TOP DOWN.
BOTTOM UP.
DRIVING CULTURE
CHANGE THROUGH RG

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RG CULTURE ROADMAP

1) Vision: Where do you want to be?

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

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

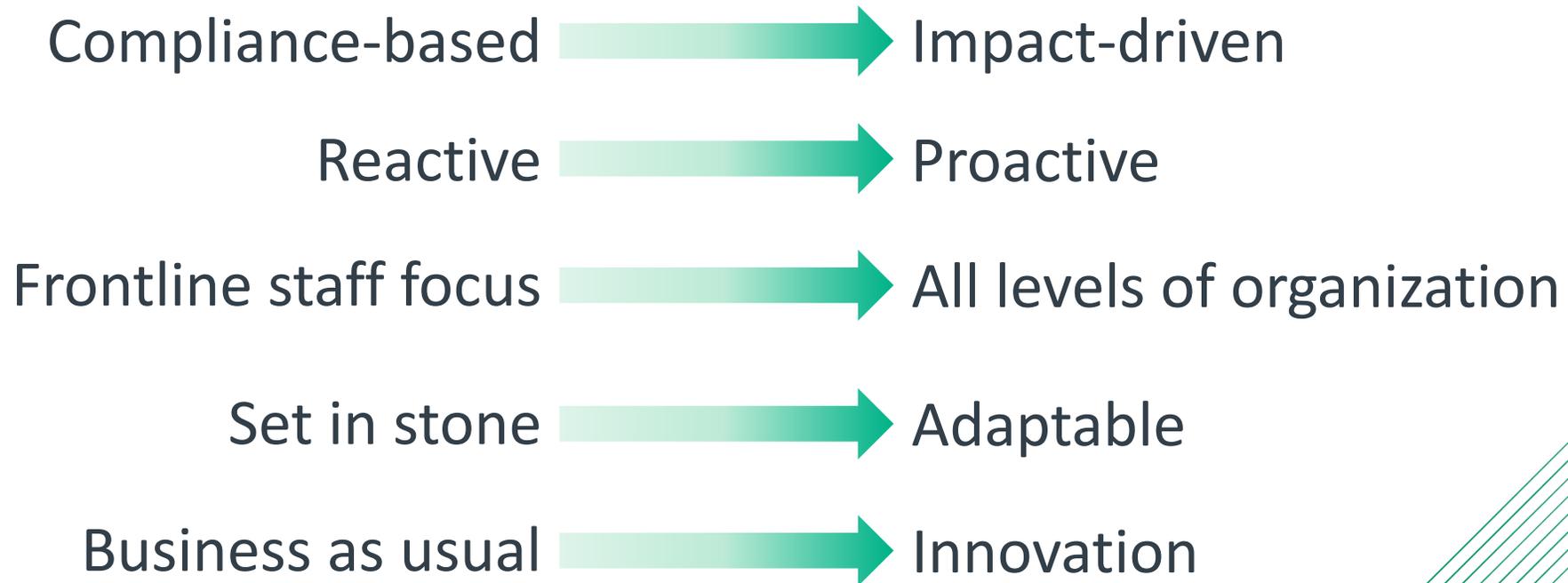**4) Strategy**: Which tools and touchpoints will help you fill the gaps?

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.

