



MDP

MANAGEMENT DEVELOPMENT
PROGRAMME

PART TWO

9-13 NOVEMBER 2026



COURSE DATES

MDP PART 2

9-13 November 2026

VENUE

Clarion Hotel Helsinki
Tyynenmerenkatu 2
Helsinki, 00220
Finland



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 TEAM 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**
- **TECHNIQUES - FROM THOSE WHO KNOW**
- **USING TECHNOLOGY AT YOUR CLUB**
- **LUMINA SPARK: SELF AWARENESS TOOL**

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.

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.

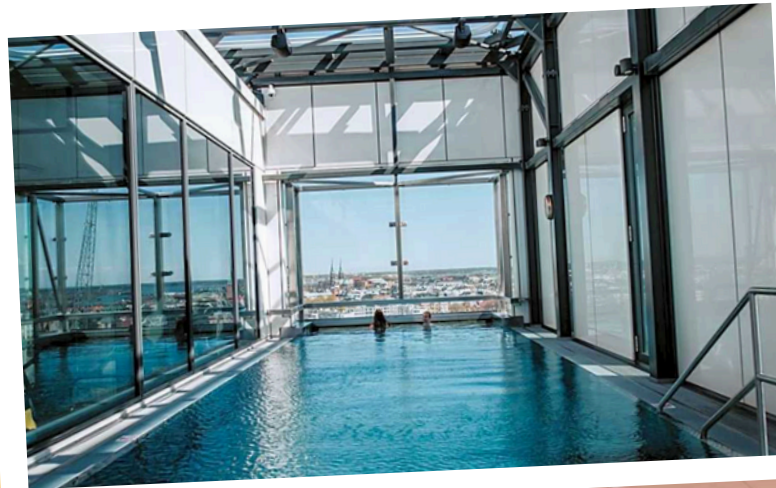
CASE STUDY

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.

CLARION HOTEL HELSINKI

Located along the scenic waterfront in the Jätkäsaari district, Clarion Hotel Helsinki stands as a beacon of modern architecture and hospitality. Just a short distance from the West Ferry Terminal and set within two striking 16-story towers, this hotel offers guests an exceptional stay in Helsinki with its rooftop amenities and contemporary accommodations. Guests can enjoy breathtaking city or sea views from select rooms, each equipped with a flat-screen TV with satellite channels and private bathrooms featuring a hairdryer and complimentary toiletries. The hotel's commitment to comfort and style ensures a memorable experience for all who visit.

- Rooftop swimming pool with panoramic city views
- Relaxing sauna and state-of-the-art fitness center
- Dining at The Social Bar & Bistro, offering classic dishes with a modern twist
- Skyroom bar, ideal for enjoying fresh drinks and admiring the view
- Conveniently located with tram number 9 stopping right in front of the hotel



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 CCM, General Manager, Sunningdale Golf Club**

"Despite its intensity, the supportive environment created by instructors and peers made the experience immensely rewarding. Real-world case studies and hands-on exercises added practical value, allowing me to apply what I learned directly to my role. I highly recommend the CMAE MDP 2 to anyone serious about excelling in this field. It's intense, but the rewards are unmatched.
- **Kayleigh Reynolds, Highgate 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 course has been nothing short of exceptional. While it draws from the golf industry, the leadership insights, operational strategies, and personal development tools are incredibly relevant to hospitality and beyond. MDP 2 was fun, challenging, and deeply rewarding. Huge thanks to the CMAE team — this journey has truly made an impact on my career development" - **Cameron Levy, Operations Manager - Topgolf**

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

Kevin Fish CCM Contemporary Club Leadership kevin@ccl.services

Presenters subject to availability

PRICE

Course	Dates	Full Rate	CMAE rate	PEP Rate
Part 2	9-13 November 2026	€2650	€2150	€2400

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.

CMAE ALLIANCE PARTNERS

You can save £500 on your MDP delegate fee if you are a member of one of our alliance partners.

Membership of any of our Alliance Partners grants you automatic membership of the CMAE and the member rate on all of our MDP's. To take advantage of these significant savings we recommend you join your local association before booking.

Country	Alliance Partner	Join
Denmark	GAF Denmark	Website
England	CMAE England	Website
Finland	Finnish Golf Managers Association	Website
France	Association des Directeurs de Golf de France	Website
Germany	Golf Management Verband Deutschland	Website
Hungary	Hungarian Club Managers Association	Email
Ireland	Club Management Association of Ireland	Website
Italy	Associazione Italia Tecnici di Golf	Website
Norway	GAF Norway	Website
Portugal	Associação dos Gestores de Golf de Portugal	Website
Scotland	CMAE Scotland	Website
Spain	CMAE Spain	Website
Sweden	GAF Sweden	Website
Switzerland	Association of Swiss Golf Managers	Website
MENA	CMAE MENA	Website

Preferred Education Partners

Membership of our Preferred Education Partners will grant you the PEP rate, saving £250 on your MDP fee.

UK Golf Federation

Golf Course Association of Europe

Hospitality Financial and Technology Professionals

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

MANAGEMENT DEVELOPMENT PROGRAMME - PART 2

9-13 November 2026

PLEASE SELECT RELEVANT PRICE OPTION:

FULL RATE €2650 *(FOR NON-MEMBERS)*

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

CMAE RATE €2150 *(FOR CMAE MEMBERS / MEMBERS OF OUR ALLIANCE PARTNERS)*

Includes course, accommodation & all course materials

PEP RATE €2400 *(FOR MEMBERS OF OUR PREFERRED EDUCATION PARTNERS)*

Includes course, accommodation & all course materials

SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - €165

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

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.