



Conversations w/Tino

Guests	Judith Wright
	President
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Tino Magnatta: And welcome to another episode of GT RADIO. My name is Tino Magnatta. And tonight I have a great guest on the show, Judith Wright. How are you, Judith?

Judith Wright: I'm doing well. How are you?

Tino Magnatta: Good. So we were just talking about a couple of things. You have a conference coming up, that you're the president of the Native American Human Resources Association. You've got a big conference coming up. Tell us a little bit about that conference. What happens there? People come together from ... Tell us a little bit about that.

Judith Wright: It's a National Native American Human Resources Association, which is also known as NNAHRA. It's been an existence of for 23 years. This is our 23rd annual conference. And we represent over 200 tribes and thousands of members from all over the nation and also in Canada. Our mission is to provide education and certification and information to HR professionals in Indian country. And next week we are meeting in Minnesota at Mystic Lake. And we are going to be having approximately 600 attendees there. So we're excited. It's a lot of work, but it's a lot of fun also. So I will be leaving tomorrow. And a lot of education, a lot of speakers, a lot of sponsors, a lot of partners that helped put this on but it's a lot of fun.

Tino Magnatta: Now you're the president of it, right?

Judith Wright: I'm the president, I am. There's a board of seven individuals. It's all volunteer work, we don't get paid. But it's labor of love.

Tino Magnatta: Now, how long have you been involved with this?

Judith Wright: I have been involved with the board since 2012 in various capacities. But I was elected president in 2015.

Tino Magnatta: And how did it all start? What were the roots of it?

Judith Wright: With the association itself?

Tino Magnatta: Yes.

Judith Wright: It actually started with a group of individuals in the Northwest who wanted to share information and network together. It was just a handful of individuals, and they started meeting and it just grew from there. It didn't really take off until about, I want to say, 2003 where they started the actual association and became what, I want to say, the formal association. And then as it progressed, I want to say, in 2010, they really started getting the population coming into the conferences. These last 10 years, I really want to say, that it's really taken off. We've gotten our certification for, it's called, the Tribal Human Resources Professional certification. And that we started in collaboration with a group,

educational institute. But then we just recently took that in house in collaboration with a legal team on the [inaudible 00:03:58] drum and wisdom and NNAHRA. And we did that in 2015. And so we are offering that four times a year. We have our 501(3)c that we just received. We were 501(6)c prior to that. And we're just doing a lot of really good things for our HR professionals in Indian country.

Which is a really big need because HR in native country is so much different than HR in the corporate world.

Tino Magnatta: How so?

Judith Wright: In many ways. Depending on what state you are in and where your reservation is, there are so many, I'll call them documents, but there're so many laws and documents that you may have to follow or may not have to follow. In California where I am, you either follow federal law, you may follow your California compact, there may be other agreements that may impact your tribe. But you may not follow California state law unless your compact implies that you do or states that you do. So you really have to do your research. And what may be right for our tribe or may apply for our tribe may not apply for the tribe that's just down the road for us. So everyone is different. So it's very different. And you really need to have a good network to pass the information on or at least network with.

Tino Magnatta: Yeah. Then most people think that HR departments they just hire and fire people. But there's a huge scope that goes under HR, right?

Judith Wright: There is a vast scope that goes under HR. And you are so right? Because everybody just thinks, you hire people, or you fire people. And there's so much in between.

Tino Magnatta: Can you tell us a little bit about that?

Judith Wright: Yes. I can speak for the HR that we have here at Valley View Casino. There is employee development, there is HRIS, there's compensation, there is benefits, there's risk management. We have one individual that is just concentrates on team member recognition and special events. One of the things that we are very proud of is the recognition and the benefits that we offer our team members. California and Southern California especially with gaming is so competitive. And even though our compensation does not fall under California guidelines, it's very important for us to be competitive with California salaries and compensation. So we do studies, we make sure that we fall in line to ensure that we can recruit for all of the positions that we have. And we do this every year, make sure that we do any equity adjustments that we have to do. But we offer over 65 benefits to our team members. And we just want to make sure that they feel valued, and that we retain the team members that we have. We do have a very low turnover rate for this type of industry.

We find that most of our turnover is in the first year. Even though you communicate what type of industry it is, you're going to be working with people, usually the fall out is in the first year. The gaming industry or the hospitality industry isn't for everybody, you really got to like people. And we tell our team members or our applicants or candidates is that, if you don't like people this isn't the industry for you. And that's where we find that [inaudible 00:08:43] our fallout.

