Winning the Talent War

by Robert (Bobby) Cappuccio

The War for Talent

Recently, I had the pleasure of working with, in my opinion, one of the most unique CEO's in the fitness and wellness industry. His intention for his members, clients, and his team was centered around a belief that the organization was not merely an entity that existed for the fulfillment of its own purposes, but rather as a vehicle, where the culture is engineered around a shared commitment to cultivate the environment through which individuals and groups can identify, then attain what they want most.

Culture is one of those words that is frequently used, yet seldom defined? We know it's a good thing, or at least we know that we should know it's a good thing. We read books about the power of culture to sustain, reinvent and empower organizations. We read stories about how a focus on culture helped Lou Gerstner reshape the once legendary, yet fledgling IBM re-establish itself as a major player in the tech industry; or how Steve Jobs created the culture at Apple that allowed the company to arguably reshape the world we live in today. But what is "culture?"

My definition for culture is a shared set of beliefs held by a group of people, the explicit or implicit rules that group agrees upon, and the behaviors that ensue as a result. As valuable as motivation, commitment, perseverance or any attribute we commonly assign to success can be, the behaviors that produce that result, i.e. what actually happens, are the tangible drivers of an outcome. In basketball, very few would argue that a motivated, committed, driven (insert attribute here) team is useful, yet no reasonable person would dispute the fact that unless the ball goes into the net, no points are scored. How well we perform in the game is dependent on how much we execute, repeat and essentially live each drill in practice. So, by this definition culture is not some ethereal concept, but a pragmatic driver of results. The strength of your culture drives the performance of your team, whether that team consists of eight or eight-thousand members. So, culture drives performance, but people, with a shared ideology drive the culture.

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Scarcity of Talent

J. Paul Getty was one of the first recorded billionaires in history. He understood a basic principle that there is no such thing as a self-made man or women. Any significant achievement has always been accomplished through networks, cooperative effort and leverage. Individuals such as J. Paul Getty and John D. Rockefeller didn't become immensely wealthy and powerful because they drilled for oil. These individuals became one of the most successful individuals in history because of their philosophy; a philosophy of networks and a systematic approach to employing cooperative effort. Their philosophy led them to construct pipelines, gas stations, fleets of trucks and ships to supply a strong business need. One of J. Paul Getty's basic philosophies was that he would greatly prefer to earn one-percent off the efforts of one hundred people, than earn one hundred percent off his own efforts. Without leverage, there are no exponential returns for the energy, time and money that you have invested; and leverage is not just a matter of being able to recruit people, but the right people and then provide them with the training, tools and systems to direct their talents toward a predetermined end result within your business.

Arguably, we have a talent shortage in our industry. The most commonly stated need I hear from business owners and executives within our industry is that they desperately need to recruit, hire and develop talent. However, results are not a product of what we need, but rather what we deserve; and what we deserve usually corresponds with what we diligently focus our attention and actions toward manifesting in our business. Often, our priorities are reflected in our outcomes. Have you ever wondered why some business owners, with the same 24 hours in day are able to outperform others? How does the economy produce a Bill Gates, Larry Ellison, Michael Dell and other super achievers in the same economy where the Small Business Administration states that 95% of all startup businesses are doomed to failure within their first year?

Lex Wexner was once named by Fortune magazine as one of the "New Champs of Retailing." He founded retail giants such as Limited Express, Victoria's Secret and

Bath and Body Works. By 1990 he had 3800 stores and $5 billion in annual sales. Yet, just a few years later one of his primary retail chains, Limited, experienced a sharp fall in performance and stock value.

Mr. Wexner sought the advice of management icons Jack Welch of GE, Pepsi-co's CEO Wayne Callaway and Steven Speilberg. He found that in almost every key performance area his companies performed as well or even better than those of his mentors.   However, there was one critical point of differentiation. All three Chiefs had stated that they spent the majority of their time recruiting and developing talented individuals within their organization.[1] Your ability to select, recruit and develop talent around you, is either the key to or lock on the potential of your company.

Buckingham and Coffman, in cooperation with the Gallop organization interviewed over 80,000 managers across 400 companies. They found that top performing managers do 4 things exceedingly well. They are highly proficient in their ability to select, they set clear expectations, and they motivate and develop people. If a manager lacks in any one of these, regardless of how well they perform in other areas, it could be enough to sabotage their performance. If the ability to select, direct and develop people is the key to your company's success, then take your recruiting efforts as seriously as your marketing initiatives. Failure to develop a strategy for attracting and developing talent can lead to one of two things going wrong. You can hire the wrong person for the position; or you can hire the right person, but fail to have the development strategy necessary to enable him to succeed. In either case, the person will probably leave. In his book *Top Grading*, Brad Smart PhD states that a bad hire can cost you up to 24 times the person's salary.[2] In addition, the highest percentage of your basic operating expenses are comprised of payroll! How you perceive recruiting makes your employees either your greatest fixed cost or your most lucrative investment. While there are no guarantees with recruiting, there are practices that will greatly increase your chances of recruiting individuals who fit your company's culture and performance criteria.   In order to put the odds of selecting the right person in your favor you need to create a *profile*, establish a *hiring criterion* and determine the *personality traits* that correspond with the position you are hiring for.

Creating a Profile

Profiling creates a structured assessment of core competencies, talents, experience, skills and mind-set of a desired employee. What aspects of an individual's personality and behavioral traits are in correspondence with the brand you desire to create? Who are some of the top performers on your team currently? What attributes, innate qualities and core competencies make them "A players."

What are the traits that are the antithesis of your brand and company culture? Who on your team, knowing what you now know would you not hire? Why? What were

the conditions under which they were hired? More than likely, it was in reaction to a staffing crisis, rather than in response to the needs of your business through deliberate, consistent and aggressive recruiting efforts.

In the past, the conditions that most often lead to a mis-hire have been:

1. _____
2. _____

Two things that we can do as an organization to avoid hiring under these conditions in the future are:

1. _____
2. _____

Establishing a Hiring Criterion

Create a list of ten attributes that you believe are necessary for each member of your team to possess.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Next, rank each attribute on a scale from 1-10. One is not very important at point of hire and ten is non-negotiable.

✓ _____ [ ]
✓ _____ [ ]
✓ _____ [ ]
✓ _____ [ ]
✓ _____ [ ]
✓ _____ [ ]
✓ _____ [ ]
✓ _____ [ ]

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✓ _____ [ ]
✓ _____ [ ]

Dee Hock is the founder of the trillion dollar VISA Corporation. Since 1970 the organization has grown nearly 10,000%. It operates in about 200 nations globally and serves approximately 500 million customers. (3) Dee Hock places high value on an individual's intrinsic qualities.

Dee Hocks hiring criteria in order of importance:

- Integrity: Without integrity, motivation is dangerous
- Motivation: Without motivation, capacity is impotent
- Capacity: Without capacity, understanding is limited
- Understanding: Without understanding, knowledge is meaningless
- Knowledge: Without knowledge, experience is blind
- Experience: Experience is easy to provide and quickly put to good use by people with all the other qualities

Very often we experience a high turnover in staff because we make the mistake of hiring an individual for what they know but then firing them for who they are. You can hire a great person and teach them the knowledge and skill sets to be a great trainer; it's much harder (if possible) to hire a great fitness professional and teach them to be a great person.

Personality Traits

Another common mistake is the belief that past performance is indicative of future potential. The attributes that make someone an outstanding employee for one organization may be the same traits that cause them to fail at another. To effectively recruit the right person, they need to have more than just the right attributes and competencies; they need to be a cultural fit.

Every employer says that they want an employee who is motivated, but what does that mean? Motivation shows up differently for everyone. An individual whose source of motivation comes from a strong internal frame of reference, making him highly competitive, may be ideally suited for some cultures. However, in other cultures this individual would not be suitable because the culture supports those who are motivated by a strong external frame of reference towards the best interests of the group.

Some environments require the members of the team to be self-directed, decisive and quick on their feet. When people come on they are expected to "hit the ground

running." However, in other companies, individuals who are self-directed and decisive can be a detriment to the organization. What is needed is an individual who is coachable enough to learn to follow a system.

If your environment isn't compatible with the personality of your employee, he is unlikely to happy. If he's not happy, he's unlikely to be productive very long. Some people are most effective when working autonomously, while others need group interaction in order to live in their zone of creativity and enthusiasm. Some people find comfort in consistency and therefore perform better with a routine. Yet, a set routine would make an employee almost psychologically unemployable if they have an affinity for variety.

I've worked with organizations whose culture demanded that an individual be assertive by nature in order to succeed. However, in other organizations the culture requires and rewards those who are more accommodating.

According to Tony Alessandra Ph.D. and Michael O'Connor Ph.D. in their book "*The Platinum Rule: Discover the Four Basic Business Personalities and How They Can Lead You to Success*" there are primarily four basic personality types. They are the:

- Relater
- Socializer
- Director
- Thinker

Relater

This is someone who is relationship oriented. These individuals are friendly and exude warmth. They are good listeners and their work habits tend to be methodical and meticulous. Due to their open and sincere communication style they have the potential to be great trainers who cultivate trust and closeness within their clientele and the membership base overall.

The challenges that a relater may face in your organization is that he may lack assertiveness. It may be hard for him to make decisions. His decisions are likely to be based on what appeases others rather than what is the correct course of action. These people have a propensity to fear and resist change.

Socializer

This person is highly open and extraverted. They are generally fun to be around and connect with people on an intuitive level. These individuals are highly self-expressive and usually very persuasive. They have the ability to work with a diverse clientele. They need constant change and stimulation. This makes the training experience they provide exciting and engaging, yet they lack the mindset at times to

do the detail work in program design, implementation and re-assessment, because it's not fun for them.

The challenges faced by the socializer is his tendency toward lack of consistent focus. He may need to be more aware of professional and personal boundaries between himself and his clients. This can be achieved by focusing more on the client and less on himself. He needs to keep the conversation primarily on the goals of his client and the training process that will produce them. Even though the socializer is highly persuasive, the paradox is that he fears rejection. This gives him the potential to be highly effective on orientation type appointments, yet shun proactively acquiring a clientele via the floor.

Director

This person is driven to achieve. They are the type of individual who enjoys being known as someone who gets results. They have a high level of self-expectancy. They tend to be highly effective with clients of the same personality type because of their high expectations of others. They are the individuals who will enjoy knowing what percentage of overall quota they produced in the previous month and strive to exceed their session goal each month.

The liability of this person is that they may lack flexibility, patience and even tolerance. Although they can work well with some personality types, others may not feel comfortable training with this person because of their tendency to be abrupt and even insensitive. The greatest liability of this individual is his ability to alienate other members of the team who differ in style.

Thinker

This person is introverted by nature. The most important attribute these people possess is that they're great problem solvers. They are also very systematic and put great detail and logic into their program design strategies. Their affinity for structure makes them administratively efficient. They are dependable and can most often be expected to follow-up with their clients.

On the contrary, this person may focus on the design and efficacy of the program above the client it's supposed to serve. He has an inclination toward inflexibility and lack of spontaneity. Although he produces great work upon completion, his proclivity for perfectionism presents challenges with getting things done.

It can't be understated how important it is for you to know your culture and determine which personality types will correspondingly fit best. All of the personality types have attributes that can make them effective and liabilities that may present your department with challenges. The most important consideration is alignment.

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It's unrealistic to hire someone because they appear to possess attractive attributes and then try to continually sell them on the vision and core values of your company. You should never have to sell anyone on the vision of your company. They either embrace it on a visceral level or they don't. When you find an individual who is aligned with your company philosophically, you don't sell them on the mission, you enroll them into it. Skilled recruiters sort, amateurs sell. If an individual is not intrinsically compelled to join your cause, they will either be unfulfilled in your company, or their intentions will be misguided toward their own ends, without regard to the organization.

A long time ago, during the Renaissance period in France, there was a commission to build a church. The church was to be breathtaking. The endeavor would require many years of hard labor and many men. In the course of its construction there was an overseer (similar to what we would call a foreman today) doing his version of quality control. On this day the men were cutting large stones into smaller, squared stones that would construct the front wall of the church. He decided to randomly survey the men to see how the work was coming along.

Inquisitively, he walked over to one of the men at work and asked "How is your work coming along." To which the man replied "Are you stupid?" That got the overseers attention! The worker continued, "I'm out here in the hot sun, from the time it rises until it sets. This work is very difficult and very tedious. I break my back day after day and you ask me how my work is coming along. If you did a day's work in your life you would already know the answer! But it does pay fairly well and my family is depending on me, so I do the best I can."

Well, somewhat dejected the man moved on to another worker. "Tell me" he said, "How is your work coming along?" The worker looked up at him and replied, "Outstanding!" "I am cutting the finest stones in all of France." With that the worker proudly held up a stone that he had just cut and affirmed "because I am the finest stonecutter in all of France." Intrigued, the overseer moved on.

Soon he came upon another worker, and asked again "How is your work coming along?" The man dropped his tools, stood up and pointed to a pile of stacked stones. He had a look of unbridled passion in his eyes and replied, "Can't you see? I am building a magnificent cathedral!"

