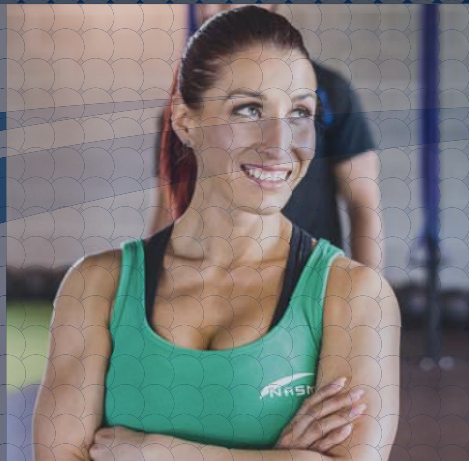
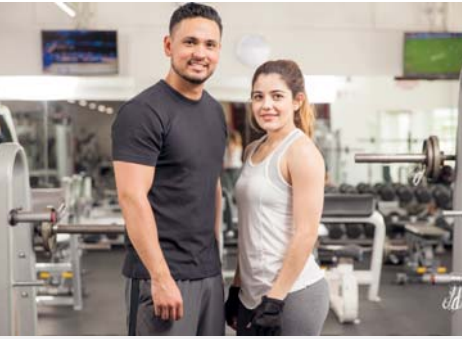


CHAPTER

1

INTRODUCTION TO THE FITNESS PROFESSION





© antoniodiaz/Shutterstock

Case Scenario

You've been thinking about it for some time and have finally taken the steps to begin the journey to becoming a fitness professional. Because of your love for exercise, you feel that making it your profession is a logical decision. However, you have paid little attention to the fitness professionals in the gym you regularly attend, and you feel that it's important to understand what a personal trainer actually does. You want to find out what their duties are and the role they play within the fitness industry.

While in the gym the following week, you make a point to watch a few of the fitness professionals to gain insight into what they do. As you complete your workout, you have listed three concepts that you feel define a fitness professional: science, customer service, and sales. Based on your observations, you feel that further exploration of these three characteristics is needed to fully understand what fitness professionals are and how they fit within the fitness industry.

How do fitness professionals secure a path for success using the concepts of science, customer service, and sales with their clientele?

Welcome to the Fitness Industry

With numerous career pathways and a wide variety of training settings available, the National Academy of Sports Medicine (NASM) Certified Personal Trainer (CPT) has the opportunity to achieve high job satisfaction and career longevity. Personal training provides clients with a valuable service, and health improvement is only one of the many benefits. Additionally, personal training is projected to be a career with a high level of growth potential. Government agencies, businesses, and insurance organizations are continuing to recognize the benefits that health and fitness programs can provide employees. Thus, they are providing their employees with incentives to get fit, and stay fit. Some organizations even provide exercise facilities onsite in an effort to promote the wellness of their employees and to increase productivity. This is expected to help increase the demand for personal trainers and group fitness instructors, leading to a bright career path for the aspiring fitness professional!

The fitness industry plays an important role in the health of the country. Physical activity can promote weight loss and improve body fat composition, which, in turn, can help minimize risk factors for some major chronic diseases. Physical activity can help elevate mood, concentration, and cognitive function. However, many individuals do not know where to start or what to do when it comes to becoming more physically active. Fortunately, fitness facilities provide individuals with solutions they may not be able to find at home. From motivation and assistance to equipment and innovative programs, the fitness industry has made joining a health club or fitness center more appealing than ever. The International Health, Racquet and Sports Club Association (IHRSA) reported that 54.1 million Americans belonged to at least one health club



CHECK IT OUT



Youth membership in health clubs has also increased, with significant gains from 2007 to 2010. This could be due, in part, to schools cutting back or completely eliminating physical education and recess from their programs. According to the Robert Wood Johnson Foundation (2007), only 36% of children receive the recommended amount of physical activity on a daily basis. Thus, many fitness businesses have caught on to this trend, and now include programming for youth and adolescents.

nationwide through 2014. And in that same year there were 144.7 million members utilizing more than 180,000 health clubs; generating \$84 billion in revenue worldwide (IHSRA, n.d.).