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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
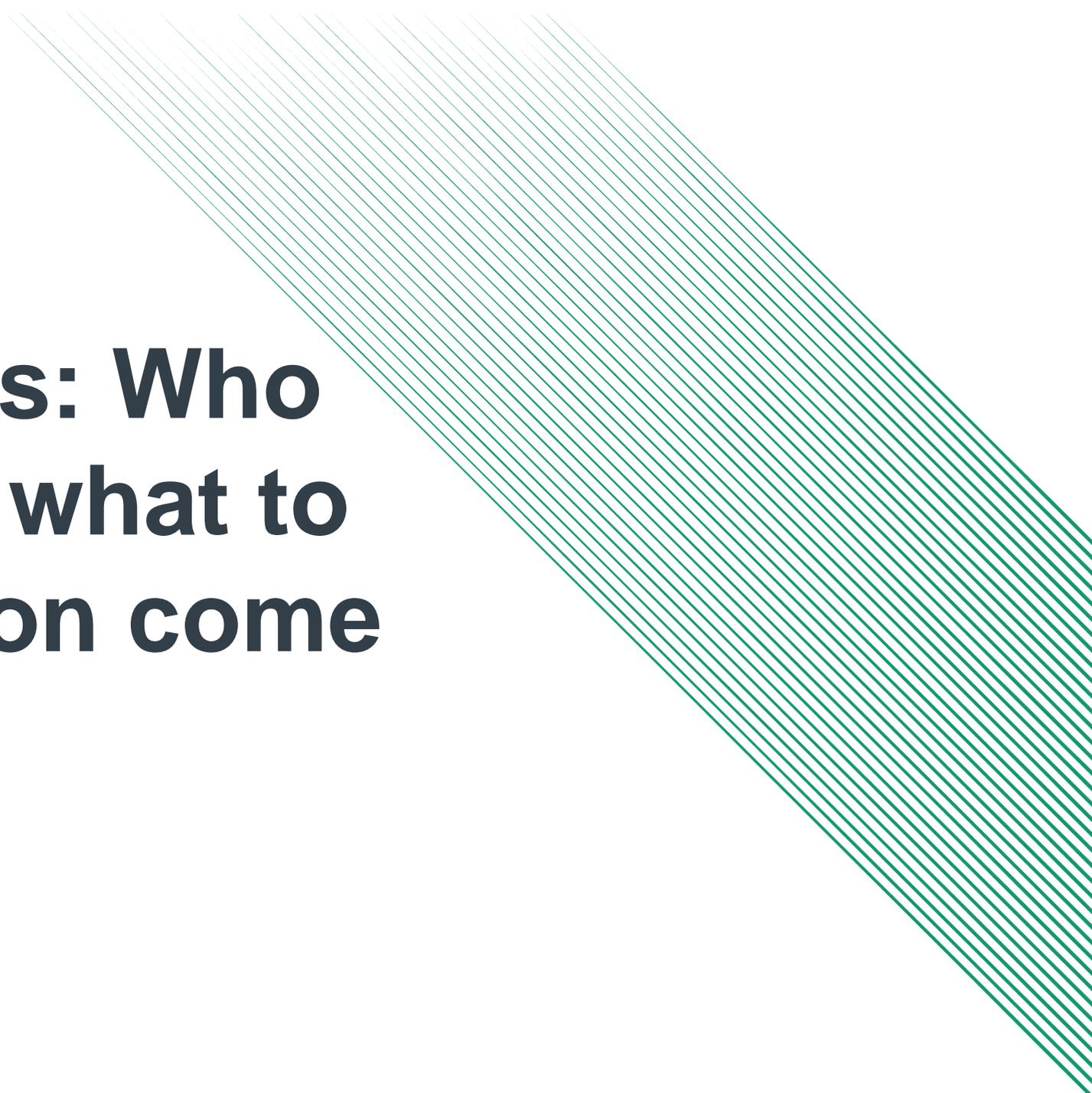
- The face of RG for players

