



Conversations w/Tino

Guests	Roy Corby & Steve Neely
	Roy Corby is GM at Spa Resort Casino
	Steve Neely is GM at Rolling Hills Casino
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Tino Magnatta: Hello and welcome to another episode of GT Radio. And what can I tell you about today's show? But these two guys that are on our show today, bottom line, we're going to have a lot of fun. They're amazing people. Please welcome to the show my two good friends, Roy Corby and Steeve Neely.

How are you, buddy? How are you, guys?

Steeve Neely: Thanks, Tino. Great to be here.

Roy Corby: Thanks, Tino. How's it going?

Tino Magnatta: Roy ... Good. Good.

I know the Patriots are playing tonight, so you're making a special appearance, right? Is that correct?

Roy Corby: You know, I was going to try to call in to the program from the stadium, but I didn't think that would go over too well.

Tino Magnatta: No, not at all.

Steeve Neely: The Patriots are the Patriots. The real tragedy here is that the Rockies are playing right now, and it's tied up.

Tino Magnatta: There you go. The rivalry starts.

Roy Corby: With all the friends you've got in this business, Tino, you comment on me and Steeve as two of your great friends. That worries me about the rest of your friends. Because if me and Steeve are your great ones, you need help.

Steeve Neely: Yeah. I didn't know we were calling in for an intervention today, but.

Roy Corby: This is an intervention, exactly.

Tino Magnatta: I do need help. We'll talk about that after the show.

Speaking of help, and laughter, and all the good things in life. One of the things I love about both of you guys is your great characters. You're very different people, but you're the same at heart. The Greeks have a saying that ... The Greek philosophers used to say that your character is your destiny. Let's talk a little bit about that.

Roy Corby: I look back at my college days and I think of Greek tragedies. If that's where I'm headed, that's just sad. I like to think of myself as an optimistic ... I think my character's optimistic or determined, and that's a sad- [crosstalk 00:02:28]

Steeve Neely: That's because of all the ... everything you try to get into, you couldn't make it in. When you tried to get into the ... And I'm not talking sororities either, but I'm sure there were plenty of those.

Tino Magnatta: I guess this is part of your character, right?

Roy Corby: Holy cow, that one [inaudible 00:02:57].

Tino Magnatta: Yeah, being funny, it doesn't hurt.

No, but seriously guys. What is it? What makes it tick?

Roy Corby: For me it's optimism and perseverance, right? We're all human. We're all going through a ton of things that ... We have our bad days. We make our mistakes, but how can we stay positive, and how can you persevere through that, and find a way to get up off the mat, and do it again tomorrow, and be better at it?

Steeve Neely: Yeah. I would agree with both of those, and I would add willingness and a desire to learn. Because as we persevere, if we don't learn from the tragedy, if we don't learn from our mistakes, then we're never going to make it any better. We're just going to keep doing the same things over and over. But when we learn, then it's a lot easier to recover and do it again the next time.

Roy Corby: Yeah. I think you nailed that. That's a great point.

Tino Magnatta: Yeah. But some people find that difficult. Not everybody is motivated, and can keep off the mat, and all that stuff. How do you develop those skills? How do you ... you know.

Roy Corby: You'll find everybody has something that's drives them, and finding that, whether it's ... for me, my kids. For a long time for me it was career, right? How do I advance my career? How do I chase that ever-elusive dollar, things like that. You start to get a little older, a littler smarter, and you pick better things that force you to get up, whether it's your kids or like Steeve pointed out, the constant learning. Having worked with Steeve several times, I know that he is so motivated on, "How do I learn? What else can I learn, and improve, and help other people with?" So everybody's got that one thing, or several things, and you've just got to hone in on that. And it probably changes throughout life as your life circumstance changes.

Steeve Neely: I think the other thing that ... I can speak for Roy. I can speak for myself. I think what you get from other people as well. I have a bad day, or I'm having a bad day; I walk out on the casino floor and talk to employees, talk to customers. I'm reminded of why I do what I do. These guys aren't having a ... They're having fun. And my team's out there having a good time helping them have fun. They're not necessarily winning, but they're not motivated by that. They just want to have a good time. They want to get away from whatever it is that's

bothering them, and we're providing an outlet for them to do that. And that's very rewarding. I don't know, I get energy from other people, and I think that's ...

You talk to a standup comedian, you talk to a performer, and they'll tell you, "That's why we do this every day, is because we get to do it, and we get that energy from other people. We make an impact on other people's lives, and we get to share that."

Tino Magnatta: Yeah. That's a good point, and it dovetails right into the next question, which is these traits that we're talking about and the character that you need to have to succeed in this business. Are they amplified because we're in the entertainment business? Do we need to do something because we're interacting with people that want to have a good time all the time?

Steeve Neely: Yes and no. I think when you talk about what we do, it makes it almost more difficult to be able to do it every day. Because it is exhausting knowing that every day you're going to have to adapt to a new situation that you didn't have yesterday, but that's also rewarding because there are no two days that are the same. If you're working in a factory, then you can condition yourself to what you're going to have to do every day. You're going to make widgets, and you're going to punch in. You're going to punch out. You're going to go home, and you're going to be done with it. We don't have that option. We punch in. We run around in circles and look for the widgets that someone made, and then someone else hid from us. And then we go about our day, and we try to recover from that, and in the meantime, also be entertaining as we do it. And then we go home and we think about where all the widgets were, and why we didn't think to look there first.

Roy Corby: Tino, I think, yeah, it does get amplified by the fact that we're constantly on stage, right? You end up in these leadership roles, and you have so many people on your show that are tremendous leaders. Part of what makes them who they are is their ability to go out there even when they're not at their peak, but still not showing that, and being able to amplify a positive image out on the floor with the guests, with the employees, and keeping the team motivated, and moving forward. It is a show.

Steeve Neely: And I think ... To Roy's point, the impact that people like him, people like myself have on the teams is so ... I don't think we always recognize how much, and people in leadership positions around the casino, how much influence just their very attitude about life has on the team around them. We've all worked for those people that they drag themselves in every day, and it's just a chore. We've also worked with those people who have never had a bad day in their life. And which one do we want to be more like? And which one makes our team more excited to do things for us? I think about that often when I'm just having a bad day. I've come to recognize that me having a bad day, if I let anyone else know I'm having a bad day, it's going to amplify, and it's going to make it even more

difficult for other people who are struggling in their own way to get through their day.