The Modern State of Health and Fitness

The Industrial Revolution of the early 1900s resulted in the advancement of new technologies that replaced many jobs which previously required physical activity. This major change resulted in a decrease in physical activity in the population as many people adopted a more sedentary urban lifestyle. By the 1950s and 1960s conditions linked to sedentary lifestyles, such as cardiovascular disease, type 2 diabetes, and cancer, were identified as leading causes of death. Since then, efforts have been made to encourage individuals to be more physically active, with national initiatives set in motion to promote healthy lifestyles. Regular exercise has been shown to significantly reduce the risk of heart disease, type 2 diabetes, high blood pressure, some cancers, fractures caused by osteoporosis, and age-related dementia and Alzheimer's disease (Hoeger & Hoeger, 2016). In 2008, the U.S. Department of Health and Human Services issued the Physical Activity Guidelines for Americans, which complement recommendations provided by organizations such as the World Health Organization (WHO) and the American Heart Association (AHA).

Obesity

The condition of being considerably overweight; a person who is at least 30 pounds over the recommended weight for his or her height.

The Prevalence of Obesity

Being overweight or obese creates a predisposition to major health risk factors such as hypertension, hyperlipidemia, and type 2 diabetes, and is a leading determinant for increased levels of inactivity for an affected individual. **Obesity** is the condition of being considerably overweight, and refers to a person with a body mass index (BMI) of 30 or higher or who is at least 30 pounds over the recommended weight for their height (Must et al., 1999). It is a complex condition that increases the risk of death from chronic diseases and is a major cause of preventable death (Centers for Disease Control and Prevention [CDC], 2016). In the United States, the occurrence of obesity in the population varies by state and territory. As of 2014, no U.S. state had a prevalence of obesity below 20%, and in three states 35% or more of the populations fell into this high-risk category (CDC, 2014). Overall, the rate of obesity in the United States is high, with approximately one-third of adults and one-fifth of children being classified as obese (Ogden, Kit, & Flegal, 2014).

History of the Fitness Industry

In the 1950s, health clubs consisted of bodybuilders, power lifters, Olympic lifters, and athletes. It was a male-dominated environment in which men trained with free weights to increase muscle size and strength. Then, in 1951 Jack LaLanne began hosting America's first televised fitness show, *The Jack LaLanne Show*, which aired until 1984. Jack's workouts consisted mainly of calisthenics intermixed with tips on counting calories, weight training, and nutrition. Yet before pioneering a TV show, at the age of 21 Jack LaLanne opened his first health club in Oakland, California, in 1936 where he invented the cable pulley weight training system and the Smith weightlifting machine. Today, both of these implements are still actively used in most fitness centers around the world.

In the 1960s, women's fitness centers, or "figure salons," became a popular trend. Unlike male-oriented gyms, where the focus was on developing muscle size and strength, women's fitness centers typically focused on weight loss and physique improvement. Instead of barbells and dumbbells, most exercise machines in women's fitness centers were passive and focused on "spot reduction." For example, a rolling machine was used to "roll away fat" or a mechanical





oscillating belt supposedly helped vibrate fat from the thighs and midsection. These techniques have since been proven wholly ineffective.

In the early 1960s, President John F. Kennedy changed the name of the President's Council on Youth Fitness to the President's Council on Physical Fitness in order to address not only children but adults as well. President Kennedy's public support of fitness and exercise had a significant impact on generating greater awareness of health, and spawned tremendous interest in jogging and running. In 1966, Bill Bowerman, the head track coach for the University of Oregon, published a book titled *Jogging*, which helped launch the jogging/running boom in the United States.

By the 1970s, joining a health club or exercising outdoors was becoming more socially acceptable, and soon men and women of all ages were exercising side by side. Joining a health club provided a way of achieving social interaction and health simultaneously. Health clubs began offering an alternative to participating in team sports, which often involve high levels of skill and endurance before the activity can be enjoyed, and also require a more competitive nature. Health clubs became an outlet for anyone to enjoy, regardless of physical ability, which could be used year-round, day or night. The growth in popularity of health clubs was a sign that the general population was becoming more conscious of their health and appearance, and that both could, in turn, be improved through exercise.

The Role of the Fitness Professional

As interest in personal fitness continued to flourish throughout the 1970s, fitness facilities became the desired location for people looking for ways to begin exercising for the first time. Due to the lack of qualified staff during the early days of the health club industry, the majority of

new members would often seek out advice from a perceived expert. By default, these “fitness gurus” were the individuals who had been training the longest, appeared to be the most fit, or were the strongest. Oftentimes, novice members would offer money in exchange for training knowledge and guidance, and thus the personal training profession was born.

