Rossman, 1998). The degree to which all of these components are found in a study, the more willing people will be to accept the research as believable. Reflexivity is being aware of my own biases and preconceptions of the topic and participants in the study. Researcher biases will influence how information is interpreted. Understanding and being able to state my biases will let people judge for themselves the merit of the study. Therefore, it is important that I disclose my social location as a researcher-who I am and how this study evolved.

I am a university student and a personal trainer currently working in the fitness industry. As well, when I encounter a problem or a frustration, I want to solve it. I was

frustrated with the current education of new personal trainers and how few continuing education courses dealt with the actual training environment and interpersonal communication with clients. Successfully dealing with clients is what makes a personal trainer successful and is usually the biggest roadblock for new personal trainers. CEC are a mandatory part of keeping current in the fitness industry; however, I felt that they failed to address the needs of many personal trainers.

I wanted to look at the current situation for preservice and in-service education for personal trainers, talk with other trainers and managers about what they thought the in-service education needs were, and whether those needs were being met. Hopefully, in time this study could help reshape CEC or perhaps better prepare future personal trainers for the challenges in the training environment.

#### Overview of Thesis

I hope that this introductory section has laid the groundwork for my thesis and established important concepts. It included social location of the researcher, research paradigm and strategy, as well as the purpose of and background on the study. I will also outline the remaining section of my thesis in the following paragraphs.

The literature review includes literature relating to continuing education courses (CEC) and briefly discusses major themes in CEC; it also includes some of the personal training certifying bodies discussed in terms of their organizational history, accreditation process, and CEC. Intergenerational differences and preferences with regards to Boomers as clients and Millennials as personal trainers will also be presented.

The methodology section contains the sampling procedures used in this study as well as data collection and analysis techniques utilized. I also included a reasonably concise discussion about ethics and trustworthiness measures employed in my thesis.

Findings consist of the results distilled from the content analysis by question, which is divided into each data collection method, these being the PUMP Questionnaire, focus groups with personal trainers, and interviews with fitness facility managers and people associated with the accreditation process. For each section, there are direct quotes from participants. Following the content analysis by question is the content analysis by existential themes. The existential themes are places, people, happenings, and objects. For the content analysis by existential theme section, the direct quotes from participants are arranged into each category and divided into focus groups and interviews. The last section in the findings is the Lived Relation Existential Dimension. In this section, the main indigenous finding of disconnect between clients, personal trainers, and facility managers will be discussed at length.

The discussion contains the salient intergenerational differences between clients, personal trainers, and facility managers and how they might affect the personal training experience. This discussion will also foreground the embedded results of the several analyses.

The appendixes include supplementary information regarding ethics, data collection measures, and data analysis for each level-content analysis by question, content analysis by existential themes, and lived relation existential dimension.

## CHAPTER TWO: LITERATURE REVIEW

This literature review contains overarching themes in the health professional field of continuing education courses. Further, some of the personal training certifying bodies will be discussed in terms of their organizational history, accreditation process, and CEC. Intergenerational differences and preferences with regards to Boomers as clients and Millennials as personal trainers will be presented.

Since the 1970s, there has been debate surrounding CEC across professions. The main topic was whether mandatory CEC was necessary. CEC were born out of the “perception that professionals need to be committed to lifelong learning to maintain and improve their competence” (Cuppett, 2001, p. 388). However, when looking at an article from Rockhill (1983), the reader is presented with “I’m only too aware of the strong resentment that many feel against being required to take courses that they experience as expensive, time-consuming, and irrelevant to their particular work situation” (p. 110). This quote gives the reader the sense of great dissatisfaction towards mandatory CEC. However, Rockhill brings out some key issues that still plague CEC such as-how is this information going to help in my situation? Another major concern in Rockhill’s article is that of control. Rockhill suggests that making minimum standards means that people will perform only at the minimum. As one examines the CEC literature, Rockhill’s concerns are still evident, but many organizations have tried to address these concerns.

From 1990-early 2000s an attempt to make CEC more meaningful to professionals has been a major undertaking. There has been discussion around attendance (O’Brien, 2001; Landers, McWhorter, Krum, & Glovinsky, 2005) and how to reach as many professionals as possible. Also, context influences such as resources, opportunity,



and support (Haines, Kuruvilla, & Borchert, 2004; Ottoson & Patterson, 2000) greatly impact the effectiveness of CEC and implementing the new information or techniques in a workplace, as well as, the effectiveness of using different delivery methods in CEC- moving away from traditional lecture style. In nursing there are many articles about online courses (Levett-Jones, 2005; Roberts, Brannan, & White, 2005) as a preferred method due to cost and time. Also, there are more qualitative approaches being used to assess the effectiveness of CEC (MacIntosh-Murray, Perrier, & Davis, 2006). Overall, the debate has shifted away from the necessity of CEC to making CEC meaningful to the professionals. Davis and Thomson (1998) suggest four criteria when choosing CEC strategies- relevance of the program, credibility of the information, format of the program, and logistics. These steps seem to be the format that most organizations follow. Even with the continued debate about how best to engage the professionals, the CEC process looks like it's here to stay and continuing to evolve to meet the needs of its participants.

#### History of Certification Organizations

Can-Fit-Pro was established in 1993 (Hutton, 2000). Their goal is to assist all “fitness professionals in their quest for on-going education and continued professionalism” (Hutton). Canadian Personal Trainers Network (CPTN) was established in 1993 (CPTN, n.d.). Later, in 2004 it changed to Certified Professional Trainers Network. CPTN’s goal is to “develop an organization of highly qualified trainers with specialty skills to service a variety of client needs” (CPTN). These two organizations are the predominant accrediting agencies in Canada. American Council on Exercise (ACE) was established in 1985 and is “dedicated to improving the professional standards of the fitness industry and encourages all segments of society to enjoy the benefits of exercise”

(ACE, n.d.). American College of Sports Medicine (ACSM) has a long, rich history established in 1954 (ACSM, n.d.). In 1975, ACSM conducted its first Exercise Program Director's Certification and Certified Exercise Specialists Workshops, and in 2005 ACSM introduced its Certified Personal Trainer certification (ACSM). ACSM has continued to evolve and change to meet the needs of its clientele and members. The National Strength and Conditioning Association (NSCA) was established in 1978 and strives to provide "resources and opportunities for professionals in strength and conditioning and related fields" (NSCA, n.d.). The Canadian certifying organizations are relatively new compared to their American counterparts. The Canadians have looked to the American associations as a model for successful accreditation and providing effective education to personal trainers.

#### Accreditation Process for Personal Trainers

In order to understand the accreditation process for personal trainers, five predominant accreditation organizations will be reviewed. Can-Fit-Pro and Certified Professional Trainers Network (CPTN) are the most recognized personal training organizations in Canada. American Council on Exercise (ACE), American College of Sports Medicine (ACSM), and National Strength and Conditioning Association (NSCA) are three primary personal training organizations in the United States.

Can-Fit-Pro has a minimum age requirement of 18; the person must have a current CPR certificate and be a member of Can-Fit-Pro in order to partake in the testing process. There are two components of testing-written and practical exams. In order to pass successfully the written component, one must achieve a minimum of 80% on a 75 question multiple-choice test (Hutton, 2000). Once the candidate has passed the written

component, the practical exam is the next step. The candidate must achieve 80% on a 60-minute personal training session. The training session needs to include a “warm up, cardiovascular training, resistance training, and recovery and relaxation/flexibility” (Hutton). Can-Fit-Pro has developed manuals for interested persons to use in self-directed learning or as a review prior to testing. There are modules or classes also available to make the accreditation process seem less daunting. These modules teach the material that personal trainers need to be successful for both the written and practical exams. Certification with Can-Fit-Pro as a personal trainer is valid for one year.

The Certified Professional Trainers Network (CPTN) requires personal trainer candidates to be a minimum age of 18. There are two components of the certifying process, written and practical exams. The candidate must achieve a minimum of 75% on a 120 question multiple-choice exam in order to pass (CPTN, n.d.). Once one has successfully passed the written component, the practical is the next step. The practical exam consists of cardiovascular training techniques, resistance training techniques, and communication and consulting skills; similar to the written component, one must achieve a minimum of 75% in order to be successful (CPTN). Once the practical is completed, the candidate must complete 20 hours of documented observations in the training setting or have a degree/diploma in the Physical Education or Kinesiology area (CPTN). As well, one needs a current Emergency First Aid and CPR certificate. CPTN has developed a manual and offers modules/classes in order to provide personal training candidates with the information necessary to complete the certifying process. The CPTN certification is valid for one year.

American Council on Exercise (ACE) requires potential personal trainers to be a minimum age of 18 and possess a current CPR certification. There is a written test that consists of the following components: client assessment, program design, program implementation and adjustment, applied sciences, and professional role (ACE, n.d.). ACE has developed a manual and online courses to aid potential personal trainers with the information needed to pass the written test. ACE recommends that people seeking certification have 100 hours of practical experience in the health and fitness field (ACE). ACE certification is valid for 2 years.

American College of Sports Medicine (ACSM) requires future personal trainers to have a high school diploma and a current CPR certification. There is a written exam which must be passed. ACSM offers 1- or 3-day workshops, where use of their manual is strongly recommended (n.d.). ACSM also offers online courses to further assist future personal trainers through the certification process.

National Strength and Conditioning Association (NSCA) has a minimum age requirement of 18, a high school diploma, and a current CPR certification before one can register for the certifying process (n.d.). There is a written exam which must be passed. The NSCA has developed a manual, workshops/courses, and online courses in order to aid potential personal trainers with information needed to pass successfully. NSCA certification is valid for 2 years.

#### Current Continuing Education Courses

The goal of continuing education is to keep oneself abreast of the new information, research, and techniques that are applicable in one's area of expertise. Continuing education is especially important now where information is readily available

to everyone, including clients. Can-Fit-Pro, Certified Professional Trainers Network (CPTN), American Council on Exercise (ACE), American College of Sports Medicine (ACSM), and National Strength and Conditioning Association (NSCA) all require their members to acquire continuing education courses. In most cases, CEC are organizationally sanctioned workshops, conferences, and online courses. If one wants to attend a class or workshop that is not already recognized by their accrediting agency, there is an application process. The application process differs across organizations. For the most part, the instructor's qualifications and the material of the course need to be made available to whoever is in charge of the recertification and CEC process.

Can-Fit-Pro requires four CEC per member's certification. There is not a specific guideline for what constitutes one CEC; however, all CEC are subject to approval from the Can-Fit-Pro board members. CPTN requires 7 hours of CEC over one year (CPTN, n.d.). CPTN puts a restriction on the CEC requirements, but only allows four CEC to be through distance education. Again, CPTN does not have a specific requirement for one CEC. ACE requires two CEC over 2 years for a personal trainer to maintain their certification (n.d.). For an ACE personal trainer, two CEC roughly equals 20 hours. This 20 hours includes the course and study time required (ACE). ACSM is setup slightly different than the previous accrediting organizations. There is a 3-year cycle (ACSM, n.d.) and the number of CEC required depends on the certification and year that the personal trainer was certified. ACSM appears to be in a state of flux with certifications and the number of CEC required. For example, an ACSM health/fitness instructor requires 80 CEC over a 4-year cycle, whereas, they need 60 CEC over a 3-year cycle (ACSM). An ACSM personal trainer is required to accumulate 45 CEC over a three year

cycle (ACSM, n.d.). NSCA is much more detailed about their CEC process and requirements. To maintain certification, six CEC are needed within a 3-year period (NSCA, n.d.). The NSCA defines one CEC as 10 contact hours or 10 clock hours. Therefore, in order to maintain certification an NSCA personal trainer needs 60 contact hours over a 3-year period. Considering that each organization is dealing with personal training, there is a wide variety in when and what constitutes continuing education.

### Intergenerational Issues

Interestingly, there are four generations interacting in most environments. Table 1 summarizes the most common name used to describe each generation as well as the years the generation covers. Each generation will have its own unique identity as well as preferences in terms of learning style and communication. Further, a person may identify with more than one generation. The most current discussion in intergenerational literature is how to best engage the Millennials. Reynolds, Campbell-Bush, and Geist (2008) state that “there is plenty of dialogue surrounding this challenge, but few organizations have translated abstract ideas into the concrete solutions that effectively engage their diverse workforces” (p. 19). Generational differences are widely recognized and deemed problematic in the workplace. One area of concern is communication, and there are no hard and fast rules as to what is most effective.

Table 1

*Defining Generations*

---

Generation	
Traditionalists/Veterans	Born before 1946
Boomers	1946 – 1964
Generation X	1965 – 1981
Millennials	1982 - 2001

---

Table 2

*Generational Communication Preferences*

	Traditionalists/Veterans	Boomers	Generation X	Millennials
Style	Formal	Semiformal	Not so serious, irreverent	Eye catching, fun
Content	Detail, prose-style writing	Chunk it down but give me everything	Get to the point. What do I need to know?	If and when need it, I'll find it online
Context	Relevance to my security, historical perspective	Relevance to the bottom line and my rewards	Relevance to what matters to me	Relevance to now, today, and my role
Attitude	Accepting and trusting of authority and hierarchy	Accept the "rules" as created by the Traditionalists	Openly question authority, often branded as cynics and skeptics	Okay with authority that earns their respect
Tactics	Print, conventional mail, face-to-face dialogue or by phone, some online information and interaction	Print, conventional mail, face-to-face dialogue, online tools and resources	Online, some face-to-face meetings if they are really needed, games, technological interaction	Online, wired, seamlessly connected through technology
Speed	Attainable within reasonable time frame	Available, handy	Immediate, when I need it	Five minutes ago
Frequency	In digestible amounts	As needed	Whenever	Constant

(Table available at [www.iabc.com/cw](http://www.iabc.com/cw))



Table 2 lists generational communication preferences as found by Reynolds et al. (2008). As Table 2 illustrates there are important differences between generations in terms of communication. When it comes to communication, Millennials want it short and more frequent (Reynolds et al.). These preferences tie into the Millennials being constantly wired into technology. They can access the information instantly and redirect it just as quickly. Further, authentic communication is equally as important to Millennials. Interestingly, telling the truth is assumed; they want authentic in terms of interests and communication styles (Reynolds et al.). Millennials will disengage if they feel that they are receiving a manufactured message. Additionally, they want to contribute ideas immediately. They have been socialized by Boomer parents and educators to speak up (Downing, 2006) and will generate ideas and be agents of change. Millennials want to have their ideas heard and heard now, which can be a shock for other generations, especially Traditionalists and Boomers, who were socialized to wait their turn and play nice with others in the sandbox.

Millennials prefer education and training that is “multisensory, rapid fire, on demand, and compelling” (Downing, 2006, p. 5). They tend to be self-directed learners and will turn to peers for assistance first when faced with a challenge. These preferences are due to their constant use of technology and being connected to their social network all the time. Further, Millennials are feedback and team oriented (Downing; & Raines, 2002) and enjoy collaboration. In the workforce, Downing found that their commitment and motivation was connected to promotion and flexibility. Flexibility was a common reoccurring theme in the literature (Downing; Raines; Reynolds et al., 2008; Stillman, & Lancaster, 2006) when discussing Millennials. They want to know how the information

affects them today and their role now. Also, Millennials have seen their parents achieve a great standard of living but pay for it through stress, broken relationships, health concerns, and long hours and do not want that lifestyle for themselves, maybe further reasons for turning to their peers first and wanting a flexibility in the workplace (McCrindle, 2008). Characteristics of Millennials as identified by Raines are “confident, hopeful, goal and achievement oriented, civic minded and inclusive” (n.p.). The Millennials’ undeniable confidence (or arrogance as seen by others) is often why they speak up whenever they feel it is necessary. Another unique characteristic in dealing with the Millennial generation is parental influence or involvement (Downing; Raines; Reynolds et al., 2008; Stillman, & Lancaster, 2006). The parents of the Millennials are so heavily involved in their lives that the term has been coined as “helicopter parents” (Wikipedia, n.d.). This presents an interesting irony. Boomers raised the Millennials to have these characteristics: that they are special, leave no one behind, and do something for the greater good. However, when confronted by the Millennials in the workplace have called them the “entitled generation” and do not appreciate their “attitude.”

In my study, what is fascinating to note is who is making up the clients, personal trainers, and managers. Table 3 indicates intergenerational activity across groups as well as within groups. However, there are exceptions. Table 3 represents a snapshot of the Canadian fitness industry at this time. Now going back to the areas of disconnect amongst clients, personal trainers, and managers, it is interesting to see how communication and learning style preferences come into play.

Table 3

*Generational Breakdown of Clients, Trainers, and Managers*

Clients	Trainers	Managers
Traditionalists/Veterans	Generation X	Boomers
Boomers	Millennials	Generation X
Generation X		
Millennials		

Communication appears to be one of the biggest roadblocks. This can be seen in the areas of disconnect around clients, client contingencies, and skill sets. Another roadblock appears to be point of view of self versus others. Personal trainers and managers both need to be aware of the tendency to believe that everyone is just like me. Further, strategies need to be implemented to promote two-way learning about communication. Managers need to understand how to effectively engage their Millennial staff and best direct their confidence. Also, Millennials need to understand communication preferences of other generations to effectively engage their clients. Also their need for collaboration and contributing would need to be addressed.

#### Boomers as Clients

Boomers are the generation defined as being born between 1946-1964. In the and fitness industry, they are the largest “untapped” group of exercisers. Sipe (2007) stated that “the industry has little experience working with older adults and this significant demographic shift represents an unprecedented time in history” (p. 38). The fitness industry is just beginning to realize this diverse group with a wide variety in physical abilities, life experiences, interests, socioeconomic status, and health. Also, there are a great number of older women participating in exercise than men, mostly due to life expectancy (Sipe). Further, Milner (2006) suggests two main reasons why this generation is more active than previous generations. Generally, they are more stable, have more money, and the desire. Also, their doctors have encouraged exercise in order to maintain their health. Moreover, Boomers have grown up with exercise and embrace an active lifestyle. In terms of their personal training experience, it has to be meaningful to the Boomers. Boomers are concerned with their health, so if a personal trainer cannot explain

the benefits of a certain modality of exercise, the Boomer will disengage. Boomers want achievable results and want to be able to track them. This is due to their high-achieving, high-stress lifestyles. Boomers also want “professional” personal trainers; this includes both in dress and conduct. Safety and dignity are of major concern for Boomers; if either one of these are compromised they will disengage. Personal trainers may perceive Boomers as difficult clients; however this is due to a lack of appreciation for generational differences. Personal trainers need to emphasize how the training program will benefit the Boomers’ health and maintain their professionalism at all times.

## CHAPTER THREE: METHODOLOGY

### Sampling Procedures

Sampling for this study was purposeful; specifically, criterion sampling. That is, each participant met the requirements of a list of preferred criteria. The participants were personal trainers, facility managers, and persons involved in the accreditation process. The participants were self-selected participants with the following inclusion criteria: The participants are 18 years of age or older, hold a current personal training certification, and currently working in a training environment. Having three types of participants gives me multiple participant perspectives and allows me to have triangulation of sources, which is important in order to minimize my influence as the researcher and add robustness to the information collected.

### Participants

For the PUMP (Professional Understanding from Multiple Perspectives) Questionnaire, there were 25 participants who completed the questionnaire. The participants were personal trainers, fitness professionals, fitness facility managers, and persons involved in the accreditation process for personal trainers. The informants' ages ranged from 20 to 50 years. The informants were from the Niagara region to the Greater Toronto Area.

There were two separate focus groups conducted. Each focus group was conducted by the same focus group conductor following the focus group question guide (see Appendix B) and lasted approximately 1.5 hours. Each focus group was videotaped. There were 2 personal trainers per focus group who had self-identified on the PUMP Questionnaire. Further, they were divided into male and female focus groups. The

personal trainers' ages ranged from 22 to 29. All the personal trainers were from the Niagara region and had been working for a minimum of 2 years in the fitness industry prior to their participation in the focus groups. One personal trainer identified as freelance, working contact to contract; 2 personal trainers worked at a university-based fitness centre; and 1 personal trainer worked in a community-based fitness centre. For all personal trainers in the focus groups, their typical clientele ranged from ages in the early 20s to approximately 60 years old, either new to exercise or wanting supervised training sessions to ensure their physical safety. For the most part, the personal trainers in the focus group felt that their programming was basic and, due to the single-session nature of the interactions, made it challenging for them to progress their clients to more difficult levels.

As for the manager interviews, there were three separate interviews conducted by the same interview conductor following the interview question guide (see Appendix B). Each interview's duration was approximately 1.5 hours and was audiotaped. There were 3 managers interviewed. The managers' ages ranged from 28 to 45. The managers were working in the Niagara region to the Greater Toronto Area and had been managers for a minimum of 4 years prior to their interviews. One manager worked at a university-based fitness centre; the other 2 managers worked at a community-based fitness centre. The managers identified two main groups that used their facilities-people new to exercise and people with prior training experience. Within each of these groups the clientele ages ranged from early 20s to late 70s early 80s. Two managers identified their facility as a medium size with approximately 400 members, and 1 manager as a large facility with

close to 600 members. The managers had a wide range of programs to supervise-single sessions, group fitness activities, and specialty camps such as youth strength training.

### Data Collection

Data collection took place in three phases. The first phase consisted of the participants completing the PUMP Questionnaire (see Appendix B) regarding their process of personal training certification and continuing education courses. The opinion-based questions were standardized open-ended questions. Standardized questions allow for systematic analysis and ensure that everyone is being asked the same questions in the same way. Open-ended questions allow for individual responses and idiosyncrasies that could provide depth and interesting perspective to the answers. From the PUMP questionnaire, I used information and participant comments to create the focus group question guide (see Appendix B) for the second phase of data collection. Focus groups were formed based on the answers given on the questionnaires. The focus groups were asked to describe their typical client, describe what they consider to be their difficult client, and what strategies they use with their difficult clients. From the focus groups, I used the developing information and comments to form the interview question guide (see Appendix B) for the third phase of data collection. The third phase was in-depth interviews with managers and people associated with accreditation process to probe further into peoples' opinions about the effectiveness of continuing education and identify strengths and weaknesses of continuing education. In qualitative inquiry, having multiple sources of data collection is essential to the trustworthiness and rigor of the study. By triangulating my data collection I am able to provide a more comprehensive



perspective on the phenomena, cross-check my findings, and increase the strength of my data sources and collection.

### Data Analysis

All data analysis is reduction. In this study three data sets required reduction. The PUMP Questionnaires were reduced through a content analysis by question. This was followed by several levels of content and thematic analyses once the raw data had been collected and transcribed verbatim from the focus groups and interviews. The first level of analysis was a content analysis by question. This step of analysis consisted of taking all the participants' responses for a question and transcribing them verbatim. The second level was a content analysis by existential categories. The existential categories were places, people, happenings, and objects. The content analysis by existential categories consisted of taking the raw data and further reducing and sorting the data into the four categories. Throughout this layer of analysis, the majority of the participants focused on the people and happenings, specifically the relations and interactions between clients, trainers, and facility managers, as meaningful indigenous patterns. Therefore I conducted a third level analysis whereby the data from the content analysis by existential categories were further reduced into the lived relation existential dimension and its constituent elements. Lived body, lived space, lived time, and lived relation are the existential thematics of phenomenological analysis. The lived relation was the most salient of these themes in this study. Therefore, the third level of analysis focused specifically on the lived relation existential dimension. Triangulating my data analysis further adds to the credibility and trustworthiness of my research. Multiple levels of analysis allowed for initial themes and idiosyncrasies to be more fully developed. Further, keeping the

findings in the participants' own words (transcribing verbatim) adds to the conformability of the data analysis and minimizes my influence as a researcher.

### Ethics

This study was approved by the Research Ethics Board (REB) at Brock University (see Appendix A). Further, rigorous data management was utilized in the study. In all the levels of analysis, the findings can be traced back to the raw data. The next section will describe these processes.

### Trustworthiness

Trustworthiness has five components: credibility, dependability, confirmability, reflexivity, and transferability (Marshall & Rossman, 1998). The degree to which all of these components are found in a study, the more willing people will be to accept the research as believable. In this study, credibility was addressed through using multiple data sources, methods of data collection, and data analysis. The data sources were the personal trainers, facility managers, and persons involved in the accreditation process. The data collection methods were questionnaires, focus groups, and interviews. The data analysis consisted of a content analysis by question, existential categories, and lived relation existential dimension. This triangulation of sources, data collection, and data analysis strengthens the credibility of the study because it allows patterns to be developed out of heterogeneity.

Dependability will be difficult to ensure, considering this is my first major research project. However, hopefully having the university's standards for conducting research and working with a supervisor who has a PhD and background in qualitative

inquiry will assure people that there were standards and guidelines that I had to meet before proceeding with my study.

I used member checks (Lincoln & Guba, 2000) to ensure confirmability; that is having the participants review their interview transcripts to confirm that I accurately recorded what was said and the context in which it was said. Also, this allows the participants another opportunity to eliminate any information that they do not want as part of the study and/or expand on any aspects they feel need elaboration.

Reflexivity is being aware of my own biases and preconceptions of the topic and participants in the study. Researcher biases will influence the findings and how information is interpreted. Understanding and being able to state one's bias will let people judge for themselves the merit of the study. As a researcher I kept a reflective journal that allowed me to record any happenings or ideas during data collection and analysis.

A researcher cannot guarantee transferability because it depends on other researchers using her/his study to help support their own research or exploring the topic further. In order for my study to have potential transferability I have left a paper trail (the journal) so that other researchers know what steps I took. All the levels of analysis can be traced back to the raw data, as I used in-depth coding in my analysis and journaling.

### Concluding Comments

You will recall from the introduction chapter that I provided my location and biases as a researcher (p.13). At this juncture I wish to reiterate several points from that section which are cogent for this section on research design.

I am a personal trainer; I work with clients of many levels such as elderly, youth, semiprofessional athletes, career-oriented people, students, and people working through injuries; many of the informants are individuals with whom I have professional relationships.

The terms *emic* and *etic* were first used by Kenneth Pike (1954) to distinguish the insider versus the outsider perspective of research. Patton (2002) further helps to distinguish *emic* as the "language and categories used by the people in the culture study" (p. 267) and as oppose to *etic*, which is the language and categories imposed by the researcher. Both perspectives have merit and continue to be debated within academia. However, I approached this study having an *emic* point of view. Debriefing following focus groups and interviews were made much more comfortable by virtue of out shared professional practices and contacts. Participants were able to comment on their immediate responses to the data collection experience and felt comfortable enough to approach me at any time to further comment/discuss their responses or points of further clarification. Moving away from the traditional discrete and contained nature of debriefing allowed for more frequent, less formal peer debriefing. This debriefing allowed the participants to further elaborate and expand on language and associations used during the focus groups and interviews. I feel that I gained a richer description from the participants through my ongoing availability.

## CHAPTER FOUR: FINDINGS

Findings section consists of the content analysis by question which is divided into each data collection method, these being the PUMP Questionnaire, focus groups with personal trainers, and interviews with fitness facility managers and people associated with the accreditation process. For each section, there are direct quotes from participants. Following the content analysis by question is the content analysis by existential themes. In addition, following the content analysis by question I will interject a summary of typical CEC before moving to the content analysis by existential themes. The existential themes are places, people, happenings, and objects. For the content analysis by existential theme section, the direct quotes from participants are arranged into each category and divided into focus groups and interviews. Following this section, I will include an overall summary of needs articulated by personal trainers and managers before proceeding to the Lived Relation Existential Dimension. The last section in the findings is the Lived Relation Existential Dimension. In this section, the disconnect between clients, personal trainers, and facility managers will be discussed at length.

### Content Analysis by Question

The first level of analysis to reduce the raw data collected to a more manageable amount of information was achieved via a content analysis by question for the PUMP questionnaires, focus groups, and interview transcripts.

#### *PUMP Questionnaires*

For the PUMP questionnaires, I found three areas of disconnect; these were current CEC and how helpful these CEC were to the personal trainers, personal trainers'

typical clients and how prepared the personal trainers felt, and the personal trainers' challenging clients and ideal CEC offerings.

First, the participants were asked, "Have you taken part in a continuing education program designed to increase your understanding about working in the training environment?" and space was provided to expand on their answer if they wished. The participants who chose to expand provided the following answers "*BOSU ball workshops, plyometrics, high performance resistance training workshop*" (22F11). "*Plyometrics 101, Explosive resistance training for improved athletic performance, BOSU ball training for improved functional performance*" (22M05). "*I have taken continuing education courses in Physical Education but not with the intent to help in the fitness industry*" (22F08). "*University program deals with physiology etc*" (21M12). These responses show that some of the participants had taken very specific CEC and were being educated at a university level. Personal trainers perceive that increasing their knowledge will make them more competent personal trainers and in turn increase their client base. For the follow-up question in the PUMP questionnaire, participants were asked, "How helpful was the continuing education to you?" Some of the participants responded "*Able to learn well with materials provided but most services have been very unprofessional and not justifiable*" (24M05). "*Some of the courses at the conference were not very relevant. It was also a lot of information that came very quickly*" (22F01). "*The courses were useful but I have found that most of the material tends to be repetitive and I don't obtain enough knowledge about the topic being discussed. The content could be more specific and more in depth*" (22F12). These personal trainers were seeking and participating in CEC, however they also felt the need to point out the CEC shortcomings.

The CEC that they had attended did not meet their perceived needs as trainers. Further, this question did not generate many responses. Only 6 out of 25 participants elaborated on how helpful they thought their CEC were to their experience. In order to maintain a personal training certification one must participate in a certain number of CEC as directed by the certifying body; hence there are many personal trainers who participate in CEC. However, few of the personal trainers in this study commented on how helpful the CEC process was, further suggesting an area of inconsistency or disconnect.

The second disconnect found in the PUMP questionnaire was in regards to the perceived typical client and how well prepared the personal trainers were for this typical client. On the PUMP questionnaire, the participants were asked, "Describe your typical clients." For their typical client most participants describe as follows: "*Beginners with no experience wishing to lose weight or more commonly to increase muscle mass and tone*" (20M04). "*People in need of general fitness/weight loss programs*" (28F03). "*Mostly adults, lately it has been mostly adults with physical disabilities. Also work with athletes aged 15-25*" (28M08). "*I typically work with women any where from 20 years old to seniors. Most simple want to lose weight or improve health. Nothing overly exciting*" (22F08). Weight loss appeared to be the most common goal when the participants described their typical client. Further, most personal trainers dealt with inexperienced or new clients. This is typical in most fitness centres because the general public seeks out personal trainers to help them maintain a healthy lifestyle or, if they are new to a facility, for a personal trainer to make them feel more comfortable in the training environment. Next, the participants were asked, "How prepared are you for the constituency?" A sample of the responses is as follows "*Very prepared*" (28F03). "*Well prepared on a*

*case-by-case basis*” (28M08). *“I’m very prepared and feel I am qualified to work with more demanding clients”* (22F08). *“I feel well prepared to work in this capacity given past experience (academic & professional)”* (31M12). In dealing with their typical clients the personal trainers felt that they were well prepared. In most cases, personal trainers get to pick their clients; therefore, it is only natural that they would choose clients with whom they were going to have a successful training experience. Further, the limited response to this question does not capture the essence of why the trainers felt this well prepared to deal with these types of clients.

Third area of disconnect in the PUMP questionnaire was when the trainers were asked to “Describe your challenging clients.” The following is a sample of participants’ responses: *“Coming to the gym post rehab and have chronic pain conditions, keeping them motivated and compliant”* (49F02). *“Lazy”* (25M09). *“Individuals who ask for your help, but do not participate in the training session”* (22F11). *“Those with history of injury”* (20M04). *“The one’s who believe I can teach them everything about working out and training in one session”* (24M05). Dealing with clients who have injuries or with a history of injuries was considered challenging by most trainers who filled out the questionnaire. The other major challenge was concerning clients’ motivation or keeping the clients motivated. These two areas are big roadblocks for trainers because if you can not keep your clients healthy and motivated, the client may look elsewhere for personal training services. However, when asked the follow-up question, “If you could request CEC specific to your own practice what type of workshops/educational experience would they be?” The same participants responded. *“Training course for trainers, how to improve a trainers workout”* (25M09). *“Stability ball workshop, Medicine ball*



*workshop*” (22F11). “*Sport specific CEC*” (20M04). “*More sports specific or occupation specific*” (24M05). The participant who wrote that the challenging clients were lazy wanted CEC related to the idea of how to make workouts more challenging, especially in terms of making programs for personal trainers. The participant who described the challenging clients as opposed to their instruction wanted modality-specific workouts. The individual who stated that a history of injury was the challenging client wanted to request more sport-specific CEC. The participant who described the challenging clients as resistant to instruction wanted sport- or workplace-specific workshops. Overall in the PUMP questionnaires, participants did not request CEC dealing with what they perceived as their challenging clients. For the most part, personal trainers wanted CEC that would address their interest areas. Either the trainers do not believe that they need assistance when dealing with challenging clients (interpersonal skills) or their knowledge or interest needs as personal trainers are not being met or both. One interesting comment by a participant in this section of the PUMP questionnaire was, “*Communication skills for general clients would be helpful. According to my interest and some clientele, sport/niche specific such as golf, pregnant clients and bridal programs would be ideal*” (28F03). This participant identified two main areas of concern with the specific CEC requested but also wanted CEC that deal with communicating with clients.

Even though three areas of disconnect were identified in the PUMP questionnaire, they did not yield sufficient detail to describe assigned meanings. Phenomenology seeks to understand the assigned essence, structure, and meaning of the lived experience of the phenomenon of an individual or group. I looked forward to analyzing the focus group

data in order to explore in more depth these areas of disconnect from the personal trainers' perspective.

Figure 1 displays a brief summary of the findings of the PUMP Questionnaires from the content analysis by question. Figure 1 presents the findings information in a concise format. The participants are listed and the data collection that they undertook. Further, the analysis that took place for the data collection is displayed along with a brief summary of the main findings for each section.

#### *Focus Groups With Personal Trainers*

For the focus groups, the areas of disconnect that I found can be put into five categories: client stereotyping, communication, trainer's ability to be flexible, trainer competencies, and other.

##### *Client stereotyping*

During the focus groups the following responses highlight client stereotyping. When asked the question "What is their time commitment?" in regards to their typical client, one participant responded.

*10 pack met every week the other ones were all single sessions. I was actually impressed with all of them wanted to be at the gym at least 4 times a week. They were actually sticking to their 4 times a week goal which they had set for themselves, which I was very impressed, I wasn't expecting that...I just assumed that people always, even I do that, I say I'm going to go to the gym everyday and I went three times and I'm a trainer so I just kinda assumed that everyone else (FG1P2)*

What is interesting about this comment is the assumption that everyone is just like me-trainer's point of view of self. This participant assumed that the client would be unable to stick to the exercise regime and would eventually stop going to the gym as frequently as

Participant	Data Collection	Analysis	Finding(s)
Personal Trainers	PUMP Questionnaire	Content Analysis by Question	Client Descriptions <ul style="list-style-type: none"> <li>- Unexpressed and unexplained client contingencies (i.e. SMART goals)</li> </ul>
			Preferred CEC <ul style="list-style-type: none"> <li>- Interest areas versus client driven</li> </ul>

*Figure 1.* Summary of Content Analysis from the PUMP Questionnaire

in the beginning of the program. This assumption is based on the trainer's own training experience and not based on the client. When the participants were asked what the goals of their typical clients were, all the participants stated weight loss across the board regardless of the characteristics of the client. *"Most of them their goals are toning, so like lose a little extra weight that they have put on, from partying and that and not doing cardio that properly and just a little bit of strength overall weight loss"* (FG1P1). *"Most of them wanted to, whether experienced or not, were just toning, generally get back into shape or get into shape in the first place"* (FG1P2). *"Always weight loss, majority"* (FG2P1). *"Wanting to lose weight or have decided that they are going to get in shape probably for vacation"* (FG2P2). The responses suggest that these trainers only train one type of client. When asked the question, "Please describe the characteristics of those you consider to be your difficult clients." The following responses were given. *"I say mostly accident victims just because there are so many muscular imbalances too unless you're right on top of it you always have to go back and reference"* (FG1P1)

*Mine was probably just a beginner, he probably could have done the workout he was doing in an hour it took him two because his 30 second breaks were almost minute and a half breaks or he would talk for awhile. I'd see him come in and two hours later he'd just be finishing up so just take time no actually difficult* (FG1P2)

*I'm not doing that. What do you mean you're not doing that, I just don't like doing lunges but I'm your trainer you're paying me to help you get the best condition I can possible give you well I'm just telling you I'm not doing lunges, okay let's do squats, well I don't do squats, oh, okay the when you're ready to be trained. She was in her 20's but she was a 3 times a week Monday, Wednesday, Friday, without fail she came never was happy. I cringe and then when I worked at my first facility I always did at the new facility I work in there's a lot of meatheads and I'm not going to go up to them and go like hey you're using all momentum eh way to hit your muscle not they're very set in their ways I do correct people who are approachable, you can tell who's approachable and who's not* (FG2P1)

*“Usually I make fun of them first, when the big meatheads are doing it wrong then I’ll go help them, then we but if they just keep doing it [makes a face]”* (FG2P2). The first challenging client was similar to the responses on the PUMP questionnaire-accident victim or a person who has an injury. The second challenging client was the talkative client. Perhaps the client talked excessively during his training session so it did not appear that he was being trained but rather hanging out with his “buddy.” Western cultural stereotypes reinforce that knowledge about working out is inherent in males. However, until a person learns about a topic, how will he know about it? The third challenging client was a client who was not compliant with the workout instruction received. Again, similar response in the PUMP questionnaire but in much greater detail- you get a “feel” for the difficulty perceived by the personal trainer. The final challenging client is described as a “meathead” which is a stereotypical description of a male gym user who is heavily involved in resistance training and of questionable intelligence. When these comments came up during the focus groups, as the focus group conductor I asked, “describe differences, if any, between male and female clients” to get the client stereotyping out in the open and to see if there was any gender stereotyping. The responses are as follows.

*I’d say that women want to work harder. Overall, I think men just don’t quite get it I’ve heard lots of theories about the opposite sex trainer will usually get better results too, just because even if you’re not consciously thinking of it you’re trying to impress the opposite sex by working that little bit harder too. No predispositions so they’ll take everything you say for granted where guys, they have expectations to be bench pressing 300 lbs because they see everyone else in the gym* (FG1P1)

*I definitely agree with [FG1P1] that females tend to work harder, guys tend to even though they are taking my advice and everything they tend to be like oh okay, yeah, whatever, okay I see, whereas girls almost seem more like they weren’t as confident as the guys in the first place so they kinds took it for what I said and double checked that*

*they were doing it right and that sort of thing where guys are like oh okay hi my buddy does it this way and I was wondering about this (FG1P2)*

*“I don’t train males” (FG2P1).*

*Males tend to question me, the few males that I have training, not many but the few that I have had they tend to question, they want to know why, why, why, and how and if I’m sure and if there’s something, they want to see it on paper because me telling them isn’t good enough. Female clients tend to more accepting almost like they believe, not believe they trust you more like male clients, and I don’t know whether it’s because I’m a female training them. Especially, in terms of weight training stuff, like the cardio stuff when I tell them they’re like oh yeah okay and then oh we need too, no, why, really, are you sure, how do you know this (FG2P2)*

From these comments the male clients are perceived as more difficult in terms of their challenging the trainer’s set of knowledge. Males tended to ask more questions. Females were seen as more compliant. These are intriguing inconsistencies because when you look back to how these participants described their difficult/challenging clients, these traits are not mentioned.

### *Communication*

Under the category of communication two main thoughts became evident. First, when asked “how are the strategies different from your strategies you use with your typical clients?” one participant answered,

*It just depends like after awhile you know longer breaks and things like that, you just have to ask more questions too as oppose to fitting more exercises in, the whole talking thing too sometimes just to kinda education. Yeah or sometimes even ending a session early and alright time for stretching, let’s do some PNF stretching or something like that instead, you don’t want them to feel like they’re a failure they can’t do another exercise and it’s only forty minutes into the session, so than throw in something else that they can do so at least they don’t feel like they didn’t make it to the end and they still feel like got value out of the session too (FG1P1)*

This personal trainer focused on educating the clients-interpersonal communication.

Another participant responded,

*I'd explained to him in the beginning that a so much rest time, then doing a set, then so much rest time that kinda thing so I just kinda change it afterwards you know what you're doing awesome with the weights so far so now we're going to do exactly that kinda, make it sound like even though it's properly would be to do that and get less rest time, I'd just made it sound like it was just that more important that we did that so and then he didn't take offence to that (FG1P2)*

This personal trainer applied a similar strategy to the first one-interpersonal communication-with the goal of trying to educate the client. The idea of educating clients is that once they know they will be compliant with the trainer's instructions. The second area of interest in communication was when the follow-up question for the typical client was asked around client contingencies and the participant answered:

*I had one client that was it has to be this time and that was all they could do. Other than that they've been pretty easy, we might have to email back and forth couple of times to get a time, this doesn't work for me what about you, that doesn't work for you what about but once we got one they're pretty good at finding some time that worked (FG1P2)*

This emailing back and forth is in an effort to get the first session started, which can be a roadblock for a lot of personal trainers. Once clients have purchased the personal training sessions, getting them into the facility can be frustrating for a personal trainer.

### *Trainer flexibility*

The third category was surrounding the idea of personal trainers being flexible when it comes to their clients' needs and goals. However, quite the opposite idea emerged while conducting the focus groups. When the follow-up question for their typical client was asked around client contingencies, the participant answered:

*Nope, usually I don't take on those ones because my schedule doesn't allow it, if the manager says that there's contingencies I usually don't take them on as clients 'cuz I know that my schedule doesn't allow for me to (FG2P2)*

This personal trainer flatly stated that if the client did not fit into her schedule that she was not interested in training that client. When asked the question “what strategies have you used with your difficult clients?” The following responses demonstrate that the personal trainer expects the client to change for the trainer’s convenience.

*I make it my own personal goal to change their mood by the time they are done that session so they are finally smiling and have nice things to say to people, my own personal goal with them and to keep them satisfied I mean that's as a trainer that's what you want to do and I aim to do. When they're warming up and you walk over and you say how are you today and they go meh, I'm having a horrible day mrrmr, I'll be like you know I hear if you smile it will trick everyone into thinking you're happy eh, you know. I'm a ridiculous person by nature so I try to pull that out a little bit too, it should be fun, exercise should be fun (FG2P1)*

*I tell them that if I can do they have to do it too, that I wouldn't give them anything to do in their program that I couldn't myself not necessarily in terms of amount of weight like if I'm going to make them do 10 laps of walking lunges then I should be able to do 10 laps of walking lunges with a weight that's appropriate for me (FG2P2)*

These comments are interesting because personal training is all about making the training experience unique to that individual. The same inflexibility can be seen from the responses to the following question. “How are the strategies different from your strategies you use with your typical clients?”

*I'm the same trainer, I try to mirror their emotions, how they do stuff, so if they're low key am I lower key, if they're high energy than I'm high energy that's the only differences between my training, within the clients (FG2P1)*

“Yeah, I stay the same, not very much difference” (FG2P2).



### *Trainer competencies*

During the focus group the following question was posed to the participants:

“What has been the biggest, positive surprise so far?” One participant responded,

*I would say just coming through university is that I do have a higher background knowledge than most personal trainers. I didn't realize that a lot of people get it on the weekend and you don't actually need a phys-ed degree to be a personal trainer (FG1P1)*

The trainer alludes to other trainers' competencies by suggesting that possessing a more extensive background knowledge makes one a better personal trainer.

### *Other*

When asked the question “What has been the biggest, negative surprise since you've been personal training?” The participant answered explaining that the knowledge of a personal trainer is not taken seriously by some gym users.

*Negative is the fact that I'm happy to actually know it but other people, well they just kinda of ignore it, even if they took it under consideration it would be fine, whatever and keep doing something their way, but wait a minute you're just going to hurt yourself (FG1P2)*

Even though five areas of disconnect were elaborated during the focus groups, there remained a large amount of data that required another level of analysis if I were to articulate more of a focus on the “lived dimension.” An existential category analysis was then applied to the personal trainers' focus group's data. Figure 2 displays a brief summary of the findings of the focus group from the content analysis by question and existential categories. Figure 2 presents the findings information in a concise format. The participants are listed and the data collection that they undertook. Further, the analysis that took place for the data collection is displayed along with a brief summary of the main findings for each section.

Participant	Data Collection	Analysis	Finding(s)
Personal Trainers (self-selected from PUMP Questionnaire)	Focus Group	Content Analysis by Question	Inconsistencies between Trainers & Clients <ul style="list-style-type: none"> <li>- Cannot relate to age and stage of client in regards to customized and relevant program design</li> </ul>
		Content Analysis by Existential Categories	People/Happenings as dominant categories <ul style="list-style-type: none"> <li>- Schedules</li> <li>- Email</li> </ul>

*Figure 2. Summary of Content Analyses from the Focus Group*

### *Interviews with Managers*

The interview with the fitness facility managers was informative. In the content analysis by question I found two main areas of concern or disconnect for the managers-trainer flexibility and building a relationship with the client.

One question that was asked was, “What about building in flexibility into a program, in terms of program design?” At this level of analysis this question illustrates an interesting disconnect between the personal trainers and managers.

*I think that's a big issue, the biggest issue, the biggest roadblock for new trainers and trainers who, especially trainers who talk to each other all the time and trainers who read Men's Health or whatever, and look at those things and see personal training in a bit of a box and see clients in a bit of a box and being flexible for people that have life issues and other things on the go (M1)*

*As mentioned above, a successful trainer will be adaptable and flexible. If they are good at reading their clients and understands a client's need for flexibility, then the trainer will act accordingly (M2).*

*I would probably not hire trainer if they couldn't be flexible especially at our facility we are one of the biggest Y's in Canada we have some great equipment but any new club that goes in is going to have all the newest equipment and they're going to have quite a bit of it especially if they're big I mean we've had members leave here because of the availability of equipment isn't there for them but I think as a trainer one of their jobs is to teach members how to be flexible when it comes to using machines so that if one machine is being occupied then you can go to a different thing and get the same results or try a different exercise and get the same results I think people are too quick on the gun to see a machine that they want and than lose sight of what it is that they are actually here for and than just get too flustered and frustrated and leave and say I don't like...definitely they need to be flexible and even if they weren't so it really isn't an issue (M3)*

Being flexible and adapting to the client's needs is something that managers see as an important skill, whereas, the trainers felt they could modify the client's behaviour as opposed to adapting some of their own behaviours.

The other area of disconnect is around the trainer building a relationship with the client. When the managers were asked about trainer comfort when assigning a client they responded:

*I find that a lot of trainers at this level are comfortable with one type of client and almost to the exclusion of others, some people are really comfortable with beginners and I don't know whether they're afraid that they're not advance in their knowledge to help somebody who's got some more performance goals. On the other hand you have people who aren't comfortable with beginners they see themselves maybe as people who are into the more advance kinda training senior trainers are the ones who think that they can work with athletes and they're not so good with the beginners they maybe forget about what it takes to get a beginner hooked on exercise and get them achieving their goals (M1)*

*Same as mentioned above for the client. Personal training is a "personal" thing and it is important for the client and trainer to gel. For this reason, the first session is a consultation with the trainer to ensure that the client is comfortable and willing to work with the trainer. Additionally, at any point in time, a trainer or a client has the right to decide to walk away from the training relationship. For the client, they can do so with no questions asked if they prefer. For the trainer, they would have to "walk away" from the client in a more delicate way. Essentially, if a trainer feels they are the wrong fit for the client it is in their best interest to pass the client on to someone who is better suited for them. There is nothing worse for a trainer than bad word of mouth (M2)*

*The first thing when any trainer I build a very good relationship with all my trainers before they become a personal trainer so I know them and I know who they are and what they're going to be good with, the people the clientele the training that they're going to deliver I know exactly what it is so if I asked someone the questions that are needed I can usually put them with somebody and say here you go try these two people out I don't know which one you will like more because they are two different personality but they're very close in terms of their training my personal trainers have to disclose a lot of things to me like what they're comfortable with and you know please don't send anybody my way that this, this or this they'll be open and honest with me and I'll say okay the same thing with the people than they have to make sure that they're telling me what they want the member who comes in and says you know, I really don't want a male or I really don't want someone who's going to be over pushy I want someone who, have good relationship with me who will talk with me and not push me too hard you end up getting both, from the trainer you know what they want and you know what the member wants so that you can do a better match and that's why it takes some time for them to become a personal*

*trainer because they need to be able to develop that skill, which a lot of people don't have when they come in (M3)*

There were no areas of disconnect across the managers interviewed. However, there were many areas of disconnect between the trainers' and managers' responses. As with the focus groups, there remained a large amount of data that did not fit into the content analysis by question. Therefore, for the interviews the data required another level of analysis, and the existential categories were applied to the data. Figure 3 displays a brief summary of the findings of the manager interviews from the content analysis by question and existential categories.

