

Index

• A •

- abdominal crunch, 241, 246
- abdominal muscle, 238–240, 241, 246
- accident-report form, 94–95
- accountability, 9
- accountant, 77–78, 84
- accounting
 - method, 107–109
 - period, 110
 - software, 106
- Accounting For Dummies* (Tracy, John, A.), 78
- accrual method, of accounting, 108–109
- ACE. *See* American Council on Exercise
- ACSM. *See* American College of Sports Medicine
- active isolated stretching, 223
- active verb, 58
- administrative duties, 73
- adult, healthy, 22
- advertisement, 115–118, 134
- Advertising For Dummies* (Dahl, Gary), 115
- advice, 27–28, 44
- advisory board, 83–85
- aerobic exercise
 - cardio-strength combination, 258–260
 - duration, 207
 - endurance test, 188–189
 - exercise progression, 257–260
 - frequency, 206–207
 - intensity, 205–206
 - perceived rate of exertion, 178
 - selection, 200–207
 - training methods, 204–205
 - training modes, 202–204
- aerobic exercise equipment
 - boredom, 202
 - explanation, 218–219
 - trainer’s knowledge, 39
- aerobic interval training, 258
- Aerobics and Fitness Association of America (AFAA), 27, 30
- age, 117, 285
- agenda, 84
- Allen, Kathleen (*Entrepreneurship For Dummies*), 107
- alternative healthcare center, 56
- American Bar Association (legal organization), 77
- American College of Sports Medicine (ACSM)
 - certification requirements, 26
 - contact information, 26, 206
 - exam preparation, 29
 - exercise frequency recommendations, 206–207
 - overview, 327
- American Council on Exercise (ACE)
 - certification exam, 23, 25–26
 - contact information, 26, 325
 - exam preparation, 29
 - overview, 325–326
- American Fitness Professionals & Associates, 80
- American Medical Association, 125
- American Senior Fitness Association (ASFA), 23
- anaerobic interval training, 258
- analogy, 226
- anatomy, 31
- answering questions, 121, 159, 294
- antecubital space, 181

- anthropometric, 186–187, 315
 - apology, 150
 - apprenticeship, 34–35
 - argument, 148
 - arrest and conviction record, 280, 285
 - ASFA (American Senior Fitness Association), 23
 - assessment, client
 - baseline measurements, 179–187
 - equipment, 176–177
 - evaluation review, 194
 - fitness test, 187–193
 - overview, 17–18, 175
 - preparation, 175–178
 - athlete, 24
 - attaché, 168
 - attitude
 - caring, 321–322
 - know-it-all, 319–320
 - personal trainer requirements, 11
 - success in job, 15
 - attorney
 - advisory board, 84
 - initial consultation, 81
 - legal forms, 94
 - overview, 76–77
 - trademarks, 89
 - at-will employment doctrine, 289
 - ATX: The Barter Company (bartering group), 128
 - auction, 129–130
 - audience, 123, 131
 - automatic blood-pressure cuff, 182
- B •**
- back extension, 241–242, 246
 - background check, 280
 - Baird, Brian N. (*The Internship, Practicum, and Field Placement Handbook: A Guide for the Helping Professions*), 37
 - bank
 - credit card, 101–102
 - overview, 80–81
 - bartering, 128–129, 276
 - base-level conditioning
 - core exercises, 240–242, 246
 - exercise drawings, 242–246
 - lower-body exercises, 237–240, 245–246
 - upper-body exercises, 231–237, 243–244
 - baseline measurement, 179–187
 - Basic Books (*The Ultimate Small Business Guide: A Resource for Startups and Growing Businesses*), 298
 - beaded rope, 317
 - Beating the Odds in Small Business* (Culley, Tom), 298
 - beginner's exercises
 - core exercises, 240–242, 246
 - exercise drawings, 242–246
 - lower-body exercises, 237–240, 245–246
 - upper-body exercises, 231–237, 243–244
 - bicep, 233–234, 236, 244
 - bicep curl, 236, 244
 - bicycle riding, 203
 - billing policy, 102–103
 - bioelectrical impedance analysis, 183–184
 - black, 91
 - blood pressure
 - baseline measurement, 181–183
 - measuring equipment, 177, 181–182, 317
 - blue, 91
 - body
 - composition, 183–187, 328
 - language, 139–140, 293–294
 - body-fat caliper
 - importance, 316
 - overview, 176, 184, 186
 - BodyTrends Health & Fitness (equipment company), 176
 - body-weight exercise, 256
 - body-weight scale, 176–177, 316

- bonding, 100
 - bookkeeping, 105–107
 - books, 298, 329–330. *See also specific titles*
 - boredom, 202
 - bounced check, 101
 - bouncing, 223
 - break, rest
 - program change, 143
 - strength-cardio combination, 260
 - study tips, 31
 - breakdown set, 254
 - breathing, 224
 - briefcase, 168
 - brochure, 133–134
 - Brooks, Douglas (*Program Design for Personal Trainers: Bridging Theory into Application*), 330
 - Brounstein, Marty (*Communicating Effectively For Dummies*), 294
 - brown, 91
 - business. *See also* personal training
 - business
 - card, 123, 168, 315
 - office space, 50, 197, 198
 - business culture
 - employee growth, 297–298
 - employee motivation, 288
 - leadership, 291–297
 - business location
 - advantages of personal training
 - business, 47
 - client's needs, 196–197
 - selection, 49–50, 68–69
 - weight training program, 208
 - business plan
 - components, 64–65
 - content, 63–64
 - definition, 63
 - employee compensation, 286
 - financial plan, 71–73
 - location selection, 68–69
 - marketing plan, 71–72
 - marketing research, 67–68
 - mission statement, 65–67
 - rate-setting guidelines, 69–70
 - resources, 64
 - Business Plans Kit For Dummies* (Peterson, Steven and Jaret, Peter E.), 65
- C ●
- calendar-year accounting period, 110
 - caliper
 - importance, 316
 - overview, 176, 184, 186
 - CalorieKing.com Food Database (Web site), 329
 - cancellation, 73, 104, 150
 - cardio equipment
 - boredom, 202
 - explanation, 218–219
 - trainer's knowledge, 39
 - cardio exercise
 - cardio-strength combination, 258–260
 - duration, 207
 - endurance test, 188–189
 - exercise progression, 257–260
 - frequency, 206–207
 - intensity, 205–206
 - perceived rate of exertion, 178
 - selection, 200–207
 - training methods, 204–205
 - training modes, 202–204
 - caring attitude, 321–322
 - cash method, of accounting, 107
 - cash payment, 102
 - CEC (Continuing Education Credit), 32, 297
 - Census Bureau (Web site), 67
 - Certificate of Occupancy, 87