Tino Magnatta: Now, it's also a lifestyle, isn't it? Because the hours, most people are working when other people are taking holidays, right? This is kind of structured altogether.

Judith Wright: That is very true. Very true. One of the things that we do offer is a very good vacation or PTO. We call it PTO, paid time off. And we offer many days that you are eligible for. And so our team members are able to take their paid time off after 90 days of time that they work for us. They start earning their paid time off immediately, but we ask that they at least work 90 days before they start actually taking it. We have a PTO buyout. So if they have a need they can buy out some of their PTO. But one of the things that they do have to consider is that, our busiest times are the holidays, our busiest times are the weekends. And that's the time that they are going to be asked to work. So we go over that in detail when we are interviewing them, and also during our onboarding process.

Tino Magnatta: Yeah. It's pretty amazing. So tell us a little bit ... You guys opened July 4th weekend you opened your casino. It's been over 10 weeks. Tell us a little bit how it's going, and what the feeling is at the casino, and give us all the details.

Judith Wright: It's going very well. We were in construction for approximately 18 months, and that included all the design and planning. And we added 45,000 square feet to our gaming floor, and added a new restaurant. The new restaurant is called Patties & Pints. It is a comfort food, I'm going to say. It has burgers, it has pizzas. But they're just not burgers. They're like gourmet burgers, gourmet pizzas. And I haven't had anything I don't like. The draft beer is probably one of the coldest draft beers. Not that I drink a lot of draft beers. But they're really good, and we're getting really high remarks on the food and the drinks there. We have shakes, hard shakes there. And what we're doing is actually attracting a new clientele. Our clientele has always been the individuals who are probably the demographics of 40 to 60 years old, usually females. And what we're finding is as the younger demographics are now coming to our casino. And that's really working for us. The floor is much more comfortable, a lot spacious.

We have an additional entrance, a lot more bathrooms. And we find that our guests are coming back, that we haven't seen in a few years. They're trying our gaming floor again. And also our team members seem to be very prideful of the gaming floor again. It's really nice to see everybody out on the floor and just really proud of where they're working.

Tino Magnatta: So tell us a little bit about your roots. Where you were born, what your parents were like, what kind of a atmosphere you grew up in. Just take you back now.

Judith Wright: I am actually a local native of San Diego. My mother is a native Kumeyaay of San Pasqual Band of Mission Indians. And my father was born in Beaumont, Texas, and is of Mexican descent. So I grew up in the community of Escondido. I am the sixth of a family of eight. I have four brothers and three sisters. And I had a modest upbringing. My dad was a very hard worker, made a living in construction. He was a stern but a very loving man. And most of the time worked out of town. He was in construction and was responsible for installing large water pipe systems or the sewer pipe systems in different cities. He did a lot of the water pipes in Las Vegas when they were building that up. My mom was a homemaker and she really raised us. And she always stressed with all of us that we should be very self sufficient, we should be very self-dependent, always have a skill. If we needed to have a skill to always depend on ourselves for our upbringing. She believed in making things happen for yourself.

Not sitting around and waiting for things to happen, but making things happen for yourself. I had a good upbringing. I went to school in Escondido, and had a good life. I'm currently married to a wonderful man. I have three children that are living. I have one son that's deceased. And I have seven grandchildren, and I have another one that's expected in February.

Tino Magnatta: Amazing. Yeah, family is so important. So now your history of your tribal background is different. You didn't know that you were tribal, you found out later in life, right?

Judith Wright: I did.

Tino Magnatta: Tell us a little bit about that.

Judith Wright: Well, I grew up off the reservation. Our reservation is actually located in Valley Center, which is a neighboring town to Escondido. And our family grew up in the community of Escondido. So I didn't really know about the reservation, and I was young. And it wasn't until, I want to say, in the '60s and I was fairly young, that the tribe was trying to get the reservation or the enrollment back together. I believe, in 1959 is when they were trying to reorganize the enrollment of the tribe. And what happened, I guess where it all stems from is, in the early 1900s, the original reservation was located in prime land, which is located down in the San Pasqual Valley. And it was homesteaded. And the tribal members were evicted and removed from the lands there. They were given another reservations, but they resented that they were evicted. And basically just relocated into the town of Escondido. So I didn't know that I was Native American. My sisters and brothers they seemed to know.