The 1980s and 1990s saw the formation of various organizations that were solely dedicated to fitness education, as well as the evolution of more formalized education for personal and group fitness trainers. The understanding and application of human movement science began to take precedence, and nutrition content was incorporated more frequently into formal educational programs. As the role of the personal trainer became more prominent within the health club setting, more was required of the individuals filling these positions. More education was required; more job training was required; and, ultimately, more responsibility was required. In today’s fitness industry, trainers are becoming highly educated fitness professionals, providing a valuable service to millions of people in need of individualized guidance. Studies show that exercising under the direction of a qualified fitness professional results in greater benefits compared to working out alone (Gentil & Bottaro, 2010; Loughead, Patterson, & Carron, 2008).

Evolution of the Fitness Professional

As fitness professionals become more prominent within the industry, they are being asked to take on more job responsibilities, including sales and ultimately great customer service. Today, the role of a fitness professional includes numerous tasks – on top of simply rendering personal training services – such as providing group instruction, searching for new clients and selling various services sustaining client relationships, maintaining and cleaning equipment, and sometimes even managing other employees. It is important for the new fitness professional to understand that as the fitness industry continues to evolve, so must the traditional job role of the personal trainer.

The role of the fitness professional has also begun to encompass coaching and counseling. It is now extremely important to understand the role that behavior change plays within a successful exercise program. Correctly employing behavior change strategies for clients may be vital to the success or failure of their fitness programs. A great program can be developed with solid scientific backing, but if the client’s behaviors are not addressed, and solutions are



not enacted, then the goals will never be achieved. Not only do fitness professionals serve the fitness needs of their clients, they are also the driving force motivating their clients to succeed.

In recent years, a hybrid role combining personal training and group fitness instruction has become common: group personal training. Fitness professionals looking to serve more clients, and clients looking to reduce the per-session costs of training, have prompted the evolution of the group personal training service. As the trend of participation in group personal training has continued to grow, new challenges have emerged for the fitness professional. Fitness professionals must develop the unique skills needed to meet these challenges and develop the coaching skills necessary to provide individual direction in a group setting.

Welcome to NASM

For more than 20 years, NASM has provided certification, continuing education, solutions, and tools for health, fitness, sports performance, and sports medicine professionals. NASM provides evidence-based health and fitness solutions that optimize physical performance and allow individuals to achieve a variety of fitness-related goals. In addition to the many training and certification programs for experts, NASM empowers individuals to live healthy lives through the use of systematic evidence-based fitness programs. Though NASM may be thought of as an educational provider for the fitness industry, the organization has also been on the forefront of the application of science for the fitness professional. Through the instruction of scientific fitness principles in an easily applicable way, NASM has made it easier for fitness professionals to apply their understanding of the human body in a safe and effective manner. Additionally, NASM is an advocate for the fitness profession, actively participating in events around the world, and forming strategic partnerships with select organizations that also promote health and fitness.



Musculoskeletal system

The combined, interworking system of all muscles and bones in the body.

Deconditioned

A state of lost physical fitness, which may include muscle imbalances, decreased flexibility, and a lack of core and joint stability.

Muscle imbalance

Alteration of muscle length surrounding a joint.

The NASM Certified Personal Trainer Certification

The focus on scientific principles makes NASM's systems and methodologies safe and effective for implementation into a program for any client. Understanding the implementation of these methodologies requires a comprehensive knowledge of human movement science, functional anatomy, physiology, and kinesiology, as well as functional assessments and program design. The NASM CPT certification will provide the basic understanding of scientific principles individuals will need in order to begin a career as a fitness professional. It should be understood that gaining this credential is only the beginning of a path that will require continued growth and education in order to remain successful. Fitness professionals need to enter this career knowing that their professional practice will have to continue to develop, as the science will continually evolve. Changing with the science will also help ensure that the fitness professional is always in a position to safely and effectively change the lives of clients for the better.

