

Easy Reference Series 1

How Village Operators have applied the Retirement Living Management Capability Model

Enhancing the organisation’s focussed commitment to the customer experience and the concept of happiness by accessing the Management Capability Model and industry framework which also places the Resident/Customer at its centre.

The Retirement Living Council’s Easy Reference Series takes a case study approach to demonstrate the ways in which organisations in the Retirement Living sector can align, integrate, adopt, or adapt the Retirement Living Council’s Management Capability Model into their organisations. The Model complements the organisation’s HR and Staff Development programs while providing an industry benchmark that defines the capabilities of agile, forward facing Village Managers and Village Sales Professionals.

The Organisation

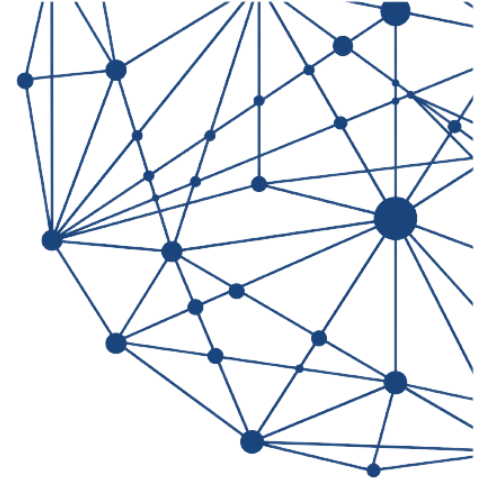
Structure	Boutique, privately owned, operating across two states
Size and Scope	<5 Villages, ~600 Residents, ~20 Employees

The Operational Context

The current organisational structure is as a result of a number of acquisitions of individual villages to bring together a retirement living structure under one brand. While village operations on the ground are well in hand, at the back-office level three different entities with their unique systems, processes and cultures are in the process of being combined into a single focus to deliver a more efficient, and interconnected organisation. The immutable underpinning philosophy at the village is that every decision that a manager makes, large or small, must take place with the resident’s needs and expectations in mind.

The Approach

To use the Capability Model as one of a number of tools to support the organisation’s ‘resident as central to decision making’ approach in order to grow village managers’ capabilities. Each manager has different developmental needs - so overlaying the model when undertaking one on one professional development or coaching discussions will provide a useful industry framework that demonstrates how the resident/customer experience is central to every management decision that is made - large or small. Together with the six management domains, the additional sales domain and their 42 well defined components, the model can provide a neutral third-party reference point for CEO to Village Manager performance and growth discussions. The agreed growth plans can then be measured against the domain and component definitions with the objective to develop managers’ capability to an agreed industry benchmark over time. This approach is aimed at developing managers’ self confidence in decision making and proactive thinking and in the pursuit of happiness.



In Their Own Words

According to the General Manager:

“Not all of our Village or Sales Managers have formal qualifications, but every one of them has many years’ experience in the Retirement Living sector. The Capability Model gives us a methodology to consider our managers’ current and future skills against a third-party framework. I believe this will be a self-confidence building exercise as our managers respond to my questions and provocations about their practice, knowledge, skills, and attributes in relation to their roles. As General Manager, I will support my manager’s development and help them grow in areas in which the model might challenge them - if that is required”.

The Challenge

This small organisation has been built on an acquisition model. While it draws on the best practice of its antecedent organisations, it is still developing a consistent overarching framework that results in a consistent approach to both management actions and the resident experience every time. Village managers are village leaders and daily have fast paced and often complex decisions to make. Taking the time out to understand the Capability Model and apply for Certification will be an additional load on staff. However, the return on renewed self-confidence, the recognition of an external industry certification that recognises practicing managers knowledge, skills and attributes and the link to gaining new, forward-facing skills will be of ultimate benefit to all stakeholders in the end.

Summary

It takes determined leadership effort to give meaning to an industry model alongside the day-to-day operations in a busy, customer focussed organisation where there is little time to pause. Built in opportunities for self-reflection and growth need to be created for the Management Capability Model to have maximum impact. In an organisation that has a dogged commitment to the resident as central experience, the Model with its parallel resident hub and spoke approach will be a helpful tool.