Tino Magnatta: Interesting. Yeah.

So Roy, what we're talking about here is the fact that, like you said, in a way, we also are performers when we go out there and represent the casino, right?

Roy Corby: Yeah. Absolutely.

I might be the general manager, but ultimately I have a boss, and bosses, and stakeholders, and tribal members who are also out there on my casino floor as guests. They need to see that when I'm out there, I'm portraying a positive image of their business, and I'm driving the team forward, and I'm being engaged. So we all have things that are going on, but we have to ... We have to realize when we're here, we on the show. That's it.

If I go see Garth Brooks next week, I'm sorry if Garth is having a bad day, but you know what? I want to see Garth perform. He's got to bring it, and he does. That's what makes artists like that part of it. And while we're not musicians or entertainers, we're still part of a show because ultimately we're in the entertainment business.

Steeve Neely:

There's a couple of businesses that do it really well too, one of them in the industry and one out. No one does it better, in my opinion, than Southwest Airlines. And guess what? Every single employee that interviews at Southwest Airlines at some point is going to be asked to tell a joke. They're going to be asked to perform. They're going to be asked to do something that makes them uncomfortable in an uncomfortable situation. And that's the kind of person I want on the floor, someone that can react to an uncomfortable situation in a natural way with a positive attitude about whatever it is that's going on.

The other company that does it really well ... I talk about both of these companies at every new employee orientation that we have because I want them to get the point. But the other one is the MGM Grand. They don't have employees. They have cast members. They don't have interviews. They have auditions. They get it, and they reinforce that from day one. And I think those are messages that our teams should have with them to help, as we've been talking about, help get through those rough days.

And also ... So there's one side of it, prepare for the bad days. But what about the other side of the coin? When people are having a great day. What tools do we give them to share that, just that excitement with the customers, with their fellow team members. How do we reinforce that so that it becomes contagious throughout our organization? We spend so much time, so much effort focusing on the negative, yet how can we spend more time focusing on that positive and

creating that environment that everyone wants to be a part of? Which would benefit us more if we could just bottle that and re-sell it?

Tino Magnatta: Yeah. That's great.

Guys, I've got to ask you a question because everybody's talking about this wherever I go, and this opinion really matters. What is going on with all this growth in these new casinos in these expansions? It seems like it never ends. And where will it take us ultimately?

Roy Corby: It would be interesting to see if me and Steeve have different opinions on this.

The economy's great, right? Growth, employment numbers are fantastic. Although the gaming market today is pretty much where it was before the recession and the top players are making up a greater percentage of the revenue today than they did in 2007, so it looks to me that the masses are coming out and playing, but they're not playing still, either A, to their potential, or B, it is their potential. They learned a lesson from the crash, and they're holding money back. So when you talk about expansion and new builds, you've got to think that, besides construction costs continue to go up. You've got to wonder how many more billion dollar local casinos we're going to see. We shouldn't, right?

So you looked at the early 2000s, everybody was ... Aliante was a billion plus, places like this. And you're like, "Man, why are we spending a billion dollars on a local market?" And you would think that now you shouldn't see that anymore because gambling is so prolific around the country, so everybody's got competition. So while Wins still costing a billion dollars in Boston, that's because it's the Win name, and that's what they do. But otherwise, I would think you that you still see expansions, but not necessarily at the same dollar amount unless it's just do to construction costs.

Steeve Neely: Yeah. I tend to agree with you, Roy.

The other element that I would just throw out there is that the gaming customer has become ... They learned a lot through the recession, but they've also learned a lot because we're not a brand new thing anymore. Like Roy said, we're are at every ... all over the place. We've become fairly common, so to remain interesting to customers and to try our best to grow, we are going to have to offer things that don't have near the margin that a simple slot machine has. These new thing that are being added, they are helping to grow revenue, but they're not necessarily growing profit.

I think there's a real disconnect a lot of times when ... I've talked to a lot of tribal councils, and they're very interested in adding these things that they don't have currently. And they have good reasons for wanting them, but when you explain to them the impact of adding that ... And not just tribal councils, casinos all over

the country are doing this. We can add that, just understand that allocation of capital is not going to have the return that it would have 20 years ago just buying more slot machines.

Tino Magnatta: That's a good point.

Steeve Neely: Does it help bring return visits? Yes, but it doesn't have that same return that ... Nothing was more profitable than a tent on top of a former driveway or a former parking lot with electric holes coming out of the ceiling with no ventilation. The smoke was so thick that you couldn't see across the room, but every slot machine was full. Well, if we were to try to put that casino in play today, no one would show up because we've grown. The customer's expectations have grown. The need that we have to satisfy now is different than it was 25-30 years ago, so we have to adapt our business model as well. We all just have to recognize that the margins are going to be different than they once were.

Roy Corby: Yeah.

A great point that Steeve brings up there basically is that for the last however many years, we've heard gaming executives talk in Vegas at G2E, and to a lesser extent at [NIGA 00:17:03], on earnings calls and everything saying, "In Vegas, non-gaming revenue's making up over 50% of the revenue, holy cow." And tribes have to realize that, "Well, you know what? That's not going to happen in local casinos." So while it's a goal, and you want to improve and increase non-gaming revenues, it's not the same market that Vegas has.

If the tribe that we're working for wants to go in that direction, as a GM I have to make sure to temper expectations that ... Like Steeve said, we're going to drive visits that might not be profitable visits, so we're going to increase revenue, but we are not going to increase profit on these items.

Tino Magnatta: What I'm hearing then though is as the expansions grow and the amenities become different and veer away from gambling, so does the profits go down. Is that correct?

Steeve Neely: The profit margins.

Hopefully you're building things that are still going to be profitable. They're just not ... A fine dining restaurant, if you have the business, is going to be profitable. It's not going to be nearly as profitable as a slot machine, but it's still going to turn a profit. New hotel rooms, you certainly can ... Hotel rooms are profitable, as long as you don't over build, but they're most likely not as profitable as slot machines or gaming tables. It's just a matter of catering ... But there are markets where hotel rooms are extremely profitable. There's not one ... One blanket doesn't cover all of it, so you have to identify your particular market, your particular business.