Figure 3 presents the findings information in a concise format. The participants are listed and the data collection that they undertook. Further, the analysis that took place for the data collection is displayed along with a brief summary of the main findings for each section.

### Typical CEC

CEC offered at various organizations' annual conferences fall into four main categories which are lecture style, new equipment or exercise technique, nutritional information, and business strategies. Some CEC offered at the CPTN annual conference that represent these categories are displayed in Table 4. Table 4 displays a sample of the CEC available at the annual CPTN conference. Included in Table 4 are the titles of the CEC, which category the CEC suits, and the CEC presenter. Some CEC offered at the Can-Fit-Pro annual conference that represent these categories are displayed in Table 5. Table 5 displays a sample of the CEC available at the annual Can-Fit-Pro conference. Included in Table 5 are the titles of the CEC, which category the CEC suits, and the CEC

Participant	Data Collection	Analysis	Finding(s)
Managers and persons involved in the accreditation process	Interviews (Disconnect between Trainers & Clients)	Content Analysis by Question	Further reinforced Disconnect <ul style="list-style-type: none"> <li>- Poor questioning techniques</li> <li>- Difficulty negotiation with respect</li> <li>- Unimaginative program design</li> <li>- Unempathetic towards client contingencies</li> </ul>
		Content Analysis by Existential Categories	Reinforced People & Happenings and <ul style="list-style-type: none"> <li>- Personal trainer narcissism versus client focus</li> <li>- Personal trainers appear indifferent and disrespectful</li> </ul>
			Articulated <u>Lived Relation</u> competencies as most important for Managers
			Hence an <u>Expectation Disconnect</u> between Managers & Trainers and Trainers & Clients

Figure 3. Summary of Content Analyses from the Manager Interviews

presenter. If personal trainers and managers wish to explore topics further, more information about each conference and CEC offerings is available through each organization's website. New certifications can often be used towards CEC requirements such as yoga or ball instructor. There are also online courses through Human Kinetics for both CPTN and Can-Fit-Pro such as exercise physiology and nutrition-which is similar to taking a university course online. As we can surmise from above, the CEC tend to focus on specific activity and equipment contexts and application and on more effective means of promotion and retention associated with a client base. However, noticeably lacking is attention to client-trainer interaction, trainer-manager interaction, and customizing for an increasingly diverse client base in terms of age, interest, education, and goals. The content analysis and CEC summary provide support for the continued analysis by existential themes.

Table 4

*CPTN Typical CEC at Annual Conference*

	Lecture	New equipment/exercise technique	Nutritional	Business
2008	Fitness Assessments: Assess to be the Best - Paul Aspinall	Integrated Strength: Strong on your feet - like you should be! - Peter Twist, M.Sc.	How to Influence Hormones for Radical Fat Loss - Jeremy Hudson, B.Kin., CSCS	The 6 Rs of a 6-Figure Trainer - Jeff Boris, BPHE, CPTN-CPT.M
2006	ULTIMATE BACK FITNESS: from rehabilitation to ultimate performance - Stuart McGill, Ph.D	Tools of the Trade - Frances Michaelson	Nutritional Awakening - Jeff Boris, BPHE, CPTN-CPT	Boost Your E.I. to Build Your Business Success - Susan Lee, BPHE, MPE, CPTN-CPT
2004	Better Movement Better Sport Performance - Sheldon Persad, BPE, CSCS, CPTN-CPT	Body Bar Strength and Conditioning - Shelly McDonald	On-line Health and Fitness - Michael Carrera, MSc	Is Your Business On Track? - Douglas Brooks, MSc



Table 5

*Can-Fit-Pro Typical CEC at Annual Conference*

	Lecture	New equipment/exercise technique	Nutritional	Business
2008	Training Principles for the Shoulder and Pelvic Floor -Nora St. John	Zumba Basic Skills Instructor Training - Beto Perez	Sport Nutrition for Daily Training and Recovery - Jennifer Gibson	The Business of Personal Training - Alex and Sherri McMillan
2006	Weight Management for Women - Len Kravitz	STOTT PILATES®: Group Reformer Classes - PJ O'Clair	Power Eating III - Susan Kleiner	Sales is a Contact Sport - Charlie Hauser
2005	Water: Clear and Invigorating Teaching Techniques - Charlene Kopansky	TWIST BOSU Integrated Balance Training - Arielle Nash	Power Eating: Build Muscle, Boost Energy and Cut Fat - Dr. Susan Kleiner	Best Business Practices for the Fitness Professional – Harry Matneis

### *Content Analysis by Existential Categories*

The next level of analysis was a content analysis by existential categories of both the focus groups and interviews. The existential categories were places, people, happenings, and objects. The content analysis by existential categories consisted of taking the raw data and further reducing and sorting the data into the four categories. For this section a sample of the participants' responses is presented for each category-places, people, happenings, and objects as well from each data collection method-focus groups and interviews. Further, I will provide the number of quotes that are in each section category.

#### *Places*

##### *Focus group*

During the focus group, when asked "What has been the biggest, negative surprise since you've been personal training?" one participant answered:

*It's facility, one of the facility that I worked in was geared more towards financial than personal, it wasn't about the client it was about the sale and I think that was the most negative environment I've been in since I've started training is being told that you don't meet your sales quota I was going to have to sign a 3 month revenue agreement stating, and this after I worked there for almost a year, stating if I didn't meet my sales quotas in an average of 80% over 3 months and my job was on the line. The new facility that I work at focuses more on the people and not the sales like I'm not even allowed to sell myself I'm not allowed to go up and say hey are you interested (FG2P1)*

The trainer reflected upon the facility that they had worked at when describing a negative surprise. Facility clearly fits into the places category of existential categories.

### *Interview*

During the course of the interview, the manager focused on what makes the facility different from other fitness facilities.

*This Y, this one is really different I think that there's other Y's out there, that will handle their PT very different I know I was in Scarborough and all their staff are personal trainers as well as floor workers, but in terms of trying to compare it to a GoodLife or a Premier or any private club it's very different. Yeah, I talk to a lot of people about, well do you like Premier do you like GoodLife I'm like there has to be a different kind of club I'm just saying we are different I don't say we're better I don't say we're worse we're different (M3)*

Again, talking about facility clearly fits into the places category of existential categories.

There were three quotes from the focus groups and interviews that fit into the places category of existential categories.

### *People*

#### *Focus group*

During the focus group the topic of expectations came up, and one participant stated the following.

*Overall, I think my expectations have gone down a little bit, like I think from what I use to think someone could do before by looking at them and their fitness standard they perform a little less, especially with the police testing and that too you think that this person is going to run through the course in no time but then they're right on the brink of almost failing a pretty basic test for your fitness level so that's of opened up my eyes as in bringing down my expectations for clients a lot of the time so I think that I've been overestimated a lot of the times overall so (FG1P1)*

#### *Interview*

During the interview, when asked "Do you think that is because the newer trainers are recent graduates of a personal training course?" the information is fresh in their minds; one manager responded

*Yeah and just again they don't want to do anything too specialized that they know the general training principles and they know that these work for a beginner and this is going to be good for a beginner so they'll get them to that whatever 75% or whatever they're going for that's person's fitness, they being doing better than what the person is doing now but not necessarily cutting edge whatever it is they think there exists out there that's going to change, that's going to be different to train an athlete, that the training principles somehow change (M1)*

Both of these quotes represent a sample of quotes that fit into the people category of existential categories. There were 77 quotes from the focus groups and interviews that fit into the people category of existential categories.

### *Happenings*

#### *Focus group*

During the focus, when asked “What has been the biggest, positive surprise so far?” one participant answered:

*I think seeing people lose the 11 to 15 lbs in the 6 weeks is and seeing a huge change in their confidence levels and the way they look at their life and their lifestyle changes and choices from that moment on I think that is the biggest surprise is just how it affects people so hugely. When I left and people won't take on any other trainers and they tell me they'll follow me wherever I go (FG2P1)*

#### *Interview*

When asked to “Please describe your duties as a fitness centre manager” one of the responses was:

*My duties are basically everything within the four walls of the fitness centre, so the main thing to be a supervisor of staff and make sure that everything is going well with the staff, right now I've got 20 student personal trainers, so making sure they're doing the right things in terms of customer service is the major thing for me other things, facility maintenance, risk management, programming, so getting programs, staffing programs, marketing programs, just little extras more or less for the membership (M1)*

These quotes are a sample of how other quotes from the focus groups and interviews fit into the existential category of happenings. There are 66 quotes from the focus groups and interviews in this category.

### *Objects*

#### *Focus group*

During the focus group, when asked “What has been the biggest, positive surprise so far?” one participant responded “*When I worked at Good Life, I was involved with a program, they have a fat loss program it’s a 6 week program where people have a specific diet plan, specific exercises that they are given*” (FG2P1).

#### *Interview*

During the interview the managers were asked what their certifications were, and here is one answer: “*I am certified through the YMCA (personal training, group certified in cycle [Keiser, Shwinn, and YMCA], yoga, strength). I am NLS certified (pool). I am current CPR and First Aid. I am current AED*” (M3). Both of these quotes represent a sample of quotes that fit into the object category of existential categories. There were seven quotes from the focus groups and interviews that fit into the object category of existential categories.

This level of analysis yielded a focus on the people and happenings, specifically the relations and interactions between clients, trainers, and facility managers, as meaningful indigenous patterns. Hence, the lived experience category that was most prominent was lived relation (a combination of people and happenings).

### Needs Articulated by Personal Trainers

There are three main needs that personal trainers articulated during the focus groups that first emerged from the content analysis by question and were then developed further in the content analysis by existential themes. These needs fit into the categories of client profiles, people/happenings and program design. When dealing with client profiles there were unexpressed and unexplained contingencies - such as SMART goals. Under people/happenings, schedules and email appeared to be areas of concern for trainers. In regards to program design, personal trainers recognized that it is important to customize the program relevant to the age and stage of the client. However, these trainers also expressed frustration when they were unable to relate to their clients around successfully designing training programs for their clients' expressed needs.

### Needs Articulated by Managers

During the content analysis by question and existential themes for the manager interviews, three needs were articulated. These needs fit under the categories of client profiles, people/happenings, and program design, which are the same categories the personal trainers articulated. Managers found that when it came to client profiles, personal trainers had "poor questioning techniques." The trainers were unable to uncover client contingencies that would hinder the client's positive training experience and retention. Further, under client profiles, according to managers, personal trainers had difficulty negotiating with respect. That is an important factor because at all times the client's dignity needs to be respected. In terms of people/happenings, managers described a "personal trainer narcissism" versus client-focused approach to training and dealing with difficult clients. Further, personal trainers appear indifferent and disrespectful

towards clients and managers, especially when facing frustrations. As for program design, from the manager's perspective, the personal trainers appear to be unimaginative and unempathetic towards their clients and clients' contingencies.

### Lived Relation Existential Dimension

The thematic of disconnect (from PUMP questionnaires, focus groups, and interviews) is paired with the category of lived relation in Table 6. Table 6 lists the areas of disconnect that I found in my study. The first column is the area of disconnect and the second column shows in which lived relation the disconnect occurs. One of the trainer-client lived relation areas of disconnect is progression. Progression is a training principle that trainers learn in preservice education courses and involves taking the client from his starting point and gradually moving towards his fitness goal by increasing the duration, intensity, or frequency of exercise. An example would be if a client started at 20 minutes of cardiovascular training, moving the client towards 30 minutes. Another area of disconnect for trainer-client is the trainer's scope of practice. Scope of practice involves providing opinions and advice only within the trainer's certification. Scope of practice is also discussed in preservice education under legal liability, such as a personal trainer providing nutritional advice without being a dietician; it is outside their scope of practice. Another area of disconnect between the trainer and client is the client's contingencies. In the section of client contingencies the list includes getting the first session started, clients cancelling sessions, and the talkative client. These scenarios occur frequently, and the trainer does not have a guaranteed solution to the situation.

An area of disconnect for the trainer-manager relation is the client. Within the category of a client there are four specific areas of disconnect: client/trainer flexibility,

Table 6

*Summary of Areas of Expectation Disconnect*

Expectation disconnect	Lived relation
Progression	Trainer – Client
Scope of Practice	Trainer – Client
Contingencies	Trainer – Client
Getting Started	
Cancelling	
Talkative Client	
Clients	Trainer – Manager
Flexibility	
Stereotyping	
Focus on Changing Client Behaviour	
Knowledge/Competencies	
Skills Sets	Manager – Trainer
Customer Service	
Competencies	Manager – Trainer
CEC	Trainer – Policies
Facility	Trainer – Policies
Noticing Negative Practices	Trainer – Policies



stereotyping of gym users and clients, focusing on changing client behaviour, and knowledge/competencies and how they relate to being a “good” trainer.

An area of disconnect for the manager-trainer relationship is around skill sets in particular customer service. Managers see personal training as largely a customer service skill that needs to be developed in order to be a successful personal trainer. The second major disconnect between the managers and trainers is what makes a competent trainer.

Personal trainers also have discontent surrounding policies which are CEC, facility, and noticing negative practices of other trainers. For CEC, personal trainers will describe their typical and difficult clients but request CEC that do not apply to their clientele. Personal trainers have difficulty adjusting to facilities that do not share their philosophy of training. Further, personal trainers have trouble understanding why if all trainers have to go through a certifying process, some personal trainers engage in negative practices.

Here I will use direct quotes from informants to demonstrate the overarching thematic while at the same time honouring the idiosyncratic contributions of each informant. The first area of disconnect between the trainer and client was progression. In the first focus group, a participant expressed their surprise at the clients’ ability to be dedicated to a training program,

*like I didn't think...they were actually sticking to their 4 times a week goal which they had set for themselves, which I was very impressed [nods head in affirmation]...I wasn't expecting that... not that I didn't think they had it in them but I just assumed that people always, even I [points to self] [Participant1 looks directly at Participant2 smiling] do that, I say I'm going to go to the gym everyday and I...I went three times and I'm a trainer so I just kinda assumed that everyone else...you know but [Does the same thing?] Yeah, but they were really good about it (FG1P2)*

This trainer expected that the clients would lack the discipline to commit to their fitness regime and yet expressed surprise at the clients' ability to do so. The trainer compared the client to himself. This could suggest that the trainer assumes that the client is going to be similar to him rather than seeing each client as an individual with his own set of training needs and abilities. At this facility the manager discussed how successful the trainers are at getting the initial 10 pack of training sessions with clients. The follow-up question was asked: "How many clients do you find will repeat? Buy 10 sessions, then buy another 10." This is the response

*Many, oh yes, there are, we're at that point right now where we need more trainers, we're not about to push it, so the people that I have training right now probably at their limits, of how many clients they can do, a lot of repeats, and then once someone goes down and they don't feel like training anymore they may take a little bit of time off and they come back and their shoes are full with somebody else's who wants some training (M3)*

The manager feels that the trainers are successful because they are always in demand. However, if a trainer follows the progression training principle, this "going down in training" would not be frequent or noticeable to the manager. Trainers would be able to retain their clients for a longer period of time, which in turn would lead to a possible financial gain. A CEC could address this to avoid both the trainer and the client becoming uninterested with their training. The next area of disconnect for the trainer and client was scope of the trainer's practice. This participant is describing something extra they do for all their clients.

*I'm not a dietician, but I do, I give everybody a food journal, everybody because once they leave the facility doors I have no idea what they are doing so I just need the blueprint of the entire like scene, I need to know what they're eating so I know whether with what I'm training be able to attain the goals that they want, I need to see the big picture or else 80% of the results is their diet, so I can only work with so much I need them to work with me (FG2P1)*

The trainer believes that she is providing her clients with the best possible customer service. The trainer acknowledges that training alone can only do so much and that diet also plays a role in a client reaching their fitness goals. However, the trainer further concedes that this “extra” is outside the scope of practice by stating “I’m not a dietician.” Under client contingencies, contacting clients and getting sessions started is another area of frustration for trainers. For one informant, this area of disconnect was very important and mentioned on three separate occasions.

*I had one client that was, I can't remember exactly, but it has to be this time and that was all they could do. Other than that they've been pretty easy, we might have had to kinda email back and forth couple of times to get a time, kay this doesn't work for me what about you, that doesn't work for you what about but once we got one they're pretty good ah at finding some time that worked it wasn't like they could only work in between these hours after work or any time after 6 o'clock at night or anytime it just wasn't this hour, anytime before 12 noon or something like that, so it's been pretty good (FG1P2)*

*I've played email tag with a lot of people there's only been...one person that, I've actually never had an actual cancellation, it's only been...one, ah just the other day actually, where I showed up and he wasn't there but I only sent, because we were playing email tag, he didn't check his email the one day, so I emailed [air typing] him saying I'll be here at this time if you're there if not we'll do it the next day, and I checked my email at night he emailed me...it was about when I got home from waiting for him, so I waited about 15 20 minutes whatever, and he emailed [air typing] me about that time saying he just got my message, I just got home now, ah sorry I'll be there tomorrow kinda thing. I've never had any cancellations, never, that's the only misunderstanding I think just to be on the safe side I do that for the most part I play enough tag to we get it right the first time, just kidding (FG1P2)*

*I still remember my very first client, I anyways, I, emailed [air typing] I'd email him three times after oh remember this and this and try to check back in because and just kinda just like now I've got the hang of it make sure to say this before hand and I'll follow up email to see how things are going kinda what to have and everything now I'm kinda all over the place, but, I mean, he's still, I still see him at the gym he's obviously still so I mean it worked just now I know what to do one email instead of five from your trainer (FG1P2)*

Emailing seemed to be the main form of communication between the trainer and client.

The participant referred to the getting started as playing tag, which suggests that multiple emails are being sent.

*Well, that's a pain but...it's pain because, more because I'm in school, I'm doing working, they're in school they're working none of our schedules match up like, it's more of a like, it's not my full time job I don't have endless hours to give them I have an hour on a Monday night I have one hour on a Tuesday to give them like, and they're the same way, like I can only workout between the hours of 1 – 3 on a Monday and 2 – 4 on a Thursday and that's it but if those times don't work out then either one of us has to change schedule and it sort of ends up like oh, my work schedule changes next week lets me see if I can talk to someone to cover shift and I can switch them and then or I'm already working at the gym at this time, let me talk to [Facility Manager] and see if I can do a training session then, so that so it's more of balancing the schedules just because there is so much else going on for both of us (FG2P2)*

This participant further echoed the disconnect and focused on schedules. Stemming from getting training sessions started, cancellations are another area of disconnect under client contingencies. The trainer has gone through this effort of email “tag” with the potential client, and then there is a possibility that the client could not show up to the scheduled training session.

*it's not very often a day when I used to train, when I first that I didn't have at least one cancellation, there was always one, always one so if I was to train 4 I'd set 6 in I'd call them and say where are you? what's going on? Oh I slept in well you know unfortunately I'm going to have charge you for this but let's get you back in, I'm very persistent, um, you know if they are committed to having a program then they have to be committed into coming, but yeah I always have cancellations (FG2P1)*

This trainer's solution was twofold: first, to schedule more clients in a specific time slot; second, to contact the client and reschedule. Further, the participant mentions that even though the client did not make the session, they would still be held accountable financially, and that for most clients is motivation.

*one time I said we meet at this time and whatever and something came up and I only had a half an hour and it came up like an hour before the session so I kinda went and said you know what I only have a half an hour today so instead of cancelling I'll work with you here and we'll just throw on an extra session at the end and obviously you're not going to have to pay for it that kinda thing [cough] um that (FG1P2).*

*I've found a bit of the same it was more likely to be with the students like when I was working at the [facility] more likely to get someone to just not show up or show up a half an hour late. Yeah, I know he was famous for that but I just charged him for it in the end I got pissed off (FG1P1).*

*If they are cancelling they will cancel like a week in advance, but it's different because I only train one or two people at a time, max, and most of them are single sessions (FG2P2).*

Clients that cancel a training session appear to be a contingency that all of these trainers have had to handle. A CEC could be implemented to help trainers handle the situation in a manner that would provide excellent customer service and establish a good rapport with clients. Another area of disconnect is the talkative client.

*Mine was probably just a beginner, he probably could have done the workout he was doing in an hour it took him two because his 30 second breaks were almost minute and a half breaks or he would talk for awhile. So when I was working out with him I would have to push him and it would be an hour and twenty minutes or something like that. But I know I'd see him when I was just working at the gym and I'd see him come in and two hours later he'd just be finishing up (FG1P2).*

As the focus group conductor I asked the follow up question: "What would he talk about?" to see what topics were of concern to this client. *"Anything. Anything. He was at the shoulder press machine he was just so comfortable sitting there he'd talk about the clouds that were in the sky" (FG1P2).*

*I had some clients like that back in the [facility] too / I had one guy who wanted to be ripped almost half body builder type guy and then it's just chatting away about nothing I mean I don't know he wants to be Doctor in the Dominican or whatever anything but getting the workout in the hour time. (FG1P1)*

Perhaps the client talked excessively during his training session so it did not appear that he was being trained but rather hanging out with his “buddy.” Western cultural stereotypes reinforce that knowledge about working out is inherent in males. However, until a person learns about a topic, how will he know about it? As the focus group conductor I asked the follow up question to both groups to explore any further client stereotypes. “Do you find any differences with chatting? Comparing male and female clients?” And the following responses:

*Not the ones I've had but then again I'm kinda chatty a person so I tend just to talk to them they could be a wall and I would sit there and talk to them...whether they really want too or not Expect for when they're doing the actually contraction between sets I talk but when they are actually involved the exercise I tend to focus in okay...(FG2P1).*

*“Yeah...”(FG2P2).*

Flexibility was another area that managers identify as an important skill for trainers to possess *“I think most people are, are pretty flexible, most of my trainers are pretty flexible with their schedules”*(M1).

*I think it goes along with just, recognizing that, that every program you design and every person that comes into your, to you as a client has different needs, different backgrounds, different schedules, different so you, so you have to take those contingencies and work with them and develop a program as best as possible rather than just kinda, coming up with something okay so we're going to go 2 x 15's for a week, then we're going to go our 12's, then we're going to go our 10's, 8's, you know, blah blah, um, then we have our transition week and this is how you do that 9 week structure and you want to train, you know, two half bodies, um, a week kinda thing and just kinda breaking out of that mold and kinda, I don't know, and that's a big continuing education course but ah just things like that where, you know, and I think it comes from experience and you can't get that experience and it's hard to get that experience when you're paid \$14.21 to do one of these sessions, um, it's, it's hard to, to motivate yourself to do a really great program for someone ah when you're only going to see them once potentially (M1)*

*A successful trainer understands the need to be adaptable and flexible in their programming. As such, we hire trainers who believe in the same philosophy. Those*

*trainers who wander away from that philosophy usually find themselves on the short list for clients. As mentioned above, there is nothing worse for a trainer than bad word of mouth. Clients chat with each other and with their friends and if they know a trainer will not work with their wants and needs, they will tell everyone about that shortcoming (M2)*

*“I would probably not hire trainer if they couldn’t be flexible um, especially at our facility” (M3). Trainers claimed to have this skill and recognize it as an important skill “or like this is the way it is going to be where as I tend to be very flexible with program design” (FG2P2) but appear inflexible when describing how they dealt with situations that arose in the training environment*

*if someone comes in and they says I’m going to workout 3 times a week that’s all I can do, 3 times a week that’s it so you’re not really going to workout 3 times a week, you’re going to tell me you’re working out 3 times a week so really, you’re maybe going to get once or twice in so if three is what you’re telling me you’re going to get once or twice so am I going to divide up body parts, no you’re getting one full body workout because if you’re doing it once at least you’re doing it once like when you tell me oh I drank a few beers on the weekend, you didn’t drink a few beers with your buddies you probably drank the whole weekend like you know what I mean, so if the program it’s going to be flexible around them, like if they come in a tell me this is what they want then great, I’ll work with no it may not be the exactly the way you should be properly be doing, you know, okay I can’t do the exercises in this order because the machines are always busy well then try the best you can but for whatever reason you can’t then go on to something else and go back to it maybe not the greatest but where as some of the trainers are going to be this is the way you’re doing it and this is the order, like, if it is busy work in or wait (FG2P2)*

Another stereotype for female clients was expressed by one participant.

*They are either 30 to like older, women wanting to lose weight, or they’re the first and second years who don’t know how to use a gym and have decided that they are going to get in shape probably for vacation (FG2P2)*

This participant suggests that there are only two types of female clients that seek out personal trainers. Either they need the trainer in order to make healthy lifestyle changes or they need to be educated on how to use the facility. This point of view limits the

variety of clients and training methods that would be used. Another client stereotype that was mentioned during the focus groups was the female client versus the male client.

*I'd say that women want to work harder...I think ah men just don't quite get it overall...sometimes, no predispositions so they'll [female clients] take everything you say for granted where guys I mean they always...they have expectations to be bench pressing 300 lbs because they see everyone else in the gym, right, females, they...they don't care what they're lifting they want to be toned [air quotes]... (FG1P1)*

*I definitely agree with (FG1P1) that females tend to work harder, ah, and the only thing I noticed other than, I never really knew why but...guys tend to, even though they are taking my advice and everything they tend to be like oh okay, yeah, whatever, okay I see, whereas girls almost seem more like...they weren't as confident as the guys in the first place so they kinda took it for what I said and, you know, double checked that they were doing it right and that sort of thing where guys are like oh okay hi my buddy does it this way and I was wondering about this, girls, females just took it, for what I said... (FG1P2)*

*Males tend to question me, the few males that I have training, not many but the few that I have had they tend to question, they want to know why, why, why, and how and if I'm sure and if there's something, there's, they want to see it on paper because me telling them isn't good enough, male clients. Female clients tend to, if I said, they tend to more accepting almost like they believe, not believe but they...they trust you more like male clients, and I don't know whether it's because I'm a female training them...but they tend to question especially, in terms of weight training stuff, like the cardio stuff when I tell them they're like oh yeah okay and then oh we need too, no, why, really, are you sure, how do you know this (FG2P2)*

Female clients appeared to be more compliant to follow the trainer's instructions, whereas the trainers felt that the male clients were more unreceptive to training suggestions and challenged their knowledge more often. In the training environment stereotypes are believed to be reinforced by the clients and society in general, that is, that males possess this inherent ability to know how to train and what type of training is expected from them and females are generally expected to have no prior training knowledge, therefore must be educated and have a form of training that is more accepted.



*Some of them are really high intensity, in terms of, they are going to take the 20 year old and they're going to have him doing, you know, the same as whatever, superman boy over on the back corner he's doing (FG2P2)*

*I cringe, um, and then when I worked at my first facility I always did at the new facility I work in there's a lot of, woo, meatheads and I'm not going to go up to them and go like hey you're using all momentum eh way to hit your muscle not [laughing] I mean like [Participant2 nods head in affirmation], I'm not going to do that, they're like, they're very set in their ways I do correct people who are approachable, you can tell who's approachable and who's not approachable, but I don't (FG2P1)*

*"Usually I make fun of them first, when the big meatheads are doing it wrong [laughing] then I'll go help them...then we but if they just keep doing it [makes a face]"(FG2P2).*

When dealing with perceived difficult clients, the trainers focused on how they would modify the client's behaviour

*Oh, I tell them that if I can do they have to do it too, that I wouldn't give them anything to do in their program that I couldn't myself not necessarily in terms of amount of weight like if I'm going to make them do 10 laps of walking lunges then I should be able to do 10 laps of walking lunges with a weight that's appropriate for me (FG2P2)*

*I'm the same trainer, I mean, I mean, I can be a little more, like, I try to mirror their emotions their, how they do stuff, so if they're low key am I lower key, if they're high energy than I'm high energy that's the only differences between my training, within the clients (FG2P1)*

This is interesting because it suggests that the client should conform to the trainer rather than a trainer adjusting to meet the client's needs and ability. This also ties into what the managers see as a roadblock for new trainers, an area that needs improvement.

*I find that a lot of trainers at this level are comfortable with one type of client and almost to the exclusion of others so ah, some people are really comfortable with beginners and I don't know whether that's, they're afraid that they're not advance in their knowledge to help somebody who's got some more, you know, maybe performance goals um or the other hand you have people who, who aren't comfortable with beginners (M1)*

Another area of disconnect between trainers and managers was around competencies of the trainers. The trainers suggested that more certifications would make them a better personal trainer. *“Oh, yeah, oh bring it on, every certification I can get”* (FG2P1).

*I mean I continuously learn more and that so but I wouldn't have had that client before, say like before I got my strength and conditioning expert, right I won't really be taking on any athletes per say like maybe someone who wants a general program but not one to be performing at the highest level* (FG1P1)

Managers would like to see personal trainers build more on their people skills. *“The Business of “PEOPLE” in personal training”* (M2), seeing that skill as one that would make a personal trainer more competent.

When discussing clients, the managers stressed the importance of customer service. The managers wanted their training staff to possess strong customer service skills.

*skills on the floor, so what are they doing on the floor during the day to day shift, that will make them more confident, better personal trainers, interacting with members...if it's a customer service thing or if it just something that people need confidence in to be out there and know that they're the experts on the day and to portray that and to sell the fact that they're there working as personal trainers on the floor for everybody if you want something, I'm the expert to come too* (M1)

*how to get over what the perception is of the members and to detail that more is they walk the floor as a trainer and sometimes twiddling their thumbs they become bored and they become, you know, they'll sit at the desk and they'll have a conversation with each other rather than going out there and meeting the members the perception that has from our members is that they are not there to help them I'm sitting on the bike I'm new to this facility and I see two trainers over there sitting and talking why aren't they helping me so, they don't say it but they're thinking it in their mind especially the new member and we know that through research we've done it you know, you take 50 new members and you ask them what their biggest fear is when they walk into a new facility like this, they don't know anybody, they don't think they're scared to walk in the door and feel like people are looking at them so we try and take that away so the ones that have the biggest*

*hindrance in becoming a personal trainer they don't know how to get over the fact that you know what when you work you should never be bored you should be able to find people to talk (M3)*

These managers wanted to see their staff interacting with the clients, to see the personal trainers out on the floor making sure that the clients were comfortable and their training needs were being met. The managers also saw a need for successful trainers to develop strong relationship building skills.

*Personal training is a "personal" thing and it is important for the client and trainer to gel. For this reason, the first session is a consultation with the trainer to ensure that the client is comfortable and willing to work with the trainer. Additionally, at any point in time, a trainer or a client has the right to decide to walk away from the training relationship. For the client, they can do so with no questions asked if they prefer. For the trainer, they would have to "walk away" from the client in a more delicate way. Essentially, if a trainer feels they are the wrong fit for the client it is in their best interest to pass the client on to someone who is better suited for them. There is nothing worse for a trainer than bad word of mouth (M2)*

*it's a very small population or percentage of people who come in to our desk and say I want to purchase a personal trainer ah I do one of a couple of things I either revert them and divert them whatever word you want to use I, I move them over and I say first I want you to go upstairs and read about my personal trainers there's a whole biography on all of them and so details what their interests are and you know who they would rather work with you know the clientele they're looking at then they're to call or email um the trainer and have a discussion with them um and...that's the relationship piece that we're trying to develop rather than someone coming in and saying alright here's your trainer, go ahead, um, generally they end up meeting with the trainer first, and then they make the decision if this is the person they want to train with (M3)*

*I build a very good relationship with all my trainers before they become a personal trainer right, so I know them and I know who they are and what they're going to be good with, the people the clientele the training that they're going to deliver I know exactly what it is so if I asked someone the questions that are needed I can usually put them with somebody and say here you go try these two people out I don't know which one you will like more because they are two different personality but they're very close in terms of their training so, my personal trainers have to disclose a lot of things to me like what they're comfortable with and you know please don't send anybody my way that this, this*

*or this they'll be open and honest with me and I'll say okay um, the same thing with the people than they have to make sure that they're telling me what they want the member who comes in and says you know, I really don't want a male or I really don't want someone who's going to be over pushy or anyone who's going to be you know, I want someone who, have good relationship with me who will talk with me and not push me too hard so, you end up getting both, from the trainer you know what they want and you know what the member wants so that you can do a better match and ah that's why it takes some time for them to become a personal trainer because they need to be able to develop that skill, which a lot of people don't have when they come in (M3)*

Another area of disconnect between manager and trainer is around trainer competencies. As discussed earlier trainers feel that an increased knowledge or interest base would make them better trainers. Managers, on the other hand, discuss flexibility in terms of program design and meeting client contingencies as making a more successful personal trainer. When asked the question “what about building in flexibility into a program, in terms of program design?” these were the responses.

*I think that's a big issue, the biggest issue, the biggest roadblock for new trainers and trainers who, especially trainers who talk to each other all the time and trainers who read Men's Health or whatever, and look at those things and see personal training in a bit of a box and see clients in a bit of a box and I think that's the biggest issue that be have and being flexible for people that have life issues and other things on the go (M1)*

*As mentioned above, a successful trainer will be adaptable and flexible. If they are good at reading their clients and understands a client's need for flexibility, then the trainer will act accordingly (M2)*

*I would probably not hire trainer if they couldn't be flexible especially at our facility we are one of the biggest Y's in Canada we have some great equipment but any new club that goes in is gong to have all the newest equipment and they're going to have quite a bit of it especially if they're big I mean we've had members leave here because of the availability of equipment isn't there for them but I think as a trainer one of their jobs is to teach members how to be flexible when it comes to using machines so that if one machine is being occupied then you can go to a different thing and get the same results or try a different exercise and get the same results I think people are too quick on the gun to see a machine that they want and than lose sight of what it is that they are actually here for*

*and than just get too flustered and frustrated and leave and say I don't like...definitely they need to be flexible and even if they weren't so it really isn't an issue (M3).*

Further, when asked “what professional development would you like to see your personal trainers come into your facility having already attained?” managers focused on customer service and confidence as skills for making a more competent personal trainer.

*To be honest this would be something and I don't know how you would include this but skills on the floor, so what are they doing on the floor during the day to day shift, that will make them more confident, better personal trainers and interacting with members, I don't know if it's a customer service thing or if it just something that people need confidence in to be out there and know that they're the experts on the day and to portray that and to sell the fact that they're there working as personal trainers on the floor for everybody if you want something I'm the expert to come too and I don't know if that's a professional development thing or if that's just something that I need to do better to get people to really know that they're the experts here I think that a lot of it comes from the fact that you can get a lot of personal training certifications with a weekend or two weekends of classroom work and a few practical hours to really be good and to really feel good and to really be a good personal trainer you need to have some experience and you need to have the feeling that your knowledge is real and that your knowledge is valuable and whether or not you get that in a two weekend course, maybe not, I think that's a problem as well that sometimes it's a little bit too easy to get certain designations, as personal trainers (M1)*

- *People skills*
- *Business skills*
- *Good work ethic*

*Obviously the training knowledge that it takes to do the job – at least the basic foundation and fundamentals. Much of the other elements are things that can be learned on the job and attained via continuing education. But by far, people skills and business skills would be at the top of the list (M2).*

*Personal trainers when they are with us it's hard right because they have to be a trainer first they need to have either a YMCA certification so we have our own personal training certification system nationally recognized levels that can allow them to become a personal trainer in house so I can take someone who is Joe blow volunteer has a business background and turn him into a trainer if they really want to go through the process, it's a longer process than you would get taking Can-Fit-Pro certification, ACE certification, CPTN certification I know the CPTN one is very lengthy you can take it in a university*

*course but they need to have either our certification or they need to have some other outside personal certification if they don't I have just recently hired what we call hosts, a host on my floor is not going to give advice in terms of training they can help people out with machines in terms of proper set-up advice on how to do an exercise or can you give me an extra exercise or this and that but they can not prescribe someone a program and help them with their goals, they do cleaning they make sure no one is killing each other out there make sure that things are just working smooth our classes are set-up, our instructors are good, people are good so they're hosts they're like the greeter at the door when you walk in how can I help you they need to have here at the Y it's the level one certification for us is a host than when you get into 2 and 3 it's a trainers...and they can also come in with a outside personal training certification so we have hired people who are Can-Fit, CPTN, your ACE's CFCF all the different things so they have to have coming in with some form of background whether they're hosts or whether they're the trainer I want them to have something, even the host, I want them to be familiar with the gym I'm not going to hire somebody that doesn't know the difference between a bicep curl and a lat pulldown (M3)*

Managers wanted more of focus on customer service and interpersonal communication skills. These topics are briefly covered in the preservice education of personal trainers, but for the most part are not addressed in CEC offerings. Further, the current preservice education setup and CEC have some limitations. Managers see the following as the biggest roadblock for new trainers.

*Yeah, it's a huge roadblock, I mean, as personal trainer, you think of conventional personal trainer and they're working with somebody and that person is accountable and the personal trainer is accountable for that person's results and the only way you can be accountable from somebody's results is to meeting with them on a regular basis, we don't have the type of clientele that can afford to meet with a personal trainer on a regular basis so, you can't really judge the success of people as personal trainers, without looking at the results of their clients and how they're progressing, so it's difficult in that respect I think, yeah we're very unique situation in, so I look at it as my job as this is continuing education for personal trainers, so how do we exposed them here to, to doing personal training, to doing fitness programming, and selling the fact that you're not real good at it right now and so we're going to try make you good at it by putting you in there and getting you to do it and the more you do it the better you'll be and if you want to do this when you leave here you'll be ready to working with a client on a prolonged basis and you'll feel confident in giving them a program that will achieve their results, I think a*

*lot of the continuing education there's got to be some practical components to it and there's got to be more of a weekend thing, you go to the conference or sit at workshop and you're really excited about the content of the workshop right away but if you have no opportunity to implement it [and] it kinda goes by the way side a little bit (M1)*

*The younger ones don't know how to get over what the perception is of the members and to detail that more is they walk the floor as a trainer and sometimes twiddling their thumbs they become bored and they'll sit at the desk and they'll have a conversation with each other rather than going out there and meeting the members the perception that has from our members is that they are not there to help them I'm sitting on the bike I'm new to this facility and I see two trainers over there sitting and talking why aren't they helping me so, they don't say it but they're thinking it in their mind especially the new member and we know that through research we've done it, you take 50 new members and you ask them what their biggest fear is when they walk into a new facility like this, they don't know anybody, they don't think they're scared to walk in the door and feel like people are looking at them so we try and take that away so the ones that have the biggest hindrance in becoming a personal trainer they don't know how to get over the fact that when you work you should never be bored you should be able to find people to talk to so it's a relationship building thing that they have not yet discovered that makes them from good to great, so once they've developed a good relationship building tool skill than it's okay how can I push you in the right direction so that you are honing in on the member to it's fullest and that, maybe they want personal training maybe they won't but if you do your job really well anybody that comes into a club there are a lot of them, they would pay extra because they have to pay at another club, they have to pay that initial start up fee and then they have to pay \$200 extra to get this guy to tell them what to do so they are use to that the industry has you know, maybe this is what you're trying to find out, the industry almost poisoned or um given us false hope as to what we're actually supposed to be doing for these people which is you walk in the door no way we're not going to help you unless you pay 200 extra dollars and you go through 20 sessions, no you walk in the door I'll help anybody my staff is there to help anybody who comes in and pays their \$40/month for their membership we'll set you up on a program we'll monitor your program and you don't have to pay an extra dime and no one is going to tell you what you need to do, you make the decision that's the problem with some of my guys how do they take that I'm a trainer I'm supposed to help out the general member to hey somebody wants me or somebody wants me as a personal trainer how can I handle that, how can I handle it properly or how can I even get to that point where somebody does want me as a personal trainer how can I be good and a to me you know what I only see that with the young ones, the ones that are fresh out of school um fresh out of their certification because they didn't know what else to do with their lives. I think that's the biggest hindrance age and just getting out there you know seeing the industry they*

*they're just too new to it, extra push on them to say well prove it, prove it I'm not going to hire anyone off the street...they all want to come in here for personal training well prove yourself first because I know you can go over to GoodLife and I know you can go over to Premier and they pay you \$20/hour (M3)*

Another area of disconnect is facility for personal trainers and policies. Trainers want to find a facility that fits with their ideals of training and what the personal training experience should be for the client. When asked “what has been the biggest, negative surprise since you’ve been personal training?” this is what one participant stated:

*It's facility, one of the facility that I worked in was geared more towards financial than personal, it wasn't about the client it was about the sale and I think that was the most negative environment I've been in since I've started training is being told that you don't meet your sales quota I was going to have to sign a 3 month revenue agreement stating, and this after I worked there for almost a year, stating if I didn't meet my sales quotas in an average of 80% over 3 months and my job was on the line. The new facility that I work at focuses more on the people and not the sales like I'm not even allowed to sell myself I'm not allowed to go up and say hey are you interested (FG2P1).*

When discussing their own facility, managers pointed out how it was different from other facilities.

*This Y, this one is really different I think that there's other Y's out there, that will handle their PT very different I know I was in Scarborough and all their staff are personal trainers as well as floor workers, but in terms of trying to compare it to a GoodLife or a Premier or any private club it's very different. Yeah, I talk to a lot of people about, well do you like Premier do you like GoodLife I'm like there has to be a different kind of club I'm just saying we are different I don't say we're better I don't say we're worse we're different (M3)*

*A lot of that goes with the way our personal training thing is structured, a beginner would generally come in and do one session, whereas somebody who's looking for sport performance is going to have more of a long term focus with their training so they're likely going to buy more sessions (M1)*



When the personal trainers were asked “have you noticed anything that other trainers do that you would like to incorporate into your training? Or things that they do that you would avoid?” there was an interesting insight.

*Things I don't like is more little modifications on exercises that we learn and stuff through actual training principles. There was one the other day, I couldn't get over it adding a jump into a perfectly fine exercise for someone who is just starting and I've seen it done with a jump I don't think it makes any difference I was talking with the other trainers, we don't think it makes any difference in the exercise at all but they were just learning the technique anyway it would have been easier to let them learn the basic instead of trying to get them to jump, they stayed there and worked on it but they didn't really get any better at because it was just too much to take away and just tell them exactly what we learned and don't do your own modifications at least not until they know what they are doing (FG1P2)*

*Like having someone do a squat right to the floor or something instead of going to 90 (FG1P1)*

*That's what it that's basically what it was only with a jump instead. They started doing a jump after a squat within their landing forget the knees pass the toes or anything like that they're landing straight down on top of everything it's just I wish they would have kept it simple. I went over and told him afterwards and said you know what, that way what I wanted to say if you just workout now your know but I also didn't want to step on anyone's toes (FG1P2)*

*You don't want to put someone down, like a trainer in the middle of a session like hey you don't know [what] you're doing guess what you just wasted your money (FG1P1)*

*This was just people asking for help, it wasn't an actual training session but I mean I wouldn't want their coach training me (FG1P2)*

*I would only do chest press on the bench say where as the first facility I worked at a women was hell bent and determined to make everyone doing chest press on the ball on their first, you know what I mean, time they were coming into the gym, I was thinking okay, way to put so much on their plate they have to focus on keeping their bum up, keeping their core tight, you know, all the stability factors plus the chest press, I mean, just personally that's just not the way I would going about doing it (FG2P1)*

*Not necessarily cookie cutter, but just on the verge of the new and like the what's the new best exercise do this and he's got them hanging upside down from whatever machine doing. Like sacrificing increasing weight for poor technique (FG2P2)*

*I would say just coming through university realizing that, I do have a higher background knowledge than most personal trainers out there because I kinda didn't realize that a lot of people get it on the weekend and you don't actually need a phys-ed degree to be a personal trainer (FG1P1)*

This area of disconnect is interesting, because every personal trainer is supposed to have the same preservice education. These trainers are frustrated because they can see what other trainers are doing wrong. Also, these personal trainers understand that their knowledge is valuable. Further, these personal trainers appeared shocked at the ignorance of other trainers, assuming that every trainer would be as committed as they are to a positive training experience.

Figure 4 presents a summary of the Findings section. Figure 4 presents the findings information in a concise format. The participants are listed and the data collection that they undertook. Further, the analysis that took place for the data collection is displayed along with a brief summary of the main findings for each section.

Participant	Data Collection	Analysis	Finding(s)
Personal Trainers	PUMP Questionnaire	Content Analysis by Question	Client Descriptions
			Preferred CEC
Personal Trainers (self-selected from PUMP Questionnaire)	Focus Group	Content Analysis by Question	Inconsistencies between Trainers & Clients
		Content Analysis by Existential Categories	People/Happenings as dominant categories
Managers and persons involved in the accreditation process	Interviews (Disconnect between Trainers & Clients)	Content Analysis by Question	Further reinforced Disconnect
		Content Analysis by Existential Categories	Reinforced People & Happenings and
		Articulated <u>Lived Relation</u> competencies as most important for Managers	
			Hence an <u>Expectation</u> <u>Disconnect</u> between Managers & Trainers and Trainers & Clients

Figure 4. Summary of Findings.

## CHAPTER FIVE: DISCUSSION

Part of the core of the thesis is to tell the story of personal trainers, clients, and associated fitness professionals and to come up with some suggestions about how that story might inform the practice of continuing education is not meeting the needs of the personal trainers (with thanks to my external examiner) and other informants in my participant group.

The informants in my study identified the following issues as needing further education:

### Needs Articulated by Personal Trainers

There are three main needs that personal trainers articulated during the focus groups that first emerged from the content analysis by question and were then developed further in the content analysis by existential themes. These needs fit into the categories of client profiles, people/happenings, and program design. When dealing with client profiles there were unexpressed and unexplained contingencies-such as SMART goals. Under people/happenings, schedules and email appeared to be areas of concern for trainers. In regards to program design, personal trainers recognized that it is important to customize the program relevant to the age and stage of the client. However, these trainers also expressed frustration when they were unable to relate to their clients around successfully designing training programs for their clients' expressed needs.

### Needs Articulated by Managers

During the content analysis by question and existential themes for the manager interviews, three needs were articulated. These needs fit under the categories of client profiles, people/happenings, and program design, which are the same categories the

personal trainers articulated. Managers found that when it came to client profiles, personal trainers had “poor questioning techniques.” The trainers were unable to uncover client contingencies that would hinder the client's positive training experience and retention. Further, under client profiles, according to managers, personal trainers had difficulty negotiating with respect. That is an important factor because at all times the client's dignity needs to be respected. In terms of people/happenings, managers described a “personal trainer narcissism” versus client-focused approach to training and dealing with difficult clients. Further, personal trainers appear indifferent and disrespectful towards clients and managers, especially when facing frustrations. As for program design, from the manager's perspective, the personal trainers appear to be unimaginative and unempathetic towards their clients and clients’ contingencies.

#### Personal Trainers Identify Difficult Clients

When personal trainers identify their difficult clients they tend to describe what their clients are “not.” The difficult client is not young, not fit, and not motivated. Further, these types of clients want results too quickly and want attention. My recasting of these clients would be not young → Boomers, not fit → worked, not exercised, not → motivated interest driven, unrealistic speed of results to accustomed to meritocracy, want attention to respect and dignity when learning.

When I initially began this study, I thought that I was going to gain insight into CEC, policies, and organizational development. However, upon completion of data analysis I realized that this study also unearthed concerns regarding intergenerational differences, in particular communication and learning styles in terms of effective personal trainers.

The avenues available to disseminate this information are through the certifying bodies such as Can-Fit-Pro, CPTN, and the YMCA. All of these organizations have magazines or newsletters that members receive on a regular basis. Further, there are conferences and other presentation opportunities available. In addition, there are sport management journals that publish similar information.

Areas of further exploration would be to gain insight about the training environment from different generational views, since in this study it was largely a Millennial focus. The fitness industry and personal trainers need to understand their clients' idiosyncrasies. Every person is unique, and an adaptable personal trainer will be successful.

Given the needs expressed by personal trainers, managers, and the recasting of "difficult" to reflect the intergenerational disconnect, I am comfortable making the following CEC recommendations:

#### Improving Interview Techniques

It is important that a trainer is able to obtain relevant information from her/his clients. In the fitness industry, the main ways that trainers gather client information are written questionnaires and interviewing the client prior to their first training session. Successfully identifying clients' preferences and possible contingencies will make for more productive training sessions. In this study, the trainers were unable to indentify client contingencies in order to make their training sessions practical for their clients. Improving trainers' and managers' interviewing techniques will aid in identifying client contingencies, provide good customer service, and retain clients. It might also allow

managers to select more motivated, interested, qualified, and competent fitness specialists (i.e., trainers).

