



## **Working and Learning In Sport and Fitness**

### *Leadership Principles & Discipline*

#### **Steve Broadley**

Honesty is vital to my leadership. I believe if you're honest with your troops they'll be honest back with you, which leads to a more enjoyable working atmosphere, and you will get more out of your staff, out of your team, if you're honest with them. We do quite a lot of personal training in the business and there has been occasions where the clients haven't been happy, so straight away I've nipped it in the bud, gone to the trainer in question and said, you know, we need to up the level of training and make it a little bit harder, and straight away headed off any problems at all, retained clients and the client actually is still doing personal training, which is a great source of income for the gym.

A member of staff was being late, consistently late, not just a couple of minutes, it was a sort of 10-15 minute and a quick apology, and this happened a couple of times, and had to be dealt with straight away. She's part of a little team up in the crèche, and the crèche was being affected, and if the crèche is being affected, the business is being affected. The lady wasn't particularly happy with the role that she was doing so we've changed the role, and we're trying to remove her from that part of her job, and employing someone else to do it. The way I dealt with it was with patience. We sat down and worked out a way where she would enjoy her job again, and we're going down that route now, taking some responsibility off the member of staff. She's happy with that and not late any more.

There was an instant, a very serious instant, that could have affected the business. I had a business partner. We both had different ideas about the way the business should be run. I wasn't happy to continue doing it the way that he was wanting to do it; hence, we would have had to shut.

NATALIE WITH MEMBER

#### **Steve**

You can't tell your staff that the business is threatened on closing; they'll all go off to start looking for other jobs, so you have to keep it secret. Every day for two months I came into work and had to smile, had to be happy, had to carry on your duties, talk to all your members, and not let on that anything's wrong, because as soon as you let on that something's wrong, people start to leave, so you have to maintain full professionalism and composure, and that was hard, and it eats away at you, you lose your appetite, you lose your sex drive, you lose everything, you don't sleep, and you have to come in and pretend that everything's alright. It's really, really hard and lonely. However when it was all sorted out and I decided to take it forward and go on with the business, I told them exactly how close we'd come to shutting, I was honest with them totally.

NATALIE WITH MEMBER

#### **Nicky**

Steve can get the best out of anyone. I truly that even the most resistant of people, he can get the best, he will calm them down to the point where they will be laughing and joking within twenty minutes. For his management skills, that is where he wins hands down.

#### **Natalie**

From the first session Steve was very dynamic, very bouncy, motivational. He taught me a lot of how to train someone differently to other personal trainers that I found sort of a little bit boring, very quiet, whereas Steve was the complete opposite and I learnt a lot from that personal training session.

**Steve**

When I deal with a client I like to think that if my staff saw me doing it, they would feel proud as well. I feel proud my staff deal with a member the way they do, and I think wow, that's really good, and I'm really pleased about that, and I think if I do a personal training session with someone my professionalism is always, always at the top, and I never veer from that line, and that's one of my strongest points, is actually behaving in a manner that is professional at all times.