



MANAGEMENT DEVELOPMENT PROGRAMME

PARTS 1 & 2



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COURSE DATES

Part 1

25th - 29th January 2016

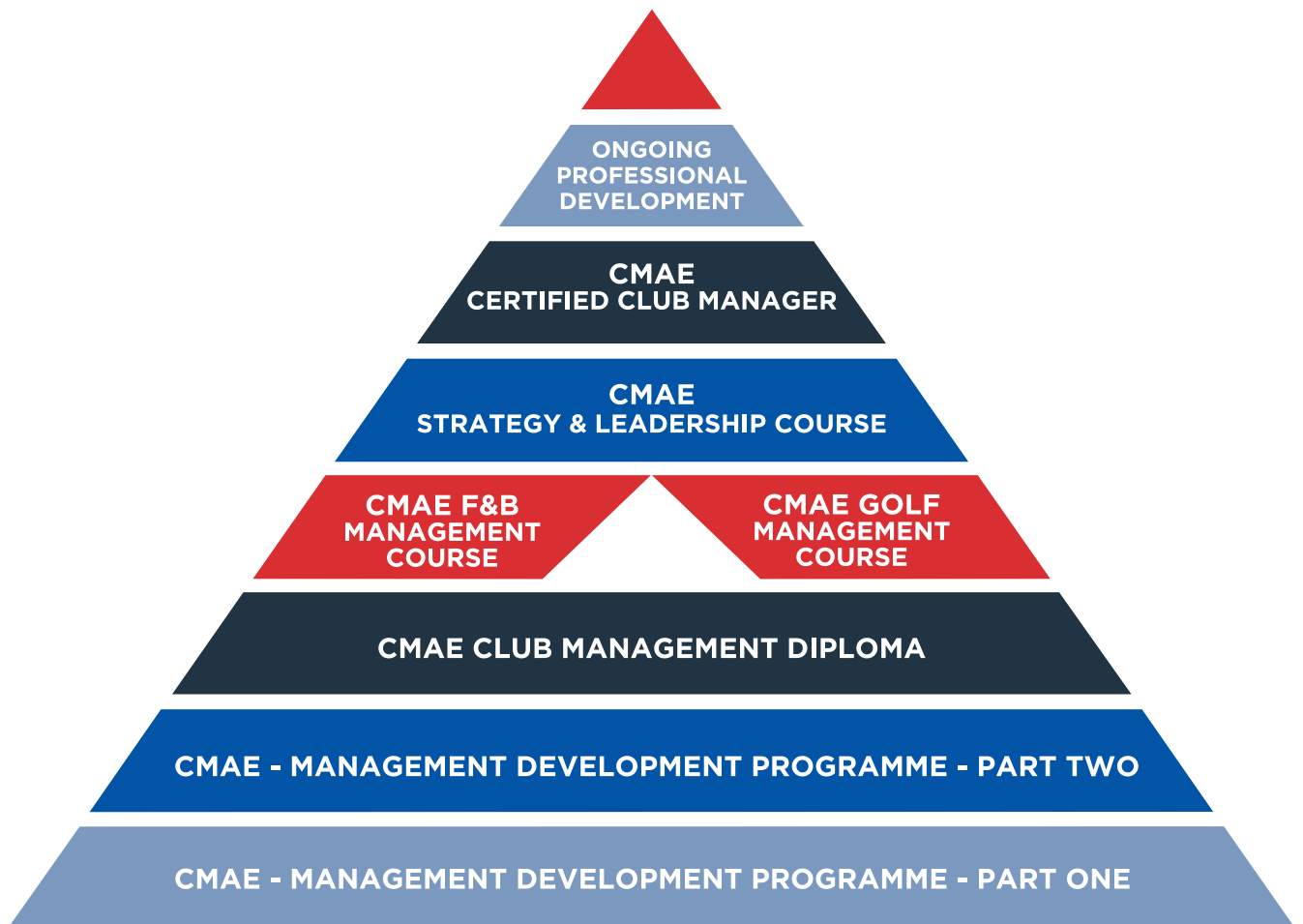
Part 2

14th - 18th March 2016

MANAGEMENT DEVELOPMENT PROGRAMME

VENUE

The University of Warwick
Gibbet Hill Rd, Coventry CV4 7AL
www.warwickconferences.com/venues/radcliffe



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;
<http://www.cmaeurope.org/default.aspx?page=274>



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Get to the top of your game...

OVERVIEW OF PARTS 1 & 2

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 & FINANCIAL MANAGEMENT**
- **STRATEGY & LEADERSHIP**
- **RISK MANAGEMENT**
- **FACILITIES MANAGEMENT**
- **MEMBERSHIP & MARKETING**
- **HUMAN RESOURCES & PROFESSIONAL RESOURCES**
- **INTERPERSONAL SKILLS**
- **FOOD AND BEVERAGE MANAGEMENT**
- **STATUTORY COMPLIANCE**

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.

PART 2

The Part 2 course is also a week long and builds on the foundations of Part 1 to focus on strategic and business planning, performance and service standards, and the professional and communicative skills to develop every aspect of both the individual's performance and that of their club. At the end of Part 2 there is an optional examination to attain the CMAE Diploma in Club Management.