Evidence-Based Practice

Science is a fundamental component of the fitness industry. By definition, *science* is the systematic study of something through observation and experimentation. In order for a result to be scientifically sound it must be valid, reliable, and repeatable. A new form of exercise may allegedly produce significant results, but if it is not supported by scientific research it becomes a questionable trend. It is important that fitness professionals have a strong foundation in scientific areas in order to provide solid education to clients, to develop safe and effective training programs, and to help clients reach their goals.

Through a deep understanding of integrated training principles, NASM has made it easier for fitness professionals to apply evidence-based practices to their own careers. It is important for professionals to maintain their current and scientifically based knowledge. It is also important to implement that knowledge in order to provide safe and effective programs for clients. The professional must be able to translate what is learned from the scientific research presented in education programs into actions that will acutely affect the fitness and health of clients. This evidence-based practice is what will ultimately make a program successful.

Integrated Training and the OPT Model

Exercise training programs need to address all components of health-related physical fitness using scientifically recognized training principles. Unfortunately, many training programs and fitness modalities are based on unsound principles and guidelines. It is vital to train essential areas of the body for a safe and effective exercise training program, such as the stabilizing muscles of the hips and the upper and lower back. The strength and stability of a person's **musculoskeletal system** is directly related to the potential risk of injury; that is to say, the more **deconditioned** a person is, the greater the risk of injury becomes (Barr, Griggs, & Cadby, 2005). It is important to note that *deconditioned* does not simply mean that a person is out of breath when climbing a flight of stairs, or that he or she is simply overweight. It is a state in which a person may have **muscle imbalances**, decreased flexibility, or a lack of core and joint stability. All of these conditions can greatly inhibit the ability of the human body to produce proper movement, and can eventually lead to injury.



FIGURE 1.1 The OPT Model.

The personal training industry is growing dramatically, especially in regards to the ability of fitness professionals to work with individuals with chronic health conditions or musculoskeletal impairments. Many clients who seek out personal training services are physically inactive and have poor overall functional capacities. However, most training programs do not emphasize movements in all planes of motion or in an environment that challenges an individual's stability and balance, both of which are essential aspects of fitness that cannot be overlooked. The new mindset in fitness should be to create programs that address overall functional capacity as part of a program designed specifically for each individual. In other words, training programs must consider a client's goals, needs, and abilities in a dynamic and systematic fashion. This is best achieved by introducing an approach that integrates multiple components of fitness to not only design a program that is safe and effective, but one that is both challenging and enjoyable.

NASM addressed the need for this integrated approach to training by developing the Optimum Performance Training (OPT) model (Figure 1.1). The OPT model was conceptualized as a training program for a society that has more structural imbalances and susceptibility to injury than ever before. It is a process of programming that systematically progresses any client to any fitness goal. The OPT model is built on a foundation of principles that progressively allows any client to achieve optimal levels of physiological, physical, and performance adaptations. The luxury of the OPT model is that it is flexible, so it can be applied to any client, with any fitness need, in virtually any environment. It is comprised of three levels: stabilization, strength, and power; with the strength level broken down into three unique phases. These five phases of training build upon one another culminating in the eventual development of functional power.

Postural Assessments

By observing an individual's posture, both with and without movement, the fitness professional can identify areas of a client's body that need to be focused on in order to produce more efficient movement patterns. Optimal posture allows for correct joint motion, as well as effective absorption and distribution of forces throughout the body. If the body is better able to move and absorb forces, the potential for injury is reduced. Because of the importance of correct posture, the starting point for the development of any program within the OPT model is postural assessment. Posture can either be static (no movement) or dynamic (with movement). Both static and dynamic assessments provide information about how a client's body may function and set a baseline to provide guidance for the direction of a program. Dynamic assessments are vital for identifying areas of movement dysfunction that may affect a client. The goal of these movement assessments is to provide a guide for the fitness professional to

assist a client in restoring postural alignment, allowing the nervous system to accurately communicate with the muscular system so that the muscles do what they are supposed to do at the right time (Janda, 1993; Kendall, McCreary, Provance, Rodgers, & Romani, 2005; Sahrmann, 2002). It is important for fitness professionals to understand the scientific basis for these assessments so they can provide the best service for their clients.

Career Opportunities for the Fitness Professional

Becoming certified is only the starting point for a career as a fitness professional. Skills will continue to be refined with experience and continued education. Additionally, multiple career paths are possible, and adjacent careers may be more suitable for some people. New fitness professionals should look at the different career options available and evaluate which one they would like to pursue. From there, they can then put an educational and career development plan into place to achieve their individual professional goals.