- certification
 - certifying bodies, 25–27
 - classical versus group training, 26
 - client populations, 22–25
 - employee growth, 297
 - importance, 315
 - maintenance, 32
 - overview, 13–14
 - selection, 27–28
 - test preparation, 28–32
- chain health club, 55
- charity event, 129–130
- chart
 - client flow, 97–99
 - organizational, 271–272
 - workflow, 268–269
- check payment, 101
- checking account, 108
- cheerleader personality, 116
- C.H.E.K. Institute (Web site), 329
- chest, 232–233
- child
 - hiring issues, 285
 - overview, 23
 - targeting tips, 117
- chronological résumé, 58
- circular, 135
- citizenship, 285
- classical training, 26
- cleanliness, 288, 300
- client
 - advantages of personal training
 - business, 47
 - body language, 139–140
 - chart, 97–99
 - concerns, 117
 - conflict resolution, 148–151
 - exercise history, 172
 - files, 112–113
 - first impression, 16–17
 - flow, 97–99
 - forms, 112
 - goal setting, 137–138, 172, 196
 - letting go, 151–153
 - medical history, 170–171
 - mentoring, 140–141
 - mood, 146, 148
 - motivation, 142–145
 - personal trainer as, 35–36
 - personality, 138–139
 - population, 22–25, 115–118
 - quotation, 132, 134
 - referrals, 123, 126
 - relationship development, 146–149
 - starting tips, 15–16, 17
 - tips for success, 141
- client evaluation
 - baseline measurements, 179–187
 - equipment, 176–177
 - evaluation review, 194
 - fitness test, 187–193
 - overview, 17–18, 175
 - preparation, 175–178
- Client-Centered Exercise Prescription*
(Griffin, John C.), 330
- client's home
 - equipment needs, 198
 - overview, 50–51
 - professionalism, 50
 - pros and cons of location, 197
 - warm-up, 221
- clothes
 - employee interviews, 283
 - initial consultation, 165–166, 167
 - job interview, 59
 - professionalism, 323
 - publicity interviews, 122
 - role modeling, 293
 - sales, 312
- collared polo shirt, 166
- collecting fees, 101–102, 174
- College Board (Web site), 122
- college education, 35
- color, 91–92

- Communicating Effectively For Dummies*
(Brounstein, Marty), 294
- communication
body language, 139–140, 293–294
conflict resolution, 148–151
follow-up call, 18, 145
inquiry call, 157–164
leadership, 293–294
note taking, 99
periodizing, 144
personal trainer skills, 10–11
professionalism, 40
public speaking, 123
relationship development, 146–147
role-playing, 36
- community service, 118
- company information, 64
- compensation
advantages of personal training
business, 46, 47, 48
apprenticeship, 34
hired employees, 286–288
initial consultation process, 173
internship, 34
policies, 99–104
projections, 73
pros and cons of being an
employee, 52, 53
rate-setting guidelines, 69–70
record-keeping, 104–109
- competition, 66, 68, 70–71
- compliment, 144
- compound set, 254
- conference, 36
- confidence, 17, 69, 70
- confidentiality, 147–149, 301
- conflict resolution, 148–151
- consideration, 295
- consistency
employee manual, 273
guidelines, 265–266
importance, 20
- consult packet, 166–169
- contest, 118
- Continuing Education Credit (CEC),
32, 297
- continuous training (CT), 201, 204
- contract, relax, and contract (CRAC)
stretching, 223
- cooling down period, 228–229
- cooperation, 51
- core exercise, 240–242, 246
- corporate wellness, 310–311
- corporation, 85
- CPR certification, 28
- CRAC (contract, relax, and contract)
stretching, 223
- creating program
baseline program, 200
cardio exercise selection, 200–207
change, 143–144, 248–249
client's lifestyle, 141
client's needs, 195–200
equipment, 197–198
introduction to client, 172–173
medical history, 199–200
overview, 18
progression through sessions, 199
rationale, 141
strength program selection, 207–211
- credibility, 162–163, 314
- credit card, 101–102, 103
- crunch test, 192–193
- CT (continuous training), 201, 204
- Culley, Tom (*Beating the Odds in Small Business*), 298
- customer. *See* client
- **D** •
- Dahl, Gary (*Advertising For Dummies*), 115
- day job, 111
- day spa, 56