If you could only hire one of those men to work in your company, which one would you choose? Most would strongly agree that the third stonecutter is the obvious choice. He has the ability to see beyond what *is* toward what *is possible*. Further, he understands how his role in the organization contributes to the realization of those possibilities. He is in effect a "team player", who is making an indispensable contribution to the whole from his current position.

But what if these three men were currently employed by you? If you had to let one go, which one would it be? Here is where many managers are divided. For me, I would let go of the second stonecutter immediately. Many managers would argue

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for the first. I have had managers point out that "he has an attitude problem", or that "he's belligerent". He may well be belligerent; however he may have more of a leadership problem than an attitude problem. Observe closely to some of the things that he mentioned. He expressed that his work was hard and tedious. Maybe he doesn't understand how his work contributes to the vision of the organization. If given the choice, it's possible that he would want to grasp the purpose of the work so he could understand in what ways he is an important contributor to its fulfillment. So rather than seeing his work as a price he must pay to provide for his family, he may come to see it (at least to a degree) as a privilege he is taking part in, to create something beyond himself. It is a basic human desire to seek association to something greater than you are. He also commented that if the overseer had "ever done a day's work" in his life, he would not have to ask foolish questions. Maybe the overseer, like many of our managers was promoted to his level of incompetence and the worker resents that. It could be that the manager's incompetence impedes, rather than assists the men in their work. The manager, not the worker may be the problem.

The second stonecutter is a different story. He fundamentally sees the world through an internal frame of reference. They don't need the "finest stonecutter in all of France". What the project requires is a synergized effort toward a common objective, to construct "a magnificent cathedral". There's nothing wrong with pride in your work, so long as it's aligned with the mission of the organization. If not, it makes the employee un-coachable and detracts from the efforts of the team. The second stonecutter is analogous to the group exercise diva that consistently shows up late for class, teaches exclusively to the front row and is more concerned with the mirror than the member. Or, the trainer who is an intellectual elitist who is more pre-occupied with who's right, rather than what's right for the member. Why are these people like that? They just are; it's the way the see the world. If you invest time and energy into changing their mental model it will drain your time and energy. More importantly, it will detract your attention from the top performers in your organization, whose performance is likely to decline into average as a result of neglect. The best way to deal with an individual like stonecutter number two is to avoid hiring him in the first place.

Step # 2: Recruitment

- Your ability to attract, recruit and keep a great team could be the key to or the lock on your businesses ability to succeed. The objective is to keep yourself and your team engaged in attracting highly driven, focused and talented individuals through a process that qualifies them for possible selection. NEVER STOP RECRUITING! Become a fanatical, insatiable connoisseur of talent. The most dangerous time to recruit is when you are reacting to a staffing emergency. With recruiting, desperation can bring devastation to your company.

The most common recruiting practices in the fitness industry have typically been hiring/job fairs, partnerships with educational organizations, career day at local universities, internship programs and walk-ins. While there is nothing wrong with these means of recruiting, the inability to find and keep talent is still among the most commonly stated problems that I hear from health club owners and operators. By utilizing your top performers as recruiters you can save money on recruiting efforts that yield little results or poor performers, while increasing the likelihood that you'll attract individuals that more closely map with your hiring criteria and most importantly, develop leaders in your organization

- _Referrals_: Birds of a feather do flock together. Who are your key people that you wish you could duplicate? Pay them a finders fee for any individual who they refer who (1) makes it though the selection process and is hired, (2) is employed past a 45-day probation period. The employee receives a commission at the time of hire and another one when the referred trainer is employed for 45 days. Finally the employee is compensated again if the referred new-hire is still employed by the organization after 6 months. This is far less costly than a mis-hire and it redirects the mindset of your employees to think more like an owner. If your employees knew that the performance of others on the team would not only reflect upon their reputation but affect their compensation, it's probable that it would also serve as an antidote to the "it's not my job" syndrome within the organization?

In order to actively participate as a recruiter for the organization, the employee must ideally represent the type of individual that you wish to attract. Before selecting an employee for the opportunity to recruit, ask yourself:
- Would I want a team whose members possessed the same intrinsic qualities as him or her?
- If this person approached me with a career opportunity, would I positively respond to him or her?

If the answer is no to any of the above questions, that person is probably not suited as a recruiter. An addition to your subjective discretion there should also be an objective criterion. We suggest the following requirements:

1. Must be performing a minimum number of (to be decided by your management team) sessions per week.
2. Must commit to personal development curriculum of: Quarterly seminars and professional development events, the completion of 1-2 books per month and at least one field related article per week. It's impossible to sustain a high level of performance in any aspect of an individual's outer world without continually developing the skills and mindsets conducive to high performance in your inner world. What a person does daily determines who he will become permanently.

Recruiting Process

The key to any successful component of your business is to create a system that is capable of replicating results. Recruiting is no different. An outline like the one listed below will help you reduce employee apprehension, measure results and duplicate what works.

Step # 1:

<u>Connect</u>

By connect I mean to create positive responsiveness between you and another person. There are two categories of people for your team to connect with. They are warm affiliations and cold affiliations. Warm affiliations are comprised of people that your employee has an established relationship with. Examples of these types of people are individuals that they once worked with, that they play sports with, who were invited to their wedding, who are on their mobile phone contact list, etc.

The first step is to have your recruiters make a list. The bigger their list the greater the law of probability is in their favor. Meaning, the bigger the list, the greater their earning potential. The goal is to get a minimum of 50 names on the list. Anything less is unacceptable. Most people know far more people than they think they do. A good exercise is to pretend that they are throwing a huge party for a fundraiser and you have promised to donate $1000 for every person on their invite list. Another memory jogger is to open up the business telephone pages. Go through the book starting with "A" asking, "who do you know who is a…?" By the time you get through the book, the myriad of vocations and businesses should produce quite a few names to work with. If that is not enough, ask the following questions:

Who do you know who…?
- ➢ Is dissatisfied with their job
- ➢ Is unhappy with their income
- ➢ Is concerned that their environment is not conducive to their values or is unfulfilled doing what they are doing?
- ➢ Is a friend of yours?
- ➢ Loves to help others?
- ➢ Connects easily with people?
- ➢ Is compassionate and empathetic?
- ➢ Is between careers?
- ➢ Loves health and fitness as part of his/her lifestyle?
- ➢ Works part-time?
- ➢ Gave you a business card?
- ➢ Recently got laid off?
- ➢ Does your nails?
- ➢ Does your hair?
- ➢ Is outgoing and charismatic?
- ➢ Loves to dance?
- ➢ Sells cosmetics?
- ➢ Sold you clothes?

- ➢ Gave you excellent customer service in a restaurant, hotel, department store?
- ➢ Plays sports?
- ➢ Is a vegetarian?
- ➢ Is on a keto or paleo program?
- ➢ Has lots of friends on facebook?
- ➢ Has insightful comments or posts on Linkedin?
- ➢ Posts inspiring and informative images and videos on Instagram?
- ➢ Loves to have fun?

The questions above will help to identify people whose personalities, situation and characteristics make them ideal candidates for your company. You and your employee will start at the top of the list and work your way downward. The key is to NOT pre-judge. Help your employee avoid going down the list and deciding who is and who is not interested. Often, those people who they believe are not interested will express interest; while those who they believe would be excited about the opportunity, in reality couldn't care less. So remember, those who you think are, aren't and those who you think aren't, are.

It's important that your employee not try to explain too much about the position. This is for a few reasons. First, you want the role to be explained with consistency to each person. If not, you have no way of knowing how effective the presentation is in getting people into the audition. Second, even though your employee has a good relationship with his warm affiliates, the candidate may not view him as a seasoned recruiter, just "Bob" who he plays golf with on the weekends.

You want to make sure that your business receives the respect it deserves. For that reason, make sure you get your employee out of the way. You simply want to identify whether or not there is an interest. If there is an interest you want to pass this person to the Recruiting Manager. They will explain the opportunity in full.

The call should go something like this: *Hello Mary, this is John, do you have a couple of minutes? The reason why I'm calling is because I'm excited to speak to you about what's going on in my company. As you know I have a great position at XYZ health club. It's been an exciting and rewarding experience for me and I'm looking forward to the growth opportunities in the future. I just found out that were expanding our team. My manager said that the requirements were someone who has great people skills, desire and the potential to lead; I couldn't help but think of you. I'm not wrong to assume you possess those qualities, (jokingly) am I? So, are you open to career opportunities?*

If they say no: *"If it's not for you great. I just know that you're someone who could be an asset anywhere; you're just that kind of person, so I thought I would at least ask. I have to go now, but thank you for listening."*

If they say yes or they request more information: *"I have someone who you should speak to. She's the head of recruiting for the entire company. She has an*

impressive depth of knowledge about the fitness industry as well as every aspect of our company. She is very successful and highly respected in our organization. She would love to speak with you, she loves connecting with people and helping them and you'll like her— she's very down to earth. Do I have your permission to give her your contact information so you can see if there is a mutual interest?"

- Have your employee seek out outstanding people everywhere they go. They don't have to go out to recruit, but they need to recruit whenever they go out. When you or anyone on your team identifies an individual with the attributes you would want in your organization, compliment them on the behavior that got your attention. Next, simply ask "Have you ever considered an opportunity outside of what you're doing right now?" Or if you prefer "Do you keep your career options open?"
  - » If they say no, thank them and leave.
  - » If they say yes then (1) have your employee introduce them selves and their position in the organization, then (2) collect the individuals contact information. The information will be passed on to a recruiting point person within your company. This person could be you, a human resources manager or someone else you select, but there needs to be someone accountable to handle all potential team players.

Step # 2:
The recruiting point person collects all of the contact information from every employee involved in recruiting at least once per week. They will call each contact personally. The purpose of this call is to determine whether or not this person is a true prospect or merely a suspect as a future member of your team.
- ➢ Determine
  - The point person starts by contacting an individual on his list. If he is able to reach the person he will say:
    "Hello <u>person's name</u>, my name is <u>state name</u>, I am calling from <u>name of company</u>, I'm excited for you because I understand that you spoke to <u>name of referring employee</u>, is that correct?" Wait for response. "We have a lot of respect for <u>recruiting employee's name,</u> he/she is a true leader in our organization and he/she seems to be very impressed with you. Do you have about 15 minutes available right now or would it be more convenient for me to call you later?"
    - If they do not have the time available, ask for a specific date and time to resume the conversation.
    - If it is a good time for them to speak, move on to the 3-way call.

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- A 3-way call is a pre-recorded message that the point person can use to plug the prospective employee into. It provides an overview of the fitness industry, your company as well as answers the question "Why would I want to work for you?"
- The 3-way call removes skill as a limiting factor in the networking process.
- The call eliminates inconsistency in the level of enthusiasm and the message being conveyed, while providing a system to save whoever is in charge of recruiting, time and energy.
- After the prospect listens to the call the point person will ask "Wasn't that incredible?" They are beginning the evaluation process by listening not only to what is said regarding the call but more importantly, to the tonality in which the prospect responds to the opportunity. They will then ask, "Would you like to continue?"
  - If they say "No," the recruiting process is over.
  - If they say "Yes," the Recruiting Manager (RM) conducts a phone interview. The phone interview will determine whether or not the prospect will be invited to an audition process, which is the next phase in the process. The RM is simply looking for gross lack of alignment between the company and the individual on the call or any other obvious red flags. If none are found it is better to have an inclination toward inviting as many people to the audition process as possible.

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Phone Interview

The interview is initiated with a very direct question:
"Let me tell you about what we are looking for. We're looking for someone who has good people skills, a desire to do something purposeful that serves others and has leadership potential. Is that you?"

A "No" is clearly an automatic disqualifier; although its unlikely that you'll get that response too often. What you are looking for is an affirmative "Yes".

However, if the person gets tongue-tied and starts to answer with "Uh, well, um, I guess so" or anything like that, it is not an automatic disqualifier. It may just reflect their personality or the fact that they are nervous because of the impromptu phone interview.

In this case you want to be quite direct and ask then to re-phrase the answer to be more convincing. If they can't handle that type of pressure, the demands of the fitness floor, client acquisition and a clientele with high expectations, in a dynamic environment often requiring improvisation will likely overwhelm them.

This question is not so much to determine whether or not the candidate possesses the mentioned attributes as much as it gives you a snapshot assessment of the candidate's level of confidence. Additionally, this question sets the tone and direction of the call.

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The next phase of the phone interview is gathering information about the candidate's current place of employment. This is just in case you decide to check references prior to hire (which is highly recommended).

Employer: _____
Starting date: _____
Last day: _____

Title: _____

1. Brief description of responsibilities

_____

_____

2. Starting salary: _____   Final: ___

The next phase of the call helps to identify the candidate's disposition, mindset, cultural fit and aspirations (or lack of).

3. Why are you applying for this position?

4. What are your expectations?

5. What were some of your responsibilities in your previous job?

6. What were some of your major challenges?

7. Tell me about a previous success/accomplishment you experienced there.

8. Describe a failure or mistake you made at your last job.

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9. What was most enjoyable about your position?

