TOP DOWN.
BOTTOM UP.
DRIVING CULTURE CHANGE THROUGH RG

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ROADMAP

RG training for culture change

1) **Vision**: What do you want your RG culture to look like?

2) **Goals**: What do you need to change to get there?

3) **Gaps**: Who needs to know what to make it happen?

4) **Strategy**: Which tools and touchpoints will help you fill the gaps?
WHO WE ARE

• The Responsible Gambling Council (RGC) is an independent non-profit organization dedicated to problem gambling prevention.

• Our mission is to prevent problem gambling and reduce its impacts.

• We have 35+ years in research and education.

• We have a 360 perspective: gamblers, operators, regulators, policy makers and treatment professionals.
What’s your vision for a strong RG culture?

How can you turn your vision into practical goals?
RG CULTURE SHIFT

- Compliance-based → Impact-driven
- Reactive → Proactive
- Frontline staff focus → All levels of organization
- Set in stone → Adaptable
- Business as usual → Innovation
TOP DOWN RG

- Organizational commitment
- Overarching strategy
- Seeking social license to operate
- Creating policies, procedures, codes of conduct
- Meeting standards for legislative requirements or accreditation
BOTTOM UP RG

• On the ground, implementing RG policies
• Many opportunities to promote RG during daily customer interactions
• Know whether practices are relevant, practical, and well-received by players
• The face of RG for players
• Frontline experience can drive policy change
RG ACROSS THE ORGANIZATION

- Board members: Passionate RG advocates
- Executive team: RG champions and innovators
- Management: RG ambassadors who provide mentorship, coaching, feedback
- Staff: Enthusiastic, knowledgeable, and confident
THE ROLE OF TRAINING

Buy-In
Understanding the value and importance of RG

Planning
Understanding player and staff needs, best practices in RG

Implementation
Having the knowledge, skills, and confidence to implement RG practices

It’s important to note that policy drives training, not the other way around.
Anticipating Challenges: Humbling examples of the best laid plans falling through
FRONTLINE STAFF TRAINING

**Impact of RG Training on Staff**

- Leads to increased knowledge, empathy, and confidence.  
  (Wong & Poon, 2011)

- Leads to behaviour change, but may not be maintained over time without reinforcement.  
  (Dufour, Ladouceur, & Giroux, 2010)

- Witnessing signs of PG without knowing how to respond leads to lower job satisfaction.  
  (Quilty, Robinson, & Blaszczynski, 2015)
FRONTLINE STAFF TRAINING

Training

• Practical RG content to help staff implement programs and improve buy-in
• Interactive, practical, and engaging
• Allow staff to develop and practice skills
• Demonstrate the value of RG
• Reinforced with regular tools and communications

Reinforcement

Support
ADVANCED RG TRAINING

Staff who handle advanced RG interactions need training in:

- **Available Resources**: Knowledge of in-house and community-based resources, and understanding of when to share them.
- **Program Implementation**: Step by step process for administering programs, like registering players for self-exclusion.
- **Soft Skills**: Opportunity to learn and practice skills to interact with players in a supportive, non-judgmental way.
MANAGER TRAINING

Managers of customer-facing staff need to be knowledgeable enough in RG practices to provide effective support to their teams.
RG LEADER TRAINING

Top 5 Unmet Informational Needs
1. Gambling evaluation measures
2. Organizational barriers to implementing RG policies
3. Game design and machine structure characteristics
4. Venue design and environmental features
5. Organizational benefits of RG

(Philander, Stark, Keshabyan, & Robinson, 2018)
The decision-makers who set RG strategy need regular opportunities to:

• Understand the value of RG for their organization
• Stay up to date on RG advances in an ever-evolving industry
• Learn how to track how their RG strategy is being implemented and adjust course as needed
• Become familiar with the changing needs of players and communities
Identifying gaps: Who needs to know what to make your vision come true?
COMMUNICATION IS KEY

Keep communication channels open between all levels of the organization:

• RG strategy is shared with all staff
• Easily accessible policies and procedures
• Clear method for staff to ask questions and get support
• Feedback from staff sought out regularly and used to inform changes
Training as a strategy, not an event: Identifying ongoing touchpoints
## EMERGING TRAINING

### Tools
- Augmented reality
- Virtual reality
- Machine learning
- Interactive video

### Strategies
- Storytelling
- Immersive
- Simulations
- Micro-learning
- Gamification
Chat simulation
Series of fictional customers
Chatbot responds based on keywords
Trainees get feedback messages based on their responses.

Interaction is dynamic and scenario branches.
JOSH HAS BEEN AT THE SLOTS ALL DAY

HIS LUCK HAS BEEN... POOR

CAN I GET YOU A DRINK?

THIS THING IS DUE!

I GOTTA KEEP AT THIS ONE UNTIL I WIN

WINNER

KABOOM!

IT'S GOT TO HIT SOON!

CHASING LOSSES IS VERY RISKY!

DO YOU MIND IF I SHARE HOW THE MACHINES WORK?

JOSH DOESN'T WIN THAT BIG ONE, BUT HE DOES KNOW MORE ABOUT WHY
IN-PERSON TRAINING

In our age of technology-enhanced learning, where do facilitators add value?

• Exploring complex or daunting issues
• Answering questions or providing detailed feedback
• Expert advice and coaching
• Sparking discussion between colleagues
• Identifying and adapting to the specific needs of the group
Refining your strategy: Identifying the right tools
1) Vision: What do you want your RG culture to look like?

2) Goals: What do you need to change to get there?

3) Gaps: Who needs to know what to make it happen?

4) Strategy: Which tools and touchpoints will help you fill the gaps?
THANK YOU!

Questions?
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