

# Learning how to be effective

By Donald Zillioux, Ph.D.

ry to answer this simple question: “How would you know at the end of the year that you had been effective?” The answer will be challenging if you pursue it honestly. Correctly, it should be output oriented, measurable and results focused with specific outcome statements baked into the answer.

Take this challenge: Go to your gaming or company floor, ask the first employee you encounter the question about effectiveness, then be quiet and wait. Measure his or her answer (or lack of one) against what you would like to hear.

Is it specific, is it measurable, is it an outcome statement rather than an activity list? Your competitiveness and people productivity solution is firmly encased within the answers that you hear.

This is an opportunity to be open and curious. Remember, our job as a manager or leader is to assure that our subordinates are effective. They can’t be if they don’t know what they are supposed to produce, by when and how it will be measured. The answers need to be outputs and not inputs, results and not activity.

Imagine an organization where all employees, top to bottom, knew what their effectiveness was, what their objectives were, how and when they would be measured, and were trained, coached and led to achieving those objectives. Wow! They couldn’t be beaten competitively or profit-

ably, period.

Given the current state of competitiveness among Indian gaming and regional commercial, there is a greater emphasis on developing the human capital of these enterprises. It is no longer sufficient to simply have slots, table games, restaurants if a property wants to be a competitive powerhouse.

Competitiveness is based on customer experience, for both external and internal stakeholders. Ask yourself, “How many customers can you afford to lose per visit cycle, how many internal customers (employees), can you afford to lose annually?”

What attrition cost is acceptable, what habits and assumptions need to be broken—you know the “we’ve always done it this way” stuff? The often-heard statement: “I’ve been in gaming for 30 years, I don’t need to be told how to do my job” is no longer a reasonable excuse.

So, let’s ask, how do we recruit new team members who can deliver on this lofty goal? How high is our annual turnover by position and department? Why is it so high? Do we recruit for attitude and optimism or simply take the first folks who can be licensed?

Remember, you can train someone on job skills, but you can’t create optimism and great attitude. Hire for attitude and optimism, train the rest.

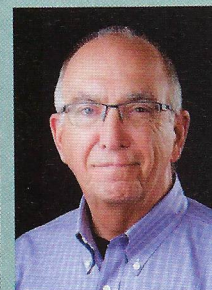
How do you on-board those wonderful

new recruits? Do you familiarize them with the job, the operation, the history and values of the organization, or do you simply throw them to the wolves and see just how long they will last? How well are their direct supervisors trained to mentor, effectively manage performance, reprimand, coach and catch the team member doing things right?

This is your opportunity to build esteem in individuals, teams and units—the makings of great customer experience, internal and external.

How are your supervisors selected and trained? How do they supervise themselves? What are their measurable objectives—do they have the authority to do their jobs effectively? What methods do you use to imbed high customer experience values into your organization? How do you train, manage, measure and reinforce these values and objectives?

Remember, competitiveness is as much a customer experience process as it is an employee experience engine. The natural landscape is changing, the ecology of customer competitiveness has changed. There will be early adopters and there will be the laggards. Which will you be? ♦



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