CDC
GAMING SEMINARS

Creating A Culture of Accountability at Your Casino

On-site Training Custom-Tailored to Achieve Your Casino's Goals

GET STARTED!

Why Does Accountability Matter?

Without accountability, you won't have **high performance**.

It's also true, but less well known, that without accountability you can't have a positive work environment. Here's why:

• When management fails to create a culture of accountability, **responsible, hard-working employees get frustrated and disengage**. Why make the effort to work hard when others are not being held accountable to do their work?

• Teamwork and employee engagement disappear in a cloud of frustration and feelings of being treated unfairly, creating a toxic work environment. Customer service and bottom line results suffer, which increases the pressure on the manager, creating a downward spiral in the work environment, employee performance and results.

**This program is customized to each client's needs and goals.
This brochure describes some of the components that can be included.**

GET STARTED!

CDC
GAMING SEMINARS

For Management

The culture of any organization starts with the management.

1. Creating Clear Measurements of Performance

Accountability always starts with clear expectations and clearly defined responsibility. Leadership performance can be evaluated using objective measures in these areas:

- **Financial results**
- **Customer Service**
- **Employee Engagement**
- Completion of projects on time and on budget

2. Management Standards

Many hospitality companies have guest service standards, but few have Management Standards.

Management standards are descriptions of what behaviors are expected of managers (as opposed to what results are expected). Different managers have different ideas about how to treat people, based on their own experiences. Unfortunately, some of those experiences were in poorly managed operations, and involved behaviors counter-productive to effective leadership and teamwork.

Accountability begins with clear expectations. **Management standards make it clear which management behaviors are acceptable and which are not. These behaviors, more than mission and vision statements, will define your true company culture.**

Management standards don't tell managers everything they have to do. Different managers have different styles, and managers should always have freedom to exceed the basics and use their own judgement on how to engage employees toward high performance. Management standards' purpose is to clarify what basics are expected of all managers in the organization, the behaviors that are not optional.

The Creating a Culture of Accountability training includes a process to **create and build acceptance and commitment to management standards that define your ideal culture in a practical way.**

3. Accountability in Teamwork

Individual performance is only a part of a leader's responsibility. More important and often more challenging is getting leadership team members to put the team's overall performance ahead of their own department's interests.

The most visible way to evaluate team performance is the effectiveness of the team's meetings. Are the meetings used to identify strategic issues and insure effective coordination and execution of the actions planned to achieve these goals?

> **Execution eats strategy's lunch.**

Or is there a lot of wasted time and a sense that the team's meetings are an interruption from the team members' "real jobs?" **Ineffective meetings are one of the main reasons that execution is so challenging for so many organizations.**

The Creating a Culture of Accountability training includes a proven meeting process that teaches and reinforces the concept of Co-Responsibility, the idea that all team members share the responsibility for the team's success. It's not just the bosses' job. The meeting process does this by sharing and rotating the key responsibilities in meetings.

This approach makes meetings more effective, develops the team members, and frees the team leader from focusing on running the meeting, which allows the leader more opportunity to listen, observe and think, which leads to better decisions.

Hourly Employee Accountability

1. Customer Service Standards

When customer service is important, you can't leave the decision on how to deal with customers to your employees. As with manager standards, you need to be clear about what basics are to be consistently delivered. Of course going above and beyond the basics is still a part of the job, but customer service standards create a more consistent guest experience at your property.

If you don't currently have customer service standards, we'll work with you to develop, communicate and train staff on standards that create a guest experience that creates a high level of guest loyalty.

2. Behavior Standards and Your Employee Handbook

Because your employee handbook communicates behavioral expectations, it plays a key role in creating accountability.

So your handbook should be as clear as possible about rules and standards, but it can still have a positive tone. Also, **the more specific it is about what will happen when rules are broken, the easier it is for managers to use to create accountability.**

Part of the Creating a Culture of Accountability training is a review of your handbook and working with a team of key operational managers to make sure the handbook works to help them effectively deal with poor performers.

3. Coaching and Positive Discipline

The hardest and most important step in Creating a Culture of Accountability is teaching managers and supervisors how to be effective coaches and how to move from punishment to positive discipline.

Discipline programs in casinos are typically based on sanctions – punishment – which increase with the frequency and severity of the infraction. These systems typically have the negative side effects of making it harder to increase the employee's engagement, and more likely that the employee focuses mainly on not getting caught.

The coaching section of Creating a Culture of Accountability teaches basic coaching and feedback skills, which many supervisors and managers, who were promoted from hourly jobs, have never been taught.

Positive Discipline involves a more effective approach to handling poor performance and rules violations. The process includes creating an interaction with the employee that focuses on performance improvement and not on blaming or criticizing the employee personally. The process makes it clear that the accountability for improvement lies with the employee, not the manager.

Positive Discipline is a **proven and legally-tested approach that makes the discipline process easier and less confrontational for managers and supervisors.**

CDC
GAMING SEMINARS

Creating a Culture of Accountability is customized for each client based on their needs, preferences and timelines.

To get started on Creating a Culture of Accountability at your property:

email: dave.newton@cdcgamingseminars.com
phone: Dave Newton   (702) 255-9891

Trainer: Dave Newton

Dave Newton has a track record of implementing innovative and successful leadership and HR practices. Dave was opening VPHR of the Venetian and was responsible for creating the strategic HR plan for that property. The goal was to have great service and remain union-free, despite a powerful local union that had organized every other property on the Las Vegas Strip.

Dave's mission was to create an exceptional work environment that produced the highest quality service and convinced employees that they didn't need a union. To achieve this, Dave and the Venetian team implemented a number of innovative practices that created a unique culture where employees were highly valued. Guest service was excellent, the staff remained non-union, and the property won two Best Places to Work Awards.

The components of the Creating a Culture of Accountability training have all been proven effective in creating an exceptional work environment and a high performance culture.

Shortly after opening, the Venetian (despite being one of the smaller companies competing) was chosen to receive one of two available Macau gaming licenses, and it has since grown into the Sands Corporation, one of the most successful gaming companies in the world.

Since leaving the Venetian Dave has been a partner with Hospitality Resources (www.hospitalityresources.us.com) where he has worked with a variety of different casino and hotel clients to improve their company culture and performance.

GET STARTED!

5