

Effective working relationships with clients



Unit: Know how to support clients who take part in exercise and physical activity

Learning outcomes & assessment criteria

Learning outcome: The learner will:

LO1: Understand how to form effective working relationships with clients

Assessment criteria: The learner can:

- 1.1. Explain why it's important to form effective working relationships with clients
- 1.2. Explain why it's important to present oneself and the organisation positively to clients
- 1.3. Describe how different communication skills can be used to assist clients with motivation
- 1.4. Explain the importance of valuing equality and diversity when working with clients

Professional relationships

- What is an effective client working relationship?
- How would you know?
- Why is it important to form effective working relationships with clients?



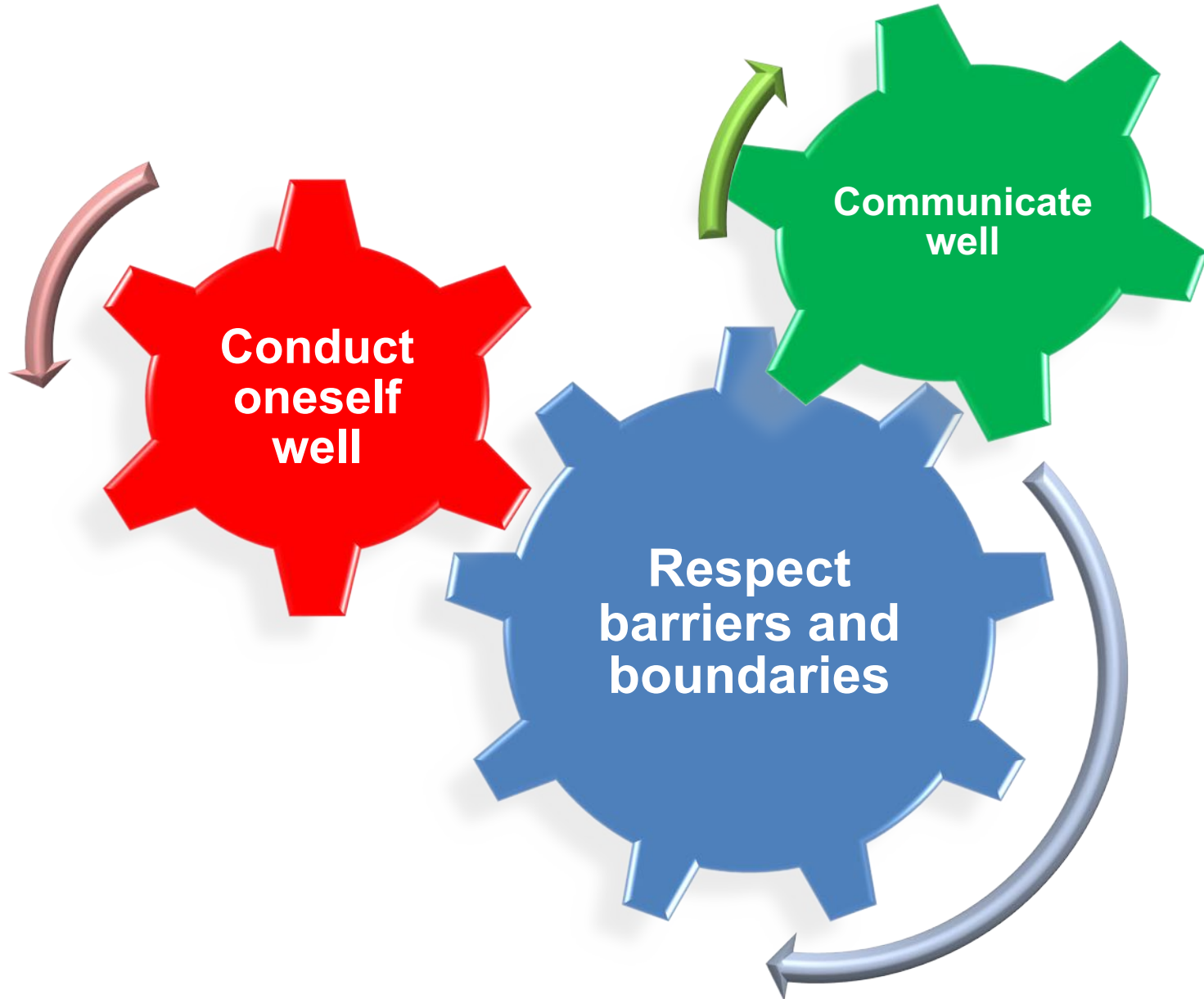
Professional relationships

All professional relationships should be built upon:

- Mutual respect
- Trust
- Good communication
- Rapport
- Feelings of safety and security
- Professional and ethical standards



Developing and maintaining relationships



The importance of effective working relationships



- To make the client feel supported and welcome
- To engage client with active and healthy living
- To offer relevant advice, information and support
- To promote exercise adherence and generate repeat business
- To provide the best possible customer experience
- To promote client trust and make them feel valued
- To establish and maintain appropriate and professional working boundaries
- To clarify roles, responsibilities and expectations
- To improve the reputation of the organisation as an excellent service provider

Positive presentation

- Why is it important to present oneself and the organisation positively to clients?



Positive presentation

Oneself	Organisation
Gain respect as a professional person	Reflect a united working front
Build trust and respect	Reflect high standards of professional practice
To reflect high standards of practice	Fulfil professional duties, e.g. employers expect their employees to promote them positively
To reflect professional integrity	Ensure the client feels 'secure' and part of a reputable and professional organisation
To build a positive working relationship with the client	To maintain a positive relationship with the organisation

Communication skills

What communication skills can be used to assist clients with their motivation to:

- Start being more active
- Maintain activity



Active listening skills	Non-verbal communication	Verbal communication skills
<p>Nodding as the client speaks</p> <p>Leaning forward</p> <p>Positive facial expressions</p> <p>Eye contact</p> <p>Paraphrasing</p> <p>Reflecting and summarising.</p>	<p>Personal space</p> <p>Using hand gestures</p> <p>Smiling</p> <p>Maintaining eye contact</p> <p>Body language and posture</p>	<p>Tone and pitch of voice</p> <p>Rhythm</p> <p>Warmth and volume of voice</p> <p>Appropriate language.</p> <p>Matching customer words</p>

Communicating effectively



Listening skills – require active participation, not passively hearing words

- Paraphrasing and summarising
- Clarifying
- Appropriate use of questions
- Use of silence

Building rapport – requires an active interest and ability to relate to and understand another individual.

- Demonstrating empathy and positive regard
- Using appropriate non-verbal behaviour
- Accepting the client perspective
- Providing support



Attributes of a fitness professional

What are the attributes a fitness professional should possess to form positive relationships?



Key attributes of a fitness professional



- Professional
- Patient, compassionate and sensitive
- Punctual and reliable
- Enthusiastic
- Sense of humour
- Motivational
- Approachable
- Self-confident
- Integrity and maintain customer confidentiality
- Effective communication skills
- Organised
- Positive role model
- Adaptable
- Empowering



Equality and Diversity

Why is it important to value equality and diversity when working with clients?



Equality

All clients and prospective customers must be treated equally, fairly and with the highest standards of customer care irrespective of:

- Race or ethnic origin
- Colour
- Nationality
- Education
- Gender
- Sexual orientation
- Marital or parental status
- Age
- Disability
- Political or religious beliefs
- Socioeconomic class



Ethical issues

Ethics: '...do nothing that will harm the client or society'

Responsibility for ethical conduct lies with the fitness professional

A code of ethics is different to law – they guide professional people in their work and help them to make ethical decisions

Codes help to regulate the behaviour of professionals

Breaking an ethical code will bring punitive measures

Ethics

Justice

Morals

Codes

Trust

Addressing barriers to exercise and physical activity



Unit: Know how to support clients who take part in exercise and physical activity

Barriers to exercise/physical activity

Individual task

1. What are the barriers to exercise and physical activity
2. Consider the following headings:
 - Physical barriers
 - Emotional barriers
 - Motivational barriers
 - Time barriers



Physical barriers

Physical barriers to exercise may include:

- Lack of fitness
- Medical complications
- Special conditions - pregnancy
- Proximity to facilities
- No transport