- decision making, 45, 84, 289
 - deconditioned body, 147
 - deltoid, 233–235, 236–237
 - demographic data, 67–68, 69
 - demonstration, 226
 - dependability, 320
 - deposit, 108
 - design school, 276
 - desk, 106
 - detail, 99
 - determination, 313
 - diet
 - first training session, 215
 - nutrition services, 307–308
 - program change, 143
 - Web site resources, 328, 329
 - dietary supplement, 308
 - dietetics, 307–308
 - dip, 234–235, 243
 - directions, 51
 - disbursement, 106
 - discipline policy
 - employee manual, 273, 300–301
 - firing process, 289–290
 - leadership, 292
 - disclaimer form, 96–97
 - discrimination, 285
 - distraction, 30
 - dizziness, 215
 - doctor, 124–126, 173–174
 - donation, 129–130
 - Donovan, Craig P. (*Internships For Dummies*), 37
 - drawing, 242–246, 271
 - drill sergeant personality, 116
 - drop set, 254
 - duration, 207, 249
- **E** ●
- eating habits. *See* diet
 - EIN (Employer Identification Number), 86
 - electrician, 277
 - electronic funds transfer (EFT), 102
 - elevator speech, 130
 - elliptical machine, 202
 - e-mail, 144, 145
 - employee
 - firing process, 288–290
 - growth, 297–299
 - job descriptions, 269–271
 - leadership, 291–297
 - manual, 273, 300–301, 302
 - organizational chart, 271–272
 - scheduling options, 288
 - training, 299–303
 - versus independent contractor, 282
 - workflow steps, 266–268
 - Employee Handbook Plus (software), 302
 - Employee Handbook Template (software), 302
 - employee, hiring
 - accountant's role, 77–78
 - compensation issues, 286–288
 - interviews, 279–280, 282–285
 - job descriptions, 269–271
 - legal issues, 281, 285
 - micromanagement, 296
 - outsourcing options, 275–278
 - overview, 20
 - plan, 263–265
 - tips for finding employees, 278–279
 - trainer evaluation, 279–280
 - Employee Manual Maker (Jian Software), 273
 - Employer Identification Number (EIN), 86
 - employment law, 281
 - The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It* (Gerber, Michael), 330
 - encouragement, 144–145, 227
 - endocrinologist, 125
 - endorphin, 222

- endurance, 188–189, 191–193
 - energy bar, 215
 - English, Linda (*Small Business Marketing For Dummies*), 115, 330
 - enthusiasm, 11, 166
 - Entrepreneurship For Dummies* (Allen, Kathleen), 107
 - equipment. *See also specific types*
 - cardio exercise modes, 202–204
 - cleanliness, 288
 - client evaluation, 176–177
 - client's needs, 197–198
 - cons of personal training business, 48–49
 - essential items, 313–317
 - program plan, 197–198
 - pros of being an employee, 52
 - sales, 310
 - stretching, 223, 225
 - trainer's knowledge, 39
 - training manual, 300
 - warm-ups, 218–221
 - weight training program, 208
 - erector spinae, 238–240
 - Essentials of Entrepreneurship and Small Business Management* (Zimmerer, Thomas W. and Scarborough, Norman M.), 298
 - estimated tax, 110–111
 - etiquette, phone, 158
 - EurekAlert (Web site), 133
 - evaluation, client
 - baseline measurements, 179–187
 - equipment, 176–177
 - evaluation review, 194
 - fitness test, 187–193
 - overview, 17–18, 175
 - preparation, 175–178
 - exam, certification, 28–32
 - executive summary, 64
 - exercise. *See also specific types*
 - client's history, 172
 - explanation to client, 216–217
 - frequency, 206–207
 - personal trainer's knowledge, 39–40
 - exercise, beginning
 - core exercises, 240–242, 246
 - exercise drawings, 242–246
 - lower-body exercises, 237–240, 245–246
 - upper-body exercises, 231–237, 243–244
 - exercise progression
 - cardio exercise, 257–260
 - documentation, 250
 - overview, 247–248
 - slow progression, 249–250
 - timing, 248–249
 - weight training, 251–257
 - exercisejobs.com (Web site), 54
 - expense, 71–72, 106
 - experience, 163
 - explosivity, 24
 - eye contact, 294
- **F** ●
- fair market value, 129
 - family
 - advice, 44
 - referrals, 127
 - study tips, 30, 31, 32
 - support, 46
 - test subjects, 37–38
 - federal unemployment tax, 281
 - fee collection, 101–102, 174
 - feedback, 38, 67, 228
 - fictitious business name, 87
 - filing cabinet, 106
 - finances
 - accounting methods, 107–109
 - business-plan components, 65, 71–73
 - expenses, 71, 72
 - income projections, 73
 - record-keeping, 104–109
 - savings, 45
 - financial report, 106–107

- Financial Statements: A Step-By-Step Guide to Understanding and Creating Financial Reports* (Ittelson, Thomas R.), 107
- Find Law (Web site), 77
- firing employees, 288–290
- first aid, 94
- first impression
 - overview, 16–17
 - tips, 165–166, 167
- first training session
 - baseline measurements, 179–187
 - client preparation, 175–178
 - client’s readiness, 213–215
 - cooling-down period, 228–229
 - evaluation review, 194
 - explanation to client, 215–217
 - feedback, 228
 - fitness test, 187–193
 - perceived rate of exertion, 228
 - scheduling, 174
 - stretching routine, 222–225
 - warm-up, 217–221
 - weight training exercise, 225–228
- fiscal-year accounting period, 110
- Fitness and Wellness Insurance
 - Agency, 80
- fitness apparel, 312
- Fitness For Dummies* (Schlosberg, Suzanne and Neporent, Liz), 225, 329
- FitnessJobs.com (Web site), 37
- FitnessManagement (Web site), 37, 54
- five-day split, 253
- fix-it person, 277
- flash cards, 31
- flexibility, 189–191
- flowchart, 268–269
- flyer, 135
- folder, 168
- follow-up, 18, 145
- forearm, 236
- form mistake
 - abdominal crunch, 241
 - back extension, 242
 - bicep curls, 236
 - dips, 235
 - first training session, 219–220
 - lateral raises, 237
 - one-arm row, 234
 - split squat, 240
 - treadmill, 220
 - wall squat, 238
- forms
 - client tracking, 112
 - consult packet, 168–169
 - initial consultation process, 173–174
 - legal issues, 93–97
 - tax, 111
 - training manual, 299
- four-day split, 252–253
- free seminar, 122–123
- free training session, 124, 126, 127
- free weight, 255
- Freedomlist (Web site), 277
- freelance trainer, 282
- friend
 - advice, 44
 - interview practice, 59
 - pros of being an employee, 52
 - referrals, 127
 - study tips, 31, 32
 - support for business, 46
 - test subjects, 37–38
- frustration, 148
- full-body routine, 251
- functional résumé, 58
- furniture, 106
- **G** ●
- gender, 117
- general practitioners, 125