Fitness Careers

Many career opportunities exist within the fitness industry, and the newly certified fitness professional is ready to embark on a rewarding career. Employment as a personal trainer in a fitness center is typically where most individuals start their journey as a fitness professional. Other times, they may begin as group exercise instructors, membership representatives, sales associates, or front desk attendants already working in and around the health club setting, and who are looking to branch out to working directly with clients. Regardless of where someone decides to start, the foundation for embarking on a career in the fitness industry is a passion for helping others. Ultimately, the fitness professional may have a desire to grow into a department manager, general manager, or even run his or her own business. These goals will require added dedication and professional development, as these positions have increased responsibilities. It is important that fitness professionals who are looking to advance their careers in this way develop strong managerial, leadership, and business skills.

Adjacent Fitness Careers

Some fitness professionals may decide they want to continue growing their career into a licensed profession, such as a physical therapist or athletic trainer. These licensed professions require education and specialized training that may take several years to obtain. These professions work with and alongside clinical staff and serve the medical community with the ability to diagnose and treat ailments and injuries. As the industry continues to evolve, personal trainers are becoming more prevalent working alongside these licensed professions. Although a career in a licensed occupation may not be the fitness professional's end goal, there may still be opportunities to work with and alongside these clinicians if the necessary knowledge, skills, and abilities are demonstrated.

Places of Employment

Personal training can occur in several different settings. Each venue is unique and requires special skills to be successful. The most accessible health club market is with large-scale national chain fitness centers, where fitness professionals may work exclusively for one corporate employer.

Medium-sized fitness centers, small group training facilities, and high-end boutique health clubs are also on the rise, and all present their own unique challenges and requirements. Furthermore, many fitness professionals will go into business for themselves, offering the flexibility of working from their own homes or homes of clients, in public open spaces, or out of multiple fitness centers as independent contractors. To ensure success in a personal training career, fitness professionals should develop the skills necessary to function effectively in a variety of employment settings.

Succeeding in the Fitness Industry

Knowledge of the science, the ability to apply that knowledge, and being certified are only some key aspects of being a fitness professional. In order to secure the path for a successful career in personal training, the social and business aspects of working in the fitness industry must be addressed. It is imperative to learn about marketing; building relationships; sales; and providing quality, professional customer service. Building a long-lasting career will take time, determination, and preparation, and true success as a fitness professional will be realized from the fusion of three simple things: science, service, and sales.

Incorporating Science

Earning a certification from a recognized and accredited organization is highly important, and should be one of the first goals of an aspiring fitness professional. Having a foundational understanding of the scientific principles of health and wellness will allow the professional to properly assess and instruct clients through safe and effective workouts. No matter what new exercise is utilized with a client, it is important to always question the efficacy of the exercise. The fitness professional must be sure that an exercise can be rationalized based on scientific principles. The exercises chosen for a client should be applied for a specific purpose, in a way that complements that client's individual abilities and goals. Exercises should not be chosen simply because others are performing them or because they look challenging. If the question "What is the purpose of the exercise for the client?" cannot be answered and explained, the fitness professional should consider removing the exercise from the workout.

It is also important to note that the way a professional learns exercise science will not be the way it should be explained to clients, as most clients will not understand complicated scientific terms. As the science behind exercise is learned, it is important to think of creative ways in which the concepts could be explained to a client. The application of the science should also be considered. Scientific concepts are not just facts to be learned, but techniques that must be understood and applied.

Quality Service

Ultimately, the fitness industry is highly dependent on relationships. Fitness professionals will need to develop their social skills in order to effectively connect with clients. Sometimes having a genuine conversation about how an individual's day is going can add tremendous value to the professional–client relationship. This will allow the fitness professional to find out what the client wants and needs, as well as why it is important to the client. These goals can then be incorporated into the planning process, helping the client to move toward achievements in health and fitness while providing the highest levels of service possible.