But it was really a surprise to me. And it wasn't until someone from the BIA came and was looking for my mother and knocked on our door. And asked her

some questions to see her coming back up to the reservation and enrolling a number of us, and getting some land up on the reservation so they could officially put the reservation back. I don't want to say back together, but officially get it back on the records there.

Tino Magnatta: Wow. Pretty amazing. So they reached out. What had they reached out, what did they want?

Judith Wright: They just really wanted to ... Well, first of all, they wanted the band members to get back together, start meeting, set up their government. Because they really hadn't done that in so many years. They had to set up their records, and they started to do that. They had to get their enrollment documents done. They had to get from the BIA. They had to officially get just all their paperwork to claim that they were an official tribe that was recognized by the federal government. And so that's when they started having meetings. I remember my mother was very active in meetings. I remember going to the tribal meetings with her. And it was just this little building that we would go to, and they started just conducting business. And here we are today.

Tino Magnatta: Yeah. Pretty amazing. How did it make you feel to find out you were part of a tribe?

Judith Wright: Well, surprised at first. And I think-

Tino Magnatta: Yeah, I can imagine.

Judith Wright: ... it really had to do with my age at the time. Like I said, my older siblings seemed to know. But also proud of knowing the heritage once I started finding out. But it also answered a lot of questions, because there were some words that my mother used to use that I knew they weren't of the Spanish language or the Mexican language. Now that I know they were of the Kumeyaay language that she used to use. So it kind of put all the puzzle pieces together. And so I was very proud of my heritage once I started putting the pieces together. But it was confusing at first.

Tino Magnatta: Yeah. Because then things started to make sense for you, you've said, right? The words your mum used and stuff like that, the customs.

Judith Wright: Right. Just the words that she used to use. She was a very strong woman, and I felt honored even back then. I'm very proud of my heritage. And as I look back, I probably get a lot of my resilience from her and her side of the family. She had a little bit of a rough start because she was only five when she lost her mother. And her younger brothers were somewhat, I want to say, abandoned by their father. And they were taken in by family members. And she was raised by her aunt. And for the longest time we believed she was our grandmother. So it was a bit confusing for us, but we grew up and close to relatives. But yet, there was confusion on who these relatives were because we thought they were aunts

and uncles and her sisters and brothers. But they really weren't, they were first cousins. It was a little confusing, but very proud.

Tino Magnatta: Yeah, you were able to find out a lot about your life. That's pretty amazing.

Judith Wright: It was.

Tino Magnatta: Tell me a little bit about your education, and your work history because you started out in the commercial world. But tell us a little bit about your education and how that led you to your jobs.

Judith Wright: Well, I grew up in the early '70s. And at that time you went to high school, got married, had a family. I'm a high school graduate, and that was the expectation at the time you get married. And I was with two children by age 21. I don't have what you call a formal education. My education and knowledge comes from years of hands on experience, working with mentors, listening and putting myself out there. I've taken classes at some of our local universities, Cal States San Marcos, received certifications in human resources. But the best education is really that I received as working side by side with some really great mentors, Bruce, mentors from HP. I had the opportunity to work for some really great companies, Valley View being one of them. But as you said, I worked for Hewlett-Packard company, which was a really good company. And I worked for them in 1981 through 1996. Which I believe were some really prime time for them, a really prime time for them. In those days, the only way to get your foot in the door was to really know somebody and have an employee referral.

And I was lucky to have an aunt that worked there. So she was able to get me an interview. I started in the manufacturing department and eventually worked my way into HR.

Tino Magnatta: Tell us a little bit about the atmosphere at HP. You said it was a very special place, and a special time.

Judith Wright: It was. How do I explain it? They had a culture that I don't think any other company has really been able to duplicate. I believe that they were a very diverse company. When I went there, I used to see the leaders, which was Dave Packard and Bill Hewlett. They were fantastic role models, and they were always ... When they were there because they worked up in Palo Alto, but they would come down often, and they would walk around, and they would talk to everyone. They were executives who believed communicating directly to every individual, whether they worked on the manufacturing lines, whether you were a custodian,, whether ... It didn't matter whether you were engineer, they respected every individual. They believed in communication, face to face communication. They had what they called MBWA, which was management by walking around. And they had what they called the HP wave, which was the culture that they invented. Really just a lot of respect and value for their team

members. They knew that without their team members they couldn't accomplish a lot of their objectives.

