



MANAGEMENT DEVELOPMENT PROGRAMME

**STRATEGY
& LEADERSHIP**



EDUCATION
INNOVATION
EXCELLENCE
EXPERIENCE
INTEGRITY

2021

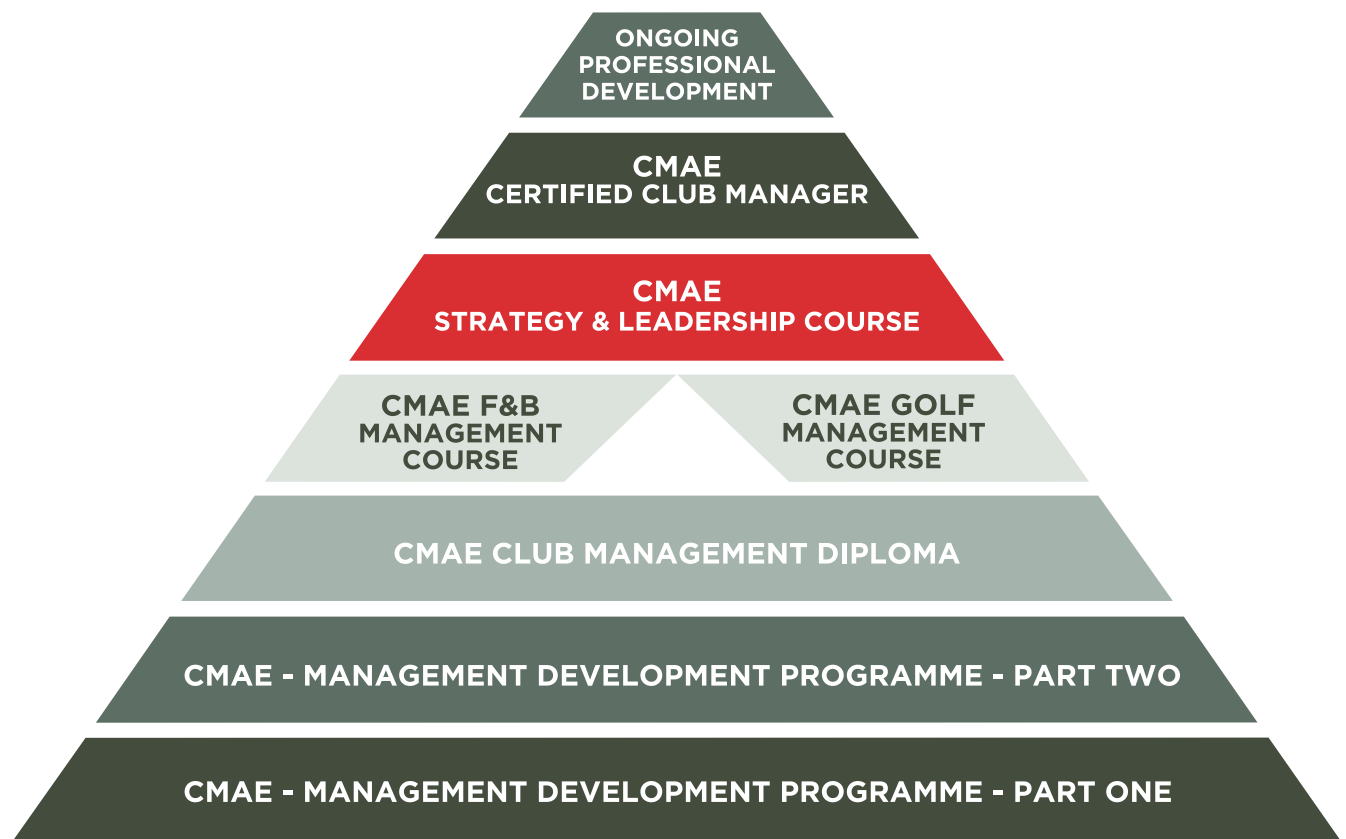
COURSE DATES

18 - 22 JANUARY 2021

VENUE

Hotel Majestic Plaza Prague
Štěpánská 33,
110 00 Praha 1
Czech Republic
<https://www.hotel-majestic.cz/en/>

MANAGEMENT DEVELOPMENT PROGRAMME



These courses form the first building blocks for those who wish to work towards taking their CCM exam.

Full details can be found by following the link below:
www.cmaeurope.org/education/mdp



Get to the top of your game...

OVERVIEW OF STRATEGY & LEADERSHIP

MDP 3 Strategy and Leadership is aimed at those managers who wish to learn how to enhance their management style and tap into their leadership potential in order to operate the club as a business.

Delegates will understand the responsibilities and characteristics required to exert the appropriate levels of power and influence so that their club can develop its creativity while focusing its strategic aims in line with its established culture and traditions.

Particular attention will be paid to establishing and enhancing an effective working relationship with the Committee, whilst mentoring, developing and leading the staff team. Delegates will also be invited to review their knowledge in all competency areas required to achieve success at their club and in their career.