10. Least enjoyable?

11. What are your areas of talent?

12. What is your reason for leaving your job?

13. What is your appraisal of your supervisor's strengths? How did that help your performance?

14. What is your appraisal of your supervisor's weaknesses? How did that affect your performance? How did you respond to that?

15. Who are 2-3 people that you know on a professional basis that can attest to the value you would bring to an organization? May we contact them?

The final phase in the phone interview is a request to contact her previous or current supervisor. Mostly everyone will say yes. The key here is to listen intently for hesitancy and apprehension in his/her voice.

Supervisor

Supervisors name: _____
Title: _____

Permission to contact () Yes () No

The RM will grade each phone screening on a scale of 1-5. A five means highly impressed and a one is uncertain if they are a fit. This will give the person who is conducting the casting call/audition a framework to refer back to when considering each person.

Step # 3:
- Invite
    - The phone interview is merely a pre-screen. If there are no evident red flags assessed within the phone interview the candidate is invited to an audition.
    - The RM will make sure that the candidate has all of the correct information necessary to attend.
        - Time and Date
        - Comfortable attire
        - Directions

- They are also instructed to bring a copy of their resume' with them (even if they send it ahead of time, they should bring another one). This is to assess the candidate's ability to follow directions. Included with their resume' should be a cover letter. The cover letter is no more than 250 words and should answer the question, "Why will (your company) be a more dynamic, profitable and competitive organization with its market, as a result of having me on the team?

Quick Review
The point person calls the prospect. The prospect is given a brief phone interview as a pre-screen. If they pass the pre-screening the invitation to the audition is confirmed and all corresponding details are given. By the time the candidate arrives at the audition he/she should have with them or already submitted:
- Resume'
- Reference
- Cover letter which implicitly answers the question, "Why would _____ organization be a more dynamic, profitable and competitive place as a result of having me on the team?"
- Phone interview

Filling an Audition

- **Buy a sponsored ads**
    - The advantages of purchasing a social media ad on facebook or any other platform for that matter is that you can target a fitness audience within your area. Keys to remember when placing an ad are

        (1) Distribution; the larger the distribution of the paper the greater your probability of attracting a quality candidate out of sheer numbers.

        (2) Demographics; if the people reading the ad are outside of a reasonable commuter distance than they are not qualified.

        (3) Target market; who do you wish to attract with your ad? Does it exclude anyone based on specialized knowledge, skills, education, certification, experience? If your facility requires specialized knowledge or experience, than this type of exclusion is necessary to produce a better quality applicant, although it will decrease the quantity.

The efficacy of the ad will mostly depend on the headline. A great ad is of no value if it doesn't get read. The headline needs to attract the target applicant that you

would wish to hire as well as appeal to need. One of the better ads that I have run is as simple as:

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Let us make you one of the most successful Personal Trainers in name of
                      area your facility is located.
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If you are not fully committed as well as confident that you can be one
of the preeminent trainers in the fitness industry, someone who will
not accept a level of personal performance less than world-class, do
not answer this ad.

We have over ___ years experience in creating a fulfilling and exciting
work environment.  If you love fitness, the gym scene and making a
difference in people's lives, (INCLUDING
YOURS!) you should work with us. You can build a career doing what you
love. If you are willing to work hard and commit yourself, you can
become a successful trainer. Turn your love of fitness into a career.
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This ad accomplishes a few things:

- It implies that the applicant will receive training. This decreases the tendency that people have to disqualify themselves instantly by thinking "that's not me", "I don't have any experience", "credentials" "I can't because…"
- It speaks to the innate need in all of us to be fulfilled by what we do, to feel that our work positively impacts others. How many people do you encounter in the workplace that hate their jobs? You can see it in their face and hear it in their voice. While you wouldn't want to recruit someone who is clearly not performing where they are, you need to recognize and capitalize on the need that is out there for people to do something they can feel good about. If you can find people who can become highly productive by turning their vocation into a vacation, then not only will your company benefit, but you will have greatly impacted their life as well.
- The ad clearly states that this is not a "thing" they can do for a while, but a career. If the applicant has a work ethic and desire, your company will give them the tools to succeed long-term. This attracts an individual with the right mentality and also speaks to the individual that is looking for opportunities outside their chosen vocation. Many of these people have good work ethic and are highly capable. Someone with an above average desire, but below average opportunity may be ideally suited to explore options at your company.
- Finally, this ad is written to turn off anyone who lacks enough mental posture to become a superstar in the very first line. You want someone who has humility and empathy balanced with a bit of ego. This person will not be arrogant but will be assertive, this person will not likely accept poor performance from himself/herself. You can't teach this attribute.

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Learning annex

- Have you ever actually conducted an interview with anyone who wasn't by their own appraisal self-motivated, focused, a team player, responsible and always striving toward improvement? Maybe you can remember a time when you had a dream interview and possibly even thought to yourself "I can't believe how great this is going!" You may have even bragged a little bit about your recruiting prowess only to be embarrassed weeks later by the individual who showed up to work (or maybe not) not even closely resembling the superstar you boasted about earlier.

  It's not what people say, but what they do that counts. Further, it's what they habitually do when no one is watching that matters most. Success in anything comes down to habits. You can either invest the time, energy and emotion into hiring someone with disempowering life habits and try to teach them better ones (in addition to all of the job specific habits they must learn) or you can attempt to hire people who already possess constructive habits. In many major cities there are learning forums sometimes called a Learning Annex. The Learning Annex regularly features some of the most sought after experts and speakers in the world. The topics offered are everything from learning a second language, to becoming a film producer, to sales and marketing.

  What kind of courses would the individual that you'd want to hire attend on their own volition? Make it a habit of sending your key people to these events regularly. Select topics on personal development and ones that are specific to the skill sets required for your company such as communication skills, personal management and sales.

  The purpose for this is twofold. First, by sending your key people to seminars regularly they will develop and refine their own skills critical to your company's performance. Second, each key person should have a minimum goal for the number of people they will talk to about the opportunities your company offers.

  In addition to the Learning Annex, find companies that put together seminars in your country.

  Many of these seminars are for a nominal fee per person and many because they are promotional, are offered free of charge. They provide an incredible array of speakers and an extraordinary opportunity to recruit self-motivated, passionate individuals. I have walked out of events like this with over three dozen contacts.

- **Industry trade shows/events**
  - I would recommend Fitness Industry Trade Shows for the same reasons as any other seminar. Industry trade shows have the advantage of being specific to our field–attendees typically work in the fitness industry and have some degree of background experience. Attend events that attract fitness professionals looking to expand their core competencies and values. These events include but are not limited to IDEA, IHRSA, CAN-FIT-PRO, FITPRO, Perform Better, SUMMIT, FILEX and ECA.

- **Career day at universities**
  - If you visit the website of your local university, many of them have sections titled "career events". This will list events that give employers an opportunity to set up a booth during a career day event or come in and speak to their students. The website's contact information will include the event coordinator's phone number and/or email and instruct you on exactly how you can get involved.

- **Conduct your own public seminars**
  - A reactive approach to recruiting is at the very least frustrating and at worst can have a severe negative impact on your company. A proactive approach that puts you out in front of winners is obviously much better. However, a truly outstanding recruiting process is one that brings the winners to you. This requires you to position yourself as the pre-eminent resource for educational development in your region. Contact organizations that may be able to utilize your facility. You can offer your facility as a hosting cite. This greatly decreases the cost of the event for that organization and gives you the opportunity to fill your club with possible attendees for future auditions.

    If you have someone within your organization whose credentials and talents position them as a possible presenter, have them apply with various certifying bodies for CEU's. This gives you an opportunity to promote your own local seminars. The benefit is that the cost of marketing/recruiting is covered by the admission price and it gives you an opportunity to establish your own calendar. What subject matter would attract the type of candidate you're looking for? You may want to consider topics on the subject of communication skills, sales training and other areas of professional development.
    You may also wish to consider a series of "foundation" courses for people who are just beginning in the fitness industry. The duration of the course could run for 4 consecutive weeks on Saturday. This allows you to be the first exposure for individuals who are entering or have just entered the fitness industry.

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- **Social Media**
  When this book was first written, social media was when a group of friends got together and watched the news. It didn't exist. Fast forward to present day however, you and I have access to the most powerful, far reaching, communication medium that has ever existed. Experts such as Erik Qualman in his book "Socialnomics" assert that "we don't have a choice on whether we do social media, the question is how well we do social media." This platform is based on attention, value and trust. We tend to trust our network, think "yelp", far more than we trust advertisements and companies.

  The relationships we build on social media, like any relationship, are dependent on trust; and we gain trust by being trustworthy.

  If your company doesn't have a presence on Facebook, LinkedIn and Instagram, it may be well worth creating one. Presence in this context is identified by the impression your audience has of you. Your company does not have to build a large audience, but a captive audience that is listening. People listen to the degree that you have something relevant to say. For every request you make of your audience, make sure that you have given them exceedingly more value. What are your trainers learning? What practices and methodologies have produced the most impressive success stories (leave out member names) in your company? What trends should people be paying attention to? By giving valuable and practical information, you not only give your audience a reason to keep listening, but a desire to be affiliated with you and what you represent. You want people to think "wow, this is cool, I want to share this, comment on this."

  The greater the desire for affiliation, the greater the response when you announce through your social media channels that you are looking to expand your team. Recruiting is casting. When you issue a casting call you want to have created a brand story that people in your network are excited to audition for.

The Audition

The audition is usually ten hours in length (including lunch), beginning at 8:00am and ending at 6:00pm. The duration may seem extensive, yet it's purposeful. Every aspect of the audition serves one of two purposes:

1. To identify candidates who are a proper fit for your organization.
2. To identify individuals who are not.

You want to weed out as many incongruous applicants as possible. You are looking for individuals who are serious, not curious. If an individual is willing to re-arrange their schedule and spend ten hours in an audition, they are not just applying for "some thing", they are genuinely interested in (1) fitness and (2) your company as a viable career option.

Keep in mind that no recruiting process is perfect. Don't underestimate the value of your intuition. Intuition is a combination of rapid cognition and subconscious appraisal. Meaning, that everything you have ever learned about people, and experienced through countless interactions and personal relationships is processed by your brain within in a split second when you first meet someone. This is what happens when we have a "love at first sight" experience. Or a less positive example is when you have a "funny feeling" about someone, yet can't justify it. We usually formulate first impressions of people almost immediately and most often we're not consciously aware of why we formulated our opinion of them. What's interesting is that if you think about the last time you had a strong initial impression of someone that just grabbed you (whether positive or negative), more often than not you turned out to be right.

When meeting the candidates for the first time, some points for consideration may include:

What type of person/skill set are you looking for?

What character traits and attitudes do you desire to build a department upon? Does this person possess all of the interpersonal attributes that are non-negotiable to you?

First Impressions

What words and adjectives immediately come into your mind in the first moments of meeting this person? How do they initially make you feel? Do you feel at ease and engaged, or uneasy? Your members are going to judge your staff largely by their first impressions.

Personal Attire

The way someone dresses is not an indicator of their level of competency or the quality of their character. However, it does give you a clue as to how they might feel about themselves. In addition, people usually judge us at least in part, based on our appearances. Whether that judgment is fair or unfair, accurate or inaccurate is irrelevant. What matters is that once someone perceives us in a certain way, it's difficult to get them to change their mind. If the impression is positive it can enhance our success with that individual. If it is negative it could eliminate our ability to acquire them as a member or client. Finally, how a person dresses demonstrates the level of importance they place on the position. The more important the position is to them, the more they will attempt to impress you. Although they will be wearing fitness attire during the audition, how much attention to detail did they pay to how the packaging in which they present their product (themselves) to you. After all, if they're hired, they'll be dressed in fitness gear every shift, won't they? Presentation is everything!!

Personal Grooming

Again, personal grooming is an outer representation of an individual's inner self-concept. Poor grooming by itself can destroy a new trainer's chance of success in your facility. Pay attention to hair, cleanliness and every other aspect of presentation.

Personal Assertion

In our business it's indispensable to our success that we are not afraid to meet people. If this doesn't come naturally it's going to be difficult (if possible) and time consuming to teach. If this person is shy, reserved and doesn't take the initiative to proactively engage you, they may lack the self-assurance to succeed as a trainer.

Eye Contact

You can also get an indication of a person's level of confidence from the level of eye contact they initiate. If your candidate gives you a firm handshake, looks you right in the eyes, smiles and introduces himself, you have what appears to be a confident applicant in front of you. However different people maintain different levels of eye contact for many reasons.

The ability to keep constant eye contact is not an accurate measure of his/her confidence. Neither is their ability to make initial eye contact to be fair, but first impressions are everything. How the candidate feels about himself or herself is not that important if it doesn't transfer to how your market will feel about him/her. Good or bad our society has many conditioned believes pertaining to certain attributes of a person and what they mean.

Clear Speech and Warm Demeanor
Listen to the candidate's voice—how he talks, as well as what he says. Can you understand him? How do you feel when speaking to him? Is he easy to understand? Does he sound cocky or overbearing? Is he overly soft-spoken and timid? These are signals that reveal volumes about a candidate.