Quality customer service is driven by maintaining a professional attitude and appearance. It is not only important for the fitness professional to think of how a client's goals can be met,



but to do so in a manner that makes the client comfortable and builds trust and credibility. Fitness professionals should actively listen to their clients, find ways to relate to them, and build a rapport that enables the clients to rely on the advice and guidance that is being provided. Similarly, the fitness professional should never project negative feelings onto the client or reveal too much personal information. Although everyone has bad days, fitness professionals' clientele are the core of their business and livelihood, and should always be treated with the utmost professional courtesy. The fitness professional should convey a positive, welcoming, professional attitude that will be apparent to everyone around. This will enhance the fitness professional's reputation, as well as that of the brand or facility represented.

An additional aspect of providing high-quality professional service is record keeping. Assessments should be performed in an ongoing manner throughout the client's fitness program, and the results of the different assessments should be well documented. This process should also be used for tracking the progression of acute variables of each exercise in a client's program. This allows fitness professionals to establish and record a baseline for clients, enabling them to track client progress and provide accurate feedback along the way. Each place of employment will have its own internal system for client management, so it is imperative that new fitness professionals familiarize themselves with the facility's record keeping process right away to provide the best professional service to clients.

Introduction to Sales

Earning an accredited certification provides the scientific knowledge, and an individual's professional attitude, combined with a passion for fitness and helping others, will always lead to excellent service for clients. However, a thorough understanding of the sales process and applicable selling techniques is what will get clients in the door, earn their business, and retain them as clients for the long term. Sales acumen is a must in the fitness industry, because it will ultimately determine how many clients a fitness professional works with and directly drive earning potential. Clients will not often readily commit financially in the name of fitness alone. Many potential clients will need some extra convincing to overcome objections and fully buy in to a personal training regimen. Furthermore, fitness facilities consider the sales process an



integral part of the personal training workday, often formally evaluating employees on their sales performance. One of the major difficulties facing fitness industry managers today is finding and retaining top-quality fitness professionals who not only know the science and service, but can also master the sales process and drive revenue.

The sales process is not just about asking a potential customer for business and presenting a sales pitch. It is about fully demonstrating the value of personal training services. The potential outcomes for the client should be the focus point, because one cannot put a price on enhanced quality of life. One common technique is to use the science and service to make the sale. This will often be accomplished through a complimentary training session, with the professional taking the potential client through a series of lifestyle evaluations and assessments. These sessions will serve to show the interested individual just how valuable working with a fitness professional can be and allow the fitness professional to demonstrate high levels of credibility to assist in building trust and rapport, strengthening the potential for buy-in to a personal training regimen.

Scope of Practice for the Fitness Professional

Much debate has taken place within the fitness industry with regard to a distinct **scope of practice** for all fitness professionals. Scope of practice serves to define how services should be delivered, the minimum responsibilities of those providing the services, who can receive such services, and, in some instances, the setting in which the services are delivered. In general, the scope of practice for a professional describes the actions, procedures, and processes that he or she is permitted to undertake in meeting the set terms of the professional's license or credential. If a procedure is out of the professional's scope of practice, then taking action should be avoided, and the client should be referred out to another professional.

The concept of scope of practice has traditionally been used within the medical professions, almost all of which require a license in order to practice in individual states. Personal trainers do not currently occupy a role that requires registry of state licensure. However, because fitness professionals interact with apparently healthy individuals and also offer a pay-for-service relationship, it became essential to create a set level of standards to help ensure the safety of the

Scope of practice

The actions, procedures, and processes that a professional is allowed to undertake in keeping with the terms of the professional's license or credential.

public. For this reason, in 2003 the IHRSA recommended that certifying agencies of personal trainers have their exam validated by an independent third party and voluntarily pursue accreditation by the National Commission for Certifying Agencies (NCCA). Thus, as a condition of NCCA accreditation, each organization is required to document a definition of the profession, as well as principles of professionalism, such as standards of professional conduct and a code of ethics.

The modern fitness professional serves to provide guidance to help clients achieve their personal, health, fitness, and performance goals via the implementation of exercise programs, nutritional recommendations, and suggestions in lifestyle modification. According to the NASM Board of Certification, a CPT is defined as a health and fitness professional who performs individualized assessments and designs safe, effective, and individualized exercise and conditioning programs that are scientifically valid and based on clinical evidence for clients who have no medical or special needs. It is not appropriate to diagnose or treat areas of pain or disease. Instead, clients should be referred to other health professionals or practitioners when appropriate. In addition, CPTs are required to hold a current cardiopulmonary resuscitation (CPR) and automated external defibrillator (AED) certification in order to be able to respond appropriately in emergency situations.