#### Education Regarding Boomer Clients and Their Preferences

Providing trainers and managers with specific information about Boomer clients and their preferences will alleviate some of the intergenerational disconnect currently being experienced in the fitness industry. Once preferences are identified and understood, trainers might then be able to design more appropriate accommodations for their clients. Further, and related to this competency, trainers and managers would be able to retain clients and build good customer relationships.

#### Adult Education

Generally, managers and trainers need to understand how to teach adults. The main difference between educating children and adults is that adults have already accumulated knowledge and can apply their own particular expertise to different situations. In the fitness industry, the managers and personal trainers need to acknowledge and respect their clients' previous knowledge and experience and then use that expertise and life experience as the context within which they might educate the clients about their own health and fitness. Most adult learners want to understand how what they are doing now is practical and beneficial (Brookfield, 1991). It should be the role of the manager and personal trainers to highlight these aspects of training, and in return they might reap the benefits of nurturing lifelong exercisers as well as lifelong learners.

### Etiquette and Professionalism

Personal trainers need to recognize that their clients will notice and make assumptions and judgments about the appearance, conduct, and attitude of their personal trainers as much as they will notice their trainers' training knowledge and program design abilities. Boomers especially want personal trainers to be professional, which in the Boomers' context means clean-cut, no hats, no chewing gum, no cellphone usage during training sessions, and so forth. It is the role of the managers to help the personal trainers understand why Boomers prefer this and that this kind of professional development is not an attack on the trainer's "individuality," which is a concern for Millennials. Once there is an understanding of differences, personal trainers and clients will be better able to connect and have meaningful training sessions.

### Innovative Design and Activities

Clients value their time and want the most "bang for their buck." Innovative program design and activities are methods to keep clients engaged in training sessions and also provide flexibility, which many people feel is important. Couples training, situated self-directed record keeping, group fitness such as "bootcamp" and functional training are examples of innovative program design and activities. If clients are able to have fun and reach their fitness goals, they will be more likely to remain clientele.

### Nonlinear Periodizing Program Design

Periodizing is how personal trainers organize their program design. There are typically two methods to designing a program: linear and nonlinear periodizing. Linear program design is a series of specific cycles aiming to achieve specific goals. The weekly sessions would have a similar "look" about them while building progressively in time,



intensity, amount, and type of load. Linear periodizing changes the look of individual sessions over time on a 1- week or 2-week basis. A nonlinear program design utilizes these same ingredients; however, the changes are inserted on an individual session basis within each week; hence the stressor is primarily that of variability within the microcycles. Adding variety often helps to keep the client intellectually as well as physically engaged in the training sessions.

Further, I believe that managers could play an important role in bridging the intergenerational gap between Boomer clients and Millennial personal trainers. It will be up to the managers to implement policies and CEC that will enhance their training facility. CEC can be held at specific facilities as requested by managers, or CEC could be available at conferences. These CEC can be presented in role playing situations, master classes, and critical incidents such as case analysis. The benefits of offering CEC in this manner is that personal trainers and managers will be able to identify the problem(s), being able to discuss it as a group and offer possible solutions, which may generate more conversation around effectiveness of the solutions. Also, it gets the group actively involved in identifying problems and creating solutions which further creates ownership and hopefully everyone will take responsibility for implementing and future problem solving. Also, these methods play to the Millennial strengths of collaboration and being agents of change, which will make the experience meaningful to them. Also, diverse team CEC could be offered. This is where the manager and key personal trainers from their facility participate in a CEC designed specifically for them and their needs. Team-based professional development will likely have intrafacility team building benefits as well.

Further, these solutions could be offered to a wide range of professionals. This is due to the increase in intergenerational interaction in the workplace as well as with clients of different generations. Learning how to effectively and respectfully deal with other generations would help to retain clients and ideally increase profits. Also, more and more, “teams” are being utilized in the workplace. Offering CEC or professional development in a manner which could be duplicated in the workplace would be a successful way to communicate ideas to everyone in the workplace.

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## Appendix A


**Brock University Research Ethics Board (REB)**

## Application for Ethical Review of Research Involving Human Participants

Please refer to the documents “Brock University Research Ethics Guidelines” which can be found at <http://www.brocku.ca/researchservices/>, prior to completion and submission of this application. If you have questions about or require assistance with the completion of this form, please contact the Research Ethics Officer at (905) 688-5550 ext. 3035, or [reb@brocku.ca](mailto:reb@brocku.ca).

Return your completed application and all accompanying material **in triplicate** to the Research Ethics Officer in MacKenzie Chown D250A. Please ensure all necessary items are attached prior to submission, otherwise your application will not be processed (see checklist below). *No research with human participants shall commence prior to receiving approval from the research ethics board.*

Original Copy + 2 additional copies of the following DOCUMENTS	✓ if applicable
Recruitment Materials	
Letter of invitation	[ X ]
Verbal script	[ ]
Telephone script	[ ]
Advertisements (newspapers, posters, SONA)	[ X ]
Electronic correspondence guide	[ ]
Consent Materials	
Consent form	[ X ]
Assent form for minors	[ ]
Parental/3 <sup>rd</sup> party consent	[ ]
Transcriber confidentiality agreement	[ ]
Data Gathering Instruments	
Questionnaires	[ X ]
Interview guides	[ X ]
Tests	[ ]
Feedback Letter	[ ]
Letter of Approval for research from cooperating organizations, school board(s), or other institutions	[ ]
Any previously approved protocol to which you refer	[ ]

**SIGNATURES****Principal Investigator:**

Please indicate that you have read and fully understand all ethics obligations by checking the box beside each statement.

- I have read Section III:8 of Brock University's Faculty Handbook pertaining to Research Ethics and agree \_\_\_\_\_ to comply with the policies and procedures outlined therein.
- I will report any serious adverse events (SAE) to the Research Ethics Board (REB).
- Any additions or changes in research procedures after approval has been granted will be submitted to the REB.
- I agree to request a renewal of approval for any project continuing beyond the expected date of completion \_\_\_\_\_ or for more than one year.
- I will submit a final report to the Office of Research Services once the research has been completed.
- I take full responsibility in ensuring that all other investigators involved in this research follow the protocol as outlined in the application.

Signature \_\_\_\_\_ Date: \_\_\_\_\_

**Co-Investigators:**

Signature \_\_\_\_\_ Date: \_\_\_\_\_

Signature \_\_\_\_\_ Date: \_\_\_\_\_

Signature \_\_\_\_\_ Date: \_\_\_\_\_

**Faculty Supervisor:**

Please indicate that you have read and fully understand the obligations as faculty supervisor listed below by checking the box beside each statement.

- I agree to provide the proper supervision of this study to ensure that the rights and welfare of all human \ participants are protected.
- I will ensure a request for renewal of a proposal is submitted if the study continues beyond the expected date of completion or for more than one year.
- I will ensure that a final report is submitted to the Office of Research Services.
- I have read and approved the application and proposal.

Signature \_\_\_\_\_ Date: \_\_\_\_\_

**SECTION A – GENERAL INFORMATION**

1. **Title of the Research Project:** Examining and Describing Professional Development and Continuing Education in the Personal Training and Fitness Industry



2. **Investigator Information:**

	Name	Rank (e.g., faculty, student, visiting professor)	Dept./Address	Phone No.	E-Mail
<b>Principal Investigator</b>	Lee Fielder	Graduate Student	FAHS	(905) 688-5550 ext. 4707	lf01ac@brocku.ca
<b>Co-Investigator(s)</b>					
<b>Faculty Supervisor(s)</b>	Dr. Maureen Connolly	Professor	PEKN	(905) 688-5550 ext. 4707	mconnoll@brocku.ca

3. **Proposed Date (dd/mm/yyyy)** (a) of commencement: January 1, 2007 (b) of completion:  
August 31, 2007

4. **Indicate the location(s)** where the research will be conducted:

- Brock University  [ X]  
Community Site  [ ] Specify  
School Board  [ ] Specify  
Hospital  [ ] Specify  
Other  [ X] Specify: The Athletic Club in London, Ontario

5. **Other Ethics Clearance/Permission:**

- (a) Is this a multi-centered study?  [ ] Yes  [ X] No
- (b) Has any other University Research Ethics Board approved this research?  [ ] Yes  [ X] No

If YES, there is no need to provide further details about the protocol **at this time**, provided that **all** of the following information is provided:

- Title of the project approved elsewhere:  
Name of the Other Institution:  
Name of the Other Board:  
Date of the Decision:  
A contact name and phone number for the other Board:

**Please provide a copy of the application to the other institution together with all accompanying materials as well as a copy of the clearance certificate / approval.**

- If NO, will any other Research Ethics Board be asked for approval?  [ ] Yes  [ X] No
- Specify University/College*

- (d) Has any other person(s) or institutions granted permission to conduct this research?  **Yes**  
 **No**

*Specify (e.g., school boards, community organizations, proprietors)*

**6. Level of the Research:**

- Undergraduate  Masters Thesis/Project  Ph.D.  
 Post Doctorate  Faculty Research   
 Administration  
 Course Assignment (specify)  Other (specify)

**7. Funding of the Project:**

- (a) Is this project currently being funded  **Yes**  **No**  
 (b) If **No**, is funding being sought  **Yes**  **No**

**If Applicable:**

(c) Period of Funding (dd/mm/yyyy): From: To:

(d) Agency or Sponsor (funded or applied for)

CIHR  NSERC  SSHRC

Other (specify):

**8. Conflict of Interest:**

- (a) Will the researcher(s), members of the research team, and/or their partners or immediate family members:

(i) receive any personal benefits related to this study - for example: a financial remuneration, patent and ownership, employment, consultancies, board membership, share ownership, stock options (Do not include conference and travel expense coverage, possible academic promotion, or other benefits which are integral to the conduct of research generally).  **Yes**  **No**

(ii) if **Yes**, please describe the benefits below.

- (b) Describe any restrictions regarding access to or disclosure of information (during or at the end of the study) that the sponsor has placed on the investigator(s).

Not Applicable

## SECTION B – SUMMARY OF THE PROPOSED RESEARCH

### 9. Rationale:

Briefly describe the purpose and background rationale for the proposed project, as well as the hypothesis(es)/research question(s) to be examined.

The purpose of the proposed study is three-fold. Firstly, describe the accreditation process for personal trainers. Secondly, describe existing continuing education courses expectations and offerings. Lastly, examine the relevance and effectiveness of the pre-service and in-service education for real-world situations.

### 10. Methods:

Are any of the following procedures or methods involved in this study? Check **all** that apply.

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Questionnaire (mail)                 | <input checked="" type="checkbox"/> Focus Groups             | <input type="checkbox"/> Non-invasive physical measurement (e.g., exercise, heart rate, blood pressure) |
| <input type="checkbox"/> Questionnaire (email/web)            | <input type="checkbox"/> Journals                            | <input type="checkbox"/> Analysis of human tissue, body fluids, etc.                                    |
| <input checked="" type="checkbox"/> Questionnaire (in person) | <input checked="" type="checkbox"/> Audio/video taping       | <input type="checkbox"/> Other: (specify)   |
| <input type="checkbox"/> Interview(s) (telephone)             | <input type="checkbox"/> Unobtrusive observations            |   |
| <input type="checkbox"/> Interview(s) (in person)             | <input type="checkbox"/> Invasive physiological measurements |   |
| <input type="checkbox"/> Secondary Data                       | (e.g., venipuncture, muscle biopsies)                        |   |
| <input type="checkbox"/> Computer-administered tasks          |  |   |

Describe sequentially, and in detail, all procedures in which the research participants will be involved (e.g., paper and pencil tasks, interviews, questionnaires, physical assessments, physiological tests, time requirements, etc.) **Attach a copy of all questionnaire(s), interview guides, or other test instruments.**

Participants will be asked to complete a brief questionnaire (see attached) regarding their process of personal training certification. Prior to handing out the questionnaire, participants will be given a copy of an information letter and informed consent to read and sign, and any questions regarding the questionnaire and participation in the study can be addressed at this time. Once consent has been attained participants will be given a questionnaire to complete. Upon completion of the questionnaire participants will be thanked for their participation.

The completed questionnaires and informed consent forms will be separated and stored in a locked file cabinet/drawer. Only the principal investigator and faculty supervisor will have access to the questionnaires and informed consent forms. The

questionnaires will then be coded and analyzed.

Once the questionnaires have been analyzed, participants who indicated that they would be willing to participate in a focus group (guide attached) will be contacted by phone or email provided in optional request line of the questionnaire. Focus groups will be formed based on the answers given on the questionnaires. Verbal consent will be attained prior to the focus group in regards to audio taping of the focus group session. The focus group will be asked to describe their typical client, describe what they consider to be their difficult client and what strategies they use with their difficult clients. At the conclusion of the focus group, participants will be thanked for their participation in the study. The audio tapes will be transcribed, coded and analyzed. Results of the study will be made available to participants via their national organization website.

11. **Professional Expertise/Qualifications:**

Does this procedure require professional expertise/recognized qualifications?  Yes  No

No

If YES, specify:

Do you, your supervisor, or any members of your research team have the professional expertise/recognized qualifications required?  Yes  No

No

12. **Participants:**

Describe the number of participants and any required demographics characteristics (e.g., age, gender).

The participants will be personal trainers, facility managers, and persons involved in the accreditation process. The participants will be self-selected participants attending continuing education workshops. In order to attend the workshops the participants will be 18 years of age or older, hold a current personal training certification, and be currently working in a training environment.

13. **Recruitment:**

Describe how and from what sources the participants will be recruited, including any relationship between the investigator(s), sponsor(s) and participant(s) (e.g., family member, instructor-student; manager-employee).

*Attach a copy of any poster(s), advertisement(s) or letter(s) to be used for recruitment.*

Letter of Invitation (see attached) and poster (see attached) accompanying workshop announcement.

14. **Compensation:** **Yes** **No**
- (a) Will participants receive compensation for participation? [ ] [ X]
- (b) If yes, please provide details.

--

**SECTION C – DESCRIPTION OF THE RISKS AND BENEFITS OF THE PROPOSED RESEARCH**

15. **Possible Risks:**
1. Indicate if the participants might experience any of the following risks:
- a) Physical risks (including any bodily contact, physical stress, or administration of any substance)? [ ] **Yes** [ X] **No**
- b) Psychological risks (including feeling demeaned, embarrassed worried or upset, emotional stress)? [ ] **Yes** [ X] **No**
- c) Social risks (including possible loss of status, privacy, and / or reputation)? [ ] **Yes** [ X] **No**
- d) Are any possible risks to participants greater than those that the participants might encounter in their everyday life? [ ] **Yes** [ X] **No**
- e) Is there any deception involved? [ ] **Yes** [ X] **No**
- f) Is there potential for participants to feel coerced into contributing to this research (e.g., because of regular contact between them and the researcher)? [ ] **Yes** [ X] **No**
2. If you answered **Yes** to any of 1a – 1f above, please explain the risk.

--

3. Describe how the risks will be managed (include the availability of appropriate medical or clinical expertise, qualified persons). Give an explanation as to why less risky alternative approaches could not be used.

Not Applicable

16. **Possible Benefits:**

Discuss any potential direct benefits to the participants from their involvement in the project. Comment on the (potential) benefits to the scientific community/society that would justify involvement of participants in this study.

The development of increasingly relevant continuing education courses for personal trainers.

**SECTION D – THE INFORMED CONSENT PROCESS**

17. **The Consent Process:**

Describe the process that the investigator(s) will be using to obtain informed consent. Include a description of who will be obtaining the informed consent. If there will be no written consent form, explain why not.

For information about the required elements in the letter of invitation and the consent form, as well as samples, please refer to:

[http://www.brocku.ca/researchservices/Certification&Policies/Certification&Policies\\_App\\_Guidelines.html](http://www.brocku.ca/researchservices/Certification&Policies/Certification&Policies_App_Guidelines.html)

**If applicable, attach a copy of the Letter of Invitation, the Consent Form, the content of any telephone script and any other material that will be utilized in the informed consent process.**

Prior to handing out the questionnaire, participants will be given a copy of an information letter and informed consent to read and sign, and any questions regarding the questionnaire and participation in the study can be addressed at this time. The principal investigator will be responsible for attain consent and answering questions prior to the participants filling out the questionnaire.

18. **Consent by an authorized party:**

If the participants are minors or for other reasons are not competent to consent, describe the proposed alternative source of consent, including any permission form to be provided to the person(s) providing the alternative consent.

Not Applicable

19. **Alternatives to prior individual consent:**

If obtaining individual participant consent prior to commencement of the research project is not appropriate for this research, please explain and provide details for a proposed alternative consent process.

Not Applicable

20. **Feedback to Participants:**

Explain what feedback/ information will be provided to the participants after participation in the project. Include, for example, a more complete description of the purpose of the research, and access to the results of the research. Also, describe the method and timing for delivering the feedback.

Results of the study will be made available to participants via their national organization website.

21. **Participant withdrawal:**

- a) Describe how the participants will be informed of their right to withdraw from the project. Outline the procedures that will be followed to allow the participants to exercise this right.

Both in the informed consent form and verbally the participants will be remind that participation is voluntary; refusal to participate will involve no penalty or loss of benefits to which they are otherwise entitled and they may discontinue participation at any time without penalty or loss of benefits, to which they are otherwise entitled.

- b) Indicate what will be done with the participant's data and any consequences that withdrawal might have on the participant, including any effect that withdrawal may have on participant compensation.

Their questionnaire will be shredded and their tape will be erased.

**SECTION E – CONFIDENTIALITY & ANONYMITY**

*Confidentiality*: information revealed by participants that holds the expectation of privacy (this means that all data collected) will not be shared with anyone except the researchers listed on this application.

*Anonymity of data*: information revealed by participants will not have any distinctive character or recognition factor, such that information can be matched (even by the researcher) to individual participants (any information collected using audio-taping, video recording, or interview cannot be considered anonymous). Please note that this refers to the anonymity to the data and not the reporting of results.

22. Given the definitions above, in the student project(s):

a) Will the data be treated as confidential? [ X ] Yes [ ] No

b) Are the data anonymous? [ X ] Yes [ ] No

c) Describe any **personal identifiers** that will be collected during the course of the research (e.g., participant names, initials, addresses, birth dates, student numbers, organizational names and titles etc.). Indicate how personal identifiers will be secured and if they will be **retained** once data collection is complete.

Personal identifiers collected are name, address, email, gender, age, birth month, and age range. The completed questionnaires and informed consent forms will be separated and stored in a locked file cabinet/drawer. Only the principal investigator and faculty supervisor will have access to the questionnaires and informed consent forms.

d) If any personal identifiers will be **retained** once data collection is complete, provide a comprehensive rationale explaining why it is necessary to retain this information - **including the retention of master lists that link participant identifiers with unique study codes and de-identified data.**

Gender, age, birth month, and age range are to be used for coding the participants. Name, address, and email are **optional** and only to be written down if the participants wish to be contacted for the focus group.

e) State who will have access to the data.

Only the principal investigator and faculty supervisor will have access to the data.

f) Describe the procedures to be used to ensure anonymity of participants and/or confidentiality of data both during the conduct of the research and in the release of its findings.



The completed questionnaires and informed consent forms will be separated and stored in a locked file cabinet/drawer. Only the principal investigator and faculty supervisor will have access to the questionnaires and informed consent forms.

g) If participant anonymity and/or confidentiality is not appropriate to this research project, explain, providing details, how all participants will be advised that data will not be anonymous or confidential.

h) Explain how written records, video/audio tapes, and questionnaires will be secured, and provide details of their final disposal or storage (including for how long they will be secured and the disposal method to be used).

Only the Principal Investigator and the Faculty Supervisor will have access to the data, and that all information will be stored securely in Supervisor's office or Principal Investigator's home until six months have passed, when all data will be destroyed.

#### SECTION F -- SECONDARY USE OF DATA

23. a) Is it your intention to reanalyze the data for purposes other than described in this application?

Yes  No

b) Is it your intention to allow the study and data to be reanalyzed by colleagues, students, or other researchers outside of the original research purposes? If this is the case, explain how you will allow your participants the opportunity to choose to participate in a study where their data would be distributed to others (state how you will contact participants to obtain their re-consent)

No

c) If there are no plans to reanalyze the data for secondary purposes and yet, you wish to keep the data indefinitely, please explain why.

Not Applicable

#### SECTION G -- MONITORING ONGOING RESEARCH

24. **Annual Review and Serious Adverse Events (SAE):**

a) Minimum review requires the completion of a “Renewal/Project Completed” form at least annually. Indicate whether any additional monitoring or review would be appropriate for this project.

**It is the investigator’s responsibility to notify the REB using the “Renewal/Project Completed” form, when the project is completed, or if it is cancelled,**

**<http://www.brocku.ca/researchservices/Forms/Forms.html>**

**\*Serious adverse events** (unanticipated negative consequences or results affecting participants) **must be reported** to the Research Ethics Officer and the REB Chair, **as soon as possible** and in any event, no more than 3 days subsequent to their occurrence.

25. **COMMENTS**

If you experience any problems or have any questions about the Ethics Review Process at Brock University, please feel free to contact the Research Ethics Office at (905) 688-5550 ext 3035, or reb@brocku.ca

## LETTER OF INVITATION

March 15, 2007

**Title of Study: Examining and Describing Professional Development and Continuing Education in the Personal Training and Fitness Industry**

**Principal Investigator:** Lee Fielder, Graduate Student, Faculty of Applied Health Science, Brock University

**Faculty Supervisor:** Dr. Maureen Connolly, Professor, Department of Physical Education and Kinesiology, Brock University

I, Lee Fielder, Graduate Student, from the Faculty of Applied Health Science, Brock University, invite you to participate in a research project entitled *Examining and Describing Professional Development and Continuing Education in the Personal Training and Fitness Industry*.

The purpose of this research project is three-fold. Firstly, describe the accreditation process for personal trainers. Secondly, describe existing continuing education courses expectations and offerings. Lastly, examine the relevance and effectiveness of the pre-service and in-service education for real-world situations.

*What your participation could involve:*

Participants will be asked to complete a brief questionnaire regarding their process of personal training certification. Prior to handing out the questionnaire, participants will be given a copy of an information letter and informed consent to read and sign, and any questions regarding the questionnaire and participation in the study can be addressed at this time. Once consent has been attained participants will be given a questionnaire to complete. Upon completion of the questionnaire participants will be thanked for their participation.

The completed questionnaires and informed consent forms will be separated and stored in a locked file cabinet/drawer. Only the principal investigator and faculty supervisor will have access to the questionnaires and informed consent forms. The questionnaires will then be coded and analyzed.

Once the questionnaires have been analyzed, participants who indicated that they would be willing to participate in a focus group will be contacted by phone or email provided in optional request line of the questionnaire. Focus groups will be formed based on the answers given on the questionnaires. Participants that provide their contact information to

participate in the focus group are under no obligation to actually participate when contacted. Informed consent will be attained prior to the focus group in regards to audio taping of the focus group session. The focus group will be asked to describe their typical client, describe what they consider to be their difficult client and what strategies they use with their difficult clients. At the conclusion of the focus group, participants will be thanked for their participation in the study. The audio tapes will be transcribed, coded and analyzed. More detailed information will be provided when you are contacted to participate.

Results of the study will be made available to participants via their national organization website. Certified Professional Trainers Network (CPTN) at [www.cptn.com](http://www.cptn.com)

This research could benefit the participants by the development of increasingly relevant continuing education courses for personal trainers.

If you have any pertinent questions about your rights as a research participant, please contact the Brock University Research Ethics Officer (905 688-5550 ext 3035, [reb@brocku.ca](mailto:reb@brocku.ca))

If you have any questions, please feel free to contact me.

Thank you

Lee Fielder  
Graduate Student  
(905) 688 – 5550 ext. 4707  
[lf01ac@brocku.ca](mailto:lf01ac@brocku.ca)

Maureen Connolly  
Professor  
(905) 688 – 5550 ext. 4707  
[MConnoll@brocku.ca](mailto:MConnoll@brocku.ca)

This study has been reviewed and received ethics clearance through Brock University's Research Ethics Board (file # 06-175]

## INFORMED CONSENT

March 15, 2007

**Title of Study:** Examining and Describing Professional Development and Continuing Education in the Personal Training and Fitness Industry

**Principal Investigator:** Lee Fielder, Graduate Student, Faculty of Applied Health Science, Brock University

**Faculty Supervisor:** Dr. Maureen Connolly, Professor, Department of Physical Education and Kinesiology, Brock University

**Name of Participant (please print):** \_\_\_\_\_

- I understand that this study involves research, and that I am being invited to participate.
- I understand that the purpose of this research project is three-fold. Firstly, describe the accreditation process for personal trainers. Secondly, describe existing continuing education courses expectations and offerings. Lastly, examine the relevance and effectiveness of the pre-service and in-service education for real-world situations.
- I understand that the expected duration of my participation in this study is to fill out the Professional Understanding from Multiple Perspectives (PUMP) Questionnaire, which will take approximately 20 minutes to complete.
- I understand the procedures to be followed, which includes filling out the PUMP Questionnaire
- I understand the risks & benefits associated with this research, there are no foreseeable risks. A possible benefit is the development of increasingly relevant continuing education courses for personal trainers.
- I understand that the consent form and questionnaire are separated. The specific identifiers on the PUMP Questionnaire are optional. Only the Principal Investigator and Supervisor will see the data.
- I understand that only the Principal Investigator and the Faculty Supervisor will have access to my data, and that all information will be stored securely in Supervisor's office or Principal Investigator's home until six months have passed, when all data will be destroyed.
- I understand that participation is voluntary; refusal to participate will involve no penalty or loss of benefits to which I am otherwise entitled and I may discontinue participation at any time without penalty or loss of benefits, to which I am otherwise entitled.
- I understand that the results of this study may be posted via my national organization website following analysis.
- Please keep a copy of this for your records.
- I understand that if I have any pertinent questions about my rights as a research participant, I can contact the Brock University Research Ethics Officer (905 688-5550 ext. 3035, reb@brocku.ca)

I \_\_\_\_\_, (participant's name)

1. Have read and understood the relevant information regarding this research project
2. Understand that I may ask questions in the future
3. Indicate free consent to research participation by signing this research consent form

**Participant's Signature:** \_\_\_\_\_

**I have explained this study to the participant**

**Researcher's Signature:** \_\_\_\_\_

Lee Fielder  
Graduate Student  
(905) 688 – 5550 ext 4707  
lf01ac@brocku.ca

Dr. Maureen Connolly  
Professor  
(905) 688 – 5550 ext. 4707  
MConnoll@brocku.ca

This study has been reviewed and received ethics clearance through Brock University's Research Ethics Board [file # 06-175]

## Letter of Invitation for Focus Group

Dear

Recently, you participated in a study entitled *Examining and Describing Professional Development and Continuing Education in the Personal Training and Fitness Industry*. For the study, you filled out the PUMP Questionnaire regarding your process of personal training certification.

On the questionnaire, participants indicated that they would be willing to participate in a focus group at a later date. You have been invited to participate in the focus group! During the focus group, participants will be asked to describe their typical client(s), describe what they consider to be their difficult client(s) and what strategies they use with their difficult client(s).

Participants have the opportunity to withdraw from the study at any time and are under no obligation to actually participate when contacted. Just inform myself of your wish to no longer be apart of the study.

I am emailing you to see if you are still interested in participating in a focus group. As well, to inquire what day(s) and time(s) work best with your schedule.

I look forward to hearing from you. If you have any questions, please feel free to contact me.

Thank you

Lee Fielder  
Graduate Student  
lee.fielder@brocku.ca

## INFORMED CONSENT FOR FOCUS GROUP

March 15, 2007

**Title of Study:** Examining and Describing Professional Development and Continuing Education in the Personal Training and Fitness Industry

**Principal Investigator:** Lee Fielder, Graduate Student, Faculty of Applied Health Science, Brock University

**Faculty Supervisor:** Dr. Maureen Connolly, Professor, Department of Physical Education and Kinesiology, Brock University

**Name of Participant (please print):** \_\_\_\_\_

- I understand that this study involves research, and that I am being invited to participate.
- I understand that the purpose of this research project is three-fold. Firstly, describe the accreditation process for personal trainers. Secondly, describe existing continuing education courses expectations and offerings. Lastly, examine the relevance and effectiveness of the pre-service and in-service education for real-world situations.
- I understand that the expected duration of my participation in this study is to participate in a Focus Group regarding my experiences with training clients, which will take approximately 1 hour to complete.
- I understand the procedures to be followed, which includes participating in a Focus Group regarding my experiences with training clients. I further understand that participation means that other focus group members will be aware of my identity.
- I understand the risks & benefits associated with this research, there are no foreseeable risks. A possible benefit is the development of increasingly relevant continuing education courses for personal trainers.
- I understand that the consent form and focus group data will be separated. Only the Principal Investigator and Supervisor will see the data.
- I understand that only the Principal Investigator and the Faculty Supervisor will have access to my data, and that all information will be stored securely in Supervisor's office or Principal Investigator's home until six months have passed, when all data will be destroyed.
- I understand that participation is voluntary; refusal to participate will involve no penalty or loss of benefits to which I am otherwise entitled and I may discontinue participation at any time without penalty or loss of benefits, to which I am otherwise entitled.
- I understand that the results of this study may be posted via my national organization website following analysis.
- Please keep a copy of this for your records.
- I understand that if I have any pertinent questions about my rights as a research participant, I can contact the Brock University Research Ethics Officer (905 688-5550 ext. 3035, reb@brocku.ca)

I \_\_\_\_\_, (participant's name)

1. Have read and understood the relevant information regarding this research project
2. Understand that I may ask questions in the future
3. Indicate free consent to research participation by signing this research consent form

**Participant's Signature:** \_\_\_\_\_


**I have explained this study to the participant**

**Researcher's Signature:** \_\_\_\_\_

Lee Fielder  
Graduate Student  
(905) 688 – 5550 ext 4707  
lf01ac@brocku.ca

Dr. Maureen Connolly  
Professor  
(905) 688 – 5550 ext. 4707  
MConnoll@brocku.ca

This study has been reviewed and received ethics clearance through Brock University's Research Ethics Board [file # 06-175]

**From:** Research Ethics Board <reb@brocku.ca>   
**To:** lf01ac@badger.ac.brocku.ca, mconnoll@brocku.ca  
**Cc:** mowen@brocku.ca, linda rose-krasnor <rebchair@brocku.ca>  
**Subject:** **REB 06-175 FIELDER - Approved**

DATE: March 15, 2007

FROM: Julie Stevens, Vice Chair Research Ethics Board (REB)

TO: Maureen Connolly, PEKN  
 Lee Fielder

FILE: 06-175 FIELDER

TITLE: Examining and Describing Professional Development and Continuing Education in the Personal Training and Fitness Industry

The Brock University Research Ethics Board has reviewed the above research proposal.

**DECISION: Accepted as clarified; however, on the last page of the survey please change the phrase "would you be willing to be interviewed" to "would you be willing to take part in a focus group?"**

This project has received ethics clearance for the period of March 15, 2007 to August 31, 2007 subject to full REB ratification at the Research Ethics Board's next scheduled meeting. The clearance period may be extended upon request. *The study may now proceed.*

Please note that the Research Ethics Board (REB) requires that you adhere to the protocol as last reviewed and cleared by the REB. During the course of research no deviations from, or changes to, the protocol, recruitment, or consent form may be initiated without prior written clearance from the REB. The Board must provide clearance for any modifications before they can be implemented. If you wish to modify your research project, please refer to <http://www.brocku.ca/researchservices/forms> to complete the appropriate form **Revision or Modification to an Ongoing Application.**

Adverse or unexpected events must be reported to the REB as soon as possible with an indication of how these events affect, in the view of the Principal Investigator, the safety of the participants and the continuation of the protocol.

If research participants are in the care of a health facility, at a school, or other institution or



community organization, it is the responsibility of the Principal Investigator to ensure that the ethical guidelines and clearance of those facilities or institutions are obtained and filed with the REB prior to the initiation of any research protocols.

The Tri-Council Policy Statement requires that ongoing research be monitored. A Final Report is required for all projects upon completion of the project. Researchers with projects lasting more than one year are required to submit a Continuing Review Report annually. The Office of Research Services will contact you when this form *Continuing Review/Final Report* is required.

Please quote your REB file number on all future correspondence.

JS/bb

Brenda Brewster, Research Ethics Assistant  
Office of Research Ethics, MC D250A  
Brock University  
Office of Research Services  
500 Glenridge Avenue  
St. Catharines, Ontario, Canada L2S 3A1  
phone: (905)688-5550, ext. 3035 fax: (905)688-0748  
email: reb@brocku.ca  
<http://www.brocku.ca/researchservices/ethics/humanethics/>

## Appendix B

Modified from The Department of Education & Training Western Australia, Project Manager for the Office of Women's Policy. Project to identify and promote good practice in the assessment, skills gap training and employment of overseas educated nurses.

### **PUMP Questionnaire** (Professional Understanding from Multiple Perspectives Questionnaire)

Please note: All responses to this survey will be confidential.

Most questions ask you to indicate your response by ticking the appropriate box – like this:

If you are unsure about a question, please ask for assistance.

**About you:** \* (Please be sure to include your gender, your age and birth month, as this information is helpful to coding the data and maintaining confidentiality and anonymity.)

Gender: Female  Male       Age: \_\_\_\_\_      Birth Month: \_\_\_\_\_

**About your Education background:** (Please answer all questions to the best of your ability).

1. What is the highest level of education you have attained?

High School  Bachelor  College  Master's  Doctorate  Other

If **Other**, please describe:

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Year you graduated from the above: \_\_\_\_\_

2. Do you have other specialty education that is not captured by the question above (*i.e.* *Kinesiology, Nursing*)?

No  Yes  please specify:

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**About your Personal Training qualification:** (Please answer all questions to the best of your ability).

3. What personal training certifications do you currently hold? (Check all that apply)

Can-Fit-Pro  CPTN  NSCA  Other

If **Other**, please specify:

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4. What are your levels of involvement in the fitness industry? (Check all that apply)

Personal Trainer  Facility Manager  Accreditation Process  Other

If **Other**, please specify:

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5. How many years of study have you done towards your personal training certification?

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6. What is the title of the personal training certification that you have?

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7. How was your preparation for certification organized/presented? (Check all that apply)

Modules/Courses  Self-directed Learning  Online Courses  Other

If **Other**, please specify:

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8. How many years of personal training experience do you have?

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9. Have you worked as a personal trainer outside of Canada? No

Yes  → for how many years? \_\_\_\_\_ In which county / countries?

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***About your current work in the Fitness Industry:*** (Please answer all questions to the best of your ability).

10. Are you **currently** working at the professional level in personal training you believe you have been trained to work at?

(Please tick one below):

- I am working at the **appropriate** professional level for my qualification and experience.
- I am working at a professional level **below** my qualification and experience.
- I am working at a professional level **above** my qualification and experience.
- I am **not** currently working

Please comment or expand on any of the above if the categorizations do not capture your situation:

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11. Do you intend to remain in the personal training profession in the next five years?

Yes       No  → Please specify or expand as necessary/desired

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**Continuing Education Programs:** (Please answer all questions to the best of your ability).

12. Have you taken part in a continuing education program designed to increase your understanding about working in the training environment?

- No

-  I would like to participate in such a program.

- Yes  Please specify

---

- Did you find this course helpful? No  Yes

13. Which methods of continuing education have you participated in? (Check all that apply)

Classroom/Workshop  Online  Conference  Courses

Other, please specify: \_\_\_\_\_

14. How many hours of continuing education to you attain in a typical year?

None  1 – 5 hours  6 – 10 hours  11 – 15 hours  More than 15 hours

15. How helpful was the continuing education to you?

Not at all (1)  Somewhat (2)  Moderately (3)  Very (4)  Extremely (5)

Expand if you wish:

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16. Your Specific CEC needs

a) Describe your typical clients

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- how prepared are you for this constituency?

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b) Describe your challenging clients

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c) If you could request CEC specific to your own practice what type of workshops/educational experience would they be?

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Would you be willing to take part in a brief focus group at a later date? Yes  No

If **yes**, please include your name, address, phone number and email. If **no**, thank-you for your participation in the study.

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Postal Code \_\_\_\_\_

Telephone Number: (Home): \_\_\_\_\_ (Work): \_\_\_\_\_

(Mobile): \_\_\_\_\_

Email: \_\_\_\_\_

**Thank you for your cooperation and participation in this study**

### Focus Group Questions

1. Please describe your typical clients.
  - a) Demographics (age, gender)?
  - b) Goals of client?
  - c) What is their time commitment?
  - d) Are there any contingencies?
  
2. Please describe the characteristics of those you consider to be your difficult clients.
  - a) How are they different from your typical clients?
    - i) Demographics (age, gender)?
    - ii) Goals of client?
    - iii) What is their time commitment?
    - iv) Are there any contingencies?
  
3. What strategies have you used with your difficult clients?
  - a) How are the strategies different from your strategies you use with your typical clients?



### Questions for Fitness Centre Managers

Please describe your duties as a fitness centre manager.

How long have you worked as a manager?

Certifications?

How do you decide which personal trainer works with a client?

What, if any, might be considerations to take into account in terms of client comfort, when choosing a personal trainer?

What about, trainer comfort, when assigning a client?

How willing are your personal trainers to work with client contingencies? i.e. wants to meet M, W, F at noon. Willing to do anything but...

What about building in flexibility into a program, in terms of program design?

How prepared do you feel your personal trainers are when they first start to work at your facility?

What professional development would you like to see your personal trainers come into your facility having already attained?

If you could have a CEC workshop customized for your personal trainers, right now, what would it be?

## Appendix C

## Raw Data from PUMP Questionnaires

## About You

## Personal Training Qualification

	HS = 1					
	B = 2				Can-fit = 1	PT = 1
	C = 3				CPTN = 2	M = 2
	M = 4				NSCA = 3	A = 3
Yes = 1	D = 5	No = 1			O = 4	O = 4
No = 2	O = 6	Yes = 2				

Code	Focus G	Education	Year Grad.	Specialty	Certification	Involvement	Years to Pt
29F10	1	1			2	1	1
46F05	1	3	1982	1	1	1	1
50F03	1	3	1980		2	1	6
41F07	1	2	1990		2	4	1
49F02	1	3 and 6	1975	1	2	1 and 2	7
32M10	2	1		1	2	1	1
25M09		2	2006	2	2	1 and 4	5
22F11	1	2	2007		1	1	0
22M05	2	1	2003	1	1	1	1
20M04	1	1	2005		1	1	2
24F04	1	2	2006	1	2	1	4
24M05	1	2	2007		2	1	3
22F01	2	2	2007	1	2 and 4	1	< 1
21F03	2	1	2004	1	2	1	1
22F12	1	2	2007	1	1	1	< 1
22F05	2	2	2007	2	2	1	4
28F03	2	3	2000	2	2 and 4	1	1
28M08	1	4	2008	1	2	1, 2, and 3	7
22F08	1	3	2004		2	1	4
21F09	2	2	2007	2	2	1	1
31M12	1	2	2005	2	4	1	6
21F01	1	1	2004	1	1	1	1
22M11	2	3	2005	2	2	1	2
23F07	2	3	2005	1	1	1	2
21M12	1	1	2004	2	2	1	< 1

Current Continuing Education

M = 1  
 S = 2  
 D = 3  
 O = 4

App = 1  
 Be = 2  
 Ab = 3  
 Not = 4

No = 1  
 Yes = 1  
 No = 2  
 Yes = 2

No = 1  
 Want = 2  
 Yes = 3

No = 1  
 Yes = 2

Code	Preparation	Experience	Outside Can.	Pro Level	5 years	Partake CEC	Helpful
29F10	1	< 1	1	2	1	3	2
46F05	1	3	1	1	1	3	2
50F03	1 and 2	2	1	1	1	3	2
41F07	1		1	4	1	1	2
49F02	1	5	1	1	1	1 and 2	2
32M10	1	7	1	1	1	3	2
25M09	1 and 2	2	1	2	1	3	
22F11	1	1	1	1	2	3	2
22M05	1 and 2	1	1	1	2	3	2
20M04	1	< 1	1	1	1	3	2
24F04	1	3	2	1	1	1 and 2	
24M05	1 and 2	2	1	2	2	3	1
22F01	1	2	1	4	2	3	2
21F03	1	< 1	1	2	1	2	
22F12	1	2	1	1	1	3	2
22F05	1	2	1	1	1	1 and 2	
28F03	1	3	1	1	1	3	2
28M08	1	5	1	1	1	3	2
22F08	1 and 4	4	1	2	2	1	
21F09	1 and 2	1	1	4	1	2	
31M12	2	12	1	1	1	3	2
21F01	1	< 1	1	1	1	3	1
22M11	1 and 4	3	1	1	2	3	2
23F07	1	3	1	1	1	1	
21M12	1	2	1	1	2	3	2

Work = 1      0 = 1      No = 1  
                   Some =  
 Online = 2    1-5 = 2      2  
 Confer = 3    6-10 = 3     Mod = 3  
 Courses =    11-15 =  
                   4            4      Ver = 4  
                   O = 5      > 15 = 5    Ex = 5

Code	Method	# of Hours	Helpful
29F10	1	5	3
46F05	3 and 4	1	2
50F03	1 and 3	5	4
41F07	4		4
49F02	1, 3 and 4	5	5
32M10	1	3	4
25M09	4	3	2
22F11	1	2	4
22M05	1 and 4	3	5
20M04	1	2	3
24F04	1	5	2
24M05	1 and 2	5	1
22F01	3	3	2
21F03		1	
22F12	1,2 and 4	2	3
22F05		1	
28F03	1, 3 and 4	5	4
28M08	1 and 3	5	4
22F08	4	5	3
21F09	1		
31M12	3 and 4	2	2
21F01	1	3	2
22M11	4	1	
23F07	1	2	3
21M12	4	2	4

<b>Code</b>	<b>Q1. What is the highest level of education you have attained?</b>
29F10	2.5 University credits
49F02	Night school classes, one day seminar & workshops
22F11	Honours Bachelor
22F08	Currently enrolled in Bachelor
21F01	Bachelor in progress of completion

<b>Code</b>	<b>Q2. Do you have other specialty education that is not captured by the question above?</b>
20M04	I'm currently a KIN undergrad
22F05	Kinesiology is my degree
28F03	In third year of Physical Education
21F09	Physical Education
31M12	College Diploma in Fitness & Health Promotion; Bachelors Degree in Community Health
22M11	Phys Ed – going into 4 <sup>th</sup> year
21M12	Kinesiology 4 <sup>th</sup> year

<b>Code</b>	<b>Q3. What personal training certifications do you currently hold?</b>
22F01	Reebok Spin Instructor
28F03	Certified for Fitness Instructor via Can-Fit-Pro
22F08	I had CPAFLA and CFC through college but it was not accepted anywhere and therefore of no use to me to keep paying fees for.
31M12	American Council on Exercise

<b>Code</b>	<b>Q4. What are your levels of involvement in the fitness industry?</b>
41F07	Volunteer Recreational Therapy
25M09	Kinesiologist
28F03	Fitness Instructor

<b>Code</b>	<b>Q6. What is the title of the personal training certification that you have?</b>
29F10	Fitness Specialist
46F05	Personal Fitness Trainer
50F03	CPTN – PT
41F07	Personal Trainer
49F02	Personal Trainer
32M10	Personal Trainer
25M09	Personal Trainer
22F11	Personal Trainer Specialist

22M05	Personal Trainer Specialist
20M04	Personal Trainer Specialist
24F04	Personal Trainer
24M05	Personal Trainer
22F01	Personal Trainer
21F03	Personal Trainer
22F12	Personal Trainer Specialist
22F05	Personal Trainer
28F03	Personal Trainer
28M08	Certified Personal Trainer, Adapted Exercise Specialist
22F08	Personal Trainer
21F09	Personal Trainer
31M12	Certified Personal Trainer
21F01	Can-Fit-Pro PTS
22M11	CPTN
23F07	Personal Training Specialist
21M12	Certified Personal Trainer

<b>Code</b>	<b>Q7. How was your preparation for certification organized/presented?</b>
22F08	2 years of college diploma course (fitness and health promotion)
21F09	My knowledge came from courses I took in my undergrad, especially PEKN 3P91.
22M11	College course – Fitness & Health Promotions

<b>Code</b>	<b>Q10. Are you currently working at the professional level in personal training you believe you have been trained to work at?</b>
29F10	I am working as a personal trainer but being paid at a minimum level.
49F02	So I work within my scope, anything/injury I do not have the answer to or know - I refer to a professional healthcare provider.
25M09	With a KIN degree I could presently be working at a higher level
22F11	I am a student working with students
24M05	In transition to a higher level job, but working well below my experience and qualification currently.
21F03	It's not so much that I'm working below my qualification, it's just I do not have my own clients due to my schedule.
22F05	I am currently working as a personal trainer and am being paid according to my experience.

