

***One Day, Customized Workshop
On-site at (or near) Your Location***

Creating a Culture of Accountability

Do your team members take responsibility for doing their best every day?

**Does your team communicate and work well together,
or are they holed up in their own silos?**

**Is everyone on your team committed to producing the results your
organization needs to succeed in today's competitive gaming industry?**

***If not, how do you start to change the mindset and
habits that have become the norm in your organization?***

Creating a Culture of Accountability is a one-day workshop that will teach the skills and processes necessary to establish a high-accountability culture within your organization. The workshop is custom-tailored to your organization's needs and goals, but there are 3 main sections:

1. Learning to write specific and measurable goals
2. Communicating and discussing goals within the team
3. Establishing an easy-to-use tracking process and follow-up plan.

For details on each section, please see the Workshop Agenda beginning on page 3



This workshop is facilitated by Dave Newton, previously VPHR of the Venetian Las Vegas. Dave has over 20 years' experience in operations and HR in gaming and hotels. For more details on his qualifications, please see page 5.

The Accountability Challenge

In the good old days (pre-2009 or so), **it was much easier for casinos to be successful than it is today.** It was not a major problem to allow some people to coast along in comfortable mediocrity, because casinos were profitable anyway. And there are always political considerations that make dealing with poor performers difficult, so why rock the boat?

Unfortunately, those days are gone, never to return. Today many casinos are struggling, gradually losing market share and profitability. Some are closing. And despite all the challenges there are more casinos on the way. If you want to produce the best possible results for your shareholders in today's market, **it's essential that each team member perform at their highest possible level.**

Creating a culture of accountability doesn't start with hourly employees, it starts with the leaders of the organization. Unfortunately, **very often managers' goals and the strategies for achieving them are not clearly defined.** This is counter-productive because excellent managers welcome having clear and measurable goals, because for them clear goals are motivating. On the other hand mediocre and poor managers resist having clear and measurable goals, because specific accountabilities expose their shortcomings.

This is why this type of change is so difficult. It's completely natural for people to prefer living in their comfort zones and strongly resist leaving them. It's far easier to blame declining results on problems outside one's control – the economy, the competition, the weather, the workforce, etc. – than to make changes in areas within one's control.

So the challenge for leaders – especially in today's gaming industry – is to overcome this resistance and to **create a culture of accountability that promotes high performance.**

How exactly does this workshop help you achieve this?

Workshop Agenda

1. Writing specific and measurable goals

The first step in establishing accountability is clearly communicating expectations. For management, this means each manager has **specific and measurable goals related to the his or her top strategic priorities**. When goals have been well-written, there is no doubt whether the manager achieves them or does not achieve them. Unfortunately, often goals are written in a way that is vague or ambiguous. They may also be written for aspects of the manager's job that are not the highest priorities, which takes focus off the more important parts of their jobs. These problems with the way goals are written rob them of their motivational value.

In this workshop all **team members learn the rules of writing effective goals and then develop specific and measurable goals for themselves**. Financial goals are based on the organization's approved budget. Goals may also be developed for customer service, employee engagement and project completion depending on the organization's strategic priorities. Major goals may be broken into smaller goals. The goals developed in the workshop are not final – they are subject to the team leader's final approval – but once written in the proper way, fine-tuning them for the team leader's approval is relatively easy.

2. Communicating and Discussing Goals Within the Team

Once each team member has developed the draft version of their goals, the team members communicate their goals to the other members of the team. This is an important step on several levels.

First, the process of **discussing goals with team members helps fine tune goals** as each member of the team gets feedback on their goals from the rest of the team.

Second, it **enhances teamwork by making sure each team member knows what the rest of the team's priorities are**. There may be opportunities to coordinate among departments to improve results. There may be situations where one department's goals are in conflict with another department's goals, and this is the time to raise and resolve these issues.

Third, it **begins to create accountability** because each team member is publicly committing to what the rest of the team can expect from them. Peer pressure to perform is often more powerful than the pressure a team leader can exert.

3. Establishing an easy-to-use tracking process and follow-up plan

Effective performance management is an ongoing process. **This makes it possible to take action quickly when it becomes clear that goals are not on track to be met.** Unfortunately, most companies' performance management process is seen as an annual administrative chore, often requiring lots of time being spent on subjective evaluations of a long list of managerial competencies. By the time the evaluation is done, it's far too late to have any impact on the previous year's goals, if any were written.

In this part of the workshop the participants will get a simple goal tracking form that will make it **easy for team members and the team leader to track progress during the year.** This tool also helps keep the focus on top priorities, which can be a challenge as distractions always seem to arise over time and attention is diverted putting out fires. The team will discuss what plan for ongoing follow-up is best for them. (Again, the final decision is the team leader's.)

Benefits

The benefits of a team going through this process together are:

- Clear and mutually understood expectations, which create accountability
- Improved communication within the team
- Increased focus on results crucial to successful organizational performance
- Provides a simple tool for leaders to use to manage their teams during the year
- Performance management discussions become focused on achievement of key results
- Participants can use the process they learn with their direct reports to clarify expectations and increase accountability within the organization



Recommended Attendees

This workshop is designed for management teams, including corporate teams, property executive committees, or department management teams.

Location

The workshop can be held at your property (or off-site nearby) and is customized based on your organization's specific needs and goals.

Facilitator Details

The seminar is conducted by Dave Newton, who brings a unique perspective based on his combination of operational experience and HR expertise.

His operational background includes working as a hotel general manager, working in Front Office operations at the Waldorf-Astoria Hotel, and an MBA in Management With Distinction from Pace University.

On the HR side he has 11 years' experience at the Vice President level, including six at the Venetian Las Vegas. During his time there the Venetian won two first-place workplace excellence awards among large Las Vegas employers. He also has a Bachelor's degree from Cornell University's School of Industrial and Labor Relations with a concentration in Organizational Behavior.

Dave Newton is currently a partner with Hospitality Resources (hospitalityresources.us.com) where he works with a variety of gaming companies to help them improve their performance and results.

Workshop Cost

The cost of the one-day workshop is \$1,500 for teams of up to 12 people in the Continental U.S. For larger groups or sessions outside the Continental U.S., please call 702-255-9891 for a quote. The organization participating in the training is responsible for the costs of the meeting site (meeting room, F&B, etc.) and for reimbursing the trainer's travel expenses.

For additional information or to arrange a workshop, please contact Dave Newton at 702-255-9891 or dave.newton@cdcgamingseminars.com.