- Gerber, Michael (*The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It*), 330
- gift certificate, 126, 152
- girth measurement, 186–187
- glutes, 238
- goal setting
- business growth, 264–265
 - client, 137–138, 172, 196
 - job application, 14–15
 - overview, 22
- graphic design
- hiring designer, 91, 276
 - print materials, 132, 133
- Grassroots Marketing: Getting Noticed in a Noisy World* (Horowitz, Shel), 330
- green, 91
- Griffin, John C. (*Client-Centered Exercise Prescription*), 330
- group training, 26, 308
- growth plate, 23
- gym
- internship, 34
 - job application, 14–15
 - overview, 49
 - payment policies, 100
 - pros and cons of location, 197
 - types, 54–56
- GymJOB.com (Web site), 54
- H •
- hamstring
- flexibility test, 189–191
 - squats, 238–240
 - stretching exercises, 223
- headline, 119, 132, 135
- health insurance
- cons of personal training business, 48
 - employee perks, 287
 - pros of being an employee, 52
- health resort, 56
- health-food store, 126
- healthy adult, 22
- heart rate
- baseline measurement, 179–181
 - cardio exercise, 205–206
 - explanation to client, 216–217
 - monitoring equipment, 177, 316–317
 - perceived rate of exertion, 178
 - reserve, 205
- high school, 309
- hiring employee
- accountant's role, 77–78
 - compensation issues, 286–288
 - interviews, 279–280, 282–285
 - job descriptions, 269–271
 - legal issues, 281, 285
 - micromanagement, 296
 - outsourcing options, 275–278
 - overview, 20
 - plan, 263–265
 - tips for finding employees, 278–279
 - trainer evaluation, 279–280
- holiday card, 152
- home, client's
- equipment needs, 198
 - overview, 50–51
 - professionalism, 50
 - pros and cons of location, 197
 - warm-up, 221
- honesty, 313
- Horowitz, Shel (*Grassroots Marketing: Getting Noticed in a Noisy World*), 330
- hospital, 54, 122
- house account, 103
- HRIT Employee Handbook Template Package (software), 302
- human-resources issues, 280–282
- humor, 162
- hydrostatic weighing, 183

• 1 •

IDEA Health and Fitness

- Association, 36, 80

- if/then scenario, 250

- IIABA (Independent Insurance Agents & Brokers of America), 79

- illness, 214

- impression, first

- overview, 16–17

- tips, 165–166, 167

- income

- advantages of personal training

- business, 46, 47, 48

- apprenticeship, 34

- hired employees, 286–288

- initial consultation process, 173

- internship, 34

- policies, 99–104

- projections, 73

- pros and cons of being an employee, 52, 53

- rate-setting guidelines, 69–70

- record-keeping, 104–109

- independent contractor, 282

- independent health club, 55

- Independent Insurance Agents & Brokers of America (IIABA), 79

- independent spirit, 44–46

- informed-consent form, 96–97

- infrared technology, 184

- initial consultation

- consult packet, 166–169

- definition, 157

- first impression, 165–166, 167

- preparation, 164–165

- process, 169–175

- injury

- abdominal crunch, 241

- back extension, 242

- bicep curls, 236

- classical versus group training, 26

- dips, 235

- lateral raises, 237

- legal forms, 93–97

- medical history, 170–171

- one-arm row, 234

- program plan, 199–200

- push-ups, 232

- shoulder-width squat, 238–239

- split squat, 240

- strength-cardio combination, 260

- wall squat, 238

- Web-site resources, 329

- inquiry call, 157–164

- Instant HR Policies (software), 302

- insult, 147

- insurance

- agent, 78–80

- bonding, 100

- types, 79

- workers' compensation, 281, 285

- insurance, health

- cons of personal training business, 48

- employee perks, 287

- pros of being an employee, 52

- intensity

- cardio exercise plan, 201

- explanation to client, 217

- interval training, 205–206

- perceived rate of exertion, 178

- signs of danger, 228

- slow progression, 249, 250

- spotting techniques, 256

- intent, 215

- International Health, Racquet & Sportsclub Association

- expense estimations, 71

- job resources, 54

- overview, 326

- International Sports Sciences Association (ISSA)