Emotional barriers



Emotional barriers to exercise may include:

- Depression
- Lack of confidence
- Self-conscious or embarrassed
- Low self esteem
- Fear

Motivational barriers

Motivational barriers to exercise may be as a result of:

- Boredom with current exercise programme
- Negative past experiences
- Excess stress in life
- Dislike exercise



Time barriers

A lack of time to schedule exercise into the day may require careful planning to overcome:

Commitments may include:

- Family
- Work
- Friends
- Social



Strategies to maintain motivation and adherence

- Rewards and incentives
- Integrate activity to daily routine
- Change training regularly
- Train with a group
- Utilising a training log
- Completing a decision balance sheet
- Using social support networks
- Use activity preferences, e.g. what the client likes?



The value of client solutions

- People often know the best solutions that would work for them
- Collaborate
- Ask them for their ideas
- Listen
- Discuss a range of options



Rewards and incentives

- *What are some possible rewards and incentives that could be used to motivate clients.*



Rewards and incentives

- Praise and encouragement
- Goal reviews
- Noticing achievements
- Free gifts, e.g. water bottle
- Member of the month (attendance)
- Book 10 sessions get one free
- Introduce a friend for reward



Activity preferences

Things to consider

- *What are your favourite activities?*
- *What do you really enjoy?*

Remember that the inclusion of client preferences can strengthen motivation and adherence



Integrating activity into daily activity

- *Reflect on different ways activity can be integrated into an individual's daily routine*
- *How can people 'move more often and sit down less'?*



Supporting clients



Unit: Know how to support clients who take part in exercise and physical activity

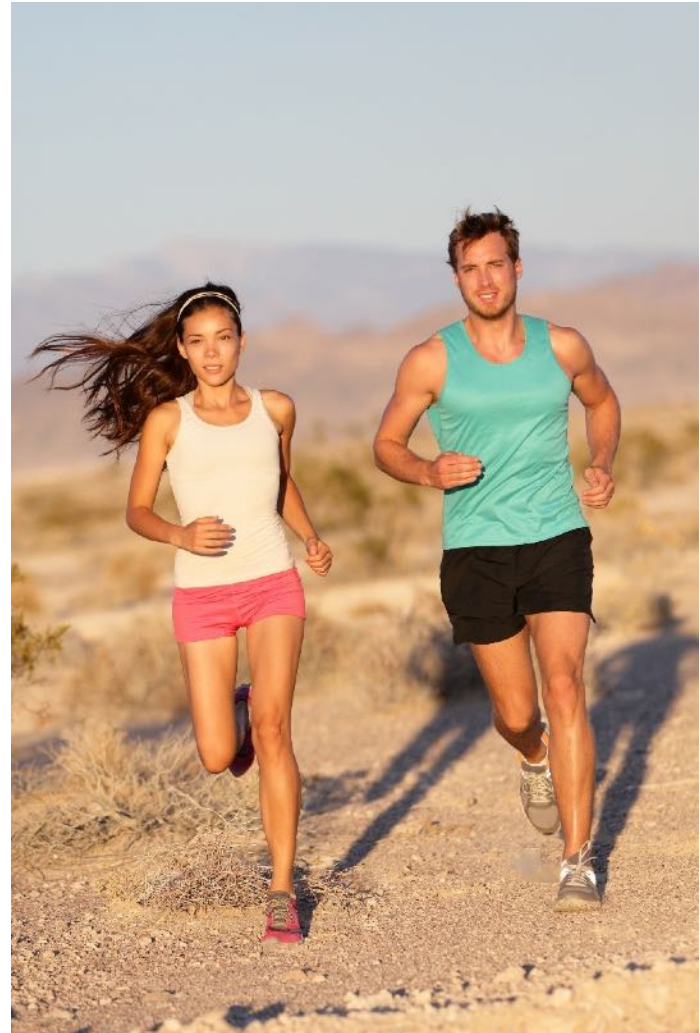
What do you think makes clients start exercise or being more active?



