ADVANCED Management Programme

Officially recognised by



GCMA Advanced Management PROGRAMME OVERVIEW



Focuses on deep-dive, practical learning experiences, providing you with the in-depth skills and knowledge across all aspects of golf club management and leadership



Available to anyone involved in golf club management and those aspiring to become golf club managers in the future



The GCMA Advanced Management Programme will complement and add to your existing qualifications, skills and experiences



Developed and created in association with specialist training providers and industry experts, delivered exclusively to the golf industry for the GCMA



Officially recognised by the **Chartered Management Institute** against their professional standards









Individual Advanced Management Certificates





Advanced Management Awards

YOU choose the courses most important to YOU

Advance YOUR learning, YOUR development and YOUR career

Getting Started with the

GCMAADVANCED MANAGEMENT PROGRAMME

The GCMA Advanced Management Programme is designed to provide an accessible and flexible learning and development environment for anyone involved in golf club management and those aspiring for a career in golf club management in the future.

The programme contains **11 individual deep dive, practical learning experience**s, each one providing you with in-depth skills and knowledge on one of the key topics that will support you in developing as a highly effective manager and leader.

You choose the topics most **suitable to you**, based on your learning and development requirements.

If you are a more experienced golf club manager, then just focus on the areas where you are less experienced and would like to further your skills and knowledge.

If you are earlier on in your journey within the industry, then this programme provides you with learning experiences to cover all of the skills and knowledge that you will need within your career, help you to progress and map out your journey to success

1-2-1 Career Pathway Support

We would be delighted to help you with a dedicated 1-2-1 session, where we can help you to identity your priority areas for training and development. We can talk you through the programme in more detail and provide you with support and advice on your next steps.

To book an online 1-2-1 with one of our dedicated team, please email us at accreditation@gcma.org.uk

New to golf club management?

If you have not yet undertaken any specific training or development in golf club management, we recommend you get started with our **GCMA Principles of Golf Club Management programme** as an introduction and stepping stone towards the GCMA Advanced Management Programme.







FOOD & BEVERAGE MANAGEMENT

Programme Overview

- Analysing and understanding your current Food and Beverage operation
- Identifying what your Food and Beverage operation should look like
- Understanding and managing your resource and personnel requirements
- Managing the revenue and profitability of your food and beverage operation
- Effective stock management, controls and procedures
- Leading and growing your Food and Beverage business
- Providing exceptional service and customer experience





What is your expertise in this area?

I have over 25 years in the industry and our successful CMT programme for aspiring clubhouse managers is in its 7th year. Now it's time to establish the correct role of the Club Manager in F&B operations and ensure they are equipped to play their part in its success.

What can people expect from the course?

We are going to take a deep dive into the success factors of F&B in clubs to help you arrive at an agreed, settled strategy in this area of operations. You will understand what your role is, in particular in the leadership of those responsible for the delivery of the results, and how the volunteers at the club can contribute at the right level, to help make your F&B service a visible and sustainable success.

Why is this important?

In the UK relatively few people come into the golf industry to run an F&B operation, but every one of us must master the principles and the practices to lead a settled and popular service. This will do it.





MARKETING STRATEGY

Programme Overview

- The importance of business analytics in planning your marketing strategy
- Understand the effective use of SWOT analysis and its application
- Introduction to the '7P's' of Marketing
- Utilising the AIDA model to better understand customers decision making processes
- Understand the role of a suite of marketing and communication tools for recruitment and retention activities
- Creating and implementing marketing campaigns to drive customer and member recruitment and retention







David Wheatley, Medi8

What is your expertise in this area?

Founded in 2007, Medi8 Limited is a golf marketing specialist run by me and my sister, Nicole Wheatley. We have led on the design and delivery of successful marketing strategies for many of the best-known golf brands, governing bodies and golf clubs from around the world.

What can people expect from the course?

It will give participants the tools necessary to plan and deliver a marketing strategy that meets the needs of their club.

From identifying goals through business analysis, to implementing tactics that deliver on strategy, the course will provide insight and equip managers to make improvements at their club.

Why is this important?