PART 1

COURSE CONTENT

The curriculum and learning outcomes have been provided by the Club Managers Association of Europe and this training course is endorsed by the Club Managers Association of America as part of the educational pathway to the Certified Club Manager (CCM) qualification.

PRIVATE 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 PRIVATE 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.

THE 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 PRIVATE 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.

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 WITHIN 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.

CREATING A MEMBER EVENT AT YOUR CLUB THAT WON'T HAVE TO BE CANCELLED

“We put on these great events, and nobody comes!” You will be told the ten key ingredients to a successful event at your club.

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 AND 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.



PART 2

COURSE CONTENT

The curriculum and learning outcomes have been provided by the Club Managers Association of Europe and this training course is endorsed by the Club Managers Association of America as part of the educational pathway to the CCM qualification.

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 AND 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.



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.

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 new CMAE Diploma in Club Management may sit this optional examination. Having delivered their part of a group presentation of the case study, candidates sit a one hour multiple choice examination which is based on the learning outcomes from both courses and some typical experiences facing a modern club manager. A third final objective is to show that the theory learned during Part 1 & 2 has been successfully applied in the workplace by completing a work based assignment of the candidates' choosing. This can be any current and relevant challenge facing the manager at their workplace, stating the current scenario, tools used, evidence collected and research carried out to consider the possible solutions and selected outcome. Delegates must submit this final element of the examination within 90 days of completing the course.



VENUE

**The University of Warwick,
Gibbet Hill Rd, Coventry CV4 7AL**

Phone:024 7647 4711

www.warwickconferences.com/venues/radcliffe

We look forward to welcoming you to these residential training courses, which run from Monday to Friday, approximately 9am to 5pm. To accommodate those travelling to Warwick on the Monday, the registration desk will be open from 9.00 am, and the course will commence with introductions at 9.30 am.

The Radcliffe is located in within the University of Warwick Campus and is well sign posted for the campus entrances. It is 4 miles from Coventry Railway Station. There are many other amenities located within the campus.

The meeting rooms within the hotel provides a superb environment for the delivery of a modern business course, with full flexibility for the varied styles of tuition and team-working. The hotel has free Wi-Fi Internet access throughout, and free car parking. There is an on-site bar and evening meals are served from 6pm to 9 pm every night.

The cost of the course includes four nights' accommodation and full breakfast at the hotel, and a 2 course buffet lunch and regular refreshments during the course. There will also be a welcome drinks party on Monday evening of the Part 1 course, hosted by the CMAE L&HC region. On the other evenings delegates are free to make their own arrangements.

By prior arrangement it is possible to book into the hotel on the Sunday night immediately before the course, at the delegate's own expense, to ensure a prompt and stress-free start on the Monday morning.



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TESTIMONIALS

“Thank you, I have developed an informal peer support network that I am sure will be valuable to me in the coming years.”

“I got a brilliant response back at my club to what I have learned. It was intense, hard work at times but a lot of fun and very entertaining. I learned so much, gained new friends and contacts that I know will help me for years to come. Thank you.”

“Invaluable insight, fun, professional, for life network – priceless.”

“Lit my fire and left me with a burning desire to go ahead and continue to develop as a manager and enable me to drive my club forward.”

“Excellent platform for developing effective professional management at golf clubs in Scotland and ultimately ensuring a successful future for golf in Scotland. Thank you.”

“A one-stop shop that covers all areas of golf club management”

“Educational & Entertaining. A must for Club Managers of any age!”

“A great insight in to the breadth of skills required to be a club manager of the future.”

“Anybody not undertaking the course is at a clear disadvantage in the industry.”

“Fully recommend it, amazing, loads of information to think about and you can digest, think about it and put it into action”

“I learned more in one week than in 5 years of college”

“What a great week of information overload!”

“Of benefit to people about to start as well an aid to people already in post”

“The future and possibly saviour of golf clubs in the UK and Ireland”

“To meet so many likeminded people who have the same desires and issues, with whom we can discuss and find the best way forward – superb!”

“Education is the key to success. If you want to have a successful club and career, this is the best place to start.”

“What a week, the amount of information was just phenomenal! My head feels like it’s going to explode, so I’ll take the weekend to relax. Next week I’ll start looking at the information I’ve been given. I’m sure it will last for years and years to come and help me in my career.”

“The week provided me with the confidence and knowledge to take back a bit more control at the golf club.”

“This week has proven to me yet again that the learning journey is never over.”

“Thought provoking - if you are not doing this course, what are you doing?”



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.

Presenters for MDP Part 1 & 2 in Warwick will include:

Bill Sanderson	Business Consultant	www.thebusinessperformancecoach.co.uk
Helen Bennett	Management Consultant	info@helenbennett.com
Darshan Singh	Business consultant	darshan2005@hotmail.com
Kevin Fish CCM	Scottish Golf Ltd	www.scottishgolf.org
Michael Braidwood CCM	CMAE	michael.braidwood@cmaeurope.eu
Steven Brown	InnFormation	herinn@aol.com
Duncan Ritchie FCA	Finance Consultant	ds_ritchie@hotmail.com

Presentations also from XACT, PGA, BIGGA.