- certification requirements, 27

- contact information, 27

- exam preparation, 30
 - insurance, 80
 - Internet resources
 - accountants, 78
 - bartering resources, 128–129
 - brochure resources, 133
 - business-plan information, 64
 - certifying bodies, 25–27
 - college information, 122
 - conference information, 36
 - continuing education, 298
 - corporate wellness, 311
 - demographic data, 67
 - doctor directories, 125
 - employee manuals, 302
 - general resources, 328–329
 - graphic designers, 276
 - insurance agents, 79, 80
 - Internet service providers, 277
 - internship resources, 37
 - job resources, 54, 279
 - lawyers, 77
 - medical equipment, 32
 - naming companies, 88
 - newsletter resources, 133
 - printers, 276
 - public speaking skills, 123
 - service provider, 277
 - specialty certifications, 23, 24
 - tax resources, 109, 111
 - trademark applications, 89
 - internship, 33–34, 37
 - The Internship Bible* (Princeton Review), 37
 - The Internship, Practicum, and Field Placement Handbook: A Guide for the Helping Professions* (Baird, Brian N.), 37
 - Internships For Dummies* (Donovan, Craig P.), 37
 - Internships 2004* (Petersons Guides), 37
 - interval training (IT)
 - cardio-strength combination, 258–260
 - definition, 201
 - overview, 204–205
 - types, 257–258
 - interview
 - job, 59
 - potential employees, 279–280, 282–285
 - publicity, 120–122
 - invoice, 103
 - iPrint (Web site), 276
 - IRS (tax collection agency), 109, 111
 - ISSA. *See* International Sports Sciences Association
 - IT. *See* interval training
 - Ittelson, Thomas R. (*Financial Statements: A Step-By-Step Guide to Understanding and Creating Financial Reports*), 107
- 7 •
- Jaret, Peter E. (*Business Plans Kit For Dummies*), 65
 - Jian Software (Employee Manual Maker), 273
 - job. *See also* personal training business
 - attitude, 15
 - certification selection, 28
 - descriptions, 269–271
 - gaining experience, 33–37
 - goal setting, 14–15
 - gym application, 14–15
 - interview, 59
 - investigating workplace, 56–57
 - options, 53–56
 - pros and cons of being an employee, 51–53
 - résumé tips, 57–59
 - self-assessment, 50–51
 - shadowing, 35

job (*continued*)

Web-site resources, 54, 279

worksite wellness, 310–311

Job Interviews For Dummies (Kennedy, Joyce Lain), 59

jogging, 221

jump rope, 317

jumping jacks, 221

● K ●

Karvohnen formula (heart-rate measurement), 205

Kennedy, Joyce Lain (*Job Interviews For Dummies*), 59

kid. *See* child

knowledge

advantages of personal training
business, 47

employee growth, 297–298

employee training, 299–303

exercises and equipment, 39

importance, 323

inquiry call, 162

know-it-all attitude, 319–320

learning opportunities, 33–42, 323–324

newsletter tips, 131

personal trainer requirements, 10

publicity interview, 120–121

trainer evaluations, 279–280

Korotkoff sound (heartbeat-like sound), 182

Kremer, Chuck (*Managing by the Numbers: A Commonsense Guide to Understanding and Using Your Company's Financials*), 107

Kushner, Malcolm (*Public Speaking For Dummies*), 123

● L ●

labor law, 281

language, 147, 163, 227

lanyard, 176

lateral raise, 236–237, 244

latissimus dorsi, 233–234

lawyer

advisory board, 84

initial consultation, 81

legal forms, 94

overview, 76–77

trademarks, 89

laying off employees, 288–290

layout, newsletter, 132

leadership skills, 10, 46, 291–297

ledger, 106

legal issues

client flow, 99

dietetics, 308

employee manual, 301

firing employees, 289–290

forms, 93–97, 148

hiring concerns, 281, 285

liability insurance, 79

license, 86

lifestyle

client success, 141

cons of personal training business, 48

initial consultation process, 171

trainer's needs, 43–44

lifetime membership, 100

limited liability corporation, 86

listening skills

body language, 139–140, 293–294

importance, 10

mentoring tips, 141

relationship development, 146–147

location, business

advantages of personal training

business, 47

client's needs, 196–197

selection, 49–50, 68–69

weight training program, 208

location, of target market, 117

logo, 89–92

loneliness, 49
lower-body exercises, 237–240, 245–246

• M •

machine. *See* equipment

magazine, 120, 298

mailing list, 127, 131

management

business-plan components, 65

fitness company, 56

micromanagement, 295–296

skills, 46

*Managing by the Numbers: A
Commonsense Guide to
Understanding and Using Your
Company's Financials* (Kremer,
Chuck), 107

manual

employee handbook, 273, 300–301, 302

training, 299–300

mapping workflow, 268–269

marching, 221

marketing

budget, 127–135

free seminars, 122–123

inquiry call, 157–164

market research, 67–68

overview, 65

plan, 71–72

printed materials, 130–135

professionalism, 173

publicity, 118–123

referrals, 123–127

sales incentives, 287

target market, 22–25, 115–118

marriage, 285

Martindale-Hubbell Law Directory, 77

massage service, 309–310

MBTI (Myers-Briggs Type Indicator),
138–139

medical equipment, 32

medical history, 170–171, 199–200

Medicare tax, 281

medication, 170

meeting, staff, 298

mental agility, 9

mentor

advisory board, 84

business growth, 265

to client, 140–141

support system setup, 82

micromanagement, 295–297

mindset, 313–314

mirror, 226

mission statement, 65–67

mistake, form

abdominal crunch, 241

back extension, 242

bicep curls, 236

dips, 235

first training session, 219–220

lateral raises, 237

one-arm row, 234

split squat, 240

treadmill, 220

wall squat, 238

mistake, trainer's, 320

modified hamstring flexibility

assessment, 190–191

modified push-up, 233

money. *See* compensation; finances

monster.com (Web site), 54

monthly payment, 100

motivation, 142–145, 286–288

muscle. *See also specific muscles*

ache, 170–171, 214

groups, 224

stretching routine, 222–225

warm-up, 217–221

weight-training routines, 251–253

Myers-Briggs Type Indicator (MBTI),
138–139

• N •

naming company, 88
 National Academy of Sports Medicine (NASM), 27, 29–30
 National Association of Small Business Accountants (NASBA), 78
 National Endurance & Sports Trainers Association, 80
 National Institutes of Health American Body Mass Calculator (Web site), 328
 National Strength and Conditioning Association (NSCA)
 certification requirements, 24, 26
 conference information, 36
 contact information, 26
 exam preparation, 29
 overview, 327
 National Trade Association (bartering group), 128
 nausea, 215
 negative, 9, 254–255
 Nelson, Stephen L. (*Quicken 2004 For Dummies*), 106
 Neporent, Liz (*Fitness For Dummies*), 225, 329
 nervousness, 116
 networking, 83
 news release, 118–120, 130
 newsletter, 130–133, 152
 newspaper, 120, 152, 278
 nondisclosure agreement, 148
 Northeast Seminars (conference organization), 36
 note taking, 84, 99
 NSCA. *See* National Strength and Conditioning Association
Nutrition For Dummies (Rinzler, Carol Ann), 329
 nutrition service, 307–308, 328

