



# LEADERSHIP SUMMIT

Torbjörn "Toby" Johansson – Director of Education CMAE

# About CMAE

The Club Managers Association of Europe (CMAE) is a non-profit making professional association with members involved in the management of sports clubs (golf, tennis, sailing and other sports), health & fitness clubs, leisure, city and dining clubs located throughout Europe, Middle East and North Africa.



Pan European  
body unifying 13  
National  
Associations



Members in 40  
Countries across  
Europe and  
Middle East



Network of over  
3500 club  
industry  
professionals



# Management Development Programme

The CMAE's Management Development Programme is a series of week long education courses focused on the 11 Core Competencies of Club Management, all designed to help Club Industry Supervisors and Managers become more informed, perform better at their jobs and help them progress on their career path in Club Management. Within the MDP there are two levels of certification available, the Club Management Diploma (CMDip) and the Certified Club Manager (CCM).



99 MDP courses  
held across  
Europe



1966 Delegates



Delegate  
satisfaction rate  
of 93.1%



65 Certified Club  
Managers



397 CMDip  
Holders





# YOUR SUPPORT TEAM



Director of  
Education

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**FACILITATOR**  
**TORBJORN "TOBY"**  
**JOHANSSON**



Association  
Manager

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**DEBBIE GODDARD**



Project  
Manager

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**MICHAEL MCCORMACK**  
**CMDIP**



# LEADERSHIP SUMMIT

# Why?

## **INCREASE CMAE PORTFOLIO**

- MDP's
- Conference (1/Y)
- Workshops (subjects)
- Webinars/Seminars

## **CONTINUOUS PROFESSIONAL DEVELOPMENT**



# How?

**USE 11 CORE COMPETENCIES**

**FULL DAYS ONLINE**

**1-2 DAYS CLASSROOM  
TRAINING**





# Core Competencies



- |   |                                       |    |                        |
|---|---------------------------------------|----|------------------------|
| 1 | Club Governance                       | 7  | Strategy & Leadership  |
| 2 | F&B Management                        | 8  | Membership & Marketing |
| 3 | Accounting, Finance & Data Analytics  | 9  | Information Technology |
| 4 | Inter-Personal Skills                 | 10 | Statutory Compliance   |
| 5 | Human & Professional Resources        | 11 | Facilities Management  |
| 6 | Golf, Sports, Recreation and Wellness |    |                        |



# What?

**Theme within Competence**

**Mix of managers and outside competence**

**Have pre-work**

**3A**

**Credits (make sure all hours count)**

**Digital Credentials**



# More

**1-3/Year**

**Next: Membership/Marketing**

**Increase cooperation with CMAA**

**Added benefits to Corporate Partners**

**Working on weaknesses/strengths of  
Managers**



# Rules?

**Recording**

**Photo / Social Media**

**Interaction**

**Video**

**Audio**

**Evaluation**





# CMAE 2021

- MDP's
  - Conference (1/Y)
  - Workshops (subjects)
  - Webinars/Seminars
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**100 MDPs**

**10 years MDP**

**20 years CMAE**





# Movie Time



# Leadership

**As a competence**  
**- it is huge and never ending**

- Leader/manager
- Leading a team
- Leading a club
- Leading yourself





# INTRO: Leadership

## Discuss with colleagues:

- Where is your current biggest challenge?
- Being a leader/manager?
- Leading your team?
- Leading your club?
- Leading yourself?
- Other?



# Leadership Summit



Four sessions • Different perspectives • Same Outcome



**Support You in your Leadership role**

# Time Schedule 15 April

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<b>10.00-11.15</b>	<b>Session 1</b>
<b>11.15-11.30</b>	<b>BREAK</b>
<b>11.30-13.00</b>	<b>Session 2</b>
<b>13.00-14.00</b>	<b>LUNCH</b>
<b>14.00-15.00</b>	<b>Session 3</b>
<b>15.00-15.10</b>	<b>BREAK</b>
<b>15.10-16.40</b>	<b>Session 4</b>
<b>16.40-17.00</b>	<b>Closing remarks</b>



# Why should I be led by you?

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## Learning Outcomes

- Participants will have contemplated what they have to offer as a leader
- Understanding of Emotional Intelligence
- Curiosity to gain greater self-awareness
- An understanding of unconscious leadership styles

**Biddy Lloyd-Jones**



# The Power of Culture

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## Learning Outcomes

- Understanding the value of culture
- How to develop a vision, mission and values
- Integrating diversity into your club culture

**Andrew Whitelaw CCM &  
Francisco Lancastre David CCM**



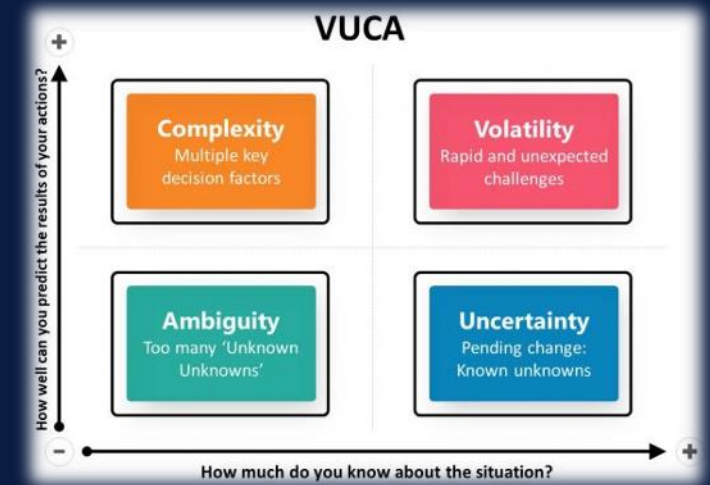
# US Industry Trends



## Learning Outcomes

- We live in a world of VUCA
- It requires managers to be more nimble and forward focused.
- Watching trends is one way to be prepared for what may impact your club, your management team, and your members.

**Jeff Morgan, FASAE, CAE**





# Creativity and Innovation drives excellence

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## Learning Outcomes

- Understanding the value of Creativity and Innovation in the workplace
- How to build a culture of Creativity and Innovation in the workplace
- How to use creative ideas and solutions to solve organizational problems



**Tom Wallace CCM, CCE, ECM**

# Survey & Evaluations

**Email**

**4 Sessions**

**Overall**

**EBI / WWW**

**Thoughts on the Future**



# Time to start the first **CMAE Summit**

