

# MANAGEMENT DEVELOPMENT PROGRAMME



## PART ONE

16-20 AUGUST 2021



## COURSE DATES

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16-20 August 2021

## VENUE

Online  
via Zoom

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](http://www.cmaeurope.org/education/mdp)



# OVERVIEW OF PART ONE

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In these challenging economic times Club Managers are under greater pressure than ever from their committees, owners and members to create and implement business strategies that guarantee the continued success of their clubs.

Club Secretaries/Managers invariably come into the industry with some strong skills sets brought with them from a previous career, and this comprehensive training programme can now supplement these in each of the core competency areas of the modern club manager:

- **CLUB GOVERNANCE**
- **ACCOUNTING, FINANCE AND DATA ANALYTICS**
- **STRATEGY & LEADERSHIP**
- **GOLF, SPORTS, RECREATION AND WELLNESS**
- **FACILITIES MANAGEMENT**
- **MEMBERSHIP & MARKETING**
- **HUMAN RESOURCES & PROFESSIONAL RESOURCES**
- **INTERPERSONAL SKILLS**
- **FOOD AND BEVERAGE MANAGEMENT**
- **STATUTORY COMPLIANCE**
- **INFORMATION TECHNOLOGY**

## **PART 1**

Part 1 is a week long course targeted in particular towards those managers who are either new to a post, recently appointed or simply want to enhance their knowledge so that they may better serve their club committee, owners and members. At the end of the week, those taking the course will have an excellent grasp of the basics in every area of club business, and will have established a valuable network of support for their career in this industry.



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# PART ONE

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## **CLUB GOVERNANCE**

The structure, the process and the politics. You will explore best practice in this area and discover the common traits of the most effective volunteer committees.

## **MARKETING IN CLUBS**

Gone are the days when a club could afford to ignore the opportunities presented by effective marketing campaigns. Whether your club is aiming to recruit members or attract visitors, this course will give you the basics of that plan, considering current trends, modern social media and the use of demographic tools.

## **STATUTORY COMPLIANCE & RISK MANAGEMENT**

To help you sleep peacefully at night you need to know that you have all the basics covered with regard to Health & Safety, Employment Law and many other legal hurdles facing your club. Experts, familiar with private clubs in each of these areas of law, will be on hand to give you the knowledge that will help keep you and your Club out of court.

## **FOOD & BEVERAGE BASICS**

Whether your operation is in house or outsourced, there is far more Member focus on this area of the business than ever before. Gaining knowledge of stock control, menu construction, bar set up and industry standards will enable you as a modern manager to balance the conflicting demands of delivering great food and beverage with achievable financial results.

## **INTRODUCTION TO CLUB ACCOUNTING AND BUDGETING**

Financial Management is the most common competency area to trip up a Club Manager. This session will begin to build your knowledge, credibility and most importantly confidence so that you are better prepared to handle financial statements such as the profit & loss, balance sheet and budgets.

## **THE IMPORTANCE OF SERVICE IN CLUBS**

In this competitive environment there is always a competitor willing to look after your customers. You will learn how to guide your staff so that they react correctly to the many opportunities they have to impress a customer each year, and to remind members why they should renew their subscription for the following year.



# PART ONE

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## **MANAGEMENT & DELEGATION**

There is only one of you, so how can you create a supportive environment to help manage change in your club? You will learn what are the do's and don'ts of effective delegation in a club.

## **EFFECTIVE STAFF MANAGEMENT IN A CLUB**

Managing staff in a club environment is especially challenging but is the key to high performance & member satisfaction. You will learn sound HR principles and management skills to support you in this goal.

## **THE BASICS OF STRATEGIC PLANNING**

Without a plan your club can spend many hours and many pounds heading in the wrong direction. This course will help you start the process of plotting the best way forward for your club so that your management team and committee are pulling in the same direction.

## **FACILITY MAINTENANCE**

Often overlooked until it is too late, your facilities need to reflect the short and long term aspirations of your club, taking into account customer demand, safety, legal requirements, financial restraints and many other factors. Learn to plan for the future through a combination of maintenance and capital investment programmes.

## **EFFECTIVE MEMBER COMMUNICATIONS**

Members demand up to date, well written and appropriate communication, which will consume much of the club managers daily life. You will be given techniques to best manage this part of your job in the context of a modern club utilising modern technology.

## **CAREER DEVELOPMENT & PROFESSIONALISM**

We are lucky to work in places where our customers choose to spend their leisure time, but despite that fact, job satisfaction can be hard to find. We will establish how to obtain the correct training and focus to cement the trust of your committee and your members.



