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**BMI I Club Management Learning Objectives**

**Employment Law:**

* Explain the major employment laws
* Apply major laws to club situations from pre-hire to post-termination
* Evaluate and apply preventive processes and policies in clubs to avoid or minimize employment law violations

**Lumina Spark**

* Interpret one’s individual personality analysis based on Lumina’s foundation of four arch types, eight aspects, twenty-four qualities and three personas.
* Relate one’s analysis in more specific applications involving one’s Inner Spark, personality preferences, overextended qualities and allocation of time and energy.
* Demonstrate awareness and appreciation of diversity in personalities as applied to building rapport.
* Differentiate personality preferences in the accomplishment of goals with best utilization of stakeholders in the analysis of facts/reality; determining options; prioritizing action steps (will do) and securing support for change (the GROWS model).

**IT Solutions for Club Managers**

**Cybersecurity & Risk Awareness**

* **Identify** at least three common types of cyber threats and explain their potential impact on a club's operations.

**Technology & Member Experience**

* **Demonstrate** how to use the club’s mobile app to complete a minimum of three member service functions, such as booking a reservation or accessing digital comment cards.

**IT Infrastructure & Tools**

* **Compare** the advantages and disadvantages of in-house vs. outsourced IT support models and **recommend** the best fit for a hypothetical club based on budget and service needs.

**Data & Feedback Systems**

* **Interpret** live dashboard feedback data to **propose** one actionable improvement to enhance member satisfaction.

**AI & Emerging Technology**

* **Describe** how artificial intelligence and machine learning are used in at least two real-world club technologies, and **explain** their benefits for operational efficiency.

**Management to Leadership and Delegation: From Good Manager to Effective Leader – Learning Objectives**

* **Differentiate**, **compare**, and **assess** the characteristics of good vs. bad managers and leaders in the private club environment
* **Demonstrate** core competencies such as accountability, communication, and feedback
* **Evaluate** strategies for shifting from tactical manager to strategic leader
* **Analyze** barriers to change and **develop** action plans to lead transformation
* **Apply** change management models to real-world club scenarios
* **Explain** effective delegation and **identify** best practices for assigning responsibility
* **Implement** delegation techniques that foster growth and team ownership
* **Evaluate** control tendencies and **adjust** behaviors to build trust and empower others

**Club Governance: Structure, Roles & Responsibilities, and Economic Impact – Learning Objectives**

* **Differentiate** between types of clubs (e.g., golf, city, yacht) and **compare** their core functions and member value propositions
* **Explain** various ownership models (member-owned, developer-owned, for-profit) and **analyze** their governance implications
* **Describe** the roles and responsibilities of boards and committees and **evaluate** their effectiveness in a club governance framework
* **Identify** common organizational structures and **assess** how they align with governance best practices and operational leadership
* **Analyze** the economic impact of private clubs on local and regional economies and **interpret** trends using industry financial benchmarks

**Accounting Fundamentals and Financial Operations for Club Management – Objectives:**

* Explain the importance of proper accounting techniques in ensuring the financial success of a club.
* Identify, define, and demonstrate key accounting terminology essential to managing a club’s financial operations.
* Apply fundamental accounting principles to create and interpret financial statements relevant to club operations.
* Review various budgeting strategies and assumptions and demonstrate how to prepare budgets at both the departmental and overall club levels.
* Identify the major cost components of club operations, and illustrate effective methods for managing labor, product, and insurance expenses.
* Define Key Performance Indicators (KPIs), explain their significance, demonstrate how to calculate them, and interpret their implications on financial reports such as the balance sheet, statement of activities, and other reports used by management, committees, and the Board.

**Club Marketing Solutions**

* Differentiate between brand marketing and performance marketing in the context of private clubs, and identify when to use each to achieve organizational goals.
* Analyze the elements of a club’s brand platform and articulate how a clear brand promise shapes perception and member engagement.
* Evaluate the role of storytelling in digital communications and construct a messaging framework that aligns with club values and audience expectations.
* Apply foundational design and UX principles to assess the effectiveness of a club’s public-facing website and member portal experience.
* Demonstrate how CRM and marketing automation tools can be used to streamline communications, track member and prospect engagement, and enhance the onboarding experience.

