



# **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?

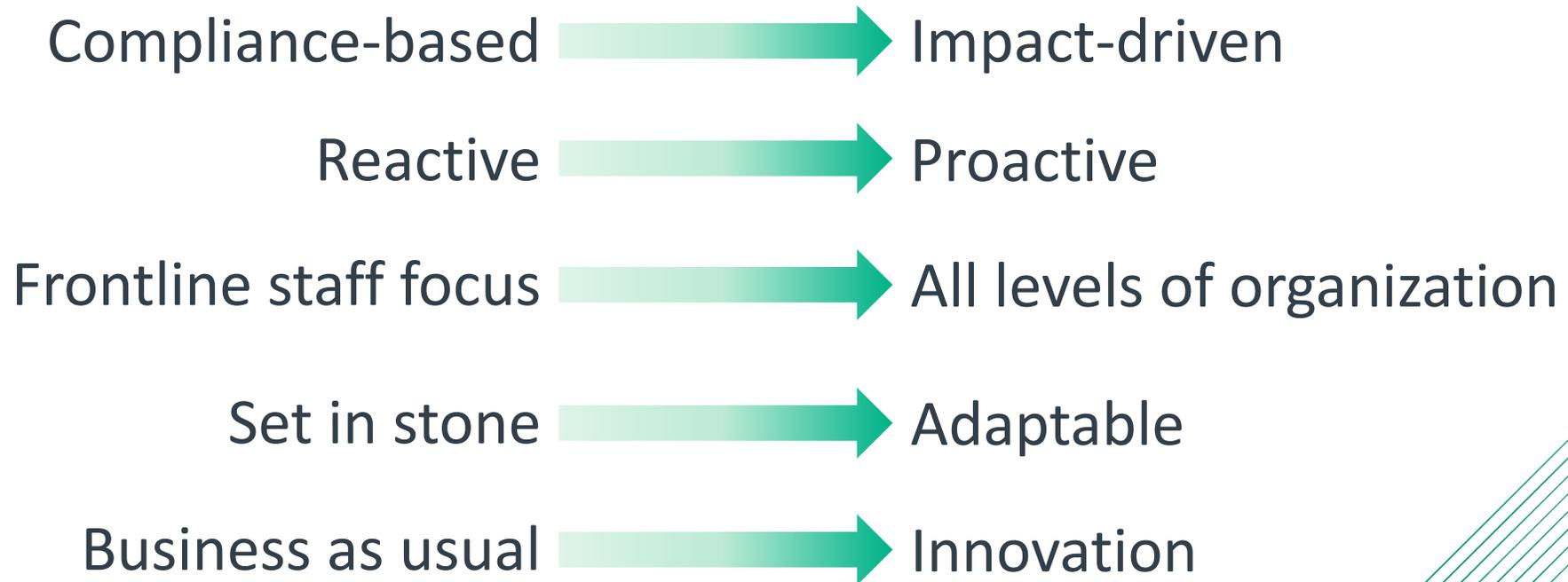
# WHO WE ARE

- 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.