And it was really something that made me feel very valuable and that my contributions mattered. And I remember when I came to our casino and was asked to start our casino, that was really something that I wanted our team members to feel.

Tino Magnatta: Yeah, that's an important part of it. Yeah. So do you think ... Well, obviously it did. Those years of Hewlett-Packard were really formative for you, and I guess pretty well defined the rest of your career, right?

Judith Wright: They did. They really did. Like I said, when I was asked to help start the HR department here, there were so many things that everything that I, whether it's benefits, whether it was any policies or process, everything that I thought of was, how did they do it back at Hewlett-Packard. So, yeah, it was training. What did we do? And today I still think a lot about how core processes were made, and how did I do it back then? And just their communication style. And yeah, they were fantastic. I know the company has changed greatly now since the founders of have passed away. But I still try to practice some of those values that they instilled at the time.

Tino Magnatta: Yeah. And they were very progressive too as it pertains to women in the workplace, right?

Judith Wright: They were. When I was working in HR, I was able to see how progressive they were because they really had goals that they set for each department. And they really would base those goals on, well, what the demographics were first of all for the population of the area they were in. But also, they would recruit heavily in different locations and colleges. And want to have strong women engineers. And they would send you to school, and they really would mentor you quite a bit. And they were great as far as diversity.

Tino Magnatta: Now, let's talk a little bit about gender in the workplace. You've had a pretty good ... You haven't run into any problems that way, right? From our previous discussions, you don't seem to have been pushed back because of that, because of the companies you worked for. Is that correct?

Judith Wright: No, I haven't. I've been very fortunate in [inaudible 00:29:39] companies that I've worked for.

Tino Magnatta: Which is very rare. I mean, I don't think I've interviewed any other woman that ... Maybe one or two. And I've probably interviewed about 50. Tell me a little bit anyways, because of course everybody has opinions on this and this is important, and your voice is important. Tell us a little bit about that. Because I would say, not many, but there are women out there who have had a little bit of a rough time. Especially in the years that you were at Hewlett-Packard. It wasn't

like now. Tell us a little bit about your views on that, and what your advice is to those women trying to make it in the workplace.

Judith Wright: Let me think. I believe that some of my practices that I use and that have been very helpful for me is that I try to partner with the individuals that I work with. I try to share my ideas, but I don't try to force them. I don't take things personal, and I try not to have ego get in the way. I try to speak when I have something to say, but not speak just to say something. And one of the things that I find that is very helpful for me is active listening. And especially in the role that I play, if somebody is very angry, if I use the active listening skill, I can listen to what they're saying. Even if they're very angry or very emotional, I can hear what they're saying without taking anything personal. I think if you have skills to communicate, one can use those skills to collaborate in an effective manner with the individuals that they work with. I have found it to help me. I have found that in our meetings I don't always have to speak.

But what I will give to the team is that, if they are making a decision, I will share how I feel it will impact our team members. Or what the impact will be down the road. I can't really give you the secret magic answer here, but-

Tino Magnatta: Of course not. No, I understand. And it's really cool that you have had the kind of career you've had and what's possible when the atmosphere at the workplace is conducive to people getting ahead even when there is difficulty. You spend all this time at Hewlett-Packard and then you came back to your people with all this knowledge. How was it received? How did people react to that?

Judith Wright: Actually, it was received very well. And what's funny about it is, it was received so much better than I ever knew. I meet with people quite a bit, and I actually have met with managers. And I do something what I call a stay interview. Which is a meeting with some of our managers that have been with us and are happy in their job, and I ask them various questions. So one of the questions I ask them is, why do they stay with us? What makes them stay with us? What are they happy with? And some of the comments that I get back are comments are comments on how I've affected them or I impacted them or I influenced them. And it's amazing to know because I think sometimes we never realize how much we can influence someone in our everyday work and we don't even realize it. So I always try to tell my team that everybody's watching you, even though you don't know it. And those that are around you can be influenced by the smallest thing, the kindest word for the smallest gesture.

And it may mean something very special [inaudible 00:34:55]. And many of them that stay with us, it's because of the way they're treated.

Tino Magnatta: Yeah. That's sure creates longevity, right? The way you treat people.

Judith Wright: That sure does.

Tino Magnatta: No question about it. Tell me a little bit about where we are in native [inaudible 00:35:18] HR, and the way customer service is viewed, and where are we going?