Reasons

Reasons to exercise may include:

- Enjoyment
- Health
- Appearance/weight control
- Social/fashion status
- Rehabilitation
- General fitness
- General wellbeing
- Sport specific fitness



Other reasons



- Persuasion by authority – doctor
- Observation of others - see changes in friends
- Physiological feedback - clothes feel tight
- Feedback from others - a remark overheard or direct statement

Why do clients stop exercising or drop out?

Reasons for dropout

There can be many reasons people dropout from exercise, including

- Boredom
- Lack of fitness gains or improvements
- Poor instruction or lack of support
- Lack of time
- Expense
- Lack of motivation
- A return to old habits i.e. smoking, drinking or unhealthy eating



**Why it is important for a client
to take personal
responsibility for their own
fitness and motivation?**

Why?

- Adherence
- Long term activity
- Sustained behaviour
- Improve health
- Achieve goals, e.g. reason they started exercising

Supporting clients

How can fitness instructors help clients to develop their own strategy for motivation and adherence?



Possible strategies

- Collaborative working
- Show interest
- Listen
- Role model
- Promote benefits
- Set goals
- Goal reviews
- Buddy working
- Rewards and incentives



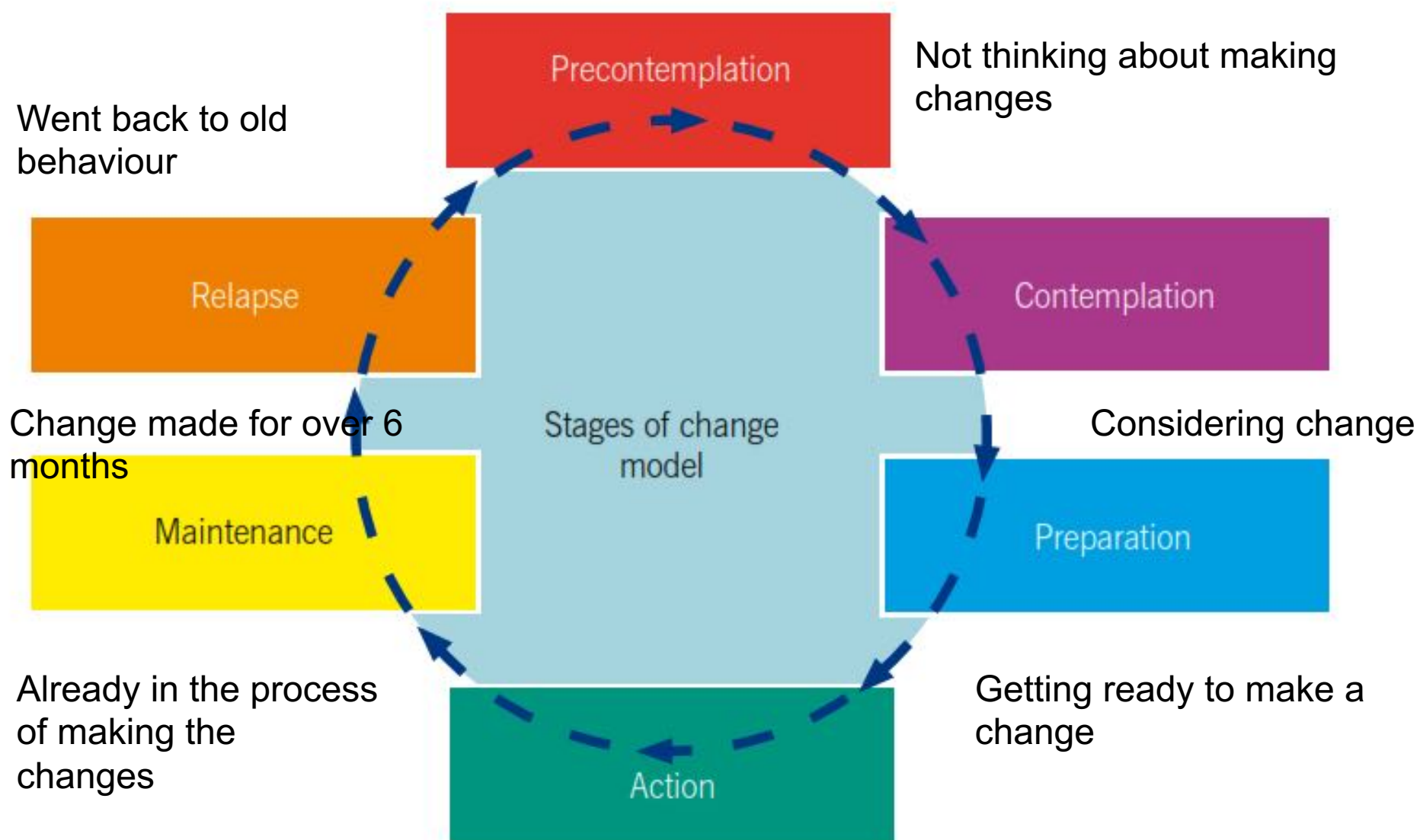
Supporting clients

Think about something you have changed or are considering changing in your life?

Review the stages of change model (see next slide) to see where you are



Stages of change

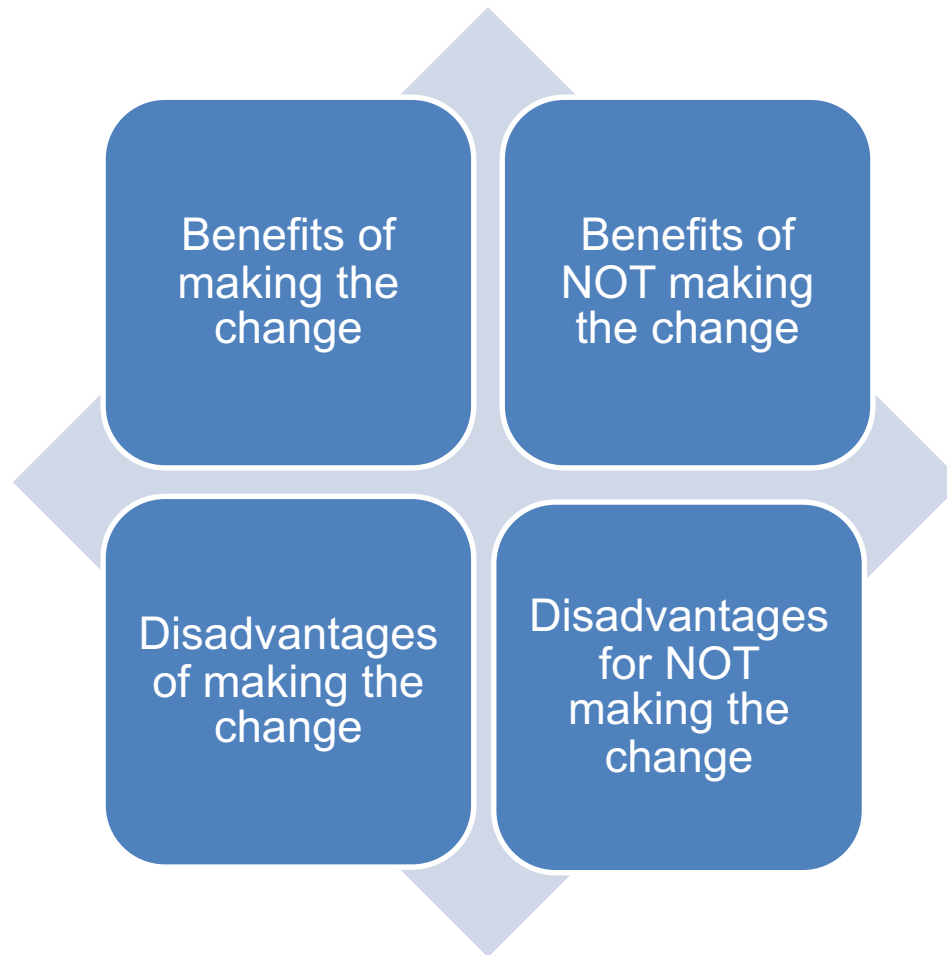


Decisional Balance

When considering change there will be:

Reasons FOR changing (change talk)

Reasons for NOT changing (sustain or stay the same talk)



Change and sustain talk

Change talk

- Reasons FOR making a change
- Positive
- Motivated
- Why they want something
- Benefits seen
- Advantages realised

Sustain talk

- Reasons for NOT making a change
- Staying the same
- Barriers
- Demotivated
- Disadvantages of making changes
- Reasons why they don't want to make a change or think they can't

Think!