RG ACROSS THE ORGANIZATION

Board members: Passionate RG advocates

Executive team: RG champions and innovators

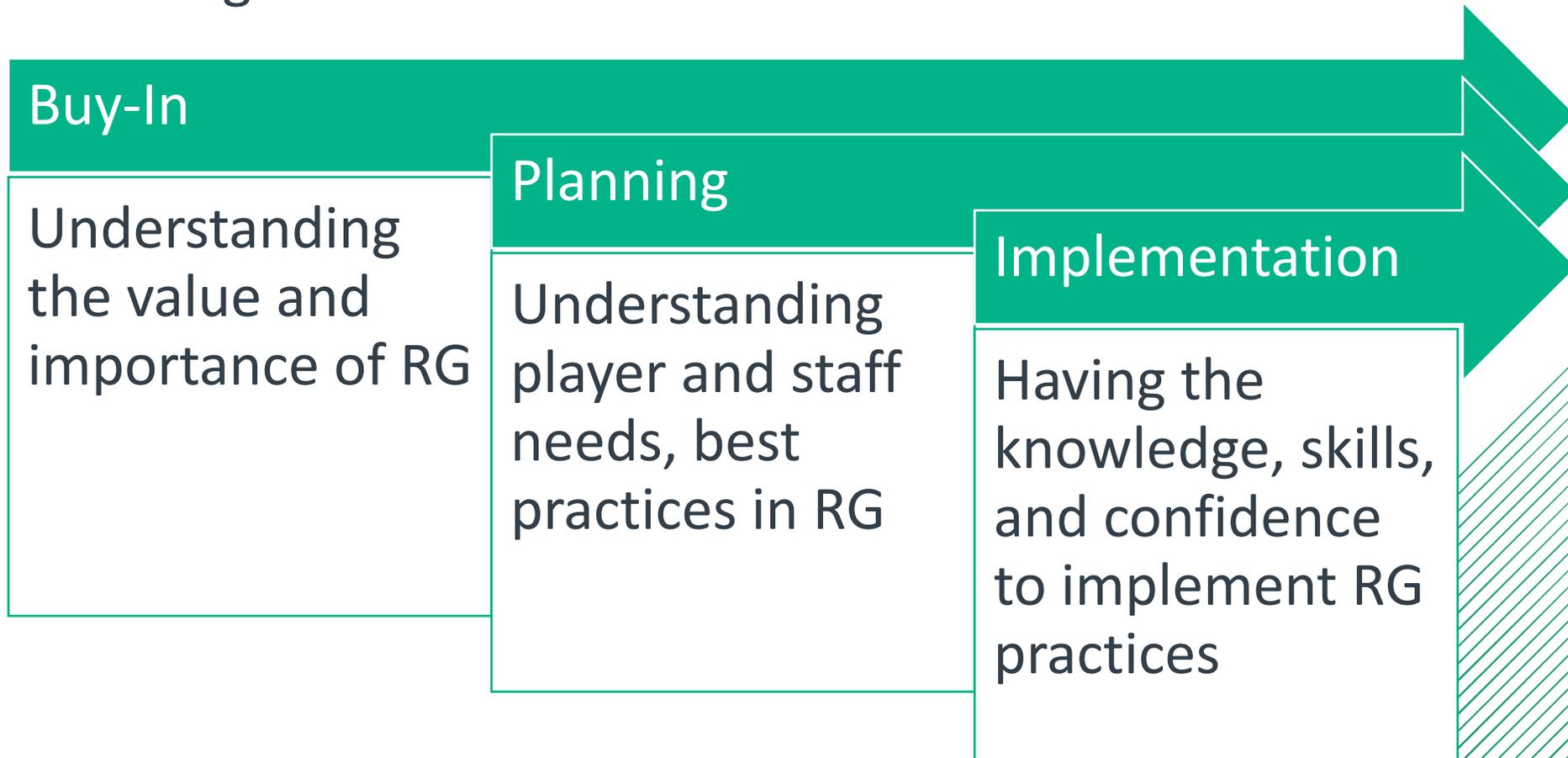Management: RG ambassadors who provide mentorship, coaching, feedback

Staff: Enthusiastic, knowledgeable, and confident

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Identifying gaps: Who needs to know what to make your vision come true?

THE ROLE OF TRAINING

Sharing RG knowledge across all levels of the organization is crucial for culture change:

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

FRONTLINE STAFF TRAINING

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

Impact of RG Training on Staff

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

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

FRONTLINE STAFF TRAINING

Training

Reinforcement

Support

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

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ADVANCED RG TRAINING

Staff who handle advanced RG interactions need training in:

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

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MANAGER TRAINING

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

Debriefing

Leading by Example

Feedback

Management-Level Support

Performance Evaluation

Coaching

Removing Barriers

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)

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BOARD AND EXECUTIVE TRAINING

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

Anticipating Challenges: Humbling examples of the best laid plans falling through

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

Top Down

Bottom Up

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

CHATBOTS

Chat simulation

Series of fictional customers

Chatbot responds based on keywords

CHATBOTS

Trainees get feedback messages based on their responses

Interaction is dynamic and scenario branches

STORYTELLING

VIDEO DEMO

- Placeholder for video demo

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

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Refining your strategy: Identifying the right tools for the job

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

THANK YOU!

Questions?
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