



MDP

MANAGEMENT DEVELOPMENT
PROGRAMME

STRATEGY & LEADERSHIP

22-26 JANUARY 2024



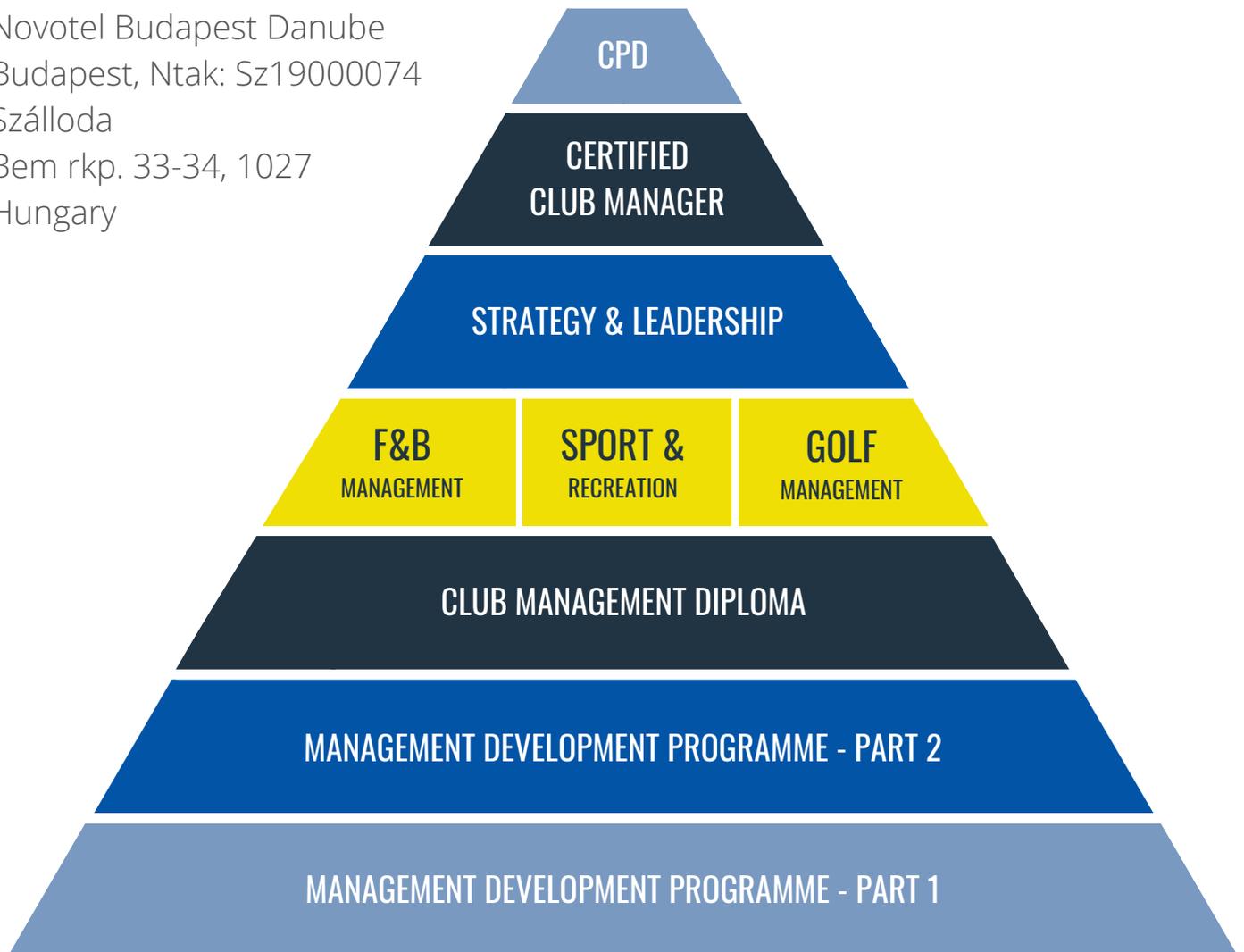
COURSE DATES

MDP PART 3 STRATEGY & LEADERSHIP

22-26 January 2024

VENUE

Novotel Budapest Danube
Budapest, Ntak: Sz19000074
Szálloda
Bem rkp. 33-34, 1027
Hungary



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 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.*

NOVOTEL BUDAPEST DANUBE

<https://novoteldanube.hu-budapest.com/>

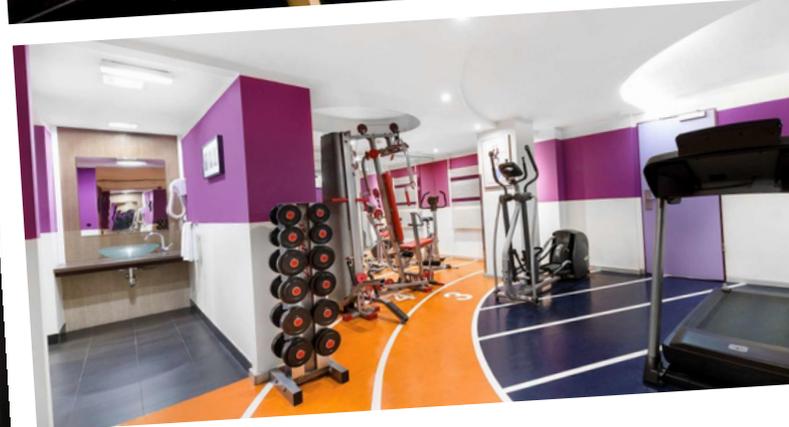
Centrally located in Budapest by the River Danube, Novotel Budapest Danube offers a bar and a restaurant with panoramic views of the river and the Hungarian Parliament Building. Free WiFi access is available in all areas.