Marketing touches every part of a club's activity. It can feel overwhelming, but by applying the simple fundamentals that we will cover in the course, managers can make significant improvements across the club.





Golf and Hospitality Operations



SALES & SERVICE DELIVERY

Programme Overview

- Lead Generation Tactics to harvest new business through referral, social media and website marketing
- The Membership Enquiry and Joining Process – Successfully converting a new membership 'lead' through to the new joiner and club integration process
- Golf Days and Events Creating a great experience and enhancing revenue through your Golf Day business
- Tee Sheet Management Strategic tee sheet management for your club, to maximise effective utilisation without compromising the golfer experience
- Service Excellence Creating 'memorable moments' throughout your venue







Matthew Orwin, **Promote Golf**

What is your expertise in this area?

Promote Golf was established in 2007 and offers golf business consultancy, marketing support, recruitment and training. Me and my colleague David Reeves are both former golf club managers with a combined 65+ years' experience in the golf and leisure industry.

What can people expect from the course?

The course analyses the prospect and customer experience, including enquiring about membership, joining the club, booking a tee time or booking an event. It also outlines best practices and strategies that can be employed to maximise sales through effective service delivery and the KPIs that can effectively monitor this.

Why is this important?

Golf club managers will gain an in-depth understanding of how to maximise sales through the use of tried-and-tested strategies that place service at their core. The club will benefit from sustainable sales and service delivery strategies that, implemented correctly, will increase revenues.





GOLF COURSE MANAGEMENT FOR CLUB MANAGERS

Programme Overview

Principles of Golf Course Management

Common greenkeeping practices, turf management and quality control

Environmental Sustainability

Water management, bio-diversity and conservation

Golf Course Strategy and Planning

- Developing an ambitious, realistic vision
- Fundamentals of improvement plans

Relationship Management

- Roles and responsibilities within the club
- Stakeholder communications

Asset Management and Capital Planning

Purchasing and planning

Budgeting and Finances

- Using data and information
- Key golf course consumable costs







Sami Strutt, Bernhard Academy

What is your expertise in this area?

The Bernhard Academy are experts in building and delivering programmes specialising in subject areas including agronomy, technical, mechanical and leadership and management. The team are experienced and knowledgeable in their field and are passionate about developing people to be leaders in the industry.

What can people expect from the course?

It will provide club managers with knowledge and understanding of greenkeeping practices, the importance of those practices and the role the golf course manager and the greenkeeping team play to manage and maintain the main asset of the business: the golf course.

Why is this important?

A strong relationship between the club manager and the course manager is significant to support not only the ambitions of the club and the golfers, but to support and respect the role they each play within the business.





GOLF CLUB GOVERNANCE

Programme Overview

- Identifying and Addressing Governance Challenges at Golf Clubs
- Customised Solutions and Practical Applications for Good Governance
- Effective Practices for Boards and Committees
- The Board Policy Manual Development and Implementation
- Developing and implementing matrices for authority and responsibility between the Board and the employed Management Team







Kevin Fish,
Contemporary
Club Leadership

What is your expertise in this area?

As the recognised gatekeeper for Golf Club Governance in Europe, I have advised over 4,000 managers and office bearers on this topic and worked on site with over 100 clubs to modernise and improve their governance structures and practices.

What can people expect from the course?

We will construct an implementation strategy for overcoming the common obstacles to good governance, tailored to the challenges that you are facing. We will review real-life case studies to show the benefits of putting governance best practice in place at your club, so that the organisational health can improve, along with your own.

Why is this important?

Collaborative governance is the process that binds senior managers and willing volunteers into an effective decision-making body, which ultimately dictates not only your success in this role but also your level of personal enjoyment and fulfilment.





STRATEGIC PLANNING

Programme Overview

- Strategic vs. Business Planning understanding the difference and applying the principles
- Engaging stakeholders and defining a clear purpose and vision for your golf club
- Developing planning templates and leadership Models
- Understanding the role of Governance, Financial Success and Fiduciary Responsibility within the strategic planning process
- Creating a plan developing templates and leadership models suitable for your club's needs
- Leading your team to achieve its strategic goals







Kevin Fish,
Contemporary
Club Leadership

What is your expertise in this area?