Judith Wright: I believe that native businesses, casinos, are really making a name for themselves. Unlike how we first opened, there was a lot of questions on what native casinos were. You pictured these little smoky buildings with a couple of slot machines and cards [inaudible 00:36:03]. And now we are very progressive buildings and businesses. I believe customer service is what sets us apart in many ways. I believe that the native businesses have shaken off a lot of the misnomers about how we treat our team members, or they don't pay taxes. All of the misnomers that have been out there for so long. Human resource has evolved tremendous from 30, 20, or even 10 years ago. I believe that HR professionals are business partners in their organizations. And we're sought out for our inputs and opinions, impacts of our decisions. We are asked for those decisions. I believe that our guests, when they come into our businesses, they feel safe.

They feel they're going to be treated right. They feel like they're valued. They feel that they're going to get a good product. So I believe that native businesses and customer service is probably among the best with other properties.

Tino Magnatta: And you were saying that HR is being viewed differently now by the other departments, right?

Judith Wright: Yes. Many years ago it was a paper-pusher department. It was just change the status of a person. Now we're partners. We sit at the table at the executive table. We're asked our opinions. How do we do this? What's it going to impact? What's the law regarding this? We are in every decision. So it's about partnership now in the organization. So it's much different than it was few years ago. When I first started at HP, it's so much more different than what HR is today.

Tino Magnatta: Yeah. It's evolved quite a bit, right?

Judith Wright: Yes, very much so.

Tino Magnatta: Now it's important because HR is basically the handling of your people, right?

Judith Wright: It is. Well, you could put it that way. It is employee engagement. It is how are we going to keep that person? How are we going to value them? How are we going to keep that person? How are we going to acquire that person? Everything is based around that person. We can't keep our business open if we don't have the right people in the right jobs.

Tino Magnatta: Yeah. And that basically defines the direction that's the actual organization is going in because that's the culture, right?

Judith Wright: That's the culture. You got it.

Tino Magnatta: Yep. What can we improve, and what is the future looking like?

Judith Wright: For casinos or for tribal?

Tino Magnatta: HR, for the HR departments.

Judith Wright: Let me see. Let me prove. I think it's a really exciting time for casino businesses, or HR departments. The one thing I think that we can do as far as HR department is, really listening to our team members. There's many times that our team members are the ones that really have many of the answers. And sometimes we will talk to maybe the middle level managers and ask them for the answers. But sometimes you have to go straight to the source of the person doing the job. And they may have answers to some of the challenges a operation may be having. So I think, going to the individuals themselves is very helpful. As far as HR departments in the organization, I think being involved, speaking at all levels, doing engagement surveys. There's just a number of things that you can do. One of the important things is to have reports. Keep track of your turnover, keep track of your promotions, keep track of just your analytics. So you know how you are measuring year to year.

Tino Magnatta: Yeah, how everything's going, right?

Judith Wright: Mm-hmm (affirmative). Correct.

Tino Magnatta: Yup. Tell me a little bit about the ... Where we are in the casino business right now, it's an exciting time, right?

Judith Wright: It is. Casino business is very competitive. Especially in San Diego where we have probably the most casinos as anyone in Southern California. We really focus on our customer service. And that's the one thing that I believe we probably set ourselves apart on. When somebody calls Bruce, he actually picks up the phone, and he will answer them. And he will make sure that one of us gets back to those individuals. The casino business in itself, we're there for the entertainment. And people come here to have a good time, and we want them to have a good time. We have a high quality of food. People come in to have a good buffet. We have one of the best buffets. You've eaten here, and we have a buffet that's 650 seats. And the casino, it's a growing industry. And it is a fun environment. It is a lot of work, but it's also a lot of fun. But I think it is one that is growing. I think it is one that is a honorable job. I feel that is one that I really have appreciated getting involved with.

I would've never thought I would work for a casino. But I have been very happy for the last 18 years.

Tino Magnatta: Yeah. It's really an incredible journey, isn't it?

Judith Wright: Yes, it has been.

Tino Magnatta: If you look at your evolution from when you were like 10, and found out about your heritage to where you are now, what are those moments that really stand out for you?