• O •

observation skills, 10
 obstetrician/gynecologist (OB/GYN), 125
 Office Employee Manual (software), 302
 office furniture, 106
 older person
 centers, 55
 overview, 23
 targeting tips, 117
 one-arm row, 233–234, 243
 on-the-job training, 273, 299–303
 operating expense, 72
 operating plan, 264
 operations, 65
 organizational chart, 271–272
 organizational skills, 45
 outdoor location, 197, 198
 outsourcing, 275–278
 overhead, 53
 overview, 163

• P •

pain, 170–171, 223
 palpation method, 179
 Paper Direct (Web site), 133
 partnership, 85
 part-time employee, 288
 party, 288
 passion, 11
 payment policy, 100–101
 payroll company, 278
 perceived rate of exertion, 178, 211, 228
 perceived value, 26
 persistence, 124
 personal liability insurance, 79
 personal time, 73
 personal trainer
 as advertisement, 134
 as client, 35–36

- common mistakes, 150
- definition, 8
- employee evaluation, 279–280
- function, 8
- good versus bad, 7–8
- love of job, 7, 324
- required skills, 8–13
- shadowing, 35
- personal training business. *See also*
 - business; job
 - accounting methods, 107–109
 - advisory board, 83–85
 - business name, 87–89
 - consistency, 20
 - growth, 19–20
 - independent spirit, 44–46
 - legal forms, 93–97
 - licenses and IDs, 86–87
 - lifestyle needs, 43–44
 - logo, 89–92
 - networking, 83
 - policies, 99–104, 151
 - pros and cons, 46–49
 - quality, 17, 20
 - record-keeping, 104–109
 - structures, 85–86
 - support system, 46, 75–84
 - tips for getting started, 14–16, 17
- Personal Training on the Net (Web site), 328
- Personal Training University (Web site), 329
- personality
 - classification systems, 138–139
 - population selection, 116
 - trainer characteristics, 10, 45
- Peterson, Steven (*Business Plans Kit For Dummies*), 65
- Petersons Guides (*Internships 2004*), 37
- petty-cash fund, 108
- philosophy, 292–293
- phone call
 - follow-up, 145
 - marketing, 157–164, 267
 - positive reinforcement, 144
 - workflow steps, 267
- physical feedback, 228
- physical therapy, 56, 125
- physician, 124–126, 173–174
- plan, business
 - components, 64–65
 - content, 63–64
 - definition, 63
 - employee compensation, 286
 - financial plan, 71–73
 - location selection, 68–69
 - marketing plan, 71–72
 - marketing research, 67–68
 - mission statement, 65–67
 - rate-setting guidelines, 69–70
 - resources, 64
- plan, program
 - baseline program, 200
 - cardio exercise selection, 200–207
 - change, 143–144, 248–249
 - client’s lifestyle, 141
 - client’s needs, 195–200
 - equipment, 197–198
 - introduction to client, 172–173
 - medical history, 199–200
 - overview, 18
 - progression through sessions, 199
 - rationale, 141
 - strength program selection, 207–211
- plastic folder, 168
- plastic surgeon, 125
- PNF (proprioceptive neuromuscular facilitation), 223
- Polar (equipment company), 177
- policies, 99–104, 151. *See also*
 - specific types
- polo shirt, 166

- positive attitude, 11, 15
- positive reinforcement, 144–145, 287
- posting, 106
- postworkout stretching, 222–225
- PR Newswire (Web site), 133
- practical assessment, 280
- praise, 287
- pregnant women, 23
- press release, 118–120, 130
- preworkout stretch, 222
- primary certification. *See* certification
- Princeton Review (*The Internship Bible*), 37
- printer, 276
- privacy, 147–149, 301
- private personal training studio, 55
- professional liability insurance, 79
- professional organizations, 325–327.
See also specific organizations
- professionalism
 - characteristics, 40–42
 - client's home, 50
 - clothing, 323
 - communication, 40
 - consult packet, 168
 - first impression, 16–17
 - importance, 40, 41, 321
 - logo, 90
 - marketing, 173
 - personal comments, 321
 - personal-trainer requirements, 11
- profit center, 19
- Program Design for Personal Trainers: Bridging Theory into Application* (Brooks, Douglas), 330
- program plan
 - baseline program, 200
 - cardio exercise selection, 200–207
 - change, 143–144, 248–249
 - client's lifestyle, 141
 - client's needs, 195–200
 - equipment, 197–198
 - introduction to client, 172–173
 - medical history, 199–200
 - overview, 18
 - progression through sessions, 199
 - rationale, 141
 - strength-program selection, 207–211
- progression, exercise
 - cardio exercise, 257–260
 - documentation, 250
 - overview, 247–248
 - slow progression, 249–250
 - timing, 248–249
 - weight training, 251–257
- proofreading, 58
- proprioceptive neuromuscular facilitation (PNF), 223
- public-relations people, 84, 277
- public speaking, 123
- Public Speaking For Dummies* (Kushner, Malcolm), 123
- publicity, 118–123
- pull, muscle, 170–171
- pull quote, 132
- punctuality
 - initial consultation, 165
 - role modeling, 293
 - tips to ensure, 322
 - trainer's characteristics, 51
 - trainer's mistakes, 150
- purple, 91
- push-pull routine, 253
- push-up
 - guidelines, 232–233, 243
 - test, 191–192, 193
- *Q* •
- quads, 238
- question
 - answering, 121, 159, 294
 - client's readiness, 213–215

employee interviews, 283, 284–285
qualifying, 163
Quicken 2004 For Dummies (Nelson, Stephen L.), 106
QuickMedical (medical equipment source), 32, 177
quotation, 132, 134, 162