One key component included within the week's learning is the Lumina Traits and Leadership Assessment. "Lumina Learning" maintains a global network of practitioners who specialise in helping individuals to identify areas of underlying strengths, and make personal development plans to improve their performance and relationships in and out of the workplace. Club Managers across the globe have evaluated the Lumina Portrait as one of the most illuminating sessions within the MDP curriculum.

- **NATURE OF LEADERSHIP**
- **LEADERSHIP TRAITS**
- **RESULTS BASED ACCOUNTABILITY**
- **SITUATIONAL LEADERSHIP**
- **NEGOTIATION TECHNIQUES**
- **COMMITTEE STRATEGY SESSION**
- **MEMBER PARTICIPATION STUDY**
- **MANAGERIAL ACCOUNTING**
- **ETHICS**
- **EFFECTIVE MEMBER COMMUNICATIONS**
- **ADVERTISING & MARKETING - DEMOGRAPHICS**
- **PROFESSIONAL IMAGE**
- **LUMINA LEADER**

*Please note that it is **not** obligatory for delegates to have attended one of our other MDP courses before attending this one.*



**MANAGEMENT
DEVELOPMENT
PROGRAMME**

PRESENTERS



BILL SANDERSON, bill@thebusinessperformancecoach.com

Bill has been in constant demand as a business coach, to all types and sizes of business, for over thirty years. Bill guides, motivates and inspires in equal measure but always through the delivery of exceptional performance.

Bill has built a unique reputation for delivering performance, through business and management coaching, with a specific application to the golf industry. Bill works with The PGA, PGAsE, CMAE, EGCOA and many PGAs of Europe.

He works across Europe and Asia Pacific with national golfing bodies, commercial groups, manufacturers, Golf Clubs plus Golf Professionals and Club Managers. As a regular facilitator and presenter, at all levels, of the highly successful MDP programme Bill is now a well-established member of the CMAE design and delivery team.



KEVIN FISH, kevin@ccl.services

Kevin was Manager of the Glen GC in North Berwick, Scotland for 9 years, during which time he won the Club Manager of the Year award & was in the first group of Managers to secure the CCM designation in Europe.

Kevin now leads a Club Development team with the aim of helping Scottish golf clubs to take a more business-like approach to their club activities through a combination of effective governance, business planning and education. Married to Carol, Kevin has four children and two dogs, and in his spare time is the Chairman of the CMAE Education Policy Board that introduced the MDP to Europe, and in 2014 was appointed to the Education Policy Boards for CMAA, responsible for the global curriculum for club managers. As the Governance Gatekeeper in Europe Kevin consistently achieves very high evaluations from delegates across the continent, and looks forward to a sharing of experiences with you.



JOHN BULL, john.bull@managementfutures.co.uk

A specialist in leadership and organisational performance, John has led international research projects into high performing environments in business, sport, science and technology - in particular the impact of leadership on creating the right environment for high performance to flourish.

While predominantly based in the UK & Ireland, John also works across Europe and in his native New Zealand. He brings experience from a wide range of sectors with clients including: GB Boxing, British Swimming, New Zealand Rugby, HSBC, Balfour Beattie, Orange, Proctor & Gamble, the Royal Marines, local government and economic agencies.



**MANAGEMENT
DEVELOPMENT
PROGRAMME**



ROB HILL, BA (HONS), MBA, rhill@globalgolfadvisors.com

Rob Hill is a Partner with Global Golf Advisors (GGA), responsible for managing the firm's EMEA office based outside Dublin, Ireland.

GGA, which began in 1992 as the KPMG Golf Industry Practice in Toronto, is a highly specialized consulting firm focused on golf, private club, real estate, and resort businesses. The team at GGA has now served over 2,700 golf-related businesses around the world from offices in Canada, USA and Ireland in such disciplines as strategy, finance, business planning, governance, marketing and communications, asset management, operations and market research.

Prior to joining GGA, Rob fulfilled management positions with Whitbread Plc and Marriott Hotels in the UK, and as Managing Director of Merrion Golf Management.

Rob was the project manager responsible for the planning and opening of the golf operation at Carton House, culminating in the property being awarded the IAGTO European Golf Resort of the Year 2008. He also had responsibility for the design of the national golf club service quality standards strategy for Irish Tourist Board.

He is Director of GGA's Institute for Best Practice, which researches and share best practices amongst the world's top performing golf clubs with a view to improving the performance in an array of management disciplines.



JEFFREY KREAFLE, jskreafle@ccclub.org

Jeffrey Kreafle is the General Manager/CEO of Congressional Country Club in Bethesda, Maryland. After more than twenty-five years and working at nine private clubs, he is a respected

leader in club management and a driving force behind one of the top Clubs in the United States. Jeffrey is in his fifth season at Congressional, with previous roles that included leading Bellerive Country Club in St. Louis, MO; Marbella Golf & Country Club in San Juan Capistrano, CA; and Wayzata Country Club in Minneapolis, MN.

Additionally, Jeffrey is a featured writer for the industry, having authored a regular column for Club & Resort Business and The McMahon Report. He served on several national committees and is a regular guest speaker on a variety of leadership topics.



