



COURSE DATES

Part 2

23 Feb – 27 Feb 2015

(Mon-Fri 9am to 5pm)

Venue

GOLF NAZIONALE - SCUOLA
NAZIONALE di GOLF SUTRI -
ITALY

>>PART 2 – COURSE CONTENT

>>VENUE

>>FEEDBACK FROM DELEGATES

>>PRESENTERS

>>DATES & RATES

>>HOW TO BOOK

2011 Management Training delegate
Tom Cummings, Secretary of
Kirkintilloch GC said of the Part 1
course

*“I learned more about what my job
should be in five days than I learned
in the previous five years”*



MANAGEMENT
DEVELOPMENT
PROGRAMME



CMAE MANAGEMENT DEVELOPMENT PROGRAMME

Part 2

In these challenging economic times Club Managers are under greater pressure than ever from their Board, 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 skillsets 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
- Golf Operations
- Facilities Management
- Membership & Marketing
- Human Resources & Professional Resources
- Interpersonal Skills
- Food and Beverage Management
- Statutory Compliance

Following on from the MDP 1 programme the MDP 2 delegates get the opportunity to further develop their management and leadership skills, whilst working on a 'real life' case study which allows them in a 'safe' environment to put into practice the skills and knowledge they have learnt on the MDP programmes. An optional Diploma Exam is available to delegates which will give them an opportunity to get a CMAE Diploma in Club Management.

At the end of the week, those taking the course will also have established a valuable network of support from presenters and peers, to help them fulfil their career in this industry.

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.

<p>A Business Plan for your club</p>	<p>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.</p>
<p>Successful Committee Strategies</p>	<p>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 18 lessons that have served successful managers well at successful clubs.</p>
<p>Communication and Influence</p>	<p>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.</p>
<p>Teambuilding</p>	<p>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 Belbin's Team Role Theory, 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.</p>
<p>Managing Performance</p>	<p>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.</p>
<p>Conduct or Capability? Investigating Under Performance</p>	<p>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.</p>

**CCM: Certified Club Manager, an internationally recognised standard of excellence attained by examination*

PART 2 – COURSE CONTENT

Service Standards	Managers will discover 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.
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.
Presentation Skills	The modern club manager will have many opportunities to influence the direction of the club, including committee meetings, presentations to partners and the club's AGM. This course will provide you with the skills required to communicate your message, and provide you with the opportunity to reflect on your delivery style in a safe environment.
Case Study	Throughout the week of the course delegates will explore a typical golf 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.
Report Writing	Effective committee meetings are reliant on good preparation, including well written reports from the Club Manager. This course will teach those skills, help you select your preferred writing style, and introduce you to decision making tools to help support your recommendations.
Optional Diploma Examination	Having attended both Parts 1 & 2 of this programme, managers who wish to secure the CMAE Diploma in Club Management may sit this optional examination. Having presented on 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. The final objective is to show that the theory learned during these two courses have been successfully applied in the workplace by completing a work based assignment of the candidates' choosing which is a current and relevant challenge facing the manager at their workplace.



VENUE

GOLF NAZIONALE - SCUOLA NAZIONALE di GOLF SUTRI - ITALY

We look forward to welcoming you to this residential training course, which runs from Monday to Friday, approximately 9.00am to 5.00pm, with some evening work required. To accommodate those travelling to Sutri on Monday, the registration desk will be open from 8.30am and the course will start with introductions at 9.30am.

The MDP Level Two will be held at the Italian Federation's School of Golf nearby Nazionale Golf Club, a structure built with the purpose of providing the highest teaching standards to future Club Managers, Golf Pros and Course Superintendents.

The Venue hosts an 18 championship golf course where the 1991 edition of the World Cup has been played. The candidates will be accommodated by the internal guest house.

Foresteria Golf Nazionale, Via Cassia, Km 44,500 – 01015 Sutri (VT) Tel +39 0761 609 308 Fax +39 0761 600 142 e-mail: foresteria@golfnazionale.it

Scuola Nazionale di Golf Tel +39 0761 600960



FEEDBACK FROM DELEGATES

“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.”

“I learned more about what my job should be in 5 days than I learned in the previous 5 years”

“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.”

“I learned so much in a relatively short space of time and even the bits of the club business I thought I had my finger on the pulse, I discovered so much more. Powerful things to help me take my club in the correct direction.”

“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 part 2 seminar presenters are -

Helen Bennett – Human Reality
Kevin Fish CCM - SGU/SLGA

Gregg Patterson – Santa Monica BC
Bill Sanderson – The Business Coach
Michael Braidwood - CMAE

BIOGRAPHIES OF KEY PRESENTERS

Gregg Patterson became the General Manager of The Beach Club in 1982. Since that time, he has worked with his members, Boards, and committees to enhance the value and reputation of The Beach Club in the Los Angeles community. Prior to becoming the General Manager of the Beach Club, he was the Assistant Manager of the Bel-Air Country Club in Los Angeles and also worked as a Systems Analyst for the U.S. Army Club System.

In addition to his ongoing responsibilities at The Beach Club, Gregg is a Senior Associate with Kapoor and Kapoor Hospitality Consultants, where he teaches certification courses in leadership and marketing for the Asian American Hotel Owners Association (AAHOA), an organization consisting of owners/franchisees of limited service hotels in the U.S. under such brands as Clarion, Comfort Inn, Holiday Inn, Best Western and others.