<b>Code</b>	<b>Q11. Do you intend to remain in the personal training profession In the next five years?</b>
29F10	Yes
46F05	Yes

50F03	Yes
41F07	Yes
49F02	Yes
32M10	Yes
25M09	Maybe, I will be training myself, perhaps others as a supplemental form of income
22F11	No, I hope to complete my Masters, so I may work as a trainer during that time, but probably not afterwards.
22M05	No. This has been a job that I chose to work to help pay the bills while attending university. I do not intend to make a living out of personal training.
24M05	No. Looking to get out or change my stream within fitness as there is not enough money and opportunities available.
22F01	No. I am starting at law school in September 2007. My future career will be in that field.
22F12	Yes
22F05	Yes, I hope to continue training while I continue my education
28F03	Yes, Even if I am working in another profession I would plan to train on weekends or evenings
22F08	No. It's not worth staying in the industry as it doesn't pay well enough, nor does it offer any security for the future, unless you can get in with a government funded agency or corporate organization. Regular fitness centers and gyms just don't cut it.
21F01	Maybe in terms as a part time job if I have time
22M11	Should be teaching in 3 years, therefore not likely personal training during that time

Code	<b>Q12. Have you taken part in a continuing education program designed to increase your understanding about working in the training environment?</b>
49F02	To expand, I participate in many workshops i.e. but not in a formatted on-going course as such
22F11	BOSU ball workshops, plyometrics, high performance resistance training workshop
22M05	Plyometrics 101, Explosive resistance training for improved athletic performance, BOSU ball training for improved functional performance
24M05	CPTN 2006 Conference
22F01	CPTN 2006 Conference
22F12	Modules through work, online courses, my degree classes and other Can-Fit-Pro courses.
22F05	I plan to get involved in the program this summer.
28F03	CPTN and Can-Fit-Pro Annual Conferences
22F08	I have taken continuing education courses in Physical Education but not with the intent to help in the fitness industry.
21F09	My undergraduate career/courses helped with this but I do not know if applies to this question

31M12	Via Conferences and continuing education credits
22M11	Fitness & Health Promotions program (FHP)
21M12	University program deals with physiology etc

Code	Q15. How helpful was the continuing education to you?
24F04	University Physical Education courses as part of my degree.
24M05	Able to learn well with materials provided but most services have been very unprofessional and not justifiable.
22F01	Some of the courses at the conference were not very relevant. It was also a lot of information that came very quickly.
21F03	I have just been certified so I have yet to take any CEC but within the year I will have to.
22F12	The courses were useful but I have found that most of the material tends to be repetitive and I don't obtain enough knowledge about the topic being discussed. The content could be more specific and more in depth.
22M11	Can't answer since I haven't had any since FHP 3 years ago

#### Q16. Your specific CEC needs

Code	a). Describe your typical clients
29F10	New to gym or extremely experienced and plateaued
46F05	40 – 60 year old females
50F03	Middle age people mostly women, special populations
41F07	Volunteer with rehab clients – brain injuries, illnesses, strokes, Alzheimer's patients, spinal injuries.
49F02	Female clients 30 – 50 years old, who typically are beginners and want to lose weight
32M10	Between the age of 40 – 50, weight loss and build muscle
25M09	Beginner late 30's+, overweight, out of shape, tired
22F11	Beginners who want some exercises to try at the gym/machine orientation. Women in their late 40's who would like some specific exercises for getting back into shape.
22M05	I typically work with beginner clients who need instruction for the "basics". How to work out safely and effectively to achieve their goals, usually weight loss.
20M04	Beginners with no experience wishing to lose weight or more commonly to increase muscle mass and tone
24F04	General populations, often elderly with specific health problems such as arthritis or stroke victim.
24M05	Moderate everyday people soon to be either police officers or professional bodybuilders.
22F01	Young, inexperienced females
21F03	None as of yet.
22F12	Typical clients for more than one session are older adult population looking to



	gain overall fitness and lose weight. Student clients who are new to working out or need guidance in the gym and making programs.
22F05	Women with young children, wanting to lose weight.
28F03	People in need of general fitness/weight loss programs
28M08	Mostly adults, lately it has been mostly adults with physical disabilities. Also work with athletes aged 15 – 25.
22F08	I typically work with women any where from 20 years old to seniors. Most simple want to lose weight or improve health. Nothing overly exciting.
21F09	University age, typically female, however I would work with males as well
31M12	Older adults fitness, elite hockey players – rehab & conditioning
21F01	So far tend to be beginners who are looking to lose some weight & become/gain more energy
22M11	Beginners, weight loss
23F07	General fitness – all clients (usually older males & females)
21M12	Only have had one at the moment. Male approximately 40

<b>Code</b>	<b>How prepared are you for this constituency?</b>
29F10	Need more for in depth clients
46F05	Well
50F03	Well prepared
41F07	Getting more prepared
49F02	I think I have a good understanding of this client and realise the challenges in behaviour change
25M09	Very
22F11	I worked at the Running Room Inc. as well so I feel that I have experience with these demographics
22M05	I feel very well prepared because my training has covered these issues and my experience with such clients helps me to understand what they are looking for and how to help them most effectively.
20M04	Very prepared
24F04	University courses prepared me for this but the certification courses were not that in depth to cover such specific needs
24M05	Extremely well prepared.
22F01	Very prepared
22F12	I feel that I am mostly prepared – it is when clientele got more specific training needs/goals that I feel as though I should have more knowledge.
22F05	I feel that I have enough knowledge to satisfy their needs
28F03	Very prepared.
28M08	Well prepared on a case-by-case basis.
22F08	I'm very prepared and feel I am qualified to work with more demanding clients.
31M12	I feel well prepared to work in this capacity given past experience (academic & professional)
21F01	Prepared enough based on my own previous knowledge of training myself along with the info. I have learned from Can-Fit-Pro

22M11	Very, through experience & knowledge
23F07	Very
21M12	Well prepared average client looking for some strength gains but mostly weight loss

<b>Code</b>	<b>b). Describe your challenging clients</b>
29F10	Either, don't want to push themselves or try new things. Some seem to have been in fitness longer than I have!
46F05	Moody, unmotivated
50F03	People who continue participation in physical activities that their Doctor says they shouldn't. Then they want me to train them.
41F07	Clients trying to regain use of physical capacity
49F02	Coming to the gym post rehab and have chronic pain conditions, keeping them motivated and compliant
25M09	Lazy
22F11	Individuals who ask for your help, but do not participate in the training session
22M05	My challenging clients consist of injuries. People trying to rehabilitate a back injury, I feel, are above my level of qualification
20M04	Those with history of injury
24F04	Stroke victims that only have use of one side of body, clients in wheelchairs or scooters.
24M05	The one's who believe I can teach them everything about working out and training in one session.
22F01	Men that think they already know everything
22F12	I don't have enough experience with clients to have any challenging ones.
22F05	The challenging clients are those that aren't motivated (want to put in the time but not the effort). Clients with specific needs are also more challenging (i.e. recovering from injury, have special conditions)
28F03	Clients that are not willing to make some specific changes to their lifestyle for example diet or time commitment/variety of exercise.
28M08	Inconsistent goals with their level of commitment
22F08	People who just don't really want to do any work to gain the results. Women who just don't want to sweat or feel any tired muscles.
21F09	I find it challenging when a client has very defined goals which will be difficult to obtain or clients who do not want to focus on all areas of fitness.
21F01	Have not worked with enough clients yet.
22M11	Athletes in a sport I'm not too knowledgeable about
23F07	Clients with injuries
21M12	N/A

<b>Code</b>	<b>c). If you could request CEC specific to your own practice what type of workshops/educational experience would they be?</b>
29F10	Training the Trainer!

	Plyometrics Medicine & Ball work (safely)
46F05	Circuit training programs – age related
50F03	Food management, proper nutrition
41F07	Rehab exercise programs
25M09	Training course for trainers, how to improve a trainers workout
22F11	Stability ball workshop, Medicine ball workshop
22M05	I would be interested in learning more about periodization for different programs and goals. Perhaps some more information on nutrition in achieving particular goals (weight loss, mass gain)
20M04	Sport specific CEC
24F04	Specific to working with elderly clients as baby boomer population is aging.
24M05	More sports specific or occupation specific.
22F01	Functional Training and adjusting training for the elderly.
21F03	Working with sport specific athletes.
22F12	Sport specific (athlete related), older populations, motivation and getting clients to stick to the program.
22F05	Workshops tailored to specific populations (i.e. injuries, new mothers) would be helpful.
28F03	Communication skills for general clients would be helpful. According to my interest and some clientele, sport/niche specific such as golf, pregnant clients and bridal programs would be ideal.
28M08	PT programming for BUSY people.
22F08	Person's wishing to train for a specific sport, event or skill.
31M12	Sport specific training; Injury rehabilitation – sport specific
21F01	Maybe courses on muscular imbalances, as well as the importance of nutrition in regards to training.
22M11	Sport specific training, core training
23F07	Working basic fitness principles into injured clients (alternative methods &/or rehab exercises)
21M12	Sports specific training, including plyometrics and power lifting. Focusing on more indepth movements and broaden possible athletic client range.

**Male Focus Group – October 1, 2007**  
**Transcribed verbatim**

Laughing [possible nervous] during explanation of focus group procedures. Glancing at camera and then at focus group conductor. Participants touching face, shifting positions in chair, and nodding head in affirmation. Participant one first to speak.

Q1. What got you interested in personal training? Why be a personal trainer?

Part2 [coughing, touching face, focus shifts between Part1 and Focus group conductor]

Part1: [moves hands while speaking] Ah, for me, I basically it almost stemmed from not wanting to teach. In the end, I thought I wanted to be a teacher um and I was mostly interested in the sciences. Then after taking Maureen's class [looks directly at camera], actually 3P91, I actually realized that it there's a use for all that information finally, right? As oppose to storing it in the back of your head [points to head] not being able to teach it to grade three's or whatever so I've just been running with it since then [places left hand on chin]

Part1 [touches face, focus shifts between camera, Focus group conductor and Part2]

Part2: [moves hands while speaking] ah, I think for me it started with sports in grade...so what you would have been, grade 4, whenever they get you to play sports, starting from as early as I could. Grade 7 and 8 I started working out but I didn't really, it was all from magazines and everything so I didn't know what muscles fitness whatever. Ah, when I got to Grade 9 I started actually getting serious about football and wrestling and everything I needed to get in better shape so I started getting more into it and looking up more stuff on the internet. By the time I got here, I was like kay, I wanted to know exactly what I'm doing and get into it more seriously, I originally took the course for myself then I was like well then I saw the thing right in the book *The Zone hires personal trainers*, well, awesome I love all...and I've always had friends asking for advise anyways because I got into it so early at least now I could give them proper [smile, laughing] advise and that kind of thing so it kinda just worked out.

Q2. Biggest surprises so far, both positive and negative.

Part2 [coughing, touching face, focus shifts between Part1 and Focus group conductor, takes a drink] *\* same for rest of focus group unless otherwise noted.*

Part1. [moves hands while speaking]\* Ah, positive is, I would say just coming through university is that, realizing that, I do have a higher background knowledge than most personal trainers out there because I kinda didn't realize that a lot of people get it on the weekend and you don't actually need a phys-ed degree to be a personal trainer. Ah, the negative is, the pay is horrible, overall unless you find a government regulated job where the pay is going to be high or you start your own business then it's almost like you're hitting your dead end, so that's good.

Part1 [touches face, focus shifts between camera, Focus group conductor and Part2, takes a drink]\*

Part2. [moves hands while speaking]\* Ah for me, positives I think are, well pretty much everything about it so far, my whole experience so far has been good, the people I work with makes it them, I don't need to be start making money [points to Part1, Part1 nods head in affirmation] off it yet, this it's my part-time job at school it pays for more than enough um...and, an example, actually being able to give advice I know what I'm talking about it's it's just a personal kinda thing, it's good, I'm just happy to actually know it. Negative is the fact that I'm happy to actually know it but other people don't...well they just kinda of ignore it, even if they took under consideration it would be fine okay, whatever but wait a second, whatever and keep doing something their way, but wait a minute you're just going to hurt yourself [Part1 looks at watch]...just stop doing that kinda of thing...that sort of thing, that kinda of thing, that's negative but everything else is fine.

Q3. How would describe your typical client? (Age, gender)

Part2. [coughing] Ah, I think most of my clients so far have been males...um...I think most of them have been a little bit older than me...ah...or my age ish and...a pretty, a pretty even mix of ones who have worked out before [slices air with left hand] and ones that haven't [slices air with right hand, holds hands body width apart] or like the other day I had one who hadn't really worked out before but he was into all martial arts and everything so he was, he was, he was kinda, he was physical active already so he caught on easy and his technique was good all that kinda thing but yeah so generally a little bit older than me, male and both same experienced [points to left] and not experienced [points to right]

What about the goals of your clients? Have they had any specific goals?

Part2. Ah, most of them wanted to, whether experienced or not, were just ah toning [smiles] and I argue that Maureen said toning is not a word ah, most of them again

generally get back into shape or get into shape in the first place or whatever, just a yeah a basic work out

What was their time commitment like? (Everyday, once a month)

Part2. Ah, my one [holds up left index finger] 10 pack met every week the other ones [holds up left index and middle fingers] were all single sessions but I was actually impressed with all of them wanted to be at the gym at least 4 times a week ah...and like I didn't think, the re-training with only the one session but I still if they had any questions told them to email me or anything like that and they actually and I know at least for the first while when I was that they were going through, they were actually sticking to their 4 times a week goal which they had set for themselves, which I was very impressed [nods head in affirmation]...I wasn't expecting that...

No?

Part2. not that I didn't think they had it in them but I just assumed that people always, even I [points to self] [Part1 looks directly at Part2 smiling] do that, I say I'm going to go to the gym everyday and I...I went three times and I'm a trainer so I just kinda assumed that everyone else...you know but

Does the same thing?

Part2. Yeah, but they were really good about it

Participant 1, how would you describe your typical client?

Part1. Um, right now it's mostly just court officers maybe average age late 20's so, you know, like most of them are probably, have been an average fitness level or above fitness level back in say college or something like that but it's slowly dragging off some of them still play hockey and that, so I mean, and ah...I think the next question is about goals...most of them their goals are toning (air quotation marks) so like lose a little extra weight that they have put on, right, from partying and that and not doing cardio that properly so and just a little bit of strength overall weight loss I find most of my clients.

Do you find that, this is a judgmental question, when you look at them that most of them need to "tone"?

Part1. Yeah, enough of them I mean especially for them being ah special constables and that too and the if someone in court goes berserk you gotta have confidence in them being

able to control them at least so even with their muscle and cardio endurance isn't quite as important but for health factors yeah so but yeah so you can look at them and qualify stuff like that now I can and running fitness testing and that for the Ontario police I'm pretty good at judging where someone's fitness level is just by looking at them, sometimes I'm surprised obviously here and there but overall I get a good estimate.

What about you, Participant 2, with your clients?

Part2. Um, not...I mean they're not...ripped by any means or huge or anything like that but most of them haven't really...even the beginners had done either things, played pick up hockey [Points to Part1] or whatever they there was a...I won't actually see them and oh you had to go to the gym or something like, that if I just saw them walking by I would assume they might not work out but that they had been active so

The reason I asked, I was thinking about some of the female clients I had. When I look at them I don't think that they are at a serious health risk for anything I think that they look fine but they run up and want to "tone" I want to do this and that. So I didn't know if it was the same [both nod head in affirmation] sort of thing for those guys where, I know it's hard to tell what fat is underneath the skin, but they look okay but...

Part1. Overall, I think my expectations have gone down a little bit, like I think from what I use to think someone could do before by looking at them and their fitness standard [Points to the right] they perform a little less [Points to the left] then what I do now so it's...especially with the police testing and that too you think that this person is going to run through the course in no time but then they're right on the brink [hands close together, move them quickly up and down twice, right up left down] of almost failing a pretty basic test like for your fitness level so that's kinda of opened up my eyes as in...kinda bringing down my expectations for clients a lot of the time so I think that I've been overestimated a lot of the times overall so

Do you think that has to do with working at a university gym where everyone wants to be fit?

Part1. I think so, actually overall because with the phys-ed program being so big we're use to people that are in shape, lift a lot and consciously make an effort for the most part. Now, obviously getting into like courts and some older clients I have and that, its people that haven't been, basically like they would be, would have been at the university gym before and then just stop completing for four five [holds hands up] years so they kinda still look the same almost and that only a little more fat but still the fitness levels [shrugs] like the lungs and cardio just isn't there.

What are your clients' contingencies?

Part1. Um, not a lot overall, except just ah, well in my case with courts in Toronto and that there's they have to schedule their work schedules around them I mean so sometimes 6 o'clock in the morning downtown Toronto and that's it. Simple as that sometimes so but I mean that's not the individual's choice so I'm not sure how much that relates but

Part2. I had one client that was, I can't remember exactly, but it has to be this time and that was all they could do. Other than that they've been pretty easy, we might have had to kinda email back and forth couple of times to get a time, kay this doesn't work for me what about you, that doesn't work for you what about but once we got one they're pretty good ah at finding some time that worked it wasn't like they could only work in between these hours after work or any time after 6 o'clock at night or anytime it just wasn't this hour, anytime before 12 noon or something like that, so it's been pretty good [coughing]

Q4. Do you have any clients you consider to be difficult and what are their characteristics?

Part1. [holding drink, gestures with free hand first then with hand holding drink] Um, I say mostly accident victims ah just because there are so many muscular imbalances too unless you're right on top of it it's kinda you always have to go back and reference sort of um and just a lack of body awareness I would say sometimes is associated with people who have been in accidents like that um like my one client that was in a motorcycle accident [puts drink down] broken his scapula and all that so basically the one entire side of their body is imbalanced and so even things like doing the hamstring ball curl, are feeling it in their quads [shrugs, hands up, palms face ceiling] because they have had that lack of control of their muscles so it's almost like your antagonist is taking over more then the muscle that should be working so I'd say that is the most difficult in trying to making them actually use the correct muscles

Part2. [Looks at Focus group conductor, Part1, Focus group conductor] Mine was probably just a beginner, ah, he probably could have done the workout he was doing in an hour it took him two because his 30 second breaks were almost minute and a half breaks or he would talk for awhile. So when I was working out with him, we could, I would, I would have to push him and it would be, you know, an hour and twenty minutes or something like that. But I know I'd see him when I was just working at the gym and I'd see him come in and two hours later he'd just be finishing up so just take time no actually difficult [pointing at participant 1]



What would he talk about during his breaks?

Part2. Anything. Anything. He was...at the shoulder press machine he was just so comfortable sitting there he'd talk about the clouds that were in the sky. It was just, it was just procrastinating like you won't believe [laughing]

Part1. I had some clients like that back in the Zone too.

Oh, yeah

Part1. This wanted to be...I had one guy who wanted to be ripped almost half body builder type guy right and then it's just chatting away about nothing I mean I don't know he wants to be Doctor in the Dominican or whatever anything but (laughing)...

Doctor in the Dominican?

Part1. Yeah, it's was crazy, you know, anything but doing, getting the work out in the hour time slot

What has your experience been with people who cancel?

Part2. Well see, I've played email tag with a lot of people there's only been...one person that, I've actually never had an actual cancellation, it's only been...one, ah just the other day actually, where I showed up and he wasn't there but I only sent, because we were playing email tag, he didn't check his email the one day, so I emailed [air typing] him saying I'll be here at this time if you're there if not we'll do it the next day, and I checked my email at night he emailed me...it was about when I got home from waiting for him, so I waited about 15 20 minutes whatever, and he emailed [air typing] me about that time saying he just got my message, I just got home now, ah sorry I'll be there tomorrow kinda thing. I've never had any cancellations, never, that's the only misunderstanding I think just to be on the safe side I do that for the most part I play enough tag to we get it right the first time, just kidding.

Part1. [holding drink]\* I've found a bit of the same, ah, it was more likely to be with the students like when I was working at The Zone, more likely to get someone to just not show up or show up a half an hour late

Part2. That happened a few times, or something, the one guy

Part1. [smile] Yeah, I know [laughing] he was famous for that, so I mean, but I just charged him for it, in the end [laughing] I got pissed off

You were able to get away with that? This summer, I had one and I kept asking the Manager and he said that I couldn't. I got mad.

Part1. Er, no, [smile] he said I could, it was, yeah it was fine like after ah, it was he knew after awhile um, Participant 1 is here waiting for clients and no one is showing up so, you know, after like the fourth time it was retroactive charging [laughing]

Have you guys had any female clients?

[Both nod head in affirmative]

Did you see any differences between male clients and females clients?

[Both nod head in affirmative]

What were those differences?

Part1. I'd say that women want to work harder.

Part2. Yeah [nod head in affirmative, smile]

Part1. Around men, overall...I think ah men just don't quite get it overall um...just...something about I've heard lots of theories about the opposite sex trainer will usually get better results too, just because, even if you're not consciously thinking of it you're trying to impress the opposite sex by working that little bit harder too so, I've, I've kinda seen that in my female clients just, not that they're wanting to impress me right out, but I mean but it's just always subconsciously there as oppose if there was another trainer who almost looked just like them

Part2. I definitely agree with him that females tend to work harder, ah, and the only thing I noticed other than, I never really knew why but ah...I had it but lost it, give me a second...ah...it was almost as if they were...guys tend to, even though they are taking my advice and everything they tend to be like oh okay, yeah, whatever, okay I see, whereas girls almost seem more like...they weren't as confident as the guys in the first place so they kinda took it for what I said and, you know, double checked that they were doing it right and that sort of thing where guys are like oh okay hi my buddy does it this way and I was wondering about this, girls, females just took it, for what I said...

Part1. Yeah, it's almost like, blank slate when they come in...

Part2. Yeah

Part1. ...sometimes, no predispositions so they'll take everything you say for granted where guys I mean they always...they have expectations to be bench pressing 300 lbs because they see everyone else in the gym, right, females, they...they don't care what they're lifting they want to be toned [air quotes]...

Part2. Yeah

Part1. in the end, so they have ...amount of weights and all that doesn't matter at all they want to be less weights if anything but somehow get toned, right, so with guys they just always got something to work for there's always super lifters that will put in the gym that can lift so much weight, right so they kinda want to do what they're doing to get there so it's a little bit harder in that sense

Part2. Yeah (nodding head in affirmative)

Do you use different strategies when training with your regular clients than with your difficult clients?

Part1. um, it just depends like after awhile, a bit more...like you just, you know longer breaks and things like that, you just have to ask more questions too, as oppose to fitting more exercises in, so it's a...the whole talking thing too sometimes just to kinda education, I think, the injured ones too a little bit more so than people lets say your general client who is injury free just there to get in better shaped as oppose to rehabilitation [point left] than better shape [point right]

Part2. Ah, I was...not really...I didn't...kinda shrug the off topic of talking but...he'd actually when I'd have a watch saying okay...because I'd explained to him in the beginning that a...you a...so much rest time, then doing a set, then so much rest time that kinda thing so I just kinda change it afterwards you know what, you're doing awesome with the weights so far, so now we're going to see if, ah, you know...we're going to do exactly that kinda, make it sound like, even though it's properly would be to do that and get less rest time I'd just made it sound like it was just that more important that we did that so and then, he didn't take offence to that...he just, he just kept talking as he worked out and wait till the next break or whatever, I don't think that he couldn't not talk as he

worked out but ah, yeah [smile] it was basically just that, just a kinda...just, keep, keep an eye on the time and say okay your next set we'll catch up in a second, kinda thing

Part1. Yeah or sometimes even ending a session early, and alright time for stretching, right, let's do some PNF stretching or something like that instead, right, if they're, if you don't want them to feel like they're a failure, right, if you know, wait they can't do another exercise and it's only forty minutes into the session, right, you know, so than throw in something else that they can do which is stretching or something like that, so at least they don't feel like they didn't make it to the end and they still feel like got value out of the session too

Have you noticed anything that other trainers do that you would like to incorporate into your training? Or things they do that you would avoid?

Part1. Um, just some people are good with clients too, like I mean there are a couple are good interaction, right, I mean there's nothing...you know...spectacular, spectacular exercises that I haven't usually that are going on, right, you're not, no one is training professional athletes [rolls eyes] in The Zone, really so um, but on the other side, I mean, not much bad either like I haven't really seen exercises, that I've been like oh they really shouldn't be doing that I mean some people just take them through the basics things and don't really do much thinking and deviating from a normal program but I mean I don't know the client so I can't really say that right, that maybe that's what they need

Part2. See I find I'm kinda like that [points to Part1] I find I think because I said a lot of mine were either starting off basic or just getting back into it and want to start off basic again I feel like I always [points to Part1] kinda seem to give them a pretty basic program and I would give, I like the other day I had the guy who was into martial arts and everything for him I could do more for which I kinda enjoy, but yeah I wish I could more advance programs [points to Part1] which I guess really is what the other trainers, something other trainers do that...it's not really in my control but, you know, but like I said I wish it is something I could do but other than that, ah, other trainers experience I just like to watch them like participant 1, said seeing how they interact or just how they deal with them and everything and checking with them afterwards to see what kinda things, for just new exercises, new routines, or something that I hadn't really thought [points to head] of or something like that and um, things I don't like is more...like little modifications on exercises that we learn and stuff through actual training principles and that kinda of thing, modifications that...there...I just, there was one the other day that...I couldn't, I couldn't get over it [smile] it was...just adding a jump into a perfectly fine exercise for someone who is just starting, and I've seen it done with a jump I don't think it makes any difference I was talking with the other trainers, we don't think it makes any

difference in the exercise at all but they were just learning the technique anyway it would have been easier to let them learn the basic instead of trying to get them to jump, instead he of kinda ah, they stayed there and worked on it but they didn't really get any better at because it was just too much to take away and...keep simple and just tell them exactly what we learned and don't do your own modifications, don't or, you know, at least not until they know what they are doing

Part1. Like having someone do a squat right to the floor or something instead of going to 90, you know start

Part2. That's what it [points at Part1] that's basically what it was only with a jump instead of a...

Part1. Oh, [laughing]

Part2. They started doing a jump after a squat, [Part1 adjusts sitting position] kay, like, fine, but even then, within their landing forget the knees pass the toes or anything like that they're landing straight down [does squat motion, stomps feet] on top of their, like on top of everything it's just, I don't know, I wish they would have kept it simple. I went over and told him afterwards...

Part1. Interrupted [laughing]

Part2. Well, I went over afterwards and said you know what, that way what I wanted to say if you just workout now [Part 1 nodding head in affirmation] you know, but I also didn't want to step on anyone's toes going yeah sure, you know, so [coughing]

Part1. You don't want to put someone down, like a trainer in the middle of a session, like hey you don't know you're doing. [laughing, pointing] guess what you just wasted your money [adjusts seated position, crosses right leg so right ankle resting on left quad, holds right ankle with left hand, right hand holds drink]\*

Part2. This was just people asking for help, it wasn't an actual training session I didn't realize that so [laughing]

Part1. ah, okay [laughing]

Part2. but I mean I wouldn't want their coach training me [laughing]

Everyone laughing

Is there anything you would like to tell me about your clients or something extra you had to do?

Part1. Like, for a specific client?

Yeah, or a situation.

Part1. I don't, I don't think for any clients specific, I mean I continuously learn more and that so but I wouldn't have had that client before, say like before I got my strength and conditioning expert, right I won't really be taking on any athletes per say like maybe someone who wants a general program but not one to be performing at the highest level, right so but no I can't think of anywhere I've had to actively go and find out about a problem

Part2. I never really had to go like [cough] find out about a problem or anything like that I'm trying to make sense of like ah the one time I said we meet at this time and whatever and something came up and I only had a half an hour and it came up like an hour before the session so I kinda went and said you know what I only have a half an hour today so instead of cancelling I'll work with you here and we'll just throw on an extra session at the end and obviously you're not going to have to pay for it that kinda thing [cough] um that and and I still remember my very first client, I anyways, I, emailed [air typing] I'd email him three times after oh remember this and this and try to check back in because and just kinda just like now I've got the hang of it make sure to say this before hand and I'll follow up email to see how things are going kinda what to have and everything now I'm kinda all over the place, but, I mean, he's still, I still see him at the gym he's obviously still so I mean it worked just now I know what to do one email instead of five from your trainer, like...

Have you worked with elderly clients?

Part2. Um...not, not actually training them, a couple, the odd people at the gym that kinda ask me a question or something but not a, not really, not an actually client

Part1. Yep

Have you done anything differently with them than your regular clients?

Part1. um, just well it, it depends on what your setting is whether it's in a home and I know I've had to really scale back [Part2 points at Part1] some exercise especially since a

lot with your own body weight and that too and...again usually overestimating them a little bit but for some reason they seem more flexible, the elderly, like as I guess with a little bit muscle loss, right, a little less give in some of the joints and that like my one client who's like 65 [looks at camera] is the most flexible male I know besides me [Part2 smiles] I think so, I don't know how but he's still got some tight muscle groups and that but some of them like he has no joint there almost [laughing]

Do you find they want to work harder?

Part1. no I think, I think they want to work more on proper I say if anything, they take the time ah to make their own notes and that too especially if it is a client that's not going to be doing 100 sessions with me over a whole year or something like that right, they want maybe a couple months worth then they want to stick with that program so that kinda take it a little slower, make their notes about things, ask questions, open to trying it more, as oppose going straight for the workout type thing

Is there anything you guys want to tell me?

Part2. Going off his [points at Part1] I don't have any elderly, elderly experience I've never actually trained elderly, like you know like relative stuff like that which isn't really elderly 50 ish

Moms and dads

Part2. Yeah [cough] but going off that I realized what he said, definitely scaling back workouts and stuff ah and I find they're really, so far the ones I've trained, really into it, really want to go but dies down like nothing because all of a sudden they get the job and the kids and everything and they're strong for like 2 weeks every like every time they said they were going to do it they did it but they miss one they miss two and come back to me in a month saying okay you have to give me another one because that last one didn't work, so yeah [laughing]

Moms – the group I would classify as moms they ask the most questions out of any group I've trained.

Part1. Use to interrogating teachers for their kids (laughing) I don't know, I'm going to think about that the next time someone asks a lot of questions during a training session, you must be a mom.

Super fit yoga/pilates instructor, what do you do?

Part1. That's when you get the stability balls out

Part2. Yeah

Part1. Super core workouts

Part2. That's when you get a line of stability balls out, jump from one to the other instead, keep your balance on there

[...]

Part1. Speaking of training family [looks at Part2] they, they don't believe that you know that, enough about it because they're getting it for free, never train anyone for free [laughing, Part2 looks at Part1 laughing] charge \$100 an hour they're not going to question you

Part2. This guy must be an expert [laughing] that's something my mom is good at, she doesn't actually asks that many questions, maybe because she's my mom I don't know but or I don't notice it because she think about it later and ask me next time on the phone or something like that, she always really good actually...oh okay that's good and actually going with it

Part1. My dad does yoga now, and he'll come back and here's a new move I got, well try it this way now, well in yoga we do it this way or that and it's like oh [shakes head, shrugs and rolls eyes] can't bridge that gap

Part2. I think my dad got scared of anything we all go to show him now because when me and Eric were still wrestling in high school, dad come here we gotta show you something and then or like Karate or whatever, dad come here no come here I got something else to show you so now when it comes to working out he's like no no you guys can't show me anything, show it on your brother [laughing] even if it's something good



**Female Focus Group – October 25, 2007**  
**Transcribed verbatim**

Focused on the focus group conductor while explaining focus group procedures.  
Participant 1 first to speak.

Q1. What got you interested in personal training?

Part1. [gestures with hands while speaking, focus shifts from Part2 and Focus group conductor]\* *Same for rest of focus group unless otherwise noted.* I love fitness!  
[laughing] actually there are a couple of reasons the first is kinda shallow but, don't judge me on it, is I knew that if I didn't work at a gym facility I really wouldn't go to the gym  
[laughing, Part2 nods head in affirmation] so that is the first one and second one is obviously, I want to help people achieve specific goals, about their weight and their fitness level, and nutrition and everything like that

[Part1 looks at Part2, Part2 looks at Focus group conductor]

Part2. The honest answer [makes a face]

The honest answer

Part2. My mom signed me up for the course and told me I was doing it [laughing]

Part1. Yours is better then mine [laughing]

Part2. Okay [rolls eye, laughing]

When did she sign you up?

Part2. Um, after first year

After first year?

Part2. She told me I needed a job and this fit into phys-ed and that's what I was doing and I said okay, sounds like fun

Part1. What does your mom do?

Part2. Um, she a resources consultant

Part1. sorry [directed towards Focus group conductor]

That's okay

Part1. A which consultant?

Part2. A resources consultant

Part1. Oh, does she work here or...

Part2. Nope [shake head]

Part1. oh, That's a cool mom

Part2. She signed me up for that and the fitness course at the same time

Q2. What has been the biggest, positive, surprise so far?

Part1. The biggest positive surprise, er, I don't know, I mean, when I worked at Good Life, I was involved with a program, they have a fat loss program it's a 6 week program where people have a specific diet plan, specific exercises that they are given and I think seeing people lose the 11 to 15 lbs in the 6 weeks is and seeing a huge change in their confidence levels and the way they look at their life and their lifestyle changes and choices from that moment on I think that is the biggest surprise is just how, it affects people, so hugely

Part2. [Gestures with hands while speaking] Yeah, I agree with that, like the feedback coming back to you, after the fact too, like that, that's not expected...

Part1. Actually, you know, I have to change that a little bit I think my biggest surprise is when I left Good Life and people won't take on any other trainers, and they tell me they'll follow me wherever I go, that was the biggest surprise, I'm like you really do like me that much, that's so cool

Part2. Yeah...

What has been the biggest, negative surprise since you've been personal training?

Part1. It's facility, I'm not supposed to name names, so one of the facility that I worked in [laughing] was geared more towards financial than personal, like it wasn't about the client it was about the sale and I think that was the most negative environment I've been in since I've started training is being told that you don't meet your sales quota, you, you know, don't, I was going to have to sign a 3 month revenue agreement stating, and this after I worked there for almost a year, stating if I didn't meet my sales quotas in an average of 80% over 3 months and my job was on the line

Oh, so you worked on commission?

Part1. Well, I got my hourly wage, when I was training and then you did get commission for the sales that you were making you but I had to sell \$3 250 in personal training a month

\$3 250?

Part1. In personal training, every month

How much did a personal training session cost?

Part1. At that time, my, to train with me if you were buying just a single session cost \$60, well \$59 and then it would go down to \$53 if you bought 20 or more sessions

Wow

Part1. That's a lot of money to try and sell in a month [laughing] no, you know, like you're already busy with your clients for most of the day you don't get paid for trying to get people to come into the office and have that consultation with you and if you didn't make the sale you didn't get paid for the that, so, you, it was a lot of extra hours [Part2 makes a faces] that you weren't necessarily getting anything for...

That would suck

Part1. Yeah, it did I left there it's alright

Part2. I don't know that there's been negatives

No, no negatives?

Part2. No...

Part1. there's no not negatives with my job itself like

But that aspect was negative

Part1. Yeah, it kinda put a like a shadow on the training itself, you know what I mean, it is about the people so the new facility that I work at, not naming any names [laughing], focuses more on the people and not the sales like I'm not even allowed to sell myself I'm not allowed to go up and say hey are you interested so I've gone from one spectrum to the complete opposite spectrum, crazy

Part2. I, also, haven't worked any where else so I don't have anything to compare it too, to know if something has really been that negative

Part1. Do you guys still have the same facility manager?

Yes, we do still have the same facility manager

Q3. How would you describe your typical client? (age, gender)

Part1. Typical client 30 – 50 years old, female, ah, never exercised before coming to the gym for the first time, unsure, ah, usually working any where from 9 to noon in the morning and then coming back and then working evenings, ah, a little in the afternoons...what other things were there? Age, demographic...

Goals?

Part1. Always weight loss, majority, I mean I've trained other people but this what the biggest chunk of people that I have trained in

Any contingencies?

Part1. You mean how firm are they about specific things?

Yes.

Part1. um, well the majority, if you are flexible with them, they tend, I find, to be flexible back [Part2 nods head in affirmation] so, I mean, if I say yes, you know, I would prefer you give me 24 hours cancellation I really would so I can set my day around it if you wake up and your appointment is at 9 and you're sick or your child is sick or your car

won't start obviously I understand and just I think just putting it out there that there is that flexibility there, I haven't had too many people be that, that retentive [laughing] about um, but they do want their specific time like once somebody has that time, they don't want me to be like oh you've filled that 9 o'clock spot I thought that I was your 9 o'clock like once somebody starts training it's like you are every Monday at 9 period

Are there any other demands they have?

Part1. that I don't sit down, that I don't chew gum [laughing]

Um, do they want you to workout with them?

Part1. Well, I have, like, because I've done so many different kinds of programs but if I'm doing a cardio program where agility and and plyometrics is involved then I tend to shadow them a little bit and show them the technique that I want them to do there is a little bit of involvement, some people do, definitely like it when you're mirroring them so they're watching your exact technique and some people would rather that you just 100% focus on what they are doing what their muscle contraction looks like, their speed, their breath all that stuff so I find it can go either way most people really want to see me in pain though, they find it fun...

Part2. They like that [nods head in affirmation]

Part1. They do like that

Part2. They like that...Um, they are either 30 to like older, women wanting to lose weight, or they're the first and second years who don't know how to use a gym and have decided that they are going to get in shape probably for vacation, Christmas or reading week

Do you find you get single sessions or 10 packs?

Part2. Um [looks away, pointing with right index finger three times and continues to gesture with finger while speaking] I'm even on both...but I don't know about the rest, like the other people at the same facility [rolls eyes], whether they would have more single sessions or not...I think it is just the way, the people that I've agree to do I slightly more selective, I think than most people in terms of who I'll be willingly to take on because of my schedule

Any contingencies with your clients?

Part2. Ah, nope, usually I don't take on those ones because my schedule doesn't allow it [laughing]. Usually, if the manager says that there's contingencies I usually don't [shakes head] take them on as clients 'cuz I know that my schedule doesn't allow for me to meet every single Monday, Wednesday, Friday at 9 am with them so they kinda have to be flexible.

With your fitness classes, do you find that you have the same type of clients as you do with your personal training clients?

Part2. Nope. [Part1 shakes head]

How would you describe your fitness class people?

Part2. [Bobs head right to left and gestures while speaking] Fitness classes, are either super in shape people if you do it at noon, it's going to be all the, it will be your 30 – 40 year old women who will use the same set of hand weights, and like to workout to the same CD and they want the same routine 5 days a week they come in they socialize they lift their one pound weights they smile they drink their water they say have a good day and off they go back to work. If you teach any of the other classes, it the students all female no males ever, they're co-ed but no males unless you drag a boyfriend some of some of the instructors will drag a boyfriend an then they'll be made to suffer but other then that

Part1. What classes do you teach?

Part2. Um, what classes are offered or what ones I teach?

Part1. What classes do you specifically teach?

Part2. Um, ball, muscle, like ah anything of muscle classes...

Part1. So none of the cardio classes?

Part2. No I don't like cardio that much

Participant 1, do you still teach spin and fitness classes?

Part1. yep, step, athletic hour and cycle fit [with air quotes, laughing, Part2 smiles] because we don't use that term at the facility that I'm currently working in we don't say spin we say cycle fit, it's the same idea

Is that to make it more inclusive?

Part1. Ah, to make it more like every class at that facility has its own name, but the first facility that I worked at which was an all women's which explains why most of my clientele was women um, theirs had specific names too, like so I mean, every facility that I've wanted to have their own kinda recognized fitness classes, that if you were to say oh, I did a cycle fit class outside of that facility they go oh so you workout here, but I can tell you a lot of things about my cardio classes. My cardio classes have hard core cardio people that don't necessarily believe that lifting a weight is on their list of things they need to do...they are more cardio driven people [Part2 nods head in affirmation] then they are resistance people but um in my athletic hour class I force them [laughing] to full body like, full major muscles group work every single athletic hour I teach

Do find it is mostly female?

Part1. I have a regular, in my step class, one [holds left index finger up] gentleman who comes in every single class I have in my athletic hour a different gentleman, but just one gentleman who comes in, when I used to teach at the same facility like four years ago I had a couple in my 6:30 am class there were two they came so I get a little bit of both I mean there could be 29 women but always at least one gentleman in my class. But, in my cycle fit class I have well still more women but at least three men

Part2. It could be a little different too because it's targeted more like fitness classes here, I mean, like would attach a different stigma too they maybe more likely to go out and do it in a gym, outside of a university, whereas like their buddies are going to be playing basketball down in the gym and can look up in the fitness studio and like

Part1. I don't get young men, in my step and athletic hour, I get 40 year old men

The same age range as the women.

Part1. Yep, like I get young women but I don't get young men, in the step and athletic hour I get all ages in my cycle fit class but in that regard no I don't get any young men [Part2 shakes head] who's friends might see them doing it

Have you taught any yoga or pilates classes?

[Both shake head negative]

Part1. I want too

Are you thinking about getting certified?

Part1. Oh, yeah, oh bring it on, every certification I can get, I'm in the nutrition and wellness certification right now through can-fit-pro...

How do you like it?

Part1. I like it, it is so broad I mean ikes, I mean I like the nutrition part I like the physical but the wellness I don't feel like I have enough understanding of the wellness like aspect of life where I'm like wow I'm gotta go and get acupuncture now [laughing] and I'm going to go get like all rakai [laughing] and I gotta get all this stuff done so that when it comes time to when someone wants to ask me questions I gotta go and do all research, I have my theory this Monday night and then I gotta come up with my practical, and their practical is crazy

What do you have to do for their practical?

Part1. For their practical, there's like, each different component like your physical activity, your nutrition and your wellness, you have to fill out a sheet, and the sheet would say, you know, how you have rate yourself on a scale from 1 to 4 1 being I don't, 2 being kinda, 3 being I do a little bit, 4 being I absolutely do. So if, on the nutrition one lets say do you think you eat enough...

Is it through CPFLA?

Part2. No, it's Can-fit-pro

Part1. And so you, everybody, writes what they think and then it's scored and then I assess it and then I have to look at which group of things seem to be, each like question goes into a different group so carbohydrates or something this and this is a carbohydrate these questions are, you know, your protein these are, you know what I mean your fats so I look at this and I score them I see where most of the bad answers which group they fall into to and then I say okay well the first thing I would like you to work on would be I see that you don't eat enough carbohydrates in terms of your fruit and vegetables so, you



know, I list three things that will be worked on I focus in on one we work on that one I write out a page and half thing per each, so that's your nutrition, wellness and then

Wow, that's in depth

Part1. Oh my goodness, I'm like ah, I'm not panicking at all oh my gosh ask your supervisor what I was like when I did my practical for my CPTN I'm sure he remembers me quite vividly

I was in the gym

Part1. I was like a spazz oh my god I get quite nervous

Part2. That's okay

Q4. How would you describe your difficult clients?

Part1. [makes a face] I'm not doing that. What do you mean you're not doing that, I I just don't like doing lunges but I'm your trainer you're paying me to help you get the best, you know, condition I can possible give you well I'm just telling you I'm not doing lunges, okay [laughing] let's do squats, well I don't do squats, oh, okay then...when you're ready to be trained [laughing, Part2 smiles] you let me know, yeah I had one client, she was like I don't like that I don't want to do this

Was she in the same age range has your typical clients?

Part1. No, she was in her 20's...but she was a 3 times a week Monday, Wednesday, Friday, without fail she came never was happy and that's one of the reasons why I like my job because you're always surrounded with happy people, positive environment you go to work you're happy you leave work you're happy, you know what I mean, this person I dreaded training them, last client of the day Monday, Wednesday, Friday because they were so negative

Weird, neat but weird

Part1. No not neat [everyone laughing], because as a trainer you're like, oh let me just change your program, again, you know what I mean

How often did you have to change her program?

Part1. Like every 8 weeks

Part2. I have happy people I never had anyone tell me they don't like to do something

Part1. ah, you're so lucky

How about not during a training session, just when you're trying to help someone?

Part1. I don't

Part2. I do

Part1. I cringe, um, and then when I worked at my first facility I always did at the new facility I work in there's a lot of, woo, meatheads and I'm not going to go up to them and go like hey you're using all momentum eh way to hit your muscle not [laughing] I mean like [Part2 nods head in affirmation], I'm not going to do that, they're like, they're very set in their ways I do correct people who are approachable, you can tell who's approachable and who's not approachable, but I don't

Part2. Usually I make fun of them first, when the big meatheads are doing it wrong [laughing] then I'll go help them, don't let Ian see this [laughing]...then we but if they just keep doing it [makes a face]

What is their reaction, usually?

Part2. Usually, the older ladies love it

Part1. Yeah

Part2. The younger girls love it, the younger guys who actually want to learn will be responsive, the ones who know more then you do and want to do a lat pulldown that will separate and define their chest [rolls eyes]...he doesn't, I told him that he did a lat pulldown that did his chest, the burn was in his chest, okay so it depends on who it is

Part1. I don't, I don't know because I worked with mostly women since I got my certification and still like that whole men are just are not, oh don't get me wrong the first time I started at my new facility I was like men hehe oh I can't wait [laughing] but I don't really feel confident going up to them yet I've just started to workout with my boyfriend

last night and I think that will help build my confidence to the opposite sex, he's very difficult so if I can master him I can master anyone, that's right

Part2. Oh, clients, too older men like 40+, 35+ they're popular ones

Part1. I did cardiac rehab at the Y, the facility that I currently work at...older population of about 60 – 80 as well

Did you have to work under the supervision of anyone?

Part1. Yes, there is a register nurse and there is the gentleman who is in fact the like the guy who is in charge of all their charts, their stress tests, the results from their dietitian and all that kinda stuff

More of a team...

Part1. I just represent the YMCA in that partnership and I help set them all up into their machines and I keep them in great company while they're working out, pass the time they all call me over to talk to me for their 10 minutes on their machine, they like that

Q5. What are the strategies you used when dealing with your difficult clients?

Part1. How have I handling them? Um, I make it my own personal goal to change their mood by the time they are done that session [Both smile] so they are finally smiling and have nice things to say to people by the time they're done [laughing], my own personal goal with them and to keep them satisfied I mean that's as a trainer that's what you want to do and that's I aim to do

One example where you tried to changes their mood.

Part1. Well, like when they're warming up and you walk over and you say how are you today and they go meh, I'm having a horrible day mrrmrr, I'll be like you know [smile], I hear if you smile it will trick everyone into thinking you're happy, eh, you know [laughing], I'll just, like I'm a ridiculous person by nature so I try to pull that out a little bit too [Part2 nods head in affirmation], just make them think oh my god I have no choice but to laugh at her, it should be fun, exercise should be fun

Part2. [Bobs head right to left while speaking] Oh, I tell them that if I can do they have to do it too, that I wouldn't give them anything to do in their program that I couldn't myself not necessarily in terms of amount of weight like if I'm going to make them do 10 laps of

walking lunges then I should be able to do 10 laps of walking lunges with a weight that's appropriate for me

Part1. Oh heck, I trained one girl, she was so incredibly fit she was the most challenging I ever had in terms of coming up with really good programs for her because she was further along than I was but I had a lot of set backs, like I haven't been able to train consistently for any great length of time...I had a car accident, in April, I was off all summer, wasn't allowed to lift a weight, until like maybe 8 weeks ago, yeah right after having back spasm with my daughter's pregnancy, like just everything but this woman was so incredibly fit [laughing] so for her I won't but able to say make her do what I do

Part2. [Bobs head right to left while speaking] But yeah, if I'm going to ask them to do, like step ups or something, than I should at least, do you know what I mean, like I'm not going to make them do something that I can't do at least attempt, like if I'm going to have them kneeling on a ball, then and they're looking at me like I'm losing my mind and then I'm going to add in weight to it, well then I should be able at least attempt to get on a ball because you know what I mean...and it seems

Part1. You have to show them the exercise first

Part2. Yeah, it seems to work fairly well at least the couple of times, like the lunges the one guy he didn't but...

Part1. I don't know a lot of people who like lunges [laughing] I love them, personally I

I tell people it's like broccoli...

Part1. I love broccoli too, oh my god [laughing]

It's just like broccoli, you don't like it but it's good for you

Q5 b) Do you find any differences in you strategies from your typical clients to your difficult clients?

Part1. [Part2 shakes head] I'm the same trainer, I mean, I mean, I can be a little more, like, I try to mirror their emotions their, how they do stuff, so if they're low key am I lower key, if they're high energy than I'm high energy that's the only differences between my training, within the clients

Part2. Yeah, I stay the same...not very much difference [Shakes head]

Any difference between older and younger clients?

Part1. Of course

And what would you say those differences are?

Part1. What their bodies are capable of doing and how quickly that they are capable of doing it, and well I can tell you the younger ones are more apt to because I do, I'm not a dietician, but I do, I give everybody a food journal, everybody because once they leave the facility doors I have no idea what they are doing so I just need the plans...what's the word...blueprint of the entire like scene, I need to know what they're eating so I know whether with what I'm training be able to attain the goals that they want, you know, I need to see the big picture or else 80% of the results is their diet, so I can only work with so much I need them to work with me

Part2. What was the question?

Differences between older and younger clients

Part2. Um...generally if they bought the sessions they are there because they want to be so in terms of that they are pretty much the same, different programs...yeah but not big differences...at least not the ones I've had

What about differences between females and males?

Part1. [Shrugs] I don't train males

Part2. [Bobs head right to left while speaking] Males kinda know what, males want, males tend to question me, the few males that I have training, not many but the few that I have had they tend to question, they want to know why, why, why, and how and if I'm sure and if there's something, there's, they want to see it on paper because me telling them isn't good enough, male clients. Female clients tend to, if I said, they tend to more accepting almost like they believe, not believe but they...they trust you more like male clients, and I don't know whether it's because I'm a female training them...but they tend to question

Part1. How do you know, you don't have my parts so [laughing]

Part2. Yeah, kinda of

Part1. Well, that's kinda what makes you...

Part2. Especially, in terms of weight training stuff, like the cardio stuff when I tell them they're like oh yeah okay and then oh we need too, no, why, really, are you sure, how do you know this

Who do find works harder during your sessions?

Part1. The 30 something's

Part2. oh yeah, by far, the older ones

Male or female?

Part2. um, I'd put them equal

Equal?

Part2. Yeah, equal

Do you find any differences with chatting? Comparing male and female clients.

Part2. Not the ones I've had...but then again I'm kinda chatty a person so I tend just to talk to them they could be a wall and I would sit there and talk to them...whether they really want too or not

You probably talk to your clients, as well.

Part1. Expect for when they're doing the actually contraction between sets I talk but when they are actually involved the exercise I tend to focus in okay...

Part2. Yeah...

Part1...you know, to the left to the right, do this do that, da da da, that's my talking but between sets I'm a mile a minute

Have you noticed anything complete difference with other trainers?

Part1. Oh yeah

Name one thing they do differently

Part1. Well, for me personally I like a basic strength training that I have set for my new clients that are one muscle group per exercise no compound exercises [Part2 nods head in affirmation] for my new client so they can really learn to focus on one specific muscle group at a time where like I would only do chest press on the bench say where as the first facility I worked at a women was hell bent and determined to make everyone doing chest press on the ball on their first, you know what I mean, time they were coming into the gym, I was thinking okay, way to put so much on their plate they have to focus on keeping their bum up, keeping their core tight, you know, all the stability factors plus the chest press, I mean, just personally that's just not the way I would going about doing it

Part2. Kinda the same way, kinda of...yeah more like, some of them are...all...

You can be as blunt as you want because no one else is going to see this

Part2. Some of them are really high intensity, in terms of, they are going to take the 20 year old and they're going to have him doing, you know, the same as whatever, superman boy over on the back corner he's doing, right, just cuz

Part1. Like a cookie cutter program?