**Club Legal and Legislative Session**

* Summarize the legislative and regulatory issues impacting the club industry.
* Characterize the impact of central and local government regulations on operational decision making.
* Prepare for action when faced with a central and local advocacy issue by assessing impact and accessing available resources.

**Club Culture and Leadership**

* This session on Culture and Leadership is designed to provide each participant with a greater understanding of the importance of Culture and Leadership in the Club organization.
* At the conclusion, the participant should have a roadmap to identify the key components in defining culture and leadership, tools to assess, measure, and evaluate the culture, when necessary- taking measures to change culture, identify who is responsible, and steps to defend culture.
* Define the importance of establishing a positive culture at a Club.
* Describe how culture and leadership are intertwined. *Leaders play a significant role in creating and maintaining the culture of an organization, and a strong culture is heavily dependent on effective leadership.*
* What tools can and should be used to Assess the strength of your culture. *To measure culture, you'll need to measure the alignment of values between leaders and team members. Team members should understand what your company believes in. Just as importantly, they need to see leaders take actions that support those values. Is there a strong alignment between words and actions?​*
* Describe and identify who is responsible for creating and nurturing the culture at your club and determine the roles that each play.
* Give Examples of organizations that have great culture, and conversely ones that do not.
* At what point, does a leader Change the culture at a Club and what steps it takes to Implement the change.
* Show and view videos of why culture matters and how proactive leadership is a key component.
* Provide industry statistics that Reinforce the value of focusing on culture and leadership at an executive level. *Leadership is the backbone of organizational culture.*
* Produce reference material that validates our conclusions

**Communication with Members, Your Team and Your Community**

* Compare and contrast communication techniques for members in different family life cycles.
* Articulate the club’s values and culture by promoting diverse teammates and a learning environment to help the club grow. (Squirrel Squad/Lee Elder Scholars, Francis Ouimet Scholars, Etc.)
* Break down the importance of actively listening to your clubs’ members, the community and teammates for communication purposes.
* Evaluate communication efforts (graphics, print, website, video, social media, etc.) both internally and externally.
  + Identify and record metrics at committee level; board level – DATA supports these theories being used
* Explain tools and people needed for a successful communication strategy.
* Outline how clubs can build goodwill by actively working with community leaders and what messages can be conveyed through these efforts.
  + Reputation is built and sustained over time – cannot be developed overnight
  + You can’t buy your history or your reputation
  + This must be thoughtful and ongoing to be authentic – you control the narrative, not the other way around

**Beyond Buzzwords: Reimagining DEI Through Leadership, Neuroscience, and the Power of Thought”**

* **Understand the Brain on Bias**: Learn the neuroscience behind implicit bias, perception filters, and the fight-or-flight response in leadership scenarios.
* **Evaluate The Power of Diversity of Thought**: Shift from optics-based DEI to valuing cognitive, experiential, and behavioral diversity as drivers of innovation and cohesion.
* **Recognize “Unseen” Exclusions**: Explore how sameness in thinking, communication style, or leadership approach can unintentionally exclude high-potential team members.
* **Develop Tools for Tangible Change**: Walk away with practical leadership techniques—like bias interruption strategies, inclusive decision-making frameworks, and behavior-based team assessments.
* **Create Cultures of Safety & Belonging**: Learn how emotional safety and psychological inclusion fuel retention, creativity, and engagement within club environments.

**Strategic Recruiting**

**Recruitment**

* Identify effective, inclusive sourcing strategies
* Align recruitment with workforce planning & role clarity

**Employer Branding**

* Communicate a strong EVP across hiring touchpoints
* Reinforce brand values through job ads & candidate experience

**Selection**

* Apply fair, competency-based evaluation methods
* Conduct structured interviews and mitigate bias

**Orientation**

* Design clear, engaging, and compliant orientation experiences
* Introduce culture, policies, and key resources from Day 1

**Onboarding**

* Build a phased plan for integration, engagement, and performance
* Support new hires with consistent communication & tools

**Staff Communication**

* Foster transparent, timely communication with candidates and teams
* Align messaging to reinforce values and enhance experience