But for the most part, as we grow, as we evolve ... First of all, we have to. Again, we're not going to be ... We can't be tents on top of parking lots with smoke so thick, you can feel it through your pores anymore. Customers aren't going to show up for that. The customer expects more. But we also, to Roy's point, we can't expect in a local market like [inaudible 00:19:19], California, where I'm at, you can't expect to build a Mirage, like they did in 1989, and suddenly generate the revenues that Steeve Win was able to produce. We have to be realistic within our environment as well.

Tino Magnatta: Okay. That's cool. Cool stuff.

Guys, what are some of the biggest lessons you've learned from failing at something?

Steeve Neely: How much time we have left?

The reality is I was fortunate enough to be asked at the casino marketing and technology conference this summer to do the keynote on failure. At first, I was a little taken aback, "Why would John have asked me to do this speech on failing? Is it because I'm so good at it?" Then it became apparent as I worked on it ... I spent weeks and months trying to figure out how I was going to put this together, and it really came down to ... You know what? I have learned so much more from failure than I ever did from success. There's a story there. And if I'm experiencing it, then I'm hopeful ... I'm going to guess that other people are as well, and I just need to provide some insight as to how to react to that and help them.

When I took that approach, then things started lining up. I think it's hard, and it would do the audience a disservice to take isolated incidents and talk about how this one thing completely re-shaped ... It really becomes a series of decisions, and the way you react to those is really where the lesson is. I think the key lesson in all of it is you have to pick up the bat and walk into the batter's box. You can't stay in the on-deck circle and expect to generate anything. You're never going to learn anything sitting on the bench. You're going to learn it getting out there and swinging. And every once in a while, even with your eyes closed, you actually connect.

I realize it's not a specific answer to your question, but I think the approach to that is what I think is the important part, not the fear of. Because if you fear it, you're never going to get in the game.

Roy Corby: Yeah.

Steeve nails that, right? There's a time in the lifetime of everything that works when it didn't work. Everything that works today did not work the first time it was made. There's a reason there's no longer an iPhone one for crying out loud, right?

So what do you take from that? How do you get back up? And how do you know which questions to ask on, "Okay. How do I improve this? How do I make this better? Where did I make my mistake? Was it an error in judgment? Like was this never going to work? Is there no market for this? Or was it an execution problem?" Being able to rely on experience with people around you, knowing who you can sit and talk to and say, "Hey. Let me bounce this off you. Where did I go wrong here, or how do we make this better?" You know, "I've got it somewhat working, but I was expecting a better result. Was I over ambitious? Did I misjudge my market? Or am I not executing it correctly?" And just working with people to go through that, whether it's ... whoever your support system is, whether it's outside focus groups.

For me, I'm fortunate. I can call Steeve. I've got a whole group of industry experts that I can call at any given moment and say, "Hey. I need a hand with this," and I've done it to Steeve a lot. There's the beauty of maintaining those relationships and having people that you know you can rely on.

Tino Magnatta: Yeah, having a support network.

Steeve Neely: The other side of that is, especially if you're the leader of the organization, the environment that you setup for your team to be comfortable knowing that everything they try is not going to succeed. One of the things that I've always shared with my team is, and I'm serious about this, if we're not making some mistakes, then we're playing it too safe. It's hard for people who, especially in an environment where I'm at now, where it's been very comfortable for a long period of time, to now step out and try something new. But the only way we're going to grow our business to the level that we should have it at is by trying some things and doing things differently than we do now. And guess what? Some of them are not going to work.

But I also feel like if you have a group that's focused on improvement and recognizing success as well as failure, they're going to put the work in on the front end, and they're mistakes are going to be a lot smaller, and their successes are going to be a lot larger, if they are comfortable knowing that as long as they don't do something illegal or something that's obviously inappropriate, you're going to have their back if it doesn't go the way that everyone hoped that it would.

Roy Corby: Let me jump in because what Steeve just said hit something that since I've known him, he has lived by, and I love that. I'm happy he gave a way to cut in here and tell it. What Steeve just said was perfect. There were so many times when we worked together, and Steeve would have a project for him and his team. I'd go sit in his office and talk to him about where he was at, and he would lay out his vision, and we would ... And then he would come back with the plan, and it was somewhat different than the vision. I'd say, "Hey. What happened here? This is what you wanted to do." He'd say, "Roy, this came from a member of my team, and I didn't think it was a material difference, so I want

them to be able to run with their vision." He's like, "And then we can go back and talk about it as a team afterwards on how we could have improved it."

But he gives his team the empowerment to run with that because it wasn't going to make the material difference, and he doesn't have to do it his way. I love that about working with Steeve. I mean that's so critical to building a team.

Steeve Neely: Thanks for that, Roy. I didn't even think about that.

Roy Corby: [crosstalk 00:25:52]

You do, and I love that.

Tino Magnatta: Absolutely. That's great stuff.

Let's talk a little bit about the new generation of tribal casino operators. We know that we're on the cusp of that as the elders are getting older, and passing away, and passing the baton over, what should they be thinking about for the future? These new operators.

Roy Corby: It's remembering what the core business is. A, we're a casino first and foremost. This goes back to the question two questions ago. We want to grow non-gaming revenues and things like that, but we want to keep in mind that ultimately we're a casino. The new tribal leaders coming up and thinking about that, "Okay. How do I make my casino bigger, better. How do I add more amenities?" Well, those amenities can be important, and they can be complementary, but they're not going to be, as Steeve points out, the profit margin's not going to be as high as it is on a slot machine, so everything we do should be complementary to our core business. That's what I think the focus for the new tribal leaders coming up should be. "How do we maintain and protect that."

Steeve Neely: Roy, you absolutely nailed that.

The other side of that, that I think is really fun, for me at least, is being able to help mentor a lot of the young tribal members that are moving into executive positions and management positions, and watching their reaction when you push back and you challenge them with ... Because it's fun to build cool stuff. We all like ... I'm still looking for that job where all you do is you show up one day, and you just build something cool, and you go home. You come back the next day. You build another something cool. I haven't found it yet.