Building on his experience as a club manager, Gregg has been a featured presenter at various club management seminars, assistant manager conferences and hospitality forums around the world, including Canada, Ireland, the U.K., Spain, France, Denmark, Hungary, China, Thailand, Singapore, Korea, Sweden, Germany, Norway, the Netherlands, France and Colombia. He has conducted management development programs on a variety of topics for many organizations, e.g., the Army Club System, Para Los Ninos, the Junior League of Los Angeles, the P.G.A., Lawry's Corporation, Sea World, the California Restaurant Association, the California Teachers Association, the Professional Club Marketing Association, The European Golf Course Owners Association, the National Golf Course Owners Association (U.S.) and the International Association of Hospitality Accountants.

On the academic front, he served as an Adjunct Professor in the Collins School of Hospitality Management at Cal Poly University, Pomona for fourteen years. He currently teaches at various Business Management Institute programs and is a Visiting Professor at two universities in Gujarat, India. He has spoken to club management classes and associations at the University of Nevada Las Vegas, Cornell University and the University of Houston.

Gregg also writes a monthly column for *Board Room* magazine and is the author of *Reflections on the Club Experience*, an anthology of essays on club cultures and



operations. In acknowledgement of his efforts as an educator in both the university and the corporate worlds, he was awarded the 2002 *Gary Player Private Club Educator of the Year Award* by Board Room magazine.

He serves on the Board of Trustees at Maine Central Institute in Pittsfield, Maine and has been active in the Southern California Chapter of the Club Managers Association of America.

Gregg earned an M.P.S. degree from Cornell University School of Hotel Administration and a B.A. in British Imperial History from Colgate University. When not involved in his professional responsibilities, you will find Gregg pursuing one of his many "developed passions" — reading, bicycle touring around the world, playing paddle tennis, flying his airplane, or, as a licensed minister, performing wedding and funeral services for family and friends.

Gregg and his wife Elaine have been happily settled in Los Angeles, California for the last thirty-three years.

BILL SANDERSON

www.TheBusinessPerformanceCoach.com

It is always about Performance

Bill has been in constant demand as a business coach, to all types and sizes of business, for over thirty years. Bill guides, motivates and inspires in equal measure but always through ***the delivery of exceptional performance.***

The Golf Business Specialist

Bill has built a unique reputation for delivering performance, through business and management coaching, with a specific application to the golf industry. Bill works with The PGA, PGAsE, CMAE, EGCOA and many PGAs of Europe. He works across Europe and Asia Pacific with national golfing bodies, commercial groups, manufacturers, Golf Clubs plus Golf Professionals and Club Managers

CMAE

As a regular facilitator and presenter, at all levels, of the highly successful MDP programme Bill is now a well-established member of the CMAE design and delivery team.

How be a Change Master

The ability to be able to manage change has never been more critical. Economic turbulence is set to dominate our trading environment for years to come. Bill' pragmatic and proven approach is the essential ingredient behind his success coaching managers to deliver the performance levels which ensure they survive and prosper in these demanding times

It's a people thing

Understanding we are all different and that coaching builds on our strengths within that difference, is one of Bill's primary drivers. As Coach, Seminar Leader or Speaker, he engages with the people responsible for making the business work at a personal, level because he works on their terms and within their chosen culture.

Writer and Speaker

For over 30 years Bill has written on the business of golf in the trade publications of many countries.

He has also gained a high reputation as a presenter for over 20 years on the business of golf at the golf trade shows in Munich, Berlin, Denmark, Harrogate, London, Birmingham

and Orlando. He is now well established as a Conference speaker in the Asia Pacific region as well as regularly delivering successful Conference presentations throughout UK, Europe and the USA.

It's not Just Golf

Bill was a visiting lecture at Manchester Business School for many years and is now in constant demand as both an Executive Coach and highly rated Conference Speaker across a wide range of Business, Industry and Commerce as well as in the Retail and Leisure sectors.

KEVIN FISH



Kevin was Manager of the Glen GC in North Berwick, Scotland for 9 years, during which time he won the Club Manager of the Year award & was in the first group of Managers to secure the CCM designation in Europe. Kevin now leads a Club Development team with the aim of helping Scottish golf clubs to take a more business-like approach to their club activities through a combination of effective governance, business planning and education. Married to Carol, Kevin has four children and two dogs, and in his spare time is the Chairman of the CMAE Education Policy Board that introduced the MDP to Europe, and in 2014 was appointed to the Education Policy Boards for CMAA, responsible for the global curriculum for club managers. As the Governance Gatekeeper in Europe Kevin consistently achieves very high evaluations from delegates across the continent, and looks forward to a sharing of experiences with you.

DATES & RATES

Course	Dates	Full Rate	AITG / PGAI	CMAE
Part 2	23 Feb - 27 Feb 2015	€ 960,00	€ 860,00	€ 860,00

50% deposit required when making your booking

AITG IBAN: **IT95F0572814092492570846955**

Accommodation for the week is available at the GOLF NAZIONALE for € 275,00 for a single room (B&B treatment) or € 200,00 per person based on two people sharing a twin room (B&B treatment)

Rate includes all course materials, Personalised Belbin Report, all daytime drinks.

HOW TO BOOK

To reserve your place

or for further information on the training course contact **Rita Genovese, AITG Association secretary**
email mdp@aitg.it