



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?

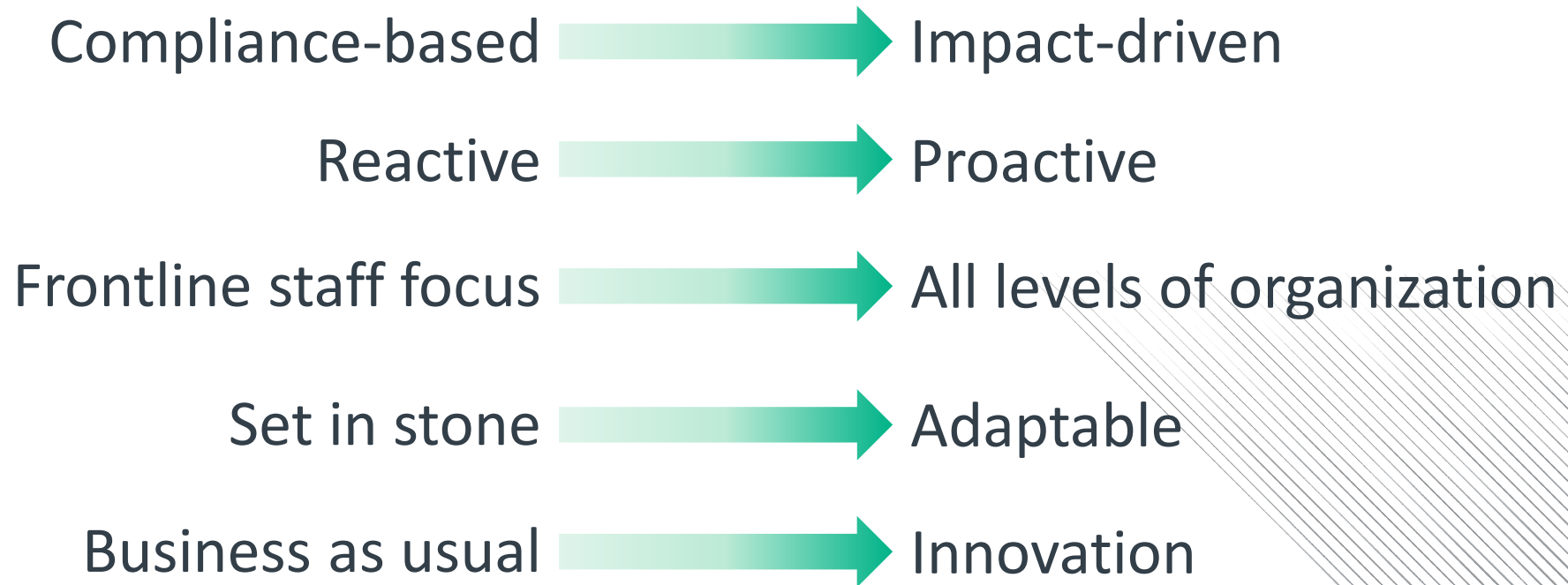
WHO WE ARE

- 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



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

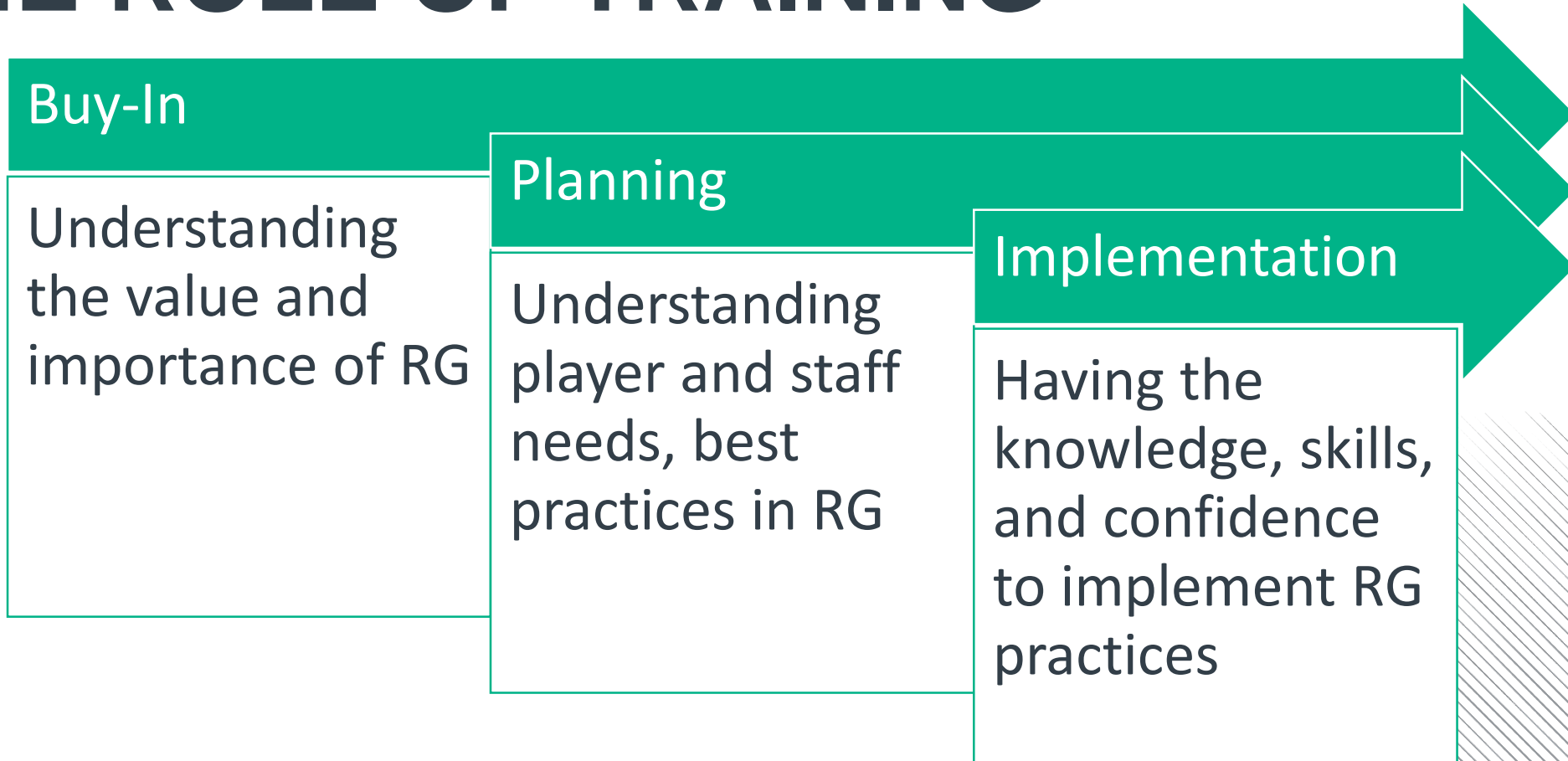
Board members: Passionate RG advocates

Executive team: RG champions and innovators

Management: RG ambassadors who provide mentorship, coaching, feedback

Staff: Enthusiastic, knowledgeable, and confident