With over 25 years in the industry, we have advised hundreds of clubs on the importance of establishing a strategy and how you can go about taking the members with you to become the 'best in class in region'.

What can people expect from the course?

We will create a 'plan on a page', by which you are proud to be evaluated by the Board and members, which will identify yours as a relevant and enduring club with clear leadership goals demonstrating excellent strategic stewardship by an empowered management team providing a compelling member experience.

Why is this important?

A strategic plan will provide absolute clarity about the kind of club you want to be, build a togetherness around your mission and help attract the best possible volunteers to contribute towards a successful club.



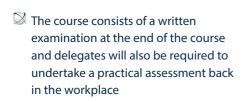


HEALTH & SAFETY

Programme Overview

This IOSH Managing Safely course includes:

- Introducing Managing Safely
- · Assessing Risks
- Controlling Risks
- Understanding your Management and Legal Responsibilities
- · Identifying Hazards
- Investigating Accidents and Incidents
- · Protecting our Environment
- Written Examination and Practical Assessment









Jason Peacock, ROSPA

What is your expertise in this area?

RoSPA (The Royal Society for the Prevention of Accidents) is a not-for-profit organisation that has worked for more than 100 years to help people recognise and reduce their risk of accidents: at home, on the road, at work and at leisure. Our goal is to enable everyone to live their lives to the full, safely.

What can people expect from the course?

IOSH Managing Safely provides practical knowledge and skills that allow you to take responsibility for health and safety in your workplace. The course gives you the confidence to assess risk and improve existing health and safety practices in your organisation.

Why is this important?

IOSH Managing Safely is an essential qualification for any manager or supervisor who is responsible for the health and safety of their team. It provides a comprehensive understanding of health and safety legislation and best practices, enabling managers to create a safer working environment for their employees.





FINANCE & ACCOUNTS MANAGEMENT

Programme Overview

This programme follows the AAT Essentials Courses in 'Finance for non-Finance Managers' and 'Budgeting':

- Understanding the elements of the statement of financial position and the statement of profit or loss
- Using information from the statement of financial position and the statement of profit or loss for reporting and to make well informed business decisions
- The importance of cash vs profit
- Using budgets to manage business activity
- Understanding operational budgets and cashflow budgets





AAT

What is your expertise in this area?

The Association of Accounting Technicians (AAT) is the world's leading professional body for accounting technicians. With almost 124,000 members and students in 105 countries, AAT develops finance qualifications that ensure business can draw upon skilled people, fully equipped to meet its challenges head-on.

What can people expect from the course?

This programme follows the AAT Essentials Courses in 'Finance for non-Finance Managers' and 'Budgeting' and will provide you with all the key skills required to prepare budgets, learn how to make informed budgeting decisions and effectively communicate financial information to key stakeholders within the golf club.

Why is this important?

As golf clubs evolve to become more business focused and with heightened pressures on finances, the golf club manager is increasingly being looked to as an effective and skilled leader and administrator of the club's finances and accounts.





Finance, Compliance and Risk Management



EMPLOYMENT LAW

Programme Overview

- Disciplinaries and Grievances The implementation and management of effective and compliant disciplinary and grievance procedures
- Managing Sickness Absence –Understanding processes and procedures to effectively and legally manage sickness absence and mental health issues
- Staff Recruitment The key principles of staff recruitment and retention, relevant legislation and good practice
- Annual Performance Reviews and
 Performance Management How to
 successfully implement compliant
 performance management systems in
 order to get the best from your employees and identify training requirements





Carolyne Wahlen, Gap HR

What is your expertise in this area?

I've been working in human resources since 1996, and I've been running Golf HR and Gap HR since 2003. We now have 294 clients on retainer, and we deal with the most difficult employment law issues.

What can people expect from the course?

They will come away with an in-depth understanding of how to go through the most contentious employment law procedures, such as a disciplinary or grievance, while avoiding a tribunal claim. They'll know what to do, and what not to do, in any situation.

Why is this important?