Speech
Do they have a strong command of verbal communication? Are they articulate? Listen for poor communication and make your decision accordingly.

Don't tell them the type of person you are looking for.
Do not announce to the group what characteristics you are looking for or they may attempt to become that person through out the audition. Rather, let their innate character traits and personality types gradually emerge.

Look and listen carefully.
When you ask a question to a candidate, truly listen to the response. Everything they say (and do) may help you make a good decision.

Give the candidate time to formulate an answer.
Some of the questions will require more thought than others. Allow your applicant time to process the questions.

Try to establish eye contact.
When two people are in a state of rapport, they should be mirroring each other's level of eye contact. When you deliberately attempt to make eye contact with someone, they should reciprocate. Further, it's essential that a candidate is not easily distracted by his or her surroundings and able to focus on the person they are speaking with at the present moment.   Eye contact (or lack thereof) reveals much about the confidence level and seriousness of the applicant.

Get a "feel" for a candidate's confidence level.

In our business, it is crucial to have confidence in who you are and what you do. However, there is a point in which confidence turns to cockiness and then it becomes overbearing. Continually observe for both.

Pay attention to body language.
The rule about body language is no one gesture or piece of information is a reliable indicator of anything. However, patterns are very revealing. If they exhibit consistently exhibit body language throughout the audition that can be interpreted as disinterest or arrogance, that's the image they will most likely project to your members.

The day is divided into three major components:
- Company history, mission, vision and core values 8:00am – 9:30am
- Exercise core competency training 9:45am – 12noon
- Practical Application 1:00pm – 6:00pm

Company history, mission, vision and core values

The initial part of the audition is the precursor to the rest of the day. This is because if a candidate is not aligned with your organization and inspired to be part of your cause, regardless of his attributes he will not last. This is the first opportunity for the person leading the audition and the candidates to begin to discover if there is a mutual fit. Upon entering the room the audition leader will introduce himself and thank the candidates for taking the time and effort to attend. He will then ask the following questions:
- o Would you all please introduce yourselves and tell the group one accomplishment that you are most proud of?
- o What character traits define you as a person?

The purpose of these questions is to begin to understand how each participant thinks, what they value and their self-appraisal. Further, it's essential to get the group interacting early on. By turning the focus toward the group in the initial stage of the audition process, you begin to assess the personality type of each candidate.

If the group is small (4 to 10 candidates), the audition leader will hear each candidate's response to the questions presented. If the group is larger, the audition leader will randomly select those participants she wishes to respond. The next question that will be presented is:
- o What makes you distinct and uniquely valuable within a company?

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There is no right or wrong answer. The audition leader is simply attempting to identify how each participant sees himself and if they can overcome the natural reluctance to speak in front of a group. Each candidate must possess the willingness to be uncomfortable enough to present in front of others, without preparation or hesitation. If not, he will have significant challenges attempting to build a clientele off of the floor after he is hired.

The next questions are:
- o What are your expectations for today?
  The responses you will receive vary from "I don't know" to I believe that I will learn something. Obviously the answer "I don't know is a clue that this person may not be the best option. No one could know what to expect before attending. However, if you are going to invest a day of your time, what did you suspect would happen? Not knowing is fine. Failing to do something or respond due to not having a past experience providing the context to due so is not. How can one learn and continually grow without giving yourself permission to lack complete understanding prior to initiating or responding to a circumstance that contains the opportunity for growth?
- o What about today's experience are you most excited about?
- o What are you most passionate about in life?

The next phase is going to be about 45 to 60 minutes long and will cover the mission, vision and core values of the company. When communicating the mission and vision statement, identify key words. Randomly select individuals in the audition and ask them "explain what that means to you?" When communicating the company's core values, randomly ask participants "explain what that means". Then ask, how do you demonstrate that value in your life?" Alignment is critical to the longevity and utility of each member of your team. If they do not share your core values, it will be nearly impossible for them to dedicate themselves fully to the results they are accountable to produce.

After this phase in the day is concluded, the next questions to be asked will be:

- o Based on the information you just heard, why is this company going to be a more dynamic, competitive and ultimately profitable place as a result of having you on the payroll?
  The answer "I don't know is an automatic disqualifier."
- o What will you be known for in this company 6 months from now?
- o What commitments will you require of yourself in order to earn that reputation?

This part of the day should conclude at about 9:30am. Prior to sending the group on a 15 minute break offer the group this option:

"At this part of the day there are usually a few types of people. The first category is excited to be part of this and would like to move forward in this process immediately. The second type of person is excited but has questions. The third type of person believes while all this has been great so far, our company is just not for them at this time."

"If you are in that last group, I would like to say thank you for your interest in our company. We are going to take a 15 minute break. This is your chance to leave now if you wish. No pressure, just simply leave during the break."

"If you are the first or the second type of person, please stay. I will expect to see you back in this room in exactly 15 minutes."

It's not often that individuals choose not to return, however it does happen. This is a good thing because it assists in the qualifying process. Remember, your opportunity is not for everyone and the sooner you identify a lack of alignment, the less time, effort and money you need to invest in the future.

Early Morning Summery:

The morning will commence with 5 questions that each candidate will be required to answer before the entire group. They are:
- o Would you all please introduce yourselves and tell the group one accomplishment that you are most proud of?
- o What defines you as a person?
- o What are your expectations for today?
- o What about today's experience are you most excited about?
- o What are you most passionate about in life?

After each participant gives his/her answer, the audition leader will present the company's history, mission, vision and core values. If there are more than 10 candidates in attendance, the leader will randomly select candidates to answer questions. The group will be expected to individually explain what the major purpose of the mission and vision statement means to them. Further, they will have to give examples of how their lives are exemplary of the company's core values. After this section is presented the audition leader will ask each person in the group to answer the following questions:
- o Based on the information you just heard, why is this company going to be a more dynamic, competitive and ultimately profitable place as a result of having you on the payroll?
  The answer "I don't know is an automatic disqualifier."
- o What will you be known for in this company 6 months from now?
- o What commitments will you require of yourself in order to earn that reputation?

After answering the questions, participants will be offered an opportunity to categorize themselves into one of three classifications. Those who feel at this point in the audition that the opportunity is not for them will be given the option to leave.

Exercise Core Competency Training

In any industry there are essential core competencies that must be identified and mastered in order to achieve any significant result. In fitness they can be broken down into two major areas: interpersonal dynamics and technical skills. Interpersonal dynamics consist of engaging prospects and clients, presenting how your services can make their life better and client retention management. As I alluded to earlier, certain attributes are intrinsic to the individual, while others can be learned. The most learnable skill sets are related to assessment, exercise program design and implementation—these make up the core competencies related to technical skill. An individual who possess average intelligence and above average desire can learn anything they need to know in order to effectively train people. Therefore, technical knowledge is the least important hiring criteria assessed within the audition. Yet, each candidate will have a natural inclination to please the audition leader by conducting themselves in a way which they believe corresponds with the leader's expectations. By setting up the rest of the morning to focus exclusively on exercise science, you are sending the implicit message that understanding this core competency is a priority.   By drawing each candidate's attention completely toward what they believe they will be evaluated on, you reduce their awareness of their own behavior. These aspects of their behavior are likely to reflect their inherent dispositions.

The subject matter presented within this section is usually focused on program design or some type of scientific information that also has a clear and immediate transference into practical application. I would recommend that the information pertaining to program design or exercise implementation is based on the systems and processes that are used on a daily basis within your facility. This way, when the selected candidates are hired, they will already be familiar with this segment of your fitness department's training protocol.

Further, the training processes of your fitness department should be based on the type of certification that you prefer in your facility. In addition, resources such as PT on the net offer a vast library of updated programs as well as the scientific rational and practical application for them.

For your training department to perform at its potential, you must have leverage. By leverage I mean the ability to get a greater return for the time and money invested. Just like you get paid on the sessions performed by your trainers, whether you train anyone yourself or not, the greater your ability to replicate multiple processes, the greater the potential that exists in your department. Further, you can only build a solid brand if people can identify with and trust it; which can only happen through consistency. Every employee within your company must share the same philosophy

and speak with one voice. If not, it's unlikely that you will create brand distinction within your market. Imagine if every time someone ordered a Starbucks Coffee, it has a completely different taste. Some days it would taste bold, others it would be no different than the corner deli. Is it possible to create a loyal following without a dependable product? Could they achieve world domination in the absence of loyal followers?

A few organizations that are both well known and considered credible include PTA GLOBAL, ACE, ACSM, NSCA, NASM, PREMIER and the Cooper Institute among others. However, the utility of anything in your business is determined by its ability to create leverage. When selecting a certification a question to ask is "does this certification provide a turn-key, proven system for applying the information they teach."

Late morning exercise core competency training summery

- Select subject matter that is technical in nature. By sending the implicit message that this is an area of primary importance, candidates have a tendency to focus on what they believe they're evaluated on which takes their focus away from aspects of their performance which they believe are not as relevant to their selection. This increases the probability that the audition leader will be able to identify their innate behaviors and character traits.
- The information should have a systematic application. It must teach program design, implementation or something that is essential to the trainers' ability to add meaningful value to the members of your company.
- Whatever training program your company selects, the information presented within the audition should correspond with that philosophy. This minimizes confusion, reinforces the content as well as establishes consistency for any candidate who is hired as a result of the audition.

Afternoon Practical Application

The audition leader will not be evaluating the presenter(s) exclusively. Rather, the focus will *also* be on the other candidates within the room. The rationale is that while the attention is on the presenter, the other candidates believe that she is being evaluated by the audition leader; therefore they are not. This encourages the candidates to relax a bit and slip into normal behavior patterns.

This part of the audition will consist of exercise selection and modification. This will evaluate the candidate's interpersonal dynamics. It's understood that many of the candidates will not have an extensive degree of exercise science knowledge or

experience. Therefore, their performance under pressure and in the absence of extensive preparation time will be relative to how they will perform on the floor. The process for this segment will consist of 5 steps:

Step #1:
The audition leader will explain and then demonstrate an exercise (flexibility, core, balance, strength), in a clear, concise manner. The audition leader will also demonstrate cuing techniques and examples of progression and regression strategies for the exercise.

Step #2:
The audition leader will select 2 participants from the audition; one will role play as the client, the other as the trainer. The trainer will execute the previous explanation and demonstration to the best of his ability.

Step #3:
At the conclusion of the role-play, the audition leader will address the candidate playing the trainer. He will ask him:
- What do you believe you did well?
- What do you believe you could have done to have made your clients' experience even better?

First Question: What do you believe you did well?
What you are looking for is an honest self-assessment. If the candidate's assessment is that he did nothing well, this is an undesirable response. Everyone can honestly say they did at least one thing well. Individuals with low self-efficacy have a hard time recognizing and/or acknowledging their strengths. Therefore, it's harder to continually develop greater levels of competency within them. Further, they have a propensity to see mistakes as fatal and final errors; rather than as an opportunity to get better. These individuals are more likely to lack the mental tenacity necessary to reflect on mistakes and utilize the lessons as means to accelerate their professional development. When they don't perform to near perfection their explanatory style is more *"I guess I'm just not cut out for this"*, *rather than, "that was so unlike me, I guess the cause of my mistake was _____.* *I'll do better next time."*

Conversely, if the response to that question is "I did everything well", that's also a problem. The reality is that no one does everything well. This individual will likely lack the ability to identify their areas of strength and weakness with enough objectivity to reproduce the behaviors that serve them and acquire the skills they require over time.

What you are looking for is an individual who can point to specific things they did well and a rationale for their appraisal within a specific situation.

Second Question: What do you believe you could have done to have made your client'' experience even better?

A red flag response is obviously "nothing". This reflects an inability or unwillingness to identify areas of performance that need to be improved upon. Regardless of what business we say we are in; we must also recognize that we are in the communications business. In fact, the success of our business is directly related with the quality of our communication skills. Our communication skills need to be a constant area of focus and continual development. With growing competition and increased choices afforded to our members, whatever made us successful in the past is not guaranteed to work for us in the future. Anyone who is not open to continual self-renewal, risks inevitable obsolescence; and therefore will probably not have the capacity or desire to adapt to the changes that are essential to thrive in a highly competitive, rapidly evolving industry. When making a hiring decision, keep in mind the ego to income ratio. This states that the greater an individual's ego, the lesser their income.

Step # 4:
After collecting feedback from the individual in the role of a trainer, the recruiter will ask the same questions to the individual in the role of the client. Again, what we're looking for here is specific feedback. Everyone will do something right. If this individual can't find anything that the trainer did well, how are they going to provide positive feedback to a beginner client who is nervous and presents with poor motor skills. Regardless of the level of skill and adaptation of a client, the trainer needs to have a level of acuity and empathy to extract at least one aspect of the client's performance and offer positive feedback. In psychologically 101 we learned that whatever is reinforced persists. The strategy here is to identify areas of competence in our client's performance and reinforce it so that (1) they associate positive feelings to exercise and (2) they're able to reproduce that behavior until it becomes habitual. In order for our clients to stay interested in an exercise program it must be challenging but not to the point of overwhelming. It should require concentration but not illicit frustration. The greater degree to which an individual associates enjoyment and self-efficacy with an activity, the greater the probability they will persist. Persistence is an indispensable prerequisite to success.

