

MANAGEMENT DEVELOPMENT PROGRAMME



PART 2 - BUILDING & MANAGING THE CLUB TEAM

19-23 APRIL 2021



COURSE DATES

MDP PART 2

19-23 April 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



OVERVIEW OF PART TWO

This course will help Club Managers to improve their management and critical thinking skill levels including time management, negotiation, team building and conflict resolution. The course is applicable to all levels of Club Manager who wish to enhance their knowledge in areas including team performance, personal development and strategic planning. There will be particular focus on developing the strategic plan for your club, and ensuring that your team is adequately managed, supported and motivated to achieve the club's ambitions.

An optional (diploma) examination is available to delegates who wish to evidence their learning.

- **STRATEGIC/BUSINESS PLANNING**
- **SUCCESSFUL COMMITTEE STRATEGIES**
- **STAFF PERFORMANCE MANAGEMENT/MOTIVATION SYSTEMS.**
- **BUILDING THE TEAM**
- **TIME AND STRESS MANAGEMENT**
- **MANAGING CONFLICT & MANAGING RELATIONSHIPS**
- **NEGOTIATION TECHNIQUES**
- **COMMUNICATING CLUB DECISIONS & BUSINESS WRITING**
- **LESSONS TO LEARN FROM A MANAGEMENT/LEADERSHIP CASE STUDY**
- **GUIDING THE POLITICS OF GOVERNANCE MANAGER SURVIVAL TECHNIQUES - FROM THOSE WHO KNOW**
- **USING TECHNOLOGY AT YOUR CLUB**
- **LUMINA SPARK: SELF AWARENESS TOOL**

IMPORTANT

This program is not a 9-5 program and will demand a lot of effort and time in the evenings. The work in the evening will be done both by yourself and also in groups. The commitment for this online course will be from Monday morning to Friday afternoon. If you are not able to participate in the evenings, you will not be approved and will not receive the certificate for the course.

Please consider this carefully before booking.



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PART TWO

A BUSINESS PLAN FOR YOUR CLUB

Few clubs have carried out a comprehensive analysis of their businesses to enable them to create a business plan. This course will provide you with the tools to do so, and a simple action plan for taking strategic thinking and business planning into your club.

SUCCESSFUL COMMITTEE STRATEGIES

Having clear direction and measurable goals for your club to pursue are key outcomes of this course. The other essential component for success in your career is to ensure that you have the support of your club committee and members. Learn the 20 lessons that have served successful managers well at successful clubs.

COMMUNICATION & INFLUENCE

Communicating a vision for the club and implementing a strategic plan will require enhanced communication and influencing skills. This course will provide a strategy for building relationships in your club at every level to secure the sustainable success of the organization under your leadership.

TEAM BUILDING

The strength of a team far outweighs that of a group. This course will provide managers with a thorough understanding of a well balanced team and how each member of the team can make a contribution in a club or department. Using the latest Team Role theories, delegates will learn how to build a high performing team and how team dynamics can affect your club. Each manager will complete a pre course questionnaire and the subsequent report will be used as the vehicle for this session and will give managers a template to take back and use at their club.

MANAGING PERFORMANCE

This session will allow you to evaluate the benefits of performance review at your club and provide you with a structured template system and action plan for immediate implementation. For clubs with a system in place, this session will enhance and re-energise your current practice and thereby improve employee engagement.

CONDUCT OR CAPABILITY? INVESTIGATING UNDER PERFORMANCE

Your staff handbook can guide you through the disciplinary or grievance procedures at your club which negatively affect your business. However this session will teach you to address issues before they reach a crisis by showing you how to conduct the essential unbiased investigation aimed at positively supporting staff who may be currently under performing.



PART TWO

SERVICE STANDARDS

Managers will discover the importance of a solid customer focused culture at their club and learn how to identify and set measurable front of house customer service standards. Delegates will ascertain how to use customer feedback to help set and maintain those values and how to implement an assessment programme to monitor the staff adherence. Delegates will also find out how to use this programme to train staff in service standards to achieve consistency throughout the club.

MANAGING CONFLICT

This session will raise the managers' understanding of the background to conflict and the behaviours they can personally display to prevent escalation of those issues which ultimately devour precious time and focus. Managers will learn to recognise their own physical and emotional signals, to help them maintain composure no matter what the source of conflict at the club while choosing to adopt a variety of positive protocols and processes.

TIME MANAGEMENT

As the manager is expected to be the "Jack of All Trades" in their club, this course will help improve personal effectiveness through better management of personal resources. Delegates will identify barriers to their effectiveness caused by themselves and others and employ practical techniques to improve productivity and performance.

LUMINA SPARK

Lumina Spark provides an accurate, personalised reading of an individual's strengths and developmental areas. Whether you're the General manager or new in the club team, it provides rich personal insights and practical benefits for everyone. The Lumina Spark methodology avoids the bias inherent in many other popular psychometrics.

CASE STUDY

Throughout the week of the course delegates will explore a typical club scenario in small workgroups and be invited to share their evolving views on the challenges facing this fictitious club, based on the personal learning outcomes of each education session.

OPTIONAL DIPLOMA EXAMINATION

Having attended Part 1 and Part 2, managers who wish to secure the CMAE Diploma in Club Management may sit this optional examination by completing a work based assignment of the candidates' choosing

TESTIMONIALS

"My week on MDP 2 was a productive mix of both education and networking. The CMAE is without doubt at the cutting edge of club management and I have already enjoyed putting to use some of the fantastic training that I received from a top class roster of presenters. It truly is the essential programme for anyone wishing to forge a successful career in our industry" - **Adam Walsh, General Manager, Sunningdale Golf Club**

"MDP2 was by far the best educational week I have done since leaving the Army. I felt it was pitched at the correct level and with many different nationalities this was hard to do. The group work certainly help to find out about the differences between UK club management and European Club management. I am now enthused to gain further education through the CMAE programs and looking to F&B next - **Geoff Johnson, General Manager, Tidworth Garrison Golf Club**

"We all need inspiration. The MDP 2, presented by industry experienced professionals, experts in their fields, encouraged me to reflect on my own skills and how I can develop this, it also helped me to improve my communication with others and be more productive within my team while creating a more positive workplace; practical sessions really helped". - **Alexandra Almeida, Portuguese Golf Federation**

"Great speakers, great delegates, MDP2 takes your management and self management skills to next level" - **Salman Nasser Al Khanji, Qatar Golf Association**

"The education programme MDP I and II has been really what I was looking for. It is very important to be updated with different aspects of the day to day business managing a golf course, and those weeks refresh many subjects, having great presenters and on top of that sharing different visons with colleagues and creating an outstanding network. It is the education program for Golf Club Managers." - **Alexandre Barroso, Director de Golfe, Troia Resort**



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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

Darshan Singh Business Consultant darshan@mtiworldwide.com

Jules Murray Educator, Coach & Speaker jules@spideronthewall.com

Torbjorn Johansson CMAE torbjorn.johansson@cmaeurope.org

Rab Lindsay St Andrews Managment Ctr rab.lindsay@stamc.co.uk

Presenters subject to availability

PRICE

Course	Dates	Full Rate	CMAE Rate
MDP 2	19-23 April 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

MANAGEMENT
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NAME: (block capitals please)

CLUB: (block capitals please)

POSITION AT CLUB:

PHONE NUMBER FOR WHATSAPP:

E-MAIL:

CMAE MEMBERSHIP NO:

POSTAL ADDRESS:

PLEASE SELECT ONE OF THE FOLLOWING OPTIONS

PART 2 - MANAGEMENT DEVELOPMENT PROGRAMME

19-23 April 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.