

# MANAGEMENT DEVELOPMENT PROGRAMME



## PART 3 - STRATEGY & LEADERSHIP

1-5 MARCH 2021



## COURSE DATES

### MDP PART 3 STRATEGY & LEADERSHIP

1-5 March 2021

MANAGEMENT  
DEVELOPMENT  
PROGRAMME

## VENUE

Online  
via Zoom



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 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.*



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# TESTIMONIALS

"After completing the CMAE MDP Strategy & Leadership, in addition to increasing the network of contacts, added value of CMAE, I learned significant notions about strategy, communication techniques and how to best organize your team to offer an excellent service. Always impressed from Lumina leader with Kevin Fish that gives the opportunity to develop your leader quality. My challenge is to be a good leader and MDP3 will help me along this path. - **Domenico Di Bari, Golf Operations Manager, Golf Club Milano**

"Attending MDP3, Strategy & Leadership, was extremely enjoyable and hugely relevant for my current role within Dubai Creek Golf & Yacht Club. I learnt an awful lot through the week and in particular enjoyed listening about Leadership versus management and the benefits of coaching your colleagues to gain the best results. Lumina Leadership was also a very insightful session which continued on from the previous Lumina Spark topic. As ever, the guest speakers and presenters were of a world class quality, all delivering relevant topics to assist in the progression of our managerial skills within the golf industry - **Craig Waddell, Director of Golf Operations, Dubai Creek Golf & Yacht Club**

"A fantastic week of learning at MDP Strategy and Leadership with great insight passed from the best in the business. As with all MDP courses, the subject matter, the sharing of experiences and the networking are essential for any successful club manager serious about progressing in the industry. - **Phil Jones, General Manager, Dreamland Golf Club**

Attending the MDP3 Strategy and Leadership course in Edinburgh has been such a great experience! An intense week of learning and sharing knowledge with professionals who are always willing to progress in the club industry. The course added all of the necessary skills to ensure that Club Managers fully understand how to make this industry work and develop in the near future. But also, meeting talented Club Managers from all across Europe provided us an amazing opportunity to expand our personal network within the industry. - **Debora Drago, Front Hall Manager, Army & Navy Club**



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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.

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Bill Sanderson                      Business Consultant                      bill@thebusinessperformancecoach.com

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Rob Hill                                      GGA Partners                                      rob.hill@ggapartners.com

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Jeffrey Kreadle                      Congressional Country Club                      jskreadle@ccclub.org

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Kevin Fish CCM                      Industry Professional                      kevin@ccl.services

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*Presenters subject to availability*

# PRICE

Course	Dates	Full Rate	CMAE Rate
MDP 3	1-5 March 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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**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 3 S&L - MANAGEMENT DEVELOPMENT PROGRAMME**

1-5 March 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

## 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.