If the candidate in the role of the client gives general feedback such as "O*h, they did everything well,* " probe for specifics by asking:

- Can you give me an example of one specific thing that stands out in your mind?
- Why exactly do you feel that they performed well?

If a trainer gives his or her client general feedback such as "well done" or "that was excellent", it does little to replicate any desired behaviors and is too ambiguous to motivate the client to higher levels of performance. When reinforcing positive behaviors, the client must know exactly what is expected from them and then receive immediate and specific feedback as to the exact component of their

performance that was executed well. For example "G*reat job Mrs. Jones, the position of your head was exactly how we practiced and you lowered the load at the precise four second tempo we were aiming for.*"   If this is done frequently and consistently it will have a significant influence on her future performance.

The next question for the candidate is "*What advice can you offer him or her on how they can improve the experience they provide for the client next time?*"

The biggest red flag here is an overly critical response. Most candidates will be nervous, even if they have experience. It makes sense that this will result in a less than perfect performance. A less than perfect performance is at the very least what we can expect as the rule, not the exception with our clients. An individual who just lays into someone who is obviously well outside their comfort zone lacks the humility, compassion and maturity to be of any significant value on fitness team.

What we are looking for is a response that's aimed at helping the other candidate improve; not at making the candidate giving the response look good. The response should be specific. Just as specific feedback is essential to replicating desired performance, the client will also require information on how to improve their performance. That feedback is aimed at motivating the client and enabling them to progressively realize their goals, not at discouraging them.

An overly critical personality is a character trait that you will most likely not be able to help this person unlearn.

Some individuals are at the other end of the spectrum in that they're afraid to give candid feedback of any kind. They will respond with an answer like "I don't know, they seemed to do everything well." A trainer needs enough self-assertion to provide clients and members with enough information to move in the direction of their goals. Therefore, if the audition leader receives a response similar to the one above, they should just smile and ask:

- I understand, but if you did know, what advice *could* you give?

This should draw the candidate out a bit. If not, they *may* not be the right person for your team.

Step #5:

While the audition leader is observing the candidates who are role-playing the trainer and client, he or she is also observing the non-verbal communication of the other candidates in the group.

Some people are innately supportive and empathetic. This is a trait that rarely can be taught. You will identify these people as the ones who are unaware that they're being observed yet smile and nod their head as a means of support for the

candidate in the role of trainer in the spot light. You want to make a mental note of this person.

On the other hand, other candidates will be completely disinterested when the spotlight is not on them. In his day, Andrew Carnegie was one of the wealthiest men in the world. He said that as he got older it became increasingly important to him what a person did rather than what they said. The true measure of a candidate is not what they say but what they do. Further, it's what they do when they believe no one is watching that is most revealing. These people could be constantly looking at their watch or visibly impatient and frustrated. You want to make a mental note of these people as well. However, don't make the mistake of interpreting one aspect of their expression or posture as an indicator to what's going on inside of them. For example if a person is leaning back with his arms folded, it doesn't necessarily mean that he is disinterested or closed-minded about what's going on around him. It could be that he's just comfortable in that position.

Before moving on to the next role-play, go back to the candidates who you've noticed in a positive way and those who you've perceived to display negative behavior traits. Ask them the same questions you asked each candidate in the role-play. This will either validate or contradict your initial impression.

During each role-play stop the candidates in the front of the room and ask for feedback from the rest of the group. This could be for suggestions on how they would adjust the difficulty level based on their observation of performance or if anyone has any feedback to offer. Notice who pro-actively participates; are they offering feedback to bring attention to themselves or to offer a valuable contribution to the discussion? During the exercise role-play part of the audition the leader should answer the following questions pertaining to each participant:

- Do they offer valuable feedback?
- Do they actively participate?
- Do they look to support or encourage others within the group?
- Do they demonstrate pleasant non-verbal communication cues (e.g. eye contact, smile, etc.)?
- Do they give the appearance of being generally interested in others and in events not pertaining directly to them?
- Are they empathetic and constructive, yet candid in their feedback?
- Are they generally open to feedback from others?

If the answer is no for two or more of the above questions, the person is most likely not a good match for the position.

At the conclusion of the audition process, the audition leader will thank all of the participants for their interest and time. The candidates will be informed that they will be notified within 24-72 hours as to whether or not they were selected. No further information will be given pertaining to their status at that time.

If a participant is not selected they will receive a letter to inform them. The letter should be brief and simply identify the reason why they were not considered they right fit for your company. Just because an individual is not the right fit for you, it doesn't mean that they are not a quality individual who would be well-suited elsewhere. That fact should be considered as well as their feelings in the verbiage of the letter.

If a candidate is selected they will receive a phone call and a letter inviting them to the final stage of the interview process. The interview process will consist of two interviews; one with the GM the other with the department head. Because the GM is ultimately responsible for the facility, he or she will personally interview each candidate and make his or her recommendations to the Fitness Department Head. However, it's unreasonable to expect a department head to be fully accountable to results while lacking in the authority to select the members of his or her team. Therefore, the Fitness Department Head will have the last right of refusal on all Fitness Department hiring decisions. If the facility does not have a department head then only one interview will take place.

If your facility does not have an interview process in place, utilize the following interview process for the first and final one-on-one interview.

First Interview

Conducted by the Fitness Department Head

Goal(s) and Professional Development Assessment

1. **What is most important to you about working with our organization? Tell me a bit more regarding why that's important to you?** *This question starts the interview off with clarity about why they chose your organization. You're looking for answers that relate to how the position your company is hiring for relates to the individual's long term goals and personal development. Answers such as "I love to workout" are not ideal.*

<div align="center">

1   2   3   4   5   6

</div>

2. **What do you know about us so far?** *If an individual is really serious about being part of your team, they should take a level of initiative beforehand to do their due diligence on your organization. Whatever the candidate's response ask, "how did you learn that about us?" The*

information they provide doesn't have to be very detailed. Just enough to show they did some degree of research prior to the interview.

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1   2   3   4   5   6

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3. **How exactly will this company gain an advantage by having you on the payroll?**
Many people go out looking for a job because they believe it will provide them with security, benefits and decent wages. The winners in the job market know that none of these things are a reality in today's world unless an individual is a top performer who brings value to an organization in the form of solutions that increase the company's ability to create and keep customers. Winners exchange their talent for the experience and education a position provides, not just a paycheck. Winners have an idea before they apply for a position as to what contribution they are capable of making to the organization.

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1   2   3   4   5   6

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4. **What do you ultimately want to become known for professionally?** *Everyone in your organization will have a reputation for something within six months of being hired; the question is does that person's reputation contribute or detract from your company's goals? If an individual does not have an answer to this question, his reputation will be by default not design and therefore is a more of a risk.*

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1   2   3   4   5   6

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5. **If time and money were not a factor, what would you do professionally and why?**
Does the candidate have a vision of where they are going or are they just passing time? Do they know what they want?

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1   2   3   4   5   6

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6. **What obstacles are preventing you from doing that right now?** *If they're not doing what they ideally desire to do at the moment, do they have a working plan towards that goal? Are they objective about their disappointments and setbacks? Do they blame other people and circumstances or do they take responsibility for what happens to them and their response.*

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1   2   3   4   5   6

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7. **How do you plan to overcome those obstacles?** *Do they learn from obstacles? Can they apply that education toward strategic steps that move them progressively toward the outcomes they desire.*

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1   2   3   4   5   6

</div>

8. **How does this position fit into your career plans?** *Is the position in alignment with what they want long-term or are they passing time until something better comes along?*

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1   2   3   4   5   6

</div>

9. **If you could be on a plane sitting next to anyone of your choice, who would it be and why?** *Does this person have an interest in seeking out mentorship? Who do they admire as a role model and why? You can tell what someone truly desires in life by who they admire and would be excited to meet.*

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1   2   3   4   5   6

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10. **What are 3 of your favorite professional development books that you have read in the past 3 months and why?** *Everyone tries to say the right things on an interview. Everyone would state that they're committed to self-improvement and excellence. However, what someone says must be congruent with what they do if it has any credibility. If they are not reading anything currently and cannot discuss the subject matter in any detail then they will probably not be someone who will continually increase the value they bring to your company.*

    I.   _____

    II.   _____

    III.   _____

11. **What would you want to be said in your obituary?** *People with a sense of purpose will usually outperform those who lack clarity about the meaning of their life and work. Has this person spent any time thinking about the legacy they desire to leave? People who are conscientious about the legacy they will leave behind are givers who think about contribution beyond themselves.*

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1   2   3   4   5   6

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12. **What are your 3 primary values? (In order of most to least important) Can you recall a time when you had to make a decision that conflicted with your values? What did you do? Why did you make that choice?** *Most employers would say that it's important for them to hire someone who is trustworthy. People who clearly stand for something altruistic have a greater propensity toward honesty because they're guided by an internal compass.*

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1   2   3   4   5   6

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13. **What motivates you most?** *What inspires this person to action? Try to avoid judging responses like "money". At least they know (and you know) what would inspire them to achievement. The key is that they're specific.*

<center>1   2   3   4   5   6</center>

14. **Why is that motivating to you?** *The response to this question reveals the beliefs, values and intentions behind question No. 13.*

<center>1   2   3   4   5   6</center>

15. **Who are some of your mentors? Why did you choose them?** *If someone has sought out coaches in the past it's more likely that they're coachable.*

<center>1   2   3   4   5   6</center>

16. **Tell me a little about your personal mission/vision statement.** *If someone does not have a relative idea about the meaning of their life and where they desire to go, it's difficult to try and instill that in them. In addition, it's going to be harder to motivate them to achieve at the highest limits of their potential.*

<center>1   2   3   4   5   6</center>

Work History (Repeat the following process for at least three prior jobs, except for question #5)

These questions accomplish a couple of things. First they either reveal a pattern of consistency or inconsistency. When you check references many past employers will refrain from saying anything negative about a past employee because of ethical and legal reasons. However, if there is a discrepancy between things like dates of employment, income and responsibilities, it's a cause for concern.

These questions will also reveal whether or not the candidate has the ability to recognize, acknowledge and learn from past mistakes? The only way to become a top achiever is by making mistakes and learning from them. If someone is afraid to admit mistakes or unable to recognize them; it will significantly stunt their personal growth. Additionally, if an individual lacks the ability to learn from their mistakes, they are destined to repeat them.

The probability that someone will continually grow towards their potential is directly correlated with how much they enjoy their work. When work lacks enjoyment it lacks creativity, effort, innovation, commitment and rapid learning. By identifying what aspects of their former position they enjoyed most, you can determine whether or not your company can provide an environment that matches the candidate's work preferences.

Finally, these questions will help you to determine if the candidate can objectively assess the people around him. Does he recognize strengths and weakness in people? Are other people's weaknesses

a barrier for him? Does he have a generally self-reliant attitude toward work or does he seem to put too much of the responsibility for his success and happiness on others around him?

1. What was the name of your employer, the location, and your dates of employment?

2. What was your job title? _____

3. What was the starting and final level of compensation? _____

4. What were your expectations for that job?

5. What are your expectations of our company?

      1   2   3   4   5   6

6. Tell me about your areas of responsibility.

7. At your last job, what were the levels of talent, performance, resources and problems in the environment? What challenges did you face?

   - *Look for patterns in the way the candidate answers certain questions. Some questions may illicit a lengthy and enthusiastic response; whereas others will be answered with brevity. If a candidate answers a series of questions in detail and then briefly answers others, you may have asked them for a response that they would rather avoid talking about.   If this occurs, you may want to ask "can you be more specific, or tell me more about that", in reference to the part of the cluster question they answered with the greatest brevity.*

      1   2   3   4   5   6

8. What mistakes or failures did you personally experience at that job? What would you do differently if you could?

      1   2   3   4   5   6

9. What was the most enjoyable part of that job?

      1   2   3   4   5   6

Bobby Cappuccio

10. What skills did you acquire? *If interviewing for management*: What talent did you inherit when you first took the job? What changes did you make? What were the strengths and weaknesses for each person who reported directly to you?

<div align="center">

1   2   3   4   5   6

</div>

11. Why did you leave?

<div align="center">

1   2   3   4   5   6

</div>

12. What was the name and title of your supervisor? May I contact him or her?

_____
_____
_____

- *Always get written consent to contact previous employers.*
- *Many employers will not give any more information than whether or not the person worked there during a certain period for fear of legal action. This is fine, confirm the prospects title, dates of employment, salary and if possible reason for leaving. This will at least measure consistency.*

13. What was it like working with this supervisor? What were his/her strengths and weaknesses? How did those strengths help you in your position? How did their areas of weakness interfere with your work?

