



MDP

MANAGEMENT DEVELOPMENT
PROGRAMME

STRATEGY & LEADERSHIP

25-29 NOVEMBER 2024



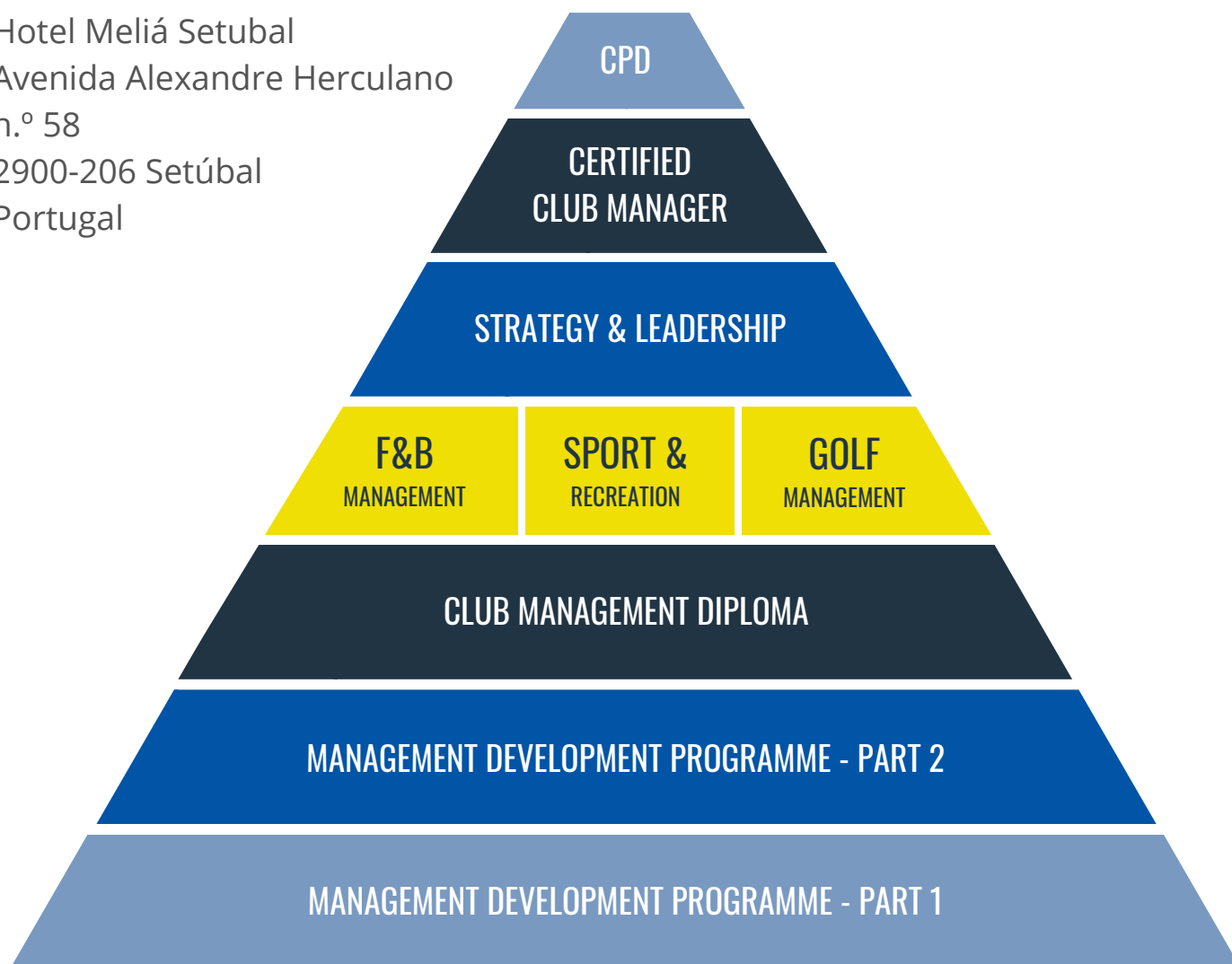
COURSE DATES

MDP PART 3 STRATEGY & LEADERSHIP

25-29 November 2024

VENUE

Hotel Meliá Setubal
Avenida Alexandre Herculano
n.º 58
2900-206 Setúbal
Portugal



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.*

HOTEL MELIÁ SETUBAL

VENUE

<https://www.meliasetubal.com>

Meliá Setúbal is a 4-star hotel located in the city center with a privileged view over Bonfim Garden's and next to the stadium with the same name.

The hotel was recently renovated, with the entire interior having been modernized and value-added services created, creating a central point that allows offering all comfort and functionality to both leisure and business customers.

The modern Meliá Setúbal has a restaurant with a menu rich in Portuguese cuisine and local products, where you can taste the wines of the region, including Moscatel. Take advantage of the El Spa & Health club, where you can find the perfect atmosphere to relax in our indoor pool, sauna, jacuzzi and turkish bath or you can take advantage of the gym to work out. The modern rooms receive ample natural light and are equipped with a TV, Wi-Fi, air conditioning and a minibar. The hotel also has meeting rooms with natural light, an excellent restaurant and bar.



TESTIMONIALS

"I have taken a huge amount away from this course and can see how each of the subjects can be incorporated in to not only improving the way our club operates but how I can become an effective leader within the team. I thoroughly enjoyed my time listening to others in the room and how their clubs operate and look forward to continuing to network with them in the future" **David Tilbury, General Manager King's Lynn Golf 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 Club Manager, 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
James Burns CCM	Club Benchmarking	jburns@clubbenchmarking.com

Presenters subject to availability

PRICE

Course	Dates	Full Rate	CMAE rate	PEP Rate
Part 3	25-29 November 2024	€2750	€2250	€2500

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 0 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:

PLEASE SELECT ONE OF THE FOLLOWING OPTIONS

☐

MDP 3 STRATEGY & LEADERSHIP

25-29 November 2024

PLEASE SELECT RELEVANT PRICE OPTION:

☐

FULL RATE €2750 (FOR NON-MEMBERS)

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

☐

CMAE RATE €2250 (FOR CMAE MEMBERS / MEMBERS OF OUR ALLIANCE PARTNERS)

Includes course, accommodation & all course materials

☐

PEP RATE €2500 (FOR MEMBERS OF OUR PREFERRED EDUCATION PARTNERS)

Includes course, accommodation & all course materials

☐

SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - €80

Please tick this if you require accommodation on the Sunday night

PLEASE SELECT PAYMENT METHOD:

☐

BANK TRANSFER

☐

CREDIT / DEBIT CARD

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.