How ready do you feel to make your changes?

1 = Not ready

10 = Very ready



Psychological readiness scale

Goal setting

Definition: A goal is what an individual is trying to achieve. It is the object or aim of an action

There are several different types of goals

1. Personal goals
2. Business/career/economic goals
3. Self improvement goals
4. Performance goals
5. Process goals
6. Outcome goals



Goal categories



Long terms goals can be broken down into short and medium terms goals

Goal categories	
Short-term goals	One day to one month.
Medium-term goals	One month to six months
Long-term goals	Six months to over several years.

SMART Goals

When setting goals it is useful to use the following acronym:



- Specific



- Measurable



- Agreed and achievable



- Realistic and relevant



- Time constrained

Goal setting

Consider the things you would like to change.

Create a:

- Long term goal
- Medium term goal
- Short term goal
(something you can do immediately)

Use the SMART formula



Goal setting principles

There are 7 principles associated with effective goal setting:

1. Say what you want not what you want to avoid
2. Make goals challenging and realistic
3. Influence the result directly
4. Measure progress
5. Check resources
6. Count the cost
7. Provide rewards



Goal setting

How and when will you review your goal?

Why is it important to review goals with clients?



Reviewing goals



- Reviewing goals helps to provide accountability and feedback
- Measuring progress can help determine how realistic and effective the original goals were
- Goal review should be factored into a clients' progress
- Goal review allows small adjustments to be made along the way to ensure the most efficient attainment of the objectives

Customer service



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The customer

Customers can be classified into 2 distinct categories

- **External customers** - people who pay for products or services, such as health club members
- **Internal customers** - people who rely on the instructor or the instructor relies on them for support, information and products, e.g. other staff

The internal customer relationship will often affect the paying external customer



Customer service



Good customer service incorporates the following four elements:

- Expanding the definition of service
- Knowing who the customers are
- Forming positive relationships
- Developing a customer friendly attitude



The customer

Customers are the lifeblood of the fitness industry

No customers
No industry



Expanding the definition of service



The quality of the service offered shapes every interaction with customers

Good service will require:

- Giving the customer what they want
- Managing the customers' expectations
- Providing solutions, not creating barriers
- Going the extra mile



The importance of customer care



For the client

For the organisation

Provides a positive customer experience

Builds a positive reputation

Increased enjoyment and satisfaction

Reflects professional practice and high standards

Ensures needs, wants and expectations are met

More repeat business and returning customers

Increases likelihood of them adhering to exercise

More referrals – new customers

More likely to share experience with friends

Business will flourish and grow

They will continue to use services

Industry sector growth

Positive and upbeat environment for external customers

Positive working environment for internal customers

Customer service

Pair task

Think about some different times when you have been a customer

Reflect on examples of when you were provided with:

- Exceptional service
- Poor service

What made these experiences exceptional or poor?



Customer service experiences

Exceptional

- Immediate and full attention given
- All needs and wants fully met and exceeded
- Got more than expected
- High quality service
- Staff helpful and friendly
- Excellent value for money
- Positive and inspiring environment

Poor

- Kept waiting
- Impolite, dismissive or rude staff
- Low quality product
- No value for money
- Didn't get what expected
- Didn't get what wanted or needed
- Negative, uninspiring environment

Customer satisfaction

- Customer satisfaction leads to customer retention and repeat business
- Dissatisfaction leads to customers looking and maybe going elsewhere

Customer service

How can you build positive relationships with customers?

Why is this important?