<div align="center">

1   2   3   4   5   6

</div>

14. How do you think your previous supervisor would appraise your strengths, weaknesses and overall performance?

<div align="center">

1   2   3   4   5   6

</div>

Future Perspective

Current performance is directly related to future aspiration. It's your responsibility as a leader to create as well as cultivate an environment that encourages, facilitates and rewards performance. It's not your responsibility to guarantee that every member of your team succeeds. Conversely, each member of the team is hired to ensure the success of the company. The greater an individuals clarity on what they want in the future and how he plans to attain it, the greater his willingness to do what is

required to attain it in the present; providing that an alignment exists between his ideal vision of the future and your company's.

1. What do you want your position with our company to be like one year from now?

> 1   2   3   4   5   6

2. What are other job opportunities you see for yourself? Tell me about them.

> 1   2   3   4   5   6

3. Describe your ideal position. What makes it ideal?

> 1   2   3   4   5   6

4. How close does this opportunity with our company come to your ideal position?

> 1   2   3   4   5   6

5. What will you be known for in our company 6 months from now?

> 1   2   3   4   5   6

6. What projects within the next 6 months would interest you the most? Why?

> 1   2   3   4   5   6

7. What are two names you would like to add to your Rolodex in the next 6 months?

> 1   2   3   4   5   6

If the candidates score adds up to a 90 or above, he/she can move to a second interview with the General Manager of the facility at the Department Head's discretion.

Second Interview

Conducted by General/Facility Manager

1. What are your innate talents? What are your strengths and things that you do uniquely well? What do you like about yourself? *They should be able to clearly identify at least two specific areas of strength. If they are having trouble ask them "what have you always done well with ease, that others may have struggled with, that no one taught you how to do? What have you always been fascinated by?*
   a. _____
   b. _____
   c. _____
   d. _____
   e. _____
   f. _____

   - *Go back to the person's strengths and ask them to elaborate on each, for example if they say "I'm responsible", ask what they mean by that. Probe for a specific time when they demonstrated that strength. What was the outcome?*

Bobby Cappuccio

<div align="center">

1   2   3   4   5   6

</div>

2. **What are your weak points or areas for improvement? Which ones are you planning on working on? Probe for specifics!** *They should have the level of self awareness to objectively identify at least two areas of life, work or personal development that they desire to improve.*

    a. _____
    b. _____
    c. _____
    d. _____
    e. _____
    f. _____

<div align="center">

1   2   3   4   5   6

</div>

3. **Have you ever not done something that you were expected to do? Why did that happen? What were the consequences? Was that the only time?** *Your looking for an honest answer, this demonstrates integrity and self-accountability (of course if this happened regularly in the past, it's a negative performance pattern).*

<div align="center">

1   2   3   4   5   6

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4. **How many times were you late to work last year? What caused the lateness? What did you do to resolve that problem?** *If they were late for work, an ideal answer would involve a specific solution that eliminated the behavior.*

<div align="center">

1   2   3   4   5   6

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5. **Do you consider yourself to be a team player? _____**

6. **Tell me about a specific time when you made a difference by acting in the best interests of your team.**

<div align="center">

1   2   3   4   5   6

</div>

Creativity and Aptitude Questions

Obviously, the expectation for this section is not accuracy, it's initiative. These are questions that many people would find "unanswerable". However that's not acceptable. If someone creatively attempts to find an answer, despite their level of uncertainty it demonstrates he is resourceful, quick

Bobby Cappuccio

thinking, can act under pressure and has a bias for action. All of which are essential for top performance on the floor. Perfectionism leads to procrastination. A trainer who feels that they need to know everything, and have the planets perfectly aligned before doing anything related to creating or keeping a client will most likely under perform.

1. How many gas stations are there in the state of California?

           1   2   3   4   5   6

2. Why do you think that manhole covers are round?

           1   2   3   4   5   6

3. Excuse me I need to take care of something I'll be back in two minutes. By the way, how many competitive health clubs are in this area? I'll expect the correct answer to that question when I get back.

           1   2   3   4   5   6

4. How creative are you in solving problems? Can you give me an example?

           1   2   3   4   5   6

5. What did you like most about your major in college? (If they did not go to college, ask about what they liked most about high school) Why did you choose it?

           1   2   3   4   5   6

6. How did you do in school? Why do you feel you got the grades you did?

           1   2   3   4   5   6

Situational Questions

While the best indicator of how a person will act in a given situation is determined by actual performance, these questions will give you some insight into his/her beliefs and attitudes about their role in each scenario. Look for clues in his/her body language and facial expressions. Does their body language noticeably change when you ask one of these questions? Do they seem

uncomfortable, frustrated or even show signs of disdain? Or, do they seem at ease, believable and maybe even excited about solving problems?

1. What would you do if an irate member demanded a refund for their memberships because "everything's always broken"?

    1   2   3   4   5   6

2. How would you respond to an employee who is complaining about another employee's attitude and work ethic?

    1   2   3   4   5   6

3. It's 3:45pm and you have a weekly meeting with your fitness manager at 4:00pm. Unexpectedly a major client calls and says they have a crisis and need your immediate help. What do you do?

    1   2   3   4   5   6

4. You have a person who is irate because "you" replaced his favorite piece of equipment. They are causing a disturbance. How would you handle it?

    1   2   3   4   5   6

5. Give me an example of how a system or service was improved or even created as a result of your innovation and input. How did that change the company?

    1   2   3   4   5   6

6. In your opinion, what traits make an "excellent trainer"?

    1   2   3   4   5   6

7. It's your first day in your new training position, what do you do over the course of your first shift?

    1   2   3   4   5   6

8. What do you believe is the most important thing to cover with a new client on her first training session?

    1   2   3   4   5   6

9. You've been training with a client for 8 weeks and they're not progressing because they're not following the program; what do you do?

             1   2   3   4   5   6

10. Are you a good salesperson? Why or why not?

             1   2   3   4   5   6

11. How would you go about asking a client for a referral?

             1   2   3   4   5   6

12. How do you determine whether or not you're successful as a trainer? In life?

             1   2   3   4   5   6

13. What's the one thing that I should have asked you in this interview so far, but didn't?

             1   2   3   4   5   6

14. If you were interviewing someone for this position what do you believe would be an essential question to ask?

             1   2   3   4   5   6

15. An important part of this job is sales and effective communication skills. Can you give an example of a time when you persuaded someone to your point of view? How did you do it?

             1   2   3   4   5   6

15. How do you plan to build a clientele within your first 30-days as a trainer?

             1   2   3   4   5   6

Bobby Cappuccio

17. You offer assistance to a member regarding her exercise technique. She angrily tells you that she's been training for years and doesn't want your help. Over the next week you have that same experience multiple times, what do you do? What conclusions do you draw about approaching members on the floor?

<div align="center">

1   2   3   4   5   6

</div>

Behavior Questions

Most people try to say the right things in an interview. However, the measure of a person is not in what they say but in what they do. These questions force the applicant to back up their answers with corresponding past behaviors. For example, most people will admit to being honest, yet when asked about the last time they lied, they would have to admit to some form of transgression if they truly were honest. After realizing that he/she has at least one time in the past lied, an honest person would then have to admit to being fallible, yet conscientious about upholding their core value of honesty. This is very different than someone who tries to rationalize or justify their response based on the situation that they feel "made them" lie.

1. Think of a situation where you and a co-worker were involved in a joint project. The co-worker refused to pull their weight. What did you do? What was the outcome?

<div align="center">

1   2   3   4   5   6

</div>

2. Describe a situation where attention to detail was very important? What did you do to focus your attention and minimize errors? How effective was it?

<div align="center">

1   2   3   4   5   6

</div>

3. Describe a time when your company's plans and infrastructure was under constant change because of the growth rate in your industry. How did you adapt? What was the outcome?

<div align="center">

1   2   3   4   5   6

</div>

4. Are you honest? _____

5. Tell me about the last time you lied.

<center>1   2   3   4   5   6</center>

6. Have you ever witnessed a friend or someone close to you do something that was dishonest or violated your values? Tell me about that situation? What did you do? What happened as a result? How did that make you feel?

<center>1   2   3   4   5   6</center>

7. Tell me about your fitness philosophy.

<center>1   2   3   4   5   6</center>

8. Tell me about your personal workout routine.

<center>1   2   3   4   5   6</center>

Personality Type Assessment Questions

An individual's personality can be defined from two perspectives. The first is the individual's inner world, his sense of identity and the way he perceives the environment around him. The second is how the aspects of the individual's inner world manifest in his outer world; such as his temperament, social assertiveness, degree of organization, whether they are more introverted or extraverted, more emotionally open or guarded, whether they have a tendency to prefer working autonomously or within a team.

Assessment of an individual's personality enables an employer to better forecast what that person's level of performance might be within a given environment and company culture. It's important to understand that each personality type has its strengths and liabilities. There is no ideal personality type or undesirable personality to have within the workforce. In fact, that perspective is prejudicial. Each personality type can work well within an organization. There are sixteen personality types, which can generally be described in four main styles, such as those described earlier in the text. Rarely if ever will an individual exhibit the traits of one personality type; everyone is a combination of all four; however, we need to respect that certain personalities are predisposed to different preferences, areas of ability and social dynamics within the workforce. Therefore, personality assessments can be utilized to accomplish the following:

1. It allows the interviewer to more effectively predict the probability of whether this person will feel comfortable and optimally perform within the environment they are applying for. For example, Alessandra and O'Connors'

Socializer would have the greatest predisposition to succeed in a culture built around group exercise and semi-private training. The Thinker would typically be better suited to a position that required organization skills, such as payroll, inventory and scheduling. In an environment that is mostly one-on-on the Relater would have the personality traits to excel. Yet, in an environment where each trainer is expected to possess the assertiveness necessary to build his own clientele in an environment that rewards individual performance, the Director would be likely to perform well. The key is to clearly identify what type of environment, culture and member experience you would like to create. Again, personality type is not a sole determinant of a candidate's potential as a member of your team; it's merely one indicator. It's not uncommon for people to unwittingly give inaccurate answers to test questions. There is sometimes a gap between an individual's perception of their identity and their true identity. Then there's always the subconscious desire to answer questions based on how the candidate believes it would please the interviewer. However, when questions are answered honestly some assessments are very accurate and revealing.

2. Regardless of whom you decide to hire, the probability of his success is largely based on the tools and resources he is provided with after he is a member of your team (provided he is the right person for the job). You don't manage people, rather your role is a performance coach. Management is reserved for things such as inventory, systems and processes. Performance is based on coaching which requires understand of what motivates each person on your team, how they think and therefore how to best relate to them in order to lead them in fulfilling their potential in your organization. For example:

Relaters are motivated by the affect a course of action will have on their relationships with others. How Relaters get along with and are viewed by their colleagues is extremely important to them.

Thinkers are motivated by an internal need to be accurate, structured and logical. They need to see how each strategic initiative within the organization is going to increase their level of competency.

Directors are driven by the desire to achieve. Therefore they're most motivated by clearly defined goals, the probability of success and the ensuing rewards.

Socializers are motivated by recognition and how success will enhance their reputation. They're also influenced by incentives and social evidence (what others are doing).

The effective leader understands that each person on his team is a unique individual and must therefore be coached differently. By understanding each person's unique attributes, the leaders in your organization will be better equipped to effectively communicate with each individual.

A couple of common personality assessments that organizations have widely used to gain insight into each person's distinct qualities during the selection process are:

◊ The DISC Profile
◊ The Myers-Briggs Type Indicator (MBTI)
◊ Jung Typology Test

If the applicant is seeking a Leadership/Management position

Regardless of whether or not this person is being considered for a management role, it's recommended that you still conduct this part of the interview. Everyone in your organization is a leader to varying degrees, because they're required to influence others, either their clients, class participants or laterally with their co-workers. This section will give you insight as to the applicant's future leadership possibilities as well as which leadership style would best support him.

1. How would you describe your leadership style?

        1   2   3   4   5   6

2. What would your subordinates think about your leadership style? What would they say your strengths and weaknesses are?

        1   2   3   4   5   6

3. Have you ever had a subordinate (or co-worker) who was just not performing acceptably? What did you do?

        1   2   3   4   5   6

4. What are you looking for in a manager? Why?

        1   2   3   4   5   6

5. What qualities in a manager are most important to you? Why?

        1   2   3   4   5   6

6. What would you not want in a manager? Why?

                        1   2   3   4   5   6

7. How do you like to be managed personally?

                        1   2   3   4   5   6

The minimum score for the second interview is of 126. If the applicant meets the minimum scoring criteria for both the first and second interview, it's time for the department head and the GM to discuss his or her possible candidacy as a new member of your team.

Again, while the score serves as an objective assessment criteria and a means of facilitating communication about the applicant between the department head and the GM, it's not the sole basis for the final decision. Ideally, you want to combine objectivity with intuition. If you go purely by intuition you lack the means to determine if this individual has the core competencies, aptitude, work history and future perspective that would make him/her a good fit for your company. On the other hand, without intuition you may miss the subtleties within the interview that communicate "*I am the person you're looking for*". Sometimes you'll experience rather early in the interview a feeling that this individual possesses an intangible attribute that gives you the feeling they would perform brilliantly within the position. Other times, a person will seemingly say the right things on an interview, but they'll communicate a negative intangible trait that may not make sense to you initially. In either case, don't jump to conclusions. Utilize the interview process to support or disprove your initial impression.