It's essential for golf club managers to have an understanding of employment law because it is easy and cheap for employees to start a tribunal. It gets very expensive to either fight a tribunal or to make it go away, and you need to have all the advantage on your side by making sure you follow the correct processes to get the result the club wants.







BUILDING RESILIENCE & MANAGING MENTAL HEALTH

Programme Overview

Cultivating psychological safety by:

- Establishing a shared understanding of the role psychological safety, positive mental health and resilience play
- Introducing a practical framework to understand, assess and share top tips
- Providing practical steps to enhance performance, resilience and success

Leading with mental health in mind by:

- Providing essential skills to spot the signs of poor mental health proactively
- Exploring the complexities of balancing needs and people needs

Exploring the leader's duty of care by:

- Establishing how to apply your learnings on psychological safety and mental health
- Establishing metrics to track progress and sustain positive change







Charlotte
Wiseman,
Charlotte

Wiseman Leadership and Wellbeing Consultants

What is your expertise in this area?

Drawing on over 35 years of psychology, neuroscience and behavioural science, we help leaders, teams and organisations to improve individual and business performance by enhancing wellbeing, resilience and mental fitness.

What can people expect from the course?

Comprising data-backed insights, self-reflective practices, engaging activities and practical tools, this evidence-based and interactive course will give you a fresh new perspective on resilience and mental health and a toolkit to help you drive positive change and unlock the full potential of your business.

Why is this important?

Poor mental health is the leading cause of sickness absence from work, costing UK employers an average of £51 billion per year. Presenteeism and lost productivity account for 47% of that cost, the rest comprising staff turnover and absenteeism. Supporting and improving mental health and wellbeing is the key to unlock better performance, improve staff loyalty and deliver better service.





Leadership and Personal Development



ADVANCED LEADERSHIP & EMOTIONAL INTELLIGENCE





With Biddy Lloyd Jones and Keith Maynard

This programme is full, actionpacked, thought-provoking and fun. You will learn much about yourself and your strengths, how you personally add value and how to be the very best version of yourself as a leader.



Programme Overview

This is the one programme where you get to practise, in a safe and encouraging environment, all that you are learning. You embed your knowledge into your muscle memory making it a much more effective, long-lasting and rewarding experience. You won't think you know it, you will KNOW you know it.

You will leave:

- Self-aware, enlightened and more confident to be yourself in both easy and tough circumstances
- Knowing how to encourage excellent performance in your teams through both encouraging and formative feedback, and by challenging and supporting others to be their best selves too
- With practical tips, a development plan for yourself and with a people strategy for your team
- Knowing how to hold your sense of personal authority in board or committee meetings, and with a strong sense of who you are as a leader and why people should follow you
- With improved confidence, competence and your sense of commitment to your teams and to your clubs
- With insightful material that will continue to support your personal growth and your ability to build relationships; you will understand your identity (an Insights Discovery profile, an Emotional Intelligence profile) and your reputation (360 Emotional Intelligence and Emotional Capital reports)

The programme is based on well-researched and validated leadership tools and experts, including:
Daniel Goleman – Emotional intelligence for leaders
Dr Martyn Newman – Emotional Capitalists
Carl Jung – Insights Discovery

Three Days of Interactive Workshops

The foundation of the workshops will be based on Daniel Goleman's Emotional Intelligence criteria for leaders, including:

- Self-awareness
- Self-management
- Social Awareness
- Relationship Management

Programme Preparation

Insights Discovery Profile

You will be asked to complete an Insights Discovery evaluator, providing you with the foundations of self-awareness that you'll need to support your preparation for the rest of the programme

Emotional Capital Self and 360

You will also be asked to complete an ECR Self profile to look at your Emotional Intelligence competencies for Leaders

We will ask you to nominate 10 to 15 respondents for your 360 Emotional Intelligence report. This asks your colleagues, peers, manager and direct reports to answer a smaller group of the questions you answer in your own report to see if yours and their view of you tally and what you can learn from this, understanding how you provide value to them.



