



Working and Learning In Sport and Fitness

Leading by Example

Nicky

Steve is a very frustrating person to work for because he wants everything that's a good idea done – now!

Natalie

He doesn't control me, he's quite happy for me to just lead my own way and if I have any problems I can just come downstairs and speak to him.

Nicky

Steve can win over the hardest of people, the most objectionable people within twenty minutes flat, he's absolutely superb.

Steve

My name is Steve Broadley, I'm forty years old and I'm the managing director of my own business called K Fitness Limited which is based in Wantage in Oxfordshire. The gym has 375 members; I have four members of staff; one administration lady and two people who work in the gym, and a lady who works in the crèche. My style of leadership is based upon leading by example. I would not ask my staff to do anything that I wouldn't do myself. There's a lot of cleaning and cleanliness that's involved in running a gym. Cleaning toilets is one of them, we don't employ cleaners because the toilets need to be checked every sort of half-hour to an hour, and I go upstairs and I clean the toilets, and my staff do the same thing as well, and whenever there's a requirement to do it. I like to be very hands-on and I spend a lot of time outside the office working with my clients.

STEVE CHATTING WITH MEMBER

Steve

Inductions are the elements of a successful business. If you show someone that they're important to you and spend the time with them, then they will remain a member with you. However it is one of the most menial parts of the job and if you get your staff to do all those, and you don't take part in any of them, then it can lead to a little bit of anti-management, I suppose is a good word for it. I will do my own shifts and I work with my own clients, and I do all my own inductions. I tend not to have daily meetings with my staff, sitting them down in an office, and you know having a one-to-one; when I come in I was always talk to them, make sure everything's okay, they're happy, talk about what you've got to do for the day, what classes they're doing, how many they've got in their classes, and we just generally chit-chat.

NATALIE AND STEVE CHATTING

Steve

One thing about being a leader is acknowledging what you're good at and what you're not. I'm pretty useless on the telephone, it's very important to keep in contact with your clients, especially if you haven't seen them for a little bit. My staff have a system where they do telephone people who they haven't seen for, say 3-4 weeks, and to chase them up to try and get them to come back in, make sure they're okay. It's a task that I'm not good at, therefore I delegate.

NICKY ON TELEPHONE

Steve

I employ someone to do my administration, make sure that there's enough class timetables out the front, I don't look at it, I literally I walk in and I just walk straight past, don't have a look at it, I'm really bad at that. I'm kind of bad at not doing things that I have said I will do; not important things but, that I feel are important, but things that may be important to staff that I haven't done, for instance maybe getting in a small piece of equipment that they've asked for and I'll forget about it, and they'll have to keep jogging me. Another example of trying to overcome a failing is if I'm told to do something, then I won't do it, literally I will not do it, and I will deliberately, deliberately not do it. I suppose it comes over in my management style that I don't tell my staff to do things, I kind of ask them to do it, and we kind of agree to do it, and they're happy with that. I don't think anyone really likes being told what to do, it makes you feel not good about yourself, but if someone's asking you and talking, you know maybe then let's do it that way, then you'll feel much more happy about doing it, so yeah.