If the GM and the department head are undecided as to whether or not this individual would be a good fit for the organization, they can meet together and cooperatively score the applicant on a scale of 1-6 (1 being very poor and 6 being WOW!) on his or her intellectual, personal, interpersonal and leadership competencies. At that point if they don't both feel good about the applicant, they should either postpone a decision or pass.

Ratings

1 = Very Poor
2 = Poor
3 = Average
4 = Good
5 = Very good
6 = WOW!

	Minimum Rating	Rating

Intellectual Competencies

	Minimum Rating	Rating
1. Analysis Skills	___	___
2. Judgment/Decision Making	___	___
3. Creativity	___	___
4. Strategic Thinking	___	___
5. Innovative Thinking	___	___
8. Education	___	___
9. Experience	___	___

Personal Competencies

	Minimum Rating	Rating
1. Integrity	___	___
2. Initiative	___	___
3. Organization	___	___
4. Standards for Excellence	___	___
5. Disposition Under Stress	___	___
6. Adaptability	___	___

Interpersonal Competencies

	Minimum Rating	Rating
1. First Impression	___	___
2. Liability	___	___
3. Listens	___	___
4. Customer Service Attitude	___	___
5. Team Player	___	___
6. Assertiveness	___	___
7. Oral Communication	___	___

Leadership Competencies

	Minimum Rating	Rating
1. Has Vision	___	___
2. Change Catalyst	___	___
3. Conflict Management	___	___
4. Possesses Energy	___	___
5. Passion	___	___

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6. Ambition   __   __
7. Availability   __   __

The ACHIEVEMENT Leadership Model

Once you've made the decision to hire an individual, the ability to identify, develop and employ his talents is critical to the success of the new trainer and to the department as a whole. In an industry that is experiencing increasingly arduous competition, as well as growing customer expectation, it is the quintessential purpose of the fitness manager to cultivate the talents of each team member and the team collectively toward their highest capacity of ACHIEVEMENT.

The following **ACHIEVEMENT** system is a model that will enable you and your fitness management team to continually coach, train and develop each trainer within your company. We recommend that you utilize this system weekly with new hires.

The acronym ACHIEVEMENT stands for:
- **Anticipate**
- **Consequence**
- **Help**
- **Involve**
- **Expectation**
- **Validate**
- **Environment**
- **Measurable Goals**
- **Evaluate**
- **Needs-Analysis**
- **Training and Development**

Anticipate

This means effectively anticipating what training and resources need to precede high performance.

- Did this individual effectively complete their basic management, operational, professional development, customer service and exercise science training they will need in order to perform at the level expected?
    - A Nationally Recognized certification foundation such as those aforementioned
    - Personal training on the net www.ptonthenet.com is another highly valuable resource.

Consequence

- What motivates each individual on your team? How do you know? Did you ask them what rewards and outcomes are most important to them? Making general assumptions about what motivates each person on your team, or worse assuming it's the same as what motivates you, can deteriorate your ability to facilitate maximum performance.

- When consequences are imposed on others it conditions them to become skillful at avoiding future consequences. It does not necessarily develop higher levels of self-accountability and personal performance standards. When setting standards of excellence, make sure that your team member clearly understands what is expected. Have them repeat back to you, in their words, the criteria agreed upon. Ask them in advance what the consequence for low performance should be? Remind them that you are there as a coach.

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Therefore, what response to low performance do they believe would best help them? If they are the right person for your team, often they will be harder on themselves for low performance than you would have been on them. In addition, if they are the ones who set the consequence for poor performance, they are far more likely to exhibit greater levels of personal accountability.

▪ Whenever you are addressing poor performance be sure to focus on the behavior that produced the performance rather than on the person. *Personally directed criticism* is damaging to the relationship as well as to the performance capacity of your team. Don't do it. Ever!

▪ Every leader needs to clearly understand when deviations between desired and actual performance require coaching and encouragement or when they're indicative of a need for one or more performance based skills.

▪ Unfortunately poor performance can be related to an improper fit between the individual and the organization. When coaching and education continually result in a member of the team who continually exhibits high maintenance behavior and low performance, the individual may be better suited for another company. Utilize the following chart to determine which members of your team are emerging leaders, require coaching, education or in some cases dismissal.

The Employee Productivity Matrix				
		Maintenance		
		High 1	Medium 2	Low 3

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Productivity	High 3	Coach A 4	Coach B 5	Emerging Leader 6
	Medium 2	Educate / Coach A 3	Educate / Coach B 4	Educate / Coach 5
	Low 1	Terminate 2	Terminate 3	Educate 4

- (Adapted from the Parisi Franchise 2006)

What are the rewards for high performance? Is the compensation plan clearly understood by each trainer?

Trainer Compensation Plan

LEVEL ONE	LEVEL TWO	LEVEL THREE (optional)
Requirements: ▪ Recognized certification ▪ 20 CEU's per 2 yrs. ▪ Completion of 2 pt on the net professional development assignment per month. ▪ Minimum session requirements of 10+ per week	Requirements: ▪ Advanced Specialization credential ▪ Min. CEU requirements per 2 yrs ▪ 1 completed PTN professional development assignments per week ▪ Min. session requirements of 15 + weekly.	Requirements: ▪ 2 Special Populations ▪ Min. CEU requirements met per 2 years ▪ 3 completed professional development courses annually ▪ 1 Specialty certification ▪ Min. session requirements of 20 + weekly.

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COMPENSATION Based on a $65 hourly training session.	**COMPENSATION** Based on a $65 hourly training session.	**COMPENSATION** Based on a $75 hourly training session.
Weekly Productivity: 1-14 = $15 per session 15-19 = $20 20-25 = $25 26-29 = $27 30 + = $30	Weekly Productivity: 15-19 = $25 per session 20-25 = $28 26-29 = $30 30 + = $35	Weekly Productivity: 20-25 = $35 per session 26-29 = $40 30 + = $45 Note: *The higher rate in level 3 is not quantified by the increased qualifications, experience or knowledge of the trainer. The increase in the rate is related to specialization. I.e. Pre-Post natal, diabetes, Post-rehab, etc. It is based on the company's service offerings, not trainer status.*

Trainer Semi (2-5 participants) – Private Compensation Plan

LEVEL ONE	LEVEL TWO
Requirements: • Recognized certification • 20 CEU's per 2 yrs. • Completion of pt on the net professional development assignment per month. • Minimum session requirements of 10 + weekly. *A private or semi-private is counted as one session.*	Requirements: • Advanced Specialization • All Min. CEU requirements per 2 yrs • 1 completed PTN professional development assignments per week • Min. session requirements of 15 + weekly.

COMPENSATION Based on $40 per participant	COMPENSATION Based on $40 per participant
Weekly Productivity: 1-5 = $15 per participant 5-10 = $18 11+ = $20	**Weekly Productivity:** 1-5 = $18 per participant 5-10 = $20 11-14 = $22 15 + = $25

A class must have a minimum of two participants to be held at a semi-private rate. All semi-private classes are subject to a 24-hour cancellation fee. A participant will not be charged as long as they give 24-hour notice of cancellation.

If only one participant shows up to the session, they will be offered an upgrade to a one-on-one personal training session at the regular rate or they can cancel at no charge.

As long as two or more participants show up, the class will proceed as normal, regardless if other participants cancel.

Help
- What assistance do your trainers need from you in order to achieve their goals?
- What are 3 possible obstacles they believe or fear they might encounter?
- What are 3 responses they have prepared to implement for each?

  - Reverse Delegation. Never allow your team to present a problem without having a prepared solution. It doesn't have to be the right solution, or even a very good solution. The point is that it's well thought out and they are taking responsibility for the growth of the company, rather than believing that it's solely the responsibility of "management".
    - Condition your team to be effective problem solvers, not just problem spotters. No matter how tempting, don't solve your employees problems for them as a first response. This does not help them or the company to grow. Instead, try to initially lead them to discover the solution on their own. The exception to this is when a problem is urgent and requires an immediate solution, or, if not solving the problem your self will be harmful to the employee, a customer or the company.

<u>Involve</u>

The greater the degree to which you involve your team in the growth of your facility/company, the greater will be their commitment as well as morale. During each meeting direct the trainer to answer:

- What is the most important thing to accomplish today, this week, month or quarter?
- How are we going to accomplish it?
- What will the outcome look like if it is a complete success?

A. Start with the ideal outcome
B. Clearly identify it on paper
C. Work backwards: What did we do to get from where we are to the completion of the objective?

Each month utilize the following ten steps to conduct a brainstorming meeting with your entire fitness team:

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Brain Storming Process

Step # 1
Start by asking a clear and concise question pertaining to the purpose of the meeting. E.g. *We could increase the percentage of our members that participate in personal training if...*

Step # 2
The group comes up with 20 answers to the question.
- No member of the group can judge, challenge, criticize or comment on an answer given by another member of the group.
- No member can analyze or pontificate on an answer in any way.

Step # 3
The group decides which of the 3 answers would be most effective in solving the problem or accomplishing the objective stated in the question.

Step # 4
Out of the top three answers, one is chosen that can be executed most expeditiously.

Step # 5
The group lists all of the steps necessary to implement the solution.

Step # 6
The group identifies the bottleneck (the step that must be accomplished in order for the successful completion of the other steps to occur).

Step # 7
The group then identifies what within this process could possibly go wrong?

Step # 8
The group comes up with 3 responses to each anticipated obstruction in the process.

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Expectation

Every member of your team should have a job description. The job description should detail the individual's title, the primary purpose of his/her position, the objectives that are most important to job performance, the essential duties and responsibilities he/she will be expected to execute and the basic requirements pertaining to his/her role. Below are sample job descriptions for fitness management, an entry level instructor and a level one and two trainer.

Job Description For A Fitness Manager

Title: Fitness Manager

General Summary: The Fitness Manager's primary responsibilities will be to manage and develop the fitness department in the club, provide leadership for new and existing trainers, as well as assist the club's General Manager in the development of the club's sales staff on presentation and general fitness knowledge.

Essential Duties & Responsibilities:

1. **Club duties:**

   ◘ Essential club hours will be between 4pm and 8pm.

   ◘ Payroll should be completed and presented to Operations Manager one day prior to the end of the pay period.

   ◘ Area Manager or General Manager must be informed on a daily basis of club's progress toward monthly goals.

   ◘ Meeting must be held once a week with both the department heads in the club and with fitness staff to assess department production.

2. **Team Leadership:**

   ◘ Provide daily guidance to Trainers to assist with challenging issues at the club level and work to meet daily, weekly, monthly and quarterly performance goals.

- ◘ Responsibilities include interviewing, training, and developing employees. Monitor and evaluate performance of employees. Participate or lead in employee counseling sessions/or disciplinary action as required.

- ◘ Coach the team in development, maintenance and execution of internal training plan to ensure new and existing employees are properly trained to department standards.

- ◘ Provide team with clear, regular and dependable communications of fitness initiatives, best practices, company and fitness updates.

3. **Knowledge, Skills & Abilities:**

- ◘ Must possess well-developed understanding and use of common management skills such as recruitment, selection, training & development, coaching, goal setting and performance management, delegation, team facilitation, organization and prioritization.

- ◘ Must demonstrate infectious passion for personal fitness, including the ability to speak with knowledge about trends and issues, methods and benefits, and various techniques.

- ◘ Well-developed organizational skills, including the ability to communicate effectively (both written and oral) with small and large groups of employees at all levels of the organization.

- ◘ Must be able to effectively influence others outside of the direct sphere of control, and demonstrate an awareness of other business functions and their needs.

- ◘ Must possess the ability to train staff on effective selling techniques.

- ◘ Must be flexible with work schedule and be able to shift priorities and focus quickly and effectively.

4. **Education:**

- ◘ Certification is a requirement

- ◘ Must be willing and able to obtain all certifications, or CEC's required by the company.

The duties and responsibilities for this position are subject to change as per the discretion of the direct supervisor and/or the company. Also, additional and irregular hours of work may be required on an as-needed basis and travel will be required periodically.

Job Description For An Assistant Fitness Manager

Title: Assistant Fitness Manager

General Summary: The Assistant Fitness Manager's primary responsibilities will be to assume the Fitness Managers duties in his absence. This includes to manage and develop the fitness department of the club as well as provide leadership for new and existing fitness professionals.

This position will interface with the Fitness Manager, General Manager and Area Manager and analyze the overall progress of the fitness department.

An evaluation weekend performance will be the basis for future promotions.

Essential Duties & Responsibilities:

1. Club Duties:

- Essential club hours should be between the hours of 6am and 2pm

- Administrative club hours will be between 11pm and 2pm.

- Fitness Manager and Area Manager must be informed on a daily basis of club's progress toward monthly goals.

- Meeting must be held once a week with the Fitness Manager and General Manager and Assistant General Manager to assist in formulation of plan for achievement of monthly initiatives.

- An event must be scheduled every week.