● **R** ●

rapport, 162
rating sessions, 142
receipt, 105–106, 108
record-keeping, 104–109, 289–290
recovery, 229
recumbent bike, 203
red, 91
referral, 123–127
refund, 151
regulatory compliance, 301
relaxin, 23
repairperson, 277
repetition, 210–211
resistance tubing, 317
resources. *See specific types*
rest break
 program change, 143
 strength-cardio combination, 260
 study tips, 31
résumé, 57–59
retail barter exchange, 128–129
retirement plan
 cons of personal training business, 48
 employee motivation, 287
 pros of being an employee, 52
reverse hiring, 53
reward, 287
rhomboids, 233–234
Rinzler, Carol Ann (*Nutrition For Dummies*), 329
Riso-Hudson Enneagram Type Indicator (RHETI), 139

role modeling
 business culture, 293
 client motivation, 142–143
 leadership skills, 10
role-playing
 employee training, 302–303
 initial consultation, 169
 training-session practice, 36
rowing, 203

● **S** ●

SAID (Specific Adaptation to Imposed Demands) principle, 247
salary
 advantages of personal training
 business, 46, 47, 48
 apprenticeship, 34
 hired employees, 286–288
 initial-consultation process, 173
 internship, 34
 policies, 99–104
 projections, 73
 pros and cons of being an employee, 52, 53
 rate-setting guidelines, 69–70
 record-keeping, 104–109
sales incentives, 287
Sample Employee Handbook (software), 302
sample test, 31
savings, 45, 112
SBA (Small Business Administration), 64, 86
scale, 176–177, 316
Scarborough, Norman M. (*Essentials of Entrepreneurship and Small Business Management*), 298
schedule
 advantages of personal training
 business, 47
 change, 144

- schedule (*continued*)
 - cons of being an employee, 53
 - employees' options, 288
 - exercise progression, 250
 - first training session, 174
 - job assessment, 51
- Schell, Jim (*Small Business For Dummies*), 298
- Schenck, Barbara Findlay (*Small Business Marketing For Dummies*), 115, 330
- Schlosberg, Suzanne (*Fitness For Dummies*), 225, 329
- script, phone, 159–161, 267
- selectorized weight machine, 208
- self-assessment
 - lifestyle needs, 43–44
 - trainer's characteristics, 12–13, 24–25
- self-employment. *See* personal training
 - business
- self-starter, 45
- seminar, 122–123, 309
- senior adult
 - centers, 55
 - overview, 23
 - targeting tips, 117
- sense of humor, 162
- set, 210–211, 253–254
- sexual harassment, 292
- shadowing, 303
- shoulders, 232–233
- shoulder-width squat, 238–239, 245
- sick day, 48, 52
- silence, 146
- Silverman, David J. (*Taxes For Dummies*), 78
- sit-and-reach test, 189–190
- skinfold measurement, 183–184
- Slim Guide (caliper), 176
- Small Business Administration (SBA), 64, 86
- Small Business For Dummies* (Tyson, Eric and Schell, Jim), 298
- Small Business Marketing For Dummies* (Schenck, Barbara Findlay and English, Linda), 115, 330
- Small Business Resource Guide (IRS), 109
- smoking, 143
- Social Security tax, 109, 281
- soft tissue, 170
- software
 - bookkeeping, 106
 - employee manuals, 273, 302
 - organizational charts, 271
- sole proprietorship, 85
- soreness, 171, 214
- sound bite, 121
- spa, 127. *See also specific types*
- specialty training session, 311–312
- Specific Adaptation to Imposed Demands (SAID) principle, 247
- sphygmomanometer, 181
- split squat, 240, 246
- SportsInjuryClinic.Net (Web site), 329
- sports-recovery drink, 215
- spotting technique
 - abdominal crunch, 241
 - back extension, 242
 - bicep curls, 236
 - body-weight exercises, 256
 - dips, 235
 - first workout, 226–227
 - free weights, 255
 - increased intensity, 256
 - lateral raises, 237
 - one-arm row, 234
 - push-ups, 232
 - shoulder-width squat, 238–239, 239
 - split squat, 240
 - wall squat, 238
- squat, 238–240, 245–246
- staff meeting, 298

stair climbing, 203, 220
start-up cost, 72
static stretching, 222
steady-state cardiovascular work, 229
step test, 189
step-up, 221
stethoscope, 177, 181, 183
stick-figure drawing, 242–246
strain, 170–171
strategic thinking, 264
strength
 evaluation, 191–193
 role modeling, 143
 versus endurance, 191
strength program
 cardio-strength combination, 258–260
 endurance test, 192
 equipment, 208
 exercise order, 209–210
 exercise progression, 251–257
 exercise selection, 207–208
 first training session, 225–228
 frequency, 208
 perceived rate of exertion, 211
 program change, 143
 sets and reps, 210–211
 starting weight, 211
stress, 146
stretching
 cooling down period, 229
 equipment, 223, 225
 flexibility test, 189–191
 guidelines, 223–224
 postworkout, 222–225
 preworkout, 222
strip set, 254
study tips, 30–32
subhead, 132
supersetting, 143, 253–254
supplement, dietary, 308
support system, 46, 75–84
surgery, 170