Part2. Not necessarily cookie cutter, but just on the verge of the new and like the what's the new best exercise do this and he's got them hanging upside down from whatever machine doing...no

Part1. Lee's trying to think, who, at our facility is that person

Part2. Like sacrificing increasing weight for poor technique

Part1. Ah! That drives me nuts! sorry

Part2. [Bobs head right to left and gestures with hands while speaking] or like this is the way it is going to be where as I tend to be very flexible with program design so if someone comes in and they says I'm going to workout 3 times a week that's all I can do, 3 times a week that's it so you're not really going to workout 3 times a week, you're going to tell me you're working out 3 times a week so really, you're maybe going to get once or twice in so if three is what you're telling me you're going to get once or twice so am I going to divide up body parts, no you're getting one full body workout because if

you're doing it once at least you're doing it once like when you tell me oh I drank a few beers on the weekend, you didn't drink a few beers with your buddies you probably drank the whole weekend like you know what I mean, so if the program it's going to be flexible around them, like if they come in a tell me this is what they want then great, I'll work with no it may not be the exactly the way you should be properly be doing, you know, okay I can't do the exercises in this order because the machines are always busy well then try the best you can but for whatever reason you can't then go on to something else and go back to it maybe not the greatest but where as some of the trainers are going to be this is the way you're doing it and this is the order, like, if it is busy work in or wait

Part1. Another one I see trainers give everybody the same program they're like, oh this is a good one I'll give it to this person and this person instead individualizing and specifying to each individual client for their needs and set of goals

And progress them at the same rate too?

Part1. Oh, yeah...I mean we all have our favourite exercises...

Part2. Yes

Part1...or something that we would like everyone be able to do, I mean, I don't care everybody lunges for me I don't care who you are you're lunging whether it be stationary, walking, I mean with the BOSU ball without BOSU ball everyone lunges because I think it is a dynamic leg exercise works so many muscle at once...I don't like it, I've trainers train people with the one program

How do you find with canceling and rescheduling clients?

Part1. Never, um, set it's not very often a day when I used to train, when I first that I didn't have at least one cancellation, there was always one, always one so if I was to train 4 I'd set 6 in

Rescheduling?

Part1. I'd call them and say where are? you what's going on? Oh I slept in well you know unfortunately I'm going to have charge you for this but let's get you back in, I'm very persistent, um, you know if they are committed to having a program then they have to be committed into coming, but yeah I always have cancellations



Part2. If they are canceling they will cancel like a week in advance, but it's different because I only train one or two people at a time, max, and most of them are single sessions

What about getting that single session started?

Part2. [Bobs head right to left while speaking] Well, that's a pain but...it's pain because, more because I'm in school, I'm doing working, they're in school they're working none of our schedules match up like, it's more of a like, it's not my full time job I don't have endless hours to give them I have an hour on a Monday night I have one hour on a Tuesday to give them like, and they're the same way, like I can only workout between the hours of 1 – 3 on a Monday and 2 – 4 on a Thursday and that's it but if those times don't work out then either one of us has to change schedule and it sort of ends up like oh, my work schedule changes next week lets me see if I can talk to someone to cover shift and I can switch them and then or I'm already working at the gym at this time, let me talk to [Facility Manager] and see if I can do a training session then, so that so it's more of balancing the schedules just because there is so much else going on for both of us

**Manager Interview – Thursday, November 29, 2007**  
**Transcribed verbatim**

Please describe your duties as a fitness centre manager.

Ah, my duties are basically everything within the, the four walls of the fitness centre so ah main thing is staffing, so the main thing to be a supervisor of staff and make sure that everything is going well with the staff of, right now I've got 20, um, student personal trainers, all students ah, so making sure they're ah doing the right things in terms of customer service is the major thing for me ah other things, you know, facility maintenance, risk management, ah, programming so, so getting programs, staffing programs, marketing programs um just kinda little extras more or less for the for the membership ah that's in a nutshell

How long have you worked as a manager?

Ah, just over 4 years.

Is this the first fitness facility you've managed?

Yes.

You are certified. Who are you certified through?

Right, I'm certified with CPTN as a personal trainer and adapted exercise specialist. I'm also a course conductor and practical assessor with CPTN. Um, as well as, a strength and conditioning specialist with NSCA

How do you decide which personal trainer works with a client?

So, if I have a client coming in and looking for a personal trainer?

(Nod head in affirmation)

Well, a lot of the time I'll ask about the, the client's background, um, whether they're a beginner, what they're looking for exactly kinda fitness goals um preferences male or female I mean if, obviously if they have preferences that way that eliminates, you know, 50% of my staff right there um and you know a lot of the time it's just getting a feeling for them if they're kinda a shy women but they say you know, um, they're very

inexperienced in the fitness setting but they say gender doesn't matter, often you know gender probably will matter when it comes down to it and it will be a little more comfortable for them ah a female likewise, um with males sometimes not quite the same I don't think with males, sometimes a beginner male, a female is able to related to them just as well if not better than a male of the staff that I've had experience with anyway

What, if any, might be considerations to take into account in terms of client comfort, when choosing a personal trainer?

The majority of the people that come to me looking for a personal trainer are beginners so they're uncomfortable with this environment to begin with um, so in those respects I look for trainers who even, even beginning trainers who are just a little more, um, aware of that, I guess, is the, is the best, aware of people being not comfortable in a gym kinda thing um... other comfort things, the gender, mentioned the gender, ah more than anything else would probably be the one thing people do have kinda significant preferences for so yes I, I really only want to work with a female I'm only comfortable especially our older clientele, community members, faculty, staff ah females would rather work with females, in that, in that respect I've found um and then comfortable doing different things, I mean some people um, will ah will have issues with, you know from sweating to working up too much of a sweat, or they're you know they're, they're, they don't want to lift weights, or they're you know they got those preconceptions but ah yeah those would be other comfort issues that we kinda have to work through a little bit and say well, you know what this is, this is part of, you know, of an overall fitness plan and you, you might be exposed to sweating or you might have to be exposed to doing some strength training kinda thing, things like that so

Do you notice a difference between the twenty-somethings vs older clients?

Ah, I think... I think the older clients are looking for more of a quiet place, more of a quiet time ah less of a maybe, intense kinda personal trainer, you know, whereas, a lot of times the younger clientele we'll have, will be, they'll have, they'll want to work, and they'll want to get the results and they'll want to get them now they think, they think that, that's kinda what it is um the older clientele um are a little bit more hesitant about, about the different, different things I think um and just coming in here and trying something new when it's busy looking kinda foolish or even just something new ah in general, that's a big generalization I mean it can go either way really with that but overall I think that might be the feeling that I get

What about, trainer comfort, when assigning a client?

Um, a lot of, I find that a lot of trainers at this level are comfortable with one type of client and almost to the exclusion of others so ah, some people are really comfortable with beginners and I don't know whether that's, they're afraid that they're not advance in their knowledge to help somebody who's got some more, you know, maybe performance goals um or the other hand you have people who, who aren't comfortable with beginners they just have the, they just have the, they see themselves maybe as people who, who, you know, are into the, the more advance kinda training or I think...

Looking for an athlete?

Yeah, maybe looking for an athlete um and they don't think they can relate as well to a beginner or they...they're not, you know, maybe as comfortable or they don't, they just don't want to work with beginners kinda thing and a lot of that goes with the way our, our personal training thing is structured, so we have, a beginner would generally come in and do one session, whereas somebody who's looking for sport performance is going to have, you know, more of a long term focus with their, with their training, so they're likely going to buy more sessions and, and people are more, ah, you know, our senior trainers are, you know, have been there done that with the single sessions here, there and everywhere are more interested in doing the longer term thing and it makes it more worth their while and they get a little more out of it, I think with that so I generally do find that, the senior trainers are the ones who think that they, they can work with ah athletes ah and they're not so good with the beginners they maybe forget about, you know, what it takes to, to get a beginner, you know, hooked on, on exercise and get them achieving their goals and whatnot

Do you think that is because the newer trainers are recent graduates of a personal training course? The information is fresh in their minds

Yeah and I think a lot goes, a lot of it is...just again they don't want to do anything too specialized that they know the general training principles and they know that these work for a beginner and, and this is going to be, this is going to be good for a beginner so they'll, they'll get them to that whatever 75% or whatever they're going for if, you know, that's person's fitness and they, they being doing better than what the person is doing now but not necessarily some, really, you know, cutting edge whatever it is they think there exists out there that's going to change, that's going to be different to train an athlete, you know, ah, that the training principles somehow change

How willing are your personal trainers to work with client contingencies? i.e. wants to meet M, W, F at noon. Willing to do anything but...

I think, ah, well the timing thing, I think most people are, are pretty flexible, most of my trainers are pretty flexible with their schedules, um, and so that's not the big issue and I do think that everybody kinda comes up with the issue that there's something that, that the client doesn't want to do that as a trainer you have to kinda convince them that, yes, this is something you need to do, if you want to accomplish x we need to do (taps desk twice) this at this point and this and this and put the pieces together that way and that's the component of a, of a, you know, a holistic fitness program I don't know, to be honest with you if, I couldn't say if every trainer that I have would do that or if they would kinda say, okay well, you know, it's your choice, I mean I'm going to write in on the, and it ultimately is the client's choice, I'm going to write it on the program um, this is what you should be doing um, but not necessarily really hammer home why it's important ah, so I think that most of the trainers would be willing to um, I think, I would expect that, that anyone who's been certified is, also feels the responsibility to provide the best information that they can to that, that client so, um hopefully they would encourage, you know, well-rounded program and, and keep the client's best interests in mind, when programming

What about building in flexibility into a program, in terms of program design?

I think that's a big issue, um and kinda moving along into and taking a look further of your questions, I think that would kinda be the biggest issue, the biggest roadblock for, for new trainers and trainers who, especially trainers who talk to each other all the time and trainers who, who read, you know, Men's Health or men's you know whatever, and look at those things and, and kinda see personal training in a bit of a box and see clients in a bit of a box and I think that's the biggest issue that we have and being flexible for people that have, life, life issues and other things on the go um, so yeah that's, that's an issue

How prepared do you feel your personal trainers are when they first start to work at your facility?

Ah, that really varies, most the part I think, they're all pretty green, so not real, not real ready to a, to be working with, with clients, they're, that have, you know, specialized needs or that have a need for that, you know, flexibility or they have, they have something that's just not cookie cutter this is, this is what you do for a beginner client, I think, I think in that respect kinda, ah, a lot of them seem to be, you know, when I'm, I'm looking for personal trainers, for certain client, a lot of that is the hesitation, you know what, I'm going to need help, you know, with, with doing this, I'm going to need some advice whether it's from, you know, fellow staff members or whether it's from you I'm not real comfortable right now, I'm going to try it but, ah, so kinda probing them to

do that, I think helps them grow but, right off the bat, ah, most of them aren't real ready either from a knowledge base or just from a confident base, ah, to jump right in do, you know a...real (air quotes) personal training program not just, you know, the cookie cutter um, you know, this is how you progress with...everybody basically rather than with that person as such

What professional development would you like to see your personal trainers come into your facility having already attained?

Um...to be honest, like, this would be something, and I don't know how you would include this but, but just um...skills on the floor, so what are they doing on the floor during the day to day shift, that will make them more confident, better personal trainers, um and just kinda interacting with members and, and I don't know if it's a customer service thing or if it just something that people need confidence in to be out there and, and know that they're the experts on the day and to kinda um kinda portray that and, and to sell the fact that they're there working as personal trainers on the floor for everybody if you want something ah, I'm the expert to kinda come too and I don't know if that's a professional development thing or if that's just something that, that I need to do better kinda to, to get people to, to really know that they're, they're the experts here um, I think that a lot of it comes from the fact that you can get a lot of personal training certifications with, you know, a weekend or two weekends of classroom work and ah and, and a few practical hours so um, to really be good and to really feel good and to really be a good personal trainer you need to be, you need to have some experience and you need to, um, have the feeling that your knowledge is real and that your knowledge is valuable and whether or not you get that in a two weekend course, maybe not, you know, so that's, I think that's a problem as well that sometimes it's a little bit too easy to get certain designations, you know, ah as personal trainers

If you could have a CEC workshop customized for your personal trainers, right now, what would it be?

I think it goes along with just, recognizing that, that every program you design and every person that comes into your, to you as a client has different needs, different backgrounds, different schedules, different so you, so you have to take those contingencies and work with them and develop a program as best as possible rather than just kinda, coming up with something okay so we're going to 2 x 15's for a week, then we're going to go our 12's, then we're going to go our 10's, 8's, you know, blah blah, um, then we have our transition week and this is how you do that 9 week structure and you want to train, you know, two half bodies, um, a week kinda thing and just kinda breaking out of that mold and kinda, I don't know, and that's a big continuing education

course but ah just things like that where, you know, and I think it comes from experience and you can't get that experience and it's hard to get that experience when you're paid \$14.21 to do one of these sessions, um, it's, it's hard to, to motivate yourself to do a really great program for someone ah when you're only going to see them once potentially and, ah, so I don't know if that's a continuing education thing, I don't know if I answered your question real well there um,

Do you think that's due to the client based at this facility? Typically, a beginner client, is that a potential roadblock?

Yeah, it's a huge roadblock, I mean, as personal trainer, you know, you think of conventional personal trainer and they're working with somebody and that person is accountable and the person trainer is accountable for that person's results and the only way you can be accountable from somebody's results is to meeting with them on a regular basis so um, we don't have the type of clientele that can afford to meet with a personal trainer on a regular basis so, you know, you can't really judge the success of people as personal trainers um, without looking at the results of their clients and how they're kinda progressing so um, so it's difficult in that respect I think, yeah we're very unique kinda situation in um, so I look at it as my job as this is kinda continuing education for personal trainers, right, so how do we exposed them here to, to doing personal training, to doing fitness programming um, and selling the fact that you're not real good at it right now (laughing) and so we're going to try make you good at it by putting you in there and getting you to do it and the more you do it the better you'll be and if you want to do this when you leave here you'll be ready to working with a client on a prolonged basis and you'll feel confident in giving them a program that will achieve their results, um so, I think a lot, I think a lot of the continuing education there's got to be some practical components to it and you know, there's got to be more of a, ah, more of a weekend thing, you know, you go to the conference or sit at workshop and you're really excited about this, the content of the workshop right away but it you have no opportunity to, to implement it, you know, it kinda goes by the way side a little bit so um,

**Questions for Fitness Centre Managers**  
**Received December 4, 2007**

**Please describe your duties as a fitness centre manager.**

- Oversee the day to day operations of the fitness facility and staff
- Create and oversee staff schedule
- Liaise between staff and company management
- Recruit, hire, train and development of staff
- Overseeing department heads
  - Staffing – ensuring department is fully covered
  - Budgeting – generating revenue, minimizing expenses
  - Goal setting
  - Counselling
  - Monthly/quarterly meetings
- Staying on top of budgeting
- Member satisfaction

**How long have you worked as a manager?**

- 11 years

**Certifications?**

- Honours Bachelor of Physical Education
- Certified Personal Trainer
- Certified Nutrition and Lifestyle Consultant
- Certified Spinning Instructor
- Certified Fitness Consultant
- CPR and AED
- First Aid

**How do you decide which personal trainer works with a client?**

- After a phone interview with the client to assess their wants and needs, based on the conversation, I team them up with a trainer who meets their requirements. I usually get a feel for the client's personality and try to match them with a trainer who is similar.

**What, if any, might be considerations to take into account in terms of client comfort, when choosing a personal trainer?**

- Time of day for training
- The type of training they wish to engage in
- Their goals
- Personality of the client – are they serious, Type A, good sense of humour, flexible in schedule, etc.
- Preference for a male or female trainer



**What about, trainer comfort, when assigning a client?**

- Same as mentioned above for the client. Personal training is a “personal” thing and it is important for the client and trainer to gel. For this reason, the first session is a consultation with the trainer to ensure that the client is comfortable and willing to work with the trainer. Additionally, at any point in time, a trainer or a client has the right to decide to walk away from the training relationship. For the client, they can do so with no questions asked if they prefer. For the trainer, they would have to “walk away” from the client in a more delicate way. Essentially, if a trainer feels they are the wrong fit for the client it is in their best interest to pass the client on to someone who is better suited for them. There is nothing worse for a trainer than bad word of mouth.

**How willing are your personal trainers to work with client contingencies? i.e. wants to meet M, W, F at noon. Willing to do anything but...**

- A successful trainer understands the need to be adaptable and flexible in their programming. As such, we hire trainers who believe in the same philosophy. Those trainers who wander away from that philosophy usually find themselves on the short list for clients. As mentioned above, there is nothing worse for a trainer than bad word of mouth. Clients chat with each other and with their friends and if they know a trainer will not work with their wants and needs, they will tell everyone about that shortcoming.

**What about building in flexibility into a program, in terms of program design?**

- As mentioned above, a successful trainer will be adaptable and flexible. If they are good at reading their clients and understands a client’s need for flexibility, then the trainer will act accordingly.

**How prepared do you feel your personal trainers are when they first start to work at your facility?**

- I believe trainers to any facility will have a “breaking in” period. Even trainers who are veterans to the business of personal training will find that they need a little bit of time to get used to a new system in a new facility. The training component and the people component may vary a little from facility to facility but the dynamics of those elements of training are pretty much the same. It is usually the business part of things that takes more time for a trainer to adapt to in a new facility.
- Having said the above, absolutely new trainers to the industry will take some time to learn the ropes and develop their “training eye”...i.e. their people skills – adaptability, flexibility, etc.

**What professional development would you like to see your personal trainers come into your facility having already attained?**

- People skills
- Business skills
- Good work ethic
- Obviously the training knowledge that it takes to do the job – at least the basic foundation and fundamentals. Much of the other elements are things that can be learned on the job and attained via continuing education. But by far, people skills and business skills would be at the top of the list.

**If you could have a CEC workshop customized for your personal trainers, right now, what would it be?**

- The Business of “PEOPLE” in personal training

**Manager Interview – Friday, December 7, 2007**  
**Transcribed verbatim**

Please describe your duties as a fitness centre manager.

Okay, I'm one of two fitness co-ordinators, um, we split um, our fitness program into two. So we call one individual conditioning co-ordinator and we call the other one a group fitness co-ordinator, so the group fitness co-ordinator is my counterpart, she takes care of all of the classes and all of the volunteers which we are primarily um, running with right now so 90% of our classes that are being taught are being taught by volunteers so, she heads that and then I head the individual conditioning part which is, ah, all of my trainers um, we have two different kinds of trainers, we have one trainer (air quotes) who trains the floor and the general member and because we have a different program upstairs um, a lot of it is ah, management of that system, fit links, um, and so they are required to have background in knowledge and fitness training but they mostly put people on cookie cutter programs than I have personal trainers on top of that as well, ah, who I manage and they um, they do actually what it is, which is personal training but they have their own...[book of business]

[interrupted]

...my job is to one make sure that I manage my guys and um, the management of our members, ah, and making sure that their needs are met and then also the management of the personal trainers um, so that they are doing their job, any help that they need with own book of business is being met and then on top of that, in terms of budgeting and you know, any purchasing of new equipment, managerial tasks are being done by me so that in a nutshell

Do you do any training of your trainers? (on tape counter 60 – 70)

Yep, I I have to put in a 75 to, 70 – 75% of my job is directly...I teach classes um or whether I train members um or whether I train...members I'm supposed to do everything that my guys do on um, top of that just the amount of time being put in on the floor

How many trainers and personal trainers do you have?

I have 13 staff in total um one of them is full time not including me and my counter partner so in total 15 fitness staff um of the...

[interrupted – radio, duty manager]

...um that's part of my other duties too has a manager is dealing with manager shifts that we have to take control of the whole building...um staff...there is 13 plus the 2 full time plus I have 1 full time um and all of my personal trainers are required to be a trainer as well they have to put a shift on the floor it's it's a personal relationship thing too um, personal training and we'll probably get into that it's completely different here than I think everything other business...I have 1, 2, 3, 4 of them right now, 4 guys, 4, 3 guys and 1 girl training...personal training  
Everyone else just works on the floor?

Everyone else, all of them have a floor shift.

Okay

All 13 of them have a floor shift, 4 of them also personal train on their own

Is that because they are qualified or because they are driven?

They have been driven, they have also been proven that they can that they can take on that responsibility um, we just don't take on any personal trainer on the outside they have to be here (we don't feed) clients to them, they find their own

How long have you worked as a manager?

3 years

Is this the first fitness facility that you have managed?

Yes.

How do you decide which personal trainer works with a client?

Um, if it comes down to that and it's a very small population or percentage of people who come in to our desk and say I want to purchase a personal trainer ah I do one of a couple of things I either revert them and divert them whatever word you want to use I, I move them over and I say first I want you to go upstairs and reading about my personal trainers there's a whole biography on all of them and so details what their interests are and you know who they would rather work with you know the clientele

they're looking at then they're to call or email um the trainer and have a discussion with them um and...that's the relationship piece that we're trying to develop rather than someone coming in and saying alright here's your trainer, go ahead, um, generally they end up meeting with the trainer first, and then they make the decision if this is the person they want to train with if they just come in and...

[interrupted – radio, duty manager]

...if they come in and they want to have a trainer ah and they don't care ah then I give them, again I give them all the names and numbers and say call I don't make the decision um, it really, I only have one concern...

[interrupted – radio]

...usually I get nothing that's why I'm like Friday will be no problem

So pretty much, you don't get to assign a client to a trainer you make either the trainer do the work, they're on the floor making the connections or you make the client do the work they have to either email or contact the person.

And and we believe that it's not, it shouldn't be my, um, role to find someone a personal trainer, I mean I can put them in the right direction but I can't say you're going to make, you're, you're going to be good with this person you know, who am I to judge someone on their personality I mean, if they said they wanted a male and they wanted to be pushed really, really, really hard than I, than you can maybe narrow it down to these two guys and say okay give these two guys a call you know, and then I'll go from there or if I'd like a female well I only got one so your choices are very slim

How does the personal training work at this facility? Do they have to buy packages of so many sessions?

Yes, they do

How many sessions are in a package?

There's two different choices, there's a choice of 3 sessions for \$90 or there's a choice of 10 sessions for \$275 and then tax added on to that

Do you find that the 3 pack or the 10 pack is more popular?

## The 10 pack

Is that based on the clientele that you have here?

Sure, I think it's based on a few things if someone um, one they'll get better value for their dollar um, two the trainers like to, I don't want to say they want to push 10 sessions but I think the, what the goal is ah for most people and I generalize, most people and from what they're looking for is not really going to be achieved in 3 sessions so they end up finding that out through talking with trainer um, someone might come in who for example, knows their way around a gym, they're very familiar with training but they just need a little bit extra, they need to learn some extra um training tips, they need, one they feel like they just want to be pushed they might just purchase 3 that happens a few times sure um, but more or less people end up going with 10 and that could be their decision or it could be the trainer's or a combination of both

How many clients do you find will repeat? Buy 10 sessions than buy another 10.

Many, oh yes, there are, there, we're at that point right now where we need more trainers um, but we're not, we're not about to push it um, so the people that I have training right now probably at their limits ah, of how many clients they can do, a lot of repeats, and then once someone goes down and they don't feel like training anymore they may take a little bit of time off and they come back and their shoes are fill with somebody else's who wants some training

This Y, this one is really different I think that there's other Y's out there, that will handle their, their PT very different I know I was in Scarborough and all their staff are personal trainers as well as floor workers um, but in terms of trying to compare it to a GoodLife or a Premier or any private club it's very different

Which is good

Yeah, I I talk to a lot of people about, you know, well do you like Premier do you like GoodLife I'm like there has to be a different kind of club ah I'm not, I'm just saying we are different I don't say we're better I don't say we're worse we're different so, yeah

What, if any, might be considerations to take into account in terms of client comfort, when choosing a personal trainer?

Well, like if someone came in and they were asking, like I said before, if they were asking for something specific if it was male/female, that's a specific one that you

can go towards you can, you can head them in the right direction and point them ah, to the right people if they're looking for... say it's an older clientele and I know that two of my trainers aren't comfortable dealing with older clientele and I'll lead them in that direction, yeah, there's, there are a series of questions we do ask them there's a brochure that they do, they can fill if they like to help me point them in the right direction, if they don't feel like they want to go up and figure it out on their own um, so they, if they do fill out all the information I can take a look at it, I can have a 5 minute conversation with somebody at the desk when they come in, if I'm here, and lead them in the right direction so yeah we are asking them all the right questions um, so that they are being set-up hopefully, with the right person you never know, I mean with only 4 trainers they may not be able to get their needs met because maybe we don't have the personality that suits them or um, the goal-driven person you know, maybe looking for someone who has a different opinion on how to train them so who knows

Can you give me an example of a question you ask in the brochure?

What are your goals? Um, another one could be obviously Would you rather have a male or female trainer? How many sessions, How long would you like to be personal training for? Is another one I have one trainer who will only, he won't take 3 sessions um, because he doesn't feel that his...you know, being a trainer he doesn't feel like he can get across to someone what he wants in 3 sessions, just that's a preference and that is and to be honest and I know because he's full all the time, it's not a money issue and you, that's the first thing most people will say is he's trying to up sell you know 10 sessions over 3 of course he'd want that it's more money he's he's got to tell people no...(busy) seven days a week

That's good

Yeah so and that's because of how he handles his business right so, I think anybody can go into to it, if you don't go into it with a hard sell you can be very very popular that's what we see here, people want to come in here and train because they know how good can be

What about, trainer comfort, when assigning a client?

[interrupted...knocking at door]

So, the first thing when any trainer, the, like I I build a very good relationship with all my trainers before they become a personal trainer right, so I know them and I know who they are and what they're going to be good with, the people the clientele the

training that they're going to deliver I know exactly what it is so if I asked someone the questions that are needed I can usually put them with somebody and say here you go try these two people out I don't know which one you will like more because they are two different personality but they're very close in terms of their training so, my personal trainers have to disclose a lot of things to me like what they're comfortable with and you know please don't send anybody my way that this, this or this they'll be open and honest with me and I'll say okay um, the same thing with the people than they have to make sure that they're telling me what they want the the member who comes in and says you know, I really don't want a male or I really don't want someone who's going to be over pushy or anyone who's going to be you know, I want someone who, have good relationship with me who will talk with me and not push me too hard so, you end up getting both, from the trainer you know what they want and you know what the member wants so that you can do a better match and ah that's why it takes some time for them to become a personal trainer because they need to be able to develop that skill, which a lot of people don't have when they come in

How willing are your personal trainers to work with client contingencies? i.e. wants to meet M, W, F at noon. Willing to do anything but...

That's ah not, that's nothing that I get involved with um so that's strictly based on how the client and how the trainer are going to um, set themselves up so if they, you know, come up front and say this is what I'm looking at and things change then there are steps that need to be followed with the trainer and the client um, there have been refunds where people are not happy with their situation um, they didn't achieve ah the goal over the first 5 sessions we don't refund after sessions are done so if they've completed a sessions ah if they're really unhappy than the personal trainer has to then make the decision that listen yeah I did 3 sessions with you but it's you know what I'm not happy with it and they complained about it and they didn't get it and there have been times that you know maybe the trainer didn't submit their invoice for 3 sessions and that person got a full refund that's, that's solely and strictly about the trainer and how they want to handle that stuff and they come in a say you know what I did really really well and I got 5 more I've got to lose like how am I going to do this they've got to, they have to deal with that um, I don't get involved in that but as far as I know I mean I've only in 3 years...done...3 returns, the the person's schedule so that answers your question, like they wanted 3 days a week on Mondays, Wednesdays, and Fridays at 2 pm it may not happen and there are probably a lot of people who get turned away for personal training um, because they can't meet the schedule ah of our trainers I got 2 trainers all over the day so yeah there's probably a lot people who get turned away but it's not our focus um so, unless I want to hire 2 new people um I just tried somebody out recently and brought them abroad and they realized how hard it was to build clientele and they had already



worked for us for months, as trainer and thought it was going to be easy and it wasn't...it was a very good wake up call

Do you find that your trainers can build flexibility into their program design?

I would, I would probably not hire trainer if they couldn't be flexible um, especially at our facility um, we are we are one of the biggest Y's in Canada we have, you know, some great equipment but we don't like I've and I've been over to the new Premier and any new club that goes in is going to have all the newest equipment and they're going to have quite a bit of it especially if they're big um, I mean we've had members leave here because of the availability of equipment isn't there for them but I think as a trainer their one of their jobs is to, is to teach members how to be flexible when it comes to using machines so that if one machine is not being, or is being occupied then you can go to a different thing and get the same results or try a different exercise and get the same results um, you know I think people are too quick on the gun to see a machine that they want and then lose sight of what it is that they are actually here for and then just get too flustered and frustrated and leave and say I don't like...definitely they need to be flexible and even if they weren't so it really isn't an issue

So don't find cookie cutter programs

No, no cookie cutter programs here

How prepared do you feel your personal trainers are when they first start to work at your facility?

Very prepared...my personal trainers or my trainers?

Personal trainers first

My personal trainers are very prepared because they've um worked for ah the the least amount of time I can probably say to someone is 3 months, 3 months, it's supposed to be 6 um, but I do make a decision on somebody if I feel that they've got a great ah relationship building skill ah the way in which they've worked their shifts on the floor just training proven themselves ah yeah they've ah gone above and beyond ah to prove themselves so at about 3 months or so they, they should be well prepared um, at 6 months they're even more prepared ah, it's what they're not prepared for is um...the amount of time they have to put in afterwards you know and and how to not hard sell yourself um the hard sell is what the majority of clubs do the hard sell, we soft sell and so when you're on the floor as a trainer ah working with a member putting them on a cookie cutter

program and they ask you about personal training how do you go about doing that because one you're not yet a personal trainer but how can you build clientele without being a personal trainer and so two that have recently been very successful in doing that with their 6 months that they've put in they just, they made well, one of my strategies was I said send me a list of 20 people that you know that want personal training from you right now um, and so once they've done that then yeah they're prepared like the last one I did I didn't I guess I went and didn't do what I should of done I didn't do the 20 people and you know this person made it sound and I you know the person very good on the floor but they were not aware of how much more leg work you gotta put in you know, while you're still working here right, and it's a money thing too right, because you can get a lot more money to personal trainer than you are to just train so being caught up in that it's just the way of the world so you can't really, sometimes it's out of my control especially when I'm fighting off clubs that are paying 20 buck an hour to start and they don't even care who they are...they're prepared to answer the question, they're prepare

So once they have gone over that trial period with you.

They they'll continually get coaching from me if they they want it you know what it's they're own book of business and being their own personal book of business I don't want to step on their toes too much you want to let them have mistakes and let them you know, have...sort of watch from the sidelines and say um okay I noticed this maybe you might want to try this or wait until they come to you that's another thing because if they don't succeed meaning it's not I don't look at succeeding with the member I think they're always succeed with the member...if they don't succeed the only way you'll see that they won't have clients, people who are training doing their own workouts you know just from some of the clients that are being observed what it comes down too

What professional development would you like to see your personal trainers come into your facility having already attained?

Personal trainers when they are with us um, it's hard right because they have to be a trainer first um, they need to have either um a YMCA certification so we have our own personal training certification system um Canada nationally recognized um, levels that can ah allow them to become a personal trainer in house so I can take someone who is Joe blow volunteer ah you know has a business background and turn him into a trainer if they really want to go through the process, it's a longer process than you would get taking Can-Fit-Pro certification, ACE certification, CPTN certification and I know the CPTN one is very lengthy you can take it in a university course I sure acronyms for many personal training but ah they need to have either our certification or they need to have some other outside personal certification if they don't I have just recently hired what we

call hosts so a host on my floor is not going to give advice in terms of training they can help people out with machines in terms of proper set-up ah you know advice on how to do you know, an exercise or can you give me an extra exercise or this and that but they can not um sit a prescribe someone a program and help them with their goals, they do cleaning they make sure the floor is, no one is killing each other out there make sure that things are just working smooth our classes are set-up, our instructors are good, people are good so they're hosts you know, they're like the um greeter at the door when you walk in how can I help you you know so, they need, they need to have what our level one here at the Y it's the level one certification for us is a host than when you get into 2 and 3 it's a trainers...and they can also come in with a outside personal training certification so we have hired people who are Can-Fit, CPTN, your ACE's CFCF all the different things um, so they have to have coming in with some form of background whether they're hosts or whether they're um, the trainer I want them to have something, even the host, I want them to be familiar with the gym I'm not going to hire somebody that doesn't know the difference between a bicep curl and a lat pulldown

A basic foundation

Yeah and from there the certifications and than our pay scale works on what certifications you have including any group certifications you have spinning, step, box, aquafit and you get paid more on those scales

If you could have a CEC workshop customized for your personal trainers, right now, what would it be?

We already done it and we do it frequently and we host our own um, a training events so for all of our trainers and all of our volunteers we just did one actually it was a week or so ago um we do it every year and we get together with all the Y's in the Niagara region so it's Fort Erie right now Niagara Falls, Welland, and us and ah so you're, we're looking at this year we had 120-130 volunteers and staff that come in, it's a development day where we um, find people who want to come in and deliver workshops just like Can-Fit-Pro you go there...there's a Y in Oakville that started a huge one for all of Ontario um, and we sort of took a spin off that just on training um, we bring in our own presenters ah we bring in outside presenters um, to help with workshops um so for example last year we brought in um, Libby Norse from Reebok and she did a whole box day certification day everybody was good and going you know, in terms of you know our um, first aids and all that that's all done in house with our own people um, so yeah with our personal trainers and if it came down to anything that was some form of workshop um, we don't do anything too specific when it comes to how do I run my personal training business better I don't get involved with that because like it is we set it up as

their own business so if they want to go do their own training we recommend that they go do that um all my trainers have worked for other organizations where yeah they have sent them away to different training events or have brought in somebody specific for personal training I think that they can get that, that's I don't know ah I own personal opinion on it and I have a little bit of biases that you get any kind of workshop and implement it into what you're doing um, this surrounding dealing with differences how to how to manage your books better and your time better that's that's a whole different workshop but I guess to get that we haven't done that but everything else training ah fitness, exercise, health you know we bring dieticians in we bring you know people from government the food people the nutrition people they come in and do a whole thing on the Canadian food guide for us all those things because we're so recognized

What is the biggest hindrance for a trainer becoming a personal trainer?

They...don't...I tell I talk all the time but anyways, the younger ones don't know how to get over what the perception is of the members and to detail that more is they walk the floor as a trainer and sometimes twiddling their thumbs they become bored and they become, you know, they'll sit at the desk and they'll have a conversation with each other rather than going out there and meeting the members the perception that has from our members is that they are not there to help them I'm sitting on the bike I'm new to this facility and I see two trainers over there sitting and talking why aren't they helping me so, they don't say it but they're thinking it in their mind especially the new member and we know that through research we've done it you know, you take 50 new members and you ask them what their biggest fear is when they walk into a new facility like this, they don't know anybody, they don't think they're scared to walk in the door and feel like people are looking at them so we try and take that away so the ones that have the biggest hindrance in becoming a personal trainer they don't know how to get over the fact that you know what when you work you should never be bored you should be able to find people to talk to so it's a relationship building thing that they have not yet discovered that makes them from good to great um, so once they've developed a good relationship building tool skill than it's okay how can I push you in the right direction so that you are honing in on the member to it's fullest and that you know, maybe they want personal training maybe they won't but if you do your job really well anybody that comes into a club there are a lot of them, they would pay extra because they have to pay at another club, they have to pay that initial start up fee and then they have to pay \$200 extra to get this guy to tell them what to do so they are use to that the industry has you know, maybe this is what you're trying to find out, the industry almost poisoned or um given us false hope as to what we're actually supposed to be doing for these people which is you walk in the door no way we're not going to help you unless you pay 200 extra dollars and you go through 20 sessions, no you walk in the door I'll help anybody my staff is there to

help anybody who comes in and pays their \$40/month for their membership we'll set you up on a program we'll monitor your program and you don't have to pay an extra dime and no one is going to tell you what you need to do, you make the decision that's the problem with some of my guys how do they take that I'm a trainer I'm supposed to help out the general member to hey somebody wants me or somebody wants me as a personal trainer how can I handle that, how can I handle it properly or how can I even get to that point where somebody does want me as a personal trainer how can I be good and a to me you know what I only see that with with the young ones, the ones that are fresh out of school um fresh out of their certification because they didn't know what else to do with their lives so...(what it's worth)

[interruption – radio]

...so yeah I think that's the biggest hindrance age and just getting out there you know seeing the industry they they're just too new to it...extra, extra push on them to say well prove it, prove it I'm not going to hire anyone off the street...they all want to come in here for personal training well prove yourself first because I know you can go over to GoodLife and I know you can go over to Premier and they pay you \$20/hour

Do you notice a difference between the twenty-somethings vs older clients?

From what I see ah it kinda really depends I think that younger are wanting to get pushed harder they don't know how to push themselves the older need safe advice so they need to make sure that they are taking care of things that are you know not quite working like they use too or injuries or you know just wanting to live a healthier lifestyle you know with um, you know arthritis and osteoporosis going on like you know making sure that they're good with those things the middle you get the mix you get the people who just want to social environment they don't care who training with just make me train because I need too because I won't come in here on my own and talk to me well I do this I got we've got the people who want to compete in something so they want to be pushed and they need to be ready and than you've got the people you know who are just want a good workout, want to have a workout and they're going to test out the waters...

[Tape stopped]

## Appendix D

## Content Analysis by Question

*PUMP Questionnaires***Code Q1. What is the highest level of education you have attained?**

- 29F10 2.5 University credits
- 49F02 Night school classes, one day seminar & workshops
- 22F11 Honours Bachelor
- 22F08 Currently enrolled in Bachelor
- 21F01 Bachelor in progress of completion

**Code Q2. Do you have other specialty education that is not captured by the question above?**

- 20M04 I'm currently a KIN undergrad
- 22F05 Kinesiology is my degree
- 28F03 In third year of Physical Education
- 21F09 Physical Education
- 31M12 College Diploma in Fitness & Health Promotion; Bachelors Degree in Community Health
- 22M11 Phys Ed – going into 4<sup>th</sup> year
- 21M12 Kinesiology 4<sup>th</sup> year

**Code Q3. What personal training certifications do you currently hold?**

- 22F01 Reebok Spin Instructor
- 28F03 Certified for Fitness Instructor via Can-Fit-Pro
- 22F08 I had CPAFLA and CFC through college but it was not accepted anywhere and therefore of no use to me to keep paying fees for.
- 31M12 American Council on Exercise

**Code Q4. What are your levels of involvement in the fitness industry?**

- 41F07 Volunteer Recreational Therapy
- 25M09 Kinesiologist
- 28F03 Fitness Instructor

**Code Q6. What is the title of the personal training certification that you have?**

- 29F10 Fitness Specialist
- 46F05 Personal Fitness Trainer
- 50F03 CPTN – PT
- 41F07 Personal Trainer
- 49F02 Personal Trainer

32M10	Personal Trainer
25M09	Personal Trainer
22F11	Personal Trainer Specialist
22M05	Personal Trainer Specialist
20M04	Personal Trainer Specialist
24F04	Personal Trainer
24M05	Personal Trainer
22F01	Personal Trainer
21F03	Personal Trainer
22F12	Personal Trainer Specialist
22F05	Personal Trainer
28F03	Personal Trainer
28M08	Certified Personal Trainer, Adapted Exercise Specialist
22F08	Personal Trainer
21F09	Personal Trainer
31M12	Certified Personal Trainer
21F01	Can-Fit-Pro PTS
22M11	CPTN
23F07	Personal Training Specialist
21M12	Certified Personal Trainer

**Code Q7. How was your preparation for certification organized/presented?**

22F08	2 years of college diploma course (fitness and health promotion)
21F09	My knowledge came from courses I took in my undergrad, especially PEKN 3P91.
22M11	College course – Fitness & Health Promotions

**Code Q10. Are you currently working at the professional level in personal training you believe you have been trained to work at?**

29F10	I am working as a personal trainer but being paid at a minimum level.
49F02	So I work within my scope, anything/injury I do not have the answer to or know - I refer to a professional healthcare provider.
25M09	With a KIN degree I could presently be working at a higher level
22F11	I am a student working with students
24M05	In transition to a higher level job, but working well below my experience and qualification currently.
21F03	It's not so much that I'm working below my qualification, it's just I do not have my own clients due to my schedule.
22F05	I am currently working as a personal trainer and am being paid according to my experience.

**Code Q11. Do you intend to remain in the personal training profession In the next five years?**

- 29F10 Yes  
 46F05 Yes  
 50F03 Yes  
 41F07 Yes  
 49F02 Yes  
 32M10 Yes  
 25M09 Maybe, I will be training myself, perhaps others as a supplemental form of income  
 22F11 No, I hope to complete my Masters, so I may work as a trainer during that time, but probably not afterwards.  
 22M05 No. This has been a job that I chose to work to help pay the bills while attending university. I do not intend to make a living out of personal training.  
 24M05 No. Looking to get out or change my stream within fitness as there is not enough money and opportunities available.  
 22F01 No. I am starting at law school in September 2007. My future career will be in that field.  
 22F12 Yes  
 22F05 Yes, I hope to continue training while I continue my education  
 28F03 Yes, Even if I am working in another profession I would plan to train on weekends or evenings  
 22F08 No. It's not worth staying in the industry as it doesn't pay well enough, nor does it offer any security for the future, unless you can get in with a government funded agency or corporate organization. Regular fitness centers and gyms just don't cut it.  
 21F01 Maybe in terms as a part time job if I have time  
 22M11 Should be teaching in 3 years, therefore not likely personal training during that time

- Code Q12. Have you taken part in a continuing education program designed to increase your understanding about working in the training environment?**
- 49F02 To expand, I participate in many workshops i.e. but not in a formatted on-going course as such  
 22F11 BOSU ball workshops, plyometrics, high performance resistance training workshop  
 22M05 Plyometrics 101, Explosive resistance training for improved athletic performance, BOSU ball training for improved functional performance  
 24M05 CPTN 2006 Conference  
 22F01 CPTN 2006 Conference  
 22F12 Modules through work, online courses, my degree classes and other Can-Fit-Pro courses.  
 22F05 I plan to get involved in the program this summer.  
 28F03 CPTN and Can-Fit-Pro Annual Conferences  
 22F08 I have taken continuing education courses in Physical Education but not with the intent to help in the fitness industry.  
 21F09 My undergraduate career/courses helped with this but I do not know if applies



to this question

- 31M12 Via Conferences and continuing education credits
- 22M11 Fitness & Health Promotions program (FHP)
- 21M12 University program deals with physiology etc

**Code Q15. How helpful was the continuing education to you?**

- 24F04 University Physical Education courses as part of my degree.
- 24M05 Able to learn well with materials provided but most services have been very unprofessional and not justifiable.
- 22F01 Some of the courses at the conference were not very relevant. It was also a lot of information that came very quickly.
- 21F03 I have just been certified so I have yet to take any CEC but within the year I will have to.
- 22F12 The courses were useful but I have found that most of the material tends to be repetitive and I don't obtain enough knowledge about the topic being discussed. The content could be more specific and more in depth.
- 22M11 Can't answer since I haven't had any since FHP 3 years ago

**Q16. Your specific CEC needs**

- Code a). Describe your typical clients
- 29F10 New to gym or extremely experienced and plateaued
- 46F05 40 – 60 year old females
- 50F03 Middle age people mostly women, special populations
- 41F07 Volunteer with rehab clients – brain injuries, illnesses, strokes, Alzheimer's patients, spinal injuries.
- 49F02 Female clients 30 – 50 years old, who typically are beginners and want to lose weight
- 32M10 Between the age of 40 – 50, weight loss and build muscle
- 25M09 Beginner late 30's+, overweight, out of shape, tired
- 22F11 Beginners who want some exercises to try at the gym/machine orientation. Women in their late 40's who would like some specific exercises for getting back into shape.
- 22M05 I typically work with beginner clients who need instruction for the "basics". How to work out safely and effectively to achieve their goals, usually weight loss.
- 20M04 Beginners with no experience wishing to lose weight or more commonly to increase muscle mass and tone
- 24F04 General populations, often elderly with specific health problems such as arthritis or stroke victim.
- 24M05 Moderate everyday people soon to be either police officers or professional bodybuilders.
- 22F01 Young, inexperienced females
- 21F03 None as of yet.

- 22F12 Typical clients for more than one session are older adult population looking to gain overall fitness and lose weight. Student clients who are new to working out or need guidance in the gym and making programs.
- 22F05 Women with young children, wanting to lose weight.
- 28F03 People in need of general fitness/weight loss programs
- 28M08 Mostly adults, lately it has been mostly adults with physical disabilities. Also work with athletes aged 15 – 25.
- 22F08 I typically work with women any where from 20 years old to seniors. Most simple want to lose weight or improve health. Nothing overly exciting.
- 21F09 University age, typically female, however I would work with males as well
- 31M12 Older adults fitness, elite hockey players – rehab & conditioning
- 21F01 So far tend to be beginners who are looking to lose some weight & become/gain more energy
- 22M11 Beginners, weight loss
- 23F07 General fitness – all clients (usually older males & females)
- 21M12 Only have had one at the moment. Male approximately 40

**Code    How prepared are you for this constituency?**

- 29F10 Need more for in depth clients
- 46F05 Well
- 50F03 Well prepared
- 41F07 Getting more prepared
- 49F02 I think I have a good understanding of this client and realise the challenges in behaviour change
- 25M09 Very
- 22F11 I worked at the Running Room Inc. as well so I feel that I have experience with these demographics
- 22M05 I feel very well prepared because my training has covered these issues and my experience with such clients helps me to understand what they are looking for and how to help them most effectively.
- 20M04 Very prepared
- 24F04 University courses prepared me for this but the certification courses were not that in depth to cover such specific needs
- 24M05 Extremely well prepared.
- 22F01 Very prepared
- 22F12 I feel that I am mostly prepared – it is when clientele got more specific training needs/goals that I feel as though I should have more knowledge.
- 22F05 I feel that I have enough knowledge to satisfy their needs
- 28F03 Very prepared.
- 28M08 Well prepared on a case-by-case basis.
- 22F08 I'm very prepared and feel I am qualified to work with more demanding clients.
- 31M12 I feel well prepared to work in this capacity given past experience (academic & professional)
- 21F01 Prepared enough based on my own previous knowledge of training myself along with the info. I have learned from Can-Fit-Pro

- 22M11 Very, through experience & knowledge  
 23F07 Very  
 21M12 Well prepared average client looking for some strength gains but mostly weight loss

**Code b). Describe your challenging clients**

- 29F10 Either, don't want to push themselves or try new things. Some seem to have been in fitness longer than I have!  
 46F05 Moody, unmotivated  
 50F03 People who continue participation in physical activities that their Doctor says they shouldn't. Then they want me to train them.  
 41F07 Clients trying to regain use of physical capacity  
 49F02 Coming to the gym post rehab and have chronic pain conditions, keeping them motivated and compliant  
 25M09 Lazy  
 22F11 Individuals who ask for your help, but do not participate in the training session  
 22M05 My challenging clients consist of injuries. People trying to rehabilitate a back injury, I feel, are above my level of qualification  
 20M04 Those with history of injury  
 24F04 Stroke victims that only have use of one side of body, clients in wheelchairs or scooters.  
 24M05 The one's who believe I can teach them everything about working out and training in one session.  
 22F01 Men that think they already know everything  
 22F12 I don't have enough experience with clients to have any challenging ones.  
 22F05 The challenging clients are those that aren't motivated (want to put in the time but not the effort). Clients with specific needs are also more challenging (i.e. recovering from injury, have special conditions)  
 28F03 Clients that are not willing to make some specific changes to their lifestyle for example diet or time commitment/variety of exercise.  
 28M08 Inconsistent goals with their level of commitment  
 22F08 People who just don't really want to do any work to gain the results. Women who just don't want to sweat or feel any tired muscles.  
 21F09 I find it challenging when a client has very defined goals which will be difficult to obtain or clients who do not want to focus on all areas of fitness.  
 21F01 Have not worked with enough clients yet.  
 22M11 Athletes in a sport I'm not too knowledgeable about  
 23F07 Clients with injuries  
 21M12 N/A

**Code c). If you could request CEC specific to your own practice what type of workshops/educational experience would they be?**

- 29F10 Training the Trainer!  
 Plyometrics

- Medicine & Ball work (safely)
- 46F05 Circuit training programs – age related
  - 50F03 Food management, proper nutrition
  - 41F07 Rehab exercise programs
  - 25M09 Training course for trainers, how to improve a trainers workout
  - 22F11 Stability ball workshop, Medicine ball workshop
  - 22M05 I would be interested in learning more about periodization for different programs and goals. Perhaps some more information on nutrition in achieving particular goals (weight loss, mass gain)
  - 20M04 Sport specific CEC
  - 24F04 Specific to working with elderly clients as baby boomer population is aging.
  - 24M05 More sports specific or occupation specific.
  - 22F01 Functional Training and adjusting training for the elderly.
  - 21F03 Working with sport specific athletes.
  - 22F12 Sport specific (athlete related), older populations, motivation and getting clients to stick to the program.
  - 22F05 Workshops tailored to specific populations (i.e. injuries, new mothers) would be helpful.
  - 28F03 Communication skills for general clients would be helpful. According to my interest and some clientele, sport/niche specific such as golf, pregnant clients and bridal programs would be ideal.
  - 28M08 PT programming for BUSY people.
  - 22F08 Person's wishing to train for a specific sport, event or skill.
  - 31M12 Sport specific training; Injury rehabilitation – sport specific
  - 21F01 Maybe courses on muscular imbalances, as well as the importance of nutrition in regards to training.
  - 22M11 Sport specific training, core training
  - 23F07 Working basic fitness principles into injured clients (alternative methods &/or rehab exercises)
  - 21M12 Sports specific training, including plyometrics and power lifting. Focusing on more indepth movements and broaden possible athletic client range.