THE ROLE OF TRAINING



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

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



- 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

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)

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

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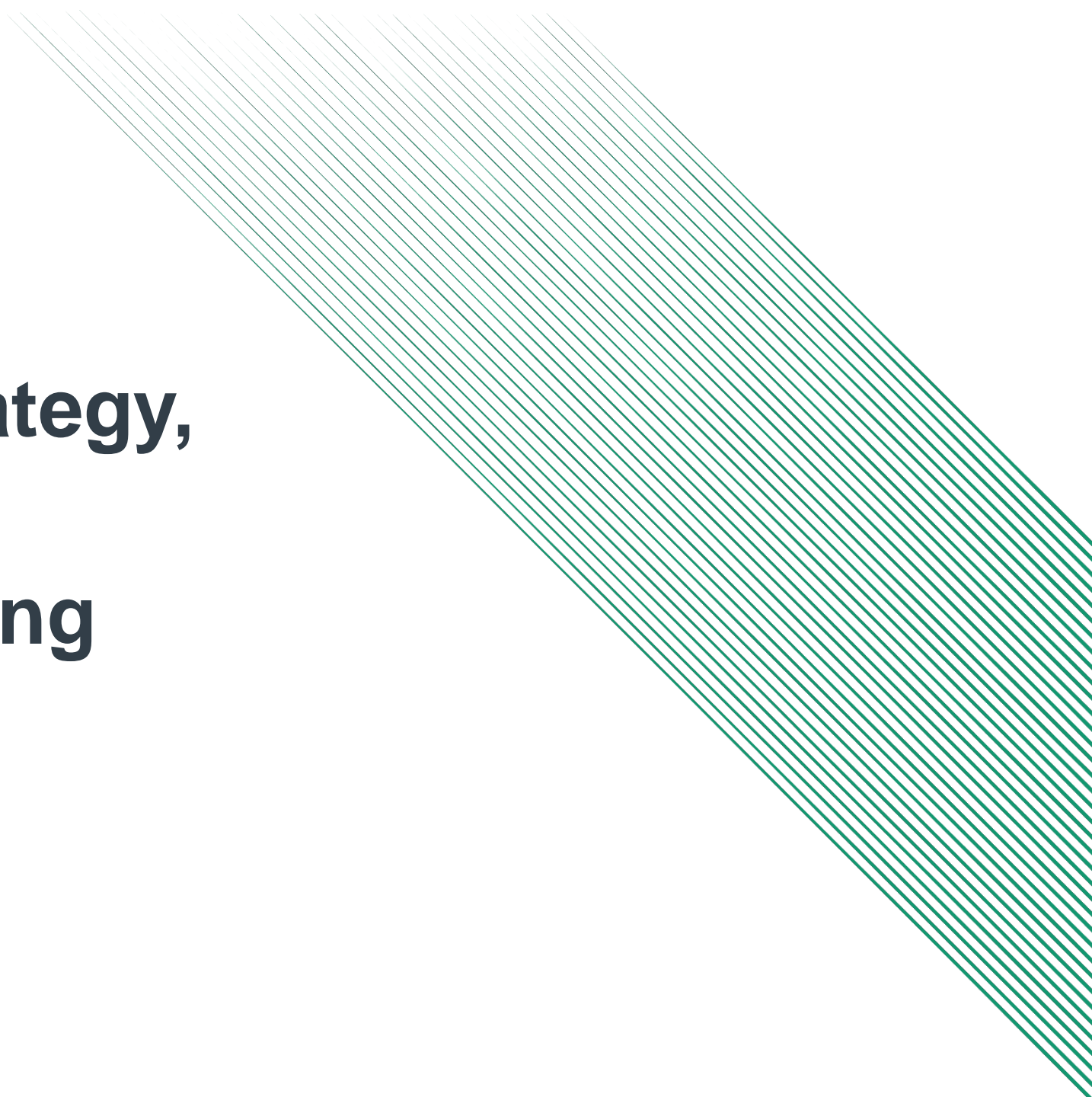
**Identifying gaps: Who needs
to know what to make your
vision come true?**