ADVANCED LEADERSHIP & EMOTIONAL INTELLIGENCE

Workshops

Workshops 1: Leading Myself

Using the Insights Discovery evaluator and the Emotional Intelligence Report to look at:

- Understanding different leadership competencies and communication preferences
- Recognising your own style of leadership, recognising your personal impact on yourself and those around you, both positively and negatively
- Understanding your Emotional Capital how much emotional intelligence do you have as a leader, what are your strengths and what do they mean about your style?
- Creating the start of your Personal Development Plan to enhance your strengths and improve on areas where needed, to create an adaptable set of leadership competencies

Workshops 2: Leading Performance

Developing learning from the previous sessions, you will work directly with Actor Coaches in a series of workshops and small group sessions, to practise and develop your own leadership and communication skills, learning to adapt to different personalities, communication preferences and behaviours.

You will:

- Learn through action and practice how to hold crucial conversations
- Learn how to give feedback in a professional and empathetic manner
- Learn how to be straightforward and honest and ask for transparency in return
- Provide psychological safety for you and your team

Following the practical sessions, you will be asked to assess your own performance and will also receive supportive feedback from those involved. In smaller groups of four people, you will have the opportunity to learn from each other.





Workshops 3: Leading Others

Emotional Capital Reports – Feedback Session and Workshop

Using the Emotional Capital Report for Leaders 360 feedback, you will receive structured feedback based on the responses from your colleagues, peers and line reports, to help you to better understand your personal impact on others.

- You will learn to understand the difference between Identity (Self ECR report) and Reputation (360 element)
- You will develop an understanding of any blind spots that you may have and how to adapt these to be more effective as a leader and a colleague
- You will recognise areas in which you can be very confident in your ability and your positive impact on others

Leading and Influencing Stakeholder Groups

This interactive group session will give you the opportunity to put your leadership and communication skills into practice, working with professional actors in a boardroom environment.

You will:

- Practise influencing the group through listening and feedback
- Lead a Boardroom through facilitative skills
- Learn to self-manage when impacted by difficult scenarios and disagreements
- Learn how to hold personal authority in the face of adversity
- Develop skills to bring a discordant group to a consensus



ADVANCED LEADERSHIP & EMOTIONAL INTELLIGENCE

Learning and Development Outcomes for YOU and YOUR CLUB

- Greater confidence and competence in dealing with the people challenges at your club.
- A stronger sense of yourself and the value you bring to those around you
- A clear understanding of your communication and leadership style and improved stakeholder management and communication skills
- Clear knowledge of your impact on others, recognising if your identity and reputation align
- Clear and practical ways to conduct both great and difficult performance discussions
- Develop ways to inspire and lead others through listening, coaching and managing skills
- Increase your confidence and presence in the boardroom and with committees
- Enhance the overall performance of your golf club through improved relationship management, people skills, communication and leadership style
- Produce a Personal Development Plan for your continued and sustained learning and development





What is your expertise in this area?

Progrezo coach and develop leaders and boards across many different sectors, enabling them to lead their business to even greater success. We work with large corporates such as Allianz and FCA, and public sector bodies such as TfL, as well as not-for-profit organisations such as the British Heart Foundation, to smaller but still crucial businesses.

What can people expect from the course?

A far deeper understanding of your abilities to be a great leader that will boost your confidence, knowing and practicing how to lead board and committee meetings, build your teams, lead change and drive the success of your club, with greater influencing skills and a sense of personal authority.

Why is this important?

To manage all stakeholders and build strong relationships is a tough ask. With a regular change of boss, members who are often your boss and customers at the same time, and a team who relies on you to be resilient, supportive and challenging, you need to know you are doing the right thing and feel confident in your emotional intelligence and leadership abilities.



Introduction to the CHARTERD MANAGEMENT INSTITUTE

The GCMA is proud to be a **Chartered Management Institute (CMI) Recognised Training Provider** and the GCMA Advanced Management Programme has been **officially recognised** by the CMI against their professional standards.

In achieving one of our four CMI Recognised Advanced Management Awards, you will receive **one year's free membership to the CMI** and gain access to a wealth of resources and learning opportunities across a wide range of business and leadership topics.

About the CMI

The **CMI** works with business and education to inspire people to become skilled, confident and successful managers and leaders.