*Focus Groups***Q1. What got you interested in personal training?**

- FG1P1 Basically it almost stemmed from not wanting to teach. I thought I wanted to be a teacher and I was mostly interested in the sciences. Then after taking [Physical Education & Kinesiology] 3P91, I actually realized that there's a use for all that information finally, as oppose to storing it in the back of your head not being able to teach it to grade three's so I've just been running with it since then.
- FG1P2 For me it started with sports. Grade 7 and 8 I started working out but I didn't really, it was all from magazines. When I got to Grade 9 I started actually getting serious about football and wrestling I needed to get in better shape so I started getting more into it and looking up more stuff on the internet. By the time I got here [university] I wanted to know exactly what I'm doing and get into it more seriously, I originally took the course for myself then I was like well then I saw the thing right in the book [facility] hires personal trainers. I've always had friends asking for advise at least now I could give them proper advise.
- FG2P1 I love fitness! Actually there are a couple of reasons the first is I knew that if I didn't work at a gym facility I really wouldn't go to the gym and second one is obviously I want to help people achieve specific goals about their weight and their fitness level and nutrition and everything like that
- FG2P2 My mom signed me up for the course and told me I was doing it. After first year. She told me I needed a job and this fit into Phys-Ed and that what I was doing and I said okay sounds like fun

**Q2a. What has been the biggest, positive surprise so far?**

- FG1P1 I would say just coming through university is that I do have a higher background knowledge then most personal trainers. I didn't realize that a lot of people get it on the weekend and you don't actually need a phys-ed degree to be a personal trainer.
- FG1P2 Well pretty much everything about it so far, my whole experience so far has been good, the people I work with, it's my part-time job at school it pays for more then enough. An example, actually being able to give advice I know what I'm talking about it's just a personal thing, it's good, I'm happy to actually know it.
- FG2P1 I think seeing people lose the 11 to 15 lbs in the 6 weeks is and seeing a huge change in their confidence levels and the way they look at their life and their lifestyle changes and choices from that moment on I think that is the biggest surprise is just how it affects people so hugely. Actually, you know I have to change that a little bit I think my biggest surprise is when I left and people won't take on any other trainers and they tell me they'll follow me wherever I go
- FG2P2 Yeah, I agree with that, like the feedback coming back to you after the fact too, that's not expected

**Q2b. What has been the biggest, negative surprise since you've been personal training?**

- FG1P1 The pay is horrible, unless you find a government regulated job or you start your own business.
- FG1P2 Negative is the fact that I'm happy to actually know it but other people, well they just kinda of ignore it, even if they took it under consideration it would be fine, whatever and keep doing something their way, but wait a minute you're just going to hurt yourself.
- FG2P1 One of the facilities that I worked in was geared more towards financial than personal, like it wasn't about the client it was about the sale and I think that was the most negative environment I've been in since I've started training is being told that you don't meet your sales quota
- FG2P2 I don't know that there's been negatives. I haven't worked any where else so I don't have anything to compare it too, to know if something has really been negative

**Q3a. How would you describe your typical client? (Demographics)**

- FG1P1 Right now it's mostly just court officers maybe average age late 20's
- FG1P2 Most of my clients have been male; most of them have been a little bit older than me, a pretty even mix of ones who have worked out before and ones that haven't. I had one who hadn't really worked out before but he was into all martial arts and he was physical active already so he caught on easy and his technique was good.
- FG2P1 Typical client 30 – 50 years old, female, never exercised before coming to the gym for the first time, unsure
- FG2P2 They are either 30 to like older women or they're first and second years who don't know how to use a gym. Older men like 40+, 35+ they're popular ones

**Q3b. Goals of typical client?**

- FG1P1 Most of them their goals are toning, so like lose a little extra weight that they have put on, from partying and that and not doing cardio that properly and just a little bit of strength overall weight loss
- FG1P2 Most of them wanted to, whether experienced or not, were just toning, generally get back into shape or get into shape in the first place.
- FG2P1 Always weight loss, majority
- FG2P2 Wanting to lose weight or have decided that they are going to get in shape probably for vacation

**Q3c. What is their time commitment?**

- FG1P1
- FG1P2 10 pack met every week the other ones were all single sessions. I was actually impressed with all of them wanted to be at the gym at least 4 times a week. They were actually sticking to their 4 times a week goal which they had set for

themselves, which I was very impressed, I wasn't expecting that...I just assumed that people always, even I do that, I say I'm going to go to the gym everyday and I went three times and I'm a trainer so I just kinda assumed that everyone else

- FG2P1 Usually, working any where from 9 to noon in the morning and then coming back and then working evenings
- FG2P2 I'm even on both [ 10 packs and single sessions] I think it is just the way, the people that I've agree to do I slightly more selective, I think than most people in terms of who I'll be willingly to take on because of my schedule

**Q3d. Any contingencies?**

- FG1P1 In my case with courts in Toronto and that they have to schedule their work schedules around them I mean so sometimes 6 o'clock in the morning downtown Toronto and that's it
- FG1P2 I had one client that was it has to be this time and that was all they could do. Other than that they've been pretty easy, we might have to email back and forth couple of times to get a time, this doesn't work for me what about you, that doesn't work for you what about but once we got one they're pretty good at finding some time that worked
- FG2P1 Well the majority, if you are flexible with them they tend I find to be flexible back
- FG2P2 Nope, usually I don't take on those ones because my schedule doesn't allow it, if the manager says that there's contingencies I usually don't take them on as clients 'cuz I know that my schedule doesn't allow for me to

**Q4a. Please describe the characteristics of those you consider to be your difficult clients.**

- FG1P1 I say mostly accident victims just because there are so many muscular imbalances too unless you're right on top of it you always have to go back and reference
- FG1P2 Mine was probably just a beginner, he probably could have done the workout he was doing in an hour it took him two because his 30 second breaks were almost minute and a half breaks or he would talk for awhile. I'd see him come in and two hours later he'd just be finishing up so just take time no actually difficult
- FG2P1 I'm not doing that. What do you mean you're not doing that, I just don't like doing lunges but I'm your trainer you're paying me to help you get the best condition I can possible give you well I'm just telling you I'm not doing lunges, okay let's do squats, well I don't do squats, oh, okay the when you're ready to be trained. She was in her 20's but she was a 3 times a week Monday, Wednesday, Friday, without fail she came never was happy. I cringe and then when I worked at my first facility I always did at the new facility I work in there's a lot of meatheads and I'm not going to go up to them and go like hey you're using all momentum eh way to hit your muscle not they're very set in their ways I do correct people who are approachable, you can tell who's

approachable and who's not

FG2P2 Usually I make fun of them first, when the big meatheads are doing it wrong then I'll go help them, then we but if they just keep doing it [makes a face]

**Q4b. How are they different from your typical clients?**

**Q5a. What strategies have you used with your difficult clients?**

FG1P1

FG1P2

FG2P1 I make it my own personal goal to change their mood by the time they are done that session so they are finally smiling and have nice things to say to people, my own personal goal with them and to keep them satisfied I mean that's as a trainer that's what you want to do and I aim to do. When they're warming up and you walk over and you say how are you today and they go meh, I'm having a horrible day mrrmmr, I'll be like you know I hear if you smile it will trick everyone into thinking you're happy eh, you know. I'm a ridiculous person by nature so I try to pull that out a little bit too, it should be fun, exercise should be fun.

FG2P2 I tell them that if I can do they have to do it too, that I wouldn't give them anything to do in their program that I couldn't myself not necessarily in terms of amount of weight like if I'm going to make them do 10 laps of walking lunges then I should be able to do 10 laps of walking lunges with a weight that's appropriate for me

**Q5b. How are the strategies different from your strategies you use with your typical clients?**

FG1P1 It just depends like after awhile you know longer breaks and things like that, you just have to ask more questions too as oppose to fitting more exercises in, the whole talking thing too sometimes just to kinda education. Yeah or sometimes even ending a session early and alright time for stretching, let's do some PNF stretching or something like that instead, you don't want them to feel like they're a failure they can't do another exercise and it's only forty minutes into the session, so than throw in something else that they can do so at least they don't feel like they didn't make it to the end and they still feel like got value out of the session too

FG1P2 I'd explained to him in the beginning that a so much rest time, then doing a set, then so much rest time that kinda thing so I just kinda change it afterwards you know what you're doing awesome with the weights so far so now we're going to do exactly that kinda, make it sound like even though it's properly would be to do that and get less rest time, I'd just made it sound like it was just that more important that we did that so and then he didn't take offence to that

FG2P1 I'm the same trainer, I try to mirror their emotions, how they do stuff, so if they're low key am I lower key, if they're high energy than I'm high energy



that's the only differences between my training, within the clients  
 FG2P2 Yeah, I stay the same, not very much difference

**Q6. Describe differences, if any, between male and female clients?**

FG1P1 I'd say that women want to work harder. Overall, I think men just don't quite get it I've heard lots of theories about the opposite sex trainer will usually get better results too, just because even if you're not consciously thinking of it you're trying to impress the opposite sex by working that little bit harder too. No predispositions so they'll take everything you say for granted where guys, they have expectations to be bench pressing 300 lbs because they see everyone else in the gym

FG1P2 I definitely agree with him that females tend to work harder, guys tend to even though they are taking my advice and everything they tend to be like oh okay, yeah, whatever, okay I see, whereas girls almost seem more like they weren't as confident as the guys in the first place so they kinds took it for what I said and double checked that they were doing it right and that sort of thing where guys are like oh okay hi my buddy does it this way and I was wondering about this

FG2P1 I don't train males

FG2P2 Males tend to question me, the few males that I have training, not many but the few that I have had they tend to question, they want to know why, why, why, and how and if I'm sure and if there's something, they want to see it on paper because me telling them isn't good enough. Female clients tend to more accepting almost like they believe, not believe they trust you more like male clients, and I don't know whether it's because I'm a female training them. Especially, in terms of weight training stuff, like the cardio stuff when I tell them they're like oh yeah okay and then oh we need too, no, why, really, are you sure, how do you know this

**Q7. Describe differences, if any, between older and younger clients?**

FG1P1 It depends on what your setting is whether it's in a home and I know I've had to really scale back some exercise especially since a lot with your own body weight for some reason they seem more flexible I guess with a little bit muscle loss, a little less give in some of the joints. I think they want to work more on proper I say if anything, they take the time to make their own notes, take it a little slower, make their notes about things, ask questions, open to trying it more, as oppose going straight for the workout type thing

FG1P2 Not actually training them, the odd people at the gym that kinda ask me a questions or something but not an actually client

FG2P1 What their bodies are capable of doing and how quickly that they are capable of doing it

FG2P2 Generally if they bought the sessions they are there because they want to be so in terms of that they are pretty much the same, different programs but not big differences at least not the ones I've had

*Interviews*

**Q1. Please describe your duties as a fitness centre manager.**

- M1 My duties are basically everything within the four walls of the fitness centre, the main thing to be a supervisor of staff and make sure that everything is going well with the staff, right now I've got 20 student personal trainers, making sure they're doing the right things in terms of customer service is the major thing for me, facility maintenance, risk management, programming, so getting programs, staffing programs, marketing programs, little extras more or less for the membership.
- M2
- Oversee the day to day operations of the fitness facility and staff
  - Create and oversee staff schedule
  - Liaise between staff and company management
  - Recruit, hire, train and development of staff
  - Overseeing department heads
    - Staffing – ensuring department is fully covered
    - Budgeting – generating revenue, minimizing expenses
    - Goal setting
    - Counselling
    - Monthly/quarterly meetings
  - Staying on top of budgeting
  - Member satisfaction
- M3 I'm one of two fitness co-ordinators we split our fitness program into two. So we call one individual conditioning co-ordinator and we call the other one a group fitness co-ordinator, so the group fitness co-ordinator is my counterpart, she takes care of all of the classes and all of the volunteers which we are primarily running with right now so 90% of our classes that are being taught are being taught by volunteers she heads that and then I head the individual conditioning part which is all of my trainers, we have two different kinds of trainers, we have one trainer who trains the floor and the general member and because we have a different program upstairs a lot of it is management of that system, fit links, and so they are required to have background in knowledge and fitness training but they mostly put people on cookie cutter programs than I have personal trainers on top of that who I manage and they do actually what it is personal training but they have their own...[book of business]...my job is to one make sure that I manage my guys and the management of our members, making sure that their needs are met and than also the management of the personal trainers so that they are doing their job, any help that they need with own book of business is being met and then on top of that, in terms of budgeting and any purchasing of new equipment, managerial tasks. I teach classes or I train members I'm supposed to do everything that my guys do on top of that just the

amount of time being put in on the floor. I have 13 staff in total, 4 of them also personal train on their own. Part of my other duties too has a manager is dealing with manager shifts that we have to take control of the whole building

**Q1a) How long have you worked as a manager?**

- M1 Just over 4 years
- M2 11 years
- M3 3 years

**Q1b) Certifications?**

- M1 I'm certified with CPTN as a personal trainer and adapted exercise specialist. I'm also a course conductor and practical assessor with CPTN. As well as, a strength and conditioning specialist with NSCA
- M2
  - Honours Bachelor of Physical Education
  - Certified Personal Trainer
  - Certified Nutrition and Lifestyle Consultant
  - Certified Spinning Instructor
  - Certified Fitness Consultant
  - CPR and AED
  - First Aid
- M3 I am certified through the YMCA (personal training, group certified in cycle (Keiser, shwinn, and ymca), yoga, strength). I am NLS certified (pool). I am current CPR and First Aid. I am current AED

**Q2. How do you decide which personal trainer works with a client?**

- M1 I'll ask about the, the client's background, whether they're a beginner, what they're looking for exactly, fitness goals, preferences male or female, obviously if they have preferences that way that eliminates, 50% of my staff right there. It's just getting a feeling for them if they're kinda a shy women very inexperienced in the fitness setting but they say gender doesn't matter, often you know gender probably will matter when it comes down to it and it will be a little more comfortable for them not quite the same I don't think with males, sometimes a beginner male, a female is able to related to them just as well if not better then a male of the staff that I've had experience with anyway
- M2 After a phone interview with the client to assess their wants and needs, based on the

conversation, I team them up with a trainer who meets their requirements. I usually get a feel for the client's personality and try to match them with a trainer who is similar.

- M3 If it comes down to that and it's a very small population or percentage of people who come in to our desk and say I want to purchase a personal trainer I do one of a couple of things I move them over and I say first I want you to go upstairs and reading about my personal trainers there's a whole biography on all of them and so details what their interests are and who they would rather work with the clientele they're looking at then they're to call or email the trainer and have a discussion with them that's the relationship piece that we're trying to develop rather than someone coming in and saying alright here's your trainer, go ahead, generally they end up meeting with the trainer first, and then they make the decision if this is the person they want to train with if they come in and they want to have a trainer and they don't care then I give them all the names and numbers and say call I don't make the decision

**Q3. What, if any, might be considerations to take into account in terms of client comfort, when choosing a personal trainer?**

- M1 The majority of the people that come to me looking for a personal trainer are beginners so they're uncomfortable with this environment to begin with um, so in those respects I look for trainers even beginning trainers who are just a little more aware of people being not comfortable in a gym. Other comfort things, the gender more than anything else would probably be the one thing people do have kinda significant preferences for, I really only want to work with a female I'm only comfortable especially our older clientele, community members, faculty, staff females would rather work with females, in that respect I've found comfortable doing different things, I mean some people will have issues with working up too much of a sweat, or they don't want to lift weights, they got those preconceptions those would be other comfort issues that we kinda have to work through a little bit this is part of an overall fitness plan and you might be exposed to sweating or you might have to be exposed to doing some strength training
- M2
- Time of day for training
  - The type of training they wish to engage in
  - Their goals
  - Personality of the client – are they serious, Type A, good sense of humour, flexible in schedule, etc.
  - Preference for a male or female trainer

M3 If someone came in and they were asking for something specific if it was male/female, that's a specific one that you can go towards you can head them in the right direction and point them to the right people say it's an older clientele and I know that two of my trainers aren't comfortable dealing with older clientele and I'll lead them in that direction, there are a series of questions we do ask them there's a brochure that they can fill if they like to help me point them in the right direction, if they don't feel like they want to go up and figure it out on their own if they do fill out all the information I can take a look at it, I can have a 5 minute conversation with somebody at the desk when they come in and lead them in the right direction we are asking them all the right questions so that they are being set-up hopefully, with the right person you never know, I mean with only 4 trainers they may not be able to get their needs met because maybe we don't have the personality that suits them

**Q3b) What about, trainer comfort, when assigning a client?**

- M1 I find that a lot of trainers at this level are comfortable with one type of client and almost to the exclusion of others, some people are really comfortable with beginners and I don't know whether they're afraid that they're not advance in their knowledge to help somebody who's got some more performance goals. On the other hand you have people who aren't comfortable with beginners they see themselves maybe as people who are into the more advance kinda training senior trainers are the ones who think that they can work with athletes and they're not so good with the beginners they maybe forget about what it takes to get a beginner hooked on exercise and get them achieving their goals
- M2 Same as mentioned above for the client. Personal training is a "personal" thing and it is important for the client and trainer to gel. For this reason, the first session is a consultation with the trainer to ensure that the client is comfortable and willing to work with the trainer. Additionally, at any point in time, a trainer or a client has the right to decide to walk away from the training relationship. For the client, they can do so with no questions asked if they prefer. For the trainer, they would have to "walk away" from the client in a more delicate way. Essentially, if a trainer feels they are the wrong fit for the client it is in their best interest to pass the client on to someone who is better suited for them. There is nothing worse for a trainer than bad word of mouth.
- M3 The first thing when any trainer I build a very good relationship with all my trainers before they become a personal trainer so I know them and I know who they are and

what they're going to be good with, the people the clientele the training that they're going to deliver I know exactly what it is so if I asked someone the questions that are needed I can usually put them with somebody and say here you go try these two people out I don't know which one you will like more because they are two different personality but they're very close in terms of their training my personal trainers have to disclose a lot of things to me like what they're comfortable with and you know please don't send anybody my way that this, this or this they'll be open and honest with me and I'll say okay the same thing with the people than they have to make sure that they're telling me what they want the member who comes in and says you know, I really don't want a male or I really don't want someone who's going to be over pushy I want someone who, have good relationship with me who will talk with me and not push me too hard you end up getting both, from the trainer you know what they want and you know what the member wants so that you can do a better match and that's why it takes some time for them to become a personal trainer because they need to be able to develop that skill, which a lot of people don't have when they come in

**Q4. How willing are your personal trainers to work with client contingencies? i.e. wants to meet M, W, F at noon. Willing to do anything but...**

- M1 Most of my trainers are pretty flexible with their schedules and so that's not the big issue and I do think that everybody comes up with the issue that there's something that the client doesn't want to do that as a trainer you have to convince them that, yes, this is something you need to do, if you want to accomplish x we need to do this at this point and this and this and put the pieces together that way and that's the component of a holistic fitness program I don't know, to be honest with you if, I couldn't say if every trainer that I have would do that or if they would kinda say, okay well, it's your choice, I'm going to write it on the program this is what you should be doing but not necessarily really hammer home why it's important I would expect that, that anyone who's been certified is, also feels the responsibility to provide the best information that they can to that client hopefully they would encourage, well-rounded program and keep the client's best interests in mind, when programming
- M2 A successful trainer understands the need to be adaptable and flexible in their programming. As such, we hire trainers who believe in the same philosophy. Those trainers who wander away from that philosophy usually find themselves on the short list for clients. As mentioned above, there is nothing worse for a trainer than bad word of mouth. Clients chat with each other and with their friends and if they know a trainer will not work with their wants and needs, they will tell

everyone about that shortcoming.

- M3 That's nothing that I get involved with so that's strictly based on how the client and how the trainer are going to set themselves up so if they come up front and say this is what I'm looking at and things change then there are steps that need to be followed with the trainer and the client there have been refunds where people are not happy with their situation they didn't achieve the goal over the first 5 sessions we don't refund after sessions are done so if they've completed a session if they're really unhappy than the personal trainer has to then make the decision that listen yeah I did 3 sessions with you but it's you know what I'm not happy with it and they complained about it and they didn't get it and there have been times that you know maybe the trainer didn't submit their invoice for 3 sessions and that person got a full refund that's solely and strictly about the trainer and how they want to handle that stuff they come in a say you know what I did really really well and I got 5 more I've got to lose like how am I going to do this they have to deal with that I don't get involved in that but as far as I know I mean I've only in 3 years done 3 returns, the person's schedule they wanted 3 days a week on Mondays, Wednesdays, and Fridays at 2 pm it may not happen and there are probably a lot of people who get turned away for personal training because they can't meet the schedule of our trainers I got 2 trainers all over the day there's probably a lot people who get turned away but it's not our focus unless I want to hire 2 new people I just tried somebody out recently and brought them abroad and they realized how hard it was to build clientele and they had already worked for us for months, as trainer and thought it was going to be easy and it wasn't...it was a very good wake up call

**Q4b) What about building in flexibility into a program, in terms of program design?**

- M1 I think that's a big issue, the biggest issue, the biggest roadblock for new trainers and trainers who, especially trainers who talk to each other all the time and trainers who read Men's Health or whatever, and look at those things and see personal training in a bit of a box and see clients in a bit of a box and being flexible for people that have life issues and other things on the go
- M2 As mentioned above, a successful trainer will be adaptable and flexible. If they are good at reading their clients and understands a client's need for flexibility, then the trainer will act accordingly.
- M3 I would probably not hire trainer if they couldn't be flexible especially at our facility we are one of the biggest Y's in Canada we have some great equipment but any new club that goes in is gong to have all the newest equipment and they're going to have quite a bit of it especially if they're big I mean we've had members

leave here because of the availability of equipment isn't there for them but I think as a trainer one of their jobs is to teach members how to be flexible when it comes to using machines so that if one machine is being occupied then you can go to a different thing and get the same results or try a different exercise and get the same results I think people are too quick on the gun to see a machine that they want and then lose sight of what it is that they are actually here for and then just get too flustered and frustrated and leave and say I don't like...definitely they need to be flexible and even if they weren't so it really isn't an issue

**Q5. How prepared do you feel your personal trainers are when they first start to work at your facility?**

M1 That really varies, most the part I think, they're all pretty green, so not real ready to be working with clients that have specialized needs or that have a need for that flexibility or they have something that's just not cookie cutter this is what you do for a beginner client I think in that respect a lot of them seem to be when I'm looking for personal trainers, for certain client, a lot of that is the hesitation I'm going to need help with doing this, I'm going to need some advice whether it's from fellow staff members or whether it's from you I'm not real comfortable right now, I'm going to try it probing them to do that, I think helps them grow but, right off the bat, most of them aren't real ready either from a knowledge base or just from a confident base to jump right in do, real personal training program not just the cookie cutter this is how you progress with...everybody basically rather than with that person

M2 I believe trainers to any facility will have a "breaking in" period. Even trainers who are veterans to the business of personal training will find that they need a little bit of time to get used to a new system in a new facility. The training component and the people component may vary a little from facility to facility but the dynamics of those elements of training are pretty much the same. It is usually the business part of things that takes more time for a trainer to adapt to in a new facility.

Having said the above, absolutely new trainers to the industry will take some time to learn the ropes and develop their "training eye"...i.e. their people skills – adaptability, flexibility.

M3 My personal trainers are very prepared because they've worked for the least amount of time I can probably say to someone is 3 months, it's supposed to be 6 but I do make a decision on somebody if I feel that they've got a great relationship building skill the way in which they've worked their shifts on the floor just training proven themselves they've gone above and beyond to prove themselves so at about 3 months or so they should be well prepared, at 6 months they're even more prepared,



it's what they're not prepared for is the amount of time they have to put in afterwards and how to not hard sell yourself the hard sell is what the majority of clubs do the hard sell, we soft sell and so when you're on the floor as a trainer working with a member putting them on a cookie cutter program and they ask you about personal training how do you go about doing that because one you're not yet a personal trainer but how can you build clientele without being a personal trainer and so two that have recently been very successful in doing that with their 6 months one of my strategies was I said send me a list of 20 people that you know that want personal training from you right now and so once they've done that then yeah they're prepared like the last one I didn't do what I should of done I didn't do the 20 people and this person made it sound, the person very good on the floor but they were not aware of how much more leg work you gotta put in while you're still working here and it's a money thing too because you can get a lot more money to personal trainer than you are to just train sometimes it's out of my control especially when I'm fighting off clubs that are paying 20 buck an hour to start and they don't even care who they are

**Q6. What professional development would you like to see your personal trainers come into your facility having already attained?**

- M1 Skills on the floor, so what are they doing on the floor during the day to day shift, that will make them more confident, better personal trainers, interacting with members, I don't know if it's a customer service thing or if it just something that people need confidence in to be out there and know that they're the experts on the day and to portray that and to sell the fact that they're there working as personal trainers on the floor for everybody if you want something I'm the expert to come too and I don't know if that's a professional development thing or if that's just something that I need to do better to get people to really know that they're the experts here I think that a lot of it comes from the fact that you can get a lot of personal training certifications with a weekend or two weekends of classroom work and a few practical hours to really be good and to really feel good and to really be a good personal trainer you need to be, have some experience and you need to have the feeling that your knowledge is real and that your knowledge is valuable and whether or not you get that in a two weekend course, maybe not, I think that's a problem as well that sometimes it's a little bit too easy to get certain designations, as personal trainers
- M2
- People skills
  - Business skills
  - Good work ethic
- Obviously the training knowledge that it takes to do the job – at least the basic

foundation and fundamentals. Much of the other elements are things that can be learned on the job and attained via continuing education. But by far, people skills and business skills would be at the top of the list.

- M3 Personal trainers when they are with us it's hard right because they have to be a trainer first they need to have either a YMCA certification so we have our own personal training certification system nationally recognized levels that can allow them to become a personal trainer in house so I can take someone who is Joe blow volunteer has a business background and turn him into a trainer if they really want to go through the process, it's a longer process than you would get taking Can-Fit-Pro certification, ACE certification, CPTN certification I know the CPTN one is very lengthy you can take it in a university course acronyms for many personal training but they need to have either our certification or they need to have some other outside personal certification if they don't I have just recently hired what we call hosts, a host on my floor is not going to give advice in terms of training they can help people out with machines in terms of proper set-up advice on how to do an exercise or can you give me an extra exercise or this and that but they can not prescribe someone a program and help them with their goals, they do cleaning they make sure no one is killing each other out there make sure that things are just working smooth our classes are set-up, our instructors are good, people are good so they're hosts they're like the greeter at the door when you walk in how can I help you they need to have here at the Y it's the level one certification for us is a host than when you get into 2 and 3 it's a trainers...and they can also come in with a outside personal training certification so we have hired people who are Can-Fit, CPTN, your ACE's CFCF all the different things so they have to have coming in with some form of background whether they're hosts or whether they're the trainer I want them to have something, even the host, I want them to be familiar with the gym I'm not going to hire somebody that doesn't know the difference between a bicep curl and a lat pulldown

**Q7. If you could have a CEC workshop customized for your personal trainers, right now, what would it be?**

- M1 I think it goes along with recognizing that every program you design and every person that comes to you as a client has different needs, different backgrounds, different schedules, so you have to take those contingencies and work with them and develop a program as best as possible rather than coming up with something okay so we're going to 2 x 15's for a week, then we're going to go our 12's, then we're going to go our 10's, 8's, you know, blah blah, then we have our transition week and this is how you do that 9 week structure and you want to train, two half bodies a week kinda thing and just breaking out of that mold and that's a big

continuing education course and I think it comes from experience and you can't get that experience and it's hard to get that experience when you're paid \$14.21 to do one of these sessions it's hard to motivate yourself to do a really great program for someone when you're only going to see them once potentially and so I don't know if that's a continuing education thing

M2 The Business of "PEOPLE" in personal training

M3 We already done it and we do it frequently we host our own training events so for all of our trainers and all of our volunteers we just did one actually it was a week or so ago we do it every year and we get together with all the Y's in the Niagara region this year we had 120-130 volunteers and staff that come in, it's a development day where we find people who want to come in and deliver workshops just like Can-Fit-Pro we bring in our own presenters we bring in outside presenters to help with workshops in terms of first aids and all that that's all done in house with our own people with our personal trainers and if it came down to anything that was some form of workshop we don't do anything too specific when it comes to how do I run my personal training business better I don't get involved with that because like it is we set it up as their own business so if they want to go do their own training we recommend that they go do that all my trainers have worked for other organizations where they have sent them away to different training events or have brought in somebody specific for personal training I have a little bit of biases that you get any kind of workshop and implement it into what you're doing this surrounding dealing with differences how to how to manage your books better and your time better that's a whole different workshop but I guess to get that we haven't done that but everything else training, fitness, exercise, health we bring dieticians in people from government the food people the nutrition people they come in and do a whole thing on the Canadian food guide for us all those things because we're so recognized

## Appendix E

### Content Analysis by Existential Themes

#### *Places (Context)*

##### *Focus Group*

#### **Q2b. What has been the biggest, negative surprise since you've been personal training?**

FG2P1 It's facility, one of the facility that I worked in was geared more towards financial than personal, it wasn't about the client it was about the sale and I think that was the most negative environment I've been in since I've started training is being told that you don't meet your sales quota I was going to have to sign a 3 month revenue agreement stating, and this after I worked there for almost a year, stating if I didn't meet my sales quotas in an average of 80% over 3 months and my job was on the line. The new facility that I work at focuses more on the people and not the sales like I'm not even allowed to sell myself I'm not allowed to go up and say hey are you interested

#### **Fitness Classes**

FG2P1 To make it more like every class at that facility has it own name, the first facility that I worked at which was an all women's which explains why most of my clientele was women, theirs had specific names too, every facility that I've wants to have their own recognized fitness classes, that if you were to say oh, I did a cycle fit class outside of that facility they go oh so you workout here

#### *Interviews*

M3 This Y, this one is really different I think that there's other Y's out there, that will handle their PT very different I know I was in Scarborough and all their staff are personal trainers as well as floor workers, but in terms of trying to compare it to a GoodLife or a Premier or any private club it's very different. Yeah, I talk to a lot of people about, well do you like Premier do you like GoodLife I'm like there has to be a different kind of club I'm just saying we are different I don't say we're better I don't say we're worse we're different

*People**Focus Group***Q3a. How would you describe your typical client? (Demographics)**

- FG1P1 Right now it's mostly just court officers maybe average age late 20's. Most of them are probably, have been an average fitness level or above fitness level back in say college or something like that, some of them still play hockey and that
- FG1P2 Most of my clients have been male; most of them have been a little bit older than me, a pretty even mix of ones who have worked out before and ones that haven't. I had one who hadn't really worked out before but he was into all martial arts and he was physical active already so he caught on easy and his technique was good all that kinda thing but yeah so generally a little bit older than me, male and both experienced and not experienced.
- FG2P1 Typical client 30 – 50 years old, female, never exercised before coming to the gym for the first time, unsure. I did cardiac rehab at the facility that I currently work at – older population of about 60 – 80 as well
- FG2P2 They are either 30 to like older women or they're first and second years who don't know how to use a gym. Older men like 40+, 35+ they're popular ones

**Q3b. Goals of typical client?**

- FG1P1 Most of them their goals are toning, so like lose a little extra weight that they have put on, from partying and that and not doing cardio that properly and just a little bit of strength overall weight loss
- FG1P2 Most of them wanted to, whether experienced or not, were just toning, generally get back into shape or get into shape in the first place just a basic workout
- FG2P1 Always weight loss, majority
- FG2P2 Wanting to lose weight or have decided that they are going to get in shape probably for vacation

**Q3bi. Do you find that when you look at the client that most of them need to 'tone'?**

FG1P1 Yeah, enough of them I mean especially for them being special constables and that too and if someone in court goes berserk you gotta have confidence in them being able to control them at least so even with their muscle and cardio endurance isn't quite as important but for health factors yeah so you can look at them and qualify stuff like that now I can and running fitness testing and that for the Ontario police I'm pretty good at judging where someone's fitness level is just but looking at them, sometimes I'm surprised obviously here and there but overall I get a good estimate / Overall, I think my expectations have gone down a little bit, like I think from what I use to think someone could do before by looking at them and their fitness standard they perform a little less, especially with the police testing and that too you think that this person is going to run through the course in no time but then they're right on the brink of almost failing a pretty basic test for your fitness level so that's of opened up my eyes as in bringing down my expectations for clients a lot of the time so I think that I've been overestimated a lot of the times overall so

FG1P2 I mean they're not ripped by any means or huge or anything like that, even the beginners had done things, played pick up hockey or whatever, I won't actually see them and oh you had to go to the gym or something like that if I just saw them walking by I would assume they might not workout but that they had been active so

FGC The reason I asked, I was thinking about some of the female clients I had. When I look at them I don't think that they are at a serious health risk for anything I think that they look fine but they run up and want to "tone" I want to do this and that. So I didn't know if it was the same [both nod head in affirmation] sort of thing for those guys where, I know it's hard to tell what fat is underneath the skin, but they look okay but...

**Q3bii. Do you think that has to do with working at a university gym where everyone wants to be fit?**

FG1P1 I think so, actually overall because with the phys-ed program being so big we're use to people that are in shape, lift a lot and consciously make an effort for the most part. Now, obviously getting into like courts and some older clients I have and that, its people that would have been at the university gym before and then just stop completely for four five years so they kinda still look the same almost and that only a little more fat but still the fitness levels like the lungs and cardio just isn't there.

**Q3c. What is their time commitment?**

FG1P1

FG1P2 My one 10 pack met every week the other ones were all single sessions. I was actually impressed with all of them wanted to be at the gym at least 4 times a week. Like I didn't think, the re-training with only the one session but if they had any questions told them to email me or anything like that and they were actually sticking to their 4 times a week goal which they had set for themselves, which I was very impressed, I wasn't expecting that...not that I didn't think they had it in them but I just assumed that people always, even I do that, I say I'm going to go to the gym everyday and I went three times and I'm a trainer so I just kinda assumed that everyone else [does the same thing] Yeah, but they were really good about it

FG2P1 Usually, working any where from 9 to noon in the morning and then coming back and then working evenings

FG2P2 I'm even on both [10 packs and single sessions] but I don't know about the rest, like the other people at the same facility whether they would have more single sessions or not. I think it is just the way, the people that I've agree to do I slightly more selective, I think than most people in terms of who I'll be willingly to take on because of my schedule

**Q3d. Any contingencies?**

FG1P1 Not a lot overall. Well in my case with courts in Toronto and that they have to schedule their work schedules around them I mean so sometimes 6 o'clock in the morning downtown Toronto and that's it. Simple as that sometimes so but I mean that's not the individual's choice

FG1P2 I had one client that was it has to be this time and that was all they could do. Other than that they've been pretty easy, we might have to email back and forth couple of times to get a time, this doesn't work for me what about you, that doesn't work for you what about but once we got one they're pretty good at finding some time that worked

FG2P1 Well the majority, if you are flexible with them, they tend, I find, to be flexible back [Part2 nods head in affirmation] I would prefer you give me 24 hours cancellation I really would so I can set my day around it if you wake up and your appointment is at 9 and you're sick or your child is sick or your car won't

start obviously I understand and just I think just putting it out there that there is that flexibility there, I haven't had too many people be that, that retentive, but they do want their specific time like once somebody has that time, they don't want me to be like oh you've filled that 9 o'clock spot I thought that I was your 9 o'clock like once somebody starts training it's like you are every Monday at 9 period. I've done so many different kinds of programs but if I'm doing a cardio program where agility and plyometrics is involved then I tend to shadow them a little bit and show them the technique that I want them to do there is a little bit of involvement, some people do, definitely like it when you're mirroring them so they're watching your exact technique and some people would rather that you just 100% focus on what they are doing what their muscle contraction looks like, their speed, their breath all that stuff so I find it can go either way most people really want to see me in pain though, they find it fun... [Part2 nods head in affirmation]

FG2P2 Nope, usually I don't take on those ones because my schedule doesn't allow it. Usually, if the manager says that there's contingencies I usually don't take them on as clients 'cuz I know that my schedule doesn't allow for me to meet every single Monday, Wednesday, Friday at 9 am with them so they kinda have to be flexible.

### **How would you describe your fitness class participants?**

FG2P2 Fitness classes, are either super in shape people if you do it at noon, it's going to be all the, it will be your 30 – 40 year old women who will use the same set of hand weights, and like to workout to the same CD and they want the same routine 5 days a week they come in they socialize they lift their one pound weights they smile they drink their water they say have a good day and off they go back to work. If you teach any of the other classes, it the students all female no males ever, they're co-ed but no males unless you drag a boyfriend some of some of the instructors will drag a boyfriend an then they'll be made to suffer but other then that

FG2P1 What classes do you teach?

FG2P2 Ball, muscle like ah any of muscle classes

FG2P1 So none of the cardio classes?

FG2P2 No I don't like cardio that much



FG2P1 Step, athletic hour and cycle fit. My cardio classes have hard core cardio people that don't necessarily believe that lifting a weight is on their list of things their need to do...they are more cardio driven people [Part2 nods head in affirmation] then they are resistance people in my athletic hour class I force them to full body like, full major muscles group work every single athletic hour I teach. I have a regular, in my step class, one [holds left index finger up] gentleman who comes in every single class I have in my athletic hour a different gentleman, but just one gentleman who comes in, when I use to teach at the same facility like four years ago I had a couple in my 6:30 am class there were two they came so I get a little bit of both I mean there could be 29 women but always at least one gentleman in my class. But, in my cycle fit class I have well still more women but at least three men

FG2P2 It could be a little different too because it's target more the like fitness classes here, I mean, like would attach a different stigma too they maybe more likely to go out and do it in a gym, outside of a university, whereas like their buddies are going to be playing basketball down in the gym and can look up in the fitness studio

FG2P1 I don't get young men, in my step and athletic hour, I get 40 year old men. I get young women but I don't get young men, in the step and athletic hour I get all ages in my cycle fit class but in that regard no I don't get any young men [Part2 shakes head] who's friends might see them doing it

**Q4a. Please describe the characteristics of those you consider to be your difficult clients.**

FG1P1 I say mostly accident victims just because there are so many muscular imbalances too unless you're right on top of it you always have to go back and reference and just lack of body awareness I would say sometimes is associated with people who have been in accidents, like my one client that was in a motorcycle accident broken his scapula and all that so basically the one entire side of their body is imbalanced and so even things like doing the hamstring ball curl are feeling it in the quads. So I'd say that is the most difficult in trying to making them actually use the correct muscles

FG1P2 Mine was probably just a beginner, he probably could have done the workout he was doing in an hour it took him two because his 30 second breaks were almost minute and a half breaks or he would talk for awhile. So when I was working

out with him I would have to push him and it would be an hour and twenty minutes or something like that. But I know I'd see him when I was just working at the gym and I'd see him come in and two hours later he'd just be finishing up

**What would he talk about?**

FG1P2 Anything. Anything. He was at the shoulder press machine he was just so comfortable sitting there he'd talk about the clouds that were in the sky

FG1P1 I had some clients like that back in the [facility] too / I had one guy who wanted to be ripped almost half body builder type guy and then it's just chatting away about nothing I mean I don't know he wants to be Doctor in the Dominican or whatever anything but getting the workout in the hour time.

FG2P1 I'm not doing that. What do you mean you're not doing that, I just don't like doing lunges but I'm your trainer you're paying me to help you get the best condition I can possible give you well I'm just telling you I'm not doing lunges, okay let's do squats, well I don't do squats, oh, okay the when you're ready to be trained you let me know, yeah I had one client, she was like I don't like that I don't want to do this. She was in her 20's but she was a 3 times a week Monday, Wednesday, Friday, without fail she came never was happy and that's one of the reasons why I like my job because you're always surrounded with happy people, positive environment you go to work you're happy you leave work you're happy you know what I mean, this person I dreaded training them, last client of the day Monday, Wednesday, Friday because they were so negative. I cringe when I worked at my first facility I always did at the new facility I work in there's a lot of meatheads and I'm not going to go up to them and go like hey you're using all momentum eh way to hit your muscle not [Part2 nods head in affirmation] I'm not going to do that, they're very set in their ways I do correct people who are approachable, you can tell who's approachable and who's not approachable

FG2P2 I have happy people I never had anyone tell me they don't like to do something. Usually I make fun of them first, when the big meatheads are doing it wrong then I'll go help them, then we but if they just keep doing it [makes a face]

**What is their reaction when you help them?**

FG2P2 Usually, the older ladies love it

FG2P1 Yeah

FG2P2 The younger girls love it, the younger guys who actually want to learn will be responsive, the ones who know more than you do and want to do a lat pulldown that will separate and define their chest [rolls eyes] I told him that he did a lat pulldown that did his chest, the burn was in his chest, okay so it depends on who it is

FG2P1 I don't know because I worked with mostly women since I got my certification and still like that whole men are just are not, oh don't get me wrong the first time I started at my new facility I was like men hehe oh I can't wait I don't really feel confident going up to them yet I've just started to workout with my boyfriend last night and I think that will help build my confidence to the opposite sex, he's very difficult so if I can master him I can master anyone, that's right

**Q6. Describe differences, if any, between male and female clients?**

FG1P1 I'd say that women want to work harder. Overall, I think men just don't quite get it I've heard lots of theories about the opposite sex trainer will usually get better results too, even if you're not consciously thinking of it you're trying to impress the opposite sex by working that little bit harder too. I've kinda seen that in my female clients not that they're wanting to impress me right out, but it's just always subconsciously there as oppose if there was another trainer who almost looked just like them. Yeah, it's almost like, blank slate when they come in sometimes no predispositions so they'll take everything you say for granted where guys have expectations to be bench pressing 300 lbs because they see everyone else in the gym, females they don't care what they're lifting they want to be toned [air quotes]. In the end amount of weights and all that doesn't matter at all they want to be less weights if anything but somehow get toned, guys they just always got something to work for there's always super lifters that will put in the gym that can lift so much weight, so they kinda want to do what they're doing to get there so it's a little bit harder in that sense [Part2 nodding head in affirmative]

FG1P2 I definitely agree with him that females tend to work harder, guys tend to even though they are taking my advice and everything they tend to be like oh okay, yeah, whatever, okay I see, whereas girls almost seem more like they weren't as confident as the guys in the first place so they kinda took it for what I said and double checked that they were doing it right and that sort of thing where guys

are like oh okay hi my buddy does it this way and I was wondering about this

FG2P1 I don't train males

FG2P2 Males tend to question me, the few males that I have training, not many but the few that I have had they tend to question, they want to know why, why, why, and how and if I'm sure and if there's something, they want to see it on paper because me telling them isn't good enough. Female clients tend to more accepting almost like they believe, not believe they trust you more like male clients, and I don't know whether it's because I'm a female training them but they tend to question. Especially, in terms of weight training stuff, like the cardio stuff when I tell them they're like oh yeah okay and then oh we need too, no, why, really, are you sure, how do you know this

**Have you noticed anything that other trainers do that you would like to incorporate into your training? Or things that they do that you would avoid?**

FG1P1 Just some people are good with clients, like I mean there are a couple are good interaction, I mean there's nothing spectacular exercises that I haven't usually that are going on, no one is training professional athletes in [facility] but on the other side I mean no much bad either like I haven't really seen exercises that I've been like oh they really shouldn't be doing that I mean some people just take them through the basics things and don't really do much thinking and deviating from a normal program but I mean I don't know the client so I can't really say that right, that maybe that's what they need

FG1P2 I find because I said a lot of mine were either starting off basic or just getting back into it and want to start off basic again I feel like I always seem to give them a pretty basic program. The other day I had the guy who was into martial arts and everything for him I could do more for which I enjoy, but yeah I wish I could more advance programs which I guess really is what the other trainers, something other trainers do that...it's not really in my control but like I said I wish it is something I could do but other then that other trainers experience I just like to watch them seeing how they interact or just how they deal with them and everything checking with them afterwards to see what things, for new exercises, new routines, or something that I hadn't really thought of or something like that

FG2P1

FG2P2

**Q7. Describe differences, if any, between older and younger clients?**

FG1P1 It depends on what your setting is whether it's in a home and I've had to really scale back some exercise especially since a lot with your own body weight and again usually overestimating them a little bit but for some reason they seem more flexible, the elderly, I guess with a little bit muscle loss, a little less give in some of the joints. My one client who's like 65 is the most flexible male I know besides me I don't know how but he's till got some tight muscle groups and that but some of them like he had no joint there almost. I think they want to work more on proper I say if anything, they take the time to make their own notes, especially if it is a client that's not going to be doing 100 sessions with me over a whole year, they want maybe a couple months worth then they want to stick with that program take it a little slower, make their notes about things, ask questions, open to trying it more, as oppose going straight for the workout

FG1P2 Not actually training them, the odd people at the gym that kinda ask me a questions or something but not an actually client

FG2P1 What their bodies are capable of doing and how quickly that they are capable of doing it

FG2P2 Generally if they bought the sessions they are there because they want to be so in terms of that they are pretty much the same, different programs but not big differences at least not the ones I've had

**Moms and Dads**

FG1P2 Definitely scaling back workouts and stuff I find they're really so far the ones I've trained really into it, really want to go but dies down like nothing because all of a sudden they get the job and the kids and everything and they're strong for like 2 weeks every time they said they were going to do it they did it but they miss one they miss two and come back to me in a month saying okay you have to give me another one because that last one didn't work

FG1P1

FG2P1

FG2P2

### **Super fit yoga/pilates instructor, what do you do?**

- FG1P1 That's when you get the stability balls out
- FG1P2 Yeah
- FG1P1 Super core workouts
- FG1P2 That when you get a line of stability balls out jump from one to the other instead keep your balance on there
- FG2P1 I trained one girl, she was so incredibly fit she was the most challenging I ever had in terms of coming up with really good programs for her because she was further along than I was, like just everything but this woman was so incredibly fit so for her I won't but able to say make her do what I do

### **Family**

- FG1P1 Speaking of training family, they don't believe that you know enough about it because they're getting it for free, never train anyone for free charge \$100 an hour they're not going to question you
- FG1P2 This guy must be an expert that something my mom is good at, she doesn't actually asks that many questions or I don't notice it because she think about it later and ask me next time on the phone or something like that
- FG1P1 My Dad does yoga now and he'll come back and here's a new move I got, well try it this way now, well in yoga we do it this way or that and it's like oh can't bridge that gap
- FG1P2 I think my dad got scared of anything we all go to show him now because when me and [my brother] were still wrestling in high school, dad come here we gotta show you something and then or like Karate or whatever, dad come here no come here I got something else to show you so now when it comes to working out he's like no no you guys can't show me anything, show it on your brother even if it's something good

### **Who do you find works harder during your sessions**

- FG2P1 The 30 something's

FG2P2 Oh yeah, by far the older ones

FGC Male or Female?

FG2P2 I'd put them equal

### *Interviews*

#### **Is that because they are qualified or because they are driven?**

M3 They have been driven, they have also been proven that they can take on that responsibility, we just don't take on any personal trainer on the outside they have to be here (we don't feed) clients to them, they find their own

#### **Q2. How do you decide which personal trainer works with a client?**

M1 Well a lot of the time I'll ask about the client's background, whether they're a beginner, what they're looking for exactly, fitness goals, preferences male or female, obviously if they have preferences that way that eliminates, 50% of my staff right there and you know a lot of the time it's just getting a feeling for them if they're kinda a shy women, very inexperienced in the fitness setting but they say gender doesn't matter, often you know gender probably will matter when it comes down to it and it will be a little more comfortable for them with males not quite the same I don't think with males, sometimes a beginner male, a female is able to related to them just as well if not better then a male of the staff that I've had experience with anyway

M2 After a phone interview with the client to assess their wants and needs, based on the conversation, I team them up with a trainer who meets their requirements. I usually get a feel for the client's personality and try to match them with a trainer who is similar.