**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



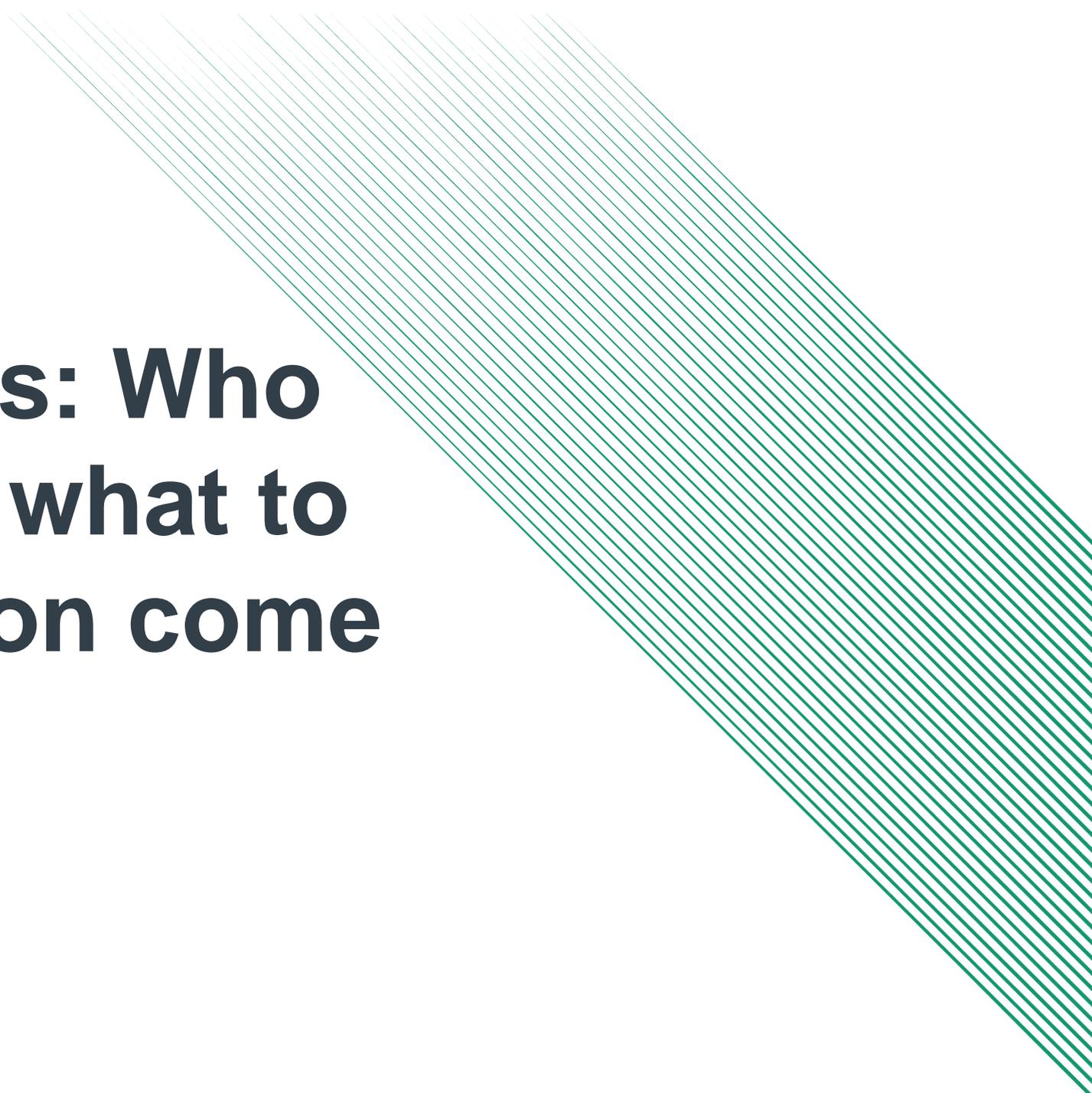
# RG ACROSS THE ORGANIZATION

Board members: Passionate RG advocates

Executive team: RG champions and innovators

Management: RG ambassadors who provide mentorship, coaching, feedback

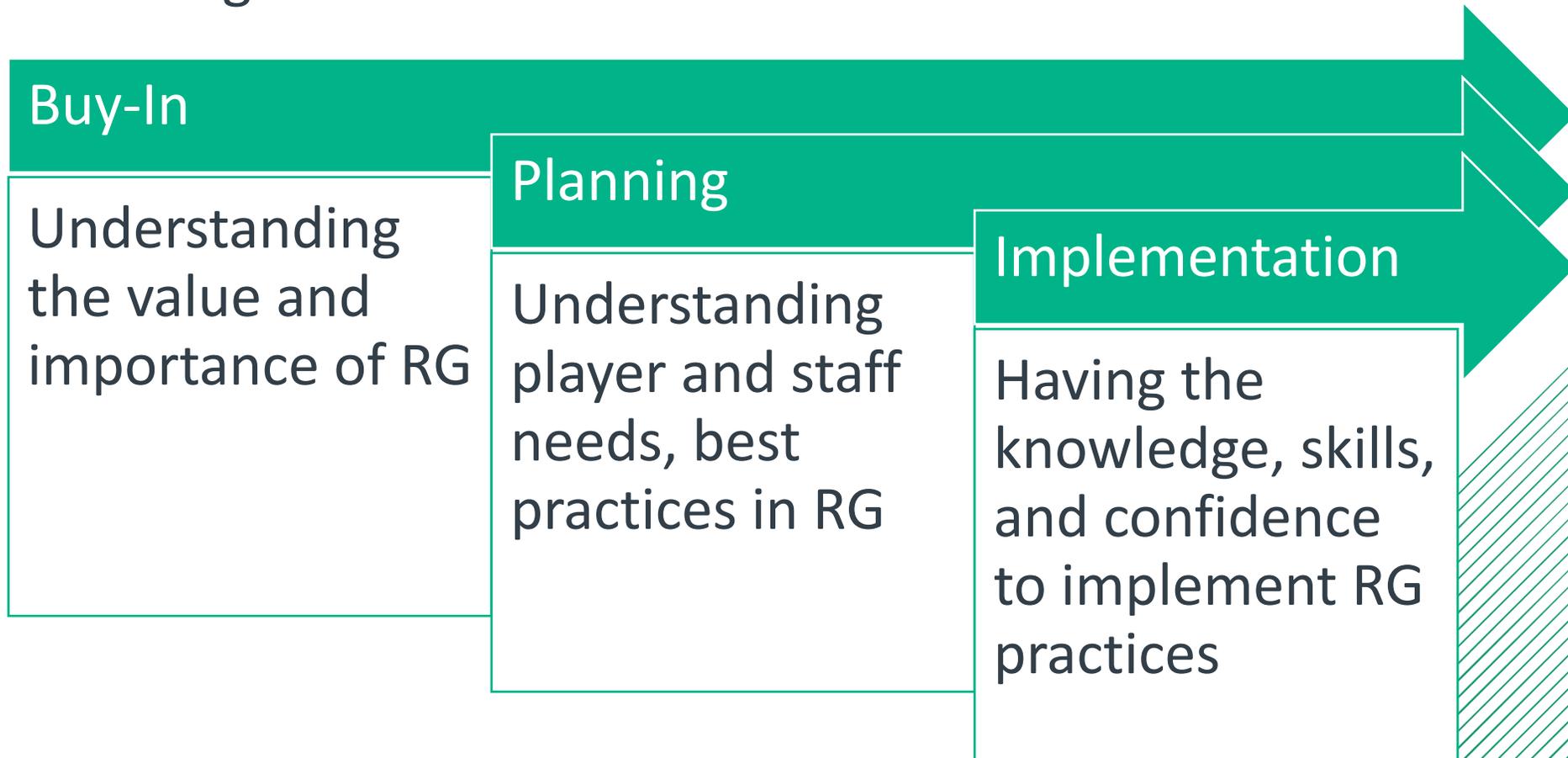
Staff: Enthusiastic, knowledgeable, and confident

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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:



# 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



# **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



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**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. The header includes the eCASINOX logo and the text "eCASINOX Customer Service Chat Tool". The interface is divided into several sections:

- Currently chatting with:** Shows the user "Twinstryk" (Member since 2015, Male, 25, California, US) with a status "ISSUE: Locked from joining rooms and unable to start new ones".
- In Queue:** A list of other users waiting for service, including Twinstryk, Endoxus, Azazel, Tuj, Wigs, jirard, Bryan, Clawlend, Stoley, schmeckle, and frank.
- Chat Log:** A series of messages between the user and the chatbot. The user asks about being locked from play, and the chatbot explains the seat limit policy and offers a counter reset. The user expresses frustration, and the chatbot explains the regulatory limits and offers to wait 21 minutes for the limit to reset.
- Footer:** Shows the user is logged in as "#6931" and provides options for voice chat, headphones, and settings.

The chat log messages are as follows:

- #6931:** Today at 10:41 PM  
