### CHALLENGE

Chateau Retirement Communities works actively with residents to fulfill their promise to “live life on your terms”. Their local, family-owned and operated company has committed to creating individualized experiences for their Puget Sound residents for over 25 years. In October of 2018, during the 2019 goal planning session, Chateau identified two main company needs around creating efficiency in HR processes and manager training.

Establishing relationships and engaging with employees and residents are the key elements to their success. One is dependent upon the other and retention is everything. The Marketing team has Resident Liaisons who are focused on welcoming new residents to the community and “onboarding” them after a very significant transition in their lives. Unfortunately, the HR team was mired in paper and time-intensive processes which allowed for neither the face to face engagement with employees nor the dedicated time to welcome new employees and integrate them into the culture. Chateau recognized a need to create efficiencies for their Human Resources team.

Chateau has over 50 department managers in Culinary, Care, Marketing, Maintenance, Housekeeping, Life Enrichment, Human Resources, Concierge and Administration who oversee the employees who serve residents every day. The department managers are the subject matter experts with varying levels of experience as managers. Because of this, as a company wide initiative, Chateau also recognized a need to spearhead a management training program.

### SOLUTION

After identifying these areas for improvement, Chateau, in order to stay true to their reputation of success and stability and their value of leading with both the heart and the mind, reached out to Reverb.

Chateau did not have the internal resources to provide objective consultation. To address the first challenge of HR efficiencies, they interviewed Steve, a Reverb consultant, and he quickly established a rapport with the HR team given his experience and personality. Steve conducted an HR review to assess the current state and identify areas where Chateau could utilize best practices, automation, or additional capacity.

To address the challenge of creating a management training program, Chateau launched work with Reverb facilitator, Gary. The program consisted of four half day sessions covering The People Leader Mindset, Delegation and Performance Management, Building Strong Teams, and Personal Productivity.

“Steve quickly discerned where our opportunities existed and offered recommendations for improvement. He gained buy in and handled confidential and sensitive feedback with great care and respect. Upon review of his findings, we recognized that it was important to respond timely to the requests and needs of the HR team. Steve had grasped the essence of the Chateau culture and it was obvious that we needed to re-engage him to bring about the necessary changes.”

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Steve took the time to visit Chateau’s three communities and interview 13 of their managers to learn what they needed from HR to ensure success for their teams. He quickly discerned where opportunities existed and offered recommendations for improvement. Steve gained buy-in from Chateau’s employees and handled confidential and sensitive feedback with great care and respect. Upon review of his findings, Chateau recognized that it was important to respond timely to the requests and needs of the HR team. Steve had grasped the essence of the Chateau culture, and it was obvious that the company needed to re-engage him to bring about the necessary changes and move the HR Team from a tactical focus to strategic.

Gary’s leadership training was invaluable as well. His ability to captivate the diverse audience was impressive. His personal experience as a manager, coupled with his humor and the enviable talent to know and refer to each participant by name creates an environment where great learning happens. He developed trust quickly and easily, inviting others to share openly and honestly. The response from the team was positive and they left asking for more. Because the training was so well received, Chateau re-engaged Gary for an offsite with the Leadership Team a few months later to keep the training alive. In addition to the managers training, Gary introduced topics on Nimble Leadership, EcoCycle Mapping and Encouraging Creativity. Gary partnered with Chateau to create the agenda and he invested the time to learn and understand the company’s unique challenges.

Chateau looks forward to working with both consultants on future projects.

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