But when you have the ability to mentor someone and show them the value of the plan, and the vision, and the modifying the vision, and working towards something new. I think we have a great opportunity in our industry to really pass the baton, and a lot of tribes are really, in my opinion, really doing it right in that they're creating mentorship programs, and they're bringing tribal ... They're focusing on getting their tribal members educated. And when they get

their education, they're bringing them in, not at executive level. They're bringing them in at supervisors, and then letting them move up to manager, and struggle, and fight the battle, and learn what the people they'll one day be supervising have to go through every day.

And the tribes that go through that process, it is going to pay off so much for them in the long run because you don't have a management team that comes in with an entitlement mindset. They worked for it. And they're also a group of people that are going to be loyal to that company probably for the rest of their lives because it's a part of their culture. It's a part of them. Their family is dependent on the performance of that operation, and they're going to make sure that everything that they do is done to the best of their ability, and their expectations are going to be high. That's what's exciting for me is being able to be a part of these organizations that are really focused on that.

Tino Magnatta: Very, very cool.

Let's take some questions. You guys have lit up the board here. Let's take these calls. This has been great.

Steeve Neely: This could be ugly. Who knows who's on the other end of this? I know who Roy hangs out with. This could be bad.

Tino Magnatta: I have Roy and Steeve. Do you have a question for them?

Luigi: Hi, Steeve. Steeve and Roy, it's Luigi. Hi everybody.

Steeve Neely: Hey, Luigi.

Tino Magnatta: Hey. How are you doing, Luigi?

Luigi: I'm enjoying. This is a great interview.

Good, Tino. How are you?

Tino Magnatta: Thanks. Appreciated.

Luigi: Very much so. The leadership, the mentoring, those are the parts that I wanted to talk about with you and ask a question ultimate. I've always been under the ... Thinking back on your life and your career, and not just your career, but your life. Every ten years, we all change. We change the way that we think about things, and our positions on things, and how to do business. You just learn from your mistakes and your failures, like you were saying, Steeve. Right?

Steeve Neely: Right.

Luigi: I saw that speech, and I totally agree with you.

Both of you are now at brand new casinos, but you've also worked at a variety of other casinos. When it's time to get your people motivated and reach objectives and goals that are set by your executive team, a management team or the tribe, how are you getting the established employees that have been there through so many management changes, and you know we have a lot of turnover in this business, right? How do you get them to sign off on your philosophy, and your policies, and just your vision? When some of these people are literally not interested in going there with you, how do you accomplish that through all your career?

Roy Corby: For me, I'm a people person. You guys know me. People who are on the lines might know me. I love people. For me, it's always been pretty simple. I walk into a place. My initial interviews with my leadership team, if you will, I never talk about what I'm expecting. I want to know about them. "Tell me about you. Tell me about what's going on with you. Tell me how long you've been here." I try to find out as much about them as possible, so I can take an active interest in what's important to them.

Luigi: Okay.

Roy Corby: And then you get buy-in by building trust. Once they know that I'm invested in them and their success and I'm going to be here.

I get the jadedness of, "You know what? We've had a lot of general managers. You're just one more. You won't be here in another year, so I'm not going to listen to that."

Luigi: There you go. The attitude. That attitude, right.

Roy Corby: But once they ... Casinos, they'll follow the perfect example of that.

2005, my first week there, I'm director of table games. I'm walking around with one of the shift managers on swing shift telling him what I'm looking for and all this. And he says to me at the end of the walk through. He's like, "Guys like you don't last long around here." Well, eight years later when I resigned, I reminded him of that speech, and we just kind of laughed about it because I got where he was coming from, but you just have to let them know that, "Hey. I'm here, and I want to be part of this, and I want to help, and I want us to grow together."

Steeve Neely: Roy's better than that at anyone I've ever seen, and he truly is passionate about people and does a great job of making everyone feel great about, not only themselves, but what they're doing for the organization. And that's something I've learned from him and I try to apply. But there's also some external resources I would refer people to, to help with that because it isn't necessarily natural. We all start with ourselves, and our world revolves around ourself.

Tino Magnatta: That's correct.

Steeve Neely: But when we turn that around, and we start actually making the priority other people, then you find this reward that you didn't know existed. There's two books that I would recommend for anyone in a leadership position to read. The first one is Dale Carnegie. It came out in the '20s or the '30s, How to Win Friends and Influence People. Read it.

Luigi: My dad had me read that book years ago. It's a great book. You're right.

Steeve Neely: Read it. Read it again. And then read it a third time. By the third time, it'll actually make sense. And then the other one is, some newer stuff, Simon Sinek, It Starts With Why.

One of my focuses that I've brought to this organization and we've ... I see it on the floor now, at the line level, is I really want to make sure that when we make a change, or we announce something, or we're doing something, everyone in the property understands why we're doing it. If I tell them what we're doing, then they'll just repeat what I said. They won't necessarily own it. But when I tell them why they're doing it, then they're going to come up with a way of explaining it that makes sense to them. And they now have a certain amount of ownership. And they may not agree with it, but they know why we're doing it. And so when someone asks a question, then they'll be able to them what it is we're doing because they know why we're doing it.

Luigi: Yeah. There's a great management consultant out there, Mac McIntyre. One of the things that he goes through is exactly that right there. Let's say we're closing the steakhouse, and you explain that to your team. "Hey guys. Because of this, this, this, and this, we're closing the steakhouse." You never say what you're doing until you say the why of what you're doing. Great example, Steeve, because it's so true. People can buy-in when they know the why.

Steeve Neely: The master of the strategic logics, Mr. Mac McIntyre.

Luigi: Yeah. Very good. Very good.

Tino Magnatta: Yeah. Great stuff.

Steeve Neely: Good talking to you, Luigi.

Luigi: It's great talking to both of you guys.

Roy Corby: Thanks, Luigi. Appreciate it.

Steeve Neely: Yeah, we'll see you next week.

Luigi: You're welcome. Bye Tino.

Thanks guys. See you next week.

Tino Magnatta: All right. Let's get one more question here. Good stuff.