VENUE

Hotel Majestic Plaza Prague
Štěpánská 33,
110 00 Praha 1, Czech Republic
<https://www.hotel-majestic.cz/en/>

4* Superior hotel Majestic Plaza Prague consists of two interconnected historical buildings with rooms furnished in ART DECO or BIEDERMEIER style.

The building in Školská street housing BIEDERMEIER rooms was originally a tenants house, where the famous Czech writer Jaroslav Hašek, author of „Good Soldier Schweik“, was born. This part of the hotel has its origin in 1880. Rooms feature high ceilings and original paintings.

The other building with the main entrance from the Štěpánská street was before reconstruction the first office building in Prague dating to the beginning of 20th century. The total of 132 rooms are decorated in ART DECO style.



**MANAGEMENT
DEVELOPMENT
PROGRAMME**

PRICE

Dates	Full Rate	CMAE Members Rate
18 - 22 January 2021	£1650	£1500

*The full rate is applicable to all non CMAE members and includes membership to 2021.

CANCELLATIONS & AMENDMENTS TO YOUR BOOKING

- All requests for cancellations and/or transfers must be received in writing.
- Changes will become effective on the date of written confirmation being received.
- The appropriate cancellation charge will be applied to the cost of your booking, as shown below.
- Any extenuating circumstances will be considered, at CMAE's discretion.

CALENDAR DAYS NOTICE BEFORE THE START DATE OF THE COURSE	REFUND APPLICABLE
29 calendar days or more	Full refund minus a £30 plus VAT administration fee
Between 15 and 28 calendar days (inclusive)	50% refund minus a £30 plus VAT administration fee
Between 1 and 14 calendar days (inclusive)	No refund will be given
Failure to attend	Treated as late cancellation and no refund given

- In the event that an individual named on the booking form cannot attend, we will accept substitution of another delegate on the condition that written notification of the substitution has been received by us prior to the course date and an administration fee of £30 plus VAT has been paid.
- If the individual named on the booking form is unable to attend, and cannot or does not wish to transfer their place to another individual, then a part of the fee paid (after deduction of any relevant cancellation fee) may be accepted as payment towards a place on the same or another course that takes place within 12 months following the originally booked event.



**MANAGEMENT
DEVELOPMENT
PROGRAMME**

BOOKING FORM

MANAGEMENT DEVELOPMENT PROGRAMME

NAME: (BLOCK CAPITALS PLEASE)

CLUB: (BLOCK CAPITALS PLEASE)

POSITION AT CLUB:

CONTACT TEL:

E-MAIL:

CMAE MEMBERSHIP No:

PLEASE SELECT ONE OF THE FOLLOWING OPTIONS:

MDP - STRATEGY & LEADERSHIP
18 - 22 JANUARY 2021

PLEASE SELECT RELEVANT PRICE OPTION:

FULL RATE £1650
INCLUDES COURSE, CMAE MEMBERSHIP, 4 NIGHTS ACCOMMODATION

CMAE MEMBER RATE £1500
INCLUDES COURSE & 4 NIGHTS ACCOMMODATION

SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - £80
PLEASE LET US KNOW IF YOU REQUIRE ACCOMMODATION ON THE SUNDAY NIGHT

PAYMENT METHOD: **BACS** **INVOICE TO CLUB**

**Bookings are not guaranteed until payment is received in full.
Please read the information on cancellations and amendments on page 7.**

TO BOOK, PLEASE RETURN FORMS:

Debbie Goddard
Association Manager - CMAE
1b Bagshaw Close
Ryton on Dunsmore
Warwickshire, CV8 3EX
Tel: +44 (0) 2476 692359
Email: debbie.goddard@cmaeurope.org



RULES OF ATTENDING AN MDP FOR CMAE

When attending a Manager Development Programme for CMAE there is a demand of being present in the room during the 5-day programme. A delegate needs to attend each session in order to get credits for the entire week.

Expected circumstances

If a delegate knows that he/she will be away for any reason during the week (more than 1 minute), he/she needs to inform the facilitator before starting the course on day 1. It could be communicated with the CMAE office and in certain cases rules could be agreed upon between CMAE and the delegate to make up for the lost time due to the expected circumstances. More than 60 minutes will be dealt by on individual basis depending on what day of the week and the content of that day. Decision will lie with Director of Education.

Unexpected circumstances

As problems/issues can happen during 5 days (or before and after), the delegate might have unexpected circumstances with health issues, transport or family problems that must be dealt with. In those occasions, MDP facilitator will be responsible to make a plan together with the delegate to solve any issues that might occur from this unexpected issue.

Leaving early / Arriving late

CMAE is running a 5-day-programme and you are expected to attend from start to finish. The delegate must look at the starting time as well as the finishing time and is not allowed to leave early (or arrive late) because of then disturbing the education and all delegates on the course. If something is planned – see “Expected circumstances”. Travel problems – see “Unexpected circumstances”.

Consequences of not attending

If for any reason not communicated before or see “unexpected circumstances” the delegate misses more than 60 minutes of the content, he/she will not get the certificate for the week.



**MANAGEMENT
DEVELOPMENT
PROGRAMME**