2. Team Leadership:

- Monitor and evaluate performance of employees. Participate or lead in employee counseling sessions/or disciplinary action as required.

- Coach the team in development, maintenance and execution of internal training plan to ensure that new and existing employees are properly trained to department standards

- Scheduling and payroll

- Repair and maintenance audits

3. Knowledge, Skills & Abilities:

- ◘ Must possess well-developed understanding and use of common management skills such as recruitment, selection, training & development, coaching, goal setting and performance management, delegation, team facilitation, organization and prioritization.

- ◘ Must demonstrate an infectious passion for personal fitness, including the ability to speak with knowledge about trends and issues, methods and benefits, and various techniques.

- ◘ Must be able to effectively influence others outside of the direct sphere of control and demonstrate an awareness of other business functions and their needs.

- ◘ Must possess the ability to train staff on effective selling techniques.

- ◘ Must be flexible with work schedule and be able to shift priorities and focus quickly and effectively.

4. Education:

- ◘ Certification is a requirement

- ◘ Must be willing and able to obtain all certifications, or CEC's required by the company.

The duties and responsibilities for this position are subject to change as per the discretion of the direct supervisor and/or the company. Also, additional and irregular hours of work may be required on an as-needed basis and travel will be required periodically.

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Job Description For An Entry Level Instructor

Title: Fitness Instructor

Purpose:
- Contribute to the retention of membership base through the cultivation of relationships, facilitation of results and uncompromising customer service.

Objectives:
- Deliver uncompromising customer service packaged in an exciting, fun, friendly and empathetic experience, to all members in a way that will shatter all previous perceptions of service.
- Provide coaching, instruction and education for members to facilitate in the achievement of their goals.
- Identify member desires and problems and deliver solutions.

Essential Duties and Responsibilities:
- Phone calls
  - All members who have cancelled
    - Identify reason
    - Determine how to re-establish membership
    - As a condition of promotion, implement, evaluate and modify 2 policies to increase member retention
  - Recurrent customer service calls
  - Follow-up on key interactions
    - Take personal responsibility for the handling and resolution of customer complaints
  - As condition of promotion institute 2 policies to enhance customer experience

- Ambassador to the floor
  - Generate clientele
  - Offer instruction and coaching on
    - Exercise selection
    - Exercise modification
    - Program recommendations
    - Solve member problems relating to enhanced experience (I.e. every problem is your problem)

- Teach 2-3 group exercise classes per week/optional

- Work 2-3 hours per week at front desk

- Solve any member problem necessary to create optimal experience

Bobby Cappuccio

Requirements:
- Uncompromising attitude toward customer service
- Unique talent for interpersonal dynamics
- Detailed continuing education and professional development plan in progress
- Certification to be completed within 90 Days

Job Description For Level One Trainer

Title: Trainer Level 1

Purpose:
- Establish clientele and contribute to the retention of membership base through the cultivation of relationships, facilitation of results and uncompromising customer service.

Objectives:
- Deliver uncompromising customer service packaged in an exciting, fun, personalized experience.
- Achieve and maintain client base targets as stated in compensation plan.
- Provide coaching, instruction and education for members to facilitate in the achievement of their goals.

Tasks/responsibilities:
- Prospect planning
  - Develop annual, monthly, weekly and daily strategic plan to develop clientele
  - Coordinate with fitness manager to evaluate and modify strategy weekly
- Phone calls
  - Confirm all appointments
  - Follow-up on service interactions
  - Post-appointment follow-ups
  - Recurrent customer service calls
- Orientations
  - Building rapport
  - Identifying goals, needs, wants and abilities, though comprehensive assessment
  - Program design & recommendations
  - Exercise selection
  - Presenting solutions
  - Addressing concerns/objections
  - Closing the sale
  - Follow-up
- Ambassador to the floor
  - Generate clientele
  - Offer instruction and coaching on
    - Exercise selection
    - Exercise modification
    - Program recommendations
    - Solve member problems relating to enhanced experience (I.e. every problem is your problem)

Requirements:
- Uncompromising attitude toward customer service

Bobby Cappuccio

- ▪ Certification to be achieved within 90 days of hire
- ▪ Unique talent for interpersonal dynamics
- ▪ Detailed continuing education and professional development plan in progress
- ▪ All others as stated in compensation plan

Job Description For Level Two Trainer

Title: Personal Trainer Level 2

Purpose:
- ▪ Establish clientele and contribute to the retention of membership base through the cultivation of relationships, facilitation of results and uncompromising customer service.

Objectives:
- ▪ Deliver uncompromising customer service packaged in an exciting, fun, friendly and empathetic experience, to all members in a way that will shatter all previous perceptions of service.
- ▪ Achieve and maintain client base targets

Tasks/responsibilities:
- ▪ Referral management system
    - o Generate minimum of 2-3 referrals per client each quarter
    - o Coordinate with membership consultant in management of referrals
- ▪ Phone calls
    - o Confirm all appointments
    - o Post-appointment follow-ups
    - o Recurrent customer service calls
- ▪ Personal training
    - o Kinetic chain assessment
    - o Goal, motivation and exercise criteria assessment
    - o Program Design
    - o Program Implementation
    - o Re-assessment
    - o Program modification and progression
    - o Client experience evaluation
- ▪ Teach 2-5 group exercise classes per week/optional
- ▪ Solve any member problem necessary to create optimal experience

Requirements:
- ▪ Uncompromising attitude toward customer service
- ▪ Certification
- ▪ Advanced specialization
- ▪ Detailed continuing education/professional development plan in progress
- ▪ Minimum session requirements
- ▪ 50% client retention over 2 quarters

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If the performance standards, along with the goals each employee is accountable for are not clearly and consistently stated, you as the manager are solely responsible for poor performance.

- Not knowing what is expected leads to a breakdown in the communication process
- How many of your employees/managers know exactly what is expected of them, what to do and in the right order of priority? How do you know that they know?
- Agree on what needs to be done
  - Set clear and demanding expectations for your team
  - Re-state and clarify often

Explain the process and get input
- Have them explain what you said
- Coach them through the process
- Have them demonstrate process to you
- Re-state time, date and outcomes for the next meeting
- If they're not on track they must ask for help, avoid reverse delegation. Meaning, if the trainer has trouble meeting expectations, he should immediately come to the fitness manager rather than wait for the next meeting to state: *"I didn't know what to do"*. Further, if a trainer is having difficulty with an aspect of his job, he should be expected to come up with possible solutions on his own before looking to his manager to do anything for him. The fitness manager's role is to lead her team to optimum performance, not to do anyone's job for them.

Validate

Every initiative must correlate with the mission and vision of the company. If it does not, then it is nothing more than a distraction, no matter how brilliant it seems at the time. The mission is the purpose for the existence of your company. When individuals are not clear on the mission, consistency, commitment and productivity suffers.

Clearly communicate and reiterate the company's mission habitually. That means constantly talking about, obsessively focusing on and internalizing the mission into the very soul of your department. Every objective you issue must be validated by its relevance to the mission.

Environment

Your role of a leader is to provide the very best service you can to your internal and external customers. Your external customers are obviously your members. However, your employees are subordinates. Talented, commitment employees with a high degree of aptitude are internal employees. How you serve your internal customer is at least as important as how you serve your external customer. This is because the internal customer is the primary and in many cases the only filter that your external customers experience is processed through. Honestly ask yourself, "Would I want to work for me?" Why or why not? With each of your "internal customers" determine.

- What are your strengths from the perspective of your team?
- Your weaknesses as a manager/leader?
- How do your trainers see your position and responsibilities?

Measurable Goals

Every week have each member of your team submit to you clear measurable goals. A goal that is as vague as "to get more clients" or to "get referrals" lacks the strategy and planning to produce sustained results, if it produces a result at all. Each week have your team submit to you their exact goals for the week in each key result area that is important within your department. Ask for detailed plans explaining how they intent to achieve them. For example, if an individual on your team says she wants to perform more sessions weekly. Have her answer the following questions:

- How many PT sessions (sales) do I want weekly?
- How many contacts must I make to produce those sessions?
- How will I make those contacts? (floor work, orientation sessions, small group orientations, group-x class)
- How many calls?
- How many appointments?
- What is your ratio of contacts/calls to appointments?
- What is your ratio of calls to presentations?
- Presentations to sales?
- Identify $ per call and presentation
- How many follow-ups does it take you to make a sale?

Micro management can interfere with employee's growth and even productivity. However, with newer employees you need to manage them more closely and more frequently until they develop the skill sets to succeed within your department. By helping them to develop a daily checklist that the both of you can review ever 1-2 days, you can effectively help them to develop the habits that coincide with developing a clientele.

Daily Activity Log

Name of Contact	Date Card Sent	Initial Call Date	2nd Call Attempt	Appointment Date	Result	Reschedule Date	Initial PT Date	30-Day Follow up

Keep meticulous records pertaining to each contact your trainers make and each consecutive action step.

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Have each of your trainers work out of a daily planner that includes:

Time	APPOINTMENTS	Calls	Special Events
7:00am			
7:30			
8:00			
8:30			
9:00			
9:30			
10:00			
10:30			
11:00			
11:30			
12:00noon			
1:00pm		Contacts	Cards Sent
2:00			
3:00			
4:00			
5:00			
5:30			
6:00			
6:30			
7:00			
7:30			
8:00			
8:30			
9:00			

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MONTHLY GOALS	GOAL	ACTUAL
Month:		
Session Hours Per Week		
Current Session Hours Per Week		
Clients Needed		
Closing Percentage		
Initial workouts per month		
Initial workouts per week		
Initial workouts per day		
Members contacted on the floor		
Members contacted each day		
Members contacted each hour		
Initial workouts performed from members contacted on the floor		
Initial workouts booked from sales department		
Initial workouts booked from training department		
Initial workouts scheduled		
Initial workouts showed		
Initial workouts closed/conversion %		

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Evaluate

Clear and concise feedback helps to guide the performance and increase the motivation of your team. Make sure each person on your team knows:

- What exactly will they be evaluated on?
- How will they be evaluated?
- How often?

Are expectations and the evaluation process congruent?
If you say that an optimal customer experience is the minimum acceptable performance criteria, or that every person is responsible for their continual education and development, but you only evaluate their financial performance, your message is incongruent. Incongruent messages to your team decreases trust and you ability to effectively lead your team. When your message is inconsistent, people will follow what you do, not what you say.

Trainer Self-Evaluation Assessment

Key Performance Area	Rating 1-10	Rationale	Performance Enhancement Strategy	Next Step
- Prospecting				
- Communication skills				
- Member needs-analysis				
- Assessment skills				
- Presenting benefits and solutions				
- Program design skills				
- New client acquisition				
- Follow-up skills				
- Personal mgt. and organization				
- Client retention				
- Referrals/networking				

In the absence of collaborative performance assessment between the manager and trainer on a consistent basis (e.g. weekly, bi-weekly or at least monthly), coaching may lack the immediate reinforcement to allow for the effective adaptation of

behavior more conducive to the desired performance. In addition, lack of on going evaluation, makes semi-annual or annual performance reviews too subjective and even unfair. _If_ you're management team is engaging in cooperative evaluation on a consistent basis that allows the trainer to participate in self-evaluation with manager feedback, then a formal semi-annual review can enhance performance as well as be a vehicle for individualized trainer development. A formal semi-annual performance review should entail:

- Job Description Review
- Base Expectation Review
- Personal development Goals
- Performance Specific Goals
- Creation of a Success Strategy

Needs-Analysis

You can only coach an individual to the degree that you understand what he or she needs. Have your trainer periodically conduct a self needs-analysis to assist the both of you in determining the key result areas that need to be focused on in order for he or she to achieve peak performance. For example ask:

- What are your unique talents and strengths?
- What do you do especially well?
- Which of your core competencies do you credit for your success so far?
- What qualities, abilities and services do you bring that offers this company an area of competitive advantage?
- What is your biggest challenge in your current position?
- What knowledge, skills and coaching do you believe is necessary to assist you in overcoming that challenge?
- What 1-2 skills do you believe that if you mastered would have the greatest positive effect on your performance?

Training and Development

Performance is directly related to the development of each trainer's knowledge and skill. Further, to his or her ability to transfer their competency into solutions that are valuable to the customer. So if you want your trainers to be able to earn more, you must help them continually learn more.

Each week assign an article that relates to skills that are critical to the performance of your trainers and evaluate:
- What will they learn?
- What skills will they acquire?
- What will they be able to do differently? How will that benefit the member?
- How will they evaluate their effectiveness?

"I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies." - Larry Bossidy

"The key for us, number one, has always been hiring very smart people." - Bill Gates

"I hire people brighter than me and then I get out of their way" – Lee Iococca

"It is all one to me if a man comes from Sing Sing Prison or Harvard. We hire a man, not his history." – Malcolm S. Forbes

"Hire people who are better than you are, then leave them to get on with it. Look for people who will aim for the remarkable, who will not settle for the routine." - David Ogilvy

"My job is not to be easy on people. My jobs is to take these great people we have and to push them and make them even better." – Steve Jobs

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