Presenters subject to availability

PRICES

Course	Dates	Full Rate	CMAE Members Rate
Part 1	25 - 29 January 2016	£1055 + VAT	£950 + VAT
Part 2	14 - 18 March 2016	£1055 + VAT	£950 + VAT



These courses are generously supported by Circle Club whose sponsorship allows us to subsidise the course to make them affordable to all.

The full rate is applicable to all non CMAE members and includes membership for 2016.



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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:

PART 1 - MANAGEMENT DEVELOPMENT PROGRAMME

25 - 29 JANUARY 2016

PART 2 - MANAGEMENT DEVELOPMENT PROGRAMME

14 - 18 MARCH 2016

PLEASE SELECT RELEVANT PRICE OPTION:

FULL RATE £1055 + VAT

INCLUDES COURSE & BELBIN ANALYSIS (IN PART 2), CMAE MEMBERSHIP, ACCOMMODATION

CMAE MEMBER RATE £950 + VAT

INCLUDES COURSE & BELBIN ANALYSIS (IN PART 2), ACCOMMODATION

PAYMENT METHOD:

CHEQUE

BACS

INVOICE TO CLUB

PAYING BY CHEQUE

PLEASE MAKE PAYABLE TO **CMAE**

PAYING BY BACS

ACCOUNT NAME: CMAE

SORT CODE: 60-08-15 **ACCOUNT NO:** 59190000

BIC: NWBKGB2L **IBAN:** GB81NWBK60081559190000

REFERENCE: PLEASE USE 'MDP-YOUR FIRST INITIAL-LAST NAME'

PAYING BY INVOICE

PLEASE SELECT THIS OPTION IF YOUR CLUB IS PAYING AND REQUIRES AN INVOICE.

CREDIT/DEBIT CARD PAYMENTS:

PHONE ROSEMARY ON 02476 414 999 EXT. 211 TO SUPPLY THE CARD DETAILS

Bookings are not guaranteed until payment is received in full.

TO BOOK, PLEASE RETURN FORMS & ANY CHEQUE PAYMENTS TO:

Debbie Goddard

Association Manager - CMAE

Office 8, Rural Innovation Centre Avenue H

Stoneleigh Park

Warwickshire CV8 2LG

Tel: +44 (0) 2476 692359

Email: debbie.goddard@cmaeurope.eu

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BENEFITS OF CMAE MEMBERSHIP

Eligibility to gain the Club Management Diploma and coveted Certified Club Manager (CCM) designation

Only CMAE members can apply to sit the Club management diploma and CCM exams, and in doing so, join the elite group of club managers from all over the world that have demonstrated a detailed and in-depth knowledge of their chosen profession.

Access to education opportunities

The CMAE, together with our regions and affiliate partners across Europe regularly stage one and two-day educational events, from workshops and seminars to conferences. CMAE members will enjoy being welcomed at any of these events, giving access to an unrivalled network of educational opportunities.

Biannual conferences

CMAE organises a biannual conference for its European members to compliment the annual CMAA World Conference. In 2016 our Annual conference will be in London and will be held in conjunction with the CMAA's BMI International event. CMAE members who are also MDP delegates also gain complimentary access to the CMAA' World Conference which represents a saving of \$950 !

The Global network of club managers

Membership of the CMAE gives you the chance to meet and build relationships with colleagues doing the same jobs at clubs all over Europe, and also in the USA, Canada, South Africa, Australia and many other regions of the world. These relationships can not only be personally beneficial, but also for members of the club where you work. You can help them perhaps visit and experience some of the great clubs of the world, and this will help you, as their club manager, clearly establish yourself as the professional club manager and the source of expertise and knowledge in your field.

Members' zone on CMAE website

Our members' zone on our website allows members to track their education credits as well as using it as an educational resource to access a host of 'best practice' articles, white papers and benchmarking articles on club industry matters.

Online Business Networking and Support

We invite all CMAE members to participate in our business networking group in LinkedIn – exclusively for CMAE members. This group will enable you to share thoughts and ideas with other CMAE members, ask for help and support or start discussions and debates on issues of the day.

CMAE e-newsletter

All CMAE members receive ClubNetworker, our monthly e-newsletter which is packed full of information and news about the activities of the CMAE, regions and affiliate partners, industry news and jobs, events diary and much more.

Clubhouse Europe Magazine

CMAE members receive a free hard copy of our quarterly magazine, Clubhouse Europe

Other online publications – Every month, the CMAE provides its members with copies of various other online industry publications, including the CMAA's Club Management magazine; Leisure Management magazine; Sports Management magazine; Health Club Management magazine; Leisure Opportunities magazine and Golf Inc.

Career opportunities service

With the help of our partners Colt Mackenzie McNair, the CMAE provides CMAE members with access to job opportunities, careers advice and most recently, the ability to advertise for staff free of charge on the web.

Access to other clubs

Perhaps one of the most under-valued benefit is that as a CMAE member, you will be welcomed at the vast majority of clubs around the world.

Get to the top of your game...