Forming positive relationships



Positive relationships lead to positive experiences and happy customers

The aim of any potential relationship between customer and instructor is to build rapport

Positive communication involves a number of essential elements

- Active listening
- Body language
- Tonality and use of language

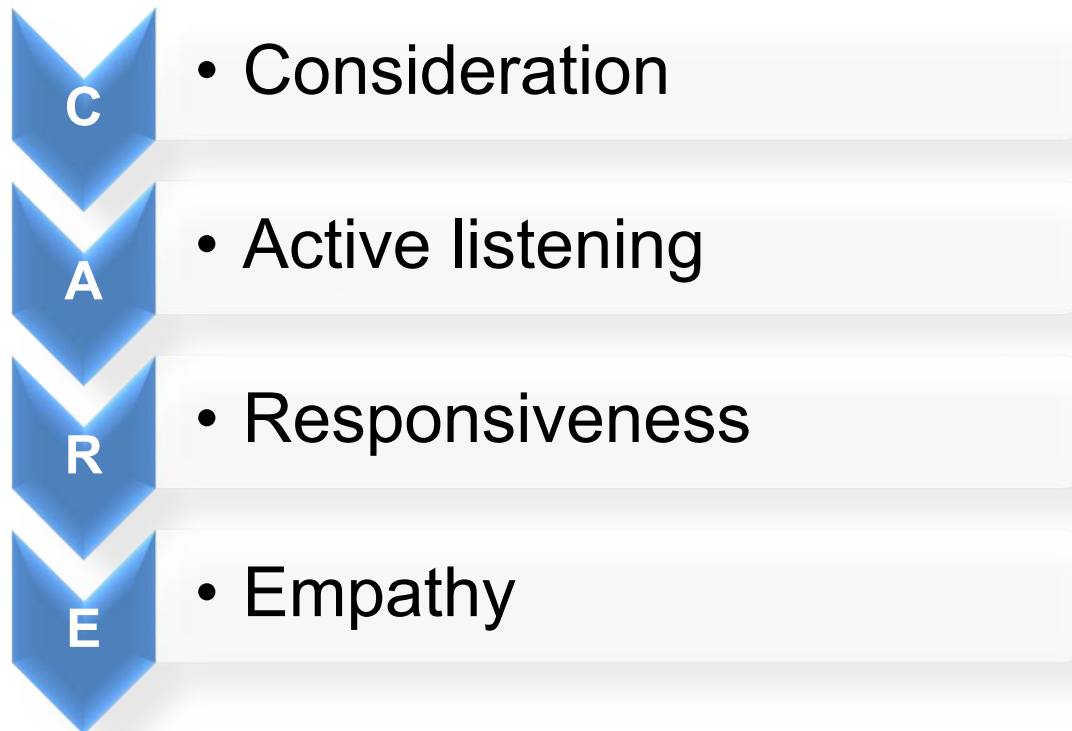


Developing a customer friendly attitude



A customer friendly attitude comes from an understanding of how important they are to the success of a business

The CARE acronym illustrates the essence of developing a customer friendly attitude



Customer complaints



The following factors that will improve the way a complaint is dealt with:

- Listen and take ownership of the complaint
- Always be polite
- Remain calm and never enter into an argument
- Record the complaint (fill in complaint form)
- Acknowledge receipt of the complaint and reassure the customer
- Offer a point of contact
- Advise the client of possible solutions or alternatives
- Ensure the client is pacified before leaving
- Inform relevant persons of the problem
- Feedback to the client on progress



Dealing with an angry customer

Careful attention should be paid when dealing with an upset customer to the tonality of voice and both verbal and body language



Dealing with an angry customer



Aggressive language

Don't you dare speak to me like that!

With that attitude, how do you expect to resolve this?

Shut up, otherwise I will not continue this conversation.

Aggressive body language

Face scowling

Arms folded and closed posture

Invading personal space

Assertive language

I'd prefer it if you didn't speak to me in that way.

I hear your frustration, let's see what we can do to resolve this?

If you persist to use bad language I will be unable to continue this conversation.

Assertive body language

Open facial expression

Open posture

Standing a respectful distance

Organisational procedures



Follow the organisation's procedures to ensure:

- Everyone is treated equally and fairly.
- A positive image of the Company is maintained

Remember, every complaint is an opportunity!

"The customer doesn't expect everything will go right all the time; the big test is what you do when things go wrong."

-Sir Colin Marshall



Remember!

Always check with the client that any need or complaint has been dealt with to their satisfaction.

This shows attention and interest and allows for any unresolved issues to be sorted.

This attention may exceed their expectations.