# TESTIMONIALS

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"MDP Part 1 is set out in a way in which delegates can interact with one and other sharing ideas and experiences which are usually applicable to your specific club. The speakers CMAE use are fantastic with vast amounts of knowledge in their specific sector. Over the course of the week I learned many great take home points and made friends for life, whom I will be continuing my development pathway with in the future. I cannot recommend this highly enough." - **Dale Corrin, Assistant Manager, Stanton on the Wolds Golf Club**

"I didn't really know what to expect when embarking on MDP1, but what I can say is that it blew my mind. The content was fantastic, the speakers and educators where the best in their field and provided me with a real desire to go back to my club and make a difference. Sharing experiences with other managers was the best part. To share real life experiences and build a network of like-minded people was really uplifting and it has started to change the way that I approach my own job, for the better. A week I'll never forget, can't wait for MDP 2! - **Aaron Bullock, Corporate Manager, Remedy Oak Golf Club**

"The CMAE program is an eye opening experience, the breadth of information and the quality of presenters are second to none. The courses are must for any club manager looking to expand their knowledge". - **James Brockington, Golf Operations Manager, Henley Golf Club**

"MDP1 was a fantastic experience, learning and networking with a great bunch of like-minded professionals all looking to enhance career and professional development. All of the speakers were very passionate and gave a great insight into all aspects of club management. A full-on week of learning, which increased my knowledge and has given me invaluable connections for my future within the Golf industry. I would definitely recommend to any manager looking to further their career" - **Richard Johnstone, Course Manager, Nairn Dunbar Golf Links**



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# PRESENTERS

The MDP pathway has been designed by the club industry for the club industry. The curriculum is delivered by external specialists with a history of working in the club industry and experienced qualified Club Managers.

Bill Sanderson	Business Consultant	bill@thebusinessperformancecoach.com
Steven Brown	InnFormation	herinn@aol.com
Jules Murray	Educator, Coach & Speaker	jules@spideronthewall.com
Kevin Fish CCM	Industry Professional	kevin@ccl.services
Torbjorn Johansson	CMAE	torbjorn.johansson@cmaeurope.org

*Presenters subject to availability*

# PRICE

Course	Dates	Full Rate	CMAE Rate
Part 1	16-20 August 2021	£1,280	£1,100

## CANCELLATIONS AND AMENDMENTS TO BOOKINGS

- 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.

# BOOKING FORM

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MANAGEMENT  
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**NAME:** (block capitals please)

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**CLUB:** (block capitals please)

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**POSITION AT CLUB:**

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**PHONE NUMBER FOR WHATSAPP:**

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**E-MAIL:**

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**CMAE MEMBERSHIP NO:**

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**POSTAL ADDRESS:**

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**PLEASE SELECT ONE OF THE FOLLOWING OPTIONS**

**PART 1 - MANAGEMENT DEVELOPMENT PROGRAMME**

16-20 August 2021 (online course)

**PLEASE SELECT RELEVANT PRICE OPTION:**

**FULL RATE £1,280**

Includes course, CMAE membership, VAT & all course materials

**CMAE RATE £1,100**

Includes course & all course materials

**PLEASE SELECT PAYMENT METHOD:**

**BANK TRANSFER**

**CREDIT / DEBIT CARD**

**Bookings are not guaranteed until payment is received in full.**

**Please read the information on cancellations and amendments on previous page.**

**PLEASE RETURN BOOKING FORMS TO:**

office@cmaeurope.org



# ATTENDING AN MDP ONLINE

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## ONLINE

We will host the MDP on Zoom. You will get an invitation with the participation link. If you have not used zoom, please try and have 1-2 video calls before this starts in order to understand that your Internet connection is good enough and that your sound and camera are working. Read more: <https://zoom.us/meetings>

We will ask you to login at least 15 minutes before we start to check your status.

## PLACE/PHYSICAL LOCATION

We strongly recommend you to find your own room/space for the duration since we need you to be fully focused. This week is to be considered a full education week, even though you don't travel to a venue.

We will give you enough breaks and lunches in order to clear your mind (and do a call or two) since five full days in front of a laptop is tough. If you decide to be at your club, please find a conference room or the equivalent that you can use without being disturbed. To sit at your desk with staff around you will not work. If you will be at home, make sure you can sit without interruptions. If you decide to sit somewhere that is not normally used as an office or conference – please make sure the Internet Connection is stable.

## LAPTOP

We will use five vehicles this week. Zoom for the actual education, for that you need to use a laptop. We have an Event App in which you will have all presentations, bios of all delegates, contact details to speakers etc. The Event App can be downloaded on smartphones, Ipads but also used on the laptop. We will use WhatsApp and setup a group where we will start the conversation before the MDP and discuss during MDP and then for you to use after MDP. Finally you will get a Workbook and a Notebook sent to you. (workbook will also be available online in the EventApp) Since we will do this training for five full days, we recommend a laptop with a bigger screen than 14" or even better a screen that you can project the image to. We can also recommend you to use two laptops since you could have the slides/presentation on one computer and the Zoom call/Video on the other.

## VIDEO/AUDIO

During the week, presenters will show slides and most of the times we want you to use the setting "Speaker View" when that happens – when it is discussions, we recommend you Gallery View. We will help you with recommendations. Same for audio, we will have sessions where your audio (microphone) is necessary and also parts where we will mute you. All for your benefit and to get the maximum outcome of the five days. You don't need anything more than audio and camera on your laptop, but again make sure they both work.

## FOCUS

We understand that five full days with online training is tough, so we will make sure to ask you a lot of questions, ask you to share best practice, use breakout sessions, evaluate sessions, do short workouts together and more.