

**Casinos Must Have Effective Leaders and Managers to
Roll Out Organizational Improvement**

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Strong, effective managers are at the heart of efforts to implement organizational improvement at casinos.

“The success of any organizational culture and a casino’s ability to undergo constant and effective change depends upon the abilities of the casino’s leaders,” says Jennifer Privitera, manager of client service for Annapolis, Maryland-based Robinson & Associates, Inc. “This success will rely upon a focus on the development of strong managers.”

Privitera offers the following five tips about managers and organizational improvement at casinos.

Tip No. 1. Managers must show their commitment to change, Privitera says. “It is vital for management to consistently demonstrate and advertise their commitment to the improvement of the entire organization,” Privitera says. “Caring for the culture and providing for the focus of casino improvement is a manager’s job.”

Tip No. 2. Effective managers set the goals for improvement, Privitera says. “In an ideal situation, senior management will define the broad parameters of the goals of

improvement and the direction of the casino,” Privitera explains. “A fluid vision that allows employees, managers and supervisors to contribute their input helps foster an environment of openness and, ultimately, success.”

Tip No. 3. Specific leadership practices are important to improvement, Privitera says. “Many casinos face the challenge of determining how management can plan for improvement,” Privitera notes. “Leadership practices – including communication, opportunities for open dialogue and group and individualized employee recognition – are important in organizational improvement.”

Tip No. 4. Leadership practices lead to management partnerships, Privitera says. “These practices can help move the casino to a culture that supports partnership among management and employees, as well as an environment in which exemplary employee contributions are expected, recognized and shared within the entire organization,” Privitera says.

Tip No. 5. Effective managers motivate employees, Privitera says. “The very best casino managers will motivate their employees and find the right fit for each one,” Privitera points out. “This requires analyzing employees’ strengths, rather than identifying and focusing on their weaknesses.”

Robinson & Associates has published a white paper that helps casinos understand what is involved in rolling out organizational improvements that can result in greater success in the future. Those interested in obtaining a copy of the white paper should e-mail Lydia Baird at lbaird@casinocustomerservice.com or call her at 206-774-8856.

Robinson & Associates, Inc., is a global customer service consulting firm for the gaming industry. It helps casinos determine their Advocate Index, a number that

indicates the extent to which properties have guests who are willing to be advocates. The company then implements its Advocate Development System in combination with the proven methodology of Advocate Index and best business practices to help casinos create more guest advocates and chart a course for growth and profitability.

Robinson & Associates may be reached by contacting Lydia Baird or via its Web sites at www.advocatedevelopmentsystem.com and www.casinocustomerservice.com.

Robinson & Associates is a member of the Casino Management Association and an associate member of the National Indian Gaming Association.

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