This is Tino Magnatta. Do you have a question for Roy and Steeve?

Hayti: Hey, Tino. It's [Hayti 00:36:04] [inaudible 00:36:05] here.

Tino Magnatta: How are you, Hayti?

Hayti: I'm great. How is Steeve and Roy today? They sound like they're having a lot of fun.

Steeve Neely: Any afternoon I get to spend some quality time with Roy is a great afternoon. Getting to spend some time with you just adds icing to the cake.

Hayti: Oh gosh. Let me tell you guys. I'm trying to decipher who is who in terms of the voice, and I'm thinking that Steeve is the gruffer voice, you know, the more Camel man kind of voice. And Roy is also known among some circles as the Vanilla Ice kind of guy. If you saw his [inaudible 00:36:48] shots.

Steeve Neely: You have no idea how much mileage I'm going to get out of that comment right there.

Roy Corby: Thanks for nothing.

So, Hayti.

Hayti: [inaudible 00:37:01]

Yeah.

Roy Corby: If you have kids, I like to explain my voice this way. I am the voice of Manny in Ice Age. And if you watch that movie, that's all you're going to think about now that you hear me. I'm freaking Manny.

Steeve Neely: Oh that's true.

Hayti: I'm going to have to do that.

Steeve Neely: That's true.

Hayti: But have you thought ... either one of you to answer the question first, but if you met somebody that you're mentoring, and they're going into the first time into their career into Indian gaming, what would you tell them that you know today that you wish you had known 20 years ago or whenever you started in Indian gaming?

Steeve Neely: What's funny is I can tell you what Roy would say, and he can probably tell you what I would say.

Hayti: Oh my goodness.

Steeve Neely: What Roy would say is, "Let it go."

Roy Corby: Let it go.

Steeve Neely: Let it go. Don't let it eat at you because it does. Let it go.

Roy Corby: Oh that's just funny.

Tino Magnatta: That's a good one.

Steeve Neely: And what I would say is patience. Be patient. It's going to take longer than you thought it was going to. And it's okay because when the decision is made, then the decision is made.

Hayti: Right.

Steeve Neely: But it's going to take a while to get there.

Hayti: I like that.

Roy Corby: He nailed it because that's what I would say. "Let it go." Ultimately ownership decides, and there we are. But I like to equate the difference between tribal gaming and commercial gaming this way. I worked for MGM and I worked for [inaudible 00:38:49] before, and now I'm in tribal gaming. So [inaudible 00:38:52] and MGM hire me based on my resume and my interview, and then trust me to go do my job, where they fire me. Tribal gaming, they hire me for the same reasons, but they don't then trust me to do my job. They want to get to know me first. They want to know how I think, how I came up with my reasoning. They want to know that they can trust me before they let me fully do my job.

Steeve Neely: Perfect.

Roy Corby: You've just got to know that and, "Okay. Here's where we are." Yes, they pay me to do a job, but they don't trust me yet. They've got to know me first.

Hayti: Right. Okay, I like that.

Steeve Neely: Roy has talked me off of many cliffs. "Just be patient. Let it go. It's over, move on."

Hayti: I like that.

And one other question, if I may. Tino?

Tino Magnatta: Yeah. Absolutely.

Hayti: More and more working with casinos, I've been asked more and more to work with the accountability side of things. They'll say, "Hayti, we've had so many trainings, training and development, but how do we hold our staff, our employees, our team members accountable?" I just want to know from your side. What have you done in the past that ... I know, a huge topic, but helicopter viewpoint.

Roy Corby: I don't hold anybody accountable until I have the reward part down. Until you are rewarding your top performers, it's tough to hold anybody else accountable. They have to know what is in it for them. You've got to nail the other part of the equation. I mean obviously there are things that you just have to fire people for. I think all businesses do a poor job of getting rid of the really bad performers because, "Well, I have to write them up eight times before I can do this." Really poor performers hurt our business, and we have to get rid of. But more importantly, we have to make sure that the reward system to get everybody to the buy-in stage, to up their game is more important.

Hayti: I like that.

Tino Magnatta: Interesting. Very interesting.

Steeve Neely: I really wouldn't add too much to that. I think Roy is right on. The one thing I may add is when it comes to accountability, there's also something very similar in responsibility. The fact we have these positions, it comes with a certain level of responsibility to the tribe, to the business, to the team. I think those two kind of go hand in hand. If someone ... If you can't trust them to be responsible in that position for participating and building the team, then they're not going to ever be comfortable with being accountable either.

Tino Magnatta: Yep.

Hayti: Right.

Tino Magnatta: Very good [inaudible 00:41:47].

Hayti: And you know what? You both, guys. I read a quote earlier today that epitomizes is a lot of what you both have said together. And that is that, "Leadership is not about being the best. It's about making everyone else better."

Roy Corby: Yes.

Steeve Neely: Absolutely.

Tino Magnatta: Absolutely.

Hayti: Thank you very much, and thank you, Tino.

Tino Magnatta: Thanks, Hayti.

Steeve Neely: Thank you.

Tino Magnatta: Thank you so much for calling in. Thank you.

Roy Corby: Nope. You don't get to call me Vanilla Ice, Steeve. That doesn't happen.

Steeve Neely: Oh, you have no idea.

Tino Magnatta: What have we started.

Steeve Neely: I'm going to dress up at Halloween as Vanilla Ice with the name tag, "Roy Corby."

Roy Corby: Oh, man.

Tino Magnatta: Oh, you guys. It's going to be ugly. It'll be an ugly Halloween, or a beautiful one. It depends how you look at it.

Let's get another caller here. All right. Let's see what we got here.

Hello. This is Tino Magnatta. Do you have a question for Roy and Steeve. Can you hear us?

Steeve Neely: Someone's still laughing over Ice Ice Corby.

Speaker 6: Hello. Can you hear me?

Tino Magnatta: I guess they can. I guess we'll have to come back to that one, okay? Sorry guys.

Roy Corby: That's fine. I'm just happy it wasn't either one of my ex wives. They both want to know if I'm getting paid for this, so they could get half.

Tino Magnatta: Oh, man. All right. Let's see who this is. Hang on one sec.