How are you doing today sir. I see you're having an issue with being locked from play in our poker rooms?
- Twinstryk:** Today at 10:41 PM  
YEAH WHAT THE HELL IS THIS?
- #6931:** Today at 10:41 PM  
Sir, we only allow a certain amount of seats per account per hour - this helps keep the system fair for everyone!
- Twinstryk:** Today at 10:42 PM  
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:** Today at 10:43 PM  
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:** Today at 10:45 PM  
Well what good are you for then? I guess I'll just go to another site.
- #6931:** Today at 10:45 PM  
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?

# CHATBOTS

Trainees get feedback messages based on their responses

Interaction is dynamic and scenario branches

The screenshot displays the eCASINOX Customer Service Chat Tool interface. On the left, a sidebar shows the user's profile: "Twinstryk", Member since 2015, Male, 25, California, US. Below this is a list of users in the queue, including Endoxus, Azazel, Tuj, Wigs, jirard, Bryan, Clawlend, Stoley, schmeckle, and frank. The main chat area shows a conversation with a user named "#6931". The chat history includes messages from both parties. A prominent white dialog box with a red border and a red exclamation mark icon is overlaid on the chat, displaying the text "WARNING! This decision may result in undesired consequences." At the bottom of the dialog are two buttons: "GO BACK" and "PROCEED". The chat interface also features a top navigation bar with "MENU", "NOTES", and "HELP" options, and a bottom input field for sending messages.

# 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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**THANK YOU!**

Questions?

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