M3 If it comes down to that and it's a very small population or percentage of people who come in to our desk and say I want to purchase a personal trainer I do one of a couple of things I say first I want you to go upstairs and read about my personal trainers there's a whole biography on all of them and so details what their interests are and who they would rather work with the clientele they're looking at then they're to call or email the trainer and have a discussion with them that's the relationship piece that we're trying to develop rather than someone coming in and saying alright here's your trainer, go ahead, generally they end up meeting with the

trainer first, and then they make the decision if this is the person they want to train with if they come in and they want to have a trainer and they don't care then I give them all the names and numbers and say call I don't make the decision. We believe that it's not, it's shouldn't be my role to find someone a personal trainer, I mean I can put them in the right direction but I can't say you're going to be good with this person, who am I to judge someone on their personality, if they said they want a male and they wanted to be pushed really really really hard than I can maybe narrow it down to there two guys and say okay give these two guys a call and then I'll go from there or if I'd like a female well I only got one so your choices are very slim.

**Q3. What, if any, might be considerations to take into account in terms of client comfort, when choosing a personal trainer?**

- M1 The majority of the people that come to me looking for a personal trainer are beginners so they're uncomfortable with this environment to begin with so in those respects I look for trainers who, even beginning trainers, who are just a little more aware of people being not comfortable in a gym. Other comfort things, the gender more than anything else would probably be the one thing people do have kinda significant preferences for, I really only want to work with a female I'm only comfortable especially our older clientele, community members, faculty, staff females would rather work with females, in that respect I've found and then comfortable doing different things, I mean some people will have issues with working up too much of a sweat, or they don't want to lift weights, they got those preconceptions those would be other comfort issues that we kinda have to work through a little bit and say well you know what this is part of an overall fitness plan, you might be exposed to sweating or you might have to be exposed to doing some strength training thing like that
- M2
- Time of day for training
  - The type of training they wish to engage in
  - Their goals
  - Personality of the client – are they serious, Type A, good sense of humour, flexible in schedule, etc.
  - Preference for a male or female trainer
- M3 If someone came in and they were asking for something specific if it was male/female, that's a specific one that you can go towards you can head them in the right direction and point them to the right people say it's an older clientele and I know that two of my trainers aren't comfortable dealing with older clientele and I'll lead them in that direction, there are a series of questions we do ask them there's a brochure that they can fill if they like to help me point them in the right direction, if



they don't feel like they want to go up and figure it out on their own if they do fill out all the information I can take a look at it, I can have a 5 minute conversation with somebody at the desk when they come in and lead them in the right direction we are asking them all the right questions so that they are being set-up hopefully, with the right person you never know, I mean with only 4 trainers they may not be able to get their needs met because maybe we don't have the personality that suits them or the goal-driven person maybe looking for someone who has a different opinion on how to train them so who knows

**Can you give me an example of a question you ask in the brochure?**

- M3 What are your goals? Another one could be obviously Would you rather have a male or female trainer? How many sessions, How long would you like to be personal training for?
- M3 I have one trainer who will only, he won't take 3 sessions because being a trainer he doesn't feel like he can get across to someone what he wants in 3 sessions, just that's a preference and that is and to be honest and I know because he's full all the time, it's not a money issue and you, that's the first thing most people will say is he's trying to up sell you know 10 sessions over 3 of course he'd want that it's more money he's got to tell people no...(busy) seven days a week. That's because of how he handles his business right, I think anybody can go into to it, if you don't go into it with a hard sell you can be very very popular that's what we see here, people want to come in here and train because they know how good can be

**Do you notice a difference between the twenty-something's vs. older clients?**

- M1 I think the older clients are looking for more of a quiet place, more of a quiet time less of a maybe, intense kinda personal trainer, whereas, a lot of times the younger clientele we'll have, they'll want to work, and they'll want to get the results and they'll want to get them now they think, that's kinda what it is the older clientele are a little bit more hesitant about, different things I think just coming in here and trying something new when it's busy looking foolish or even just something new in general, that's a big generalization I mean it can go either way really with that but overall I think that might be the feeling that I get
- M3 From what I see, it kinda really depends I think that younger are wanting to get pushed harder they don't know how to push themselves the older need safe advice so they need to make sure that they are taking care of things that are not quite

working like they use too or injuries or just wanting to live a healthier lifestyle with arthritis and osteoporosis making sure that they're good with those things the middle you get the mix you get the people who just want to social environment they don't care who training with just make me train because I need too because I won't come in here on my own and talk to me well I do this I got we've got the people who want to compete in something so they want to be pushed and they need to be ready and than you've got the people you know who are just want a good workout

**Q3b) What about, trainer comfort, when assigning a client?**

- M1 I find that a lot of trainers at this level are comfortable with one type of client and almost to the exclusion of others, some people are really comfortable with beginners and I don't know whether they're afraid that they're not advance in their knowledge to help somebody who's got some more performance goals or on the other hand you have people who aren't comfortable with beginners they see themselves maybe as people who are into the more advance kinda training they don't think they can relate as well to a beginner or they're not maybe as comfortable or they just don't want to work with beginners and a lot of that goes with the way our personal training thing is structured, a beginner would generally come in and do one session, whereas somebody who's looking for sport performance is going to have more of a long term focus with their training so they're likely going to buy more sessions. Our senior trainers, have been there done that with the single sessions here, there and everywhere are more interested in doing the longer term thing and it makes it more worth their while and they get a little more out of it. So I generally do find that the senior trainers are the ones who think that they can work with athletes and they're not so good with the beginners they maybe forget about what it takes to get a beginner hooked on exercise and get them achieving their goals and whatnot
- M2 Same as mentioned above for the client. Personal training is a "personal" thing and it is important for the client and trainer to gel. For this reason, the first session is a consultation with the trainer to ensure that the client is comfortable and willing to work with the trainer. Additionally, at any point in time, a trainer or a client has the right to decide to walk away from the training relationship. For the client, they can do so with no questions asked if they prefer. For the trainer, they would have to "walk away" from the client in a more delicate way. Essentially, if a trainer feels they are the wrong fit for the client it is in their best interest to pass the client on to someone who is better suited for them. There is nothing worse for a trainer than bad word of mouth.

M3 I build a very good relationship with all my trainers before they become a personal trainer so I know them and I know who they are and what they're going to be good with, the people the clientele the training that they're going to deliver I know exactly what it is so if I asked someone the questions that are needed I can usually put them with somebody and say here you go try these two people out I don't know which one you will like more because they are two different personality but they're very close in terms of their training my personal trainers have to disclose a lot of things to me like what they're comfortable with and you know please don't send anybody my way that this, this or this they'll be open and honest with me and I'll say okay the same thing with the people than they have to make sure that they're telling me what they want the member who comes in and says you know, I really don't want a male or I really don't want someone who's going to be over pushy I want someone who, have good relationship with me who will talk with me and not push me too hard you end up getting both, from the trainer you know what they want and you know what the member wants so that you can do a better match and that's why it takes some time for them to become a personal trainer because they need to be able to develop that skill, which a lot of people don't have when they come in

**Do you think that is because the newer trainers are recent graduates of a personal training course? The information is fresh in their minds.**

M1 Yeah and just again they don't want to do anything too specialized that they know the general training principles and they know that these work for a beginner and this is going to be good for a beginner so they'll get them to that whatever 75% or whatever they're going for that's person's fitness, they being doing better than what the person is doing now but not necessarily cutting edge whatever it is they think there exists out there that's going to change, that's going to be different to train an athlete, that the training principles somehow change

**Q5. How prepared do you feel your personal trainers are when they first start to work at your facility?**

M1 That really varies, most the part I think, they're all pretty green, so not real ready to be working with clients that have specialized needs or that have a need for that flexibility or they have something that's just not cookie cutter this is what you do for a beginner client I think in that respect a lot of them seem to be when I'm looking for personal trainers, for certain client, a lot of that is the hesitation you know what I'm going to need help with doing this, I'm going to need some advice

whether it's from fellow staff members or whether it's from you I'm not real comfortable right now, I'm going to try it so kinda probing them to do that, I think helps them grow but, right off the bat, most of them aren't real ready either from a knowledge base or just from a confident base to jump right in do, you know a real (air quotes) personal training program not just the cookie cutter this is how you progress with...everybody basically rather than with that person

- M2 I believe trainers to any facility will have a "breaking in" period. Even trainers who are veterans to the business of personal training will find that they need a little bit of time to get used to a new system in a new facility. The training component and the people component may vary a little from facility to facility but the dynamics of those elements of training are pretty much the same. It is usually the business part of things that takes more time for a trainer to adapt to in a new facility.

Having said the above, absolutely new trainers to the industry will take some time to learn the ropes and develop their "training eye"...i.e. their people skills – adaptability, flexibility.

- M3 My personal trainers are very prepared because they've worked for the least amount of time I can probably say to someone is 3 months, it's supposed to be 6 but I do make a decision on somebody if I feel that they've got a great relationship building skill the way in which they've worked their shifts on the floor just training proven themselves they've gone above and beyond to prove themselves so at about 3 months or so they should be well prepared, at 6 months they're even more prepared, it's what they're not prepared for is the amount of time they have to put in afterwards and how to not hard sell yourself the hard sell is what the majority of clubs do the hard sell, we soft sell and so when you're on the floor as a trainer working with a member putting them on a cookie cutter program and they ask you about personal training how do you go about doing that because one you're not yet a personal trainer but how can you build clientele without being a personal trainer and so two that have recently been very successful in doing that with their 6 months one of my strategies was I said send me a list of 20 people that you know that want personal training from you right now and so once they've done that then yeah they're prepared like the last one I didn't do what I should of done I didn't do the 20 people and this person made it sound, the person very good on the floor but they were not aware of how much more leg work you gotta put in while you're still working here and it's a money thing too because you can get a lot more money to personal trainer than you are to just train sometimes it's out of my control especially when I'm fighting off clubs that are paying 20 buck an hour to start and they don't even care who they are

**Once they have gone over that trail period with you...**

- M3 They'll continually get coaching from me if they want it, it's they're own book of business and being their own personal book of business I don't want to step on their toes too much you want to let them have mistakes and sort of watch from the sidelines and say okay I noticed this maybe you might want to try this or wait until they come to you that's another thing because if they don't succeed meaning I don't look at succeeding with the member I think they're always succeed with the member...if they don't succeed the only way you'll see that they won't have clients, people who are training doing their own workouts just from some of the clients that are being observed what it comes down too

*Happenings*

*Focus Group*

**Q1. What got you interested in personal training?**

- FG1P1 Basically it almost stemmed from not wanting to teach. I thought I wanted to be a teacher and I was mostly interested in the sciences. Then after taking [Physical Education & Kinesiology] 3P91, I actually realized that there's a use for all that information finally, as oppose to storing it in the back of your head not being able to teach it to grade three's or whatever.
- FG1P2 For me it started with sports. Grade 7 and 8 I started working out but I didn't really, it was all from magazines. When I got to Grade 9 I started actually getting serious about football and wrestling and everything I needed to get in better shape so I started getting more into it and looking up more stuff on the internet. By the time I got here [university] I wanted to know exactly what I'm doing and get into it more seriously, I originally took the course for myself then I was like well then I saw the thing right in the book The Zone hires personal trainers. I love all...and I've always had friends asking for advise at least now I could give them proper advise.
- FG2P1 Actually there are a couple of reasons the first is I knew that if I didn't work at a gym facility I really wouldn't go to the gym and second one is obviously I want to help people achieve specific goals about their weight and their fitness level and nutrition and everything like that
- FG2P2 My mom signed me up for the course and told me I was doing it. After first year. She told me I needed a job and this fit into Phys-Ed and that what I was

doing and I said okay sounds like fun. She signed me up for that and the fitness course at the same time

**Q2a. What has been the biggest, positive surprise so far?**

- FG1P1 I would say just coming through university realizing that, I do have a higher background knowledge than most personal trainers out there because I kinda didn't realize that a lot of people get it on the weekend and you don't actually need a phys-ed degree to be a personal trainer.
- FG1P2 Well pretty much everything about it so far, my whole experience so far has been good, the people I work with makes it, I don't need to be start making money off it yet, it's my part-time job at school. Actually being able to give advice I know what I'm talking about it's just a personal thing, it's good, I'm happy to actually know it.
- FG2P1 I think seeing people lose the 11 to 15 lbs in the 6 weeks is and seeing a huge change in their confidence levels and the way they look at their life and their lifestyle changes and choices from that moment on I think that is the biggest surprise is just how it affects people so hugely. When I left and people won't take on any other trainers and they tell me they'll follow me wherever I go
- FG2P2 Yeah, I agree with that, like the feedback coming back to you after the fact too, that's not expected

**Q2b. What has been the biggest, negative surprise since you've been personal training?**

- FG1P1 The pay is horrible, overall unless you find a government regulated job where the pay is going to be high or you start your own business.
- FG1P2 Negative is the fact that I'm happy to actually know it but other people, well they just kinda of ignore it, even if they took it under consideration it would be fine, whatever and keep doing something their way, but wait a minute you're just going to hurt yourself.
- FG2P1 That's a lot of money to try and sell in a month you're already busy with your clients for most of the day you don't get paid for trying to get people to come into the office and have that consultation with you and if you didn't make the sale you didn't get paid for the that it was a lot of extra hours that you weren't necessarily getting anything for... There's no negatives with my job itself, it

kinda put a like a shadow on the training itself, it is about the people

FG2P2 I don't know that there's been negatives. I haven't worked any where else so I don't have anything to compare it too, to know if something has really been negative

**What has been your experience been with people who cancel?**

FG1P2 I've played email tag with a lot of people. I've actually never had an actual cancellation, it's only been one, just the other day actually, where I showed up and he wasn't there but I only sent, because we were playing email tag, he didn't check his email the one day, so I emailed him saying I'll be here at this time if you're there if not we'll do it the next day and I checked my email at night he emailed me, it was about when I got home from waiting for him, so I waited about 15 20 minutes whatever and he emailed me about that time saying he just got my message, I just got home now, sorry, I'll be there tomorrow. I've never had any cancellations, that's the only misunderstanding I think just to be on the safe side I do that for the most part I play enough tag to we get it right the first time

FG1P1 I've found a bit of the same it was more likely to be with the students like when I was working at the [facility] more likely to get someone to just not show up or show up a half an hour late

FG1P2 That happened a few times

FG1P1 Yeah, I know he was famous for that but I just charged him for it in the end I got pissed off

FG2P1 it's not very often a day when I used to train, when I first that I didn't have at least one cancellation, there was always one, always one so if I was to train 4 I'd set 6 in. I'd call them and say where are? you what's going on? Oh I slept in well you know unfortunately I'm going to have charge you for this but let's get you back in, I'm very persistent, um, you know if they are committed to having a program then they have to be committed into coming, but yeah I always have cancellations

FG2P2 If they are canceling they will cancel like a week in advance, but it's different because I only train one or two people at a time, max, and most of them are single sessions

### **Getting the single session started**

FG2P2 Well, that's a pain but it's pain because, more because I'm in school, I'm doing working, they're in school they're working none of our schedules match up like, it's more of a like, it's not my full time job I don't have endless hours to give them I have an hour on a Monday night I have one hour on a Tuesday to give them like, and they're the same way, like I can only workout between the hours of 1 – 3 on a Monday and 2 – 4 on a Thursday and that's it but if those times don't work out then either one of us has to change schedule and it sort of ends up like oh, my work schedule changes next week lets me see if I can talk to someone to cover shift and I can switch them and then or I'm already working at the gym at this time, let me talk to [Facility Manager] and see if I can do a training session then, so that so it's more of balancing the schedules just because there is so much else going on for both of us

### **Q5a. What strategies have you used with your difficult clients?**

FG2P1 I make it my own personal goal to change their mood by the time they are done that session so they are finally smiling and have nice things to say to people by the time they're done, my own personal goal with them and to keep them satisfied I mean that's as a trainer that's what you want to do and I aim to do. When they're warming up and you walk over and you say how are you today and they go meh, I'm having a horrible day mrrmr, I'll be like you know I hear if you smile it will trick everyone into thinking you're happy eh, you know. I'm a ridiculous person by nature so I try to pull that out a little bit too, just make them think oh my god I have no choice but to laugh at here, it should be fun, exercise should be fun.

FG2P2 I tell them that if I can do they have to do it too, that I wouldn't give them anything to do in their program that I couldn't myself not necessarily in terms of amount of weight like if I'm going to make them do 10 laps of walking lunges then I should be able to do 10 laps of walking lunges with a weight that's appropriate for me. If I'm going to ask them to do, like step ups or something, than I should at least, I'm not going to make them do something that I can't do at least attempt, like if I'm going to have them kneeling on a ball, and they're looking at me like I'm losing my mind and then I'm going to add in weight to it, well then I should be able at least attempt to get on a ball. It seems to work fairly well at least the couple of times



**Q5b. How are the strategies different from your strategies you use with your typical clients?**

- FG1P1 It just depends, longer breaks and things like that, you just have to ask more questions too as oppose to fitting more exercises in, the whole talking thing too sometimes just to kinda education. The injured ones too a little more so than people lets say your general client who is injury free just there to get in better shaped as oppose to rehabilitation than better shape. Yeah or sometimes even ending a session early and alright time for stretching, let's do some PNF stretching or something like that instead, if you don't want them to feel like they're a failure they can't do another exercise and it's only forty minutes into the session, so than throw in something else that they can do which is stretching or something like that so at least they don't feel like they didn't make it to the end and they still feel like got value out of the session too
- FG1P2 I didn't kinda shrug the off topic of talking but because I'd explained to him in the beginning that a so much rest time, then doing a set, then so much rest time so I just change it afterwards you know what you're doing awesome with the weights so far so now we're going to see if, make it sound like even though it's properly would be to do that and get less rest time, I'd just made it sound like it was just that more important that we did that so and then he didn't take offence to that he just kept talking as he worked out and wait till the next break, I don't think that he couldn't not talk as he worked out, just keep an eye on the time and say okay your next set we'll catch up in a second
- FG2P1 I'm the same trainer, I can be a little more, I try to mirror their emotions, how they do stuff, so if they're low key am I lower key, if they're high energy than I'm high energy that's the only differences between my training, within the clients
- FG2P2 Yeah, I stay the same, not very much difference

**Have you noticed anything that other trainers do that you would like to incorporate into your training? Or things that they do that you would avoid?**

- FG1P2 Things I don't like is more little modifications on exercises that we learn and stuff through actual training principles. There was one the other day, I couldn't get over it adding a jump into a perfectly fine exercise for someone who is just starting and I've seen it done with a jump I don't think it makes any difference I was talking with the other trainers, we don't think it makes any difference in the

exercise at all but they were just learning the technique anyway it would have been easier to let them learn the basic instead of trying to get them to jump, they stayed there and worked on it but they didn't really get any better at because it was just too much to take away and just tell them exactly what we learned and don't do your own modifications at least not until they know what they are doing

FG1P1 Like having someone do a squat right to the floor or something instead of going to 90

FG1P2 That's what it that's basically what it was only with a jump instead. They started doing a jump after a squat within their landing forget the knees pass the toes or anything like that they're landing straight down on top of everything it's just I wish they would have kept it simple. I went over and told him afterwards and said you know what, that way what I wanted to say if you just workout now your know but I also didn't want to step on anyone's toes

FG1P1 You don't want to put someone down, like a trainer in the middle of a session like hey you don't know [what] you're doing guess what you just wasted your money

FG1P2 This was just people asking for help, it wasn't an actual training session but I mean I wouldn't want their coach training me

FG2P1 For me personally I like a basic strength training that I have set for my new clients that are one muscle group per exercise no compound exercises [Part2 nods head in affirmation] for my new client so they can really learn to focus on one specific muscle group at a time where like I would only do chest press on the bench say where as the first facility I worked at a women was hell bent and determined to make everyone doing chest press on the ball on their first, you know what I mean, time they were coming into the gym, I was thinking okay, way to put so much on their plate they have to focus on keeping their bum up, keeping their core tight, you know, all the stability factors plus the chest press, I mean, just personally that's just not the way I would going about doing it

FG2P2 Not necessarily cookie cutter, but just on the verge of the new and like the what's the new best exercise do this and he's got them hanging upside down from whatever machine doing. Like sacrificing increasing weight for poor technique. Like this is the way it is going to be where as I tend to be very flexible with program design so if someone comes in and they says I'm going to workout 3 times a week that's all I can do, 3 times a week that's it so you're not

really going to workout 3 times a week, you're going to tell me you're working out 3 times a week so really, you're maybe going to get once or twice in so if three is what you're telling me you're going to get once or twice so am I going to divide up body parts, no you're getting one full body workout because if you're doing it once at least you're doing it once like when you tell me oh I drank a few beers on the weekend, you didn't drink a few beers with your buddies you probably drank the whole weekend like you know what I mean, so if the program it's going to be flexible around them, like if they come in a tell me this is what they want then great, I'll work with no it may not be the exactly the way you should be properly be doing, you know, okay I can't do the exercises in this order because the machines are always busy well then try the best you can but for whatever reason you can't then go on to something else and go back to it maybe not the greatest but where as some of the trainers are going to be this is the way you're doing it and this is the order, like, if it is busy work in or wait

FG2P1 Another one I see trainers give everybody the same program they're like, oh this is a good one I'll give it to this person and this person instead individualizing and specifying to each individual client for their needs and set of goals

FGC And progress them at the same rate too?

FG2P1 Oh, yeah...I mean we all have our favourite exercises or something that we would like everyone be able to do, I mean, I don't care everybody lunges for me I don't care who you are you're lunging whether it be stationary, walking, I mean with the BOSU ball without BOSU ball everyone lunges because I think it is a dynamic leg exercise works so many muscle at once...I don't like it, I've trainers train people with the one program

**Is there anything you would like to tell me about your clients or something extra you had to do for a client?**

FG1P1 I mean I continuously learn more but I wouldn't have had that client before, say like before I got my strength are conditioning expert I won't really be taking on any athletes per say like maybe someone who wants a general program but not one to be performing at the highest level

FG1P2 I never really had to go find out about a problem or anything like that I'm trying to make sense of the one time I said we meet at this time and whatever and

something came up and I only had a half an hour and it came up like an hour before sessions so went and said you know what I only have a half an hour today so instead of cancelling I'll work with you here and we'll just throw on an extra session at the end and obviously you're not going to have to pay for it I still remember my very first client, I'd email him three times after remember this and this and try to check back in now I've got the hang of it make sure to say this before hand and I'll follow up email to see how things are going I still see him at the gym so I mean it worked just now I know what to do one email instead of five from your trainer

FG2P1 I'm not a dietician, but I do, I give everybody a food journal, everybody because once they leave the facility doors I have no idea what they are doing so I just need the blueprint of the entire like scene, I need to know what they're eating so I know whether with what I'm training be able to attain the goals that they want, I need to see the big picture or else 80% of the results is their diet, so I can only work with so much I need them to work with me

FG2P2

### **Extra Certifications**

FG2P1 Oh, yeah, oh bring it on, every certification I can get, I'm in the nutrition and wellness certification right now through Can-Fit-Pro...I like it, it is so broad I mean likes, I mean I like the nutrition part I like the physical but the wellness I don't feel like I have enough understanding of the wellness like aspect of life where I'm like wow I'm gotta go and get acupuncture now and I'm going to go get like all rakai and I gotta get all this stuff done so that when it comes time to when someone wants to ask me questions I gotta go and do all research, I have my theory this Monday night and then I gotta come up with my practical, and their practical is crazy

### **Do you find any differences with chatting? Comparing male and female clients?**

FG2P2 Not the ones I've had but then again I'm kinda chatty a person so I tend just to talk to them they could be a wall and I would sit there and talk to them...whether they really want too or not

FG2P1 Expect for when they're doing the actually contraction between sets I talk but when they are actually involved the exercise I tend to focus in okay...

FG2P2 Yeah...

FG2P1 ...you know, to the left to the right, do this do that, da da da, that's my talking but between sets I'm a mile a minute

### *Interviews*

#### **Q1. Please describe your duties as a fitness centre manager.**

M1 My duties are basically everything within the four walls of the fitness centre, so the main thing to be a supervisor of staff and make sure that everything is going well with the staff, right now I've got 20 student personal trainers, so making sure they're doing the right things in terms of customer service is the major thing for me other things, facility maintenance, risk management, programming, so getting programs, staffing programs, marketing programs, just little extras more or less for the membership.

- M2
- Oversee the day to day operations of the fitness facility and staff
  - Create and oversee staff schedule
  - Liaise between staff and company management
  - Recruit, hire, train and development of staff
  - Overseeing department heads
    - Staffing – ensuring department is fully covered
    - Budgeting – generating revenue, minimizing expenses
    - Goal setting
    - Counselling
    - Monthly/quarterly meetings
  - Staying on top of budgeting
  - Member satisfaction

M3 I'm one of two fitness co-ordinators I head the individual conditioning part which is all of my trainers, we have two different kinds of trainers, we have one trainer who trains the floor and the general member and because we have a different program upstairs a lot of it is management of that system, fit links, and so they are required to have background in knowledge and fitness training but they mostly put people on cookie cutter programs than I have personal trainers on top of that who I manage and they do actually what it is personal training but they have their own...[book of business]...my job is to one make sure that I manage my guys, the management of our members, and making sure that their needs are met and than also the management of the personal trainers so that they are doing their job, any help that they need with own book of business is being met and then on top of that budgeting

and any purchasing of new equipment, managerial tasks. I teach classes or I train members I'm supposed to do everything that my guys do on top of that just the amount of time being put in on the floor. Part of my other duties too has a manager is dealing with manager shifts that we have to take control of the whole building. There is 13 and all of my personal trainers are required to be a trainer as well they have to put a shift on the floor, it's personal relationship thing too, personal training and we'll probably get into that it's completely different here than I think everything other business. All 13 of them have a floor shift, 4 of them also personal train on their own

**Q1a) How long have you worked as a manager?**

- M1 Just over 4 years
- M2 11 years
- M3 3 years

**Is that based on the clientele that you have at this facility?**

- M3 I think it's based on a few things one they'll get better value for their dollar, two the trainers like to, I don't want to say they want to push 10 sessions but I think what the goal is for most people and I generalize, most people and from what they're looking for is not really going to be achieved in 3 sessions so they end up finding that out through talking with trainer, someone might come in who for example, knows their way around a gym, they're very familiar with training but they just need a little bit extra, they need to learn some extra training tips, they feel like they just want to be pushed they might just purchase 3 that happens a few times sure, but more or less people end up going with 10 and that could be their decision or it could be the trainer's or a combination of both

**How many clients do you find will repeat? Buy 10 sessions than buy another 10**

- M3 Many, oh yes, there are, we're at that point right now where we need more trainers, we're not about to push it, so the people that I have training right now probably at their limits, of how many clients they can do, a lot of repeats, and then once someone goes down and they don't feel like training anymore they may take a little bit of time off and they come back and their shoes are fill with somebody else's who wants some training

**Q4. How willing are your personal trainers to work with client contingencies?  
i.e. wants to meet M, W, F at noon. Willing to do anything but...**

- M1 Most of my trainers are pretty flexible with their schedules, so that's not the big issue and I do think that everybody comes up with the issue that there's something that the client doesn't want to do that as a trainer you have to convince them that, yes, this is something you need to do, if you want to accomplish x we need to do this at this point and this and this and put the pieces together that way and that's the component of a holistic fitness program I don't know, to be honest with you if, I couldn't say if every trainer that I have would do that or if they would kinda say, okay well, it's your choice, and it ultimately is the client's choice, I'm going to write it on the program this is what you should be doing but not necessarily really hammer home why it's important I would expect that anyone who's been certified also feels the responsibility to provide the best information that they can to that client hopefully they would encourage, well-rounded program and keep the client's best interests in mind, when programming
- M2 A successful trainer understands the need to be adaptable and flexible in their programming. As such, we hire trainers who believe in the same philosophy. Those trainers who wander away from that philosophy usually find themselves on the short list for clients. As mentioned above, there is nothing worse for a trainer than bad word of mouth. Clients chat with each other and with their friends and if they know a trainer will not work with their wants and needs, they will tell everyone about that shortcoming.
- M3 That's nothing that I get involved with so that's strictly based on how the client and how the trainer are going to set themselves up so if they come up front and say this is what I'm looking at and things change then there are steps that need to be followed with the trainer and the client there have been refunds where people are not happy with their situation they didn't achieve the goal over the first 5 sessions we don't refund after sessions are done so if they've completed a session if they're really unhappy than the personal trainer has to then make the decision that listen yeah I did 3 sessions with you but it's you know what I'm not happy with it and they complained about it and they didn't get it and there have been times that you know maybe the trainer didn't submit their invoice for 3 sessions and that person got a full refund that's solely and strictly about the trainer and how they want to handle that stuff they come in a say you know what I did really really well and I got 5 more I've got to lose like how am I going to do this they have to deal with that I don't get involved in that but as far as I know I mean I've only in 3 years done 3 returns, the person's schedule they wanted 3 days a week on Mondays,

Wednesdays, and Fridays at 2 pm it may not happen and there are probably a lot of people who get turned away for personal training because they can't meet the schedule of our trainers I got 2 trainers all over the day there's probably a lot of people who get turned away but it's not our focus unless I want to hire 2 new people I just tried somebody out recently and brought them aboard and they realized how hard it was to build clientele and they had already worked for us for months, as a trainer and thought it was going to be easy and it wasn't...it was a very good wake up call

**Q4b) What about building in flexibility into a program, in terms of program design?**

- M1 I think that's a big issue, the biggest issue, the biggest roadblock for new trainers and trainers who, especially trainers who talk to each other all the time and trainers who read Men's Health or whatever, and look at those things and see personal training in a bit of a box and see clients in a bit of a box and I think that's the biggest issue that we have and being flexible for people that have life issues and other things on the go
- M2 As mentioned above, a successful trainer will be adaptable and flexible. If they are good at reading their clients and understands a client's need for flexibility, then the trainer will act accordingly.
- M3 I would probably not hire a trainer if they couldn't be flexible especially at our facility we are one of the biggest Y's in Canada we have some great equipment but any new club that goes in is going to have all the newest equipment and they're going to have quite a bit of it especially if they're big I mean we've had members leave here because of the availability of equipment isn't there for them but I think as a trainer one of their jobs is to teach members how to be flexible when it comes to using machines so that if one machine is being occupied then you can go to a different thing and get the same results or try a different exercise and get the same results I think people are too quick on the gun to see a machine that they want and then lose sight of what it is that they are actually here for and then just get too flustered and frustrated and leave and say I don't like...definitely they need to be flexible and even if they weren't so it really isn't an issue

**Q6. What professional development would you like to see your personal trainers come into your facility having already attained?**

- M1 To be honest this would be something and I don't know how you would include this but skills on the floor, so what are they doing on the floor during the day to day



shift, that will make them more confident, better personal trainers and interacting with members, I don't know if it's a customer service thing or if it just something that people need confidence in to be out there and know that they're the experts on the day and to portray that and to sell the fact that they're there working as personal trainers on the floor for everybody if you want something I'm the expert to come too and I don't know if that's a professional development thing or if that's just something that I need to do better to get people to really know that they're the experts here I think that a lot of it comes from the fact that you can get a lot of personal training certifications with a weekend or two weekends of classroom work and a few practical hours to really be good and to really feel good and to really be a good personal trainer you need to have some experience and you need to have the feeling that your knowledge is real and that your knowledge is valuable and whether or not you get that in a two weekend course, maybe not, I think that's a problem as well that sometimes it's a little bit too easy to get certain designations, as personal trainers

- M2
- People skills
  - Business skills
  - Good work ethic

Obviously the training knowledge that it takes to do the job – at least the basic foundation and fundamentals. Much of the other elements are things that can be learned on the job and attained via continuing education. But by far, people skills and business skills would be at the top of the list.

- M3 Personal trainers when they are with us it's hard right because they have to be a trainer first they need to have either a YMCA certification so we have our own personal training certification system nationally recognized levels that can allow them to become a personal trainer in house so I can take someone who is Joe blow volunteer has a business background and turn him into a trainer if they really want to go through the process, it's a longer process than you would get taking Can-Fit-Pro certification, ACE certification, CPTN certification I know the CPTN one is very lengthy you can take it in a university course but they need to have either our certification or they need to have some other outside personal certification if they don't I have just recently hired what we call hosts, a host on my floor is not going to give advice in terms of training they can help people out with machines in terms of proper set-up advice on how to do an exercise or can you give me an extra exercise or this and that but they can not prescribe someone a program and help them with their goals, they do cleaning they make sure no one is killing each other out there make sure that things are just working smooth our classes are set-up, our instructors are good, people are good so they're hosts they're like the greeter at the door when you walk in how can I help you they need to have here at the Y it's the

level one certification for us is a host than when you get into 2 and 3 it's a trainers...and they can also come in with a outside personal training certification so we have hired people who are Can-Fit, CPTN, your ACE's CFCF all the different things so they have to have coming in with some form of background whether they're hosts or whether they're the trainer I want them to have something, even the host, I want them to be familiar with the gym I'm not going to hire somebody that doesn't know the difference between a bicep curl and a lat pulldown

**Q7. If you could have a CEC workshop customized for your personal trainers, right now, what would it be?**

- M1 I think it goes along with just recognizing that every program you design and every person that comes to you as a client has different needs, different backgrounds, different schedules, so you have to take those contingencies and work with them and develop a program as best as possible rather than just coming up with something okay so we're going to 2 x 15's for a week, then we're going to go our 12's, then we're going to go our 10's, 8's, you know, blah blah, then we have our transition week and this is how you do that 9 week structure and you want to train, two half bodies a week kinda thing and just breaking out of that mold, I don't know, and that's a big continuing education course but things like that and I think it comes from experience and you can't get that experience and it's hard to get that experience when you're paid \$14.21 to do one of these sessions it's hard to motivate yourself to do a really great program for someone when you're only going to see them once potentially
- M2 The Business of "PEOPLE" in personal training
- M3 We already done it and we do it frequently we host our own training events so for all of our trainers and all of our volunteers we just did one actually it was a week or so ago we do it every year and we get together with all the Y's in the Niagara region this year we had 120-130 volunteers and staff that come in, it's a development day where we find people who want to come in and deliver workshops just like Can-Fit-Pro, there's a Y in Oakville that started a huge one for all of Ontario and we sort of took a spin off that just on training, we bring in our own presenters we bring in outside presenters to help with workshops for example last year we brought in Libby Norse from Reebok and she did a whole box day certification day everybody was good and going, in terms of first aids and all that that's all done in house with our own people with our personal trainers and if it came down to anything that was some form of workshop we don't do anything too specific when it comes to how do I run my personal training business better I don't

get involved with that because like it is we set it up as their own business so if they want to go do their own training we recommend that they go do that all my trainers have worked for other organizations where they have sent them away to different training events or have brought in somebody specific for personal training I have a little bit of biases that you get any kind of workshop and implement it into what you're doing this surrounding dealing with differences how to how to manage your books better and your time better that's a whole different workshop but I guess to get that we haven't done that but everything else training, fitness, exercise, health we bring dieticians in people from government the food people the nutrition people they come in and do a whole thing on the Canadian food guide for us all those things because we're so recognized

### **Biggest Roadblock**

- M1 Yeah, it's a huge roadblock, I mean, as personal trainer, you think of conventional personal trainer and they're working with somebody and that person is accountable and the personal trainer is accountable for that person's results and the only way you can be accountable from somebody's results is to meeting with them on a regular basis, we don't have the type of clientele that can afford to meet with a personal trainer on a regular basis so, you can't really judge the success of people as personal trainers, without looking at the results of their clients and how they're progressing, so it's difficult in that respect I think, yeah we're very unique situation in, so I look at it as my job as this is continuing education for personal trainers, so how do we exposed them here to, to doing personal training, to doing fitness programming, and selling the fact that you're not real good at it right now and so we're going to try make you good at it by putting you in there and getting you to do it and the more you do it the better you'll be and if you want to do this when you leave here you'll be ready to working with a client on a prolonged basis and you'll feel confident in giving them a program that will achieve their results, I think a lot of the continuing education there's got to be some practical components to it and there's got to be more of a weekend thing, you go to the conference or sit at workshop and you're really excited about the content of the workshop right away but it you have no opportunity to implement it [and] it kinda goes by the way side a little bit
- M3 The younger ones don't know how to get over what the perception is of the members and to detail that more is they walk the floor as a trainer and sometimes twiddling their thumbs they become bored and they'll sit at the desk and they'll have a conversation with each other rather than going out there and meeting the members the perception that has from our members is that they are not there to help them I'm sitting on the bike I'm new to this facility and I see two trainers over there

sitting and talking why aren't they helping me so, they don't say it but they're thinking it in their mind especially the new member and we know that through research we've done it, you take 50 new members and you ask them what their biggest fear is when they walk into a new facility like this, they don't know anybody, they don't think they're scared to walk in the door and feel like people are looking at them so we try and take that away so the ones that have the biggest hindrance in becoming a personal trainer they don't know how to get over the fact that when you work you should never be bored you should be able to find people to talk to so it's a relationship building thing that they have not yet discovered that makes them from good to great, so once they've developed a good relationship building tool skill than it's okay how can I push you in the right direction so that you are honing in on the member to it's fullest and that, maybe they want personal training maybe they won't but if you do your job really well anybody that comes into a club there are a lot of them, they would pay extra because they have to pay at another club, they have to pay that initial start up fee and then they have to pay \$200 extra to get this guy to tell them what to do so they are use to that the industry has you know, maybe this is what you're trying to find out, the industry almost poisoned or um given us false hope as to what we're actually supposed to be doing for these people which is you walk in the door no way we're not going to help you unless you pay 200 extra dollars and you go through 20 sessions, no you walk in the door I'll help anybody my staff is there to help anybody who comes in and pays their \$40/month for their membership we'll set you up on a program we'll monitor your program and you don't have to pay an extra dime and no one is going to tell you what you need to do, you make the decision that's the problem with some of my guys how do they take that I'm a trainer I'm supposed to help out the general member to hey somebody wants me or somebody wants me as a personal trainer how can I handle that, how can I handle it properly or how can I even get to that point where somebody does want me as a personal trainer how can I be good and a to me you know what I only see that with the young ones, the ones that are fresh out of school um fresh out of their certification because they didn't know what else to do with their lives. I think that's the biggest hindrance age and just getting out there you know seeing the industry they they're just too new to it, extra push on them to say well prove it, prove it I'm not going to hire anyone off the street...they all want to come in here for personal training well prove yourself first because I know you can go over to GoodLife and I know you can go over to Premier and they pay you \$20/hour

## *Objects*

### *Focus Group*

#### **Q2a. What has been the biggest, positive surprise so far?**

FG2P1 When I worked at Good Life, I was involved with a program, they have a fat loss program it's a 6 week program where people have a specific diet plan, specific exercises that they are given

#### **Q2b. What has been the biggest, negative surprise since you've been personal training?**

FG2P1 I got my hourly wage, when I was training and then you did get commission for the sales that you were making you but I had to sell \$3 250 in personal training a month. At that time, to train with me if you were buying just a single session cost \$59 and then it would go down to \$53 if you bought 20 or more sessions

### *Interviews*

#### **Q1b) Certifications?**

M1 I'm certified with CPTN as a personal trainer and adapted exercise specialist. I'm also a course conductor and practical assessor with CPTN. As well as, a strength and conditioning specialist with NSCA

M2

- Honours Bachelor of Physical Education
- Certified Personal Trainer
- Certified Nutrition and Lifestyle Consultant
- Certified Spinning Instructor
- Certified Fitness Consultant
- CPR and AED
- First Aid

M3 I am certified through the YMCA (personal training, group certified in cycle (Keiser, shwinn, and ymca), yoga, strength). I am NLS certified (pool). I am current CPR and First Aid. I am current AED

#### **How does the personal training work at this facility? Packages?**

M3 There's two different choices, there's a choice of 3 sessions for \$90 or there's a choice of 10 sessions for \$275 and then tax added on to that.

**Do you find that the 3 pack or the 10 pack is more popular?**

M3 The 10 pack

## Appendix F

## Lived Relation Existential Dimension

*Expectation Disconnect Trainers/Clients***Q3a. How would you describe your typical client? (Demographics)**

- FG1P1 Right now it's mostly just court officers maybe average age late 20's. Most of them are probably, have been an average fitness level or above fitness level back in say college or something like that, some of them still play hockey and that
- FG1P2 Most of my clients have been male; most of them have been a little bit older than me, a pretty even mix of ones who have worked out before and ones that haven't. I had one who hadn't really worked out before but he was into all martial arts and he was physical active already so he caught on easy and his technique was good all that kinda thing but yeah so generally a little bit older than me, male and both experienced and not experienced.
- FG2P1 Typical client 30 – 50 years old, female, never exercised before coming to the gym for the first time, unsure. I did cardiac rehab at the facility that I currently work at – older population of about 60 – 80 as well
- FG2P2 They are either 30 to like older women or they're first and second years who don't know how to use a gym. Older men like 40+, 35+ they're popular ones

**Q3b. Goals of typical client?**

- FG1P1 Most of them their goals are toning, so like lose a little extra weight that they have put on, from partying and that and not doing cardio that properly and just a little bit of strength overall weight loss
- FG1P2 Most of them wanted to, whether experienced or not, were just toning, generally get back into shape or get into shape in the first place just a basic workout
- FG2P1 Always weight loss, majority
- FG2P2 Wanting to lose weight or have decided that they are going to get in shape probably for vacation

**Q3bi. Do you find that when you look at the client that most of them need to ‘tone’?**

- FG1P1 Yeah, enough of them I mean especially for them being special constables and that too and if someone in court goes berserk you gotta have confidence in them being able to control them at least so even with their muscle and cardio endurance isn't quite as important but for health factors yeah so you can look at them and qualify stuff like that now I can and running fitness testing and that for the Ontario police I'm pretty good at judging where someone's fitness level is just but looking at them, sometimes I'm surprised obviously here and there but overall I get a good estimate / Overall, I think my expectations have gone down a little bit, like I think from what I use to think someone could do before by looking at them and their fitness standard they perform a little less, especially with the police testing and that too you think that this person is going to run through the course in no time but then they're right on the brink of almost failing a pretty basic test for your fitness level so that's of opened up my eyes as in bringing down my expectations for clients a lot of the time so I think that I've been overestimated a lot of the times overall so
- FG1P2 I mean they're not ripped by any means or huge or anything like that, even the beginners had done things, played pick up hockey or whatever, I won't actually see them and oh you had to go to the gym or something like that if I just saw them walking by I would assume they might not workout but that they had been active so
- FGC The reason I asked, I was thinking about some of the female clients I had. When I look at them I don't think that they are at a serious health risk for anything I think that they look fine but they run up and want to "tone" I want to do this and that. So I didn't know if it was the same [both nod head in affirmation] sort of thing for those guys where, I know it's hard to tell what fat is underneath the skin, but they look okay but...

**Q3bii. Do you think that has to do with working at a university gym where everyone wants to be fit?**

- FG1P1 I think so, actually overall because with the phys-ed program being so big we're use to people that are in shape, lift a lot and consciously make an effort for the most part. Now, obviously getting into like courts and some older clients I have and that, its people that would have been at the university gym before and then just stop completely for four five years so they kinda still look the same almost and that only a little more fat but still the fitness levels like the lungs and cardio



just isn't there.

### **Q3c. What is their time commitment?**

- FG1P2 My one 10 pack met every week the other ones were all single sessions. I was actually impressed with all of them wanted to be at the gym at least 4 times a week. Like I didn't think, the re-training with only the one session but if they had any questions told them to email me or anything like that and they were actually sticking to their 4 times a week goal which they had set for themselves, which I was very impressed, I wasn't expecting that...not that I didn't think they had it in them but I just assumed that people always, even I do that, I say I'm going to go to the gym everyday and I went three times and I'm a trainer so I just kinda assumed that everyone else [does the same thing] Yeah, but they were really good about it
- FG2P1 Usually, working any where from 9 to noon in the morning and then coming back and then working evenings
- FG2P2 I'm even on both [10 packs and single sessions] but I don't know about the rest, like the other people at the same facility whether they would have more single sessions or not

### **How would you describe your fitness class participants?**

- FG2P2 Fitness classes, are either super in shape people if you do it at noon, it's going to be all the, it will be your 30 – 40 year old women who will use the same set of hand weights, and like to workout to the same CD and they want the same routine 5 days a week they come in they socialize they lift their one pound weights they smile they drink their water they say have a good day and off they go back to work. If you teach any of the other classes, it the students all female no males ever, they're co-ed but no males unless you drag a boyfriend some of some of the instructors will drag a boyfriend an then they'll be made to suffer but other then that
- FG2P1 Step, athletic hour and cycle fit. My cardio classes have hard core cardio people that don't necessarily believe that lifting a weight is on their list of things their need to do...they are more cardio driven people [Part2 nods head in affirmation] then they are resistance people in my athletic hour class I force them to full body like, full major muscles group work every single athletic hour I teach. I have a regular, in my step class, one [holds left index finger up] gentleman who comes in every single class I have in my athletic hour a different gentleman, but

just one gentleman who comes in, when I use to teach at the same facility like four years ago I had a couple in my 6:30 am class there were two they came so I get a little bit of both I mean there could be 29 women but always at least one gentleman in my class. But, in my cycle fit class I have well still more women but at least three men

FG2P2 It could be a little different too because it's target more the like fitness classes here, I mean, like would attach a different stigma too they maybe more likely to go out and do it in a gym, outside of a university, whereas like their buddies are going to be playing basketball down in the gym and can look up in the fitness studio

FG2P1 I don't get young men, in my step and athletic hour, I get 40 year old men. I get young women but I don't get young men, in the step and athletic hour I get all ages in my cycle fit class but in that regard no I don't get any young men [Part2 shakes head] who's friends might see them doing it

**Q4a. Please describe the characteristics of those you consider to be your difficult clients.**

FG1P1 I say mostly accident victims just because there are so many muscular imbalances too unless you're right on top of it you always have to go back and reference and just lack of body awareness I would say sometimes is associated with people who have been in accidents, like my one client that was in a motorcycle accident broken his scapula and all that so basically the one entire side of their body is imbalanced and so even things like doing the hamstring ball curl are feeling it in the quads. So I'd say that is the most difficult in trying to making them actually use the correct muscles

FG1P2 Mine was probably just a beginner, he probably could have done the workout he was doing in an hour it took him two because his 30 second breaks were almost minute and a half breaks or he would talk for awhile. So when I was working out with him I would have to push him and it would be an hour and twenty minutes or something like that. But I know I'd see him when I was just working at the gym and I'd see him come in and two hours later he'd just be finishing up

**What would he talk about?**

FG1P2 Anything. Anything. He was at the shoulder press machine he was just so comfortable sitting there he'd talk about the clouds that were

in the sky

FG1P1 I had some clients like that back in the [facility] too / I had one guy who wanted to be ripped almost half body builder type guy and then it's just chatting away about nothing I mean I don't know he wants to be Doctor in the Dominican or whatever anything but getting the workout in the hour time.