Hello this is GT Radio. Do you have a question for Roy and Steeve?

Steeve Neely: [inaudible 00:43:36]

Steeve Neely: Was it something we said, or?

Roy Corby: We broke the internet. There we are baby.

Steeve Neely: Do you have [Gully 00:43:43] running the switchboard from the hockey game? What's going on.

Tino Magnatta: Yeah. Exactly. Right, he's not paying attention. All right. Let's give it another shot.

Roy Corby: Oh, I don't want to talk about hockey.

Tino Magnatta: Oh, man.

Let me see what we got here. All right. There we go.

Roy Corby: Sorry, Steeve, Milwaukee won.

Steeve Neely: Oh, did they?

Roy Corby: Yeah.

Tino Magnatta: Hello. This is Tino Magnatta. Do you have a question for ... Hang on a second.

Hello. This is Tino Magnatta. Do you have a question for Roy and Steeve?

Randy: Ground control to Major Tom.

Tino Magnatta: Can you hear us?

Randy: I can hear you. Can you hear me?

Steeve Neely: I hear you.

Tino Magnatta: Hello. Yeah, we hear you.

Roy Corby: Who is that?

Tino Magnatta: Go ahead.

Randy: Hey. Tino, are you there?

Tino Magnatta: Yes.

Randy: Okay, good.

As a lifetime person in the entertainment industry, I think 45 years qualifies for lifetime, I want to sign this act up and take it on the road. I've got casinos around the world that'll want to see it.

Steeve Neely: You say that, but you haven't seen our writer yet.

Roy Corby: We'll put Tino at a control panel that he can't function with, but it's good.
I don't know what [inaudible 00:45:11] my dream room. [crosstalk 00:45:12]

Steeve Neely: There you go, and you're so focused.

Randy: Ice Baby. As it breaks into Ice Baby, we introduce ... "And staring ... " Okay.
Nevermind.

I am, as always ... Tino, honestly, I think these things are so wonderful. I do have something. I want to say it, and you to hear it related to that. But both of you I can feel the passion for the industry that you're in. I feel the passion for the people and helping them achieve. That passion comes with a heart light that's pretty strong. How do you guys find downtime to step back, and inhale, and exhale?

Steeve Neely: I'm still working on that.

Roy Corby: This is the area that I would say me and Steeve both struggle at. I would think that if you asked ... I'm twice divorced. While Steeve's managed to maintain a healthy marriage and a great family, I bet if you asked either one of our families ... Man, this is something we struggle at because of how passionate we are about what we do. That takes a big toll on them probably more than us. Right? "When are you going to make time to do some of the things we want to do?" So, I can't give you a good answer because I haven't done it well in my life. And like I said, knowing Steeve the way I do, I know he's struggled with this.

Steeve Neely: You're exactly right, Roy. Obviously I'm blessed in that I have a family that has been very supportive of me from day one. What I would also say is I have managed to incorporate, to good, bad, or otherwise, my family into a lot of what I've been able to do. There was a time when, especially my sons were younger, when I remember we were going to ... I had a concert at a property I was at, and one of my sons said, "Are you going to make us meet another rock star tonight, Dad?"

Or another time when we were at a hockey game. We were in Phoenix during spring training time. We decided to go to a hockey game that night. We just got regular seats, and one of my other sons said, "How come we're not in a suite?" It's things like that where we have obviously had access to a lot of fun things as well. I've tried to make my family a part of it as much as I could along the way. I think now looking back, both my sons would laugh about those things that they said. And I think they're grateful for a lot of those opportunities, but it does come at a price. And for us to not recognize it or to discount that, really would be doing a disservice to those around us that have allowed us to have this much fun.

Roy Corby: Yeah.

Tino Magnatta: Yeah.

Randy: I love your comments. I'll just say it. I've been married to the same lady for 46 years. On our anniversary, somebody said, "How have you guys stayed together?" And I said, "I keep her medicated."

Steeve Neely: I actually found medication for myself. That had a lot to do with it too.

Randy: Well, every night I'd bring her in some pills that I thought will help [crosstalk 00:48:40].

The next morning, she looks at me and goes, "You are so handsome." Then I broke down and let her get LASIK, and now I'm not handsome anymore, but that's a whole nother challenge.

The thing that I'm knocked out with. Again, I would like to just get in my car and drive to meet each of you guys. But the problem is, I'm in Wisconsin, and we only know a team called the Packers here, I heard you guys mention somebody else, and the Brewers. I don't think you guys would give me the time of day, you know.

Steeve Neely: Well, we'll talk after this division series and see how my Rockies fare in games two through five.

Randy: The thing I would like to do is get in a ... I'd like to get in a motor coach, and seriously drive cross country, and meet with everybody that you had on the shows every week, and meet with these two characters, you know, if they're still out. But anyway, meet with everybody and write all of this stuff because there's an amazing book here. I'm very active with Big Brothers Big Sisters, and the things you're talking about would help everyone of us grow to be better. My success, it's wonderful to have it hanging on the wall, but I remember the getting there was the fun, and meant falling down.

Steeve Neely: I agree. If we could get all the people that Roy and I have worked with at all the different places we've worked at over the years to buy a copy, it would be a best seller.

[crosstalk 00:50:21]

Roy Corby: If I could get all my kids and ex wives to buy a copy.

Randy: You guys would be demanding they pay you not to print it. We've got a best selling book that we haven't even printed yet.

Thank you. I know you've got a lot of other questions, but thank you guys, and thanks for the passion you've presented and the energy that it takes to succeed in what's a way of life, not just a job.

Steeve Neely: Thank you very much.

Randy: Thank you. Rock on.

Tino Magnatta: Thanks. Thanks, Randy. Appreciate it. Bye, bye.

All right. Let's see who else we got. That was great.

Hello. This is Tino Magnatta. I have Roy and Steeve. Do you have a question for them?

Barrett: Hey. Long time listener second time caller here.

Steeve Neely: Hey. [Barrett 00:51:11]?

Barrett: Yeah.

Steeve Neely: That's Barrett.

Tino Magnatta: Barrett, how you doing, man?

Steeve Neely: This could get ugly, Roy.