Conclusion

Starting this course is the first step toward building a career as a fitness professional. The journey through the fitness industry is both rewarding and life changing. Joining a passionate group of professionals looking to change the lives of those around them is a responsibility that should be taken with great respect. It is important that the new fitness professional be open to learning and gaining as much knowledge as possible in order to guide clients to success. Welcome to the fitness industry!



© antoniodiaz/Shutterstock

Case in Review

As you look further into what makes a successful fitness professional, you learn that there is so much more than what you originally thought. From your observations, you have determined the following:

In order for personal trainers to be successful they must be able to provide great service to potential clients and existing clients. This will require focus and personalized attention in all aspects of the job, as well as follow-up. I may even have to do things that I would normally consider someone else's job, such as cleaning equipment, getting a towel for someone, or helping them to get their TV on the right channel. Providing this level of service will make the sales part of the career easier, but I cannot overlook it. In order to build a base of clients and keep clients I have to develop my skillset in order to effectively sell my services. I know that I will have to present packages for people to purchase and try to get them to look past obstacles that may prevent them from purchasing services. Finally, I will have to use a high level of knowledge in order to get the client to meet their goals safely and effectively. If I can do this with great service in mind, the sales will be easier as the clients will fully understand the importance of what they are purchasing from me!

References

- American Heart Association. (2015). Heart disease and stroke statistics: 2015 Update. Accessed March 15, 2016. Available at: circ.ahajournals.org/content/131/4/e29.full
- Barr, K., Griggs, M., & Cadby, T. (2005). Lumbar stabilization: Core concepts and current literature, Part 1. *American Journal of Physical Medicine and Rehabilitation*, 84(6), 473–480.
- Centers for Disease Control and Prevention. (2014). Data, trends, and maps. Accessed March 15, 2016. Available at: www.cdc.gov/obesity/data/prevalence-maps.html
- Centers for Disease Control and Prevention. (2016). Characteristics of physician office visits for obesity by adults aged 20 and over: United States, 2012. Accessed March 15, 2016. Available at: www.cdc.gov/nchs/products/databriefs/db237.htm#ref1
- Gentil, P., & Bottaro, M. (2010). Influence of supervision ratio on muscle adaptations to resistance training in nontrained subjects. *Journal of Strength and Conditioning Research*, 24(3), 639–643.
- Hoeger, W., & Hoeger, S. (2016). *Principles and labs for fitness and wellness*. Boston, MA: Wadsworth, Cengage Learning.
- International Health, Racquet and Sportsclub Association. (n.d.). About the industry: Health club industry overview. Accessed March 15, 2016. Available at: www.ihrsa.org/about-the-industry
- Janda, V. (1993). Muscle strength in relation to muscle length, pain and muscle imbalance. In: H. Ringdahl (Ed.), *Muscle strength* (pp. 83–91). New York, NY: Churchill-Livingstone.
- Kendall, F., McCreary, E., Provance, P., Rodgers, M., & Romani, W. (2005). *Muscles: Testing and function with posture and pain*. Baltimore, MD: Lippincott Williams & Wilkins.
- Loughead, T. M., Patterson, M. M., & Carron, A. V. (2008). The impact of fitness leader behavior and cohesion on an exerciser's affective state. *International Journal of Sport and Exercise Psychology*, 6(1), 53–68.
- Must, A., Spadano, J., Coakley, E. H., Field, A. E., Colditz, G., & Dietz, W. H. (1999). The disease burden associated with overweight and obesity. *Journal of the American Medical Association*, 282(16), 1523–1529.
- Ogden, C. L., Kit, B. K., & Flegal, K. M. (2014). Prevalence of childhood and adult obesity in the United States, 2011–2012. *Journal of the American Medical Association*, 311(8), 806.
- Robert Wood Johnson Foundation. (2007). *Recess rules: Why the undervalued playtime may be America's best investment for healthy kids and healthy schools*. Princeton, NJ: Author. Available at: www.rwjf.org/content/dam/web-assets/2007/09/recess-rules.
- Sahrmann, S. (2002). *Diagnosis and treatment of movement impairment syndromes*. St. Louis, MO: Mosby.

