



MANAGEMENT DEVELOPMENT PROGRAMME

**STRATEGY
& LEADERSHIP**



EDUCATION
INNOVATION
EXCELLENCE
EXPERIENCE
INTEGRITY

2019

COURSE DATES

21 - 25 JANUARY 2019

VENUE

First Hotel Amaranten

Kungsholmsgatan 31, 112 27 Stockholm

Phone: +46 8-692 52 00

www.nordicchoicehotels.se/hotell/sverige/stockholm/clarion-hotel-amaranten/

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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



Get to the top of your game...

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**
- **LUMINA SPARK**
- **ADVERTISING & MARKETING - DEMOGRAPHICS**
- **MENTORING**
- **SWIM & GYM FACILITIES PRINCIPLES**
- **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.*



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PRESENTERS



GREGG PATERSON, gjpair@aol.com

Gregg Patterson became the General Manager of The Beach Club in 1982 and recently retired in 2015 after 34 years of dedicated service. In 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. Gregg is very well known in the Club Industry for his dynamic presentations and motivating delivery style on all subject matters pertaining to the club.



KEVIN FISH, kevin@ccl.services

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.



JOHN BULL, john@talltree.org.uk

A specialist in leadership and organisational performance, John has spent more than a decade studying, and in many cases working with, the leadership behind some of the highest performing organisations in the world - in business, the social/voluntary sector, and elite sport. He is the founder of Tall Tree Performance Leadership; an organisation dedicated to bringing together thought leaders on high performance, furthering research in the

field, and working with organisations to help them improve their performance culture.

You can read more about Tall Tree's research insights, and the services they offer, by visiting their website at www.talltree.org.uk



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ELAINE PATTERSON, efpatters@aol.com

Elaine Patterson has been working in a variety of roles within Human Resources and Organization Development for over 30 years. She began her HR career at Texas Instruments managing a College Recruiting department that hired over 1,000 new graduates per year. Elaine relocated to Los Angeles in 1980 and spent 25 years with Union Oil Company of California. At Unocal, she held a variety of HR positions in corporate and upstream groups, becoming the first woman to be named General Manager, International Human Resources. She later became the General Manager, People Development.

She earned a B.A. in economics from Trinity College, Hartford, Connecticut and served on the Board of Trustees from 2005-2013. Elaine also holds a Master of Industrial and Labor Relations (MILR) degree from Cornell University and is a Certified Compensation Professional (CCP).



ROB HILL, BA (HONS), MBA, rhill@globalgolfadvisors.com

Rob Hill is a Partner with Global Golf Advisors (GGA), responsible for managing the firm's EMEA office based outside Dublin, Ireland.

GGA, which began in 1992 as the KPMG Golf Industry Practice in Toronto, is a highly specialized consulting firm focused on golf, private club, real estate, and resort businesses. The team at GGA has now served over 2,700 golf-related businesses around the world from offices in Canada, USA and Ireland in such disciplines as strategy, finance, business planning, governance, marketing and communications, asset management, operations and market research.

Prior to joining GGA, Rob fulfilled management positions with Whitbread Plc and Marriott Hotels in the UK, and as Managing Director of Merrion Golf Management.

Rob was the project manager responsible for the planning and opening of the golf operation at Carton House, culminating in the property being awarded the IAGTO European Golf Resort of the Year 2008. He also had responsibility for the design of the national golf club service quality standards strategy for Irish Tourist Board.

He is Director of GGA's Institute for Best Practice, which researches and share best practices amongst the world's top performing golf clubs with a view to improving the performance in an array of management disciplines.



KENNETH HARVEY, KenHarvey@edinburghleisure.co.uk

Kenneth Harvey is Head of Operations with Edinburgh Leisure.

A "specialist generalist" with over 30 years' experience of managing a diverse range of sport and leisure facilities & functions. He has managed the Royal Commonwealth Pool, the Edinburgh International Climbing Arena, and a vast range of community sports facilities, 6 golf courses, major events, 140 sports pitches, open space, sport and physical activity development.

Always keen to challenge the status quo and ask the "daft question" passionate about rugby and golf, Ken is always seeking the answer to the question "why more money from the top of all sport does not make it down to the grass roots"



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Clarion Hotel Amaranten is located in central Stockholm, just a 10-minute walk from central station and Stockholm city. A perfect location for those who want to go shopping and experience all of Stockholm's sights. At the hotel you will appreciate the unique, modern design inspired by the 1960s. Those who love good food and drinks quickly find your favorite place in our bars and restaurants. There is also a gym and conference room.

Local vibes in the middle of Stockholm

Clarion Hotel Amaranten is located in the vibrant Kungsholmen district, which is beautifully surrounded by water and beautiful promenades. Here you are close to both the sights, shopping and the city's pulse. In addition, Kungsholmen's restaurant restaurant offers a wide variety of exhibits, ranging from casual outdoor dining to entertainment venues. Families, couples and business travelers are welcome. In ten minutes' walk you are at the City Hall, where boats leave daily to Stockholm archipelago.



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PRICE

Dates	Full Rate	CMAE Members Rate
21 – 25 January 2019	£1550	£1400

*The full rate is applicable to all non CMAE members and includes membership to 2019.

CANCELLATIONS & AMENDMENTS TO YOUR BOOKING

- 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
29 calendar days or more	Full refund minus a £30 plus VAT administration fee
Between 15 and 28 calendar days (inclusive)	50% refund minus a £30 plus VAT administration fee
Between 1 and 14 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.



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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:

☐ **MDP - STRATEGY & LEADERSHIP**
21 – 25 JANUARY 2019

PLEASE SELECT RELEVANT PRICE OPTION:

☐ **FULL RATE £1550**
INCLUDES COURSE, CMAE MEMBERSHIP, 4 NIGHTS ACCOMMODATION

☐ **CMAE MEMBER RATE £1400**
INCLUDES COURSE & 4 NIGHTS ACCOMMODATION

☐ **SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - £100**
PLEASE LET US KNOW IF YOU REQUIRE ACCOMMODATION ON THE SUNDAY NIGHT

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

Bookings are not guaranteed until payment is received in full.
Please read the information on cancellations and amendments on page 10.

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