Tino Magnatta: Oh my god.

Barrett: Observation and a question. First, I want to thank Tino and Golly for bringing people together on these calls, on these blogs ... radio blogs. In a busy, self-centered world, these are entertaining. Sometimes you might find a nugget here or there to use and take forward because it's about improving just a little bit every day, right?

Roy Corby: Yep. Absolutely.

Barrett: My question is for Vanilla Roy.

The Pats are on. The Patriots are on right now. I can't believe we're live. Please explain.

Roy Corby: You know what? I can't believe it. This is the only commitment I've ever kept in my life. I mean obviously I'm divorced, but all my ex wives will tell you I couldn't keep a commitment. And here the hell I am on the radio while the Patriots are freaking playing. I'm really [crosstalk 00:52:16], quite honestly.

Steeve Neely: It's all about priorities, Roy.

Barrett: I think you committed to it before the schedule came out.

Roy Corby: I must have. I must have. I don't know what the heck I was thinking.

Barrett: All right.

Lastly, the guy you thought most likely to troll, will not. Peace brothers. See you next week.

Roy Corby: Take care.

Steeve Neely: See you, Barrett.

Tino Magnatta: Take care. We'll talk to you soon. That was great. Barrett's a great guy.

Let's see who else we have here. Looks like quite a few people have called in. Let me see here. Here we go.

Steeve Neely: It's all Roy's ex wives.

Tino Magnatta: Hello. This is Tino Magnatta. I have Roy and Steeve on the phone. Do you have a question for them?

Can you hear us. Hello, hello.

Steeve Neely: And next.

Tino Magnatta: Let's get someone else here. There we go. Hang on one sec guys.

Hello. This is Tino Magnatta. Do you have a question for Roy and Steeve?

Maybe we have a technical malfunction here. Hang on one sec. Let me look here.

Steeve Neely: It's all Golly's fault, I'm sure.

Tino Magnatta: It's all Golly's fault, yeah.

Hang on one sec guys. Let me just check one thing.

Roy Corby: Sure.

Tino Magnatta: How are the Patriots doing?

Roy Corby: We're winning, 14-3. Thank you very much for asking.

Tino Magnatta: Okay.

Hello. This is Tino Magnatta. Do you have a question for Roy and Steeve?

Michael: Good day guys. Greetings from Fresno.

Steeve Neely: Hey. How's it going?

Michael: It's Michael from [Catalyst 00:53:58] here.

Tino Magnatta: Hey, Mike.

Michael: I never got a chance to apologize about that Super Bowl last year. Sorry, but not really sorry.

Roy Corby: Man, really?

There's freaking bad people on this show. What the hell?

Steeve Neely: They'll let anybody on.

Michael: So, a question for you guys because I know we've worked together in the past. And I've taken a different path in my career now, jumped out on the agency side. One of the things ... It's been a learning process, been a great experience for me. But one of the things that I'm trying to gain some more understanding of is when you're looking at folks like me or businesses like ours from your perspective, especially in new roles, new properties, how are you evaluated agencies? And what are the types of things you want to see? When we come to you, and approach you, and say, "Hey. We want your business," what do you want to see from us that's going to win you over?

Steeve Neely: Obviously this is kind of in my wheelhouse because that's the side of the business I came up through. Actually, I met Roy while I was at an agency, believe it or not, and then moved back on to the property side.

First of all, a proven track record I think is very important. You've got to be able to have a story that you, not only can you tell, but is applicable to my situation to a degree. At least give me the comfort that whatever it is you're providing, I'm not going to be your first one in that realm, if you will. And then I want to take a look at how you process things. What is your thinking? What's important to you to get me to a point ... to create something for me that I feel is going to benefit my customers, my property?

And then once I'm comfortable with those, now let's talk about how we're going to get there. What's the journey going to look like? And what's it ultimately going to cost me to go there with you versus someone else? The nice thing about our industry today is there's a lot of people who have got some experience in this business now that they didn't use to have. I know when I first started, there were basically three or four agencies that recognized that this business was going to be something, and really got aggressive, and got good at it, and they got a lot of business early on. Eventually a lot of other people joined

in, and now there's a good selection out there to work with. Nothing replaces experience with someone.

So, obviously, if I personally have a history with a group, then I'm going to feel much better about working with them again simply because we've been through the war together. Kind of like the familiarity that Roy and I have with each other, I have that with some partners that I've worked with a number of times as well. I'm always looking ... I work with a lot more people today than I did five years ago. And a lot of the people I worked with five years ago, I don't work with anymore. It's an evolving process. The best advice I could give someone trying to break into the business, whether it's as an employee or as a vendor, is be patient and stick to it. I've got to know Mark, and obviously I've known you a long time. You guys are a good group, and you've learned the business, and I think you have a lot to be proud of, and that's going to serve you well moving forward.

Roy Corby: Steeve nails it, right? There's something to be said for comfort and experience with someone. But let's say it's a brand new market, a brand new industry, and you're coming in cold. Steeve will tell you, one of the things I always tell everybody that works with me and for me, "You can never have enough smart people around." I'm going to ask a lot of questions just to gauge whether I think you're smart. And I don't mean smart as in book sense, but you did some research on my market, on my company, maybe even on me to be able to know that I'm going to ask you some off the wall things. And I'm just trying to gauge that, "Yeah, can they move with us?" If we're going to try to move quickly, is this company smart enough to say, "Oh yeah. You're going to zig. We're zigging with you, or we're going to know when you're ready to zag."

To me, that intelligence level of having done a lot of research before you come in to do a presentation is immeasurable, and it's priceless, to make-

Steeve Neely: Yeah. Don't waste our time. We've got other stuff to do and plenty of people to do it with. Do your homework. Come prepared. Don't come with all the answers, but be willing to give an answer when you're asked a direct question.

Michael: Fair enough. I appreciate you guys. And not just now, but all the time. I know you Steeve, I've hit Jeff for advice throughout the years, and Roy, so I appreciate all you do for a lot of people in the industry that you guys have worked with. I'll catch up with you guys in, I guess in a few days here, next week.

Roy Corby: Yep. See you next week.

Steeve Neely: Sound good. Looking forward to it, bud.