FG2P1 I'm not doing that. What do you mean you're not doing that, I just don't like doing lunges but I'm your trainer you're paying me to help you get the best condition I can possible give you well I'm just telling you I'm not doing lunges, okay let's do squats, well I don't do squats, oh, okay the when you're ready to be trained you let me know, yeah I had one client, she was like I don't like that I don't want to do this. She was in her 20's but she was a 3 times a week Monday, Wednesday, Friday, without fail she came never was happy and that's one of the reasons why I like my job because you're always surrounded with happy people, positive environment you go to work you're happy you leave work you're happy you know what I mean, this person I dreaded training them, last client of the day Monday, Wednesday, Friday because they were so negative. I cringe when I worked at my first facility I always did at the new facility I work in there's a lot of meatheads and I'm not going to go up to them and go like hey you're using all momentum eh way to hit your muscle not [Part2 nods head in affirmation] I'm not going to do that, they're very set in their ways I do correct people who are approachable, you can tell who's approachable and who's not approachable

FG2P2 I have happy people I never had anyone tell me they don't like to do something. Usually I make fun of them first, when the big meatheads are doing it wrong then I'll go help them, then we but if they just keep doing it [makes a face]

### **What is their reaction when you help them?**

FG2P2 Usually, the older ladies love it

FG2P1 Yeah

FG2P2 The younger girls love it, the younger guys who actually want to learn will be responsive, the ones who know more then you do and want to do a lat pulldown that will separate and define their chest [rolls eyes] I told him that he did a lat pulldown that did his chest, the burn was in his chest, okay so it depends on who it is

FG2P1 I don't know because I worked with mostly women since I got my certification and still like that whole men are just are not, oh don't get me wrong the first time I started at my new facility I was like men hehe oh I can't wait I don't really feel confident going up to them yet I've just started to workout with my boyfriend last night and I think that will help build my confidence to the opposite sex, he's very difficult so if I can master him I can master anyone, that's right

**Q6. Describe differences, if any, between male and female clients?**

FG1P1 I'd say that women want to work harder. Overall, I think men just don't quite get it I've heard lots of theories about the opposite sex trainer will usually get better results too, even if you're not consciously thinking of it you're trying to impress the opposite sex by working that little bit harder too. I've kinda seen that in my female clients not that they're wanting to impress me right out, but it's just always subconsciously there as oppose if there was another trainer who almost looked just like them. Yeah, it's almost like, blank slate when they come in sometimes no predispositions so they'll take everything you say for granted where guys have expectations to be bench pressing 300 lbs because they see everyone else in the gym, females they don't care what they're lifting they want to be toned [air quotes]. In the end amount of weights and all that doesn't matter at all they want to be less weights if anything but somehow get toned, guys they just always got something to work for there's always super lifters that will put in the gym that can lift so much weight, so they kinda want to do what they're doing to get there so it's a little bit harder in that sense [Part2 nodding head in affirmative]

FG1P2 I definitely agree with him that females tend to work harder, guys tend to even though they are taking my advice and everything they tend to be like oh okay, yeah, whatever, okay I see, whereas girls almost seem more like they weren't as confident as the guys in the first place so they kinda took it for what I said and double checked that they were doing it right and that sort of thing where guys are like oh okay hi my buddy does it this way and I was wondering about this

FG2P1 I don't train males

FG2P2 Males tend to question me, the few males that I have training, not many but the few that I have had they tend to question, they want to know why, why, why, and how and if I'm sure and if there's something, they want to see it on paper because me telling them isn't good enough. Female clients tend to more accepting almost like they believe, not believe they trust you more like male

clients, and I don't know whether it's because I'm a female training them but they tend to question. Especially, in terms of weight training stuff, like the cardio stuff when I tell them they're like oh yeah okay and then oh we need too, no, why, really, are you sure, how do you know this

**Have you noticed anything that other trainers do that you would like to incorporate into your training? Or things that they do that you would avoid?**

FG1P1 Just some people are good with clients, like I mean there are a couple are good interaction, I mean there's nothing spectacular exercises that I haven't usually that are going on, no one is training professional athletes in [facility] but on the other side I mean no much bad either like I haven't really seen exercises that I've been like oh they really shouldn't be doing that I mean some people just take them through the basics things and don't really do much thinking and deviating from a normal program but I mean I don't know the client so I can't really say that right, that maybe that's what they need

FG1P2 I find because I said a lot of mine were either starting off basic or just getting back into it and want to start off basic again I feel like I always seem to give them a pretty basic program. The other day I had the guy who was into martial arts and everything for him I could do more for which I enjoy, but yeah I wish I could more advance programs which I guess really is what the other trainers, something other trainers do that...it's not really in my control but like I said I wish it is something I could do but other than that other trainers experience I just like to watch them seeing how they interact or just how they deal with them and everything checking with them afterwards to see what things, for new exercises, new routines, or something that I hadn't really thought of or something like that

**Q7. Describe differences, if any, between older and younger clients?**

FG1P1 It depends on what your setting is whether it's in a home and I've had to really scale back some exercise especially since a lot with your own body weight and again usually overestimating them a little bit but for some reason they seem more flexible, the elderly, I guess with a little bit muscle loss, a little less give in some of the joints. My one client who's like 65 is the most flexible male I know besides me I don't know how but he's till got some tight muscle groups and that but some of them like he had no joint there almost. I think they want to work more on proper I say if anything, they take the time to make their own notes,

especially if it is a client that's not going to be doing 100 sessions with me over a whole year, they want maybe a couple months worth then they want to stick with that program take it a little slower, make their notes about things, ask questions, open to trying it more, as oppose going straight for the workout

- FG1P2 Not actually training them, the odd people at the gym that kinda ask me a questions or something but not an actually client
- FG2P1 What their bodies are capable of doing and how quickly that they are capable of doing it
- FG2P2 Generally if they bought the sessions they are there because they want to be so in terms of that they are pretty much the same, different programs but not big differences at least not the ones I've had

### **Moms and Dads**

- FG1P2 Definitely scaling back workouts and stuff I find they're really so far the ones I've trained really into it, really want to go but dies down like nothing because all of a sudden they get the job and the kids and everything and they're strong for like 2 weeks every time they said they were going to do it they did it but they miss one they miss two and come back to me in a month saying okay you have to give me another one because that last one didn't work

### **Super fit yoga/pilates instructor, what do you do?**

- FG1P1 That's when you get the stability balls out
- FG1P2 Yeah
- FG1P1 Super core workouts
- FG1P2 That when you get a line of stability balls out jump from one to the other instead keep your balance on there
- FG2P1 I trained one girl, she was so incredibility fit she was the most challenging I ever had in terms of coming up with really good programs for her because she was further along than I was, like just everything but this women was so incredibility fit so for her I won't but able to say make her do what I do

### **Family**

- FG1P1 Speaking of training family, they don't believe that you know enough about it because they're getting it for free, never train anyone for free charge \$100 an hour they're not going to question you
- FG1P2 This guy must be an expert that something my mom is good at, she doesn't actually asks that many questions or I don't notice it because she think about it later and ask me next time on the phone or something like that
- FG1P1 My Dad does yoga now and he'll come back and here's a new move I got, well try it this way now, well in yoga we do it this way or that and it's like oh can't bridge that gap
- FG1P2 I think my dad got scared of anything we all go to show him now because when me and [my brother] were still wrestling in high school, dad come here we gotta show you something and then or like Karate or whatever, dad come here no come here I got something else to show you so now when it comes to working out he's like no no you guys can't show me anything, show it on your brother even if it's something good

### **Who do you find works harder during your sessions**

- FG2P1 The 30 something's
- FG2P2 Oh yeah, by far the older ones
- FGC Male or Female?
- FG2P2 I'd put them equal

### **Q2a. What has been the biggest, positive surprise so far?**

- FG1P2 Well pretty much everything about it so far, my whole experience so far has been good, the people I work with makes it, I don't need to be start making money off it yet, it's my part-time job at school. Actually being able to give advice I know what I'm talking about it's just a personal thing, it's good, I'm happy to actually know it.
- FG2P1 I think seeing people lose the 11 to 15 lbs in the 6 weeks is and seeing a huge change in their confidence levels and the way they look at their life and their lifestyle changes and choices from that moment on I think that is the biggest surprise is just how it affects people so hugely. When I left and people won't

take on any other trainers and they tell me they'll follow me wherever I go

FG2P2 Yeah, I agree with that, like the feedback coming back to you after the fact too, that's not expected

**Q2b. What has been the biggest, negative surprise since you've been personal training?**

FG1P2 Negative is the fact that I'm happy to actually know it but other people, well they just kinda of ignore it, even if they took it under consideration it would be fine, whatever and keep doing something their way, but wait a minute you're just going to hurt yourself.

FG2P2 I don't know that there's been negatives. I haven't worked any where else so I don't have anything to compare it too, to know if something has really been negative

**What has been your experience been with people who cancel?**

FG1P2 I've played email tag with a lot of people. I've actually never had an actual cancellation, it's only been one, just the other day actually, where I showed up and he wasn't there but I only sent, because we were playing email tag, he didn't check his email the one day, so I emailed him saying I'll be here at this time if you're there if not we'll do it the next day and I checked my email at night he emailed me, it was about when I got home from waiting for him, so I waited about 15 20 minutes whatever and he emailed me about that time saying he just got my message, I just got home now, sorry, I'll be there tomorrow. I've never had any cancellations, that's the only misunderstanding I think just to be on the safe side I do that for the most part I play enough tag to we get it right the first time

FG1P1 I've found a bit of the same it was more likely to be with the students like when I was working at the [facility] more likely to get someone to just not show up or show up a half an hour late

FG1P2 That happened a few times

FG1P1 Yeah, I know he was famous for that but I just charged him for it in the end I got pissed off

FG2P1 it's not very often a day when I used to train, when I first that I didn't have at least one cancellation, there was always one, always one so if I was to train 4 I'd



set 6 in. I'd call them and say where are? you what's going on? Oh I slept in well you know unfortunately I'm going to have charge you for this but let's get you back in, I'm very persistent, um, you know if they are committed to having a program then they have to be committed into coming, but yeah I always have cancellations

- FG2P2 If they are canceling they will cancel like a week in advance, but it's different because I only train one or two people at a time, max, and most of them are single sessions

### **Getting the single session started**

- FG2P2 Well, that's a pain but it's pain because, more because I'm in school, I'm doing working, they're in school they're working none of our schedules match up like, it's more of a like, it's not my full time job I don't have endless hours to give them I have an hour on a Monday night I have one hour on a Tuesday to give them like, and they're the same way, like I can only workout between the hours of 1 – 3 on a Monday and 2 – 4 on a Thursday and that's it but if those times don't work out then either one of us has to change schedule and it sort of ends up like oh, my work schedule changes next week lets me see if I can talk to someone to cover shift and I can switch them and then or I'm already working at the gym at this time, let me talk to [Facility Manager] and see if I can do a training session then, so that so it's more of balancing the schedules just because there is so much else going on for both of us

### **Q5a. What strategies have you used with your difficult clients?**

- FG2P1 I make it my own personal goal to change their mood by the time they are done that session so they are finally smiling and have nice things to say to people by the time they're done, my own personal goal with them and to keep them satisfied I mean that's as a trainer that's what you want to do and I aim to do. When they're warming up and you walk over and you say how are you today and they go meh, I'm having a horrible day mrrmmr, I'll be like you know I hear if you smile it will trick everyone into thinking you're happy eh, you know. I'm a ridiculous person by nature so I try to pull that out a little bit too, just make them think oh my god I have no choice but to laugh at here, it should be fun, exercise should be fun.
- FG2P2 I tell them that if I can do they have to do it too, that I wouldn't give them anything to do in their program that I couldn't myself not necessarily in terms of

amount of weight like if I'm going to make them do 10 laps of walking lunges then I should be able to do 10 laps of walking lunges with a weight that's appropriate for me. If I'm going to ask them to do, like step ups or something, than I should at least, I'm not going to make them do something that I can't do at least attempt, like if I'm going to have them kneeling on a ball, and they're looking at me like I'm losing my mind and then I'm going to add in weight to it, well then I should be able at least attempt to get on a ball. It seems to work fairly well at least the couple of times

**Q5b. How are the strategies different from your strategies you use with your typical clients?**

FG1P2 I didn't kinda shrug the off topic of talking but because I'd explained to him in the beginning that a so much rest time, then doing a set, then so much rest time so I just change it afterwards you know what you're doing awesome with the weights so far so now we're going to see if, make it sound like even though it's properly would be to do that and get less rest time, I'd just made it sound like it was just that more important that we did that so and then he didn't take offence to that he just kept talking as he worked out and wait till the next break, I don't think that he couldn't not talk as he worked out, just keep an eye on the time and say okay your next set we'll catch up in a second

**Have you noticed anything that other trainers do that you would like to incorporate into your training? Or things that they do that you would avoid?**

FG2P1 For me personally I like a basic strength training that I have set for my new clients that are one muscle group per exercise no compound exercises [Part2 nods head in affirmation] for my new client so they can really learn to focus on one specific muscle group at a time.

**Is there anything you would like to tell me about your clients or something extra you had to do for a client?**

FG1P2 I never really had to go find out about a problem or anything like that I'm trying to make sense of the one time I said we meet at this time and whatever and something came up and I only had a half an hour and it came up like an hour before sessions so went and said you know what I only have a half an hour today so instead of cancelling I'll work with you here and we'll just throw on an

extra session at the end and obviously you're not going to have to pay for it I still remember my very first client, I'd email him three times after remember this and this and try to check back in now I've got the hang of it make sure to say this before hand and I'll follow up email to see how things are going I still see him at the gym so I mean it worked just now I know what to do one email instead of five from your trainer

- FG2P1 I'm not a dietician, but I do, I give everybody a food journal, everybody because once they leave the facility doors I have no idea what they are doing so I just need the blueprint of the entire like scene, I need to know what they're eating so I know whether with what I'm training be able to attain the goals that they want, I need to see the big picture or else 80% of the results is their diet, so I can only work with so much I need them to work with me

### *Expectation Disconnect Trainers/Managers*

#### **Q3c. What is their time commitment?**

- FG2P2 I think it is just the way, the people that I've agree to do I slightly more selective, I think than most people in terms of who I'll be willingly to take on because of my schedule

#### **Q3d. Any contingencies?**

- FG2P1 I've done so many different kinds of programs but if I'm doing a cardio program where agility and plyometrics is involved then I tend to shadow them a little bit and show them the technique that I want them to do there is a little bit of involvement, some people do, definitely like it when you're mirroring them so they're watching your exact technique and some people would rather that you just 100% focus on what they are doing what their muscle contraction looks like, their speed, their breath all that stuff so I find it can go either way most people really want to see me in pain though, they find it fun...[Part2 nods head in affirmation]
- FG2P2 Nope, usually I don't take on those ones because my schedule doesn't allow it. Usually, if the manager says that there's contingencies I usually don't take them on as clients 'cuz I know that my schedule doesn't allow for me to meet every single Monday, Wednesday, Friday at 9 am with them so they kinda have to be flexible.

**Is that because they are qualified or because they are driven?**

- M3 They have been driven, they have also been proven that they can take on that responsibility, we just don't take on any personal trainer on the outside they have to be here (we don't feed) clients to them, they find their own

**Q5b. How are the strategies different from your strategies you use with your typical clients?**

- FG2P1 I'm the same trainer, I can be a little more, I try to mirror their emotions, how they do stuff, so if they're low key am I lower key, if they're high energy than I'm high energy that's the only differences between my training, within the clients
- FG2P2 Yeah, I stay the same, not very much difference

**Is there anything you would like to tell me about your clients or something extra you had to do for a client?**

- FG1P1 I mean I continuously learn more but I wouldn't have had that client before, say like before I got my strength are conditioning expert I won't really be taking on any athletes per say like maybe someone who wants a general program but not one to be performing at the highest level

**Extra Certifications**

- FG2P1 Oh, yeah, oh bring it on, every certification I can get, I'm in the nutrition and wellness certification right now through Can-Fit-Pro...I like it, it is so broad I mean ikes, I mean I like the nutrition part I like the physical but the wellness I don't feel like I have enough understanding of the wellness like aspect of life where I'm like wow I'm gotta go and get acupuncture now and I'm going to go get like all rakai and I gotta get all this stuff done so that when it comes time to when someone wants to ask me questions I gotta go and do all research, I have my theory this Monday night and then I gotta come up with my practical, and their practical is crazy

**Q1. Please describe your duties as a fitness centre manager.**

- M1 My duties are basically everything within the four walls of the fitness centre, so the main thing to be a supervisor of staff and make sure that everything is going well with the staff, right now I've got 20 student personal trainers, so making sure they're doing the right things in terms of customer service is the major thing for me other things, facility maintenance, risk management, programming, so getting programs, staffing programs, marketing programs, just little extras more or less for the membership.
- M2
- Oversee the day to day operations of the fitness facility and staff
  - Create and oversee staff schedule
  - Liaise between staff and company management
  - Recruit, hire, train and development of staff
  - Overseeing department heads
    - Staffing – ensuring department is fully covered
    - Budgeting – generating revenue, minimizing expenses
    - Goal setting
    - Counselling
    - Monthly/quarterly meetings
  - Staying on top of budgeting
  - Member satisfaction
- M3 I'm one of two fitness co-ordinators I head the individual conditioning part which is all of my trainers, we have two different kinds of trainers, we have one trainer who trains the floor and the general member and because we have a different program upstairs a lot of it is management of that system, fit links, and so they are required to have background in knowledge and fitness training but they mostly put people on cookie cutter programs than I have personal trainers on top of that who I manage and they do actually what it is personal training but they have their own...[book of business]...my job is to one make sure that I manage my guys, the management of our members, and making sure that their needs are met and than also the management of the personal trainers so that they are doing their job, any help that they need with own book of business is being met and then on top of that budgeting and any purchasing of new equipment, managerial tasks. I teach classes or I train members I'm supposed to do everything that my guys do on top of that just the amount of time being put in on the floor. Part of my other duties too has a manager is dealing with manager shifts that we have to take control of the whole building. There is 13 and all of my personal trainers are required to be a trainer as well they have to put a shift on the floor, it's personal relationship thing too, personal training and we'll probably get into that it's completely different here than I think everything other business. All 13 of them have a floor shift, 4 of them also personal

train on their own

**Q4. How willing are your personal trainers to work with client contingencies? i.e. wants to meet M, W, F at noon. Willing to do anything but...**

- M3 That's nothing that I get involved with so that's strictly based on how the client and how the trainer are going to set themselves up so if they come up front and say this is what I'm looking at and things change then there are steps that need to be followed with the trainer and the client there have been refunds where people are not happy with their situation they didn't achieve the goal over the first 5 sessions we don't refund after sessions are done so if they've completed a session if they're really unhappy than the personal trainer has to then make the decision that listen yeah I did 3 sessions with you but it's you know what I'm not happy with it and they complained about it and they didn't get it and there have been times that you know maybe the trainer didn't submit their invoice for 3 sessions and that person got a full refund that's solely and strictly about the trainer and how they want to handle that stuff they come in a say you know what I did really really well and I got 5 more I've got to lose like how am I going to do this they have to deal with that I don't get involved in that but as far as I know I mean I've only in 3 years done 3 returns, the person's schedule they wanted 3 days a week on Mondays, Wednesdays, and Fridays at 2 pm it may not happen and there are probably a lot of people who get turned away for personal training because they can't meet the schedule of our trainers I got 2 trainers all over the day there's probably a lot people who get turned away but it's not our focus unless I want to hire 2 new people I just tried somebody out recently and brought them abroad and they realized how hard it was to build clientele and they had already worked for us for months, as trainer and thought it was going to be easy and it wasn't...it was a very good wake up call

**Q7. If you could have a CEC workshop customized for your personal trainers, right now, what would it be?**

- M1 I think it goes along with just recognizing that every program you design and every person that comes to you as a client has different needs, different backgrounds, different schedules, so you have to take those contingencies and work with them and develop a program as best as possible rather than just coming up with something okay so we're going to 2 x 15's for a week, then we're going to go our 12's, then we're going to go our 10's, 8's, you know, blah blah, then we have our transition week and this is how you do that 9 week structure and you want to train, two half bodies a week kinda thing and just breaking out of that mold, I don't know,

and that's a big continuing education course but things like that and I think it comes from experience and you can't get that experience and it's hard to get that experience when you're paid \$14.21 to do one of these sessions it's hard to motivate yourself to do a really great program for someone when you're only going to see them once potentially

## M2 The Business of "PEOPLE" in personal training

### *Expectation Disconnect Trainers/Policies*

#### **Q2b. What has been the biggest, negative surprise since you've been personal training?**

FG2P2 It's facility, one of the facility that I worked in was geared more towards financial than personal, it wasn't about the client it was about the sale and I think that was the most negative environment I've been in since I've started training is being told that you don't meet your sales quota I was going to have to sign a 3 month revenue agreement stating, and this after I worked there for almost a year, stating if I didn't meet my sales quotas in an average of 80% over 3 months and my job was on the line. The new facility that I work at focuses more on the people and not the sales like I'm not even allowed to sell myself I'm not allowed to go up and say hey are you interested

#### **Fitness Classes**

FG2P2 To make it more like every class at that facility has it own name, the first facility that I worked at which was an all women's which explains why most of my clientele was women, theirs had specific names too, every facility that I've wants to have their own recognized fitness classes, that if you were to say oh, I did a cycle fit class outside of that facility they go oh so you workout here

M3 This Y, this one is really different I think that there's other Y's out there, that will handle their PT very different I know I was in Scarborough and all their staff are personal trainers as well as floor workers, but in terms of trying to compare it to a GoodLife or a Premier or any private club it's very different. Yeah, I talk to a lot of people about, well do you like Premier do you like GoodLife I'm like there has to be a different kind of club I'm just saying we are different I don't say we're better I don't say we're worse we're different

- M1 A lot of that goes with the way our personal training thing is structured, a beginner would generally come in and do one session, whereas somebody who's looking for sport performance is going to have more of a long term focus with their training so they're likely going to buy more sessions.

**Q2b. What has been the biggest, negative surprise since you've been personal training?**

- FG1P1 The pay is horrible, overall unless you find a government regulated job where the pay is going to be high or you start your own business.
- FG2P1 That's a lot of money to try and sell in a month you're already busy with your clients for most of the day you don't get paid for trying to get people to come into the office and have that consultation with you and if you didn't make the sale you didn't get paid for the that it was a lot of extra hours that you weren't necessarily getting anything for... There's no negatives with my job itself, it kinda put a like a shadow on the training itself, it is about the people

**Q2a. What has been the biggest, positive surprise so far?**

- FG2P1 When I worked at Good Life, I was involved with a program, they have a fat loss program it's a 6 week program where people have a specific diet plan, specific exercises that they are given

**Q2b. What has been the biggest, negative surprise since you've been personal training?**

- FG2P1 I got my hourly wage, when I was training and then you did get commission for the sales that you were making you but I had to sell \$3 250 in personal training a month. At that time, to train with me if you were buying just a single session cost \$59 and then it would go down to \$53 if you bought 20 or more sessions

**Have you noticed anything that other trainers do that you would like to incorporate into your training? Or things that they do that you would avoid?**

- FG1P2 Things I don't like is more little modifications on exercises that we learn and stuff through actual training principles. There was one the other day, I couldn't



get over it adding a jump into a perfectly fine exercise for someone who is just starting and I've seen it done with a jump I don't think it makes any difference I was talking with the other trainers, we don't think it makes any difference in the exercise at all but they were just learning the technique anyway it would have been easier to let them learn the basic instead of trying to get them to jump, they stayed there and worked on it but they didn't really get any better at because it was just too much to take away and just tell them exactly what we learned and don't do your own modifications at least not until they know what they are doing

FG1P1 Like having someone do a squat right to the floor or something instead of going to 90

FG1P2 That's what it that's basically what it was only with a jump instead. They started doing a jump after a squat within their landing forget the knees pass the toes or anything like that they're landing straight down on top of everything it's just I wish they would have kept it simple. I went over and told him afterwards and said you know what, that way what I wanted to say if you just workout now your know but I also didn't want to step on anyone's toes

FG1P1 You don't want to put someone down, like a trainer in the middle of a session like hey you don't know [what] you're doing guess what you just wasted your money

FG1P2 This was just people asking for help, it wasn't an actual training session but I mean I wouldn't want their coach training me

FG2P1 I would only do chest press on the bench say where as the first facility I worked at a women was hell bent and determined to make everyone doing chest press on the ball on their first, you know what I mean, time they were coming into the gym, I was thinking okay, way to put so much on their plate they have to focus on keeping their bum up, keeping their core tight, you know, all the stability factors plus the chest press, I mean, just personally that's just not the way I would going about doing it

FG2P2 Not necessarily cookie cutter, but just on the verge of the new and like the what's the new best exercise do this and he's got them hanging upside down from whatever machine doing. Like sacrificing increasing weight for poor technique

**Is that based on the clientele that you have at this facility?**

- M3 I think it's based on a few things one they'll get better value for their dollar, two the trainers like to, I don't want to say they want to push 10 sessions but I think what the goal is for most people and I generalize, most people and from what they're looking for is not really going to be achieved in 3 sessions so they end up finding that out through talking with trainer, someone might come in who for example, knows their way around a gym, they're very familiar with training but they just need a little bit extra, they need to learn some extra training tips, they feel like they just want to be pushed they might just purchase 3 that happens a few times sure, but more or less people end up going with 10 and that could be their decision or it could be the trainer's or a combination of both

**How many clients do you find will repeat? Buy 10 sessions than buy another 10**

- M3 Many, oh yes, there are, we're at that point right now where we need more trainers, we're not about to push it, so the people that I have training right now probably at their limits, of how many clients they can do, a lot of repeats, and then once someone goes down and they don't feel like training anymore they may take a little bit of time off and they come back and their shoes are fill with somebody else's who wants some training

**Q7. If you could have a CEC workshop customized for your personal trainers, right now, what would it be?**

- M3 We already done it and we do it frequently we host our own training events so for all of our trainers and all of our volunteers we just did one actually it was a week or so ago we do it every year and we get together with all the Y's in the Niagara region this year we had 120-130 volunteers and staff that come in, it's a development day where we find people who want to come in and deliver workshops just like Can-Fit-Pro, there's a Y in Oakville that started a huge one for all of Ontario and we sort of took a spin off that just on training, we bring in our own presenters we bring in outside presenters to help with workshops for example last year we brought in Libby Norse from Reebok and she did a whole box day certification day everybody was good and going, in terms of first aids and all that that's all done in house with our own people with our personal trainers and if it came down to anything that was some form of workshop we don't do anything too specific when it comes to how do I run my personal training business better I don't get involved with that because like it is we set it up as their own business so if they want to go do their own training we recommend that they go do that all my trainers have worked for other organizations where they have sent them away to different

training events or have brought in somebody specific for personal training I have a little bit of biases that you get any kind of workshop and implement it into what you're doing this surrounding dealing with differences how to how to manage your books better and your time better that's a whole different workshop but I guess to get that we haven't done that but everything else training, fitness, exercise, health we bring dieticians in people from government the food people the nutrition people they come in and do a whole thing on the Canadian food guide for us all those things because we're so recognized

*Expectation Disconnect Managers/Trainers Perception of Clients*

**Q2. How do you decide which personal trainer works with a client?**

- M1 Well a lot of the time I'll ask about the client's background, whether they're a beginner, what they're looking for exactly, fitness goals, preferences male or female, obviously if they have preferences that way that eliminates, 50% of my staff right there and you know a lot of the time it's just getting a feeling for them if they're kinda a shy women, very inexperienced in the fitness setting but they say gender doesn't matter, often you know gender probably will matter when it comes down to it and it will be a little more comfortable for them with males not quite the same I don't think with males, sometimes a beginner male, a female is able to related to them just as well if not better then a male of the staff that I've had experience with anyway
- M2 After a phone interview with the client to assess their wants and needs, based on the conversation, I team them up with a trainer who meets their requirements. I usually get a feel for the client's personality and try to match them with a trainer who is similar.
- M3 If it comes down to that and it's a very small population or percentage of people who come in to our desk and say I want to purchase a personal trainer I do one of a couple of things I say first I want you to go upstairs and reading about my personal trainers there's a whole biography on all of them and so details what their interests are and who they would rather work with the clientele they're looking at then they're to call or email the trainer and have a discussion with them that's the relationship piece that we're trying to develop rather than someone coming in and saying alright here's your trainer, go ahead, generally they end up meeting with the trainer first, and then they make the decision if this is the person they want to train with if they come in and they want to have a trainer and they don't care then I give them all the names and numbers and say call I don't make the decision. We believe

that it's not, it's shouldn't be my role to find someone a personal trainer, I mean I can put them in the right direction but I can't say you're going to be good with this person, who am I to judge someone on their personality, if they said they want a male and they wanted to be pushed really really really hard than I can maybe narrow it down to there two guys and say okay give these two guys a call and then I'll go from there or if I'd like a female well I only got one so your choices are very slim.

**Q3. What, if any, might be considerations to take into account in terms of client comfort, when choosing a personal trainer?**

- M1 The majority of the people that come to me looking for a personal trainer are beginners so they're uncomfortable with this environment to begin with so in those respects I look for trainers who, even beginning trainers, who are just a little more aware of people being not comfortable in a gym. Other comfort things, the gender more than anything else would probably be the one thing people do have kinda significant preferences for, I really only want to work with a female I'm only comfortable especially our older clientele, community members, faculty, staff females would rather work with females, in that respect I've found and then comfortable doing different things, I mean some people will have issues with working up too much of a sweat, or they don't want to lift weights, they got those preconceptions those would be other comfort issues that we kinda have to work through a little bit and say well you know what this is part of an overall fitness plan, you might be exposed to sweating or you might have to be exposed to doing some strength training thing like that
- M2
- Time of day for training
  - The type of training they wish to engage in
  - Their goals
  - Personality of the client – are they serious, Type A, good sense of humour, flexible in schedule, etc.
  - Preference for a male or female trainer
- M3 If someone came in and they were asking for something specific if it was male/female, that's a specific one that you can go towards you can head them in the right direction and point them to the right people say it's an older clientele and I know that two of my trainers aren't comfortable dealing with older clientele and I'll lead them in that direction, there are a series of questions we do ask them there's a brochure that they can fill if they like to help me point them in the right direction, if they don't feel like they want to go up and figure it out on their own if they do fill out all the information I can take a look at it, I can have a 5 minute conversation with somebody at the desk when they come in and lead them in the right direction

we are asking them all the right questions so that they are being set-up hopefully, with the right person you never know, I mean with only 4 trainers they may not be able to get their needs met because maybe we don't have the personality that suits them or the goal-driven person maybe looking for someone who has a different opinion on how to train them so who knows

**Do you notice a difference between the twenty-something's vs. older clients?**

- M1 I think the older clients are looking for more of a quiet place, more of a quiet time less of a maybe, intense kinda personal trainer, whereas, a lot of times the younger clientele we'll have, they'll want to work, and they'll want to get the results and they'll want to get them now they think, that's kinda what it is the older clientele are a little bit more hesitant about, different things I think just coming in here and trying something new when it's busy looking foolish or even just something new in general, that's a big generalization I mean it can go either way really with that but overall I think that might be the feeling that I get
- M3 From what I see, it kinda really depends I think that younger are wanting to get pushed harder they don't know how to push themselves the older need safe advice so they need to make sure that they are taking care of things that are not quite working like they use too or injuries or just wanting to live a healthier lifestyle with arthritis and osteoporosis making sure that they're good with those things the middle you get the mix you get the people who just want to social environment they don't care who training with just make me train because I need too because I won't come in here on my own and talk to me well I do this I got we've got the people who want to compete in something so they want to be pushed and they need to be ready and than you've got the people you know who are just want a good workout

**Q3b) What about, trainer comfort, when assigning a client?**

- M1 I find that a lot of trainers at this level are comfortable with one type of client and almost to the exclusion of others, some people are really comfortable with beginners and I don't know whether they're afraid that they're not advance in their knowledge to help somebody who's got some more performance goals or on the other hand you have people who aren't comfortable with beginners they see themselves maybe as people who are into the more advance kinda training they don't think they can relate as well to a beginner or they're not maybe as comfortable or they just don't want to work with beginners. Our senior trainers, have been there done that with the single sessions here, there and everywhere are more interested in doing the longer term thing and it makes it more worth their

while and they get a little more out of it. So I generally do find that the senior trainers are the ones who think that they can work with athletes and they're not so good with the beginners they maybe forget about what it takes to get a beginner hooked on exercise and get them achieving their goals and whatnot

- M2 Same as mentioned above for the client. Personal training is a "personal" thing and it is important for the client and trainer to gel. For this reason, the first session is a consultation with the trainer to ensure that the client is comfortable and willing to work with the trainer. Additionally, at any point in time, a trainer or a client has the right to decide to walk away from the training relationship. For the client, they can do so with no questions asked if they prefer. For the trainer, they would have to "walk away" from the client in a more delicate way. Essentially, if a trainer feels they are the wrong fit for the client it is in their best interest to pass the client on to someone who is better suited for them. There is nothing worse for a trainer than bad word of mouth.
- M3 I build a very good relationship with all my trainers before they become a personal trainer so I know them and I know who they are and what they're going to be good with, the people the clientele the training that they're going to deliver I know exactly what it is so if I asked someone the questions that are needed I can usually put them with somebody and say here you go try these two people out I don't know which one you will like more because they are two different personality but they're very close in terms of their training my personal trainers have to disclose a lot of things to me like what they're comfortable with and you know please don't send anybody my way that this, this or this they'll be open and honest with me and I'll say okay the same thing with the people than they have to make sure that they're telling me what they want the member who comes in and says you know, I really don't want a male or I really don't want someone who's going to be over pushy I want someone who, have good relationship with me who will talk with me and not push me too hard you end up getting both, from the trainer you know what they want and you know what the member wants so that you can do a better match.

**Do you think that is because the newer trainers are recent graduates of a personal training course? The information is fresh in their minds.**

- M1 Yeah and just again they don't want to do anything too specialized that they know the general training principles and they know that these work for a beginner and this is going to be good for a beginner so they'll get them to that whatever 75% or whatever they're going for that's person's fitness, they being doing better than what the person is doing now but not necessarily cutting edge whatever it is they think

there exists out there that's going to change, that's going to be different to train an athlete, that the training principles somehow change

*Expectation Disconnect Trainers/Managers Perception of Competencies*

**Q3d.Any contingencies?**

FG1P2 I had one client that was it has to be this time and that was all they could do. Other than that they've been pretty easy, we might have to email back and forth couple of times to get a time, this doesn't work for me what about you, that doesn't work for you what about but once we got one they're pretty good at finding some time that worked

FG2P1 Well the majority, if you are flexible with them, they tend, I find, to be flexible back [Part2 nods head in affirmation] I would prefer you give me 24 hours cancellation I really would so I can set my day around it if you wake up and your appointment is at 9 and you're sick or your child is sick or your car won't start obviously I understand and just I think just putting it out there that there is that flexibility there, I haven't had too many people be that, that retentive, but they do want their specific time like once somebody has that time, they don't want me to be like oh you've filled that 9 o'clock spot I thought that I was your 9 o'clock like once somebody starts training it's like you are every Monday at 9 period. I've done so many different kinds of programs but if I'm doing a cardio program where agility and plyometrics is involved then I tend to shadow them a little bit and show them the technique that I want them to do there is a little bit of involvement, some people do, definitely like it when you're mirroring them so they're watching your exact technique and some people would rather that you just 100% focus on what they are doing what their muscle contraction looks like, their speed, their breath all that stuff so I find it can go either way most people really want to see me in pain though, they find it fun...[Part2 nods head in affirmation]

FG2P1 What classes do you teach?

FG2P2 Ball, muscle like ah any of muscle classes

FG2P1 So none of the cardio classes?

FG2P2 No I don't like cardio that much

- M3 I have one trainer who will only, he won't take 3 sessions because being a trainer he doesn't feel like he can get across to someone what he wants in 3 sessions, just that's a preference and that is and to be honest and I know because he's full all the time, it's not a money issue and you, that's the first thing most people will say is he's trying to up sell you know 10 sessions over 3 of course he'd want that it's more money he's got to tell people no...(busy) seven days a week. That's because of how he handles his business right, I think anybody can go into to it, if you don't go into it with a hard sell you can be very very popular that's what we see here, people want to come in here and train because they know how good can be
- M3 That's why it takes some time for them to become a personal trainer because they need to be able to develop that skill, which a lot of people don't have when they come in

**Q5. How prepared do you feel your personal trainers are when they first start to work at your facility?**

- M1 That really varies, most the part I think, they're all pretty green, so not real ready to be working with clients that have specialized needs or that have a need for that flexibility or they have something that's just not cookie cutter this is what you do for a beginner client I think in that respect a lot of them seem to be when I'm looking for personal trainers, for certain client, a lot of that is the hesitation you know what I'm going to need help with doing this, I'm going to need some advice whether it's from fellow staff members or whether its' from you I'm not real comfortable right now, I'm going to try it so kinda probing them to do that, I think helps them grow but, right off the bat, most of them aren't real ready either from a knowledge base or just from a confident base to jump right in do, you know a real (air quotes) personal training program not just the cookie cutter this is how you progress with...everybody basically rather than with that person
- M2 I believe trainers to any facility will have a "breaking in" period. Even trainers who are veterans to the business of personal training will find that they need a little bit of time to get used to a new system in a new facility. The training component and the people component may vary a little from facility to facility but the dynamics of those elements of training are pretty much the same. It is usually the business part of things that takes more time for a trainer to adapt to in a new facility.

Having said the above, absolutely new trainers to the industry will take some time to learn the ropes and develop their "training eye"...i.e. their people skills –



adaptability, flexibility.

- M3 My personal trainers are very prepared because they've worked for the least amount of time I can probably say to someone is 3 months, it's supposed to be 6 but I do make a decision on somebody if I feel that they've got a great relationship building skill the way in which they've worked their shifts on the floor just training proven themselves they've gone above and beyond to prove themselves so at about 3 months or so they should be well prepared, at 6 months they're even more prepared, it's what they're not prepared for is the amount of time they have to put in afterwards and how to not hard sell yourself the hard sell is what the majority of clubs do the hard sell, we soft sell and so when you're on the floor as a trainer working with a member putting them on a cookie cutter program and they ask you about personal training how do you go about doing that because one you're not yet a personal trainer but how can you build clientele without being a personal trainer and so two that have recently been very successful in doing that with their 6 months one of my strategies was I said send me a list of 20 people that you know that want personal training from you right now and so once they've done that then yeah they're prepared like the last one I didn't do what I should of done I didn't do the 20 people and this person made it sound, the person very good on the floor but they were not aware of how much more leg work you gotta put in while you're still working here and it's a money thing too because you can get a lot more money to personal trainer than you are to just train sometimes it's out of my control especially when I'm fighting off clubs that are paying 20 buck an hour to start and they don't even care who they are

**Once they have gone over that trail period with you...**

- M3 They'll continually get coaching from me if they want it, it's they're own book of business and being their own personal book of business I don't want to step on their toes too much you want to let them have mistakes and sort of watch from the sidelines and say okay I noticed this maybe you might want to try this or wait until they come to you that's another thing because if they don't succeed meaning I don't look at succeeding with the member I think they're always succeed with the member...if they don't succeed the only way you'll see that they won't have clients, people who are training doing their own workouts just from some of the clients that are being observed what it comes down too

**Q2a. What has been the biggest, positive surprise so far?**

FG1P1 I would say just coming through university realizing that, I do have a higher background knowledge than most personal trainers out there because I kinda didn't realize that a lot of people get it on the weekend and you don't actually need a phys-ed degree to be a personal trainer.

**Q5b. How are the strategies different from your strategies you use with your typical clients?**

FG1P1 It just depends, longer breaks and things like that, you just have to ask more questions too as oppose to fitting more exercises in, the whole talking thing too sometimes just to kinda education. The injured ones too a little more so than people lets say your general client who is injury free just there to get in better shaped as oppose to rehabilitation than better shape. Yeah or sometimes even ending a session early and alright time for stretching, let's do some PNF stretching or something like that instead, if you don't want them to feel like they're a failure they can't do another exercise and it's only forty minutes into the session, so than throw in something else that they can do which is stretching or something like that so at least they don't feel like they didn't make it to the end and they still feel like got value out of the session too

**Have you noticed anything that other trainers do that you would like to incorporate into your training? Or things that they do that you would avoid?**

FG2P2 Like this is the way it is going to be where as I tend to be very flexible with program design so if someone comes in and they says I'm going to workout 3 times a week that's all I can do, 3 times a week that's it so you're not really going to workout 3 times a week, you're going to tell me you're working out 3 times a week so really, you're maybe going to get once or twice in so if three is what you're telling me you're going to get once or twice so am I going to divide up body parts, no you're getting one full body workout because if you're doing it once at least you're doing it once like when you tell me oh I drank a few beers on the weekend, you didn't drink a few beers with your buddies you probably drank the whole weekend like you know what I mean, so if the program it's going to be flexible around them, like if they come in a tell me this is what they want then great, I'll work with no it may not be the exactly the way you should be properly be doing, you know, okay I can't do the exercises in this order because the machines are always busy well then try the best you can but for whatever reason you can't then go on to something else and go back to it maybe

not the greatest but where as some of the trainers are going to be this is the way you're doing it and this is the order, like, if it is busy work in or wait

**Q4. How willing are your personal trainers to work with client contingencies? i.e. wants to meet M, W, F at noon. Willing to do anything but...**

- M1 Most of my trainers are pretty flexible with their schedules, so that's not the big issue and I do think that everybody comes up with the issue that there's something that the client doesn't want to do that as a trainer you have to convince them that, yes, this is something you need to do, if you want to accomplish x we need to do this at this point and this and this and put the pieces together that way and that's the component of a holistic fitness program I don't know, to be honest with you if, I couldn't say if every trainer that I have would do that or if they would kinda say, okay well, it's your choice, and it ultimately is the client's choice, I'm going to write it on the program this is what you should be doing but not necessarily really hammer home why it's important I would expect that anyone who's been certified also feels the responsibility to provide the best information that they can to that client hopefully they would encourage, well-rounded program and keep the client's best interests in mind, when programming
- M2 A successful trainer understands the need to be adaptable and flexible in their programming. As such, we hire trainers who believe in the same philosophy. Those trainers who wander away from that philosophy usually find themselves on the short list for clients. As mentioned above, there is nothing worse for a trainer than bad word of mouth. Clients chat with each other and with their friends and if they know a trainer will not work with their wants and needs, they will tell everyone about that shortcoming.

**Q4b) What about building in flexibility into a program, in terms of program design?**

- M1 I think that's a big issue, the biggest issue, the biggest roadblock for new trainers and trainers who, especially trainers who talk to each other all the time and trainers who read Men's Health or whatever, and look at those things and see personal training in a bit of a box and see clients in a bit of a box and I think that's the biggest issue that we have and being flexible for people that have life issues and other things on the go
- M2 As mentioned above, a successful trainer will be adaptable and flexible. If they are good at reading their clients and understands a client's need for flexibility, then the

trainer will act accordingly.

- M3 I would probably not hire trainer if they couldn't be flexible especially at our facility we are one of the biggest Y's in Canada we have some great equipment but any new club that goes in is going to have all the newest equipment and they're going to have quite a bit of it especially if they're big I mean we've had members leave here because of the availability of equipment isn't there for them but I think as a trainer one of their jobs is to teach members how to be flexible when it comes to using machines so that if one machine is being occupied then you can go to a different thing and get the same results or try a different exercise and get the same results I think people are too quick on the gun to see a machine that they want and then lose sight of what it is that they are actually here for and then just get too flustered and frustrated and leave and say I don't like...definitely they need to be flexible and even if they weren't so it really isn't an issue

**Q6. What professional development would you like to see your personal trainers come into your facility having already attained?**

- M1 To be honest this would be something and I don't know how you would include this but skills on the floor, so what are they doing on the floor during the day to day shift, that will make them more confident, better personal trainers and interacting with members, I don't know if it's a customer service thing or if it just something that people need confidence in to be out there and know that they're the experts on the day and to portray that and to sell the fact that they're there working as personal trainers on the floor for everybody if you want something I'm the expert to come too and I don't know if that's a professional development thing or if that's just something that I need to do better to get people to really know that they're the experts here I think that a lot of it comes from the fact that you can get a lot of personal training certifications with a weekend or two weekends of classroom work and a few practical hours to really be good and to really feel good and to really be a good personal trainer you need to have some experience and you need to have the feeling that your knowledge is real and that your knowledge is valuable and whether or not you get that in a two weekend course, maybe not, I think that's a problem as well that sometimes it's a little bit too easy to get certain designations, as personal trainers
- M2
- People skills
  - Business skills
  - Good work ethic

Obviously the training knowledge that it takes to do the job – at least the basic foundation and fundamentals. Much of the other elements are things that can be

learned on the job and attained via continuing education. But by far, people skills and business skills would be at the top of the list.

- M3 Personal trainers when they are with us it's hard right because they have to be a trainer first they need to have either a YMCA certification so we have our own personal training certification system nationally recognized levels that can allow them to become a personal trainer in house so I can take someone who is Joe blow volunteer has a business background and turn him into a trainer if they really want to go through the process, it's a longer process than you would get taking Can-Fit-Pro certification, ACE certification, CPTN certification I know the CPTN one is very lengthy you can take it in a university course but they need to have either our certification or they need to have some other outside personal certification if they don't I have just recently hired what we call hosts, a host on my floor is not going to give advice in terms of training they can help people out with machines in terms of proper set-up advice on how to do an exercise or can you give me an extra exercise or this and that but they can not prescribe someone a program and help them with their goals, they do cleaning they make sure no one is killing each other out there make sure that things are just working smooth our classes are set-up, our instructors are good, people are good so they're hosts they're like the greeter at the door when you walk in how can I help you they need to have here at the Y it's the level one certification for us is a host than when you get into 2 and 3 it's a trainers...and they can also come in with a outside personal training certification so we have hired people who are Can-Fit, CPTN, your ACE's CFCF all the different things so they have to have coming in with some form of background whether they're hosts or whether they're the trainer I want them to have something, even the host, I want them to be familiar with the gym I'm not going to hire somebody that doesn't know the difference between a bicep curl and a lat pulldown

### **Biggest Roadblock**

- M1 Yeah, it's a huge roadblock, I mean, as personal trainer, you think of conventional personal trainer and they're working with somebody and that person is accountable and the personal trainer is accountable for that person's results and the only way you can be accountable from somebody's results is to meeting with them on a regular basis, we don't have the type of clientele that can afford to meet with a personal trainer on a regular basis so, you can't really judge the success of people as personal trainers, without looking at the results of their clients and how they're progressing, so it's difficult in that respect I think, yeah we're very unique situation in, so I look at it as my job as this is continuing education for personal trainers, so how do we exposed them here to, to doing personal training, to doing fitness

programming, and selling the fact that you're not real good at it right now and so we're going to try make you good at it by putting you in there and getting you to do it and the more you do it the better you'll be and if you want to do this when you leave here you'll be ready to working with a client on a prolonged basis and you'll feel confident in giving them a program that will achieve their results, I think a lot of the continuing education there's got to be some practical components to it and there's got to be more of a weekend thing, you go to the conference or sit at workshop and you're really excited about the content of the workshop right away but it you have no opportunity to implement it [and] it kinda goes by the way side a little bit

- M3 The younger ones don't know how to get over what the perception is of the members and to detail that more is they walk the floor as a trainer and sometimes twiddling their thumbs they become bored and they'll sit at the desk and they'll have a conversation with each other rather than going out there and meeting the members the perception that has from our members is that they are not there to help them I'm sitting on the bike I'm new to this facility and I see two trainers over there sitting and talking why aren't they helping me so, they don't say it but they're thinking it in their mind especially the new member and we know that through research we've done it, you take 50 new members and you ask them what their biggest fear is when they walk into a new facility like this, they don't know anybody, they don't think they're scared to walk in the door and feel like people are looking at them so we try and take that away so the ones that have the biggest hindrance in becoming a personal trainer they don't know how to get over the fact that when you work you should never be bored you should be able to find people to talk to so it's a relationship building thing that they have not yet discovered that makes them from good to great, so once they've developed a good relationship building tool skill than it's okay how can I push you in the right direction so that you are honing in on the member to it's fullest and that, maybe they want personal training maybe they won't but if you do your job really well anybody that comes into a club there are a lot of them, they would pay extra because they have to pay at another club, they have to pay that initial start up fee and then they have to pay \$200 extra to get this guy to tell them what to do so they are use to that the industry has you know, maybe this is what you're trying to find out, the industry almost poisoned or um given us false hope as to what we're actually supposed to be doing for these people which is you walk in the door no way we're not going to help you unless you pay 200 extra dollars and you go through 20 sessions, no you walk in the door I'll help anybody my staff is there to help anybody who comes in and pays their \$40/month for their membership we'll set you up on a program we'll monitor your program and you don't have to pay an extra dime and no one is going to tell

you what you need to do, you make the decision that's the problem with some of my guys how do they take that I'm a trainer I'm supposed to help out the general member to hey somebody wants me or somebody wants me as a personal trainer how can I handle that, how can I handle it properly or how can I even get to that point where somebody does want me as a personal trainer how can I be good and a to me you know what I only see that with the young ones, the ones that are fresh out of school um fresh out of their certification because they didn't know what else to do with their lives. I think that's the biggest hindrance age and just getting out there you know seeing the industry they they're just too new to it, extra push on them to say well prove it, prove it I'm not going to hire anyone off the street...they all want to come in here for personal training well prove yourself first because I know you can go over to GoodLife and I know you can go over to Premier and they pay you \$20/hour