Success Story Summary

Turnaround of Boutique Resort & Spa to Multiple Award-Winning Employer of the Year Organization

ORGANIZATION

Brentwood Bay Resort and Spa, an award winning, 5-star oceanfront boutique luxury resort, located on Vancouver Island, Canada

ISSUE

Natasha Richardson was hired as General Manager to turnaround the resort and to change brand caché for potential guests. Employee turnover was at an all-time high of 72%, and the reputation amongst locals was as one of the worst places to work.

OUTCOME

Brentwood Bay Resort and Spa has grown tremendously over the past 5+ years. Since making The Human Element® a fundamental piece of their culture and operations, Brentwood Bay Resort and Spa has increased revenue and net profit each year, with a high of 23% and 36% respectively, and brought employee turnover down to 7.54%, unheard of in the hospitality industry. Brentwood Bay Resort and Spa has won numerous awards, including Employer of the Year, Canadian Tourism Business of the Year, and Top 10 Canada Resorts from Conde Nast Travelers Awards.

PROCESS

The intervention began with the entire leadership team attending a Human Element® program. Since that time, the General Manager has used the The Human Element® to inform the overall culture of the resort, impacting everything from the employee handbook, to performance appraisals to their employee development program. Brentwood Bay Resort and Spa also incorporated the Implicit Career Search, a program Powered by the Human Element®, to pioneer an ongoing employee development program. Not only has this program been rolled out to a majority of the staff — from the executive level to housekeeping — this is now a public program that they offer externally as part of their Leadership Centre.

Consultant/Company

Ethan Schutz,
Master LHEP, President,
The Schutz Company

Steve Miller,
Master LHEP & Founder,
Implicit Career Search

Brentwood Bay Resort LHEPs:

Natasha Richardson,
General Manager, LHEP

Kelsey Darbison,
Finance and Administration Manager, LHEP

Brittany Budd,
Director of HR, LHEP

Country

Canada