Michael: All right. Take it easy.

Tino Magnatta: Great. Thanks, Mike.

Hey guys. This has been really fun. I really appreciate you guys coming on, and we're going to definitely have you guys back on because some of the stuff you were saying was really remarkable. And I thank you both for coming on the show before as individuals and coming again this time. It's been really great.

Steeve Neely: Well, this is the only way I can get Roy to actually talk to me. You know, I call him. He ignores me. At least this way I can talk to him a little bit.

Roy Corby: Oh my god. Next week [crosstalk 00:59:52], all G2E we tell you. "You name the day, and I am there."

Steeve Neely: Sounds like a plan.

I appreciate [crosstalk 00:59:59].

Tino Magnatta: Hang on. I got one more. Someone just texted me and wants to talk to you guys. Hang on one sec.

Roy Corby: Aw geeze.

Tino Magnatta: Hello. This is GT Radio. Do you have a question for Roy and Steeve?

Michael: Well, geeze, I've been waiting so long. Aloha, this is Michael [inaudible 01:00:16]. It's a pleasure to hear you two gentlemen on the phone. I was thinking about all the things that I ask. You guys really have done a good job at kind of explaining everything. And then it just occurred to me that this music out there, 'Ice Ice Baby' in the background. No.

You talked about all the different kind of elements about the business that I think we're all very familiar with. One of the things that I would like to ask anybody who's been around a while, and you've gone through multiple stages in your careers. And you're now kind of at that point where you can kind of shed the knowledge, or share the knowledge, and help people continue to grow. And you've touched on some points of that. But one of the ones that I ask is how do you deal with your stress? Roy made a point of saying, "You can't go in there and share it with everybody when you're out there." How do you detox for yourselves? And then how do you encourage your team members to look at their challenges in a global way, so that they know that this one challenge in front of them isn't going to define them?

Roy Corby: Most of the people who really know me will kind of laugh because it really takes a lot to get me worked up. I'm crazy about my blood pressure. If I go into CBS tonight to grab something, and they have a blood pressure machine, I check it. And if I get above 125 over 77, I think there's something wrong. I have six kids, so for me I have a great ability to let things go. And that's why Steeve said that earlier that, that's my like go-to thing. I let it go. It's important to know what

matters, what doesn't matter, and only stress about the things that you can control. I just let things go, real easily for me.

When I talk to my team, I try to just ... to get that point across. "Hey. We're going to do a lot of things, and we're going to do some of them not well, and we're going to some of them very well. And we're going to improve on each and every one of those. And you can't let the ones we don't do right bother you or effect your, whether it's your health, your personal life, your home life, your work, the rest of what you've got to do at work. You've just got to let that go and move on. Process it and move on.

Steeve Neely: That's something I learned from Roy very well. I'm still working on doing it better, but he's absolutely right.

I think one of the things that's allowed me to kind of take the next step is focusing energy on the things that require focus and finding things outside of that to fill in the spaces. One of the things that I really enjoy doing, and I've been fortunate to do a lot of it, is just a lot of speaking, and a lot of coaching, and just sharing information, and teaching. That's a real passion of mine is just teaching and watching. I get energy from other people. When I see someone else, that light bulb goes off, then whether it's my son ... one of my sons, or a co-worker, or an employee, when I see the light bulb go off, it inspires me to want to do it again. That really just keeps it in perspective for me.

Michael: I think those are great answers. I agree with both of those.

One more question, if you don't mind. How do you identify and nurture talent within your organization?

Steeve Neely: I think that's an area I'm very proud of, the teams that I've had over the years. I'm very proud of the number of people that at one point or another ... It's kind of like the coaching tree. Someone that was on my team as one of my team members that's now running a department or even a property somewhere else, I take a lot of pride in that. Going back to what Roy said as far as evaluating people that you want to work with, when I find that person, and they may not have all the answers, but they're the person that's going to find the answers for you. No one's going to out work them. No one's going to out smart them, and they're going to put the effort in.

I can think of just off the top of my head a half a dozen people that I truly have had the opportunity to mentor that I'm so proud of what they were able to do. They didn't have the knowledge, but they had the desire, and they put the work in. That's what it takes. It doesn't come easy. If you have the brains, but you don't put the work in, you're not going to get there. It's got to be a combination, and a lot of it is the work.

Roy Corby: What Steeve does well that he ... I don't know that he recognizes, or realizes and just doesn't want to mention, is Steeve gives lots of people opportunities. You said, "How do you identify potential performers," basically is what you're asking us. So, how do you identify people in your organization who have potential to help drive you forward? Steeve talks to everybody, so Steeve gives everybody the opportunity and can then assess from there. We all know a lot of people and had losses who just stick to their silo. "I talk to the same five, six, seven, eight people," right? So, "I've already got everybody pigeonholed in what I think they can do." And like I said, Steeve talks to everybody on the team, and it allowed him to assess, "Hey. You know what? I think this person's capable of doing more." And don't think enough of us do that.

Tino Magnatta: Great.

Michael: That's good. Give them a little more on their plate and get that pressure going. That's good stuff.

Tino Magnatta: Thanks, Mike. I really appreciate it.

Michael: [crosstalk 01:06:17]

Thank you. I appreciate it. That was a great call to make. Enjoy.

Tino Magnatta: We'll see you next week.

Michael: Thanks. Bye.

Tino Magnatta: All right, guys. Great show. I really appreciate you guys coming on. And thanks to everybody for calling in and listening. You guys are fantastic.

Steeve Neely: Thank you, Tino.

Roy Corby: Thanks, Steeve. Thanks, Tino. Appreciate it.

Steeve Neely: See you next week guys.

Tino Magnatta: Okay. Take care guys.

Roy Corby: See you.

Steeve Neely: See you.

Tino Magnatta: Yep. Bye, bye.

All right. That was great. These guys are fantastic, a lot of knowledge, a lot of wisdom. We're going to be off for a week because of G2E, but when we come back, we're going to have a great show for you. We have [Carter Pavey

01:06:58]. He's a great, great guy. So we'll see you then. And remember, everybody's got a story to tell. You just have to have time to listen to it.

Have a great night. Bye, bye.

END