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

CHATBOTS

Chat simulation

Series of fictional customers

Chatbot responds based on keywords

The screenshot displays the eCASINOX Customer Service Chat Tool interface. At the top left, the logo "eCASINOX" is visible, followed by the text "eCASINOX Customer Service Chat Tool". The interface is divided into several sections:

- Currently chatting with:** A section showing the active customer "Twinstryk", a member since 2015, male, 25, from California, US. A red "ISSUE" banner indicates they are "Locked from joining rooms and unable to start new ones".
- In Queue:** A list of other customers waiting for service, including Twinstryk, Endoxus, Azazel, Tuj, Wjgs, jirard, Bryan, Clawlend, Stoley, schmeckle, and frank.
- Chat History:** A list of messages from the customer and the chatbot. The customer asks about being locked from play, and the chatbot explains the seat limit policy and offers to reset the counter.
- Chat Input:** A text input field at the bottom with the placeholder "Message @Twinstryk".

The chat history shows the following messages:

- #6931:** "How are you doing today sir. I see you're having an issue with being locked from play in our poker rooms?"
- Twinstryk:** "YEAH WHAT THE HELL IS THIS?"
- #6931:** "Sir, we only allow a certain amount of seats per account per hour - this helps keep the system fair for everyone!"
- Twinstryk:** "some people make their living off this stuff you know how would you like it if I came to your job and cut the power! I need my counter reset."
- #6931:** "That wouldn't be good then I can't help anyone! Mike, the limit on game seats is set by our regulators. Not only do I not have the power to do that, but it would be against the law."
- Twinstryk:** "Well what good are you for then? I guess I'll just go to another site."
- #6931:** "I get your frustrations, it can be difficult when rules created to prevent exploits hurt the average user. Unfortunately, I can only tell you to wait in this situation. Your limit will time out in 21 minutes, when that does you can join games again. Is there anything else I can do for you today Mike?"

At the bottom left, it shows "Logged in as: #6931". The top right corner has navigation buttons for "MENU", "NOTES", and "HELP".

CHATBOTS

Trainees get feedback messages based on their responses

Interaction is dynamic and scenario branches

The screenshot shows a chatbot interface for eCASINOX. The chatbot is named "Twinstryk" and is identified as "aka 'Mike Jackson'". The interface includes a "MENU", "NOTES", and "HELP" bar at the top right. On the left, there is a sidebar with the eCASINOX logo and the text "eCASINOX Customer Service Chat Tool". Below this, it says "Currently chatting with" and lists "Twinstryk" with details: "Member since 2015", "Male, 25", "California, US", and a red "ISSUE" label with the text "Locked from joining rooms and unable to start new ones". Below the sidebar is a list of "In Queue" users: Twinstryk, Endoxus, Azazel, Tuj, Wigs, jirard, Bryan, Clawlend, Stoley, schmeckle, and frank. The main chat area shows a conversation between #6931 and Twinstryk. A large white dialog box with a red exclamation mark and the text "WARNING! This decision may result in undesired consequences." is overlaid on the chat. At the bottom of the dialog are two buttons: "GO BACK" and "PROCEED". The chat input area at the bottom shows "Message @Twinstryk" and "Logged in as: #6931".


STORYTELLING



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

A series of parallel green lines of varying lengths, starting from the top right and extending towards the bottom right, creating a sense of motion and depth.

Refining your strategy: Identifying the right tools

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THANK YOU!

Questions?

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