With a wealth of practical qualifications, events and networking opportunities on offer, we help people boost their career prospects and connect them with other ambitious professionals across all industries and sectors. In fact, we have more than 100,000 people training to be better managers right now.

Backed by a unique Royal Charter, we are the only organisation that can award Chartered Manager status – the ultimate management accolade. Our thought leadership, research and online resources provide practical insight for both today's leaders and the next generation. This insight also means we can confidently represent our 180,000-plus membership community when speaking to policy makers.





Creating more effective leaders and managers



We spoke to **David Murley,**Corporate Partnership Manager
at the Chartered Management Institute, about the significance
of CMI recognition.

What does it mean for the programme to be recognised by the CMI?

It means the programme has been benchmarked against the Professional Standard for Management and Leadership Skills.

The CMI talked to employers and asked the question: 'What makes a good manager and a leader?'

That has led to the development of those professional standards, which break down into 10 areas.

We are backed by a Royal Charter, and we have one mission, which is to create more effective leaders and managers.

The GCMA Advanced Management Programme has

been mapped on to the professional standards to give it the credibility that it will lead to that goal.

What benefits can people expect to gain from undertaking such a programme?

The big thing we find is that it helps people build what we call their career confidence.

For GCMA members who go through the Advanced Management Programme, they will receive CMI membership, Foundation Chartered Manager status, and a certificate of achievement.

Whatever age they are and whatever stage of their management journey, it just provides them with that confidence to know they can work at a really high level.

Therefore, it gives them the belief that they can keep going in that journey and see what's next, and the organisations they work for see that benefit in that too.

AMP course dates 2024–25 HOW TO BOOK

Upcoming Courses

Bookings are open now allowing you to reserve your place on all of these courses

FOOD & BEVERAGE MANAGEMENT 2 DAY

Next course: November 26-27 2024, Coventry

Rate: £625 GCMA members

£695 Associate Partner Members

£775 Non-members



MARKETING STRATEGY 2 DAY

Next course: February 26-27 2025, Leamington Spa

Rate: £625 GCMA members

£695 Associate Partner Members

£775 Non-members



SALES & SERVICE DELIVERY 2 DAY

Next course: September 10-11 2025, Cardiff

Rate: £625 GCMA members

£695 Associate Partner Members

£775 Non-members



GOLF COURSE MANAGEMENT FOR GOLF CLUB MANAGERS 3 DAY

Next course: April 29 - May 1 2025, Leeds

Rate: £925 GCMA members

£1025 Associate Partner Members

£1150 Non-members



GOLF CLUB GOVERNANCE 2 DAY

Next course: January 7-8 2025, Coventry

Rate: £625 GCMA members

£695 Associate Partner Members

£775 Non-members



A summary of the GCMA **AMP courses, dates, venues**and prices that are confirmed for the months ahead –
book your place now to avoid disappointment and let us
help you to take your career to the next level

STRATEGIC PLANNING 3 DAY

Next course: May 13-15 2025, Leamington Spa

Rate: £925 GCMA members

£1025 Associate Partner Members

£1150 Non-members



HEALTH & SAFETY MANAGEMENT 3 DAY

Next course: February 11-13 2025, Oxford

Rate: £925 GCMA members

£1025 Associate Partner Members

£1150 Non-members



FINANCE & ACCOUNTS MANAGEMENT 2 DAY

Next course: October 15-16 2025, Staffordshire

Rate: £625 GCMA members

£695 Associate Partner Members

£775 Non-members



EMPLOYMENT LAW 2 DAY

Next course: March 26-27 2025, Oxford

Rate: £625 GCMA members

£695 Associate Partner Members

£775 Non-members



BUILDING RESILIENCE & MANAGING MENTAL HEALTH 2 DAY

Next course: April 8-9 2025, Cardiff

Rate: £625 GCMA members

£695 Associate Partner Members

£775 Non-members



ADVANCED LEADERSHIP & EMOTIONAL INTELLIGENCE 3 DAY

Next course: September 23-25 2025, Oxford

Rate: £1445 GCMA members

£1550 Associate Partner Members

£1675 Non-members





www.gcma.org.uk



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