• T •

Tanita (equipment company), 177
tape measure
 importance, 315–316
 overview, 176, 186–187
target market, 22–25, 115–118
tax
 accountant's role, 77–78
 accounting methods, 107–109
 bartering, 129
 business structure, 85
 clothing sales, 312
 Employer Identification Number, 86
 forms, 111
 hiring concerns, 281–282
 IRS contact information, 111
 payments, 109–111
 pros and cons of personal training
 business, 47, 48
 record-keeping, 104, 106
 savings account, 112
 self-preparation, 81–82
 Web-site resources, 109, 111
Taxes For Dummies (Tyson, Eric and Silverman, David J.), 78
teacher personality, 116
teaching skills, 9
teen. *See* child
telephone call
 follow-up, 145
 marketing, 157–164, 267
 positive reinforcement, 144
 workflow steps, 267
test preparation, 28–32
test subject, 37–38
thank-you note, 124, 126, 152
three-day split, 252
timeliness
 initial consultation, 165
 role modeling, 293
 tips to ensure, 322

- timeliness (*continued*)
 - trainer's characteristics, 51
 - trainer's mistakes, 150
 - Toastmasters (speakers' organization), 123
 - Tracy, John, A. (*Accounting For Dummies*), 78
 - TRADE USA (bartering group), 128
 - trademark, 89, 92
 - Trademark Electronic Search System, 89
 - trainer
 - as advertisement, 134
 - as client, 35–36
 - common mistakes, 150
 - definition, 8
 - employee evaluation, 279–280
 - function, 8
 - good versus bad, 7–8
 - love of job, 7, 324
 - required skills, 8–13
 - shadowing, 35
 - TrainerInsurance.com (Web site), 80
 - training
 - frequency, 208
 - manual, 299–300
 - on-the-job, 273, 299–303
 - rhythm, 42
 - training session. *See also* workout
 - cancellation policy, 104
 - classical versus group, 26
 - common mistakes, 150
 - free of charge, 124, 126, 127
 - overview, 18
 - project compensation, 73
 - rating, 142
 - training session, first
 - baseline measurements, 179–187
 - client preparation, 175–178
 - client's readiness, 213–215
 - cooling down period, 228–229
 - evaluation review, 194
 - explanation to client, 215–217
 - feedback, 228
 - fitness test, 187–193
 - perceived rate of exertion, 228
 - scheduling, 174
 - stretching routine, 222–225
 - warm-up, 217–221
 - weight training exercise, 225–228
 - training session progression
 - cardio exercise, 257–260
 - documentation, 250
 - overview, 247–248
 - slow progression, 249–250
 - timing, 248–249
 - weight training, 251–257
 - transference, 148
 - trapezius, 233–234, 236–237
 - travel, 73
 - treadmill
 - demonstration, 219
 - form mistakes, 220
 - interval training, 258
 - pros and cons, 202
 - triceps, 232–233
 - trust, 297
 - tubing, resistance, 317
 - TV station, 120, 121
 - two-day split, 251–252
 - Type A and B personalities, 139
 - Tyson, Eric
 - Small Business For Dummies*, 298
 - Taxes For Dummies*, 78
- U •
- The Ultimate Small Business Guide: A Resource for Startups and Growing Businesses* (Basic Books), 298
 - understanding, 12, 294
 - unemployment tax, 281
 - United States Personal Trainers Organization, 80
 - university gym, 54

- upper-body ergometer, 203
- upper-body exercise
 - drawings, 243–244
 - exercise order, 209
 - overview, 231–237
- U.S. Patent and Trademark Office, 89
- USDA Nutrient Data Laboratory
 - (Web site), 328
- **V** •
- vacation, 48, 52
- value-added service, 312
- verbal feedback, 228
- VIP Barter (bartering group), 128
- vision
 - business culture, 292–293, 296
 - business growth, 264–265
- volume
 - credit-card, 102
 - working, 210–211
- **W** •
- waiver form, 95–96
- walking, 202, 219
- walk-run test, 188
- wall squat, 238
- warm-up, 217–221
- Web sites
 - accountants, 78
 - bartering resources, 128–129
 - brochure resources, 133
 - business-plan information, 64
 - certifying bodies, 25–27
 - college information, 122
 - conference information, 36
 - continuing education, 298
 - corporate wellness, 311
 - demographic data, 67
 - doctor directories, 125
 - employee manuals, 302
 - general resources, 328–329
 - graphic designers, 276
 - insurance agents, 79, 80
 - Internet service providers, 277
 - internship resources, 37
 - job resources, 54, 279
 - lawyers, 77
 - medical equipment, 32
 - naming companies, 88
 - newsletter resources, 133
 - printers, 276
 - public speaking skills, 123
 - specialty certifications, 23, 24
 - tax resources, 109, 111
 - trademark applications, 89
- weight training
 - cardio-strength combination, 258–260
 - endurance test, 192
 - equipment, 208
 - exercise order, 209–210
 - exercise progression, 251–257
 - exercise selection, 207–208
 - first training session, 225–228
 - frequency, 208
 - perceived rate of exertion, 211
 - program change, 143
 - sets and reps, 210–211
 - starting weight, 211
- weight-loss club, 126
- Wellness Council of America, 311
- Wharton Performance (equipment company), 223
- white-coat effect, 179
- willingness, 314
- workers' compensation insurance, 281, 285
- workflow
 - definition, 65, 264
 - mapping tips, 268–269
 - steps, 266–268

working environment

employee growth, 297–298

employee motivation, 288

leadership, 291–297

workout. *See also* training session

log, 39, 144, 250

perceived rate of exertion, 178

workshop, 309

worksite wellness, 310–311

World Wide Learn (Web site), 298

• **Y** •

yellow, 91

YMCA/YWCA, 55

• **Z** •

Zimmerer, Thomas W. (*Essentials of Entrepreneurship and Small Business Management*), 298

zyphoid process, 181