Judith Wright: Let me think. There're quite a few. I think there's a few things that pop out. One of them is, sometimes I have to stop and realize that I'm in a position where I can pay it forward. I had a meeting with one of our managers recently and she made a statement to me on a comment that I had made with her. And it really made me realize how much impact or influence we have with our team members. And it made me realize that this individual was looking at me, how I looked at the individuals, the mentors, that I had at HP. And I was paying it forward. So that was kind of like the aha moment with me. Also, another moment was, I have a program here that's called Women at Work. And we bring in women speakers and they talk to our women leaders here at the casino. And I decided to bring my sister, and asked my sister, [Tilda 00:46:02] Green to come over and share her story.

And the theme of the Women at Work is that everybody has a story. She's been with the tribe for forty years. So she has seen the tribe grow tremendously. And after her presentation, we kind of sat there and were talking about how far our tribe has come. So that was another aha moment of, from the time, not only when I was 10 and found out that I was a Native American. But the tribe itself and how far the tribe has come from back in the day of forming the tribe in the government to where we are today. And that was really nice reminiscing the progression that we've come. So that was great.

Tino Magnatta: Yeah. That's really, really cool. Yeah. Should we take some calls?

Judith Wright: Sure.

Tino Magnatta: This is Tino Magnatta, do you have a question for Judith?

Heidi: I certainly do, Tino. This is Heidi. Judith, how are you this evening?

Judith Wright: I'm doing well, Heidi. How are you?

Heidi: I'm wonderful. Thank you so much. So Judith to me is like the grand dame of HR in Indian country. A wonderful mentor and leader. And I know many of the ladies because I was privileged enough to be a speaker at Women at Work.

Judith Wright: She was.

Heidi: They speak so highly of Judith, Tino. So I wanted to know from her a couple of things. And one is, Judith, how do you ... And you mentioned it now, you realize how you have such an influence and impact on people without even knowing it

sometimes. What specific principles do you put in place or follow that you believe will make a good influence, could impact on your teams? What is your leadership style in other words.

Judith Wright: What is my leadership style? Heidi, I believe that comes with the communication style in itself. I do my best in practicing listening. Really good listening skills on what a person is saying. And not reacting to one side of the story. I always believe, and maybe this is the HR in me, not reacting to one side of the story. There's always two sides of the story, and somewhere in the middle is the truth. So what do I know for sure? And not making a decision on assumption. So I always tried to get the full story. And many times as you know, the initial story is not at all how we believed it to be at first. My leadership style is to ensure that I have all the facts communicating and not make a rash decision. If that make-

Heidi: Yeah, absolutely. And what is your take on servant leadership? And I often feel that the human resources department should change their name to human relationships, because I hate the word resources.

Judith Wright: I agree with that. There's so many new names for human resources anymore. We have relationships. We have the talent acquisition department. We have talent departments. But I believe that resources was originally because you were a resource to every department there. And so we've considered changing our name, but I still feel that we are a resource. We're a resource to each of our departments. We are a resource in their decisions. We are a resource in all of their actions here. So I'm okay with this, the name human resources.

Heidi: If you look at it that way, yes. And what is your take on servant leadership, Judith?

Judith Wright: That's a hard one. [crosstalk 00:51:08]-

Heidi: Well, you're a wonderful example of servant leadership. I mean, being part of being the president for, I think it's seven years now at NNAHRA. And that's voluntary work, it's not something you're getting paid for.

Judith Wright: That's true. I believe that servant leadership ... I just feel that ... Now, that's a hard one to ... My mind's going all over the place [crosstalk 00:51:46]-

Heidi: Well, you know what, you're a perfect example of a servant leader. Maybe it should just equal Judith Wright. And one last question is, what do you see as your biggest HR challenges when it comes to employee development or leadership development? What do you see right now as your biggest challenges? And where do you see the future of employee development going?

Judith Wright: Our biggest challenge right now for leadership development is, it's not executive leadership, it's not entry level leadership, it's almost that middle leadership. And

some times there is a assumption that when you go through so much leadership, we don't need it anymore and we don't have time anymore. And they don't realize that the tools are there for you to be a better leader. When you are a better leader, you don't have the scrambling that you are doing. And once they're in there, they do so much better. So getting them to understand that leadership development is so valuable and worthwhile to them and it's worth the time, I want to say.

Heidi: Sure. And where do you see the future going of employee development? We've had online training, we've had all of these tools at our disposal. Is there any trends that you see going forward?

Judith Wright: I think we have to utilize every type of employee development of ... Everybody's life is different. Everybody has different needs. So from any type of online webinars, in person conference, any type that you can have as long as ... Even TED Talks, audio books, [crosstalk 00:54:15], it is educational and helps an individual. Just expose yourself to something. And I think that's the important key to it. And I think that's where a lot of people miss the boat at times.