Each air-conditioned room comes with a flat-screen satellite TV, an electric kettle and a mini-bar. The rooms also provide a private bathroom with a bath or shower, a hairdryer and free toiletries. Guests can also enjoy views over the Danube and the Parliament building from most rooms.

A fitness center and a sauna can also be found on the premises, while the property also offers luggage storage and 24-hour reception services.

The UNESCO World Heritage site of the Buda Castle can be reached in 2953 feet, while the iconic Chain Bridge is within 0.7 mi. Matthias Church and the Fishermen's Bastion are set 0.7 mi away.

The nearest metro station is at Batthyány Tér on line M2, just 800 feet away. Budapest Liszt Ferenc Airport is set 14 mi from Novotel Budapest Danube.



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, Club Manager Barlassina Country Club**

"The MDP3 Strategy and Leadership course in Prague has been a game changer for me in terms of understanding the complexities of successful club management and leadership. The lessons learnt during this course will last a lifetime and have challenged the perceived paradigms associated with a common way of thinking and judgmental bias surrounding strategy. This was further enhanced by sharing this week with likeminded professionals who are all striving to accomplish personal growth in the industry" **Mike McKenna, Deputy General Manager, Amata Springs Country 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 – Director of Projects, Golf Saudi**

MDP Strategy & Leadership in Prague was a superb week. These weeks, apart from the great education and networking opportunities, simply challenge your mindset and thinking. The Lumina Leader session was a particular highlight and one that has given me much to think about both now and in the future as I develop in the industry." **Charles Molony, Assistant Secretary, Royal Cinque Ports Golf Club**

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
John Bull	Management Futures	john.bull@managementfutures.co.uk
Jeffrey Kreadle	Congressional Country Club	jskreadle@ccclub.org
Torbjorn Johansson	CMAE	torbjorn.johansson@cmaeurope.org
Jason Koenigsfeld	CMAA	Jason.Koenigsfeld@cmaa.org

Presenters subject to availability

PRICE

Course	Dates	Full Rate	CMAE Rate
MDP 3	22-26 January 2024	£2,080	£1,900

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
60 calendar days or more	Full refund minus a £30 plus VAT administration fee
Between 30 and 59 calendar days (inclusive)	50% refund minus a £30 plus VAT administration fee
Between 14 and 29 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



NAME: (block capitals please)

CLUB: (block capitals please)

POSITION AT CLUB:

PHONE NUMBER FOR WHATSAPP:

E-MAIL:

POSTAL ADDRESS:

PLEASE SELECT ONE OF THE FOLLOWING OPTIONS

MDP 3 STRATEGY & LEADERSHIP

22-26 January 2024

PLEASE SELECT RELEVANT PRICE OPTION:

FULL RATE £2,080

Includes course, accommodation, CMAE membership, VAT & all course materials

CMAE RATE £1,900

Includes course, accommodation & all course materials

SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - £100

Please tick this if you require accommodation on the Sunday night

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

brought to you by



RULES OF ATTENDANCE

When attending a Management Development Programme for CMAE there is a demand of being present in the room during the 5-day programme. A delegate needs to attend each session in order to get credits for the entire week.

Expected circumstances

If a delegate knows that he/she will be away for any reason during the week (more than 1 minute), he/she needs to inform the facilitator before starting the course on day 1. It could be communicated with the CMAE office and in certain cases rules could be agreed upon between CMAE and the delegate to make up for the lost time due to the expected circumstances. More than 60 minutes will be dealt by on individual basis depending on what day of the week and the content of that day. Decision will lie with Director of Education.

Unexpected circumstances

As problems/issues can happen during 5 days (or before and after), the delegate might have unexpected circumstances with health issues, transport or family problems that must be dealt with. In those occasions, MDP facilitator will be responsible to make a plan together with the delegate to solve any issues that might occur from this unexpected issue.

Leaving early / Arriving late

CMAE is running a 5-day-programme and you are expected to attend from start to finish. The delegate must look at the starting time as well as the finishing time and is not allowed to leave early (or arrive late) because of then disturbing the education and all delegates on the course. If something is planned – see “Expected circumstances”. Travel problems – see “Unexpected circumstances”.

Consequences of not attending

If for any reason not communicated before or see “unexpected circumstances” the delegate misses more than 60 minutes of the content, he/she will not get the certificate for the week.