Heidi: So it's the blended learning-

Judith Wright: Absolutely.

Heidi: ... [inaudible 00:54:39] to each individual's personalities?

Judith Wright: Everybody is going to be different. And learns in a different way.

Heidi: Absolutely. Awesome, Judith. Thank you so much for your time. And thank you, Tino, again for a wonderful show.

Tino Magnatta: No problem. Thanks so much. You have a good evening.

Heidi: Good evening.

Judith Wright: Bye, Heidi.

Tino Magnatta: Thank you. Great questions. I think we have time for one more. Hang on one sec. Hello, this is Tino Magnatta. Do you have a question for Judith?

Speaker 4: Hi, Tino and Judith. This is [inaudible 00:55:14]. How are you going?

Judith Wright: I'm doing well. How are you?

Tino Magnatta: Good.

Speaker 4: I'm doing great. I apologize for the noise. I'm on daddy duty right now, so I'm double dipping.

Tino Magnatta: Yeah, no problem. We understand.

Speaker 4: Yeah. I had a question. I've got a couple customers who are struggling to go from being a task-based basic paper pushing as you called it, to really being a partner on a property. Do you have any advice or things maybe you did in your time that could help those departments really transform into operational partners?

Judith Wright: So they're having ... I'm just trying to see if I heard this correctly. So you have individuals who are having a difficulty from going from the task based to actually giving opinions and being project partners, business partners? Is that correct?

Speaker 4: Exactly, yeah. The operators really don't see them as a partner. And they try to circumvent them in a lot of hiring decisions, recruiting, discipline, training mandatory items they have to do.

Judith Wright: Okay. Well, I think they should go to NNAHRA. No, now I'm just kidding. Task based is really ... It sounds like they don't really have the confidence. So what type of training have they gone through? And it really sounds like they would have to go with maybe a one on one meeting with, "Here are the expectations we need from you. We need you to not only of give us the information that you are doing as far as your tasks, however we need some solutions. What are we going to do with it?" And then give them those expectations. It sounds like they're not really clear on what the expectations of them are. And if you give them the expectations of, "We need to find the expectation, resolution. And then what are some options that we can have on the other side of that." Sometimes people are a little hesitant to speak up. But they don't believe people don't want to hear them speak up. So that's my thought.

Speaker 4: Okay, good. If they were to reach out to NNAHRA, how would they get ahold of you? Just directly or ...

Judith Wright: Yeah, directly. My number is on the website.

Speaker 4: Okay, great. The first I've heard of you. So I mean, I'm learning every [inaudible 00:58:00]. It's been a great call listen to your experience and everything.

Judith Wright: Right.

Speaker 4: All right. Thanks guys. Appreciate it.

Judith Wright: Thank you.

Tino Magnatta: Yeah, no problem. Thank you so much. So we've run out of time. But I wanted to wrap it up with a couple of things that Bruce Howard said about you and your performance at Valley View. He said that you have consistently been able to

keep the turnover at the casino the lowest out of the 15 casinos in the California area for the last 15 years. And that you are warm, gentle, respectful, honest, and endearing person. So I think there's a lot of people out there that feel that way about you. And I'm glad that you came on the show and expressed your feelings and your views. And I really [inaudible 00:58:54] great stuff that you do.

Judith Wright: That was very nice of him. Well, thank you, Tino. It was a pleasure being on your show.

Tino Magnatta: Thank you so much. And we'll definitely have you back.

Judith Wright: Thank you. It was really fun to do this.

Tino Magnatta: And on my next guest is Thomas Dullien on September 30th.

Judith Wright: Oh good. September 30th.

Tino Magnatta: Yeah, your friend and our mutual friend. Yeah. So that should be a good show.

Judith Wright: Great. I'll make sure I will listen.

Tino Magnatta: Thank you so much. We'll talk to you soon. You have a great evening.

Judith Wright: Thank you, Tino.

Tino Magnatta: [crosstalk 00:59:40]-

Judith Wright: Have a great night.

Tino Magnatta: All right, great interview. She's a great person. So I have Thomas Dullien, Monday, September 30th as the next guest. And he's pretty amazing. Wait till you hear what he has to say about customer service, you're going to lose it. Remember everybody's got a story to tell. All you have to do is have time to listen. All right, take care. Have a good evening and we'll see you next time.

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